

Alexandra Palace

Alexandra Park and Palace Charitable Trust

Business Plan 2018/2019

Issued February 2018

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1. Introduction

Alexandra Park and Palace is a registered charity (Charity Registration Number 281991) responsible for maintaining, restoring and repairing the charitable assets of the Park and Palace that are held in Trust for the public, by Act of Parliament.

The overarching priorities of the Trust in undertaking its activities are:

1. To maintain and develop the Park and Palace as a leisure, cultural, and entertainment destination;
2. To achieve long term financial sustainability for the charitable assets whilst respecting the historic and natural environment;
3. To bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes;
4. To improve awareness and understanding of the Trust, its assets and activities;
5. To deliver quality customer and visitor experiences across all areas.

To deliver its purposes and strategic priorities the Trust:

- delivers programmes of work to:
 - restore the derelict areas of the Park and Palace to rejuvenate the assets for audiences now and in the future;
 - repair the building fabric to ensure it remains safe and watertight and gradually overcome the historic backlog of repairs;
 - improve and upgrade the critical support infrastructure across Park and Palace;
 - conserve our historic records and make them accessible to the public;
 - engage a broad audience in the history and heritage of the Park and Palace;
- raises and generates funds to support the restoration and development of the Park and Palace;
- delivers a calendar of events, quality leisure experiences and activities throughout the year that bring the charitable assets alive for the purposes of their creation - entertainment and recreation (through its trading subsidiary);
- manages the impact of the organisation and its activities on the environment and community.

In delivering its work the Trust recognises that it delivers wider economic, community and environmental impacts beyond its primary charitable purposes and, where resources allow we measure these wider outcomes.

The Trust delivers events, leisure experiences and activities, itself and via its wholly owned trading subsidiary that also generate income to contribute financially to the delivery of its work and charitable purposes.

The trading activities of the Trust are delivered by the Trust's wholly owned trading subsidiary, Alexandra Palace Trading Ltd (APTL). APTL is a company limited by guarantee with its own board. Four members of the Trustee Board are also directors of APTL.

The operating surplus achieved by APTL from its activities is passed from APTL to the Trust, in the form of Gift Aid, to fund delivery of the Trusts' charitable purposes.

The Trust and its trading subsidiary share business service functions such as HR and Finance Management. The costs of these shared activities are charged, as appropriate to the charitable and trading activities and based on periodically reviewed operational percentages.

Activity	Business Plan Programmes	Sub areas
Trust	Strategic Leadership & Management	<i>Vision & Strategy</i> <i>Governance</i> <i>Performance Management</i> <i>Communications</i> <i>Fundraising</i>
	Property & Estate Management	<i>Facilities & Maintenance Management</i> <i>Estates Management</i> <i>Park Management</i> <i>Park Leases Management & Monitoring</i>
	Development Programmes	<i>East Wing Restoration</i> <i>Creative Learning¹</i> <i>Collections and interpretation</i> <i>Volunteering</i>
Shared Business Services	Resource management	<i>Financial Management</i> <i>Human Resource Management</i> <i>Procurement</i>
	Health & Safety	

APTL Operations	Catering and Hospitality
	Event development and delivery
	Sales & Marketing
	Ice Rink Management

¹ Creative Learning is the new name for Learning and Participation, adopted in 2017/18.

2. 2017/18 – key highlights

2017-18 Activity Highlights Report

Strategic Leadership and Governance

The Strategy Day for Trustee Board members in October provided a dedicated session to discuss the strategic and longer term issues facing the Charity. Setting a clear direction for the future for the Park and Palace and for the organisation, understanding the longer term financial challenges and identifying potential solutions to explore. In March 2018 the Trustee Board approved the Strategic Vision for the assets putting in place a clear vision for the future and a framework for future projects to be measured against.

Further to an internal review of our governance arrangements, the Board informed the Corporate Trustee of the Governance Review findings and obtained support to proceed with the next steps to test the viability of the proposal to change the structure of governance to a charitable company limited by guarantee.

An outline of, and expectations for, the ten year Trust Strategy were discussed and this will now be developed alongside the viability and testing of the new governance model.

Fundraising & Income Generation

In addition to the grants received from the Corporate Trustee, the Trust generated £2.267m of income through its own activities through fundraising² and donations, gift aid from trading, leases, licences and the new restoration levy.

Our total fundraised amount (including commitments secured) was £820k. Our fundraising activities have:

- Secured funding to build a Creative Learning Centre in the East Court
- Raised awareness, engagement and donations from our local community including advocacy and support from local people with links to the entertainment industry such as Sandi Toksvig and Neil Morrissey.
- Achieved grant funding which has included;
 - Garfield Weston Foundation towards the restoration of the theatre ceiling
 - Tottenham Grammar School - supporting our Big Schools Day held in partnership with BAFTA, for a second year
 - John Thaw Foundation for Creative learning
 - Rose Foundation building and maintenance projects

Our volunteers have given 545 hours to support the Charity's fundraising activities. These hours have helped us to host theatre tours, create relationships with commercial businesses for donations, raise substantial amounts towards our fundraising targets and sell Theatre seats. In addition they have provide excellent administrative support to ensure our record keeping and donor relations are appropriate and in line with the Fundraising regulations.

The Friends of the Theatre have been actively raising awareness of the Theatre, arranging tours for their members of the works in progress, fundraising, contributing to our knowledge and the archive and donating hours of time.

Communications

Communications has always been challenging. We have so much public facing promotional activity for events and activity happening on site that sometimes our underlying messages about the Charity and our mission is diluted. With the support of a communications agency and the appointment of a Communications Manager the Marketing and Communications Team have been able to achieve press coverage across local, London and national press including live broadcasting and a behind the

² This amount includes fundraised amounts promised but not yet received.

scenes tour of the Theatre Restoration. Six Alexandra Palace films were created during the year, generating 205,568 views. The level of activity has delayed the launch of a planned new website which will now be delivered in 2018/19. However a new communications channel the Alexandra Palace blog was launched. To date 41 blog posts have been created and they have received 17,057 unique visits and a total of 58,930 page views.

Park Management

The Trustees approved a Park Monitoring Framework to monitor and assess the effect of events in the Park following the granting of an event licence for the Park. The framework has short and long term measures.

Investment in the Park in 2017/18 included:

- £12,000 of capital expenditure reconstructing a part of Alexandra Palace Way to prevent the ongoing formation of a sinkhole.
- £12,000 was spent investigating and making repairs or installing solutions (such as mini-SUDs (sustainable drainage) schemes) to tackle the continuing challenge of drainage. Due to the nature of the topography the water issuing from 'springs,' blocked drains or leaking water mains travels long distances and in particularly wet weather frequently makes paths impassable in multiple locations.

The ongoing repairs were undertaken as planned to address the repair and maintenance of outdated infrastructure and damage from vandalism.

The threats facing our tree stock continue to increase. Recently discovered Massaria disease of Plane and Oak Processionary Moth, both of which require resources to manage and more surveys to be undertaken.

Work has progressed throughout the year on the scheduled lease renewal for the Old Station Building, and scheduled rent review processes. Work commenced on the new lease for the Actual Workshop (Little Dinosaurs).

Attractions in the Park have been enhanced with a new course added to the Go Ape attraction. Unfortunately the reinstatement work was not undertaken due to poor weather and ground conditions, but this should start in early summer 2018.

The implementation of the Park Management Plan made good progress with the work of the Grounds Maintenance Contractor being enhanced through by input from partners such as Capel Manor College, Friends of Alexandra Park and The Conservation Volunteers.

Volunteers play a huge role in keeping Alexandra Park maintained to its award winning standard. The Park benefited from over 1,412 volunteer hours from the Friends of the Park, Capel Manor College and volunteers from our Park maintenance contractor John O'Connor.

Facilities Management

In 2017-18 the updating of the infrastructure of the Palace building has included replacement of fire panels, fire suppression systems and emergency and LED lighting in priority areas. The fourth boiler was replaced, completing the boiler replacement plan. All of these will help us safeguard the building and improve our energy efficiency.

Property Management

We continue to make progress in delivering the Fabric Maintenance Plan. We are now in our fourth year of plan delivery and have achieved completion level of 32% of the total plan. In 2017/18 £810,000 was invested in repair and maintenance and £13.5m in restoration. This is a significant investment for the Trust and was only possible because of the external funding provided by Heritage Lottery Fund, Haringey Council and donations from the public, trusts and foundations.

This year we also completed a specification for basement structural repairs and damp proofing. This work will be undertaken in 2018/19 and is critical if we are to bring this area back into use.

Alexandra Palace remains on the Theatres Trust 'Theatres at Risk Register', but we are now at the lowest level of risk on the scale. It is expected that when the theatre opens in 2018/19 the Alexandra Palace Theatre will no longer be considered at risk.

The Palace remains listed as poor in terms of condition on the Historic England 'Buildings at Risk Register'. It is not expected that this will change upon the opening of the refurbished East Wing due to the condition of other areas of the building and level of backlog of repairs. We remain one of the largest buildings on the register. However, in terms of priority category, we are the lowest at F. We appear low on the priority list because there is a repair scheme in progress and the building has a clearly identifiable use.

East Wing Restoration Programme

The re-scoped East Wing restoration project has progressed well. The Victorian Theatre and East Court are due to complete in 2018. The spaces have been transformed through the unblocking and opening up of key spaces particularly in the theatre foyer and the north tower that opens up key views over the north of the Park and provides new spaces for audiences and performers to enjoy.

We have worked with historic paint specialists to establish a new paint scheme for the East Court so that it is relevant for today's audiences but also pays respect to the building's heritage and we have benefitted from a range of stakeholder input and support to successfully restore and consolidate the historic theatre ceiling to allow for the eventual opening of the space for the public enjoyment (including Theatres Trust and Historic England and Haringey Council Conservation Team).

Work began on the Theatre backstage dressing rooms, the ground floor of which is fully accessible to allow opportunities for a range of performers and visiting companies.

Despite the many challenges that this project has raised, the systems of control and project management employed have meant that key relationships have been maintained, reporting requirements have been met and all consents obtained and all drawdowns of payments received.

Whilst we remain disappointed that the rescope project does not include the studio spaces, the work to interpret the story of television at Alexandra Palace has continued. A forward Plan has been agreed for when the Trust is ready to take a studio project forward. In addition we have successfully obtained building consent to light the mast for commemorative events.

Interpretation

In 17/18 more than 10 collaborations have been brokered to raise the profile and awareness of the historic significance of Alexandra Palace and its rich archive of entertainment heritage, including BBC Research & Development and Google with online exhibitions and virtual tours providing an authentic AP perspective on the television history.

Materials are available online for the public to access including items owned by partners such as Alexandra Palace Television Society, Hornsey Historical Society and Bruce Castle.

The historical timeline displayed on the hoardings around the Theatre has also created high levels of interest and discussions among the visiting public and our stakeholders.

Our volunteers have donated nearly 300 hours to our interpretation activities.

Creative Learning

The Learning and Participation team were strengthened and renamed the Creative Learning Team during the year. With a strengthened team delivery has been happening at pace to deliver the Activity Plan.

Relationships have been strengthened with Haringey Shed, Middlesex University, BBC Learning, Alzheimer's Society, and Haringey Music Services.

New partnership opportunities are currently being discussed with Discovery, BBC Proms Learning, The Guardian, Border Crossing, Mama Quilla and The National Circus School and 10 new partnerships towards the end of the year projects with Million Minutes, Inspire, The London Grid, National Circus School, Netherlands Institute for Leisure and Events Management, Emergency Exit Arts, Chicken Shed, Haringey Obesity Alliance, GFest and Collage Art.

The team have also secured delivery partnerships with local social and community organisations resulting in ten creative learning delivery partnerships, including care homes and cultural organisations in addition to the 66 local schools we engage with. Our volunteers have donated 1,078 hours of their time to Creative Learning programmes.

Volunteering

Our team of regular volunteers has grown to 63. The number of hours donated to the charity was 3,945 hours. The volunteers continue to amaze us with their enthusiasm, passion and dedication to our mission. The highlights from the volunteers directly managed by AP include, researching and creating connections with archivists (resulting in collaborations), writing a blog on our blog pages, providing administrative support and working on the summer festival.

Our volunteer coordinator alone has contributed over 300 hours of time to ensure that our volunteers are supported in their roles effectively.

Delivery area	AP managed volunteers	Partner (e.g. friends of the park, JoC, Capel Manor)	total
Park		1,412	1,412
Fundraising	545		545
Creative learning	1,078		1078
Collections/interpretation	300		300
Other (admin, promotion)	319	300	619
total	2242	1616	3,954

Financial Management

The finance team was strengthened last financial year which has allowed the team to focus on improving the delivery of financial management for the Trust and its trading activities including management practices and procedures. Working with the catering team a stock management audit was completed and an action plan agreed, with implementation already underway. A review of financial policies and procedures was commenced and will be finalised in the coming financial year.

Human Resource Management

Our work to complete the HR action plan resulting from the HR audit in 2016/17 made good progress. 100% of legally required HR policies have been reviewed, updated and are now in operation. We have put in place new providers for the provision of Occupational Health and Employee Assistance Programme as part of our commitment to employee welfare and have new employment law insurance providers in place.

We devised a formal induction programme for all new employees and revised and improved our recruitment and selection processes. We have put in place a HR document retention plan and file categorisation in line with the General Data Protection Regulations that came into force in May 2018.

Health and Safety

Our Health and Safety team was strengthened in 17/18 which has allowed us to strengthen our approach across the organisation.

- The Board approved the new Health and Safety Policy in February 2018.
- The Executive Leadership Team received dedicated Health and Safety Training.
- A new accident and incident reporting system was tested for launching early in 2018.
- Health and safety briefings became a regular occurrence including briefings from partner organisations such as metropolitan police service on issues of relevance to the Park and Palace.

Trading Activity

The Trading Subsidiary put in a strong performance in 2017/18 though some areas of business did not achieve target, events exceeded expectation with live music in particular performing a critical role in securing an overarching increase in both revenue and net profit (gift aid) for the Charitable Trust.

The Sales Strategy and Growth Plan developed in the previous financial year provided the foundation for the business to move forward. 'Kaleidoscope', an initiative identified within the growth plan, is our first Arts & Music Festival. Following thorough research, development and due diligence assessments it received approval for delivery in 2018/19, a significant step in the organisations history.

2017/18 was also a year of firsts for Alexandra Palace with new and high profile events such as the Drone Racing League, the Skepta gig which broadcast live on Apple, yet again positioning Alexandra Palace at the heart of pioneering broadcast technology. Spotify's first ever festival in the UK was held at Alexandra Palace in November, 'Who We Be' celebrated the best of urban, grime and hip hop bringing together the likes of Bugzy Malone, Cardi B, Dizzee Rascal, Giggs, J Hus and Stefflon Don, who between them have had over half a billion streams on Spotify.

In the final quarter of the year, the Palace also played host to music legends such as LCD Soundsystem, Liam Gallagher, Fat Boy Slim and Morrissey whilst The Maccabees took their final bow in the Great Hall. New artists to Alexandra Palace such as Lorde and Rag n Bone man entertained the crowd to great acclaim.

Our own Alexandra Palace team produced and promoted events including the 90,000 attendance Fireworks Festival, StrEATLife - Street food and craft beer festivals.

The Ice Rink received over 90,000 visitors across the range of activities from ice skating lessons, to junior hockey attracting visitors from a broad spectrum of the public including local schools and disability groups. Participation levels show a high percentage of female participation and a wide age range from 2.5 years to 80 and a mix of nationalities from Eastern European to North American. Following a procurement process we awarded Heineken a new contract. New deals were negotiated with – Professional Darts Corporation, Master Snooker, Royal Yachting Association and Country Living Exhibition securing foundation business for the future.

The proactive approach to sales has resulted in a high proportion of revenue being generated from new business. The investment made in APTL in 2016/17 has assisted in the trading subsidiary realising an improved outturn on its 2017/18 targets.

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3. 2018/19 Delivery Priorities

3.1 Strategic Leadership & Management

Strategic Vision and Governance

- Promote and develop projects to implement the long term vision for the charitable assets
- Develop the narrative from the Strategic Vision to ensure that the unique heritage is celebrated and contributes to the development of an engaging offer and on site experience
- Introduce internal processes to ensure objectives of the vision are embedded in project development
- Prepare detailed proposals and implementation plan for agreed governance changes

Fundraising, Sponsorship & Income Generation

- Revise and develop the case for funding beyond the East Wing supported with identified future projects
- Build advocacy for the Trust and make progress on the establishment of a development board
- Devise a financially sustainable future for the Creative Learning Programme
- Identify financially sustainable approaches to fund and support the collections and interpretation agenda
- Hold Board workshop on income generation

Communication

- Increase understanding of the Charity's need for funding to deliver its purposes
- Improve APP presence and engagement within our stakeholder network
- Deliver a programme of communications to activate and acknowledge the value of donations and the public benefit impact of the Trust
- Increase engagement with new, low income, hard to reach & BAME beneficiaries

Performance Management

- Develop a simplified suite of metrics to monitor the delivery of charitable purposes and better capture public benefit
- Create and implement HLF evaluation plan
- Consistently manage the performance of our human resource

3.2 Property & Estate Management

Facilities Management

- Improve and upgrade critical support infrastructure across Park and Palace (specific projects tbc)
- Improve consumption, efficiency and resilience of our energy supply (specific projects tbc)
- Review current facilities structure and priorities to ensure effective future capability and capacity
- Review current office facilities across the Park and Palace

Estate Management

- Implement building repair programme priorities
- Complete the West Yard Storage Project

Park Management

- Draft a Park infrastructure investment plan
- Review of park routes and trails
- Improve management of tenants and leased property in the Parkland
- Establish baselines for park soil, habitat and wildlife and monitoring programme

3.3 Development Programmes

East Wing Restoration

- Complete the East Wing restoration programme within the objectives parameters set by the Trustee Board and funders and ensure effective handover of East Wing
- Develop a clear plan of action for all of the work streams to deliver successful East Wing operations and opening
- Maintain and manage good working relationships with funders and statutory consultees to ensure all conditions relating to the project are discharged correctly

Collections and Interpretation

- Develop a programme of online exhibitions to showcase our heritage and collection with resonance to the present day
- Identify appropriate accreditations for the collection and establish timescales for achievement
- Develop the brief and forward plan for the Television Studios Restoration Project

Creative Learning

- Develop and deliver a programme of regular creative learning sessions across three strands, Schools, Skills & Learning, Outreach & Interpretation and across the Park and Palace
- Increase the visibility of the Creative Learning programme locally through effective communications, profile raising and partnership work
- Create new and strengthen existing partnerships to achieve greater impact from our programmes

Volunteering

- Recruit and manage a diverse team of volunteers to enrich the delivery of learning opportunities and to act as ambassadors for the Trust
- Further develop and improve our approach to volunteering to offer quality volunteering opportunities
- Increase engagement of volunteers in the development of APPCT creative learning programme and activities
- Support and encourage volunteering and voluntary contribution to the management of the parkland
- Devise and implement an organisation wide approach to monitoring volunteer contribution to our work

3.4 Resource Management

Financial Management

- Update and issue a complete set of financial policies and procedures
- Undertake an internal audit of compliance with GDPR regulations
- Implement recommended findings of stock control audit
- Update the long term financial projection for the Trust
- Update procurement policy and procedures
- Development of contract management policy and procedures

Technology & IT Management

- Assess the requirement and delivery of formal contracts to improve ICT capability and service

Human Resources

- Update the employee handbook with revised and new policies
- Develop a consistent approach to pay and reward
- Develop the HR capabilities of our line managers
- Undertake learning needs analysis

Health and Safety

- Complete emergency planning review
- Review incident investigation and documentation process
- Implement a H&S reporting tool for incidents and accidents
- Review the H&S assessments for Alexandra Palace Way and car parks
- Review the annual H&S metrics for the Trust
- Collate and review a comprehensive list of site rules for AP employees and contractors
- Undertake a schedule of H&S inspections in the parkland

3.5 Trading Activities – Alexandra Palace Trading Limited

2018/19 will be a demanding year for the trading subsidiary. The combination of opening the new attractions of the Theatre and East Court and the delivery and promotion of the Arts and Music Festival 'Kaleidoscope' whilst delivering our regular business will stretch resources. However these projects represent the hard work resilience and passion of our team, partners, donors and volunteers and we are committed to delivering these to the best of our ability whilst also focusing on areas of the business such as the Ice Rink that present significant unrealised opportunity for further growth.

2018/19 will also be the first full financial year for the newly introduced restoration levy, which will provide much needed funds for the Trust to invest in key customer facing facilities and infrastructure.

4. Performance Management

As part of the development of the Business Plan for 2018/19 the performance measures and indicators, for all functional areas has been revised and updated. The focus for 2018/19 will be to create more consistent reporting to show year on year progress and delivery of our charitable impact and wider public impact.

The performance measures for each of the delivery areas is below and the draft impact matrix is attached at appendix 1.

4.2 Performance Measures

4.1.1 Strategic leadership and management

Strategic Vision and Governance

- 2 new projects underway to implement the Strategic Vision
- Production of a site wide interpretation approach
- Establishment of an internal project management approach
- Planning, development and analysis of agreed changes to Trust Governance completed

Fundraising, Sponsorship & Income Generation

- Development Board established
- New Case for Funding developed and agreed
- Major Fundraising Event hosted
- Restoration and development projects identified and mapped against potential funders and sponsors
- Proposals outlined for a future Creative Learning Programme
- Approach outlined for Interpretation and Collection resourcing
- Total amount fundraised
- Total amount of income generated

Communication

- Stakeholder mapping exercise complete and engagement plan in place
- Consistent messaging in communications and fundraising messages embedded
- New format annual report

Performance

- Beneficiary monitoring processes introduced in key areas
- Simplified suite of metrics developed that can be used consistently year on year
- HLF evaluation plan in place
- 100% of staff have objectives set and monitored

4.1.2 Property and Estate Management

- 100% of identified capital projects delivered on time and within budget

Estate Management

- 9% of Fabric Maintenance Plan completed in year
- 27% of Fabric Maintenance Plan completed to date
- Completed West Yard Storage project

Facilities management

- Energy efficiency audit completed
- Department structure reviewed and changes agreed
- Office footprint of the Trust and its trading subsidiary rationalised and appropriately located on site for effective operations
- 100% of Facilities Management Plan prioritised works completed

Park management

- Park infrastructure investment plan drafted
- Report on park trails completed
- Zero breaches of park leases
- Baselines in place for the outdoor events monitoring programme

4.1.3 Development programmes

East Wing

- East Wing is compliant with statutory and funding conditions
- Completed East Wing, successful handover and opening event

Collections and Interpretation

- 4 times APPCT collection, archive, story recognised in national and international exhibitions and topical historical anniversaries
- 4 online exhibitions of AP Archive created & engagement surveys undertaken
- Creation of prioritised and costed schedule of works to achieve Collection Management Plan standards

Creative learning

- Skills and learning outputs (baselines to be established)
- Outreach and interpretation (baselines to be established)
- 85% customer satisfaction rating for Creative learning activities
- Increased diversity of participants engaging with Creative learning programme
- Establishment of 5 new Creative Learning partnerships
- Number of volunteer hours completed
- Increased diversity of volunteer base

4.1.4 Resource Management

Financial Management

- Documented financial policies and procedures in place
- GDPR compliance audited and recommended actions agreed
- Improved stock controls in place
- Revised long term financial projections produced
- Procurement policy, procedures and controls in place and workforce trained
- Contract Management monitoring process and measures in place for all Trust contracts

Technology and IT management

- Improvements identified and agreed within available resources.

Human Resources Management

- New employee handbook issued
- New pay structure agreed
- Training plan in place
- 100% of legally required HR policies reviewed, updated and communicated
- Employee records 100% up to date
- Staff sickness/attendance levels (baseline to be established)

H&S

- Emergency planning strategy in place and staff fully briefed
- The production of a suite of documents to support all areas of emergency planning
- Documented approach to incident reporting and investigation management in place
- Up to date H&S assessment of parkland, AP Way and car parks in place and recommendations agreed
- Consistent approach to inspection and record keeping across the organisation
- Agreed set of metrics in place
- All Standard Operating Procedures updated and relevant new ones completed

4.3 Performance Reporting

The Performance measures form the basis of objective setting for teams and individual employees which are monitored during the year.

Progress and performance against the Business Plan is reported on a quarterly basis to the Finance, Resource and Audit Committee and to the Trustee Board and in relation to trading functions, the Board of APTL (see Appendix 2).

The Trust and trading subsidiary use this information to monitor progress in year, to inform future business planning, monitor trends and provide the performance data in the Annual Report.

5. Financial Summary

5.1 Financial Priorities and Pressures:

The Charities unrestricted funds come from two main sources; from Haringey Council (as the Charity's Corporate Trustee) and Gift Aid from the charity's wholly owned trading subsidiary. Despite its own financial pressures the Corporate Trustee has committed to provide the Trust with funding at the previous years' level.

The Trust operates in a tightly controlled cash flow environment in order to perform its charitable objective to maintain the Park and Palace. During the 2018-19 financial year the Trust will complete two major capital projects: the West Yard Storage Unit and the East Wing Restoration Project as well as moving into the implementation stage of the Strategic Vision and the next steps of governance improvements.

The West Yard Project will be completed in summer 2018 and will provide a storage unit to support the commercial activities of the Trading Subsidiary. It will also provide office space for the organisation. The construction work was contracted to Kier Construction Limited, funded by a loan of £2.5m from the Corporate Trustee. Going forward there will be additional financial pressure on the Trust to meet the annual loan repayments of £122,000 on top of existing loan commitments. However freeing up the BBC tower provides the opportunity to look at new uses for this space including much needed income generating opportunities.

The East Wing Restoration Project will be completed in Autumn 2018 with the opening of a refurbished East Court and the previously derelict Victorian Theatre. During the construction works a number of matters have occurred which were not in the control of the project team; they required immediate remedial works due to health and safety concerns, delays with design matters and several requirements for design changes as the building presented complex issues. The combination of these discoveries and cost of the delay is likely to result in a slight overspend on the overall budgeted construction costs of £20m; the funding solutions are already in place to meet the overspend fully as the construction works are approaching completion.

Every Year the Trust faces the challenge of maintaining the Palace building which has a vast fabric maintenance and repairs plan due to ageing, wear and tear and historic infrastructure and facilities. These capital projects are funded by the Corporate Trustee annual grant of £470,000. From 2018/19 repairs and maintenance projects are also going to be funded by the compulsory restoration levy charged on sales of tickets at events operated by the Trading Subsidiary (Alexandra Palace Trading Limited). This will enable us to make greater progress towards long term repairs and maintenance and ensure that operational areas, facilities and infrastructure in the Park and at the Palace at over £15m.

The opening and operation of the Theatre and the East Court comes with a financial risk to the Trust. The costs of operating these spaces will need to be carefully managed to control the overheads of the Trust and to ensure the existing operation of the trading subsidiary is not subsidising the new spaces, potentially reducing the level of gift aid to the Trust. "018/19 will be the year that the business model and plan for these spaces will be fully tested.

The Fundraising Strategy will increase in importance as we near completion of the East Wing and beyond, to embed fundraising as a core element of the Trusts work to support our charitable objectives. Although the target for the Restoration Project has not been fully achieved we have secured the funds from a major donor to build a brand new learning centre in the East Court. Short term the operating costs of the centre will be partly met by HLF funding (until 2020). The team will be creating the longer term funding plan for Creative Learning in 2018/19 to sustain and grow the work to date.

The Corporate Trustee has been providing the Trust with annual funding at a level agreed in 2016. However the Trust has experienced a significant rise in operating costs (specifically costs of labour, pension liabilities and facilities costs). In real terms the Trusts budget is decreasing putting additional pressure on the Trust's trading subsidiary to deliver more gift aid year on year. The Trading subsidiary retains little of its operating surplus and is in need of investment in order to protect the returns it already provides to the Trust, in new plant and equipment. The Trading subsidiary is also investing in higher risk commercial activities such as the Kaleidoscope Festival (July 2018) to generate new income streams.

The summary budget is below:

APPCT	Budget 2018-19
Trust Income	£
HC Grant - Operational	1,950,000
Palace APTL Licence	300,000
Palace Leases	67,000
Park Leases	172,052
Creative Learning	6,000
Gift Aid	1,050,000
Total Incoming Resources	3,545,052
Overheads	
Cost of Sales	0
Wages & Salaries (including pension & Ni)	771,007
Other Wage Costs (Agency,Welfare,Travel)	17,595
Maintenance and Repairs - Palace	329,004
Maintenance - Park	329,556
Maintenance and Repairs - Others	195,860
Security	507,800
Pest Control	6,000
Rates & Insurance	375,000
Office costs (incl tel, postage, stationery, copiers)	120,000
Utilities (15% allocation)	86,596
Software & IT	51,910
Sundries, Meeting & Subscriptions	45,930
Marketing, Advertising & Design	28,900
Legal & Professional	267,850
Banking Costs	1,500
APTL Cost recharges	78,060
Total Outgoing Resources	3,212,568
Unrestricted Result (cash reserve)	332,484
Loan commitments:	
West Yard loan	122,000
Ice Rink main loan	164,000
Ice rink SIF loan	repaid
Lighting SIF loan	44,417
Unallocated 2018-19 cash reserve	2,067

6. Risk Management

The organisation's Strategic Risk Register is maintained and reviewed quarterly by the Executive Team. It is reviewed by the Finance Risk and Audit committee at each meeting and the Board of APPCT at least annually. Capital Projects such as the East Wing and West Yard projects have their own individual risk registers, which are monitored by the project team and programme board.

7. APPCT Governance

Alexandra Park and Palace was created as a Trust by Act of Parliament in 1900. In 1980 the Trusteeship transferred to the Mayor and Burgesses of Haringey, Haringey Council, which delegates its responsibilities to the Trustee Board, appointed by the Trustee.

The Trust is registered as a Charitable Trust with the Charity Commission. Our Governing document is an Act of Parliament and subsequent orders, collectively known as the Alexandra Park and Palace Acts and Orders 1900 – 2004.

The Charity is subject to charity law. The Trustee and Trustee Board must act solely in the interests of the charitable assets and the Trusts interests when dealing with Trust matters.

Two committees advise the Board, the Advisory Committee, which is statutory, and the Consultative Committee. The wholly owned trading subsidiary, Alexandra Palace Trading Ltd, has a separate Board. The Trustee Board appoints the directors of the APTL Board and appoint four of its directors from the Trustee Board itself.

Details of our Trustees and further history and detail of our governance can be found in our latest Annual Review on our website <http://www.alexandrapalace.com/about-us/>

8. Executive leadership

The key responsibilities of the Leadership Team are;

Louise Stewart - Chief Executive of Alexandra Park and Palace Charitable Trust. Louise has overall responsibility for the work of the Trust and its trading company. In addition she oversees Human Resource Management.

Emma Dagnes –Deputy Chief Executive. Emma oversees the functions of park, estate and facilities management, the £27m East Wing Restoration project, including the restoration team, fundraising, and the Creative Learning programme. She has the responsibility for operational oversight of the activities of Alexandra Palace Trading Ltd.

Dorota Dominiczak – Director of Finance and Resources. Dorota is responsible for strategic and operational financial management together with the effective management of the support services; procurement and IT.

James Atkinson – Director of Fundraising. James is responsible for leading and driving fundraising activity to achieve the £1m target to support the East Wing Restoration Project, and put in place a legacy for fundraising that can be implemented in the longer term.

9. Our beneficiaries

The beneficiaries of Alexandra Park and Palace Charitable activities are the public.

The Trust therefore makes the Park and Palace available to all members of the public. Whilst we lack detailed evidence on our individual beneficiaries, from sampling surveys and ticket sales, we estimate that the Park and Palace attract around 3.5m visitors per year. Approximately 20% of those visitors attend specific events, the majority of whom travel from further afield.

A large percentage of the beneficiaries of the Trusts activities are local residents of Haringey and North London who regularly use the Park and Palace for recreation and enjoyment deriving health, wellbeing and educational benefits from our built & natural environment, cultural and entertainment activities and our learning programme. In 2017/18 our learning and participation programme provided 2,000 learning opportunities for Haringey Schools and the Borough Network Learning Community.

Our communications activity aims to increase awareness of the Park and Palace so that more members of the public locally and from further afield may benefit. Our learning programme aims to provide richer opportunities for the public to derive deeper and more long lasting benefit. We continue to expand this programme, increasing our engagement with local community groups so that a wide cross section of the public can benefit.

The Trusts purpose is to ensure that the Park and Palace remain open and accessible to the public for enjoyment and recreation, as much as is safe to do so bearing in mind the level of dereliction within the building. The Park remains open 24 hours a day throughout the year. Our Creative Learning programme includes the opportunity for the public to access the derelict areas at scheduled times throughout the year.

The Trust does not have a large endowment to call upon and has a considerable financial challenge to keep the building open, safe and in a good state of repair. The Trust therefore charges for specific additional activities to cover the costs of delivery and to generate income to support the charitable purposes. On the occasions that charges are made it is for premium activities above the daily provision of the Park and Palace for general recreation, in accordance with our Acts and Orders. The Trust takes into account the level of any fees charged to reflect the need to provide enjoyment and recreation to the public as a whole and not exclude those on lower incomes. Not all of our additional activities are charged for; we stage several events each year to attract the public to the Park and Palace that have no entrance fees.

10. Our stakeholders

Mayor and Burgesses of Haringey (Haringey Council)

The Trustee of the Alexandra Park and Palace Charitable Trust is the Mayor and Burgesses of Haringey. It is also an important source of funding for the Trust, providing an annual grant to meet a proportion of the Trust's operating costs and to tackle the backlog of repairs.

Charity Commission

The Charity Commission for England and Wales is the non-ministerial government department that regulates registered charities in England and Wales. As a registered Charity the Trust must comply with charity law. The commission is a valuable source of advice on the Trusts charitable matters.

Our Special Interest Groups and Volunteers

The Trust and the Charitable Assets benefit from the expertise, passion and time of several voluntary interest groups and individual volunteers. The interest groups are; Friends of Alexandra Palace Theatre, Alexandra Palace Television Society, Friends of Alexandra Park, Alexandra Palace Television Group and Alexandra Palace Organ Society.

Local Community

Whilst the local community is an important audience for the activities and facilities provided within the Park and at the Palace, it is equally if not more important to us as our neighbour. We work hard to minimise the impact of our activities on the local community to ensure that the benefits we provide outweigh the impact that we have.

Heritage Lottery Fund

The Heritage Lottery Fund (HLF) uses money from the National Lottery to support a wide range of projects involving the local, regional and national heritage of the UK. As the main funder of the East Wing restoration programme HLF is a major stakeholder in Alexandra Palace. HLF have previously funded projects in the Parkland the conditions of which are still being discharged.

Historic England

Historic England is an executive non-departmental public body. It is tasked with protecting the historical environment of England by preserving and listing historic buildings, ancient monuments and advising central and local government. Alexandra Palace is one of the largest buildings on Historic England's buildings at risk register. As the Palace is a listed building it is important that we maintain a strong and collaborative relationship with Historic England in undertaking repair and restoration works to the Palace, including the East Wing restoration programme.

Theatres Trust

The Theatres Trust is the national advisory public body for theatres and promotes the quality and design of existing and new theatres, protecting important historic theatres and ensuring buildings meet the needs and demands of the theatre industry and audiences. We are pleased to receive endorsement from the Theatres Trust.

BBC

The British Broadcasting Corporation and Alexandra Park and Palace have entered into a ten-year partnership agreement to create wider national access to the BBC's programmes and collections through allowing the story to be told with objectivity and perspective, to deliver an engaging and sustainable learning programme in relation to broadcast history, and to add coherence, dynamism and longevity to the national broadcast story.

Our new funders

In addition to the core funding from HC and the programme funding from HLF and HC the Trust is now an active fundraising Trust. Our stakeholders therefore now include members of the public who have donated, trusts, foundations and large donors. We have a responsibility to communicate effectively so that we are open and transparent when both seeking funding and reporting on how that funding is invested.

We are increasingly working more in partnership to help deliver our strategic aims and add value, expertise and profile to the programmes of work we are undertaking (particularly in the fields of Learning & Participation and Interpretation). Our stakeholders therefore include local, national and International partners including other charities, global business and Higher Education Institutes.

Appendix 1 – Trust Draft impact matrix

Mission APP charitable purposes	Goals (Strategic priorities)	Our resources (Inputs)	What we do (AP delivery functions & activities)	What we deliver (APP charitable outputs)	Our wider impact (Outcomes)
To maintain and repair the park and palace for the recreation and enjoyment of the public	1. To maintain and deliver the Park and Palace as a leisure, cultural and entertainment destination.	Board time & Expertise	<ul style="list-style-type: none"> Deliver a repair programme to overcome the historic backlog Ensure the building fabric remains safe and watertight Improve and upgrade critical support infrastructure across the Park and Palace 	<ul style="list-style-type: none"> £ invested in the repair and maintenance of the Park and Palace £ invested in restoring the Park and Palace 	<ul style="list-style-type: none"> Economic impact in Haringey/ wider London/ wider UK Local community events and activities hosted - Fun runs/ park runs/ Patch ice etc. Provision of local open space 365 days per year. Hard to reach groups engaged (e.g. 16-25 year olds, NEETS)
	2. To achieve long term financial sustainability for the charitable assets whilst respecting the historic and natural environment.	Staff time & expertise In kind support from partners and stakeholders Fundraised income (incl Gift Aid)	<ul style="list-style-type: none"> Deliver quality events, leisure experiences and activities throughout the year to bring the venue to life for the purposes it was created Manage the environmental impact of the organisation's and leaseholders' activities in the Park and the wider environment 	<ul style="list-style-type: none"> Funds raised towards charitable purposes (incl self-generated from own activities and gift aid) % of Palace restored out of dereliction in year (space brought back into use/ back into public or operational use) 	<ul style="list-style-type: none"> Volunteer opportunities provided Biodiversity impact/ stats/ drainage/ run-off benefits # schools and # pupils engaged
	3. To bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes.	Grant from Corporate Trustee Staff time	<ul style="list-style-type: none"> Raise and generate funds to support the restoration and development of the charitable assets Improve the energy efficiency of the building Deliver a programme of restoration of the derelict areas of the Park and Palace 	<ul style="list-style-type: none"> # designations and awards achieved for the historic and natural environment # of public engaging with the assets # number of visitors on tours to derelict/ normally inaccessible areas 	<ul style="list-style-type: none"> At risk register descent (Theatres Trust, Historic England) # delivery partnerships with local social and community organisations Measurable or estimated health outcomes
	4. To raise awareness and understanding of the Trust, its assets and activities amongst stakeholders and beneficiaries.	Volunteer time Voluntary group time (£ value)	<ul style="list-style-type: none"> Deliver a programme of learning and participation activities to engage a broad audience in the history and heritage of the Park and Palace. Record our history, conserve our historic records and make them accessible to the public 	<ul style="list-style-type: none"> # events and activities provided # learning and participation opportunities provided 	<ul style="list-style-type: none"> Raising profile of Haringey as a cultural destination Improvement in wider visual amenity of Park and Palace (less derelict look, local pride)
	5. To deliver quality customer and visitor experiences across all areas to our beneficiaries.				Customer satisfaction (enjoyment level)

Appendix 2 – Quarterly Progress Report

Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
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Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
Strategic Vision & Governance	Promote and develop projects to implement the long term vision for the charitable assets	1	2 new projects underway to implement the Strategic Vision				
	Develop the narrative from the Strategic Vision to ensure that the unique heritage is celebrated and contributes to the development of an engaging offer and on site experience	2	Production of a site wide interpretation approach				
	Introduce internal processes to ensure objectives of the vision are embedded in project development	3	Establishment of an internal project management approach				
	Prepare detailed proposals and implementation plan for agreed governance changes	4	Planning, development and analysis of agreed changes to Trust Governance completed				
Fundraising, Sponsorship and Income Generation	Revise and develop the case for funding beyond the East Wing supported with identified future projects	5	New Case for Funding developed and agreed				
		6	Restoration and development projects identified and mapped against potential funders and sponsors				
	Build advocacy for the Trust and make progress on the establishment of a development board	7	Development Board established				
		8	Major Fundraising Event hosted				
	Devise a financially sustainable future for the Creative Learning Programme	9	Proposals outlined for a future Creative Learning Programme				
	Identify financially sustainable approaches to fund and support the collections and interpretation agenda	10	Approach outlined for Interpretation and Collection resourcing				
	Hold Board workshop on income generation	11	Board workshop held				
	Build on fundraising efforts	12	Total amount fundraised				
	Other income generated	13	Total amount of income generated				

Sub Area	Objective	PI No	Performance indicator/target	Actuals to date	Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
					RAG	Movement   	Progress update
Communication	Increase understanding of the Charity's need for funding to deliver its purposes	14	New format annual report				
	Improve APP presence and engagement within our stakeholder network	15	Stakeholder mapping exercise complete and engagement plan in place				
	Deliver a programme of communications to activate and acknowledge the value of donations and the public benefit impact of the Trust	16	Consistent messaging in communications and fundraising messages embedded				
	Increase engagement with new, low income, hard to reach & BAME beneficiaries	17	Results from: post code collection, targeted work with specific groups, capturing data around number of pupils on free school meals, monitoring attendance at events				
Performance Management	Develop a simplified suite of metrics to monitor the delivery of charitable purposes and better capture public benefit	18	Simplified suite of metrics developed that can be used consistently year on year				
			Beneficiary monitoring processes introduced in key areas				
	Create and implement HLF evaluation plan	19	HLF evaluation plan in place				
	Consistently manage the performance of our human resource	20	100% of staff have objectives set and monitored				
	Develop a Marketing & Communication Strategy incorporating all service area outputs	21	Increased foot fall numbers and ticket sales				
Facilities Management	Improve and upgrade critical support infrastructure across Park and Palace	22	100% of Facilities Management Plan prioritised works completed				
	Improve consumption, efficiency and resilience of our energy supply	23	Energy efficiency audit completed				
	Review current facilities structure and priorities to ensure effective future capability and capacity	24	Department structure reviewed and changes agreed				
	Review current office facilities across the Park and Palace	25	Office footprint of the Trust and its trading subsidiary rationalised and appropriately located on site for effective operations				

Sub area	Objective	PI no	Performance indicator/target	Actuals to date	Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
					RAG	Movement	
Estate Management	Implement building repair programme priorities	26	100% of identified capital projects delivered on time and within budget				
		27	100% of Fabric Maintenance Plan completed in year				
		28	100% of Fabric Maintenance Plan completed to date				
	Complete the West Yard Storage Project	29	Completed West Yard Storage project				
Park Management	Draft a Park infrastructure investment plan	30	Park infrastructure investment plan drafted				
	Review of park routes and trails	31	Report on park trails completed				
	Improve management of tenants and leased property in the Parkland	32	Zero breaches of park leases				
	Establish baselines for park soil, habitat and wildlife and monitoring programme	33	Baselines in place for the outdoor events monitoring programme				

Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
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Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
East Wing Restoration	Complete the East Wing restoration programme within the objectives parameters set by the Trustee Board and funders and ensure effective handover of East Wing	34	Practical completion on East Wing project received with the necessary sign-off from Building Control				
		35	Completion of Theatre Operations Manual				
		36	2 test events completed prior to 01 December 2018				
		37	3 positive news articles in December 2018				
	Develop a clear plan of action for all of the work streams to deliver successful East Wing operations and opening	38	Weekly reduction in number of issues and actions on Operations Decisions Meeting tracker with no issues or actions remaining at opening				
	Maintain and manage good working relationships with funders and statutory consultees to ensure all conditions relating to the project are discharged correctly	39	East Wing is compliant with statutory and funding conditions				
Interpretation	Develop a programme of online exhibitions to showcase our heritage and collection with resonance to the present day	40	4 online exhibitions of AP Archive created & engagement surveys undertaken				
		41	4 times APPCT collection, archive, story recognised in national and international exhibitions and topical historical anniversaries				
		42	Creation of prioritised and costed schedule of works to achieve Collection Management Plan standards				
	Identify appropriate accreditations for the collection and establish timescales for achievement	43	Action Plan for achieved number of accreditations				
	Develop the brief and forward plan for the Television Studios Restoration Project	44	Approved brief and forward plan.				

Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance

Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
Creative Learning	Develop and deliver a programme of regular creative learning sessions across three strands, Schools, Skills & Learning, Outreach & Interpretation and across the Park and Palace	45	Skills and learning outputs (baselines to be established)				
		46	Outreach and interpretation (baselines to be established)				
		47	85% customer satisfaction rating for Creative learning activities				
		48	Increased diversity of participants engaging with Creative learning programme				
	Increase the visibility of the Creative Learning programme locally through effective communications, profile raising and partnership work	49	Approved Creative Learning Communications Plan beyond 2 months ahead in place				
		50	Increased number of participants numbers from 2060				
	Create new and strengthen existing partnerships to achieve greater impact from our programmes	51	Increased number of school bookings from 23				
		52	Increased number of peers engaging with Creative Learning from 30				
Volunteering	Recruit and manage a diverse team of volunteers to enrich the delivery of learning opportunities and to act as ambassadors for the Trust	53	Number of volunteer hours completed				
		54	Increased diversity of volunteer base (data from diversity monitoring forms)				
	Further develop and improve our approach to volunteering to offer quality volunteering opportunities	55	100 volunteering opportunities fulfilled across the business				
	Increase engagement of volunteers in the development of APPCT creative learning programme and activities	56	Number of volunteer developed activities				
	Support and encourage volunteering and voluntary contribution to the management of the parkland	57	Number of volunteer hours contributed to management of parkland				
	Devise and implement an organisation wide approach to monitoring volunteer contribution to our work	58	Policy and process for management in place.				

Sub area	Objective	PI no	Performance indicator/target		Actuals to date	Red amber green indicatio n of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
						RAG	Movement	
Finance & Resources	Financial Regulations for Alexandra Palace in place together with most business critical set of financial policies and procedures.	59	Documented financial policies and procedures in place					
	Undertake an internal audit of compliance with GDPR regulations	60	GDPR compliance audited and recommended actions agreed					
	Implement recommended findings of stock control audit	61	Improved stock controls in place					
	Update the long term financial projection for the Trust	62	Revised long term financial projections produced					
	Update procurement policy and procedures	63	Procurement policy, procedures and controls in place and workforce trained					
	Development of contract management policy and procedures	64	Contract Management monitoring process and measures in place for all Trust contracts					
Technology & IT Management	Assess the requirement and delivery of formal contracts to improve ICT capability and service	65	Improvements identified and agreed within available resources					

Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
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Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
Human Resources	Update the employee handbook with revised and new policies	66	New employee handbook issued				
		67	100% of legally required HR policies reviewed, updated and communicated				
	Develop a consistent approach to pay and reward	68	New pay structure agreed				
	Develop the HR capabilities of our line managers	69	100% performance appraisal/ reviews completed				
	Undertake learning needs analysis	70	Training plan in place and up to date records.				
	Absence management	71	No of average sickness days				
Health & Safety	Complete emergency planning review	72	Emergency planning strategy in place and staff fully briefed				
		73	Emergency planning strategy in place and staff fully briefed				
	Review incident investigation and documentation process	74	Consistent approach to inspection and record keeping across the organisation				
	Implement a H&S reporting tool for incidents and accidents	75	Documented approach to incident reporting and investigation management in place				
	Review the H&S assessments for Alexandra Palace Way and car parks	76	New and consistent H&S assessment process in place				
	Review the annual H&S metrics for the Trust	77	Agreed set of metrics in place				
	Collate and review a comprehensive list of site rules for AP employees and contractors	78	All Standard Operating Procedures updated and relevant new ones completed				
	Undertake a schedule of H&S inspections in the parkland	79	Up to date H&S assessment of parkland, AP Way and car parks in place and recommendations agreed				

					Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
APTL Strategic priorities	Identifying future growth opportunities through collating the evidence and information required to develop a five year strategy for APTL	80	5 year business plan for APTL completed and approved in advance of business planning cycle for 19/20				
	Develop site wide Customer Service Strategy to ensure quality standards are consistent across the organisation and customer satisfaction rates are captured	81	Business case for Visitor Services Manager for East Wing, which sets the framework for the wider site				
	Create and implement (in collaboration with the Trust) an APTL Capital investment Policy and APPCT Restoration Levy Policy	82	APTL Capital investment policy and APPCT restoration policy approved				
	Develop a Strategic Risk Register for APTL	83	Strategic Risk Register for APTL agreed and approved				
	Capture, review and monitor the demographic of our audiences and users	84	Beneficiary monitoring process introduced in key areas				
	Review the APTL licence	85	Renewed APTL licence				

Sub area	Objective	PI no	Performance indicator/target	Actuals to date	Red amber green indication of progress	Movement	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
					RAG	Movement	Progress update
Catering	Drive revenue and maximise profit through P&L (profit and loss) management and cost controls	86	Cost of Sales kept at 30% or below				
		87	Variable costs kept at 7% or below				
		88	Staffing costs kept at 27% or below				
		89	Park profit increased by 5%				
	Rationalise catering suppliers driving improved value for money through economies of scale	90	Secure quality products and marketing support				
		91	Procure new contract deals with spirit, and coffee retailers to ensure improved financial returns				
	Improve the retail catering offer through customer insight and product research & development	92	Finalise and deliver Growth Plan for PBK				
		93	Clear process for sourcing street food vendors				
		94	Review of F&B offer event retail units complete				
	Improved Event Catering	95	Minimum of £29,000 profit per year for ice cream sales				
		96	Retail unit capital expenditure proposals approved				
		97	Retail unit customer satisfaction level evaluated and improved				
	PBK (Phoenix Bar & Kitchen) target - £1,429,540,000 revenue	98	Net profit event days (3% increase on 2017 by month) - £1,429,540 revenue				
		99	Net profit non-event days (3% increase on 2017 by month) – £546,458 gross profit				
		100	Menus reviewed				
		101	Cost of sales – beverages 27%				
		102	Cost of sales – food 30%				
		103	Cost of disposables 2%				
		104	Staffing costs 27%				
	Heineken targets met	105	Inner beer garden offer delivered				
		106	£125,100				
	Increase performance of Ice Café	107	Cost of Sales target at 30% or below				
		108	Staffing costs at 28% or below				
109		Variable costs kept at 7% or below					
110		Standard Operating Procedures (SOPs) updated and completed by August 2018					
Prepare for opening of East Court Kitchen	111	Provide specification for construction					
	112	Generate capital expenditure list					
	113	Source equipment					
Prepare for opening Theatre Bar and Mobile Bar	114	Provide specification for construction					
	115	Generate capital expenditure list					
	116	Source equipment					
Complete preparations for East Court Retail Offer	117	Support specification for construction					
	118	Generate capital expenditure list					
	119	Source equipment					

Sub area	Objective	PI no	Performance indicator/target	Actuals to date	Red amber green indication of progress	Movement since last report	SHORT narrative of progress in the quarter - actions taken, explanation of delays, highlights, comment on performance
					RAG	Movement	Progress update
Events	Deliver all events in accordance with operational policies and procedures whilst supporting the commercial return as set out in each events Profit and Loss statement	120	100% Event P&L's achieving all targets (labour utilisation, H&S, Gross Profit, Client Feedback)				
	Deliver Kaleidoscope in accordance with the festivals year one business model and prepare for year two should the event achieve its required targets	121	Kaleidoscope year one business model targets achieved £ FIGURE to be provided				
	Deliver own brand events in accordance with the Growth Strategy and review financial return and performance	122	100% of own brand events P&L targets achieved or exceeded				
	Implement operational plans for the successful opening and ongoing management of the Theatre and East Court	123	Staff informed and updated regularly on East Court and Theatre operating procedures, prior to opening				
		124	Circulation of and briefings on any new policies and procedures				
		125	Draft Theatre Handbook in place by opening				
		126	All staff delivering against updated version of SOP document				
Establish event infrastructure storage matrix to drive efficiencies and improved area utilisation	127	Storage matrix produced					
Marketing & Communications	Monitor and review Marketing spend evidencing return on investment	128	% Marketing ROI of tickets sold for in-house events				
		129	Progress on other marketing activity				
		130	Clear promotional activities identified for Ice Rink				
		131	Clear promotional activities identified for Phoenix Pub				
	Deliver refreshed brand for the organisation and roll out across APTL	132	New branded materials launched by Sept 2018.				
		133	New website launched by Sept 2018.				
	Deliver Theatre Campaign for opening season	134	East Wing opening and ticket sales for Theatre and East Court activity, productions and events				
	Implement East Wing marketing & communication plan for East Court for maximum exposure	135	East Wing footfall numbers				
		136	Ticket sales for the Theatre opening programme				
		137	Site wide footfall numbers and ticket sales				
	Marketing & Communication plan for own brand events developed	138	Own brand events footfall and ticket sales				
B2B marketing strategy developed and implemented	139	Response from market to B2B marketing campaign (conversation rate to secured business)					
Customer engagement strategy (online) developed and implemented	140	Customer satisfaction 85%					

					Red amber green indication of progress	Movement since last report	
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Sub area	Objective	PI no	Performance indicator/target	Actuals to date	RAG	Movement	Progress update
Ice Rink	Review Ice Rink operation and deliver new Business and Standard Operating Plan for the facility in the short term (parallel to five year business plan development)	141	Business Plan and Standard Operating Plan approved and implemented				
	Review all pricing structures (public skating, private hire, all other activity)	142	New pricing plan implemented				
	Review labour utilisation and operating model	143	Labour utilisation optimised achieving efficiencies				
	All management, operational and financial targets achieved	144	103% YOY				
	Improve Ice Rink's communication and integration with the organisation at large utilising resources and expertise from other departments to drive efficiencies and improve performance	145	Increased cross pollination of expertise and labour utilisation from the wider organisation				
Event Sales	Support Ice Rink with sales initiative providing insight and expertise to increase revenue and net return from the facility	146	10% revenue target increase YOY				
	Exceed targets by delivering sales strategy and growth plan with focus on B2B corporate events	147	Gross profit target met £3.5 £1.8m (retained business) £1.7m (new business)				
		148	Cost of sales managed within a cap of 60%				
		149	Available spaces - utilisation rate 60%				
		150	Annual enquiry conversion rate 12%				
		151	All sales material updated				
		152	£800k revenue & £320k profit achieved from new corporate business				
		153	£100k revenue - £75k profit from filming/ production companies				
Deliver Theatre Sales Strategy	154	Theatre Revenue target of £327k (gross profit £124k /net profit £7k)					