

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

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


1. Purpose

1.1. To update the Board on the recent developments and activities, in particular

- Learning and Community update
- Brief for an interpretation strategy
- Patrons' event update
- Press and PR report
- Annual review

2. Recommendations

2.1. That the Board notes the contents of the report and gives views where appropriate.

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

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3. Executive Summary

3.1. A number of progress reports are set out for information in key learning and community policy areas

3.2. Key elements of the draft brief for an interpretation plan are set out for comment.

3.3. The Board is invited to note the postponement of the Patrons launch event in the theatre

3.4. The Board is invited to note the comm's report and the new Annual Review as a significant step forward.

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

6.1 Learning and Community Update

6.2 A detailed report of successful schools workshops and drop-in family activities in August is attached to this report as Appendices 13.1 and 13.2

6.3 Schools brochure

6.4 A brochure promoting Alexandra's Palace's core learning programme has been designed to promote our three key stage two (7-11 year olds) workshops (Victorians, BBC & Local History). The brochure has been sent to all 62 primary schools in Haringey. As a follow up the Learning Officer will be attending the next Haringey Primary Head Teachers Forum to promote the sessions and encourage bookings after the October half term (28 October – 2 November). Copies will be include for Board members in the pack.

6.3 Open House 2013

To expand on Alexandra Palace's Open House offer fourteen guided tours of the Palace were organised between 10:00 and 16:30 on Saturday 21 September. A dedicated Open House email account was set up to manage the pre-booking system of 30 spaces per tour with an additional five "walk-in" spaces on each tour that were allocated on a first come first served basis throughout the day. In addition to the Friends of the Theatre and the Alexandra Palace Television group a volunteer team of eight tour guides and ten stewards were recruited to assist with the delivery of the day.

Out of the four hundred and ninety people who had guided tours, one hundred and sixty five people completed evaluation forms. 100% of respondents said they had enjoyed the tour and learnt something about the history of the Palace. In response to a question about charging, the majority (one hundred and eight people) would have been happy to pay £5; twenty eight people would have paid £7 with fifteen happy to pay £10. Additional information compiled included visitor demographics, event publicity and specific areas of interest within the Palace

Due to unfulfilled demand, a waiting list of has been compiled which currently holds over one hundred people interested in a guided tour of the Palace. Additional tours will be arranged and led by volunteer tour guides.

6.4 Volunteer Strategy

A volunteer strategy has been drafted to provide support and guidance to the Charitable Trust when working with volunteers. A copy is attached at Appendix 13.3. The strategy will form part of a Volunteer Handbook which will be given to volunteers at their induction. The Volunteer Handbook will include a volunteer role description, site information, history about the Park and Palace, organisational charts, and a volunteer agreement.

6.5 HLF Our Heritage 2 Application

The Heritage Lottery Fund has announced a £59,400 grant to our project to commemorate the centenary of the First World War with a temporary exhibition and learning and community programme telling the story of AP as a refugee and internee camp in World War One. Our project partners, the University of Middlesex, will be creating a short film and locative media app. interpreting historically significant areas of

the Palace relevant to this time period currently not open to the public, including the bunk beds and bread ovens in the basement. The scope of the project includes work to the Transmitter Hall to transform to make it fit for purpose as a learning and community space. Detailed project plans and timelines are being drawn up for the refurbishment works, exhibition and learning programmes. The works and exhibition will be completed by autumn 2014 to coincide with the centenary of the outbreak of War in 1914. The complete Our Heritage Application is attached at Appendix 13.4

7. Brief for interpretation strategy

- 7.1. We now need to develop an outline interpretation strategy to inform the design process for the main HLF project. The most effective way of achieve this is as a small scale consultancy exercise using an expert in the field with experience of other HLF projects. A draft brief for the exercise is attached below for comment (Appendix 13.5). Any stakeholders with relevant expertise are being consulted before the brief is finalised.

8. Patrons event

- 8.1. Plans to hold an inaugural event for patrons and supporters in the theatre have been put on hold until after Christmas, since the programme to make the auditorium ceiling safe has become more extensive and is likely to run well into November (see Regen. and Property report para 6.4). Since we cannot be completely confident of a completion date for the works it seems best to postpone the event until spring 2014, by which time we hope that a fundraiser will have started work and will be able to work on the event.

9. Press and PR report

9.1 Communications update

Alexandra Palace has had a very successful quarter obtaining favourable media coverage across a variety of different media channels. This follows an extremely successful summer that saw Alexandra Park and Palace obtain coverage ranging from

- The Heritage Lottery Fund's (HLF) backing of Alexandra Palace's regeneration plans (June 2013) and
- Red Bull Soapbox Race (July 2013) to
- Alexandra Park's 150th anniversary celebration (July 2013)

More recently we have secured favourable media coverage supporting

- The 'Back with a Bang' firework festival
- More on the Palace's regeneration programme
- More on the Park's 150th anniversary
- Recent Park awards
- The Palace's WWI learning programme recently approved by the HLF

Of particular note, we successfully obtained a BBC news online picture feature promoting the Palace's regeneration. This feature, published on 25 September was positioned second in the feature list and reached 16,675,801 unique page visitors.

Another key achievement for this quarter was the inclusion of a feature in Living North Resident's August edition about Alexandra Park's 150th anniversary. This article had a

readership of 87,500 and shared the history of Alexandra Park making note of the anniversary celebration on 21 July.

10. Annual review

The Board approved the text of the Annual Review and Report and Accounts 2012-13 at its last meeting in July. This represents a step change in the professionalism of the way the Park and Palace is presented and will be very helpful in setting out our case to potential commercial and regeneration partners.

11.0 Legal Implications

11.1 The Council's Head of Legal Services has been consulted in the preparation of this report, and has no comments

12.0 Financial Implications

12.1 The Council's Chief Financial Officer has no additional comments to make on this report.

13.0 Use of Appendices/Tables

13.1 Pilot Learning Programme Evaluation

13.2 Family Learning Report

13.3 Volunteer Strategy

13.4 HLF 2 Our Heritage Application

13.5 Draft brief for AP interpretation strategy, main HLF project

14.0 Print included with Board pack

14.1 Schools programme brochure

15.0 To be circulated at meeting

15.1 Annual report 2012/2013

Appendix 13.1

Pilot primary learning programme evaluation

Following research into the history of the Park and Palace three key stage 2 (7-11 year olds) cross curricular workshops were developed linking in with topics from the primary national curriculum. Our sessions, “**The Victorian People’s Palace**”, “**the Birthplace of the BBC**” and **Alexandra Palace; Past, Present & Future**” can be tailored for both lower and upper key stage 2 groups. To engage with groups of mixed ages and abilities the AP Education Officer used a variety of different styles which included group discussion, short film, art activities and visits to the stage of the Theatre.

All pilots were offered free of charge on the proviso that detailed feedback about the session and its delivery was provided by the teachers who attended. Workshops lasted between 1 hour and 1 hour 30 minutes (dependent on age of group) and were based in the Transmitter Hall. At the booking stage teachers were offered either a 10:30 or a 14:00 start, for large groups we offered both a morning and an afternoon session. For all sessions groups were offered space in the East Court before or after their workshop to eat packed lunches in cold or wet weather.

To advertise the pilot sessions I sent out an e-short outlining the programmes to all primary schools in Haringey. The number of responses I received from local teachers demonstrates the interest in using the Park and Palace as a resource.

Birthplace of the BBC

School	Year Group	Group Size
Tiverton Primary School	4	60 (2 sessions)
Highgate School	5	60 (2 sessions)

The Victorian People’s Palace

School	Year Group	Group Size
Akiva School	5	60 (2 sessions)
St Michael’s Primary	4	28

Alexandra Palace: Past, Present & Future (Secondary)

School	Year Group	Group Size
Heartlands High School (secondary)	8	162 (6 groups)

Other workshops

School	Year	Subject	Group Size
Tetherdown Primary School	2	AP Fires	60

Feedback

All teachers who took part in the pilot sessions were enthusiastic about visiting Alexandra Palace to complement the National Curriculum. Overall the feedback about the content and

delivery of the workshops was positive but the common themes that arose from the evaluation forms were:-

- 1) The Transmitter Hall not being an inspirational space for learning
- 2) A visit to the BBC studios is needed for the "Birthplace of the BBC" workshop to create a sense of place
- 3) No objects to handle to bring the story to life

Core Learning Programme - September 2013

Alexandra Palace's core learning programme of "The Victorian People's Palace", "The Birthplace of the BBC" and "Alexandra Palace: Past, Present & Future" will be available to primary schools from the start of the academic year in September. To move forward with the development of the learning programme I would suggest:-

- 1) To accommodate groups over 30 we will offer morning and afternoon sessions
- 2) Explore offering virtual access to the BBC Studios using webcams
- 3) Work with local universities to create replica Victorian objects and costumes
- 4) Contact the National Media Museum and the BFI to see if they have handling objects they can donate
- 5) Consider how to make the Transmitter Hall more adaptive for Learning and Community programmes
- 6) Promote cross business opportunities including a learning workshop and an ice skating lesson or session
- 7) Explore ways of bringing the Theatre to life

Marketing

To promote our core learning programmes I have created an e-shot which will be sent to all local primary schools in September 2013. We will be working with the Marcoms team to create a learning and community brand so that information about our programmes is easier to find on the website. In addition I would suggest that we create a leaflet promoting our school workshops and upcoming family activities that can be picked up on site or sent out with information about the Christmas pantomime or upcoming events such as the Girl Guide World Thinking Day.

Networks

Alongside the learning pilots I have been developing networks of local teachers and organisations who will assist us with both the promotion and delivery of our learning programmes. I have been invited to speak at both the Haringey Primary and Secondary Head Teachers Forum in September 2013 where I will promote our core learning programmes and give updates about our 2014 Centenary project and Major HLF application.

2014 changes to the National Curriculum

Under current proposals from September 2014 the Victorians will be removed from key stage 2 in favour of a more chronologically secure knowledge and understanding of British, local and world history. Following the changes Alexandra Palace will still be available to offer local history workshops for key stages 1, 2 & 3 which will incorporate some of the material developed for the Victorian People's Palace workshop.

To ensure that I am up to date with the upcoming changes to the National Curriculum and how they will affect museum learning I will be attending the Gem (Group for Education in

Museums) briefing in October, continuing attending the Teacher's network and regularly review the Department for Education and Skills website.

Local partnerships

I have been approached by the Participation Manager at Jacksons Lane to deliver a talk and tour as part of their Young Roots HLF application looking at history of entertainment styles and culture associated with the Empire Theatre Wood Green. The final part of the project will be a performance written, directed and performed by the young people and we are currently discussing ways we can work together to deliver this project.

The connection with Jacksons Lane has enabled me to join the local arts networking meetings and establish a relationship with the Project Officer from the Bernie Grants Art Centre. The Bernie Grant Art Centre are looking to develop an English workshop linking in with the new key stage 4 curriculum. The new curriculum calls for pupils to increase the breadth of their reading through studying high-quality, challenging, and whole texts in detail including two plays by Shakespeare. To support the Bernie Grants Art Centre in delivering this project AP will offer a tour of the Theatre and talk about Victorian acting techniques.

Both these partnerships are in their very early stages and over the next few weeks I will be looking to finalise how often these visits will take place, funds available for AP, who will be responsible for producing marketing material and who will be responsible for taking bookings. Once all details have been agreed I will look to sign partnership agreements/service level agreements confirming our interest in being part of their on-going programmes.

Conclusion

The level of interest from primary and secondary schools towards launching a new core learning programme has been very positive and demonstrates their desire to engage with the Palace. There were a limited amount of places for the pilot workshops so a database of teachers was created who will receive the September e-shot promoting our new sessions.

From September I would suggest that we offer school workshops 3 days a week (Monday, Tuesday and Wednesdays) as initially this will help us create demand for our programmes. To accommodate large groups we will offer a morning and an afternoon session and will offer the East Court to groups as a space designated for them to eat lunches. Opportunities will be looked at which will allow cross selling with the catering team and we will look to promote their facilities onsite.

To ensure our learning programmes continue to be relevant regular focus groups (3 times a year) will be held to discuss future developments and the involvement of local teachers, school governors and parents. These workshops will take place after school and will be an open forum to discuss upcoming projects; and will hopefully lead to bookings from those schools involved.

A list of target primary and secondary schools will be created including those in closest proximity to the Palace and those in the most deprived areas of the borough. In the introduction to the Heartlands High visit the year 8 group were asked how many people had visited Alexandra Palace before, only a few hands were raised illustrating that there is a lot more work to be done engaging with the local community. For target schools, meetings will be arranged with the Head Teachers to promote the new learning programmes and update about how they can get involved with our Major HLF grant. To encourage visits from these schools, 4-6 week projects will be developed, this will allow time for the group to feel comfortable with the AP Learning Officer and remove pre-conceived barriers from visiting.

To further develop our core learning programme meetings will be arranged with secondary heads to discuss creating opportunities for their students to visit AP and engage with its heritage. Any new visits developed for secondary schools will be offered free of charge providing that all accompanying teachers provide detailed feedback about the content and delivery. Meetings with staff from Heartlands High School and St Thomas More have already taken place and they are both keen to look at ways to work together in both the short and long term.

Many school groups already use the Park and Palace's facilities, to increase numbers engaging with our learning programmes I would like to cross sell with the ice rink for schools with regular ice skating lessons and bookings for the schools performance of the Christmas pantomime.

Appendix 13.2

Family Learning Report - August 2013

Alongside our workshops for schools Alexandra Palace is looking to develop its learning and community programme to engage the widest possible audience. To attract families already using the ice rink drop-in family activities were piloted in August celebrating 150 years of Alexandra Park and the eclectic range of events and activities that have taken place.

New features of the second Palace which opened in May 1875 included a permanent circus tent with a capacity for over 3,500 people. On display were archive images showcasing the Park's history. As families arrived the AP Education Officer encouraged parents and children to look at the photos, discuss what was happening and compare with the activities that take place today. Children were then given the opportunity to either make circus finger puppets or 3D circus tents to take home.

Activities

Dates	Number
Monday 5 August	18
Tuesday 6 August	14
Tuesday 13 August	0

East Court

During the first week of August (5-9th) the ice rink offered half hour fast track skating lessons between 10:30 and 11:00. Evaluation forms completed by parents highlight that the activities worked particularly well for siblings of children having lessons. Both mornings the activities were set up by 10:15 when children were arriving for their lessons to advertise what was happening and encourage them to take part in the activities after the lessons. This worked well both mornings but some parents asked to take the activities home as they weren't able to stay whilst others did not allow their children to take part.

Whilst the children were colouring I spoke to all parents/guardians offering them Open House leaflets, maps of the Park and updating them about the Regeneration plans. All were very interested in the plans and left us with their email addresses so they can be added to our newsletter.

Originally the activities were planned to finish at 13:00 but to ensure that children from the skating lessons could take part the activities finished at 14:30. During this time I watched people arriving from the afternoon session and it was a noticeably older audience than the morning and therefore the activities would not have been appropriate.

Conclusions

1. When planning activities in the East Court work plan activities with the Ice Rink as early as possible to ensure no clash of dates
2. Brief marketing 3 months in advance of events to allow time for posters and marketing
3. Should activities in the East Court not fit in with the theme for family activities our activities will take place in the Transmitter Hall

Appendix 13.3

Volunteer Strategy and Policy for Alexandra Palace

1 Principles

Alexandra Park and Palace Charitable Trust (APPCT) values volunteering as a way of encouraging and broadening participation with our core Learning and Community programmes for the Palace and Park.

A key priority for APPCT is to provide equal opportunities which is reflected in the way we develop, deliver our services. Volunteering opportunities encourages people from a range of backgrounds and abilities to become more involved in the Park and Palace. APPCT aims to reduce physical access and perceived emotional and attitudinal barriers that might otherwise prevent individuals from volunteering. APPCT will endeavour to provide volunteer opportunities that are interesting, enjoyable and worthwhile.

APPCT is committed to the investment of resources, including staff time, to offer high-quality training and supervision on an on-going basis. Supervising volunteers also gives staff members the opportunity to develop people management and improved communication skills. Members of staff who supervise volunteers will receive appropriate training and support from the Trust. APPCT will ensure it acknowledges and thanks its volunteers at the end of their placement.

2 Purpose

The purpose of this policy is to provide overall guidance and direction to staff (APPCT and APTL) and volunteers engaged in volunteer recruitment and management.

Other policies that may apply to the management of volunteers include Data Protection, Disabled Persons, Equal Opportunities, Harassment, Health and Safety, Public Interest Disclosure, Security, and access control the use of telephones, email and internet services.

3 Scope

Unless specifically stated, the policy applies to all volunteers in all projects and programmes undertaken by all departments or on behalf of the organisation.

4 Policy Statement

Charities often rely on gifts of time from their supporters. Volunteers are not paid for their activities but they do but offer valuable support, expertise and assistance to the delivery of the organisations objectives. Volunteers provide an important link between the Park and Palace and the local community.

APPCT is committed to actively supporting and promoting volunteering, and developing opportunities for people from all ages, cultures, and socio economic backgrounds from the local community. APPCT will actively support and promote best practice in accordance with relevant guidelines and benchmarks to achieve this goal. This policy provides a framework which sets out the opportunities, responsibilities and expectations of the organisations and volunteers, as well as ensuring a consistent approach to volunteer management across the organisation.

5 Definition

A volunteer is anyone who, without compensation or expectation of compensation beyond reimbursement of expenses incurred in the course of his or her volunteer activities, performs a task under the direction of and on behalf of the organisation. A volunteer must have been officially accepted and inducted by the organisation prior to the performance of any task. Volunteers will not be considered as employees of the organisation but may represent the organisation in the delivery of their role.

6 Investment

APPCT will invest in volunteer management and coordination equipment, and programme development to enhance volunteer involvement, performance, time and a sense of ownership.

7 Supervision and Support

APPCT will provide professional and comprehensive support for its volunteers including on-going training, access to the internal newsletter and the invitation to attend all relevant meetings across the organisation.

All volunteers will be assigned a member of Palace staff to act as their supervisor during their time spent volunteering for the organisation and can contact the Learning and Community team with any queries or concerns.

Volunteers are ambassadors for the organisation but do not have authority to act as decision makers for the organisation, and should not make any commitments on its behalf.

8 Induction and training

Volunteers will be provided with a full site induction and training appropriate to their role, either by the Head of Learning and Community Programmes, the Education Officer or member of the department supervising the role. The induction will include a summary of the role, duration, details of any space or equipment provision and relevant health and safety information. Appropriate documentation will be completed to document and support this process.

9 Diversity and equality

APPCT will operate its Volunteer Policy recruitment procedures without discrimination and according to the Equalities Policy of Haringey Council. Partner organisations will be sought to recruit volunteers from communities which are less well represented in our volunteer workforce.

10 Sustainability

APPCT will seek to operate its Volunteer Policy in ways that will ensure an extended sequence of volunteer opportunities from year to year and within as many parts of the organisation as possible thus helping to further develop and strengthen our relationship with the local community.

11 Confidentiality

Volunteers should uphold the reputation of APPCT and maintain any confidential information to which they may have access to while volunteering.

12 Expenses

Volunteers are entitled to receive the following support and recognition:

- AP has good transport links and where possible we would encourage volunteers to use public transport. Reimbursement of travel by public transport (up to a maximum of £8.90) or mileage (at the appropriate agreed AP rates of 45p per mile capped at a maximum of 15 miles per round trip) incurred for travel to and from their agreed home location. A volunteer expenses claim form should be completed by the volunteers and submitted with receipts to their supervisor/line manager.
- APPCT has car parks on site which volunteers may use to park but where possible we would encourage volunteers to use public transport.
- A discount of 20% will normally be available when carrying out volunteer activities, on production of a volunteer pass, at the Bar and Kitchen for food purchased only.

- Liability insurance is provided for all volunteers engaged in services for APPCT. Volunteers should satisfy themselves that any activities they carry out for APPCT will not contravene their own personal insurance.

13 Requirements

- Potential volunteers will be required to complete a registration form and attend an informal pre placement discussion with the department looking to place the volunteer.
- Volunteers will be asked to undergo a pre-placement assessment to determine their suitability for particular tasks and to respect the requirements of any risk assessments in relation to their role.
- Volunteers will be expected to truthfully declare any criminal convictions and expect DBS/CRB disclosures to be carried out if working with children.
- Learning and Community volunteers who work with children must read and confirm to the guidelines of the Child Protection Policy
- We ask volunteers to commit to an agreed timetable of work and follow agreed procedures and methods
- Volunteers engaged in producing work which falls into the category of copyrighted material will be asked to sign a Copyright Assignment Form
- Volunteers should to uphold the name and good reputation of APPCT and to act in its best interests at all times and to declare any conflict of interests which may occur.

14 Recruitment and Selection

- APPCT will develop and maintain a variety of volunteer opportunities across the organisation; these opportunities will be regularly reviewed and updated as required.
- Potential volunteers will be asked to undertake particular work as and when it becomes available and understand that certain positions may only be available for limited periods of time.
- The Equalities Policy of Haringey Council will apply throughout the recruitment process, and thereafter
- Volunteers will be placed according to the availability of volunteer positions and volunteer skills, talents, and interests. We may request references for volunteers where necessary.
- Volunteers recruited by Partner organisations will also be subjected to this Policy.

15 Rights and Responsibilities

APPCT recognises the right of volunteers to;

- feel motivated by their volunteering and enjoy it
- be treated fairly, equitably and with respect by others, and to be free from discrimination
- be given clear written description of their volunteer role and not be expected to carry out tasks that they are not skilled, supported or trained to do
- have the chance to review their progress with their named supervisor
- perform meaningful and appropriate tasks-volunteering will complement paid work rather than replace it.
- receive an induction, when commencing volunteering, and other training and support appropriate to the role
- have regular access to a supervisor who can offer advice, support and formal supervision

- be listened to and consulted about issues affecting them
- work in a safe, healthy environment and be insured when volunteering
- feel valued and be acknowledged for their contributions
- receive a security approved volunteer badge which be worn at all times when on Alexandra Park and Palace premises.

In return APPCT expects volunteers to:

- work within the aims, objectives and policies of the organisation
- be honest and trustworthy
- treat other people fairly, equitably and with respect
- be reliable, punctual and meet agreed commitments
- raise any problems or difficulties at the earliest possible opportunity with their supervisor
- complete volunteering tasks to the best of their ability
- make the most of training, meetings, and supervision opportunities
- inform us with reasonable notice if they wish to stop volunteering

16 Policy Review

This policy will be reviewed no less than once every two years.

Appendix 13.4

Heritage Lottery Fund bid for activities commemorating the Great War at Alexandra Palace

The Heritage Lottery Fund have announced their support of £59,400 for our project to commemorate the centenary of the First World War with a temporary exhibition and learning and community programme telling the story of AP as a refugee and internee camp. Below is the application text submitted to the Heritage Lottery Fund June 16th 2013. Updates about HLF 2 will be provided for all SAC & APPB Meetings.

Project summary.

Alexandra Palace (AP) is known as the People's Palace – a place of popular entertainment throughout its rich and varied 140-year life. However during the First World War there was darker side to its history. It became first a refugee camp for Belgian citizens fleeing the German invasion, then an internment camp for “enemy aliens”. There are many tangible reminders of this untold story, from paper archives including contemporary photographs and watercolours of the internees, to bunk beds, bread ovens and workshop machinery in the basement of the Palace, and a rose garden originally created by internees in Alexandra Park.

With the recently announced success of our Round 1 HLF major grant bid, there are “great expectations” of the small learning and community team at Alexandra Palace. But the major grant programme will only produce tangible dividends from 2017. This project would allow us to begin to demonstrate that potential from 2014, showing to local schools and community groups a side of their local history which resonates today – the experience of people who find their lives disrupted by war. This project will bring out an aspect of the War rarely publicised, but which actually took place in North London, rather than on a distant battlefield.

1d Describe your organisation's main purpose and regular activities

The Alexandra Palace and Park Charitable Trust (APPCT) is a statutory charity set up by the London Borough of Haringey (LBH) to run Alexandra Palace and Park. LBH is the freeholder under the 1900 Act, as modified by the 1985 Act (appendix 1). Alexandra Palace (AP) is located in a Conservation Area - the Palace is Grade II listed with English Heritage and the surrounding 196 acre park is also Grade II listed on the English Heritage Register of Parks and Gardens. AP is the largest building on English Heritage's Buildings at Risk Register and public access to the Palace is guaranteed under an Act of Parliament. AP Trading Limited (APTL) is a wholly-owned trading subsidiary of the Trust which manages commercial activities in the Palace and Park.

The Palace is a unique event venue and destination with spectacular views overlooking London. Originally opened in 1873 as ‘The People's Palace’, a venue for recreation and leisure, the accessible parts of the Palace (around 60% of the actual footprint) are currently used for a range of live entertainment events, including concerts, exhibitions and sporting events, as well as weddings, banquets and conferences . Other attractions include a national-sized ice rink (popular with community groups, sporting clubs and the general public), a boating lake and a pub/bistro.

Over the last year, the Palace and Park has hosted 120 events including Red Bull's 'Festival of Dirt' (for BMX bikers on a course in the Park), the Olympic Torch Relay and concert, Holland Heineken House (the Dutch Olympic cultural house), concerts by Florence and The Machine, Jack White, and David Guetta, the World Darts Championship, Masters Snooker, and the Knitting and Stitching Show. Many of our events specifically target a local

community or charity audience, such as the Night Rider cycling event, 'Race for Life', the Moscow State Circus, and a weekly Farmers' Market. Around one million people visit the Palace and Park each year, including over 120,000 to the ice rink alone.

Maintaining the vision of the original Palace of the late 19th century, the Trust's aim is: "To regenerate Alexandra Park and Palace, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal, and a successful, valued and sustainable asset for all, including the local community and stakeholders".

Our objectives over the next five years are:

- to achieve long term financial sustainability to secure the future of the Park and Palace and Park as a public amenity and visitor destination;
- to redevelop the Palace and Park as a leisure and entertainment destination, anchored by a major live entertainment venue, to match the best on offer in London whilst retaining the special nature of 'the People's Palace';
- to respect the rich history and heritage potential of the Palace and Park and their continued preservation, refurbishment, interpretation and use as a resource for learning and enjoyment;
- to deliver wider community benefit, including contributions to public health and well-being, the environment and the economy;
- a commitment to quality and to high standards of design, delivery, management and operations, to meet the expectations of users and stakeholders and befitting the historic importance and iconic nature of the destination;
- maintaining free access to the Park and the most historically significant parts of the Palace and continuing to manage it as an amenity for the local community and for visitors.

In addition to oversight by the APPCT and APTL Boards, our governance structure includes engagement with a wide range of local groups through our Statutory Advisory and Consultative Committees, whose advice is considered by the Trust's Board. We have also established a Regeneration Working Group (RWG) to support the development and phased implementation of the overall Masterplan for the site, commissioned from Terry Farrell Associates early in 2012. We are currently strengthening the membership of our Boards and Committees with non-executive advisory members.

2a What is the heritage your project focuses on?

Alexandra Park and Palace 1914-1918 – Story

This project will enable us to showcase the significant role the Park and Palace played during the First World War. If successful with our application we will not only uncover this little known story but will focus on the lives of individual dislocated from their families, and compare the different attitudes of local residents to these new communities arriving at the Palace.

'Until further notice the Palace grounds are closed to the public, who are warned that any unauthorised person found in the grounds is liable to be shot'.

This poster greeted visitors to Alexandra Palace in the first days of war in 1914. Unknown to the public, the Metropolitan Asylum Board (MAB) had taken over the Palace at an agreed

weekly rent of £250. In September 1914, to prepare for the arrival of the refugees, 1,000 beds were set up but by the end of the first week the number of beds had risen to 3,000.

Over 19,000 Belgians refugees had been admitted to the Palace camp by the end of October 1914. Inmates were housed temporarily at AP before moving on to permanent accommodation. The arrival and departure of vans containing beds and other necessary furniture was of continuous interest. Often there were crowds gathered outside the Palace railway station to see the refugees and internees arriving by train.

We believe local opinion was divided over the new arrivals; research shows a gesture of compassion from a local milliner who invited a number of women to her shop to fit them with hats free of charge. We will set out to identify other positive attitudes present and contrast these with any negative attitudes evident at the time.

Rows of beds were laid out in the Great Hall, and only for the privileged few was there any privacy in their sleeping arrangements. The Theatre was turned into a chapel where the Catholic Belgians could take Mass. The Monkey House was transformed into bathrooms, and the Winter Gardens became a smoking and reading room for the men. Children were given the freedom of the grounds while the women were allocated a laundry room to help with the running of the Palace. During wet weather the Conservatory was used as a drying area, with lines of washing hanging between the statues and palm trees. On drier days, washing lines erected outside were constantly in use.

Physical Legacy of 1914 – 18 at AP

Less is known about the internees who spent their time at AP. This project will give us the opportunity to photograph and record the bunk beds, workshop machinery and bread ovens surviving from this period in the AP basement and other historically significant areas of Palace including the Rose Garden, which was constructed by internees at the Palace at this time.

Sources

Through detailed research of the AP archive, held locally at Bruce Castle, and other identified archives at the Imperial War Museum and London Metropolitan Archive, we will create a temporary exhibition in the Transmitter Hall to widen access to this previously untold story of refugees and internees.

George Kenner, a German artist, produced paintings and drawings while interned at three camps (including AP) as a civilian prisoner of war between 1914 and 1918 (appendix 2). Kenner arrived at AP on 29 September 1915 where 3,000 internees were already imprisoned. His watercolours provide us with primary sources for how the Park was used and provide us with an insight into the day to day lives of internees.

Using letters, diaries, poems and “prisoner of war art” we will further reveal the daily lives of refugees and internees. Drawing on local newspapers and posters from 1914-1918 will allow us to document the attitudes of Haringey residents.

3b Explain what need and opportunity your project will address

Need

This project will enable us to mark the 2014 centenary by showcasing the little known yet significant role of the Park and Palace during the Great War. The First World War was a

turning point in world history and claimed the lives of over 16 million people across the globe. We will demonstrate how the First World War affected the heritage of the local community in Haringey and will endeavour to look at its long term impact on the areas surrounding AP.

The inclusion of the social aspect of our story will allow us to engage with local schools and communities in Haringey with a large number of more recent migrants. Our workshops and resources will target schools and community groups whose members may have recently moved to Haringey to encourage discussion of the positive and negative reactions they may have experienced and identify possible similarities to 1914 - 1918.

Opportunities ; Cultural Partners

AP is fortunate to be working in partnership (appendix 3) with the University of Middlesex to deliver this project. In 2011 Dr Maggie Butt, Deputy Dean in the School of Art and Design, published letters and poems from the civilians who were interned at Alexandra Palace in her book, "Ally Pally Prison Camp". The poems and paintings in the book will be used to create a short film and locative media project to interpret historically significant areas of the Palace not currently open to the public.

In 1980 when the Park and Palace were transferred from the Greater London Council (GLC) to Haringey Council, the archive was relocated to Bruce Castle (local history museum). Our centenary project will enable us to research both the archive held locally and those identified in other organisations to uncover how areas of the Palace were used between 1914 and 1918. We will review adaptation made to the Palace as the building changed from a refugee to an internee camp.

Contact with the Collection Access and Art Department at the Imperial War Museum has been made to discuss reproducing copies of George Kenner's images. In addition to using the images for our onsite and outreach programmes, we will offer off-site access to the images on our website through virtual exhibitions. In support of our application is a statement from the Imperial War Museum recognising AP as a member of the Centenary Partnership.

Our colleagues at Bruce Castle have informed us that the copyright of the George Kenner images may remain with Kenner's youngest daughter Christa Bedford, an American citizen following her father's emigration to the United States. In developing our project we have engaged with Christa who is not only enthusiastic about her father's work being displayed at AP but also feels this would be a fitting way to commemorate his time as an internee to mark the centenary of the First World War.

Learning

Our learning programme will target Haringey Primary and Secondary schools marking the centenary with projects fitting into the curriculum requirement for local history. Areas of the Park used by refugees and internees such as the Rose Garden and the South Slope used for allotments and exercise classes will provide the inspiration for workshops, tours and storytelling.

To engage with the widest audience in Haringey, we will run informal learning activities for families and offer story telling sessions to imagine what life would have been like for Haringey residents and internees in the First World War. Through contacts at colleges and universities we will develop lectures and visits for history students and international students to learn about how the lives of those on the home front were affected by the war.

In addition to our programmes on site, we will deliver sessions at community venues across Haringey to target audiences who may not already visit Alexandra Palace or are unable to travel to the site. Working with other local community organisations, we will develop bespoke programmes to interpret our story in different ways to engage with their users.

3c What work and/or consultation have you undertaken to prepare for this project?

Schools

At a meeting with the Head of History and Citizenship at Heartlands High School, we discussed how his students would be marking the centenary, and whether they could link in with our story. He felt the projects focus on Haringey formed a strong basis for student's centenary work. Through the local Primary and Secondary Heads Networks and the Haringey School Advisor we are confident that the delivery of our project could be rolled out to Key Stage 2 (7-11) and secondary schools locally for their centenary studies.

HE Sector

Maggie Butt, the author of "Ally Pally Prison Camp" in her capacity as Deputy Dean of the School of Art and Design at the University of Middlesex, has been central in the planning stages of this application. Middlesex University's support for this project includes significant in-kind funding which will allow us to use new media to showcase the historically significant areas of the Palace not open to the public.

Local community and stakeholder groups

We have continued to engage with local residents and community stakeholders following the success of the Masterplan consultation in 2012. This project will allow us to engage with a number of new community groups including Jacksons Lane, WAVE (We are All Valued Equally) and Haringey Shed. Our accompanying letters of support demonstrate the importance of this project, and how local organisations are looking to be involved as part of their own centenary celebrations.

Collections

Ally Pally collectibles (<http://www.allypallycollectibles.com/>) is an on-line museum of Alexandra Palace, which includes in its collection a Christmas card sent from internees and photographs of the Belgian refugees in the Great Hall. Having identified these objects, we are in discussions with the owner of the collection to display his objects as part of our exhibition. In another private collection we have discovered two pieces of bone carving and metal work, made by internees, which the owner has also agreed to lend us for display. Supporting letters from both collectors accompany our application.

3d What outcomes will your project achieve?

Heritage:-

Better managed

The basement, which houses wooden bunks, bread ovens and workshop machinery used by the internees, is neither accessible to the public nor researched. Time spent in the basement will allow us to locate, identify and photograph historically important artefacts from this period. We will expand on the Conservation Management Plan produced by Donald Insall Associates (appendix 4 Hard Copy only).

To deliver this project we will be converting a space previously used by the BBC known as the Transmitter Hall into a flexible temporary exhibition, learning and community space. This room has been identified as a suitable space for this project as it is easily accessible from the terrace. The installation of an interactive white board and hearing loop will transform this under used space into a learning and community hub. The Transmitter Hall is not included in the scope of our Major Grant application.

Better interpreted and explained

Our project focuses on bringing this story to life by creating a temporary exhibition and bespoke learning programme exploring the Palace's time as an internment camp. Alongside the exhibition, we will use our website and social media to support interpretation, provide additional information, and engage with the widest audience.

The short film and locative media project produced by the University of Middlesex will virtually open and interpret areas of the Palace not accessible to the public. The use of new media will enable visitors to engage with our story through technology and discover how the War affected local people.

Identified/recorded

Detailed photographs will be taken of areas used by refugees and internees including the bunks and bread ovens whilst exploring the workshop machinery and other objects stored to piece together our story. We will compare modern photos with archive images to fully understand how the Palace was used during the First World War.

Through research for this project we put together a full catalogue of the material in all collections relating to AP during the Great War. Sections of our research will be made available online for people to access who are particularly interested in the story.

People:-

Developed skills

To deliver our exciting project plan, we will offer four placements for Post Graduate Certificate Education students and Newly Qualified Teacher's to assist with the preparation and delivery of our learning programme. We will also offer two post graduate MA Museum and/or Cultural Heritage placements to assist with the development and delivery of our family and community programmes. With support from the Haringey Adult Learning Service we will offer two Pre-Apprenticeship programmes for Web Design, Photography and Office Administration.

Events already planned for 2014, including Open House, will be tailored to commemorate the centenary of the First World War. We will call on our existing Friends organisations to support the project as ambassadors, working with new volunteers recruited for these events. The ambassadors will assist in the training and mentoring of new volunteers and welcome them to the existing voluntary teams. To widen our pool of volunteers we will advertise both on the Haringey volunteer centre and the Team London website.

Through our fledgling volunteer programme we have identified a local artist and trained support worker with whom we would like to work in partnership to run art programmes inspired by AP's use a refugee and internee camp. Art work created during sessions will be displayed virtually on our website and around AP to inspire other groups to take part in the project.

Our volunteers will have the opportunity to use their existing skills, develop new talents and enable us to further enrich and enhance the visitor experience and to undertake a range of additional projects beyond our existing resource capabilities. We will offer volunteers the chance to attend seminars, walks, talks and training to further develop their interest and knowledge about the Park and Palace.

Learnt about heritage

Our temporary exhibition will be interpreted using a variety of different media and layered to appeal to our target audiences. Alongside our interpretation panels and displays, we will offer digital access to the Bruce Castle images via our website “Exploring twentieth century London” and the Imperial War Museums collection of the George Kenner paintings.

The short film and locative media project produced by the University of Middlesex, will be available through both our websites and will engage those audiences who learn best through the use of technology. Our formal, informal and lifelong learning programmes will provide the opportunity for local and visiting school children, adults and families, particularly from our target audience, to access and learn about AP’s heritage through activities, events, talks and workshops.

Changed their attitudes and/or behaviour

Our formal learning programming will target local schools in particular those in deprived areas of Haringey to encourage the widest possible audience to engage with a relatively unknown story of the lives of refugees, internment of “enemy aliens” and highlight what was happening in the UK as part of the wider war effort.

For those programmes run in other venues, we will promote a follow up visit to AP to encourage traditional non user groups to discover the range of activities offered within the Park and Palace. Groups who participate in these projects will have their work displayed at AP and online so that it can be enjoyed and be used as inspiration for other groups wanting to participate.

Had an enjoyable experience

As both the Park and Palace were used during the First World War, we will run events in the historically significant areas of both, including the Great Hall and the Rose Garden. Frequent visitors to the Park will be able to use our new locative media mobile phone application to discover how different areas of the site were used, view the landscaping changes contrasting this with the present day.

Following the official preview of the film in the Transmitter Hall, it will be used on an on-going basis as part of our community and learning programmes to bring our story to life. Other viewings will be arranged with other audiences to enhance the visitor experience at AP.

Volunteered time

This project will allow us to expand on the volunteer programme we have established in 2013. A team of three volunteers will be recruited to assist with the archive research, produce an exhibition brief and identify objects which will be used to create the interpretation panels and off site digital access to information and photos.

With one staff member responsible for delivering both our core learning and community centenary programmes, a team of five dedicated learning volunteers will be recruited to assist with the development and delivery of both our formal and informal workshops. This

team will be supported by STEM (Science, Technology, Engineering and Maths) ambassadors.

With support from organisations within Haringey we aim to diversify our volunteer pool to reflect the population of Haringey. A local organisation WAVE supports the integration of those with learning difficulties post nineteen years of age into the local community. Working closely with WAVE in developing this project we will ensure that programmes and activities developed are physically accessible and suitable for those with learning difficulties. WAVE users will support the project both in the development and delivery of resources and the accessibility of our Grade 2 listed building. Their feedback will be built into our project outcomes and used to develop our disability access audit report which will be available through our website.

Communities:-

More people and a wider range of people will have engaged with heritage

Our formal learning programme will include workshops targeted at Haringey schools with a large number of migrant families. Discussions will focus on the similarities and differences in the opinions of local people and government today and during the First World War. We will actively promote our programmes to target schools in the deprived areas of the Borough and will arrange meetings with individual head teachers to ensure this project reaches the widest audience in Haringey.

Our community programme will include sessions both at the Palace and throughout Haringey, including libraries and other community centres/venues. Workshops will look at government propaganda and their effects on people and compare and contrast between during World Wars and peace time. This project will allow us deliver projects with our identified partners to engage their users with our story.

3e What are the main groups of people that will benefit from your project?

- Low income families, including single parents;
- Black, Asian and Minority Ethnic families and adults;
- Low income adults with an additional focus on 55+ years;
- Young people
- NEETS (Not in employment, education or training); and
- ESOL (English speakers of other languages)
- Schools (Key stage 3 & 4) across the borough
- Newly arrived migrants to Haringey

We have arrived at these target audiences by looking through at the profile of the Borough and through awareness of gaps in our existing audiences.

3f How many people will be trained as part of your project, if applicable?

21

1 Education Officer

12 Volunteers

2 Pre Apprenticeship trainees

4 PGCE/NQT placements

2 Post graduate MA Museum/Cultural Heritage placements

3g How many volunteers do you expect will contribute personally to your project?

13 in total

3 Archive volunteers

5 Learning volunteers

1 Artist and trained support worker

4 Community volunteers through WAVE/HAVCO

3h How many full-time equivalent posts will you create to deliver your project?

4b Tell us about any outside advice you have received or will receive to help you manage your project.

During the development of our project we have spoken with:-

Bruce Castle: reviewing archive material and discuss support with volunteers and the temporary exhibition

Maggie Butt : Author of *Ally Pally Prison Camp*: using research and material from her book for our temporary exhibition.

University of Middlesex: BA and MA students assisting with archive research, short film documentary and locative media project.

Imperial War Museum : using copies of the George Kenner watercolour and sketches for the temporary exhibition and learning and community programmes

Christa Bedford (George Kenner's youngest daughter): copyright confirmation of George Kenner watercolour and sketches

Ally Pally collectibles: Objects to display

Heartlands High : Links with the National Curriculum

Haringey School Advisor: discuss creating resources for primary and secondary to support school studies

WAVE users will support the project both in the development and delivery of resources and the accessibility of our Grade 2 listed building.

4d How will you evaluate the success of your project?

On-going visitor feedback, which is already a key part of the Palace's customer service policy, will continue and provide us with an indication of customer satisfaction across a range of criteria and invite feedback on areas for improvement and ideas on how to improve our heritage and cultural engagement.

Tailored evaluations forms will be produced for all participants at community event/school workshops and family activities encouraging feedback on the overall visitor experience and the attended event. Staff and volunteers leading the sessions will engage with parents, teachers and community groups leaders during workshops to informally evaluate sessions which will be followed by a more formal evaluation or meeting. In addition we will run regular

focus groups where interested individuals will be given the opportunity to offer feedback about the exhibition or resources and offer suggestions for future programming.

For web users, we will create an online survey to ascertain reasons for viewing the material and whether it has encouraged a visit. With resources developed by the University of Middlesex, the completion of evaluation forms, face to face interviews and focus groups with teachers and students will be led by Palace employees with volunteer support.

4e Tell us what will happen to the things that your project has produced after the funding ends

The success of AP's recent HLF Major Grants Round 1 application marked a turning point in our history, whereby the historical significance of the Palace and Park is now celebrated rather than simply noted. The interpretation panels created for the temporary exhibition will continue to be displayed around the Palace before touring other cultural venues in Haringey. A virtual exhibition using the text and images from the panels will be made available on our website.

Both the short film and the locative media project will remain available both on our and the University of Middlesex website. We will have regular showings of the film at Alexandra Palace between 1914 and 1918 and will use the film for events such as Open House and for pre-booked coach tours, Remembrance Sunday and for family holiday activities to illustrate how areas of the Palace were used and the realities of the harsh living conditions.

Alongside our core programme we will continue our bespoke learning and community programmes which showcase Alexandra Palace's role in the Great War. Using the social element of the story we will continue to target schools and community groups with large numbers of migrants to Haringey. As the fifth most diverse borough in London we would hope there would be a high interest, and take up of, both schools and community groups with this particular workshop. We will continue to offer our Home Front First World to schools studying local history until 2018 before the information is amalgamated into our "Alexandra Palace: Then and Now session".

Resources created as part of the project will continue to be available onsite and on our website until 2018. Work created from family activities, school workshops and community groups will be displayed both onsite and on our website to celebrate our history and community engagement.

4f If your project involves conservation of an item, land or property, tell us how you will maintain it so that people can continue to experience and enjoy it after the funding ends.

The project involves a low-level refurbishment of the former BBC Transmitter Hall to make it more fit-for-purpose as a learning and exhibition facility. APPCT has an on-going maintenance and repair budget of £1 million a year and maintenance of this area will be included in our forward programme.

13.5 **Brief for interpretation strategy**

The text below represents the key sections of the draft brief:

1 Summary

Alexandra Palace first opened in 1873 as a private commercial venture to provide a 'People's Palace' for public entertainment and recreation, a concept that followed on from the success of the Great Exhibition of 1851 and the development of Crystal Palace in 1865. The Grade II Listed Palace (with a footprint of approx. 7.5 acres) and sits within a 196-acre Park and sits within a Conservation Area. Although twice rebuilt after fire damage - firstly in 1873 within two weeks of its opening, and again in 1980 - AP represents a rare survival of this building type. The Park and Palace are run by a charitable trust, the Alexandra Palace and Park Conservation Trust

With HLF support the Trust is now looking to refurbish and develop two of the most important historic interiors and surrounding space as a visitor experience, learning and community space and vibrant cultural attraction. A convincing and compelling narrative to the history of the place will be one of the most important success factors for the project. We are looking to appoint an expert who will help us articulate a potentially complex story in to a tight and engaging narrative.

2 (Statutory and legislative framework...)

3 (Historical Background....)

4 Key partnerships

The Trust has formed key partnerships with a number of organisations who will contribute to interpretation at the Place, in particular

- The BBC and its history and archive departments, who have helped to articulate the ideas feeding into this brief;
- The British Film Institute, who have put together a draft curatorial strategy linked to certain key objects which they may be willing to lend/donate;
- The National Media Museum Bradford who may also help with curatorial advice and loan of objects
- APTV Society who have produced an extremely helpful "History of Television at Alexandra Palace"
- APTV Group who have also produced useful documents such as
- Friends of AP Theatre who hold a useful archive and material relating to interpretation of the Theatre.
- Theatre Search Consultants who have considerable knowledge of the structure and mechanics of the stage machinery and the theatre generally.

This is by no means a complete or exclusive list

3. Interpretation brief: the narrative

A major element of the HLF project is telling the story of this remarkable place to the public in an engaging and accessible way. The overall narrative has been articulated

as “the story of popular entertainment from music hall to television”, using the historic features of Alexandra Palace to illustrate the story. Particular elements could include:

- (i) **Victorian Music Hall and pantomime.** The AP theatre was built in 1873 to provide a number of special effects with its rare surviving understage wooden machinery. We hope to reanimate some of this machinery so that special effects can be recreated.
- (ii) **Early cinema .** In 1907 the theatre was fitted with a projection box for silent cinema screenings. This survives as a feature of the theatre and it is intended to make cinema use part of the new functional brief for the space.
- (iii) **Film studios.** Pathe films made a number of feature films at Alexandra Palace circa 1915, some of which survive.
- (iv) **Television.** In 1936 the BBC made the first high definition (by 1936 standards!) public television broadcast in the world from their AP studios. The iconic mast still stands at the SE corner of the Palace, and the Marconi EMI and Baird studios, where rival systems were tested in the early days, survive on the first floor of the SE Wing.
- (v) **Live events.** Today AP hosts a wide range of live cultural events and popular entertainment, from pop concerts to world darts and snooker.

The aim is to deliver interpretation using a number of techniques and at a number of different locations. There may be a standing permanent introductory display outlining the overall history of the Palace and Park in the East Court, where visitors arrive. The main focus for permanent displays would then be the BBC studios, perhaps with a number of historic exhibits in the EMI/Marconi studio and more flexible space including a facility for showing archive footage in the Baird studio to the west. There might also be an interactive studio/production desk reconstruction as part of the BBC “experience”. The theatre presents more of a challenge since it is intended that it will host a range of cultural and commercial activities from plays and acoustic concerts to banquets and conferences. Each of these may require rehearsal and set up which may inhibit public access. However the public may be admitted on guided tours or (for example) to the balcony whilst the auditorium and stage.

4. **Techniques**

A range of techniques might be appropriate, including:

- (i) Graphic panels
- (ii) Physical scale models, with cutaway interiors and a degree of interactivity
- (iii) Historic artifacts representing the history of broadcasting and theatre at Alexandra Palace
- (iv) Interactive computer models
- (v) Interactive triggers on parts of the building to engage with mobile phones and iPads

5. **Target audience**

The target audience has been identified as:

- (i) Low income families including single parents
- (ii) Black, Asian, and Minority Ethnic Families and adults
- (iii) Low income adults with an additional focus on 55+ years
- (iv) Young people
- (v) NEET (Not in employment with an adult an additional focus on 55+ years)
- (vi) ESOL (English speakers of other languages)

We will be preparing a detailed audience development plan as part of the HLF development phase in 2014.