

Alexandra Park and Palace SAC/CC Working Group

22 May 2012

Report Title: **Recent and Forthcoming Events**

Report of: **Duncan Wilson, Chief Executive Alexandra Palace and Park**

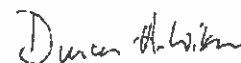
**1. Purpose**

- 1.1 To advise the SAC/CC Working Group of the forthcoming events to March 2013
- 1.2 To update on progress for two major events previously reported on to the SAC/CC
- 1.3 To inform the SAC/CC of the findings and recommendations of the independent review of the event held at AP on 25/26 November 2011.

**2. Recommendations**

- 2.1 That the SAC and CC note the report.

Report Authorised by: **Duncan Wilson, CE, APP as above 9 May 2012**



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace Tel. No. 020 8365 4340**

**3. Executive Summary**

- 3.1 APTL has contracted a strong calendar of events for 2012/13. This paper provides a snapshot of the large events and planned in the Palace and Park. Live music is still seeing growth with Alexandra Palace obtaining great reviews from many of the music promoters. Red Bull and HHH remain key/high profile events which will take AP into the Olympic limelight.
- 3.2 The findings of our event security consultants Sygma following the 25/26 November event at which two people tragically died are attached, together with management's response.

**4. Reasons for any change in policy or for new policy development (if applicable)**

- 4.1 N/A

**5. Local Government (Access to Information) Act 1985**

- 5.1 None

**6. Forthcoming events calendar**

- 6.1 Confirmed public events and first provisional options to July 2012 are tabulated below:

<b>EVENT</b>	<b>DATE</b>	<b>AREA</b>
8 May	Friends of Alexandra Palace Meeting	PCS3
8 – 11 May OR 14 – 16 May (TBC)	Fence removal & resurfacing work on the Beach area	Beach
9 May	Friends of Alexandra Palace meeting	Londesborough Room
10 May	Organ Practice	GH
10 May	Film Shoot	Rose Window Balcony
12 May	Wedding - Contracted	Londesborough Room
12 May	Westminster statesmen Hockey Match	Ice Rink
12-13 May	Antiques – Contract Issued	GH
14 – 15 May	Carriageway Repairs	Carriageway
15-16 May	Organ Tuning and concert - Confirmed	GH
15-16 May	Food Services Exhibition - Contracted	Panorama
16 May	Regen Team meeting (internal)	PCS3
19 May	Legion Summer Hockey League	Ice Rink
19 – 20 May	Red Bull – Contracted	GH/WH/PR
19 May	Legion Summer Hockey League	Ice Rink
20 May	Harrow School training Hockey	Ice Rink
20 May	Hornsey YMCA Fun Run – Provisional	Park
21 May	Internal Management Meeting	PC3
21-23 May	Carriageway repairs	Carriageway
21 – 24 May	Tree works in Palm Court	PC
22 – 27 May	ATP Festival - Contracted	All Areas
26 May	Sponsored Walk	Park
26 May	Legion Summer Hockey League	Ice Rink
27 May	Harrow School training Hockey	Ice Rink
27 May – 12 Jun	Funfair – Confirmed	Pavilion Car Park
30 May	Health & Safety Meeting - Confirmed	PC3
30- May – 2 Jun	David Guetta –Contracted	Great Hall/West Hall
2-11 Jun	Lakeside Art Exhibition	Park
3rd Jun	Live Music – Provisional	Great Hall/West Hall
3rd Jun	Farmers Market	Hornsey Gate
4th June	Management Team Meeting	PC3
6 June	AP TV Society – lunch – Contracted	LR
6-8 Jun	Maccabees Concert - Contracted	Great Hall
9 – Jun	Nightrider – Contracted	EC – Park

9 Jun	Westminster statesmen Hockey	Ice Rink
10 – Jun	Farmers Market	Hornsey Gate
16 Jun	Legion Summer Hockey League	Ice Rink
9 – 20 June	ACCA – Exams – Contracted	GH, WH
9 – 20 June	ACCA – Exams – Provisional	PS, LR, PCS
17 Jun	Wedding - Contracted	PS
17 Jun	Farmers Market	Hornsey Gate
17 Jun	Harrow school training Hockey	Ice Rink
18 Jun	Management Team Meeting	PC3
20 Jun	ITI Foundation – Provisional	PCS 5 / 4
23 June	Wedding – Contracted	PCS5
23 June	Legion Summer Hockey League	Ice Rink
24 Jun	Farmers Market - TBA	Hornsey Gate
21 -24 Jun	Haringey Boxing – Provisional	GH/PS/LR – SS
24 Jun	Harrow School training Hockey	Ice Rink
24 Jun	Longest Park Run	Park
29 June – 1 July	Cyprus Wine Festival – Provisional	GH, WH, SS, South terrace
29 June	Moonrider – Provisional	East Car park
30 June	Legion Summer Hockey League	Ice Rink
1 July	Farmers Market	Hornsey Gate
1 July	Private Hire	Ice Rink
6 July	Finance Audit Committee Meeting	PCS 2/3
7 July	National Team Challenge	Ice Rink
8 July	Wedding – Contracted	West Hall
8 July	Farmers Market	Hornsey Gate
8 July	National Team Challenge	Ice Rink
11 July	Health & Safety Meeting - Confirmed	PC 3
15 July	Farmers Market – TBA(HHH)	Hornsey Gate
13 Jul to 19 Aug	Heineken Holland House -	Event runs throughout Palace from 27 July to 12 August
25 July	Olympic Torch Relay	Road and East Car Park

Note: 1<sup>st</sup> Option Provisional Bookings are typed in Italics

## 8. Commentary on Major Events

### 8.1 Red Bull

Final preparations for this BMX cycling event are now being made in the Park. The current build timetable is on target, despite the weather. There is a wet weather plan in place if the forecast does not improve over the coming weeks.

### 8.1 Holland Heineken House

Both the team here at AP and the HHH delivery team are now in the final detailed stages of completing the planning. All areas are on schedule as per the original plan. Attention is drawn to

the You Tube link illustrating the event plan:

<http://www.youtube.com/watch?v=OilhuR-doQs>

## 8.2 November Month of Music at Alexandra Palace

With currently two confirmed acts for November and one provisional booking the sales team are focusing on promoting the month of November to the music promoters. Running events like these back to back will reduce the operating costs significantly with potential uplift of the contribution to the trust.

## 8.3 Diamond Jubilee Picnic in the Park

We are announcing a family focused event Sunday 4<sup>th</sup> June to celebrate HM the Queen's Diamond Jubilee. We will be working with key local charities and stakeholders to give them a presence on site, and organising family activities at the Eastern end of the Palace, at the same time as running our regeneration consultation "Tomorrow's Ally Pally" at the Western end of the Palace. This event is being delivered by the Trading Company team on behalf of the Trust to engage with the local community.

## 9. Findings of the Report on 25/26 November event at Alexandra Palace

8.4 SAC/CC members may be aware that independent event security advisers Sygma were appointed to review the security procedures and management of the event held at AP on 25 and 26 November 2011. This ensued from two tragic deaths following the event.

8.5 The findings and recommendations of the report are summarised below. Commercially sensitive information has been omitted, as has detail relating to specific security enhancements. In each case the Sygma comment is in bold and the AP response (where appropriate) is in italics:

- (i) **Based on information gathered through interviews and document reviews, the deaths of two attendees of the Lock N Load events at Alexandra Palace, though tragic and distressing, were not as a result of any actions, omissions, failings or mal-practice on the part of any employees, management or directors of APTL, Lock N Load or any contractors present at the events that took place starting on 25<sup>th</sup> and 26<sup>th</sup> November 2011.**
- (ii) **Despite the fact that the two men had apparently taken a quantity of drugs that had made them unwell, the security service on site and the medical team present dealt with their problems in a timely and professional manner and the men were transferred to hospital for further treatment where they both later died.**
- (iii) **The tragic deaths of these 2 men, as well as upsetting and disturbing staff of APTL, Lock N Load and contractors present, have caused unavoidable introspection and "soul-searching" across all areas and have already led to some improvements to services and procedures at Alexandra Palace.**

### **Response:**

*AP staff have worked even more closely with the local police to monitor and act upon intelligence provided in advance of subsequent events. We met with National Phone Crime Unit to take advice on reducing number of pickpockets at Alexandra Palace, and the results were rolled out by the team in time for the Black Keys and Florence and the Machine events with significantly reduced incidents at each event.*

- (iv) **It is clear that there were wider organisational issues during these events which, although they did not in any way contribute to the deaths, did lead to crowd management issues on the nights of the events. These are not insurmountable**

**problems and can be dealt with using strong management and inclusion of all staff in improvements.**

**Response:**

*A review of the Event Management Plan structure has been completed by the Director of Event Operations. A new and clear event management meeting structure has been implemented to fully document all agreed actions for each member of event management team.*

- (v) The Alexandra Palace organisational problems were compounded by lack of experience on the part of the event manager on the first night.**

**Response:**

*The structure of the Events Management team has been reviewed and the team is being strengthened to ensure that appropriately experienced staff are always available. We have also increased numbers of staff on duty on the night of each event to allow the senior Event Manager to be able to maintain a better overview of the entire event.*

- (vi) The Lock N Load management, including Secure Ops, made some errors in their operation which they agree did not help matters.**

**Response:**

*We are working closely with Lock N Load management. Since this event the tender for live security has been completed and 'Show & Event' are our preferred supplier. For all events we insist that only our security (Show & Event) are used. This now forms part of all contracts for all events at Alexandra Palace. As a policy decision Alexandra Palace takes Gold Command and control of all events, managing to the Event Management Plan and working with all stakeholders and the Event Liaison Team.*

- (vii) Improvements are needed in the content, continuity, version control and suitability of documents used as planning and management tools for the events.**

**Response:**

*This is in hand. We will be asking Sygma to review the improved documentation when work is complete. A live event audit has been commissioned pre- and post-event.*

- (viii) There is a general issue of the nature of hires being "dry hire" (i.e. with the promoter responsible for security) or "wet hire" (with AP employing its own security contractor) with some senior management believing that "there are no dry hires" and other managers labelling these events as "dry hire".**

**Response:**

*All event security is now managed by Show and Event security, who have won the tender for the Palace and who have previously managed security at most AP events. No other security supplier will be permitted at Alexandra Palace in future. Show and Event will work in partnership with the Event Management team at AP.*

- (ix) Each partner to the events (AP, Lock N Load and contractors to Lock N Load – Secure Ops) mistakenly believed that they were in control of the event.**

**Response:**

*All events at Alexandra Palace are now fully managed by our own onsite Events Management team with no exception; our responsibility is not relinquished at any stage. This is clearly outlined within the contracts and the subsequent Event Management Plan*

- (x) **Alexandra Palace has a skilled events team with a great deal of experience. Continued inward investment, in the form of training, mentoring and, where possible, benchmarking against peers would be advantageous.**

**Response:**

*We agree and have been reviewing training and benchmarking. AP is a member of National Arena Association where all members share intelligence about their experiences, which allows us to alter the Event Management Plan based on the latest event intelligence. A new training plan is being drafted by the Director of Event Operations and will be implemented by the end of June 2012.*

- (xi) **There was an attempt during these events to re-state the command and control structure for the events following incidents; this is to be commended but should have been better documented.**

**Response:**

*Noted. The importance of documenting decisions will be stressed in revised training and procedures. Where documentation of decisions is not operationally practical at the time while staff deal with any immediate security and/or health and safety issues, all staff will be reminded to document decisions as soon as practically possible after the event.*

## **9 Summary**

- 9.1 APTL has contracted a strong calendar of events for 2012/13. This paper provides a snapshot of the planned large events and activity in the Park. Live music continues to grow at a steady pace over the coming 12 months. Red Bull and HHH remain key/high profile events which will take AP into the Olympic limelight.
- 9.2 The independent review of the 25/26 November event has concluded that the two deaths were tragic but not in any way attributable to the actions or omissions of APTL, the promoter's or the contractor's staff. Recommendations that certain procedural improvements might be made, have been accepted and are being actioned.

## **10 Recommendations**

- 10.1 That the SAC/CC notes the report.

## **11 Legal Implications**

- 11.1 The Head of Legal Services considers that there are no immediate legal implications arising from this report.

## **12 Financial Implications**

- 12.1 The Trust's Solicitor has no comments on this report.

## **13 Equalities Implications**

- 13.1 There are no perceived equal opportunities implications in this report.