



## ALEXANDRA PARK & PALACE ESTATE GUARDING SERVICES

### SERVICE SPECIFICATION PART A - INTRODUCTION

#### Background

Rising above the North London skyline, Alexandra Park and Palace has provided entertainment and recreation for Londoners for over 150 years. Following the success of the Great Exhibition of 1851 and the development of Crystal Palace in 1865, the Palace opened in 1873 as a private venture to provide a 'People's Palace' for public entertainment and recreation.

The Palace is listed and is on the Historic England "Buildings at Risk" register. It is 35,490sqm in size and is set in 196 acres of award-winning parkland. It has hosted extraordinary events, been home to technological innovations, and played a key role in both World Wars. The People's Palace is steeped in history, in particular the birth of British broadcast television.

The Park and Palace are currently used for a range of live entertainment events, including concerts, exhibitions, and sporting events, as well as weddings, banquets, and conferences. Other attractions include a national-sized ice rink (popular with community groups, sporting clubs and the general public), a boating lake and a pub/bistro. Together, these events attracted over 4 million visits a year.

The Park is heavily used by the local population; it is a significant visitor draw, especially in good weather, and is a popular place for recreation. It is also used for hosting events like the annual fireworks festival, which attracts around 90,000 people over two nights. The Park is a Local Nature Reserve and a designated Conservation Area.

#### Alexandra Park and Palace Charitable Trust

By Act of Parliament, Alexandra Park and Palace Charitable Trust (the Trust) is a registered charity responsible for '*upholding, maintaining and repairing the Palace and maintaining the Park as a place of public resort and recreation*'. The Mayor & Burgesses of the London Borough of Haringey ("Haringey Council") are the Corporate Trustee of Alexandra Park and Palace Charitable Trust and exercises their charitable responsibilities for the Park and Palace through a Trustee Board with its own executive team. The Trust undertakes some of its activities on a commercial basis to provide essential funding to deliver its charitable purposes.

#### The Contract

The contract is for the **provision of estate guarding** across the Park and Palace 24 hours a day, seven days a week and **does not include event security**. In addition to protecting the fixed and tangible assets, the service provider will be responsible for protecting staff, service providers, visitors, and other members of the public. Duties will include opening/locking access points, managing the access control system and a proactive participation in the operational and incident management processes.

## **The Park**

- 196 acres of parkland, open 24 hours, 7 days a week, 365 days a year.
- Hotspots for anti-social behaviour include: The Grove car park, children's playground, skatepark, Newland Road/ Reston Road fields in lower area of the Park. Incident numbers, however, are low for a site of this size and operation.
- 13 entrances into the Park, only 2 of which are locked at night, at specific times, determined by local residents who regularly engage with the Trust.
- 200 neighbouring residential properties.

## **The Park continued**

- Not all late-night visitors will be causing a nuisance, any who are sitting on the South Terrace/ Outdoor Beer Garden/ Park will require a soft approach, checking their welfare and letting them know they are being monitored but there is no need to move them on. On rare occasions where rough sleepers or vulnerable people are identified the relevant authorities will need to be notified.
- Sensitivity needed around locking-up areas such as the children's playground and skatepark at dusk – giving users advance warning.
- 10 park tenants/ leaseholders (for which Security Control hold the keys and provide access for deliveries) including Boating Lake, 2 cafes, Go Ape, Sports Club, Garden Centre, Allotments, Soft Play.
- Alexandra Palace Way is a private road but is used as a public highway with strategic routes for W3 bus-stops. Street lighting repairs along these routes are a particular area of complaint.
- The Trust may close the road or areas of the Park for events or for safety reasons.
- The Park and the road can be busy during summer months and good weather and the estate security function is expected to engage with visitors and our history to deter unwanted behaviours (loud music, bar-b-ques), in a friendly Park Ranger capacity rather than hard enforcement of the Park Byelaws.

## **The Palace Building**

- 150-year-old, Grade II listed, 7-acre building – regularly inspected by the Trust's building surveyor. Historic lack of investment in repairs and maintenance.
- Main entrances operated by MAG locking systems with large chain locks used as additional deterrents. Listed Building Consent required to improve electronic security systems.
- On-site pub, the Phoenix Bar & Kitchen, open from 11am to 11pm, 7 days a week.
- 39% of the unique building remains derelict, including basements, which are often opened-up for tours or creative/ cultural activities.
- Challenging space with a large number of entrances and fire-exits, which present risks of unauthorised access by explorers
- Multifunctional site with complex flow of people, often several different stakeholders at the same times, e.g., when several events are taking place or maintenance and repairs.
- Estate Security Staff have access to all areas and there are particular back of house service areas where access is restricted to only security and engineering staff (Elephants Walk in the North Yard for example).

## **Contract Expectations**

- 24-hour site guarding for the protection of the fixed and tangible assets on the entire estate, including derelict areas.
- 24-hour Control Room operation; monitoring of relevant systems and functions such as CCTV, DVRs, PTZ camera, radios, defibrillator, key controls, grab bag.
- Some CCTV blind spots exist, and the Trust is currently examining options for CCTV head-end upgrades, biggest cost will be upgrading the 40-year-old infrastructure. Some works to upgrade connectivity in the park have started.
- Support day to day operations and management of systems, including a number of alarm systems, some of which are managed remotely (maintenance of the systems would not fall within the contract).
- Assisting emergency / blue light services and authorities as required.
- Uniformed staff and sustainable vehicle provision for external multi-terrain patrols (to prevent damage to the Park)

- Adopting, review and develop the Trust's SOPs (Standard Operating Procedures) as necessary, which shall remain the intellectual property of the Trust.
- Modernise manual systems to benefit the Trust and the service provider.
- Performance and incident analysis.

### **Key Tasks**

- Access control - including opening-up and locking down, vehicle/delivery/ roof/ service provider access, staff ID cards, key management. Individuals may have authorised access, but Security Control will distribute keys as necessary (20-30 packs of keys exist) – using a manual signing-out system. The Trust would like to see processes streamlined such as automated key access system, event logging and incident reporting.
- Leaseholder and service provider gatekeeping.
- Managing and monitoring systems – mainly remote controlled from the Control Room as well as physically. Alarm systems are consistent across the site, although some are controlled centrally and others separately.
- One security officer must remain in the static Control Room at all times, can rotate between shift staff.
- Internal (x3) and external (x3) patrols per shift (currently physical patrols, following a set route) – guarding the estate against damage, protecting visitors from injury, and implementing filming policy (ensuring professional filming and photography, drone pilots have obtained the appropriate licence from the Trust)
- Incident response, management, and reporting (anti-social behaviour, health & safety, fire alarm activations, traffic, crime, damage).
- Enforcing site health and safety policies and procedures.
- Modernise and update record keeping systems (currently manual)
- Comply with regulations.
- High level of cooperation with the providers of Event security (Show and Event Security – SES), traffic management (CSP – The Combined Services Provider) and car parking (Euro Car Parks).
- Interface with staff, service providers, visitors and other members of the public providing reassurance and assistance as and when required.
- Understanding the dynamics between different user groups and stakeholders.

### **Stakeholders**

- All staff (reporting to the Estates and Facilities Manager) (RED lanyards)
- Volunteers (GREEN lanyards) and leaseholders, local residents, visitors, clients, and customers.
- Event and Traffic Security, Park Maintenance team, other service providers (BLACK lanyards)
- Access authorised by Estate and Facilities Manager.

### **Staffing**

- At present each 12-hour shift consists of three security staff members plus a manager or supervisor between 9am and 5pm. There are no periods of inactivity during these shifts and a modernised approach to estate guarding to reduce the burden on a relatively small security team would be welcomed.
- Whilst staff on the ground will always be needed the Trust is seeking an estate guarding provision that includes technological innovation to support the day-to-day security operation.
- Security Control is the out of hours point of contact (from 5pm until 9am) – expected to understand the site and engage in the operational structure, knowing who to contact for the different issues that arise and pass on to the correct Duty Manager.
- The Park is accessible 24 hours a day and late-night visitors are expected to be monitored with security maintaining a soft approach to challenge.
- Upholding and demonstrating the Trust's Values and Behaviours, Equality, Diversity, Inclusion (EDI) and Safeguarding principles.

- TUPE of existing staff expected. Incumbent employs two staff members on zero-hour contracts, at the request of those staff members, which provides flexibility for holiday and sickness cover.

### **Non-Event Mode**

- Estate guarding team are responsible for monitoring and managing the Pub and the Park, both of which can be extremely busy particularly in fine weather and school holidays. With Alexandra Palace's history of fires, the estate security team have to be quick to act on reports of smoke/ fire in the Park which often turn out to be unauthorised Barbeques.
- Permitted catering units in the Park cross over with events as this is a trading, rather than charitable, activity. Occasionally illegal traders need to be challenged.
- Occurrences of fly tipping abandoned vehicles and vandalism.
- Securing the site to prevent access to traveller incursions.
- Records include daily occurrence book, Incidents of Interest reports to key individuals.

### **Event Mode**

- For large events, specific areas will be heavily controlled by Event Security and internal security control will be condensed to CCTV monitoring for the static Control Room of the active event space and remainder of the estate.
- The Terrace – pub outdoor beer garden, often live music events, which would be managed by event security.
- Event Control (located in a separate area to the main Control Room) takes over venue management and emergency procedures for the duration of large events.
- The Security Control Room continues to operate during events, to manage the building and control access to non-event spaces.

## **KEY AREAS OF THE SITE**

### **East Court**

- Reopened in 2018 following significant investment to restore the derelict Victorian Theatre in the East Wing, which had been closed for 80 years.
- The East Court is the most modern space in the building and houses the Creativity Pavilion, used for learning and participation activities for groups and people of all ages.
- Visitor engagement space, free flowing public access from 9am to 5pm, seven days a week, where people can dwell.
- Interpretation structure tells people our history.
- Main public entrance for Ice Rink, Ice Hockey, and Theatre ticket holders.
- 2 catering facilities

### **BBC Tower**

- Main staff offices Ground Floor to Fourth Floor.
- Level five is leased to a communications provider (Arqiva).

### **Transmitter Hall**

- Mainly used for community and non-commercial activities
- The old BBC Television Studios and BBC basements are secured - derelict areas sometimes opened up for tours.

## **South Terrace**

- Multiple uses and users on the South Terrace with a number of entrances into the building including 'lightwells'.
- Out of hours entrance into the Ice Rink for Patch skating (from 6am) and Ice Hockey (up to 11pm), via intercom linking to the Control Room.
- Loading up and event build access into Great Hall, Panorama Room
- Sectioned off for private/ corporate functions and used as smoking area for large events in the main halls such as Darts, Bier Festival, StEATlife food festival and viewing platform during Fireworks.

## **Palm Court**

- Main entrance for large events in the Great Hall, West Hall and Panorama Room, Palace Suite (also used as Back Stage Bar for concerts), Roman Bar, Kitchens.
- Indoor beer garden
- Events office

## **West Yard**

- Service provider, delivery entrance, refuse storage,
- West Yard building houses event storage facility above which is a vacant office space, yet to be furnished.
- One of two staff and service provider smoking areas

## **North Yard**

- Main goods yard / loading bay. Also provides staff and event parking and storage space for the back-up generator, boiler house, water tanks and some equipment.
- Used as hire space for outside broadcasting units (i.e., BBC / Sky Sports) and artist touring buses during performances.
- Second of two staff and service provider smoking areas
- Fire exit route from Great Hall and back of house kitchen areas
- Smoking area and exit route for the Backstage Bar ('BSB'), which is sometimes open until 1am or even as late as 3am. This is an area of concern for local residents, late-night noise complaints.

## **Car Parks**

- During the pandemic lockdowns, all seven car parks were closed.
- Only the East Car Park re-opened on a daily basis, with 7am to 7pm traffic marshalling, costs are covered by a voluntary donation to park scheme.
- The Grove car park was previously open until 7pm but had always been a hotspot for anti-social behaviour. The Grove and the Paddocks car parks are opened only for events, until parking scheme is implemented.
- Euro Car Parks: 3-year contract awarded in January 2022 for design, implementation, and operation of car parks. In June 2022 the Trust will charge a fee for car parking in all seven car parks, using ANPR technology.
- Car parks are often hired out unit bases for filming in the locality.

## **Addendums**

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|------------|-------------------------------------|
| Addendum 1 | Estate / Site Map                   |
| Addendum 2 | Note on Policies, Procedures & SOPs |
| Addendum 3 | Our Values                          |
| Addendum 4 | Our Customer Service Standard       |

Addendum 1- Estate/ Site Map



## **Addendum 2 – Note on Policies, Procedures and Standard Operating Procedures (SOPs)**

The service provider's employees will have access to the Trust's policies and associated procedures from the contract commencement date.

Key policies in relation to this contract are:

- Safeguarding
- Complaints
- Equality, Diversity & Inclusion
- Data Protection, GDPR and Document Retention
- Risk Management
- Abandoned Vehicles
- Venue Management
- Emergency Evacuation (event and non-event mode)
- Use of Company Off-Road Vehicles
- Drone Use
- Timber Removal
- Traveller Response (guidance)
- Gate Procedure
- Smoking
- Flag Raising
- Mast Lighting
- Lost Property

There are 80 Standard Operating Procedures (SOPs), including but not restricted to the following areas:

- Security, Health & Safety
- Electrical & Mechanical Systems
- Health & Safety
- Fire Safety
- Event Management
- Site Wide
- Internal and External Patrols
- Access Control
- Building, Repairs, Maintenance and other work
- Communications
- Theatre & East Wing
- Ice Rink
- Park
- Leaseholders

## Addendum 3 – Our Values

### **WE ARE RESOURCEFUL**

We use what we have creatively to get the best results possible, solving problems and overcoming difficulties.

### **WE ARE OPEN & GENUINE**

We are inclusive and diverse – welcoming all through our doors. We are genuine – we do what we say we will and do it in a way that is in line with our values.

### **WE ARE COLLABORATIVE**

We work as one team, sharing ideas, knowledge and insight to achieve our common purpose.

### **WE ARE BOLD**

We are bold and we embrace change – we constantly look for new opportunities and innovative ways of doing things.

### **WE ARE PASSIONATE & FUN**

Our job is to put smiles on people's faces, by being engaged and passionate in all we do. We deliver our purpose with fun and enjoyment.

## Addendum 4 – Our Customer Service Standards

### **We Value You**

"warm, friendly and genuine"  
"engaging and connected"



### **We Own It**

"respectful and helpful"  
"responsive and proactive"



"professional and competent"  
"consistent and unified"



### **Team Ally Pally**



"clear and transparent"  
"accountable and solution focussed"

### **We Sort It**