

Alexandra Palace & Park Board

7 February 2013

Report Title: **Report of the Chief Executive**

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

1. Purpose

- 1.1 To update the Board on the main events to be held at the Park and Palace over the next six months;
- 1.2 To seek the Board's views on a draft strategy for outdoor events;
- 1.3 To update the Board on progress with the fabric repair project due to start on site shortly, supported by English Heritage grant;
- 1.4 To report back on measures taken after the problems with power supply to the GLA election count last year.

2. Recommendations

- 2.1 That the Board notes the contents of the report.
- 2.2 That the Board notes the advice of the Advisory and Consultative Committees on outdoor events paper in particular, and give sits own views so that a further revised draft can be prepared

Report Authorised by: **Duncan Wilson, Chief Executive**



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4321**

3. Executive Summary

- 3.1 The report provides background on events and major fabric repairs coming up over the next few months.
- 3.2 Measures taken following the GLA election count are documented.
- 3.3 The outdoor events strategy is presented for initial consideration, as a basis for further work and consultation.

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. Events update

6.1 The table set out below lists the main events due to be held over the next six months in Park and Palace.

Confirmed public events and first provisional options from January - June 2013.

| EVENT | DATE | AREA |
|--|----------------------|--------------------|
| Live Event – Masters Snooker | 12 - 21 Jan 2013 | WH/LR |
| Model Engineering | 17 - 20 Jan 2013 | GH/PS |
| Excursions | 25 – 26 Jan 2013 | WH/PR/PS/LR |
| Kids charity lunch/skate | 27- Jan 2013 | Indoor Beer Garden |
| Barclays Conference | 05 - 07 Feb 2013 | WH/PR/PS |
| Antiques & Collectors Fair | 9 – 10 Feb 2013 | GH |
| Organ Concert | 19 – Feb 2013 | GH |
| RYA Dinghy Show | 27 Feb – 3 Mar 2013 | All Areas |
| Medical Expo | 06 - 08 Mar 2013 | GH/WH/PR/PC/PS |
| Railway Modelling | 21 - 24 Mar 2013 | GH/WH/PS/LR |
| Funfair | 24 Mar – 9 Apr 2013 | Pavilion Car park |
| Live music -Suede concert | 30 March | All areas |
| Wedding | 06 – Apr 2013 | Palace Suite |
| Wedding | 07 – Apr 2013 | PR |
| O/S Wedding | 07 – Apr 2013 | West Hall |
| In Wedding Show | 13 – 14 Apr 2013 | PR |
| Live Music Event – Two Door Cinema Club | 24 – 27 Apr 2013 | All Areas |
| Live Music Event (Provisional) | 27 – 28 Apr 2013 | All Areas |
| Funfair | 01 – 07 May 2013 | Pavilion Car park |
| Live Music Event (Provisional) | 03 – 06 May 2013 | All Areas |
| Guinness Conference | 09 – May 2013 | Panorama Room |
| Antique & Collectors Fair | 11 – 12 May 2013 | GH |
| Funfair | 19 May – 14 Jun 2013 | Pavilion Car park |
| Mums Show Live | 15 – 19 May 2013 | WH/PR/LR/PC Suites |
| Tattoo Show | 23 May – 26 May | Great Hall |
| O/S Wedding | 02 – Jun 2013 | PR |

| | | |
|--|--|---|
| ACCA | 03 - 12 Jun 2013 | Great Hall |
| Live Music Event (Provisional) | 04 – 07 Jun 2013 | All Areas |
| Wedding | 16 – Jun 2013 | West Hall |
| Haringey Boxing (Provisional) | 20 – 23 Jun 2013 | West Hall |
| Cyprus Wine Festival (Provisional) | 28 – 30 Jun 2013 | Great Hall |
| Red Bull event in Park | 14 July, build and strike 10 July to 16 July | Park and road in front of and E of Palace |
| 150 th Park anniversary event | 21 July | Throughout Park |

7. **Draft Outdoor events strategy**

- 7.1 A draft “outdoor events” strategy is attached for discussion at Appendix 1. This has been discussed already by the SAC and CC at their meeting on 15 January, and some changes have been made as a result. The main comments focussed on environmental impacts and significance, disturbance and making more specific proposals as to which sorts of events would be encouraged/allowed – and which not. There was also some discussion on the frequency of major events. I suggest that we should wait for the more detailed advice of an independent expert on the type, frequency and size of event which the Park could accommodate within the overall parameters of the strategy before setting firm and definitive guidance on these points.
- 7.2 The strategy is therefore attached for comment and discussion, prior to adoption as a “working draft”. Further discussion will be needed at Board and SAC /CC when the advice of an independent events consultant has been obtained on the type, frequency and size of events which might be accommodated within the parameters of the strategy.

8. **Fabric repair project**

- 8.1 The Board will recall that in 2012 English Heritage offered £258k in grant towards a fabric repair project comprising structural repairs to the SW colonnades and re-roofing of the derelict pavilions on either side of the entrance to the East Court (ice rink foyer).
- 8.2 After various difficulties including a change in scope following a major cost increase, as a result of advice from structural engineers that we need to replace the first floor concrete slab in the colonnades, we have agreed a price within budget for the whole job of £421k plus fees and contingencies with the most competitive contractor. We hope to start on site as soon as the weather improves sufficiently. The programme lasts some 22 weeks, and we have taken care to inform events organisers of any impact and minimise the consequent disruption. We have reserved the right to stop work at any stage, although we would prefer not to do this because of possible cost implications.

9. **Actions taken following problems at AP during GLA election count, May 2012**

- 9.1 When this issue was first discussed I undertook to report back to the Board with action taken following the problems we encountered with a power outage affecting the Great Hall at the beginning of the GLA election count.
- 9.2 Our investigations confirmed that the source of the problem was a sub-contractor being given access by our main security and maintenance contactor, Europa, to carry out urgent repairs to the sprinkler system. An unforeseen consequence of this work was that power to the floor sockets in the Great Hall was temporarily disrupted, which interrupted the electronic vote counting. Much if not all of the time was made up by changes in procedures, but further problems unconnected with the venue complicated the situation and the announcement of the result was later than expected.
- 9.3 We have tightened up on site access procedures to ensure that contractors must be pre-authorised and that authorisation is closely documented. Pre-event security briefings explicitly cover such points.

10. Legal Implications

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

11. Financial Implications

- 11.1 The LBH Chief Financial Officer's notes the difficulties around progressing the Colonnade work, set out in paragraph 8 and stresses the importance of written agreement from English Heritage is still available before entering into any contracts.

12. Use of Appendices/Tables/Photographs

- 12.1 Appendix 1 Draft outdoor events strategy

Draft framework for and Outdoor Event Strategy, Alexandra Park

1. Alexandra Park

Alexandra Park covers 196 acres (79 hectares) on a south facing slope, surrounding Alexandra Palace. In 2013 it will be celebrating its 150th year. The Park has seen various developments, changes and improvements since opening in 1863. It has been used for a huge range of facilities and activities throughout its history, including a banqueting hall, a race course, a bandstand and a dry ski slope. Today it includes a boating lake, cricket and football pitches, a garden centre and allotments, and various ancillary enterprises. Numerous publications including the Alexandra Park Conservation & Management Plan contain a more detailed history of the Park.

The Park is the responsibility of the Trustees of Alexandra Park and Palace Charitable Trust (APPCT), on behalf of the London Borough of Haringey.

2. APPCT Mission

“To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.” Alexandra Park and Palace Act 1985

3. Vision

“To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal – a successful, valuable and sustainable asset for all including the local community and stakeholders.”

4. 2004 HLF Management Plan Framework Alexandra Palace Park

“The management of the Alexandra Palace Park is an extremely delicate balance between competing and often conflicting interests. Conservation and presentation of this important, designed landscape will go hand in hand with its continued use and enjoyment, by an increasing range of visitors, which have their own specific needs, interests and requirements. Every aspect of the Park must be fully understood and managed correctly to ensure that maintenance is in accordance with the strategy. In order to achieve this with the resources available it will be necessary to adopt a pragmatic and sustainable approach”

5. Scope of strategy

- This strategy provides a framework to uphold the principles of the 1985 Act and “ensure the opportunity for public resort, recreation and other public purposes” is enhanced within the Park.
- The strategy will outline why we are holding events in the Park, guidance on how we select them, and the approach taken to managing them.

- The strategy will also provide appropriate guidance for responding to commercial approaches in the light of the need for all activity in the Park to be well managed balancing the need of its various users and constituencies.

6. Context

In its 150th year Alexandra Park will once again host a number and wide variety of events and cultural activities. The program of events has been evolving over time and current activities include; funfair, circuses, fun runs, charity bike rides, team building days and private events. Until 2009 the Park also hosted the annual fireworks display, a free event which attracted in excess of 50,000 people.

In May 2012 the Park hosted The Red Bull Empire of Dirt a BMX event which saw 36 riders from all over the world come to compete across two days with the dramatic back drop of Alexandra Palace. 20,000 people watched this spectacular event which resulted in extensive media coverage and commercial gain for APPCT. Through the success of Red Bull the Park has now become of interest to other commercial operators, however it is acknowledged that there were legacy issues from which we have learned lessons about planning and management of future outdoor events.

7. Issues for the new strategy

- Managing increased commercial interest following Red Bull event in parallel with all other commitments
- Local residents' concerns; impact on the Park, access, impact on the surrounding area, noise nuisance
- Ensuring the profit and profile generated is proportionate to the resource attributed i.e. staff resource, impact on the environment etc
- Aligning events program in the Park with the events program in the Palace
- The impact of weather on events and the condition of the Park
- Evaluating events in the Park as we would events in the Palace
- Benchmarking against best practice in other Parks and open spaces nationwide
- Ensuring (for this year) that the strategy supports the celebration of 150 years of Alexandra Park

8. What we are trying to achieve

- Ensuring that the Park Management Plan is at the heart of everything we do whilst increasing the number of cultural, community and commercial events held in the Park

- Developing a detailed framework for managing, monitoring and evaluating increased events and in turn increased use of the park for cultural, community and educational activity
- Income from the Park set at a target of 40% of Parks budget of c £500k: 20% from tenancies and 20% from events
- Being proactive in attracting reputable event organisers who are aligned with the vision & mission of Alexandra Park & Palace
- Strengthen our communication channels to users of the Park ensuring they are kept informed about all public events happening in the park

9. Which events get prioritised?

- Events which deliver significant commercial benefit;
- Events which also demonstrate enhanced community benefit ie low ticket price point or free entry will be viewed most favourably
- Events with a high profile which generate increased interest and have a wide appeal
- Events which are environmentally sustainable and the impact of which on the Park, neighbours, park users and events taking place in the Palace is manageable
- Events which demonstrate educational and community benefit and attract new users to the park
- Events which offer the prospect of building a productive long term relationship with the promoter
- Events which build on the heritage of the Park and Palace

10. Achieving our objectives

10.1 There are a number of detailed practical steps which need to be taken for events to take place in the Park. Detailed guidance on organizing events in the Park will be prepared once the strategic approach has been agreed. It will follow the guidance which is due to be published by the Health and Safety Executive in January 2013 in the revised Health & Safety Guide 195: A guide to health, safety & welfare at music and similar events (known as the Purple Guide) We have highlighted below areas of particular significance:

10.2 Environmental impact – The operating guidance document will include a park specific environmental impact assessment however all organizers will also be required to submit with their application with an ecological/environmental impact assessment clearly stating program of reinstatement works and mitigation of impact. The assessment will be reviewed by the Parks Manager and reinstatement as found within an agreed time frame will form part of the contractual obligations of hire.

A significant “reinstatement works deposit” will be required prior to commencement of build, and this sum will be withheld if an organizer fails to deliver the reinstatement program as agreed.

The Parks Manager will manage a Rotation & Diversity Schedule to mitigate against cumulative effect and impact.

- 10.3 Noise - Code of Practice on Environmental Noise control of concerts and events requiring PA announcements must be recognized and adhered to. The parameters for levels as outlined in the code will form part of the contractual obligations of hire.
- 10.4 Residential Impact (surrounding area) - Traffic management, crowd management, sustainability strategy, and urban impact assessment will all be requirements of applications by organisers. Each of these documents will form part of the Premises License operating schedule or Temporary Event Notice application and will be referred to in the contract. As a general principle event organisers should discourage car use and encourage use of public transport.
- 10.5 Frequency. Individually even large events may have manageable impact but collectively the impact may be more significant. We will need to consider cumulative as well as individual impact in assessing each event. An annual programme would help in managing the overall as well as the individual impact of events in the Park, as well as using different areas in rotation. That said it is not always possible to predict a year in advance what approaches may be made to us. There will also be a limit of no more than 28 days to include build, event and breakdown.
- 10.6 Management & Monitoring - A pre-tenancy assessment of the event area will be undertaken by the Parks Manager, Account Manager (APTL), Events Manager (APTL) and organisers technical team. During the event monitoring will be undertaken by Parks Manager, Events Manager (APTL), statutory bodies (licensing, health & safety, food hygiene, London Fire & Rescue, Metropolitan Police, London Ambulance Service, Emergency Planning, Building Control etc.) throughout the tenancy. Post event a review of the site will be undertaken by the same parties as the pre assessment and the reinstatement works as per the ecological impact assessment must be actioned.
- 10.7 Post Event Review – Following the event a full review will be undertaken with Parks Manager, APTL team, licensing authority, statutory bodies and event organiser. There will also be an opportunity for comment to be submitted via the SAC/CC
- 10.8 Licensing Considerations – Under the 2003 Licensing Act events which are held in the Park under a temporary events notice or a premises license will need to meet the four licensing objectives:
- The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance
 - The protection of children from harm
- 10.9 Income
- To achieve our income target we will encourage event expressions of interest from the outdoor event industry to understand better the opportunities that the market has to offer. We will remain “open minded” as there is no set formula to outdoor events

- We will investigate further the opportunity surrounding repeat events & activities i.e. Christmas markets, winter fairs, “big lunch”, summer garden parties, fun runs, fireworks, hot air balloons, band concerts etc

10.10 Sustainable events

Following London 2012 the events industry has become increasingly proactive in ensuring events in particular outdoor events are sustainable. The guidance document which will be commissioned on adoption of this strategy will encourage the following principles from the London 2012 Sustainability guidelines.

- provide an accessible and inclusive setting for all;
- provide a safe and secure atmosphere;
- have minimal negative impacts on the environment;
- encourage healthy living;
- promote responsible sourcing;
- deliver excellent customer experience;
- encourage more sustainable behaviour; and
- leave a positive legacy.

The guidance to managing events in Alexandra Park will also draw on The British Standard for a Sustainability Management System for Events BS 8901 as a benchmark for all events to deliver against.

11. **Stakeholder engagement**

The strategy acknowledges that it is vital to ensure that all stakeholders that hold an interest in the activities within the Park are appropriately consulted pre, during and post events. The Friends of the Park have a particular role to play, including via their representation on the relevant Boards and Committees. However it is also recognised that it is not practical to assume that every approach for use of the Park can be taken through a formal consultation process. The table below categorises events by numbers per diem attending, and outlines the consultation and management approach which will be taken in each case.

| Size categorisation | Detail | Application approval process including adherence to the Licensing Act 2003 where applicable |
|----------------------------|--|--|
| Bronze | <ul style="list-style-type: none"> - Temporary Events Notice required (TEN's) up to 499 people (applied for through Haringey Council under the 2003 Licensing Act) - No TEN's required (where no licensable activities are proposed under the Licensing Act 2003) e.g. a charity fun run etc. - Low on infrastructure | <ul style="list-style-type: none"> - Application received and reviewed by APPCT management via APTL (who would take the initial approach) - Approval given on successful application of TEN's and compliance with contractual obligations - Stakeholders informed via quarterly “look |

| | | |
|--------|--|---|
| | <ul style="list-style-type: none"> - Repeat events i.e. funfair and circus | <p>ahead” programme briefing of SAC/CC and Board. “What’s On” with comments line clearly published on website</p> |
| Silver | <ul style="list-style-type: none"> - 500+ people per day in attendance - May require premises license depending on activity (i.e. regulated entertainment) - Medium infrastructure i.e. marquees | <ul style="list-style-type: none"> - Application managed as per above - Stakeholders informed in advance via SAC/CC Board briefing and “What’s On” with comments line clearly published |
| Gold | <ul style="list-style-type: none"> - 10,000+ people per day in attendance - May require premises license depending on activity (i.e. regulated entertainment) - Multiple infrastructure stage, marquees, fencing etc. | <ul style="list-style-type: none"> - Application must be submitted with outline Event Management Plan (this includes traffic, ground impact, noise strategy etc.) - APPCT/APTL management review application against criteria above - relevant information to SA/CC for comment. - Comments formalised in paper for Trust Board to consider in advance of contractual commitment - Trust Board’s decision communicated to event organisers |

Timelines will be published with the Guidance Notes and be on the Alexandra Palace website to inform Gold category events of the dates for applications to correspond with Trust Board Meetings.

*The Park will be limited to no more than three events per year that attract 10,000+ people

11. Communications

11.1 Commercial

Once the principle of the strategy has been adopted and the guidance document completed and approved by the relevant Boards, Alexandra Palace Trading Ltd (commissioned by the Trust for this activity) will implement a proactive sales and marketing plan showcasing the Park. The market will be approached via regular channels including industry trade magazines and websites. Industry forums i.e. National Outdoor Events Association (NOEA) and PSA (Production Services Association).

The sales and marketing plan aims to increase the profile of the Park, outline its options in regards to outdoor events and ensure that the industry is aware of the application process and its timelines.

11.2 Stakeholders

For the purposes of this document they are considered to include all groups who form the SAC/CC, local residents who are neighbours of the Park or are impacted on by events being held in the Park, local schools and educational facilities and tenants of the park.

As per the table under Stakeholder Engagement the notification of an application with merit will follow the guidelines in the table above.

If an event requires a premises licence the statutory process under the 2003 Licensing Act will be enacted for further information on the Act and Haringey Council Licensing Authority please visit www.haringey.gov.uk

During the event a comments / complaints line will be in operation this line will be published on the Alexandra Palace website and advertised on the Park notice Boards. The line will be open to take comments or complaints on the event which is happening at the time. The operator will also be taking all calls regarding issues with noise; which will be passed to the relevant Noise Monitoring Team for assessment and action.

After a "category Gold" event a survey will be sent out organisations represented on the SAC/CC. The survey's results will be published at the next appropriate SAC/CC meeting (depending on timelines) and will be submitted for review by the Trust Board. It is vital that feedback can be formulised within a survey to allow for benchmarking and assessment against key performance indicators.

11.3 Public Communication

To ensure the reach is maximised the following channels of communication will be used to inform the public of events that are due to take place.

- Listed on the Alexandra Palace website
- Advertised on the Park notice boards
- Advertised within the tenanted outlets within the park
- Listed on the Schedule of Events
- Publicised in accordance with the organisers marketing and communication strategy

12. **Attachments**

12.1 Comparison table demonstrating events days on other London parks

12.2 Implementation plan

Attachment 12.1

Events in London's Parks and Open Spaces

A benchmarking exercise was undertaken against comparable open spaces within London.

Hyde Park

Hyde Park is one of London's largest Parks and covers over 350 acres. It reports to have over 7 million visitors a year and has a number of activities taking place from large scale events to boating in the Serpentine.

Following a year of terrible weather a review was undertaken which now sees Hyde Park hosting 9 events against a previous 13 with an attendance level ranging from 50,000 – 65,000. Previous attendance levels were at 80,000.

Reported income from events in Royal Parks was at £4.8m in 2011 – 2012

Clapham Common

Covering an estimated 108 acres the common hosts a number of sports fields, café's, ponds and a bandstand.

The events site is situated on the North Side of the Common within the borough of Lambeth, events do take place on other areas but only in exceptional circumstances i.e. London to Brighton Bike Ride. There is no restriction levied in regards to how many large events can take place. 8 events with an attendance level of 7,000 – 20,000 were held in 2011.

Reported income target for events held on Lambeth's Open Spaces in 2011 – 2012 was £1.2m

Victoria Park

Estimated at 86.18 hectares the park is within the London Borough of Tower Hamlets who have undertaken an aggressive approach to proactively establishing the park as one of the outdoor festival sites in London.

In 2012 the council entered into a commercial agreement with Live Nation to host a number of events in the run up to and during the Olympics, an exception to their normal operating procedure. In 2013 they currently have two festivals confirmed, Field Days and Love Box the latter being a 3 day music festival with 7 stages.

No income figure was available.

Battersea Park

Though the park does host a number of events annually within the events industry Battersea Park is most famous for Evolution a 5,500m² purpose built facility which hosts meetings, product launches, banquets, parties, exhibitions and charity functions.

The reported income expectation for 2012/13 was approximately £860,000

Attachment 12.2

Implementation Plan – Outdoor Events Strategy

| Key Activity | Milestones | When | By Whom |
|---|--|---------------------|---|
| Review of the Strategy | Provide the Draft Events Strategy to SACC for comment | December 2012 | Duncan Wilson, CE APPCT/APTL |
| Seek formal approval for Strategy | Present Draft Events Strategy to APPCT Trust Board for approval | January 2013 | Duncan Wilson, CE APPCT/APTL |
| If approved | | | |
| Commission external consultant to develop guidance document | Circulate draft document to all regulatory bodies, stakeholders & boards for comment | February 2013 | Duncan Wilson, CE APPCT/APTL |
| Implement commercial communications plan | Assess reaction from the market Manage applications in line with process and procedure Build a “picture” of the commercial landscape for 2013 and beyond | February/March 2013 | APTL Sales & Marketing Teams |
| Stakeholder and Public Communication plan | Silver / Gold event applications received Licensing Hearings (if relevant) | Throughout the year | APTL Sales & Marketing Teams |
| Review of strategy and guidance document | Review of data collected from post event surveys | September 2013 | APTL presenting findings to APPCT for information |