

Report Title: **Report of the Chief Executive, Alexandra Palace and Park**

Report of: Duncan Wilson, Chief Executive APP

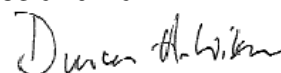
1. Purpose

- 1.1 To advise the Board of progress with the appointment of new Trust lawyers;
- 1.2 To advise the Board of forthcoming events, the final recommendations of the security review (for publication with the minutes) and to seek approval in principle for the Romanian House cultural Olympiad project
- 1.3 To seek Board approval for the implementation of a learning strategy for APP;

2. Recommendations

- 2.1 That the Board notes the appointment of new lawyers
- 2.2 That the Board notes the events programme for the next three months, in particular major concerts, the Olympic Torch relay and Holland Heineken House, and approves the Romanian House Cultural Olympiad project
- 2.3 That the Board notes the publication of the findings of the independent security review of the November 2011 Lock and Load event
- 2.4 That the Board approves the appointment of a Learning Officer to organise a programme of mainly schools – based learning covering the Palace and Park on a one-year contract, extendable by a further two years subject to successful grant applications

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



Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park

3. Executive Summary

3.1 Provides a summary of progress of appointment of new Trust lawyers.

3.2 Provides a snapshot of the large events planned in the Palace and Park in 2012/13.

3.3 Provides the findings of our event security consultants Sygma following the 25/26 November event together with management's response.

3.4 Provides the report of the feasibility study by the Building Exploratory (the leading built heritage learning provider, based in Hackney) on the possibilities for a formal learning programme at Alexandra Palace.

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 N/A

6. Background – appointment of new lawyers

6.1 We have followed the Borough's procurement process and OJEU for the appointment of new Trust lawyers. We have run this process concurrently with appointment of Trading Company lawyers, who advise on different (mainly commercial and contractual) issues.

6.2 The appointment of Bates Wells and Braithwaite as Trust lawyers replacing Howard Kennedy was confirmed on 21 May 2012. BWB are leading charity specialists and should be well-placed to advise on the range of issues we have to address. We may however need to run a separate procurement for advice on the regen. project, given its size and complexity.

6.3 I will ask BWB to attend the Board Meeting on 24 July.

6.4 The decision for the Trading Company was to appoint a panel of three firms, from whose services we could select. The three firms appointed were Hewitsons, DWF and Bates Wells and Braithwaite (the existing APTL lawyers).

7. Events (based on contributions from Martin Brown Acting Commercial Director and Anna Clover Acting Events Director)

7.1 The highlights of the events programme for the next three months are as follows. Regular ice rink bookings and individual room bookings are not included.

EVENT	DATE	AREA
19 – 20 May	Red Bull	Park and Panorama room
20 May	Hornsey YMCA Fun Run	Park
21-23 May	Carriageway repairs	Carriageway
21 – 24 May	Tree works in Palm Court	PC
22 – 27 May	ATP Festival	All Areas
27 May – 12 Jun	Funfair – Confirmed	Pavilion Carpark
1 Jun – 2 Jun	David Guetta – Contracted	Great Hall/West Hall*
3 Jun	Diamond Jubilee Celebration	Park
2-11 Jun	Lakeside Art Exhibition	Park
3rd Jun	Live Music – Provisional	Great Hall/West Hall
3rd Jun	Farmers Market	Hornsey Gate
6-8 Jun	Maccabees Concert - Contracted	Great Hall
9 – Jun	Nightrider – Contracted	EC – Park
10 – Jun	Farmers Market	Hornsey Gate
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
20 Jun	ITI Foundation – Provisional	PCS 5 / 4
23 June	Wedding – Contracted	PCS5
24 Jun	Farmers Market – TBA	Hornsey Gate
21 -24 Jun	Harringay Boxing – Provisional	GH/PS/LR – SS
24 Jun	Longest Parkrun	Park
29 June – 1 July	Cyprus Wine Festival – Provisional	GH, WH. SS, South terrace
29 June	Moonrider – Provisional	East Car park
1 July	Farmers Market	Hornsey Gate

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
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

**Denotes expected finish after 11.00 pm*

Commentary on Major Events

7.2 Red Bull

The BMX cycling event in the Park took place on Saturday 19 and Sunday 20 May, and was a great success. Attendance across two days was 20,000 people. AP enjoyed national terrestrial and satellite television coverage as well as printed and digital global reach in terms of media coverage. From profile, profit and relationship standpoint this event was groundbreaking. As a footnote our working relationship with our rail provider (FCC) was excellent delivering a tailored and much improved client experience through working together.

7.3 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&feature=youtu.be>

7.4 David Guetta, this award winning acclaimed DJ concert will showcase on 1st and 2nd June and is expected to attract interest from a high media value guest clientele.

7.5 November Month of Music at Alexandra Palace

With currently two confirmed acts for November and two very strong unconfirmed bookings 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.

7.6 Diamond Jubilee Picnic in the Park

We are hosting a family focused event Sunday 4th June to celebrate HM the Queen's Diamond Jubilee. We are organising family activities at the Eastern end of the Palace, allowing some local stakeholders an opportunity to engage, and 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. Extensive local press coverage is anticipated at the time of writing.

7.7 Olympic Torch Relay

The OTR is on target to deliver a good quality and high profile local event strengthening relationships with the Council and other community stakeholders.

Olympic Torch Relay Tickets went on sale on 26 May and sold out within 40 minutes.

7.8 Romanian Cultural Olympiad – temporary structure

The Romanian Embassy and their cultural partners have approached us about the creation of a small scale traditional Romanian House as a showpiece for traditional Romanian crafts, in the car park area near the BBC tower, for a period of four weeks or so after the Olympics. This celebration of Romanian culture would be their contribution to the Cultural Olympiad.

A drawing of the proposed structure is attached at Appendix 1. On balance providing it is at no cost to the Trust it is recommended that we go ahead with the project. We will also need to be satisfied that it is secure. At this stage the project sponsors still need to raise about £30k to make it happen, so it is by no means certain that it will go ahead, but if it did it would add to the range of public attractions on view at Alexandra Palace and potentially attract good publicity. Trustees are invited to approve the project in principle.

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

8.1 Board members will recall 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.

8.2 The findings and recommendations of the report have been summarised and presented to the Board previously. This report now puts them in the public domain. 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 and all responses have been signed off by Sygma as being appropriate:

- (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 25th and 26th 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.**

- (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.

- (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. Learning programme for Alexandra Palace and Park

- 9.1 The feasibility study by the Building Exploratory (the leading built heritage learning provider, based in Hackney) on the possibilities for a formal learning programme at Alexandra Palace is attached (Appendix 2).
- 9.2 Their report (at Appendix 2) is recommended for approval by the Board. To adopt the recommendations of the Report would significantly enhance the community benefit which we delivered and our links to the local community at a critical time for the regeneration programme. I believe it is a well-argued document and offers a significant enhancement of the effectiveness of the Trust in delivering its charitable objectives.
- 9.3 There was support on the ground for a schools learning programme and in particular schools would be keen to participate in facilitated workshops using a local resource. This would cut their costs and travelling times and would also enable younger

children unable to travel great distances on public transport to participate in local cultural learning activities.

9.4 Every effort would be made to ensure that schools in the East of the Borough would benefit from the proposal if adopted.

9.5 The cost would be about £45k in the first year for a new Learning Officer post, materials and (say) £10k for capital works to the Transmitter Hall and Studio A. Future costs would be recoverable if the proposed £100k HLF bid was successful. If not we could then decide whether to continue the programme or not. The net cost is containable within 2012/13 and 2013/14 budgets.

9.6 On this basis the Board are asked to approve the recommendations of the Report and initiate the programme.

10. Legal Comments

10.1 The Trust solicitor has no comments on this report.

10.2 The Council's Head of Legal Services has no comments on this report.

12. Financial Comments

12.1 The London Borough of Haringey CFO notes the contents of this report.

10 Use of Appendices/Tables/Photographs

10.2 Appendix 1 – Illustration of Romanian House Cultural Olympiad project

10.3 Appendix 2 – Report of the Building Exploratory