

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD**

6th December 2016

Report Title: Chief Executive Officer's report

Report of: Louise Stewart, CEO, APPCT

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Purpose: To update the Board on current issues and projects at Alexandra Park and Palace.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note the information.

2. Governance Review

2.1 An overview of the initial findings of the APPCT Governance Review will be presented to the Board at a workshop in January, date to be arranged. This will provide an opportunity for Board members to assess our governance arrangements, identify areas of concern or further investigation and discuss the need and ability to make any required changes or improvements.

3. Strategic Vision

3.1 The consultants (BOP) continue with their work on creating a Strategic Vision. Trustees attended a workshop on 7th November to meet the consultancy team and be briefed on their work to date; and for the Board to share their perspectives on the future for APP.

3.2 To further understand the impact of Alexandra Park and Palace to the local area and to London as a whole BOP have published a survey seeking views on the economic impact, visitor experience and customer impact.

4. East Wing Restoration Project

There is a separate report updating on the East Wing Restoration Project on this meeting's agenda.

5. West Yard Storage

5.1 Progress

5.1.1 The first stage works to prepare most of the site and remove the porta-cabins was completed by the Summer. Work will start again in late November in preparation for the construction of the new storage facility, office area (which will also re-support the North Wall) and restoration of the North West Tower. Careful and close collaboration is necessary between the Palace and Kier Construction to minimize the impact of events and construction affecting both the operating space in the West Yard and the construction area necessary for building. The two images at Appendix 1 show how the wall currently looks and the expected finished product.

5.2 Planning Consent

5.2.1 The Planning Application was amended to change the previous function space in the new building to ancillary office space.

5.2.2 Trustees previously considered this change at their Trust Board Meeting on the 19th July 2016, along with an update that the roof terrace had been omitted from the planning application following adverse comments following the consultation. It is expected that this amendment will be considered at the Planning Sub Committee on the 12 December 2016.

5.2.3 There have been delays as a result of discussions with Haringey as to the most appropriate way to deal with this minor amendment. The Architects, Purcell's will be making this submission on our behalf, with updated drawings and amended supporting information very shortly

5.2.4 The decision to proceed and approve the final scheme still rests with the Chief Executive, in consultation with the Chair of Trustees. They asked that the final report seeking the approvals is circulated to Trustees in advance of making that decision. The report was circulated for comment on 22/11/16.

6. BBC 80th Anniversary celebration events

6.1 To mark 80 years since the launch of the BBC's regular television service on 2nd November 1936, AP hosted a range of events onsite and online.

6.2 Learning and Participation partnered with BAFTA to run 2 workshops in the Transmitter Hall for 210 pupils from local schools - Lindsay Russell (*Blue Peter*) and Ben Shires (*Officially Amazing*) fronted a fun mix of live demonstrations, behind-the-scenes films and interviews highlighting the talent behind the cameras and providing a window on the exciting world of television presenting.

6.3 An afternoon celebration for 100 *Pally Pioneers*, APTS members, friends, family and supporters in the Palace Suite dressed with mid-century BBC set designs, featured

engaging presentations by BBC History, the British Vintage and Wireless Society and Google Arts & Culture, with supporting archive and photographic displays.

- 6.4 Ticketed evening comedy performances for members of the public and invited guests were accompanied by 1930s inspired cocktails and canapes. The audience were treated to two short lectures by prominent experts followed with a set by improv artistes *Do Not Adjust Your Stage*. Alongside the show, guests were able to browse the AP online archive, 3 digital exhibitions and get a preview of the latest innovation in Ultra High definition television provided by the BBC R&D team.
- 6.5 Google provided 8 interactive stations with 30 inch screens for exploring the newly launched Alexandra Palace Google Arts and Culture platform showcasing access to the digitised archives <https://www.youtube.com/watch?v=fB5G7bwB61I> and 3 online exhibitions https://www.google.com/culturalinstitute/beta/exhibit/3wJCLw9Ah9_wLA
- 6.6 All this was set under the spectacularly lit transmission mast atop the BBC tower, signifying to the whole of North London Alexandra Palace's crucial role in this historic moment.
- 6.7 Media Coverage included:
 - Alexandra Palace featured on Friday Night is Music Night
 - BBC London, BBC national news and 2 pieces on BBC breakfast with Nick Higham
 - 3 page feature in Radio Times 29 Oct – 4 Nov edition including interview with Helen Clare (a performer who first appeared on BBC's "Cabaret Cartoons" in 1937) <http://www.bbc.co.uk/blogs/genome/entries/b27f6e67-80e1-4da4-b65a-835d4bc4a286>

7. Google Partnership

- 7.1 The Trust has been working closely with Google to digitise our archives including assets held at Bruce Castle Museum. The partnership was launched on 2nd November and can be seen at this link: <https://www.google.com/culturalinstitute/beta/partner/alexandra-palace>

8. Business Plan Progress and Performance Management

- 8.1 The quarter 2 update of the Business Plan is now complete and shows the progress to the end of quarter 2 (July – September).
- 8.2 Note of amendment to Q1 document – the actual percentage for KPI 22 (percentages of Fabric Maintenance Plan completed and percentage of Services repaired/ replaced) had been omitted from the Q1 performance reporting document and are now included in the Q2 document as follows:

8.1% of Fabric maintenance plan completed – **actual 3.2%**
27.4% of Services repaired/ replaced – **actual 29.5%**

- 8.3 Trust performance highlights:
 - Communication: 5 strategic information points are in place in the Park and Palace
 - Energy consumption is being monitored to improve efficiency

- Grounds maintenance work is up to date
- Green Flag and Green Heritage Awards achieved in July
- London in Bloom Gold and Category Winner- Large Park (over 25 acres)

8.4 Business planning for 17/18 is about to start and the Board will be consulted in February 2017.

9. Human Resources

9.1 The two year fixed term position of Head of HR and Organisational Development and a HR Executive was advertised externally the successful candidate will join us in January.

10. Village on Stilts 2017

10.1 APPCT was approached by a local artist with a proposal to create a contemporary Village on Stilts (sponsored by Arup), based on the original 1875 model in the Boating Lake, the images of which can be seen at Appendix 2.

10.2 The project aims to raise the profile of the artist, location and history and will provide a space for free recreation and will include a programme of education and interpretation.

10.3 5 artists/architects were invited to present proposals for a temporary pavilion inspired by the water village of 1875 and the history of Alexandra Palace & Park and on 10th November a Panel appointed an artist and funding will be sought by the local artist who is leading the project. The Panel included Gordon Hutchinson in his capacity as Chair of the Friends of Alexandra Park.

11. Commercial Update

11.1 Board members was presented with a summary of the commercial events for Q3 and Q4 in the SACCC report of 22nd November. In addition, the popular game show Deal or No Deal, hosted by Noel Edmonds, was filmed in Palm Court in October and will be televised in December.

11.2 Highlights:

- The Board is asked to approve the In-House Events Growth Plan under item 15 (Exempt CEO's report) on this agenda.
- The reporting process for Q2 has been completed and has been considered by the FRAC and APTL Board. Progress against sales targets have been positive.
- Appointment of Head of Health and Safety, Graeme Timms, work has started on a site wide health and safety plan. This plan is expected to be in place by the start of the next financial year. A Health and Safety Policy Statement was presented to FRAC on 22nd November and is before the Board today for adoption.
- Digital marketing campaigns have been tailored to specific audiences and as a result click through rates and increased by 4% compared with last year. The database gained 15,500 new contacts in Q2 and open rates are well above the industry average.

- The new website launch is behind schedule due to pressures of delivering short term marketing activity and the creation of detailed microsites. The website is due to be delivered in Q3.
- APPCT joined the institute of customer service and dedicated customer service assistant has been recruited to provide capacity in this area.
- Alexandra Palace's social media presence continues to grow and the customer database now exceeds over 125,000 contacts. Current figures are as follows

<u>Channel</u>	<u>Followers</u>
Facebook	67,000
Instagram	8,148
Twitter	21,700
Snap Chat	1,000

- Completed catering review and actions undertaken to improve operating processes and standards.
- The growth plan for the Phoenix Bar & Kitchen is being developed. In the meantime improvements to look and feel are being implemented with new signage, menus and a staff dress code.
- The relocation of the ice rink entrance in September has resulted in increased footfall.

11.3 Premises Licence

The Outdoor Events Strategy will be presented to the Board in February 2017 and the Board and SACCC were consulted on an application for an outdoor licence.

APP are working with the Licensing Authority on the final detail needed for the application and will be submitting this in the new year so it will be in place and enable APTL to deliver events under this licence.

11.4 Fireworks

11.4.1 More than 90,000 tickets were sold for the fireworks display and ancillary activities.

The event was attended by 24,000 (31,000 sold) on Friday and 42,000 on Saturday (50,000 sold) (Saturday's figure was similar to 2015). In total the event grew by over 60% proving to be London's most popular paid display. The event itself passed off with few issues, no reported crime and only a handful of minor medical issues, a majority of which took place in the ice rink.

11.4.2 Due to the prevailing wind a few tweaks needed to take place on Saturday for safety reasons which meant the display was not as aerial as the Friday display but this was only a minor change and not obvious.

11.4.3 The Day of the dead parade was well received by those in attendance and proved a great spectacle for the event.

Due to feedback from 2015's event we doubled the amount of available food units to 50 across site. These were again very busy at peak times so the team will be looking at how they can make improvements in this area again. The new street food village in the pavilion was a huge success and harboured a great atmosphere.

11.4.3 Despite keeping areas of the park open on Friday and Saturday and returning the Park to public use on Sunday morning there were issues raised by residents regarding park access during the Friday, a key build day where most of the site is a working area for construction. The team will be looking at ways to improve communication to stakeholders for the 2017 event.

11.4.4 All in all a very successful event. The Police and London Ambulance Service were based in the control room throughout both days and were very complimentary about the event and its delivery.

11.5 Ice Rink

11.5.1 The ice rink's autumn campaign has launched and includes numerous promotional materials, flyers, posters, Facebook advertising, featured digital advertising, social media support and e-shots.

11.5.2 Beauty & the Beast Panto on ice public sessions are now sold out. 80% of the school panto shows are already sold out.

11.5.3 Due to low ticket sales the promoters have cancelled the 'Vanilla Ice on ice' performances from 20th - 22nd of December.

11.5.4 Club de Fromage will continue on the last Saturday of every month and the next event date is 26th November 2016.

12. Park Updates

12.1 HLF Endowment Fund

12.1.1 The Trust had intended to submit an application to the Heritage Lottery Fund for a £1m grant to setup an endowment fund for the Park. HLF designed the fund for 'better managed heritage' – specifically, heritage that has previously benefited from an HLF grant. The total total funding available is £10m and each organisation can apply for £1m so competition would be strong.

12.1.2 The Park Manager and Director of Fundraising attended a workshop, started drafting the application, and sought specific advice from HLF, however, they have concluded that this is not the right time to apply for this fund, as there are a few large risks that could not be alleviated before the 24 November deadline:

- We do not have a track record in legacy giving or gifts from major donors which we could apply to this application
- We do not have a development board or high level advocates in place yet
- We do not have an agreed strategic vision for the park

12.1.3 It is possible that future funding for endowments will be launched by the HLF from 2019, but this is not confirmed.

12.1.4 Legacy funding will form part of our future fundraising strategy, and be advertised as an opportunity on our new website, but at the moment we lack resources to develop this. Legacy fundraising is very much a medium to long term strategy, and at the moment we are focused on short term opportunities.

12.2 Go Ape

12.2.1 On 9th December 2014 the Board agreed to delegate the approval of the Go Ape lease (subject to a satisfactory valuation under section 119 of the Charities Act 2011) to the Chair of the Board and to instruct, through officers, the Head of Haringey Council's Legal Services to seal the final lease document, subject to planning consent. The Chair of the Board approved the final version of the lease and acknowledged the satisfactory Charities Act Report signed by Strutt & Parker on 30 September 2016. The lease has now been sealed by Haringey Council. The construction schedule has slipped and the course opening is anticipated to be in early 2017.

13. **Learning and Participation (L&P) Team Updates**

13.1 Board members was presented with a summary of the L&P activities for Q2 in the report to the Advisory and Consultative Committees (SACCC) on 22nd November.

13.2 The following paragraphs provide the key information and any updates:

- April-October 2016, 1,036 pupils have visited
- 620 pupils booked in until the end of the December.
- L&P Team have exceeded last year's total visitor figure (1,651)
- To mark the 80th Anniversary - held 2 workshops with BAFTA to run 2 workshops for 210 pupils hosted by Lindsay Russell (Blue Peter) and Ben Shires (Officially Amazing). To maximise the impact of the event, numbers from each school were capped and 2 new schools were engaged. This was the first multiple schools event held. Discussions are already underway about future events, in particular to make the 75th anniversary of BAFTA next year.
- October half term activities held to link in with national Big Draw)
- As part of the Palace's Fireworks Festival the L&P Team partnered with Haringey Sixth Form College to create props for the Day of the Dead Parade on the 4th and 5th November. The success of this first project initiated a meeting with the Principal to discuss how the college could become more involved with the Palace as part of the East Wing project.
- The Open House event (17th September)sold out - tours of the basement for visitors to see the original Victorian storage rooms and the bunk beds and workshop machinery from the First World War. Planning is underway to increase the numbers of tours from 2017 onwards to include the Park, Palace and the East Wing when it opens in 2018.
- Newly appointed Head of L&P (Sarah James) and the team have been working on revising the Activity Plan to create a holistic approach to Learning across both the Park and Palace. The programme will launch in January 2017 following internal consultation with staff in December and meetings across the borough to secure partnerships with cultural, creative and academic institutions.

14. **Reception Relocation**

14.1 On 5th December the BBC reception will become a staff only access area. This will allow us to create more office space on the ground floor. The main business and public reception for the Park and Palace will be relocated to the Palm Court where a new reception has been created. We have recruited a Customer Services Executive starting

Monday 28th November who will be based at the new reception but will also undertake a range of customer service duties reporting to Martin Keane, Head of Marketing.

15. Legal Implications

15.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

16. Financial Implications

16.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

17. Use of Appendices

Appendix 1 – West Yard Storage Project images

Appendix 2 – Village on Stilts, 1875, illustrated in The Official Guide to Alexandra Park and Palace

Appendix 1 – West Yard Storage Project



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