



NOTICE OF MEETING

Alexandra Palace and Park Board

THURSDAY, 7TH JUNE, 2012 at 19:30 HRS - ALEXANDRA PALACE, PALACE WAY,
WOOD GREEN, LONDON N22 7AY.

Councillors:

Councillor Matt Cooke (Chair), Councillor James Stewart (Vice-Chair), Councillor Ali Demirci, Councillor Bob Hare, Councillor Sheila Peacock, Councillor Nigel Scott and Councillor Neil Williams

Non-voting representatives:

Mr C. Marr, Ms V. Paley and Mr N Willmott
(Alexandra Palace and Park Consultative Committee).

Observer:

Mr D. Heathcote (Chair, Alexandra Park and Palace Advisory Committee).

AGENDA

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 11 and 16 below).

3. DECLARATIONS OF INTERESTS

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

5. TO NOTE THE APPOINTMENT OF THREE MEMBERS OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE TO THE BOARD AND THE ALEXANDRA PALACE AND PARK STATUTORY ADVISORY COMMITTEE OBSERVER FOR THE MUNICIPAL YEAR 2012/13

To note the appointment of the three Consultative Committee representatives to the Board in a non-voting capacity and observer of the Statutory Advisory Committee for the Municipal Year 2012/13 as follows:

Non-voting representatives

Mr C Marr
Ms V Paley
Mr N Willmott

Observer

Mr D Heathcote (Chair, Alexandra Palace and Park Statutory Advisory Committee)

6. MINUTES (PAGES 1 - 4)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 3 April 2012 as an accurate record of the proceedings.
- ii. To receive the draft minutes of the Alexandra Park and Palace Advisory Committee held on 22 May 2012, and to consider any recommendations from that Committee (**TO FOLLOW**)
- iii. To note the draft minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 22 May 2012 (**TO FOLLOW**)
- iv. To note the draft minutes of the Alexandra Palace and Park Consultative Committee held on 22 May 2012. (**TO FOLLOW**)

7. REPORT OF THE CHIEF EXECUTIVE (PAGES 5 - 60)

To consider the report of the Chief Executive, Alexandra Palace and Park.

8. GOVERNANCE (PAGES 61 - 64)

To consider the governance report of the Chief Executive, Alexandra Palace and Park.

9. PARK UPDATE (PAGES 65 - 76)

To consider the report of the Park Manager, Alexandra Palace and Park

10. REGENERATION UPDATE

To consider the report of the Head of Regeneration, Alexandra Palace and Park. **TO FOLLOW**

11. FINANCE UPDATE (PAGES 77 - 80)

To consider the report of the Director of Finance and Resources, Alexandra Palace and Park.

12. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

13. FUTURE MEETINGS

Tuesday 24 July 2012
Tuesday 6 November 2012
Thursday 7 February 2013

14. EXCLUSION OF THE PUBLIC AND PRESS

Items 14 and 15 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual; Para 2 – information that is likely to reveal the identity of an individual; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding the information) and Para 7 – any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

15. EXEMPT MINUTES (PAGES 81 - 86)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 3 April 2012 as an accurate record of the proceedings

16. EXEMPT REPORT - SPECIALIST CONSERVATION ARCHITECT - CONTRACT EXTENSION

To consider the report of the Head of Regeneration, Alexandra Palace and Park. ***TO FOLLOW***

17. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

David McNulty
Head of Local Democracy & Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Felicity Parker
Committees Coordinator
Tel: 020-8489 2919
Fax: 020-8881 5218
Email:felicity.parker@haringey.gov.uk

Monday 28 May 2012

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 3 APRIL 2012**

Councillors Cooke (Chair), Hare, Scott, Waters and Williams

Non-Voting C. Marr and N. Willmott
Representatives:

Observer: D. Liebeck

Also present:

Mr D Wilson (Chief Executive – Alexandra Palace)

Mr N Brown (Alexandra Palace)

Mr M Hopson (LB Haringey – Head of Regeneration and Development – Alexandra Palace & Park)

Mr G Oliver (LB Haringey – Head of Finance – Accounting & Control)

Ms A Woods (LB Haringey - Head of Audit & Risk Management)

Mr C Hart (LB Haringey – Democratic Services Manager)

Ms F Parker (Clerk)

Mr B Cleary – Sygma

Terry Farrell & Partners

Sir Terry Farrell

Neil Bennett

Gary Young

Pablo Sanz

WRS (Transport Specialists)

Mike Savage

Harrison: Fraser (Consultation Specialists)

John Harrison

URS (Equalities Specialists)

Stuart Woodin

MINUTE

NO.

SUBJECT/DECISION

APBO190.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillor Peacock and Councillor Stewart.
APBO191.	URGENT BUSINESS There were no items of urgent business.
APBO192.	DECLARATIONS OF INTERESTS There were no declarations of interest.
APBO193.	QUESTIONS, DEPUTATIONS OR PETITIONS There were no such items.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 3 APRIL 2012**

APBO194.	<p>MINUTES</p> <p>i) <u>Unrestricted Alexandra Palace and Park Board minutes – 16 February 2012</u></p> <p>The unrestricted minutes of the Alexandra Palace and Park Board held on 16 February 2012 were confirmed as an accurate record of proceedings.</p> <p>ii) <u>Alexandra Palace and Park Advisory Committee minutes – 6 March 2012</u></p> <p>NOTED the minutes of the Alexandra Palace and Park Advisory Committee meeting held on 6 March 2012.</p> <p>iii) <u>Joint Informal Alexandra Park and Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee – 6 March 2012</u></p> <p>NOTED the minutes of the Joint Informal Alexandra Park and Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee meeting held on 6 March 2012.</p>
APBO195.	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>There was no such business.</p>
APBO196.	<p>FUTURE MEETINGS</p> <p>The dates of future meetings would be circulated following agreement at the Annual Council meeting on 21 May 2012.</p>
APBO197.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED that the press and public be excluded from the meeting for the consideration of items 9 – 13 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual; Para 2 – information that is likely to reveal the identity of an individual; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding the information) and Para 7 – any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.</p>
APBO198.	<p>SUMMARY OF EXEMPT / CONFIDENTIAL PROCEEDINGS</p> <p>APBO199 MINUTES</p> <p>The exempt minutes of the meeting held of 16 February 2012 were confirmed as an accurate record of proceedings.</p> <p>APBO200 PRESENTATION OF SECURITY REVIEW FOLLOWING LOCK & LOAD EVENT ON 25/26 NOVEMBER 2011</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 3 APRIL 2012**

	<p>The recommendations were agreed.</p>
APBO201	PRESENTATIONS OF SPATIAL MASTERPLAN FOR ALEXANDRA PALACE & BASIS OF PUBLIC CONSULTATION ON REGENERATION ASSUMPTIONS, OPTIONS AND PARAMETERS
	<p>The recommendations were agreed.</p>
APBO202	LEASE FOR LAKESIDE BUILDINGS
	<p>The recommendations were agreed.</p>
APBO203	ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT
	<p>There was no such business.</p>

COUNCILLOR MATT COOKE

Chair

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Agenda item:

Alexandra Palace & Park Board

on 7th June 2012

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

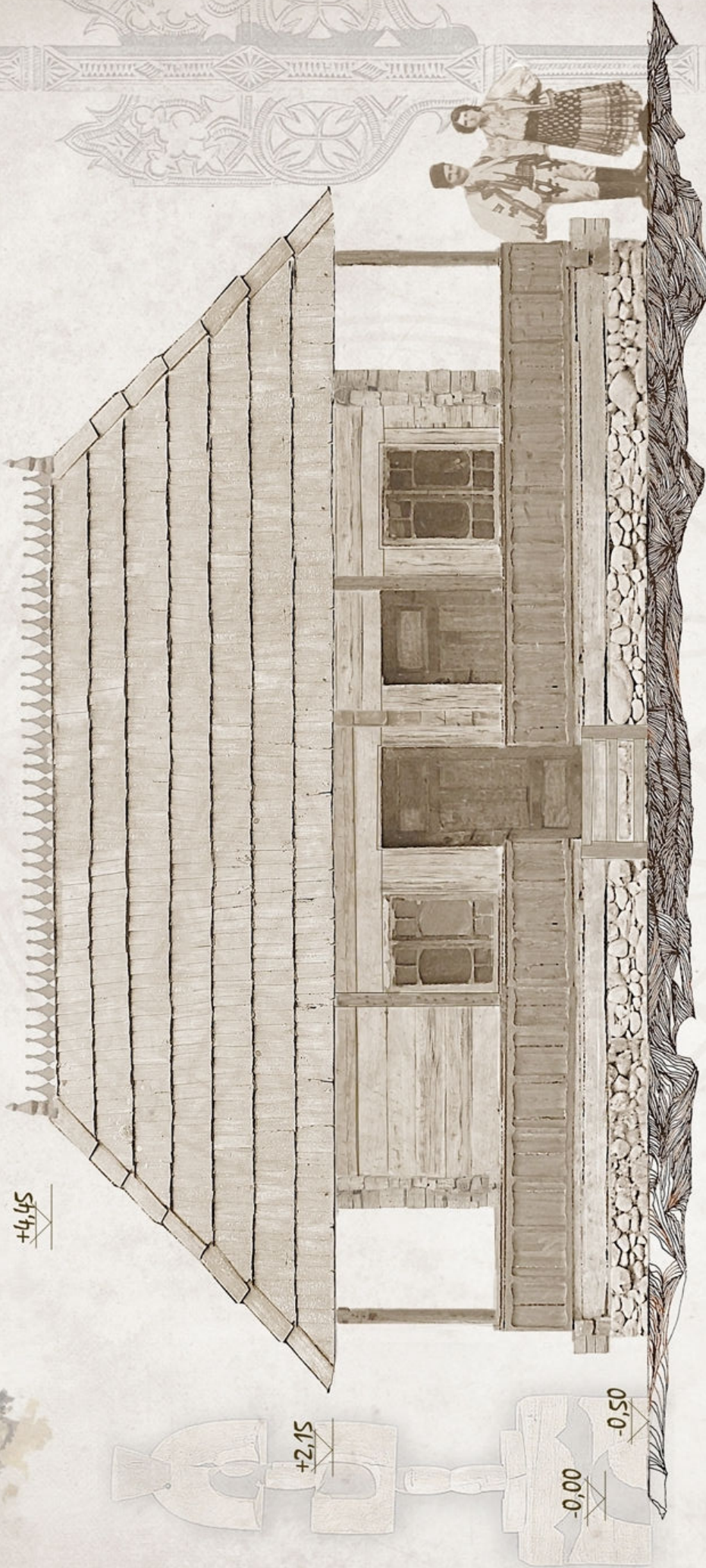
12.1 The London Borough of Haringey CFO notes the contents of this report.

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

CASĂ sat seuca, GORJ BRÂNCUȘI (Brănești)



Muzeul Național al Satului
"Dimitrie Gusti"

CASA GORJ • FAȚADA PRINCIPALĂ Ș.1.50
arb. Christian Nana

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The Building Exploratory

A Learning Programme for Alexandra Park and Palace
Feasibility Report, March 2012

The Building Exploratory

1. Executive Summary

On receipt of the brief to assess the feasibility of setting up a learning programme at Alexandra Park and Palace, the Building Exploratory felt certain that the site presented resources and subject matter around which a rich and varied offer could be built.

In order to explore our first impressions we undertook a detailed research exercise to help establish the potential scope of a programme: the content, the size and shape of the learning audience and what funding streams were available for supporting it.

We concluded that the Palace offered considerable scope in terms of content, with its unique built heritage, television history and the site's environmental attributes, to create a rich and varied learning programme.

From early on in the process it became evident that a programme should begin with a primary school audience. Through our conversations with Haringey schools and local education specialists, we established a high level of interest and a thirst for cross-curricula and also that very few opportunities exist in the borough for schools to participate in cultural learning.

We looked at the school curriculum in detail, specifically at where Alexandra Palace might intervene to enrich it, and found it laden with possibility for delivering to schemes of work in core subjects especially History, Geography, English and Science.

Our review of the wider political and economic context confirmed that setting up a learning programme is a timely and relevant proposition. The Henley Review stresses the importance of cultural learning, while the government's response to it promotes the engagement of schools with local heritage sites.

Finally, we looked at potential sources of funding and concluded that a schools learning programme at Alexandra Palace would meet the criteria of many of the key grant giving trusts and foundations and that it had a particularly good fit with the Heritage Lottery Fund's "Your Heritage" funding stream.

This document reports on the research we undertook and the reflections we have had about the opportunity to put Alexandra Palace on the map as a cultural learning venue and to meet the needs of local people to develop their knowledge of and celebrate their neighbourhood. A learning programme would have the additional benefits of increasing footfall and raising awareness of the wide range of events and activities that take place on the site. All of which help to address the Palace's vision to become "*a successful, valuable and sustainable asset for all including the local community and stakeholders.*"

The Building Exploratory

2. Proposed Learning Programme

Following consultation with teachers and other educators in the London Borough of Haringey, and having looked in detail at the heritage, history and environmental qualities of Alexandra Park and Palace, we recommend piloting a formal learning programme of taught workshops with local primary schools as a starting point.

It is proposed that an initial six workshops are developed for Key Stage 2 students (upper primary school pupils, aged 7 to 11 years, in Years 3 to 6). Alexandra Park and Palace's history, in particular its significance as a Victorian leisure and entertainment venue and as the site of the first television broadcast, lends itself to specific elements of the Key Stage 2 National Curriculum. In addition, this particular group will be relatively easy to recruit as Key Stage 2 pupils currently form the single highest group of schools visitors to museums and other heritage organisations.

The six workshops proposed are interactive and provide experiential learning opportunities with clear learning objectives. They would be delivered on site in the TV studio, boxing club, or an equivalent space, and in the Park. Taking inspiration from the site, the workshops deliver across the National Curriculum, though are particularly strong in History, Geography, English and Science. In addition to addressing the Curriculum, the workshops will enrich it with a sense of place and will celebrate the wonders of the local area: its unique history, landmark buildings and natural environment.

The workshops are outlined below and full details of National Curriculum links, venues and resources required to deliver them can be found in Appendix One.

1. History: The Victorians: Entertainment and leisure

Children learn how the Victorians spent their leisure time through an exploration of Alexandra Palace and Park. In addition to the site itself, the session will use the panoramic view of the surrounding area to identify Victorian landmarks and development, as well as objects, paintings, historic photographs and drawings. Pupils will learn why Alexandra Park and Palace was built, and how it was used, and participate in Victorian games and a music hall performance. Children will be encouraged to come to the workshop dressed in Victorian costume.

2. English: Create and film a Victorian drama for TV

During this workshops pupils will be inspired by Alexandra Palace's association with the history of television, and develop story building and script-writing techniques. Pupils will create and film a short drama about the experience of a Victorian child visiting Alexandra Palace for the first time. Characters will be based on those in *Hetty Feather* and *Sapphire Battersea*, novels set during the

The Building Exploratory

Victorian period, and written by popular children's author Jacqueline Wilson, whose books have also been adapted for CBBC.

3. English: Make a TV advertisement for Alexandra Park and Palace

Pupils will explore the history and significance of Alexandra Park and Palace, and what it has to offer as a place to visit today, through a short walking tour and using historic objects, maps and photographs. Having been introduced to the language and techniques of adverts, pupils will create and film a TV advertisement for Alexandra Park and Palace.

4. History: TV history and John Logie Baird

Pupils visit the TV studio and learn about the history of TV and children's programmes. Pupils are introduced to John Logie Baird, participate in a re-enactment of the first transmission of an image, and investigate how TV sets have changed since the first broadcast to today's digital versions, on which many channels are available around the clock. Pupils are encouraged to consider how TV has changed people's experience of world since the 1930s.

5. History and Geography: Local area mapping and development

Pupils will investigate why and how the area around Alexandra Park and Palace has changed over time, using the panoramic view of the local area, historic and contemporary maps, paintings, architectural drawings, and census data. In particular, pupils will learn how Victorian housing and municipal development transformed their local area. In addition to understanding Alexandra Palace's location in relation to the rest of London and the world, children will explore how the different groups of people that make up their community have influenced how their local area looks.

6. Science: Habitats, mini-beasts and animal adaptations

Children explore three different habitats in Alexandra Park: woodland, grassland and lake, to identify the vertebrates and invertebrates that live there, and how they are adapted to their environment. Children will use magnifying glasses to search for small living creatures and use cameras to record them. Most of this workshop will take place outside (weather permitting), and children will gain an understanding of the huge range of species with Alexandra Park, and learn about classification and adaptation.

3. Context and Considerations

The workshops proposed are based on the needs and interests of local schools, local and national education policy and detailed consultation with local teachers and education professionals. Underpinning the workshops presented are the following considerations:

The Building Exploratory

- Links between the most significant features and history of Alexandra Park and Palace and the National Curriculum. Our experience highlights the need for workshops to be closely and explicitly linked to the National Curriculum.
- National and local education priorities to improve literacy attainment.
- Discussions with the learning team at the National Media Museum, confirming the popularity of literacy workshops using the history of television as inspiration.
- Local learning is a requirement of the National Curriculum at every Key Stage. Alexandra Park and Palace represents an opportunity for schools to cover this requirement and combine history, literacy and science learning with a study of the local area.
- The dearth of local cultural learning opportunities, which force most schools to travel into central London to take part in the opportunities available there. For example facilitated schools workshops on Victorian life are offered at many museums and heritage organisations. Central London however is not easily accessible to many schools in Haringey by public transport. A list of cultural organisations offering learning activities for schools can be seen in Appendix Two.
- Lack of green spaces accessible to school groups in Haringey.
- A varied programme covering several subject areas, designed to entice schools to participate in two workshops during a daylong visit. This would provide schools that are not within easy travelling distance with the opportunity to maximise the potential of their time and the learning opportunities available.

Consultation with local teachers and education professionals

It is worth reporting the results of our consultation with local teachers and education professionals in some detail. We spoke to six primary school teachers and a teaching assistant, all of whom have whole school responsibility for trips and cultural learning, a school business manager, a head teacher, and Haringey's school literacy advisor. (See Appendix Three Teachers' consultations.)

Many schools local to Alexandra Park and Palace visit on a self-led basis, to participate in sports, science and art activities. Schools also visit museums in central London, and take advantage of activities at local libraries, visit churches in their area and participate in a range other learning opportunities available in the borough including Bruce Castle, Haringey Environmental Education Centre and a local book shop.

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All those spoken to during the consultation were enthusiastic about the prospect of a schools learning programme at Alexandra Park and Palace. In particular schools would be keen to participate in facilitated workshops, using a local resource. This would cut the costs and time associated with travelling to museums and other cultural learning venues in central London and would allow younger year groups to participate in cultural learning activities. Often it is not feasible for younger children to travel a great distance on public transport, and the cost of hiring transport for trips is prohibitive. Furthermore, Alexandra Park is one of only a few local green spaces in which school children can learn about natural habitats.

Schools in Haringey appear to have little or no budget for trips and cultural learning activities. The head teacher at St Michael's Primary School explained that the budgets of Haringey schools are stretched as a result of a decision made 30 years ago to entice teachers to work in the borough, which resulted in a legacy of schools receiving outer London financial allocations, but paying inner London costs. All the teachers we spoke to told us that they seek out free cultural learning activities where possible, with one telling us that they only participate in free activities. Where there are costs for museum and cultural learning workshops schools ask parents for contributions, although this is limited to £1 or £2 per pupil. One teacher suggested that whilst Haringey schools might participate in workshops for free, a charge could be made for schools outside the borough.

Improving attainment in literacy is a requirement within most School Improvement Plans across the London Borough of Haringey, although priorities vary in individual schools. Whilst supporting the target of improving literacy can be addressed with specific schools workshops at Alexandra Palace, literacy skills can also be developed in a cross-curricular way, for example through facilitating speaking and listening activities as part of history workshops.

All the teachers we spoke to said their schools would be keen to participate in all of the workshops proposed: Victorian leisure and entertainment, literacy and drama linked to TV history, local area development, and habitats and mini beasts. It was stressed by teachers that workshops should be closely linked to the National Curriculum, standard schemes of work and current teaching guidance, and those workshops that focussed on two areas, such as teaching the Victorians through local history, would be particularly well received. Several of those consulted expressed a specific interest in local area history and geography workshops.

Consultation resulted in several offers of help to develop and promote the proposed schools' programme. The head teacher at St Michael's Primary School is keen for her school to be involved in piloting workshops, and also suggested speaking at a meeting of the head teachers' network, of which she is a member. Haringey's schools literacy advisor has offered a slot on the agenda of the

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Literacy Coordinators' meeting in June, which all the literacy teachers in the borough attend, as well as providing contacts for the borough's three head teachers' networks.

Schools Audience

Our research on state schools in Haringey established that there are 52 primary schools and 11 secondary schools in the borough. The names, addresses and number of attending pupils are listed in Appendix Four, alongside the modes of travel available to each and travel times by foot or public transport. Appendix Five maps this data for presentation purposes.

This shows that there are 13 primary schools within a one-mile radius or a 30-minute walk of Alexandra Palace. A further 14 primary schools are within a 30-minute journey by local bus. Connections with schools in the east of the borough are more difficult, though eight more schools can reach the palace within 40 minutes, by a combination of underground and train to Alexander Palace station. Unfortunately 17 schools are more than a 40-minute journey by public transport or foot and consideration would need to be made as to whether these schools could stomach the longer journey or would need to come by minibus or coach.

For future reference it is worth noting that the majority of the borough's secondary schools, nine in total, are within a 30-minute journey either by foot or on public transport, with only three secondary schools at a distance of more than 30-minutes travel time.

A sense of the size of the school audience in Haringey has been achieved by calculating the number of classes of primary school children in the borough, approximately 630. This means that were Alexandra Palace to work exclusively with Haringey primary schools and deliver 150 workshops per annum, as is proposed in the following section, it would take more than four years for every child in the borough to experience a workshop. The market for the programme would increase further, should interested schools in the areas immediately surrounding Haringey and further afield become eligible to attend.

Extending Audiences

Given the levels of need, interest and the size of the audience supports the proposal that Alexandra Palace pilots learning programmes for school groups before developing other audiences. Schools offer the potential for large numbers of visitors to the Palace and will ensure that the visiting audience reflects the diversity of the communities that live in the London Borough of Haringey.

The proposed Key Stage 2 schools programme can be adapted easily for younger children at Foundation and Key Stage 1, and also for secondary school students at Key Stage 3. Within the proposed programme, potential exists to pilot adaptations of two of the workshops with Key Stage 1 pupils almost immediately, as the History and Geography and Science workshops have close links to the

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lower primary school National Curriculum. Besides adapting the workshops proposed above for younger and older schools audiences, we suggest that in time a fuller programme of workshops could be developed to cover:

- History: Victorian engineering
- Design Technology: Moving images
- Science: Changing seasons
- Science: Plants and growing
- Links relevant to performances and other events taking place at the Palace

Extending audiences beyond schools could stem from the work with pupils, who often repeat their visits to cultural and heritage venues with parents and other family members. In the future, a family programme could easily be devised from the interactive and hands-on activities proposed for the schools' workshop programme.

During conversations at Alexandra Park and Palace it was suggested by Rick Wills that there was a need for after-school clubs for children attending primary schools in Tottenham. However, our research shows that there is a 30 to 40 minute journey to Alexandra Park and Palace by public transport from schools in eastern parts of Haringey. An after-schools club programme would therefore need to be run on an outreach basis in this locality, as it is unlikely to be feasible for children to visit Alexandra Park and Palace during the hour-long slot that is usually allocated for after-school activities. As considerable resources would be required to develop such an outreach programme, which would not result in audiences visiting the site, we propose that working with schools in this way is considered at a later date.

We have considered the current potential to offer a programme of learning activity for older people at Alexandra Park and Palace. The potential for a long-term programme of activity for an older people's group would require the development of a comprehensive series of activities and considerable resource. It is unlikely that there is sufficient material to support an ongoing learning programme for older people at the Palace, the subject matter would therefore have to stray into areas of less relevance to the site. Furthermore, it would be necessary to recruit older people to such a group through outreach, which would require a significant amount of time investment. One off activities could be devised, though at this stage therefore, we recommend that, rather than targeting older people in isolation, a periodic public adult programme could be developed from the wealth of research and expertise surrounding the site's history consisting of self guided activities and guided tours for families, adults and older people on a similar basis to the successful London Open House weekend.

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4. Implementing a Learning Programme

In order to implement a learning programme at Alexandra Park and Palace, the following would need to be in place:

A tried and tested set of workshops

Workshops would need to be fully developed and refined and workshop resources gathered and reproduced. Piloting the programme prior to an official launch would provide opportunities to fully develop and testing both workshops and resources.

An audience of receptive teachers

The building of relationships with schools by piloting key workshops would begin to establish a track record of successful delivery of learning activities.

Suitable learning venues

Venues at the Palace, such as the “boxing club” and BBC studio, would need to be tested, and any adaptations required for hosting groups of school pupils would need to be made. Risk Assessments for each activity and space would also need to be carried out.

A functioning administration system

A system for managing and recording bookings and dealing with teachers’ specific requirements would need to be developed as would a system for ensuring that any staff member that would come into contact with children was fully checked by the Criminal Records Bureau.

An experienced learning officer

A learning officer would need to be recruited to run the programme. The post holder would need to be reasonably experienced, with the maturity to work independently from a wider learning team. A typical job description for such a post is given in Appendix Six.

The table below assumes that the recommendation to pilot the learning programme is followed and sets out the steps and realistic timing for the development and delivery of a programme. The appointment of the learning officer could come at an earlier stage in the process, should Alexandra Park and Palace Trust wish to make this commitment prior to securing grant funding.

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Suggested Timetable for Implementing the Programme

Task	Timing
Start to build reputation/relationships with teachers by attending head teachers meetings and events	June/July 2012
Detailed workshop Design and resource development and design Establishment of systems for administration and CRB checks	July/August 2012
Launch of pilot for teachers with demonstration of workshops	September 2012
Pilot new workshops during autumn term 2012	October to December 2012
Review of programme and workshops Applications to trusts and foundations Preparation and submission of application to Heritage Lottery Fund	January to March 2013 <i>Delivery of workshops could continue during this period to maintain audience.</i>
Apply for Learning Outside the Classroom quality badge	January 2013
Recruitment and appointment of learning officer	May/June 2013
Induction of learning officer	July/August 2013
Launch of three year learning programme Apply for Sanford Award accreditation.	September 2013

Learning Spaces and Resources

Two spaces have been identified by staff at Alexandra Palace for the delivery of the proposed schools' programme: the "boxing club" and the BBC studio. We recommend that the three proposed workshops, which investigate the history of television, should take place in the TV studio. The history and geography workshops should be delivered in the "boxing club" on the ground floor. Most of

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these workshops will also involve participants exploring the outside of Alexandra Palace and its panoramic view of London. The science workshop will take place in the Park.

The suitability of these venues for use by schools groups needs to be fully assessed. It is possible that some refurbishment work would need to be carried out in order to bring them up to a standard acceptable for visiting teachers and pupils, so that they are safe for young children and conducive to learning. The old boxing club could easily become a flexible learning space. In addition to space for delivering workshops, areas are required for meeting and greeting school groups, for the storage of children's coats and bags, and a space where children can eat packed lunches. This will be particularly important to encourage school groups to visit Alexandra Park and Palace for a full day.

In addition, school groups will require access to well maintained and clean toilets.

Storage for resources used in the workshops will also be required and consideration should also be given to a flexible space that can accommodate future audiences and activities, including messy art workshops.

Resources Required

The space where the workshops take place will need to be equipped with furniture including tables and chairs and access to a laptop computer with a projector and screen or an interactive whiteboard would be necessary as would a good internet connection.

The specific resources required to deliver the each workshop can be found alongside the detailed outline of workshops in Appendix One. They include: historic and contemporary maps and photographs, games, flip cameras, magnifying glasses and clipboards.

5. Financial Implications & Funding Opportunities

We are optimistic about the possibilities of funding a learning programme at Alexandra Park and Palace. Learning about heritage is high on the political agenda and funders are generally interested in the subject and aware of its benefits.

There is little if any funding available from statutory sources, either local or central government, and while there are numerous trusts and foundations whose priorities closely match the proposed learning programme, they are heavily oversubscribed and applications are time consuming. With a few exceptions they offer relatively small grants for one year only. This means that a number of smaller grants would be required to cover the costs of a comprehensive learning programme. Appendix Six outlines the key trusts and foundations interested in heritage learning that could be approached to fund the programme. It covers the

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guidelines and priorities, sums typically awarded, the application process to be followed and provides key contacts.

In our view the best option would be to make an application to the Heritage Lottery Fund, which is countering trends by doubling the sums applicable to each of its funding programmes. "Your Heritage" is the pot most relevant to community learning and from April 2012, the maximum grant will go from £50,000 to £100,000. Some match funding is required to secure these grants, but not more than 10% or £10,000 should Alexandra Palace decided to make an application for the maximum grant.

If presented as a discreet project, there is no reason why an application to HLF under this programme should impact on a larger application to for capital funding, though it could be included in the latter.

It would take some time to develop an application, but in our experience HLF provides excellent guidance for through the process and there is a relatively quick turn around time of 10 weeks from the date of submission.

Charging?

In our view the Alexandra Palace should think about providing the service free of charge in the first instance in order to secure grants, test the programme, and to ensure that the service is as inclusive as possible. In the longer term however, once a reputation for quality has been established, the introduction of charges should be considered, particularly for schools from outside the London Borough of Haringey.

Though many teachers expressed a clear preference for free workshops and claimed to have little if any budget for outside trips, passing on the cost to parents, other schools clearly do have budgets and regularly pay for trips out.

Cultural organisations in the borough, or used by schools in the borough, including Haringey Council facilities such as the Environmental Learning Centre, currently charge schools for the workshop sessions they deliver. Others offer a combination of free basic workshops and advanced or specialist workshops for which a charge is made, such as Kenwood House. Please see Appendix Two for charges made for school workshops by other organisations in Haringey.

Outline Budget

The direct revenue costs of the learning programme would be around £45,000 per annum. This would cover the basic running costs of the programme including the salary and NI of the learning officer, marketing the programme, purchasing and maintaining the resources required and also paying for freelance delivery support in order that 150 workshops can be delivered each year, or 50 per school term. A rough breakdown of costs follows.

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Item	£
Learning Officer	30,000 (including Employer's NI, but not pension)
Marketing	6,500
Resources	5,000
Freelance delivery	3,500
Total	45,000

If the costs of any capital improvements or investments in fixtures and fittings and one off resources were limited to £10,000, then the total costs of a three-year programme would be £145,000.

An application of £100,000 to the Heritage Lottery Fund for a three-year grant would therefore need to be matched by further funding of up to £15,000 per year for the duration of the programme.

This investment would merit the following return:

- 150 workshops per year (110 by officer, 40 workshops by freelance agent)
- Almost one third of Haringey's KS2 pupils could be reached in a year
- 5,000 per year children and their teachers would be engaged with per year

6. PEST and SWOT Analyses

To ensure that the proposed learning programme was relevant and realistic, we decided to conduct a PEST and a SWOT analysis (See Appendix Seven for full details of issues considered). We would advise that both exercises are repeated by Alexandra Palace, whose staff team have a far better understanding of the local context, to confirm the assumptions we have made.

The SWOT analysis confirms the huge potential for using the site as a focus for cultural learning given its unique resources, history and heritage. The opportunities are many, specifically those of addressing the palpable need local schools have for high quality cultural learning activities, and the potential for a learning programme to support the Palace's wider regeneration plans.

It also highlights the need for further development work to realise this potential and the need to address the transport issues which will could prove to be a barrier for up to a third of schools in the borough located more than 40 minutes travel time from the site.

Recruiting a learning officer with a relevant level of experience and crucially the ability to work unsupported would be essential to the success of the learning programme.

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PEST Analysis

The PEST analysis confirms that the climate is good for establishing a learning programme at the Palace. Cultural learning remains high on the wider learning agenda as does the improving educational attainment, and the government has recently pledged to increase its support for visits by young people to heritage sites.

The London context, following last summer's riots in Tottenham, strongly suggests the need to enhance young people's sense of place and of belonging and the need to celebrate the unique resources of neighbourhoods.

Economic circumstances are of course difficult, nevertheless considerable opportunities exist to fund a heritage learning programme and as schools become increasingly autonomous they have more control over how they allocate budgets.

While creating digital resources could provide a solution to the identified need to encourage learning about Alexandra Park and Palace, nothing compares to first hand experience of magnificent heritage sites.

7. Summary and Recommendations

On the basis of detailed research and consultation with learning professionals in Haringey, we have established the viability for creating a cultural learning programme at Alexandra Park and Palace. We recommend that in the first instance a programme is devised for Key Stage 2 pupils in Haringey primary schools. Furthermore that the programme focuses on the site's history, built heritage and environmental resources and is closely linked to National Curriculum requirements for that age group.

We recommend piloting the programme prior to submitting an application for three year funding to Heritage Lottery Fund in order to develop and test the proposed workshops, establish support amongst teachers and identify match funding. Though we believe that the programme should be fully funded and offered to schools free of charging in the first instance, the Palace should consider phasing in charges once a reputation for delivery has been established.

Some consideration needs to go into assessing the suitability of learning spaces within the Palace's estate and making any necessary improvements, and to helping schools located more than forty minutes from the Palace access the site, either by offering transport or activities to fill a day long visit.

The Building Exploratory would be delighted to support the creation of a learning function at Alexandra Palace and could be involved at a number of levels. Either taking charge for the development and piloting of workshops and preparation of applications for funding and recruitment of a learning officer or supporting a member of staff in this or simply advising and sharing our knowledge and experience with you.

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Appendix One

Workshop Content, Resources and Curriculum Links

All workshops are 90 minutes in duration.

KS2 History: The Victorians: Entertainment and leisure

An interactive, hands-on workshop in which children learn how the Victorians spent their leisure time through an exploration of Alexandra Palace and Park. In addition to the site itself, the session will use the view of local area to identify Victorian landmarks and development, as well as objects, paintings, historic photographs and drawings. Pupils will learn why Alexandra Park and Palace was built, and how it was used, and would participate in Victorian games and a music hall performance. Children would be encouraged to come to the workshop dressed in Victorian costume.

Spaces

Education room

Walk around the outside of the building to use the view of the local area, park and the building

Resources

Paintings, photographs, architects' drawings of Alexandra Palace
Selection of Victorian games: hoops, spinning tops, skittles, quoits
Model Victorian toy theatre

Curriculum areas

History

Geography

Cross-curricular links to English

KS2 Units of work

History: What was it like for children living in Victorian Britain?
How did life change in our locality in Victorian times?

Geography: Investigating our local area

History National Curriculum links

Chronological understanding: 1a & b

Knowledge & understanding of events, people and changes in the past: 2a-d

Historical interpretation: 3

Historical enquiry: 4a & b

Organisation and communication: 5a-c

Local history study: 7

British history: 8a

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KS2 English: Create and film a Victorian drama for TV

During this workshops pupils will be inspired by Alexandra Palace's association with the history of television, and develop story building and script-writing techniques. Pupils will create and film a short drama on the experience of a Victorian child visiting Alexandra Palace for the first time. Characters will be based on those in *Hetty Feather* and *Sapphire Battersea*, novels set in Victorian times by popular children's author Jacqueline Wilson (whose books have also been adapted for CBBC).

Spaces

TV Studio

Front of Alexandra Palace outside area

Resources

6 Flip cameras

Computer (with internet connection) and projector

Examples from the television collection

Victorian costume

Curriculum areas

English

ICT

Cross-curricular links to history

KS2 Units of work

English: Script-writing
 Dialogue and plays
 Stories with historical settings
 Novels and stories by significant children's authors
 Film narrative
 Dramatic conventions
 Fiction genres

KS2 English National Curriculum links

Knowledge, skills & Understanding

EN1 – Speaking a, b, c, d, e, f

EN2 – Listening a, b, c, d, e

EN3 – Group discussion and interaction a, b, c, d, e

EN4 – Drama a, b c

Breadth of study

EN8 – Speaking a, b, c, d

EN9 – Listening a, b, c (specifically mentions listening to television)

EN10 – Group discussion and interaction, a, b, c

EN11 – Drama activities a, b, c

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KS2 English: Make a TV advertisement for Alexandra Park and Palace

Pupils will explore the history and significance of Alexandra Park and Palace, and what it has to offer as a place to visit today, through a short walking tour and historic objects, maps and photographs. Having been introduced to the language and techniques of adverts, pupils will create and film a TV advertisement for Alexandra Park and Palace.

Spaces

TV Studio

Alexandra Palace outside areas

Resources

6 Flip cameras

Computer (with internet connection) & projector

Examples from the television collection

Paintings, photographs, architects' drawings of Alexandra Palace

Curriculum areas

English

ICT

Cross-curricular links to history and geography

KS2 Units of work

English: Dialogue and plays
 Persuasive writing
 Film narrative
 Dramatic convention
 Argument
 Sensation!
 Information
 Journalistic writing

KS2 English National Curriculum links

Knowledge, skills & Understanding

EN1 – Speaking a, b, c, d, e, f

EN2 – Listening a, b, c, d, e

EN3 – Group discussion and interaction a, b, c, d, e

EN4 – Drama a, b, c

Breadth of study

EN8 – Speaking a, b, c, d

EN9 – Listening a, b, c (specifically mentions listening to television)

EN10 – Group discussion and interaction, a, b, c

EN11 – Drama activities a, b, c

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KS1/2 History: TV history and John Logie Baird

Pupils visit the TV studio and learn about the history of TV and children's programmes. Pupils are introduced to John Logie Baird, participate in a re-enactment of the first transmission of an image, and investigate how TV sets have changed from the first broadcast to the digital TVs today, on which many channels are available around the clock. Pupils are encouraged to consider how TV has changed the world since the 1930s

Spaces

TV Studio

Resources

Handling items from the television collection

Photographs

Curriculum areas

History

Cross-curricular links to Design Technology, English and Citizenship

KS1 & 2 Units of work

History: How has life in Britain changed since 1948?

What can we learn about recent history from studying the life of a famous person?

KS1 National Curriculum links

History: Chronological understanding: 1a & b
Knowledge and understanding of events, people and changes in the past: 2a & b
Historical interpretation: 3
Historical enquiry: 4a & b
Organisation and communication: 5
Breadth of study: 6a-d
British history: 8a-b

KS2 National Curriculum links

History: Chronological understanding: 1a & b
Knowledge and understanding of events, people and changes in the past: 2a-d
Historical interpretation: 3
Historical enquiry: 4a & b
Organisation and communication: 5a-c
Local history study: 7
British history: 8a-b

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KS1/2 History and Geography: Local area mapping and development

Pupils will investigate why and how the area around Alexandra Park and Palace has changed over time, using the panoramic of the local area, historic and contemporary maps, paintings, architectural drawings, and censuses. In particular, pupils will learn how Victorian housing and municipal development transformed their local area. In addition to understanding Alexandra Palace's location in relation to the rest of London and the world, children will explore how the different groups of people that make up their community have influenced how their local area looks. The workshops will be interactive and hands-on workshop.

Spaces

Education room

Front of Alexandra Palace outside area

Resources

Large-scale contemporary street maps of LB Haringey

Small (for use on the maps) models of houses, trains, cars, churches, mosques, synagogues, trees, farm animals, boats, ambulances, schools

Selection of historic maps of the area

Selection of contemporary and historic photographs of significant buildings in the local area

Copies of Victorian census records

Curriculum areas

History

Geography

Cross-curricular link to Citizenship

KS1 & 2 Units of work

Geography: Around our school: the local area

Investigation our local area

Connecting ourselves to the world

History: What were homes like long ago?

How did life change in our locality in Victorian times?

What was it like to live here in the past?

KS1 National Curriculum links

Geography: Geographical enquiry and skills: 1a-d, 2a-d

Knowledge and understanding of places: 3a-e

Knowledge and understanding of patterns and processes 4a & b

Knowledge and understanding of environmental change and sustainable development 5a-b

Breadth of study 6a, 7a & b

History: Chronological understanding: 1a & b

Knowledge and understanding of events, people and changes in the past: 2a & b

Historical interpretation: 3

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Historical enquiry: 4a & b
Organisation and communication: 5
Breadth of study: 6a-d
British history: 8a-b

KS2 National Curriculum links

Geography: Geographical enquiry and skills: 1a-c, 2a-e
Knowledge & understanding of places: 3a-g
Knowledge & understanding of patterns and processes: 4a & b
Knowledge and understanding of environmental change and sustainable development: 5a
Breadth of study (localities & themes): 6 a c, d & e; 7a, & c

History: Chronological understanding: 1a & b
Knowledge and understanding of events, people and changes in the past: 2a-d
Historical interpretation: 3
Historical enquiry: 4a & b
Organisation and communication: 5a-c
Local history study: 7
British history: 8a-b

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KS1/2 Science: Habitats, mini-beasts and animal adaptations

Children explore three different habitats in Alexandra Park: woodland, grassland and lake, to identify the vertebrates and invertebrates that live there, and how they are adapted to their environment. Children will use magnifying glasses to search for small living creatures and use cameras to record them. Most of this workshop will take place outside (weather permitting), and children will gain an understanding of the huge range of species with Alexandra Park, and learn about classification and adaptation.

Spaces

Alexandra Park conservation pond and nature areas

Resources

Magnifying glasses

Flip cameras

Clipboards

Curriculum areas

Science

Cross-curricular links to Geography & Citizenship

KS1 & 2 Units of work

Science: Plants and animals in the local environment

Variation

Habitats

Moving and growing

Life cycles

KS1 Science National Curriculum links

Sc1 – Scientific enquiry: 1, 2a-4

Sc2 – Life processes and living things: 1-c, 2a-g, 4a & b, 5a-c

KS2 Science National Curriculum links

Sc1 – Scientific enquiry: 1a & 4, 2a-m

Sc2 – Life processes and living things: 1a-c, 2b, e, f, 4a-c, 5a-f

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Appendix Two **Cultural Organisations Haringey**

The Wolves Lane Horticultural Nursery in Wood Green

Primary school workshops covering *Habitats, Planting and Growing, Sustainability*. 2 hour sessions £85 for per class (£115 outside of Haringey)

Tottenham Hotspur, Spurs Learning Zone

2 hour curriculum linked workshops for primary schools covering local history, healthy living, maths, literacy and a tour of the stadium, £150 per workshop

Highgate Woods

Habitats, Planting and Growing, Sustainability

Kenwood House

Workshops addressing History, Geography, Art and Design and Sustainability
£90 per class

Bruce Castle Museum

Workshops covering local history and literacy

Haringey Environmental Education Centre

Selection of 2-hour workshops for schools covering recycling and reuse
Haringey state schools: £2 per child per workshop (minimum £40),
Independent schools & out of borough schools: £3.50 (minimum £50)

Woodgreen Central Library

Literacy

Big Green Bookshop

Literacy Can arrange author visits and visits to the shop to meet authors.

Markfield Beam Engine and Museum

History, Open 2nd Sunday in the month, also for schools?

Bernie Grants Arts Centre

No comprehensive programme for schools at present

Jacksons Lane Theatre

Productions for young people, but no programme for schools

The Phoenix Cinema

Films for Primary classes - £1 per pupil + pre-screen talks and follow-up activities

Finsbury Park

Used by schools to study habitats, planting growing and sustainability

Chicken Shed Theatre (Southgate)

One off workshops or production related activities

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Appendix Two: Teachers' Responses

Name	Helen Panayiotou	Eileen Faherty	Katie Harris	Amanda Szewczyk-Radley Head teacher
Job Title	Business Manager	KS1 teacher with responsibility for trips across the school	Teacher with responsibility for school trips	
School/organisation	St Paul's Primary	Alexandra Primary	St Mary's Primary	St Michael's Primary
Does your school currently visit Alexandra Park & Palace? If yes, how do you use it?	Yes. Annual sponsored walk around the Park's race track. Walks around the Park eg Year 2 look for mini beasts. Ice-skating at Christmas.	Yes. Walks in the Park for activities such as mapping.	Yes, often. Last summer Y6 visited several times to sketch Alexandra Palace. They also made models of the Palace.	No
Which other cultural learning venues does your school visit?	Various museums in central London, eg Natural History Museum. London Zoo, Bright Sparks concerts at the Royal Albert Hall/Royal Festival Hall. Children's library.	Spurs Learning Zone and Highgate Woods (although not recently as they are both too far). Museums in central and east London. Theatres.	Museums in central London, Bruce Castle, Recycling Centre.	Museums where facilitated workshops are offered eg Museum of London, Geffrye Museum, Ragged School Museum
Does the school pay for cultural learning activities? If so how much?	The school looks for as many free opportunities as possible and use free public transport. However, public transport is not suitable for younger children, and the cost of hiring	The school always goes for free museum visits. There is no school budget, so parents have to make contributions where necessary.	Many are free. Sometimes £2 per child charged for facilitated workshops.	No. There is no budget. Schools in LB Haringey are very stretched financially as a result of a political decision 30 years ago, which results in school

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Appendix Two: Teachers' Responses

	<p>transport is prohibitive. If there are charges for learning activities, the school asks the children's parents for contributions as there is no budget. They can ask around £1 from children's families, but activities costing £500/£600 for the day for the whole school would be too much</p> <p>Yes. "It would be brilliant".</p>			<p>being allocated outer London budgets, but paying inner London costs. Hiring transport results in an additional cost of £10 per child.</p>
<p>Would your school be interested in facilitated workshops at Alexandra Park & Palace?</p>		<p>Yes. "We've always thought it would be great as it's on the doorstep."</p>	<p>Yes – something local would be great so the children don't have to go into central London.</p>	<p>Yes. Especially if workshops are very clearly linked to at least two curriculum areas/specific teaching guidance.</p>
<p>Which topics would your school be interested in - Victorians, literacy/BBC, outdoors science, the local area?</p>	<p>The school would be interested in activities across the curriculum. They don't learn about the Victorians, but would be interested in literacy and outdoors activities.</p>	<p>Victorians Year 5. The local area – Y2, Y4 and Y5 look at Wood Green and include Alexandra Palace in their learning. Y2 would be interested in an outdoor mini beasts workshop. Very</p>	<p>Victorians, local area workshops and mini beasts/habitats would all be great. Particularly interested in literacy, drama and ICT, so if a workshop could incorporate all these</p>	<p>Workshops which combined Victorian life with a study of the local area would be very popular. There will be a high demand for local area geography/history workshops. Workshops with</p>

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Appendix Two: Teachers' Responses

		<p>interested in literacy workshops linked to the BBC's history at Alexandra Palace.</p>	<p>things, it would definitely be taken up.</p>	<p>literacy/filming outcomes would be very exciting and schools would be keen on these. Important to inspire the children through the history of television, rather than teach them about the history of the technology. Such a workshop would meet English curriculum requirements for 'reasons for writing' ie report-, information- and persuasive writing. Outdoors workshops would be very useful as there aren't many green spaces where schools can participate in such activities – Highgate Cemetery isn't accessible to all schools in Haringey.</p>
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Appendix Two: Teachers' Responses

Other comments	Alexandra Park and Palace is a 15 minute walk away from the school.	Would like a workshop that looked at immigration [I suggested this forms part of a local area workshop]. Would be keen on ICT workshops, involving filmmaking. Please include workshops for KS1, as they're often forgotten.	"it would be a wonderful local resource for schools." Would be happy for us to pilot workshops at the school, and also would invite us to speak at a local head teacher's network to publicise the workshops when appropriate.
Name	Tosh		
Job Title	Teaching Assistant with responsibility for school trips		
School/organisation	Nightingale Primary		
Does your school currently visit Alexandra Park & Palace? If yes, how do you use it?	Yes. Drawing and art activities.		
Which other cultural learning venues does your school visit?	Museums in London, eg Toy Museum. Local churches.		
	Sue Shallcross Reading Recovery Teacher Leader	Haringey Council Professional Development Centre n/a	Schools visit the Big Green Book Shop where visiting authors speak. Drama students from Mount View Theatre School sometimes read to school groups at Wood Green library. School groups visit Wools Lane Garden Centre to take part in environmental activities.

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Appendix Two: Teachers' Responses

<p>Does the school pay for cultural learning activities? If so how much?</p> <p>Would your school be interested in facilitated workshops at Alexandra Park & Palace?</p>	<p>No – they only participate in free activities.</p> <p>Yes, as long as they are free.</p>	<p>n/a</p> <p>Is sure there would be a demand.</p>
<p>Which topics would your school be interested in - Victorians, literacy/BBC, outdoors science, the local area?</p>	<p>All of the subject areas mentioned.</p>	<p>Regarding ideas for literacy workshops - making films would be excellent. Improving literacy is part of School Improvement Plans across in Haringey. The borough is trying to encourage children to read more and develop their writing. Many schools in the east of the borough need support with literacy.</p>
<p>Other comments</p>	<p>“It would be great to have led workshops at Alexandra Palace“</p>	<p>There is no humanities advisor in the borough – only a maths advisor and Sue (literacy advisor). There are 3 networks of head teachers in the (north, south and west), which meet regularly. A learning programme at Alexandra Palace could be promoted at these. Meetings for literacy coordinators in primary schools are held termly again the programme could be publicised at these. Invitation to next meeting on 19 June 2012, 9am.</p>

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Appendix Three

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Location of Haringey Schools and Proximity to Alexandra Park and Palace

School	Address	Foot	Bus	Tube, Train & Walk	Number of pupils	Form entry
PRIMARY						
Schools within 30 minute walk						
Rhodes Avenue Primary School	Rhodes Avenue	11			470	3
Alexandra Primary School	Western Road	18			216	2
St Pauls RC Primary	Bradley Road	18			206	1
Campsbourne School	40 Nightingale Lane	18			377	2
St Mary's CofE Junior School	Rectory Gardens	18			244	2
St Michaels Infant and Junior School	Bounds Green Road	19			188	1
Nightingale Primary School	Bounds Green Road	19			395	2
St James CofE	Woodside Avenue	23			234	1
Our Lady of Muswell Primary	Pages Lane	23			462	2
Tetherdown Primary	Grand Avenue	28			302	
St Martin of Porres RC Primary	Blake Road	30			251	1
Coldfall Primary School	Coldfall Avenue	30				
Bounds Green Primary	Bounds Green Road	31			276	2
Schools within 30 minute walk/bus						
Earlham Primary	Earlham	33	16			
Weston Park Primary	Denton Road	38	16		261	1
Lordship Lane Primary	Ellenborough Road	36	17		700	3
St Peter in Chains RC Primary	Elm Grove	37	18		179	2
St Gilda's Primary	Oakington Way	34	20		230	2
St Aidan's Primary	Albany Road	45	20	38	250	1
Devonshire Hill Primary	Weir Hall Road	52	20		447	2
Coleridge Primary	Crouch End Hill	34	21		729	4
Stroud Green Primary	Woodstock Road	51	22	24	383	2
St Paul's and All Hallows Junior	Worcester Avenue	1 hour 8	23		236	2
St Francis de Sales RC Junior	Brereton Road	1 hour 4	25		356	3
Belmont Junior School	Rusper Road	40	26		211	2
Risley Avenue Primary	The Roundway	54	28		601	3
St John Vianney RC Primary	Stanley Road	41	30		237	1

Appendix Three

The Building Exploratory

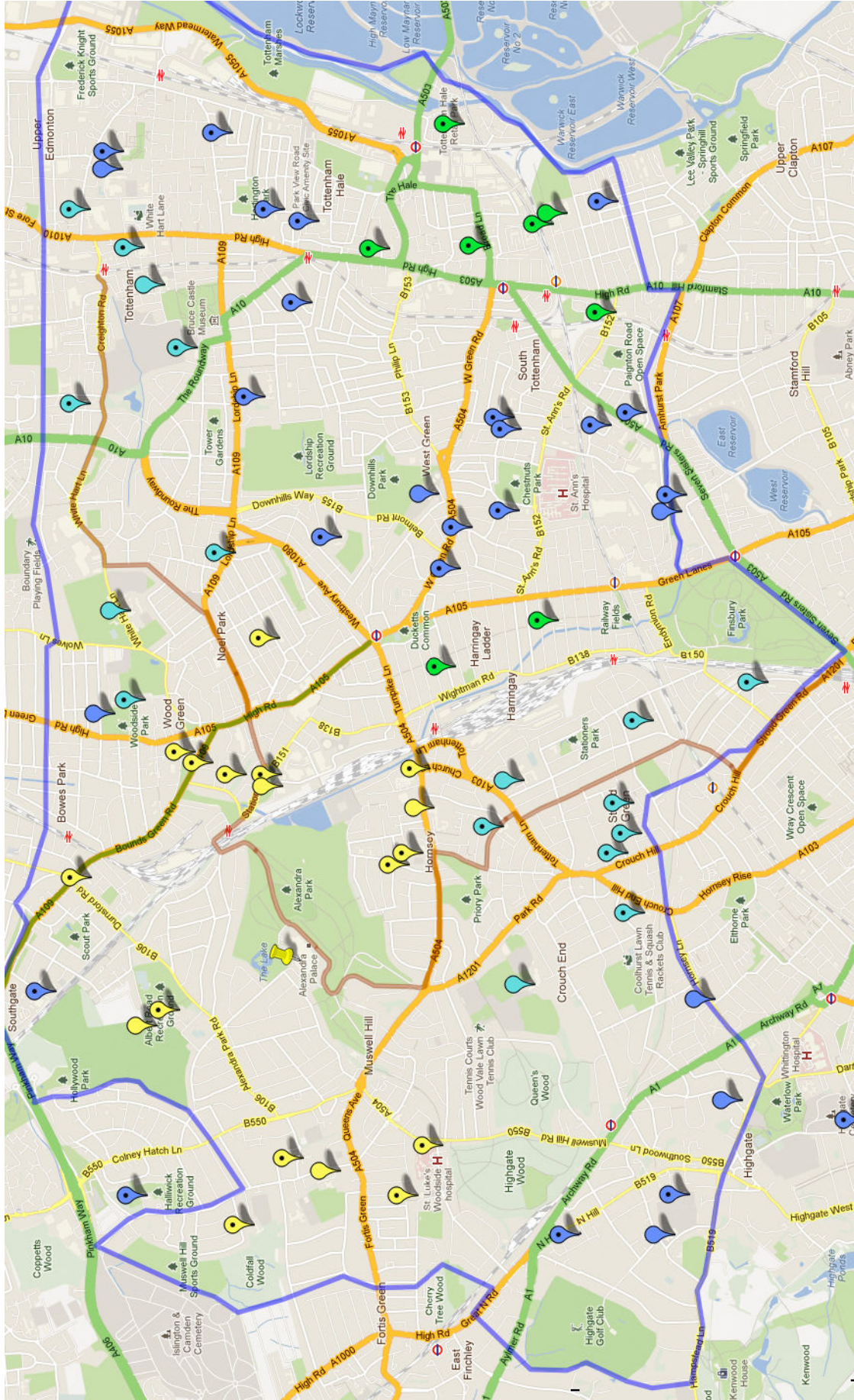
Schools further than a 40 minute journey to the Palace by any means

West Green Primary	Woodlands Park Road	43			262	1
Highgate Primary	7 Bishopswood Road	44			394	2
St Micahel's CE Primary (N6)	North road	44			459	2
South Harringay Junior School	Pemberton Road	44			221	2
Chestnuts Primary	Black Boy Lane	50			401	2
Downhills Primary	336 Philip Lane	50			442	2
Muswell Hill Primary	Muswell Hill	54			418	2
The Willow	Moira Close	56			531	2
St Ann's CE Primary	Avenue Road	56			234	1
Seven Sisters Primary	South Grove	56			504	2
Bruce Grove Primary	Sperling Road	1 hour			412	2
Lancasterian Primary	Kings Road	1 hour			480	2
Mulberry Primary	Parkhurst Road	1 hour 5			694	3
Coleraine Park Primary	Glendish Road	1 hour 8			379	2
Stamford Hill Primary	Berkeley Road	1 hour 8			238	1
Tiverton Primary	Pullford Road	1 hour 8	39		384	2
Lea Valley Primary	Somerford Grove	1 hour 15			473	2

SECONDARY

Alexandra Park School	Bidwell Gardens	11				
Heartlands High School	Station Road	18				
Fortismere School	Tetherdown	21				
Greig City Academy	High Street	23				
Highgate Wood School	Montenotte Road	30				
Hornsey School for Girls	Inderwick Road	34	17			
Woodside High School	Wite Hart Lane	36	17			
Highgate School	Bishopswood Road	47	19			
Northumberland Park Secondary	Turlock Road	1 hour 13	26			
St Thomas More Catholic Secondary	Glendale Avenue	36				
Park View Secondary	Langham Road	45				
John Loughborough Secondary	Holcombe Road	1 hour 5				

Appendix Four: Map Showing Location of Primary & Secondary Schools in Haringey



- Yellow** schools within 30 minutes walk of Alexandra Palace
- Turquoise** schools within 30 minutes by bus (or a combination of bus and on foot)
- Green** schools within 40 minutes of Alexandra Palace by train and tube
- Blue** schools more than 40 minutes travel time from Alexandra Palace

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**A Learning Programme for Alexandra Park and Palace
Potential Funders**

Learning - Schools					
Name	Deadline	Amount	Guidelines/Priorities	Contacts	
Heritage Lottery Fund Your Heritage	Rolling (10 week decision making). A pre application process is helpful in securing grant.	£3,000 to £100,000, from 1 April 2012	Grants for projects that help people to learn about their own and other people's heritage. Must also do either or both of the following: <ul style="list-style-type: none"> • conserve the UK's diverse heritage for present and future generations to experience and enjoy. • help more, and a wider range of people, to take an active part in and make decisions about heritage. 	www.hlf.org.uk London region is run by Sue Bowers. Michael Murray is Development Manager.	
Heritage Lottery Fund Young Roots	Rolling (10 week decision making)	£3,000 to £50,000, from 1 April 2012	Young Roots is designed to engage young people aged 11-25 with heritage. Projects must: <ul style="list-style-type: none"> • provide opportunities for a wider range of young people to learn about heritage; • allow young people to lead/take part in creative&engaging activities; • develop partnerships between youth and heritage organisations; • celebrate young people's achievements and share learning with wider community. 	www.hlf.org.uk London region is run by Sue Bowers. Michael Murray is Development Manager.	
Esmée Fairbairn Foundation	Rolling, two stage application process	£10-£100,000	Broad range of interests: the arts, education & learning, the environment and enabling disadvantaged people to participate fully in society. Prioritise work that: <ul style="list-style-type: none"> • Addresses a <i>significant</i> gap in provision 	www.esmeefairbairn.org.uk	

			<ul style="list-style-type: none"> • Develops or strengthens good practice • Challenges convention or takes a risk in order to address a difficult issue • Tests out new ideas or practices • Takes an enterprising approach to achieving its aims • Sets out to influence policy or change behaviour more widely. 		
Ernest Cook Trust	Rolling Bi-monthly meetings	Large Grants, £4K+ typically circa £10K	<p>Gives grants to encourage young people's interest in the countryside and the environment or the arts (in the broadest sense) or aiming to raise levels of literacy and numeracy.</p> <p>Since the ECT is a land-based Trust, work encouraging or ensures the continuation of rural skills and crafts is of particular interest. Will match fund salaries.</p>	Mrs Antonia Eliot The Estate Office Fairford Park Fairford Gloucestershire GL7 4JH Tel: 01285 712492 admin@ernestcooktrust.org.uk	
Eranda Foundation	The Foundation meets 3 times a year - no specific dates, but poss. Feb/June/Oct	Up to £25,000	Grants for projects promoting original research and to support continuation of existing research into medicine and education, encouraging the arts, and supporting social welfare.	eranda@btconnect.com PO Box 6226 Wing Leighton Buzzard Bedfordshire LU7 0XF	
Hedley Foundation	Meetings in 2012: 14th March 16th May 18th July 26th September 21st November	£5,000	Main objective (currently about 70% of the Foundation's budget) Young people: their education, recreation, support, training, health and welfare,	www.hedleyfoundation.org.uk Mrs Pauline Barker 1-3 College Hill London EC4R 2RA pbarker@hedleyfoundation.org.uk	
Children in Need	15 October 11	Small up to £10,000			

Sainsbury's Family Charitable Trusts including JJ Charitable Trust	Rolling		<p>exist:</p> <ul style="list-style-type: none"> • Arts in deprived communities. • Developing numeracy skills. • Improved quality of life for older people. <p>Environmental education in the UK, particularly projects finding practical ways of involving children and young adults; sustainable agriculture and bio-diversity; and sustainable transport, energy efficiency and renewable energy (some grants in this area are made jointly with The Mark Leonard Trust)</p>	<p>www.sfct.org.uk/jj.html</p>
The Mercers' Company	Education Committee <i>Submit applications 4 weeks before meetings:</i> 19 June 2012 16 October 2012	Up to £15,000	<p>Prioritise work that:</p> <ul style="list-style-type: none"> • Encourages participation in Science, Maths and Technology; • Improves educational achievement, particularly for young people aged 5-19; • Offers educational opportunities for underachieving groups; • Enriches educational opportunity through innovative projects that use art, drama, dance, music and sport; • Builds students' social capital, confidence and life skills. 	<p>www.mercers.co.uk/charity</p> <p>Kate Rounce Mercers' Hall, Ironmonger Lane, London, EC2V 8HE Phone: 020 7776 7229 Email: kater@mercers.co.uk</p>
The Goldsmiths' Company	Rolling	£5,000	<p>Grants are made to London and national charities with a turnover of less than £10million. Aims are:</p> <ul style="list-style-type: none"> • To foster aspects of education considered to be in most need of encouragement • To fill gaps in educational provision • To help in situations where the Company's limited finances can have most impact 	<p>www.thegoldsmiths.co.uk</p>

					through the multiplier effect Particularly interested in raising literacy/ numeracy in primary schools.	

Young People						
Big Lottery – Reaching Communities	Rolling	Up to £40,000			Arts Award	
	Rolling	Up to £25,000			Arts Award	
J Paul Getty Jnr Charitable Trust	Rolling	£10,000 - £250,000			Arts Award	
Henry Smith Charity	Rolling – meet 4 times a year, but 3-6 month lead time required Sept for Dec/Mar	£10,000 over 3 years			Arts Award (JC had conversation with Grants Officer, who confirmed this is most appropriate project)	
The City Bridge Trust	Working with Londoners London's Environment. Programmes such as 'Older Londoners' and 'Bridging Communities' Need to be independent org. charity or charitable / not for profit	There is no minimum or maximum revenue grant. However, large grants to small organisations are unlikely to be made and the Trust will not be an organisation's largest single or only revenue funder. Grants to very large charities are unlikely to exceed more than 50% of the total cost of the project whilst grants for large capital projects will not usually exceed	No closing dates. The trustees meet regularly and applications are accepted throughout the year. It usually takes about four months from receiving your complete application until a final decision is reached. Please take this into account when planning			www.citybridgetrust.org.uk

new activities, provided there is evidence of these being sustainable in the longer term if they demonstrate success in meeting a need.

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Appendix Seven PEST and SWOT Analyses

Analysis of Strengths Weaknesses Opportunities Threats

Strengths	Opportunities
<ul style="list-style-type: none"> • Unique resources to draw upon • A unique set of buildings and natural environment • History of TV and TV collection • A wonderful local resource & London landmark • An enormous green space • Obvious links to the Curriculum • Enthusiasm and sense of need from teachers and offers of help 	<ul style="list-style-type: none"> • Animating the site and its buildings • Support marketing of events and venues on the site and building audiences • Strengthening existing and building new partnerships • Few local competitors offering cultural learning for schools • Availability and flexibility of physical spaces on site to accommodate activities. • Increase in available lottery funds • Supporting wider regeneration plans for the site • National recognition of value of cultural learning
Weaknesses	Threats
<ul style="list-style-type: none"> • Organisational capacity • Spaces available need improvement • Transport/access could be an hurdle for some schools, though whole day visits could address this and provide opportunity for deeper engagement 	<p>Competition for funding Sustaining funding in the long term Recruiting the right learning officer Ongoing organisational support</p>

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Political Economic Socio-cultural Technological Analysis

<p>Political</p> <p>Local and national education policy including support the programme, including the following:</p> <ul style="list-style-type: none"> • Changes to primary curriculum become compulsory from 2014 • Henley Report supports cultural learning. • English Heritage to pilot “heritage schools” • Ofsted insisting that standards in English need to improve • Academies and free schools, mean schools will have more control over budgets • Haringey Council is pushing literacy improvement. 	<p>Socio-cultural</p> <ul style="list-style-type: none"> • Haringey has significantly more young people of school age than other London boroughs. • There are more people from black and ethnic minority groups that other London boroughs • More languages are spoken • And more Barriers to accessing local heritage exist. • Post riot more creative engagement of young people in Tottenham is required • Need to improve attainment levels in the borough
<p>Economic</p> <ul style="list-style-type: none"> • Reduction of school budgets, means fewer staff and reduced funds for cover • Funding is available for heritage education work, especially from the Heritage Lottery Fund. • Agreed need to investment in Tottenham makes the work particularly timely, relevant and “worthy” of investment 	<p>Technological</p> <ul style="list-style-type: none"> • Access to transport infrastructure is poor in places • Digital learning resources could increase access to the Park and Palace removing the need to visit

Alexandra Palace & Park Board

on 7th June 2012

Report Title: **Governance Issues**

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

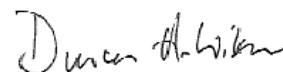
1. Purpose

To review the options and make recommendations for improvements to governance arrangements for the Alexandra Palace and Park Trust and note the position in respect of its Statutory Advisory and Consultative Committees

2. Recommendations

- 2.1 That advisory non-voting appointments to the Board in certain specialist areas of expertise are progressed now, in line with earlier decisions
- 2.2 That the Board agrees to enact its decision of May 2011 in relation to the setting up of an informal Finance, Resource and Audit informal Working Group to follow the APTL Finance Resources and Audit Committee, and appoints a representative to succeed Cllr Anne Waters
- 2.3 That the Board confirms its agreement in principle to the Chief Executive of the Trust becoming the Chief Executive of the Trading Company, to integrate more closely the operations of the two bodies

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 This paper picks up on a good deal of work carried out in 2011 and ratified by the Board on taking forward some practical governance improvements, which could be implemented without major and time consuming statutory changes.

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 – APPCT Board

- 6.1 Board membership of APPCT stems from the Borough's (Mayor and Burgess') role as corporate Trustee. Members of the APPCT Board are appointed annually by the Borough from amongst the pool of elected Members, in proportion to political control of the Borough. There are also four non-voting Board members representing the Statutory Advisory Committee, the Consultative Committee, the Friends of the Theatre and the Friends of the Park.
- 6.2 The Board and its members must act in relation to the best interests of the Trust. Members cannot be "cabinet" members of LBH as this would be deemed to constitute a conflict of interest in relation to the decision-making processes of LBH, e.g. in the context of the annual budget allocation from LBH to APPCT.
- 6.3 There has been criticism that this membership is too narrow and too "political". There is also the need to strengthen the Board's capacity to make well-informed decisions in the context of the regen. project. However given the Borough's role as corporate Trustee it is arguable that the membership of the Board should follow the way the Borough itself is democratically run. Independent charities without a mass membership mainly have self-appointed Boards, which tends to be a less open and democratic system than the APPCT one.
- 6.4 Running the APPCT Board as a Council Committee in this way also provides direct public access to all "non-exempt" business. This practice is much more open than customary in other independent charity Boards.
- 6.5 A clearer separation from the Borough might be possible if and when APPCT became financially viable and independent. But until that time independent Trustees would be taking on personal financial risk which most would be likely to find unacceptable.
- 6.6 There is also the issue that to change the system of Board appointments in respect of voting members would require an Act of Parliament. Non-voting members could be appointed by resolution of the Board.
- 6.7 The problem remains that as we approach what is potentially a very important decision-making moment in relation to engagement with commercial operators of events and/or a hotel, we need experts on the Board who can provide advice on the basis of experience of the sectors concerned, or expertise in design, finance and business.
- 6.8 The recommendation is that this would be best achieved through the appointment of non-voting advisers with particular expertise in these fields, as follows:
- (i) extending existing Trust design/conservation advice appointments. This is unlikely to have a significant financial implication in the context of their wider brief;
 - (ii) asking one of the non-executive private sector appointees to the Trading Company Board also to sit on the Trust Board in an advisory capacity. Again this could be wound into existing financial arrangements, in respect of existing APTL appointments;
 - (iii) searching again for volunteer advisory members of suitable calibre and expertise. Particular areas on which expert advice and guidance would be helpful are hotel development and the live events business. The difficulty will be finding those suitably well-connected who have no conflict of interest

in relation to potential bids. Any potential candidate names would be brought back to the Board for consideration.

- 6.9 A draft Job Description has already been agreed for the volunteer advisory roles at (iii) (May 2011 Board papers). (i) and (ii) could be dealt with by extending existing appointments.

7. Background - SAC and CC

- 7.1 The Statutory Advisory Committee's membership is determined by Act of Parliament (the 1985 Alexandra Palace Act). The Consultative Committee was set up with broader membership criteria to include representatives of local and relevant national interest groups and stakeholders.
- 7.2 The main Board had originally hoped that membership of the SAC could be extended to include members of the Consultative Committee, to make a single more broadly-based source of independent advice to the Board.
- 7.3 However the original intention to merge the two bodies was deemed to be practically unachievable as it would have involved statutory amendments of the constitution of the SAC. This question was thoroughly explored and the Board ratified the conclusion of the CC in July 2011 that the best that could be achieved was for the CC and the SAC to meet on the same evening, the CC to be followed by the SAC. For the present, this system undoubtedly promotes more efficient operation and better co-ordinated (and therefore more effective) advice to the Board.
- 7.4 The CC has recently decided to appoint an annual chair rather than appointing a chair *ad hoc* at each meeting, in line with the SAC and the Trust Board.

8. Background – APTL Finance, Resources and Admin. Committee role

- 8.1 The Board agreed at its meeting of 9 May 2011 that it would set up a Finance, Audit and HR Working Group to provide advice via the Chief Executive and any Members in common on these technical issues.
- 8.2 The Trading Company has a Finance Resources and Admin. Committee, again advisory, on which the two Non Executive APTL Directors sit as well as Cllrs. Cooke, Scott, and Waters and officers of the Trust and the Borough. Cllr Waters will therefore now need to be replaced.
- 8.3 It is suggested that the APPCT Working Group has the same composition as the APTL Committee and sits immediately after it, to consider any matters of particular significance to the Trust in accordance with the Terms of Reference previously agreed and attached here for reference. The Working Group and its proceedings would be entirely informal, but would provide time for discussion of technical issues not available at the main Board.

9. Background – Chief Executive of Trust and Trading Company

- 9.1 The intention of the Trust has been to integrate the operations of the Trust and the Trading Company more fully over time, to improve the efficiency and effectiveness of both bodies.
- 9.2 With the departure of the MD of the Trading Company it is now recommended that the Board formally approves that the role of CE of the Trust and Trading Company be

combined, and that Duncan Wilson as CE of the Trust assumes the new combined role. A new JD will be agreed with the Borough and approved by the Chairman. The post will be supported by a Commercial Director role handling the day to day business of the Trading Company.

10. Legal Implications

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

10.2 The Trust's solicitor's advice has been taken into account in the preparation of this report.

11. Financial Implications

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

12. Use of Appendices/Tables/Photographs

N/A

Alexandra Palace & Park Board

on 7th June 2012

Report Title: **Park Update**

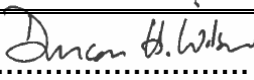
Report of: **Mark Evison, Park Manager, Alexandra Palace Charitable Trust**

1. Purpose

1.1 To update the Board with regard to the council's proposals for Dog Control Orders, large scale resurfacing of Alexandra Palace Way and a proposed tree sculpture event.

2. Recommendations

- 2.1 That the Board considers the proposals for Dog Control Orders and authorise officers to respond formally to the council and
- 2.2 That the Board request the Advisory and Consultative Committees consider the proposals for Dog Control Orders and respond to the council accordingly.
- 2.3 That the Board notes the progress of the work to resurface Alexandra Palace Way
- 2.4 That the Board notes the plans for a trail of sporting tree sculptures to be carved during the Olympic Games.

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

Contact Officer: **Mark Evison, Park Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

3. Executive Summary

- 3.1 The report sets out a number of proposals for Dog Control Orders including areas where dogs are excluded or must be kept on a lead.
- 3.2 There is an update on the work to resurface Alexandra Palace Way. Due to report deadlines there will be a verbal update on progress at the meeting.
- 3.3 Six tree sculptures are planned for the Park, these will be carved over six days during the Olympic Games and will have sporting themes.

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. Dog Control Orders

- 6.1 Haringey Council is undertaking consultation on Dog Control Orders in response to residents, Friends of Parks, Police and dog walkers who have told the council they are concerned about the growing number of dogs causing problems in public places. The perceived problems involve dogs fouling, being out of control or off-the-lead and causing a nuisance. One solution is to introduce Dog Control Orders, and proposals have been made following an informal consultation exercise.
- 6.2 The consultation notice explains that “for the past two years the council has worked with the RSPCA, Battersea Dogs Home, Wood Green Animal Shelter, Police, Homes for Haringey, Friends of Parks and residents to promote responsible dog ownership. Most dog owners in the borough behave responsibly but there are those who don’t.”
- 6.3 These proposals involve designating parks, or part of them, as areas where dogs can be either walked freely without a lead, excluded, walked with a lead or placed on a lead when instructed. A borough-wide order making it an offence to fail to clean up after your dog is also proposed. Appendix 1 is a set of Frequently Asked Questions (FAQs) which set out the council’s position for the borough in general. The Dog Control Orders can be applied to Alexandra Park and Palace. If so, initial costs would be incurred to erect new signs, these costs will be met within the existing Park budget.
- 6.4 Table 1.1 overleaf and the plan attached as Appendix 2 show how the Park Manager proposes the Dog Control Orders be applied to Alexandra Park. The areas marked are believed to offer the best compromise between dog walkers and other Park users. This proposal was informed by the Park Manager’s own experience, reports from the Park maintenance team and nine respondents to an article placed on the website of the Friends of Alexandra Park.
- 6.5 The basic principles applied are:
- That dogs be excluded from service yards. This is for the safety of the dogs and their owners.
 - That dogs be excluded from children’s facilities, animal enclosures and sporting areas, this is for the safety of the children, and animals and to prevent fouling and disruption of sporting areas. Most of these areas are already fenced off.
 - That dogs be walked on the lead in the Grove, on the Terrace and around the boating lake and children’s play area, this acknowledges that families should be able to visit certain areas of the park safe in the knowledge that dogs will not be running loose. These areas amount to about 10 hectares of the 79 hectare site (approximately 12.5%).
 - That failing to clean up after your dog anywhere in site becomes an offence.
 - That dogs must be placed on a lead anywhere on the site when instructed.

- 6.6 The council is asking:
- Are we choosing the right kind of restrictions for certain parks and open spaces?
 - Are we being fair to all those responsible dog owners who need somewhere to exercise their dogs?
 - Will these restrictions improve the experience of going out to the park for most people or are they too restrictive?
- 6.7 The Board is asked to consider the proposals in this report and authorise Officers to make a formal response to the council's consultation.
- 6.8 It is also suggested that the Board request the Members of the Advisory and Consultative Committees to consider these proposals and respond directly to the council through their Chair and also through their own organisation's membership. The Trust Solicitor has advised that this matter is clearly within the Advisory Committee's remit.

Table 1.1

DESCRIPTION	NO DOGS hatched red	DOGS ON LEADS shaded blue	SITE AREA
Islands - 345 preschool	0.12		
Actual Workshop - Little Dinosaurs	0.20		
The Grove Cafe	0.03		
Park Yard	0.24		
North Service Yard	0.44		
Play area	0.38		
Skate park	0.04		
Deer enclosures	1.54		
Pitch & Putt	3.33		
Cricket Ground	5.78		
Conservation Pond	0.15		
Redston Pond	0.09		
TOTAL	12.35 (15.7%)		
The Grove		4.92	
Terrace		1.02	
Boating Lake		1.54	
TOTAL		7.48 (9.5%)	
Palace & North Service Yard combined			4.70
The Grove (total)			5.52
Boating lake + skate park + play area			3.25
TOTAL			13.47 (17.1%)
Whole of Park incl Palace			78.7ha (100%)

7. Alexandra Palace Way resurfacing works

- 7.1 By the time of this Board Meeting the full-scale resurfacing of Alexandra Palace Way should be complete. At the time of writing, the granite setts on the mini-roundabout and in the Palm Court bus stop and half of the repairs on the footway are complete. Haringey Highways have provided the majority of the budget and 12% was funded from the hard surface budget for the Park.
- 7.2 The contribution from the Park budget upgraded the work from large areas of patch repairs and crack-sealing to full-width resurfacing which should provide a longer-lasting surface.
- 7.3 With the road fully resurfaced there will be a reduction in the amount spent on reactive repairs to potholes, especially throughout the winter months. The hard surfaces budget can therefore be proactively targeted to key repairs and resurfacing of footpaths around the park. A survey by highways engineers will be commissioned to ensure the best value from any works.
- 7.4 It is anticipated that the road closures will have caused a certain amount of disruption to Park and Palace visitors and those using Alexandra Palace Way as a through route. The schedule of closures was managed as far as possible to avoid an adverse impact on any large events and the Highways team ensured appropriate signage and a traffic diversion was in place. The Park Manager kept staff, leaseholders and other groups informed as far as possible.

8. Park Events

- 8.1 **A chainsaw-carving sculpture trail** is taking place across London during the period of the Olympic Games. Alexandra Park is hosting the sculptor for six of the carvings. This event will be subject to the same risk assessment and checks for insurance as all Park events.
- 8.2 The sculptures will all be carved from existing felled or dead tree stems and will be carried out over two weekends, July 27th - 29th and August 3rd - 5th. The carving will take place across two locations, the Grove and adjacent to the play area. The sculptor will bring all the required equipment including small marquee, safety barriers and netting to protect spectators.
- 8.3 Each sculpture is of a sporting event and they will be carved while that event is taking place. The sports selected are discus, cycling, shooting, diving, triathlon and hockey.
- 8.4 After completion, the carvings will be installed around the Park to form a sculpture trail. The cost of installing the carvings will be funded from the Park budget, no ongoing revenue costs are forecast. Regular inspections of the structures will be carried out as part of the Park Team's duties and no fencing or signage is planned.
- 8.5 A new interpretive leaflet is intended to encourage Park users to explore and discover more of the site. For example, the sculpture representing shooting will be installed near the site of the former rifle range.

9. Recommendations

- 9.1 That the Board considers the proposals for Dog Control Orders and authorise officers to respond formally to the council and,
- 9.2 That the Board request the Advisory and Consultative Committees consider the proposals for Dog Control Orders and respond to the council accordingly.
- 9.3 That the Board note the progress of the work to resurface Alexandra Palace Way
- 9.4 That the Board notes the plans for a trail of sporting tree sculptures to be carved during the Olympic Games.

10. Legal Implications

- 10.1 The Council's Acting Head of Legal Services has been sent a copy of this report.
- 10.2 The Trust Solicitor has no comments on this report.

11. Financial Implications

- 11.1 The LBH Chief Financial Officer's comments have been incorporated into this report.
- 11.2 The costs for resurfacing Alexandra Palace Way are largely being met directly by Haringey's Highways Department, with a small contribution from the hard surface budget for the Park. Any other costs described in the report above will be met by the existing Park budget.

12. Use of Appendices/Tables/Photographs

- 12.1 **Appendix 1:** The council's consultation notice for Dog Control Orders.
- 12.2 **Appendix 2:** Park plan showing proposed areas for Dog Control Orders.

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Dog Control Order

Frequently Asked Questions and Answers (FAQ's)

What is dog control?

Dog control is a way that councils can introduce restrictions as to where dogs are allowed, when dogs have to be on a lead and where it is an offence to allow a dog to foul without cleaning it up.

What is a Dog Control Order?

A Dog Control Order is an optional measure for controlling potential dog related issues as described above.

Where do Dog Control Orders come from?

The Clean Neighbourhood & Environment Act 2005 gave Councils new powers to deal with the control of dogs by way of fixed penalty notices. The Act replaced the previous system of Byelaws for the control of dogs and also the Dogs (Fouling of Land) Act 1996, which has been repealed (cancelled). The Act seeks to give communities the power to control problems caused by dogs and carry out enforcement in a quick and efficient manner.

What can Dog Control Orders cover?

- Exclusion of dogs from certain areas
- A requirement for a dog to be on a lead
- Power to request that a dog is put on a lead
- Power to make failure to clear up after a dog has fouled an offence

What Dog Control Orders are the council considering?

- Dog Exclusion Order for sensitive areas such as children's playgrounds, sports courts and marked pitches
- Dogs On Lead order for roads, footpaths, car parks, communal areas on estates, church yards and some public parks or parts of parks / gardens
- Dogs On Lead Direction Order for the whole of the borough which would give officers the power to request that dogs are placed on a lead.
- Fouling of Land by Dogs Order to cover the whole borough

Why are we are we doing this?

During the past two years we have worked within an award winning partnership which include the RSPCA, Battersea Dogs and Cats Home, the Police, Wood Green Animal Shelter, Friends of Parks and other stakeholder groups to promote responsible dog ownership. As a result of this work residents, police and friends of parks groups have raised with us their concerns over dogs that appear to be out of control and how intimidating this can be.

How can residents get involved or make their views known?

We will be drafting formal consultation documents soon. Now we are carrying out informal consultation and testing how people feel about the proposed controls. We have not drafted any dog control orders as yet as we want to hear from residents first.

Do my views matter?

Yes very much so, your ideas and suggestions are very welcome and will be considered in order to develop our proposals. Your views will determine whether we proceed with Dog Control Orders and the form that they will take.

Who is being consulted?

- Residents
- Police
- Animal welfare groups
- Friends of Parks groups and other stakeholders.

What will happen next?

The informal consultation which will end in April 2012. We will evaluate the information from this process and develop a set of proposals. In May 2012 we plan to carry out a formal consultation based on these proposals.

The Government is going to issue further guidance on dangerous dogs and we will need to consider this if relevant.

How it would work?

Once the powers are in place enforcement will be carried out jointly by the police with council and Homes for Haringey staff.

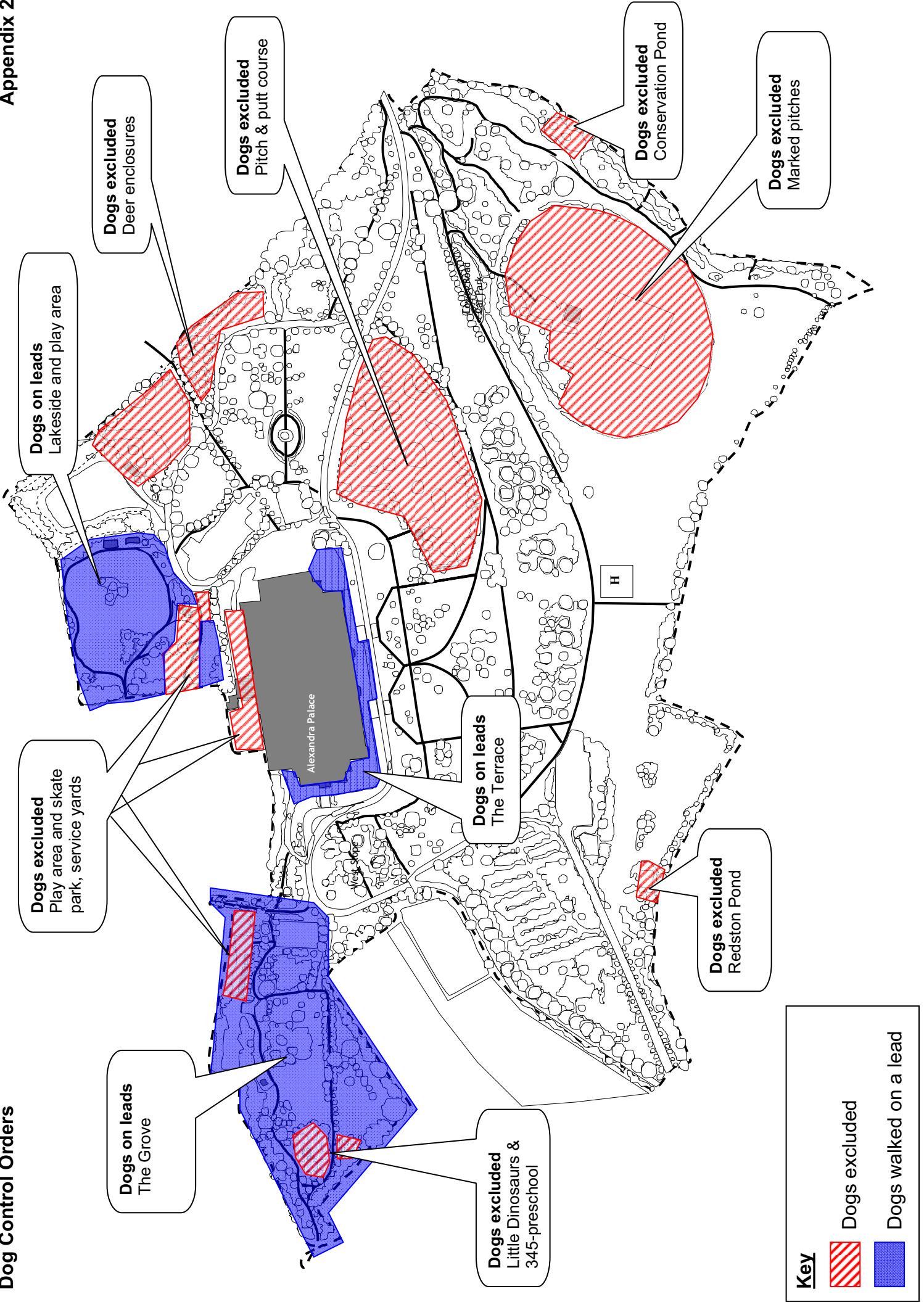


Anyone who contravenes an Order is liable to be issued a fixed penalty notice. We are not an authority which aims to issue large numbers of fixed penalty notices, our preferred approach is to encourage responsible behaviour and to only issue fixed penalty notices where there are clear breaches of the Orders.



Aren't there adequate powers at the moment?

The Dog Fouling of Land Act has limitations. Therefore, it is ill-equipped to tackle some of the issues our residents are concerned about.

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Key

-  Dogs excluded
-  Dogs walked on a lead

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Report Title: **FINANCE UPDATE**

Report of: **Nigel Watts, Director of Finance & Resources**

1. Purpose

1.1 To advise the Board of the draft, unaudited results for the financial year ended 31st March 2012.

2. Recommendations

2.1 The Board is asked to note the draft, unaudited results for the financial year ended 31st March 2012.

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



Contact Officer: Nigel Watts, Director of Finance & Resources, Alexandra Palace Way, Wood Green, London N22 7AY. Telephone number 0208 365 4310.

3. Executive Summary

3.1 The draft, unaudited results for the Trust for the year ended 31st March 2012 are tabulated against budget at Appendix 1.

3.2 The Trust deficit after gift aid and before regeneration costs was £1,531k, giving a saving of £571k compared to £500k target. Net regeneration expenditure was £101k, £58k lower than the operating budget due to timing differences.

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 No specific background papers were used in compiling this report.

6. TRUST PROVISIONAL RESULTS

2011/12 Provisional Outturn for the Year vs Budget

£'000	Haringey Approved Budget A	Operating Budget B	Provisional Result C	Variance D=C-A
Trust deficit before Regen & Gift Aid		(2,505)	(2,522)	
Back Rent from Campsbourne		-	90	
Gift Aid from APTL		562	901	
Trust Deficit before Regeneration	(2,102)	(1,943)	(1,531)	571
Net Regen Expenditure	-	(159)	(101)	(101)
Deficit Funding Approved by Haringey	(2,102)	(2,102)	(1,632)	470
Capital Expenditure	(500)	(500)	(449)	51

The Trust started the year with a deficit budget agreed by Haringey of £2.1m but committed to making £500k of savings to be reinvested in Regeneration in this and future years. If the back rent from Campsbourne is included, the £500m savings target will have been achieved. Regen costs of £101k were £58k below our operating budget. This is down to timing differences and we will be requesting that the underspend be added to our carry forward.

Our net capital expenditure in the year was £449k, an underspend of £51k against our £500k allocation from Haringey. We have requested that this underspend be carried forward. In addition to the £500k, Haringey also allowed for the final payment on the Ice Rink project in our allocation. We accrued the Ice Rink costs in 2010/11 so the expenditure and the allocation are not shown here. However, as the Ice Rink project underspent by £50,000 we have requested that this be added to our capital carry forward, giving a total of £101k.

A more detailed breakdown of the Trust's performance against budget is given in Appendix 1.

7. Legal Comments

7.1 The Trust solicitor has no comments on this report.

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

7.3 The London Borough of Haringey Chief Finance Officer notes the contents of this report.

8. Equalities Implications

8.1 There are no perceived equalities implications

9. Use of Appendices / Tables / Photographs

9.1 Appendix I – Draft, unaudited results for the year ended 31st March 2011

10. Equalities Implications

10.1 There are no perceived equalities implications

11. Use of Appendices / Tables / Photographs

11.1 Appendix I – Draft, unaudited results for the year ended 31st March 2011

By virtue of paragraph(s) 1, 2, 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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