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24 June 2010

To: All Members of the Alexandra Palace and Park Board

Dear Member,

Alexandra Palace and Park Board - Tuesday, 29th June, 2010

I attach a copy of the following report for the above-mentioned meeting which was not available at the time of collation of the agenda:

6. GOVERNANCE AND VISION UPDATE (PAGES 1 - 30)

Report of the Managing Director, Alexandra Palace Trading Limited (APTL) and Project Manager on behalf of the Interim General Manager, Alexandra Palace

Yours sincerely

Clifford Hart
Committees Manager

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ALEXANDRA PALACE & PARK BOARD

On 29 June 2010

Report Title: **The Way Ahead - Governance and the Future Vision**

Report of: **Rebecca Kane, Project Manager for the above**

1. Purpose

- 1.1 To seek clarity from trustees re: their desire to pursue a future strategy of independence for the Palace & Park.
- 1.2 To agree the next steps for putting the structures and processes in place to deliver greater financial and/or legal independence if agreed.
- 1.3 To quantify the resources and time required to deliver the above.
- 1.4 To seek Trustees' decision to create a master planning working group; which would report to the Board of Trustees.

2. Recommendations

- 2.1 That trustees adopt an aspirational strategy of reducing the reliance on the LBH's £2m revenue subsidy p.a. and strive towards achieving financial independence for Alexandra Park & Palace in the longer term.
- 2.2 That the trustees commission the Project Steering Group (PSG) to work up the detail for any structural changes which will streamline processes and systems, whilst enabling independent advisors with specific skills to join the Board.
- 2.3 That this work is delivered within the financial allocation for 2010/11; any additional spend would be subject to rigorous review and Board approval.
- 2.4 To support the outline timeframe and process map for concluding this work.
- 2.5 That the trustees request that a Master Planning working group be established. The Project Steering Group to propose the Terms of Reference and membership of such a group to a future Board of Trustees.

Report Authorised by: **Rebecca Kane, Managing Director, APTL on behalf of Andrew Gill, Interim General Manager for APPCT**

Contact Officer: **Rebecca Kane, Managing Director, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4343**

3. Executive Summary

- 3.1 A Governance and Future Vision project for Alexandra Park & Palace was instigated

with the aim of creating a 'fit for purpose' Board capable of securing a sustainable future for AP&P; effectively supported by efficient systems and processes with a clear future vision. The work has resulted in numerous reports, away days, a community webpage and local engagement. In addition to political briefings, the testing of potential alternative structural options and the adoption of a *Good Governance* code.

3.2 Major barriers to current delivery have been identified; common ground for how to progress with the future management; key criteria for assessing the pros and cons of structural options and 'stress tests' by KPMG against tax, charitable law and governance criteria. Strong support from stakeholders for independence emerged.

3.3 Total independence (legal and financial) would require that AP&P is self-financing. Financial independence is an aspiration that trustees can work towards with a more immediate goal of reducing the reliance on the LBH revenue subsidy. Independent advisors to the Board of trustees can be secured without legal change.

3.4 Further engagement with trustees, stakeholders, the Council and the Charity Commission is planned. Final decisions on future governance will be sought in Autumn 2010.

3.5 50% of the £30k governance budget has been spent in 2010/11. The remaining funds will be used to complete the final legal work required, update the community webpage and produce a newsletter.

3.6 The trustees need a new vision and strategy for the site following their decision to abandon the former strategy of finding a single developer. Undertaking a master planning exercise would allow exploration of new strategies for regenerating the asset.

3.7 No sums are available within the Trust's budgets for master planning. The London Borough of Haringey has allocated £50k to commence this work. The Master Planning working group will need to lever in additional funds (eg LDA).

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

4.1 The Board of Trustees agreed on 30 June 2009 to adopt a new approach to the governance review (as previously outlined in Sept '08) and took the opportunity to undertake a thorough analysis of the current structures and processes which underpin the Trust.

5. Local Government (Access to Information) Act 1985

Reports referred to in preparing this paper:

- Review and stress test of governance arrangements, KPMG, Sept 2009
- Minutes of APPCT Board meeting, 30 June 2009
- Combined Report Trustees Away Day and Stakeholder Forum, Nov 2009
- Suggested models for future governance (online PDF)

6. BACKGROUND

The purpose of the two projects as endorsed by Trustees:

a) **GOVERNANCE**

To develop effective systems and processes which ensure the overall direction, effectiveness, supervision and accountability of AP&P

An Independent Report ('The Walklate Report') raised the need to put effective governance arrangements in place for the management of Alexandra Park & Palace (AP&P).

b) **FUTURE VISION**

To make ourselves 'fit for purpose' to deliver a long-term and sustainable future for Alexandra Park & Palace

The failure of the recent Firoka deal and subsequent decision by Trustees to abandon the strategy of granting a long lease to a single developer raises the need for a new vision to be developed.

This work will help Trustees more effectively perform their statutory duties as prescribed within the Alexandra Park & Palace (Public Purposes) Act 1900:

'to uphold, maintain and repair the Palace and to maintain the said Park and Palace as a place of public resort and recreation and for other public purposes.'

7. BARRIERS TO SUCCESS

The main barriers to success for creating a sustainable venue for future generations were identified at the outset:

- Lack of continuity and long-term vision
- High turnover of chair and Board members
- Highly politicised decision making
- Lack of independence
- Limited skill set of Board
- Structure ineffective and ambiguous
- Questions over 'going concern' status (£40m debt)
- Lack of trust and high levels of scrutiny
- Lack of investment or commercial focus

8. GOVERNANCE

8.1 DEFINING INDEPENDENCE

8.1.1 'Independence' emerged as a popular option in Autumn 2009 at the away day and the stakeholder forum. Total legal and financial independence would require transfer of trusteeship from the London Borough of Haringey (LBH) to another body or group of individuals. Transfer of trusteeship is possible under S 8 of the Alexandra Park and Palace Act 1985. The trustees would need, in order to meet their obligation to act prudently, to be satisfied that any transferee trustee or trustees was or were of

sufficient financial standing to meet the trust obligations and in particular provide the necessary level of financial support.

- 8.1.2 Although considerable support exists, there was widespread recognition that the Trust is hugely reliant on the £2m p.a. revenue subsidy from the London Borough of Haringey; and that this subsidy in itself is insufficient to maintain and put 100% of the building back into use. Financial independence would require that the venue is self-financing. The charity is only a going concern because of the support it is given by Haringey. Included in the liabilities are the £30 - £40 million capital owed by the charity. Financial independence would require not just that the venue was self financing but also that the capital debt had been dealt with and any liabilities covered by an indemnity.
- 8.1.3 Legal independence was mooted as a means to bring some independence and additional skill sets to the Board of Trustees. However whilst Haringey is Trustee the Board can only consist of elected members of the Council.
- 8.1.4 In the current economic climate and the anticipated cuts in public spending the subsidy for Alexandra Park & Palace cannot be taken for granted. Equally large-scale investment will require engagement with both the public and private sector to deliver a sustainable future. Trustees should consider the need to work towards financial independence as an ultimate aspiration; thereby reducing future reliance on the taxpayer and put steps in place to secure funding via other channels to support, maintain and regenerate the asset.
- 8.1.5 Primary legislation change would take c. 18-24 months to effect, considerable investment and public consultation. Trustees are aware that major infrastructural failings to the building are likely within that time period if investment is not secured. An alternative option is to appoint a number of independent advisors to the Board, with specific skills, on a clear set of terms that ensures (whilst they could not vote) they could bring a wider skills base and degree of independent expertise to the Board. The Trustees would retain full control and decision-making powers.

9 STRUCTURAL CHANGES

- 9.1.1 One of the key outputs from the away day and stakeholder forum was the criteria that any new structure should satisfy:
 - 1. A better mix and skills base of trustees to drive change
 - 2. Clarity of responsibilities and levels of authority for trustees, staff and stakeholders
 - 3. Access for stakeholders to influence decisions
 - 4. Accountability of trustees to funders.

In addition, common ground was established for future management under three core areas¹: a) Objectives b) Principles c) Processes.

¹ See Appendix One. This work will also be used to make the NCVO *Good Governance* code bespoke to Alexandra Park & Palace.

- 9.1.2 And finally, six potential structural models were tested against charitable, tax and governance criteria and put out for wider consultation with the general public. Nothing was ruled in or out and opportunities and challenges were identified with each model. A bespoke model that best serves the need of AP&P is recommended.
- 9.1.3 Haringey is presently the trustee and has delegated its function to the Board the members of which are the charity trustees. At present only the charity trustees, that are Board members who are elected councillors, may vote. There are presently 3 non voting representatives and an observer.
- 9.1.4 Under Haringey Council's constitution Part Four Section B paragraph 2 it is provided that the full Council may resolve that non voting members, assessors and advisers can be appointed for so long as the Council considers appropriate. If the full Council so resolves, it must specify the number of appointments to be made and the functions in relation to the body that each person so appointed may exercise.
- 9.1.5 Consideration of the number and functions of such proposed "independent advisers" could be delegated by the AP&P Board to the Project Steering Group (PSG). The recommendations of PSG would be put back to the AP&P Board and, if agreed, the Board would ask the full Council to make the appropriate appointments as described above.
- 9.1.6 Trustees are now in a position to work up an optimum structure and processes which will deliver the above criteria, help them towards their ultimate aspiration of financial independence and streamline operations to ensure greater clarity and efficiency in addition to seeking to create some independent adviser roles for the Board.
- 9.1.7 Legal advice re how to best effect this change will then be commissioned before undertaking the next stage of stakeholder and Council engagement. This work would be best delivered by the Project Steering Group and reported back to Trustees for a decision at the 5 October Board meeting. See key milestones under 9.4 below.

9.2 PROJECT FINANCES

- 9.2.1 In 2010/11 a budget allocation of £30,000 was agreed by the Trustees to complete this work. Actual spend YTD is £15,000. The remaining £15,000 should be sufficient for the remaining legal work required, updates to the community webpage and one more community newsletter. If additional funding were required, Trustees would be asked to redirect funds from other revenue budgets

9.3 TIMELINE AND KEY MILESTONES

- 9.3.1 A more detailed programme will be worked up by PSG but the major milestones to achieving change are outlined below:

JUNE	
29 June	APPCT Board Agree longer term aspiration of financial 'independence' Agree next steps and resources
JULY	
Dates TBA	Present overarching strategy for change to: LBH member groups Examine best practice from other trusts e.g. Eden and Bexley
	FULL COUNCIL advised of APPCT Board indicative steer Engage SAC and CC Ongoing engagement with the Charity Commission Feedback to stakeholders
SEPTEMBER	
	Leader of Council and Opposition Leader briefings – ongoing
Throughout period	Cabinet/ relevant council members kept informed of progress/Trustees' decisions explained
5 Oct	APPCT Board Trustees to decide on optimum structure
	Cabinet made aware of Trust decision Charity Commission and stakeholders updated
Nov / Dec	FULL COUNCIL decision sought

10. FUTURE VISION

10.1 MASTER PLANNING

10.1.1 Following the trustees abandonment in January 2010 of their previous strategy of granting a long lease to a single developer it is prudent for them to seek to agree and adopt a new strategic objective. A master planning exercise is recommended where the issues and opportunities for the site can be explored in the round and be consulted widely upon.

10.1.2 The future strategy for the site is a matter for the Trustees but they can choose to delegate the task to a working group to oversee this process. It is suggested that the existing Project Steering Group for Governance and the Future Vision be tasked with devising terms of reference and the membership of such a working group; for approval by the Board of Trustees. The master planning working group would report directly to the Board of Trustees, via the Interim General Manager; the Board retains the decision making function. Once the master planning working group is agreed the PSG would

revert to 100% focus on delivering governance and the 'future vision' aspect of PSG's work be wound up.

10.1.3 In April and May 2010 a road show (via libraries and AP) and an Open Day were held and the wider public's comments on the future of AP&P were sought. The response of this consultation (See Appendix two) demonstrates significant local support for Alexandra Palace and Park. Over 70 per cent consider the Palace to be an attractive venue and nearly 90 per cent support the preservation of its history.

10.1.4 Just over eighty per cent agreed that urgent action should be taken to restore the Palace with just under 90 per cent supporting long-term investment in both the Palace and the Park. Ninety per cent of respondents believe the Palace and Park have a role to play both locally and within the London Borough of Haringey. Ensuring local residents have the opportunity to have their say has overwhelming support –95 per cent believe this to be important.

10.2 MASTER PLANNING BUDGETS

There is no budgetary allocation for master planning within the Trust's budget for 2010/11. A bid was made to the London Borough of Haringey and an internal allocation has been made by the local authority amounting to £50,000 which is supplemented by some officer resource. A key task for the master planning working group will be to lever in sufficient funds to undertake an effective master planning process.

11. LEGAL IMPLICATIONS

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

11.2 The Council's Head of Legal Services' comments have been included within this paper.

12. FINANCIAL IMPLICATIONS

12.1 The LBH Chief Financial Officer has been provided with a copy of this report and comments follow:

12.2 The Council has set aside £50k as a contribution towards the cost of Master Planning and it is intended that this money is used to lever in additional funds for this exercise.

12.3 The review of the governance arrangements and subsequent implementation may require additional resources to be directed towards the exercise. It is important that the Trust continues to maintain the momentum on this important piece of work. Any proposals that are taken forward, including costs arising from changes to the board, new advisors etc. must be contained within the overall budget for AP&P Trust.

13. APPENDICES

Appendix One *The Objectives, Principles and Processes*, excerpt from the Combined Report: Trustees Away Day and Stakeholder Forum

APPENDIX ONE**a) Objectives**

The priority objectives for the Board and staff to pursue over the short to medium term (with the most important at the top of the list) were:

	Objectives	Comments
1	A fit for purpose Board	Of non-political, independent experts, drawn from across London, with skills in governance, fund raising, heritage, nature conservation, architecture, engineering, customer care/service, commercial operations, community interests, risk management. Consider having one Haringey Councillor because Council should continue as owners?
2	Essential repairs	Urgent for the roof, Victorian theatre, ice rink mechanism, TV studios and more. Must comply with health & safety regulations and statutory responsibilities. Must maintain park to current Green Flag standards.
3	Business plan on the basis of an agreed strategy	Need to develop as much agreement on this as possible. Need a clear vision agreed by all. Need a clear and enticing brand.
4	Increase the amount of lettable space	Be creative about maximising usable space. Enhance spaces.
5	Clarify and endorse the charitable objects	Develop the charity function and charitable activities. Make more use of volunteers in the Palace.
6	Build up occupancy	Open up the possibilities for a great diversity of groups, especially local groups, to be able to use the building and for a wider range of activities. Offer reduced rates in short term. Expand the exhibition business to generate income to spend on maintenance, wages and community facilities.
7	Communicate more with stakeholders & the public	Build rapport with the local community. Open up more trust meetings to the public. Provide a regular newsletter. Ensure full public consultation using a range of techniques and full coverage of all sectors, local groups and businesses.
8	Engage a range of appropriate investors	Need more than one investor. Need to define 'appropriate'. NB APP is many things to many different groups. What about other local authority funders? Find more external charitable funding sources. Invest to profit some quick win

		improvements to generate confidence. Casino is unacceptable.
9	Improve access for all and signage	Access must be safe and signage must not be excessive.
10	Put on more events	Especially so for young people - the future users of APP. More sports.
11	Promote the positives	Erase the negatives. Encourage chef and his staff to open a restaurant.
12	Achieve exemplary standards of customer care	Provide experienced, identifiable, friendly and helpful staff. A good restaurant with better food; clean and quality facilities.
13	Make visitors feel welcome and valued	First priority.
14	Improve transport links	Absolutely essential for public transport. A firm plan must be available to developers. Bring back trams. Impose a toll. Essential to improve viability of venue.

b) Principles

The priority principles that it was felt Trustees should follow in delivering the objectives were (with the most important at the top of list):

	Principles	Comments
1	Act firstly in the interests of the charity	And its circle of beneficiaries but in balance with a long term business model. This will require separation of responsibilities for councillors. Trustees must adhere to this as laid down in the Acts.
2	Be accountable to stakeholders and the public	
3	Consult on strategy	Using a variety of techniques to capture the widest range of views. With feedback. Can be expensive so must be focussed, proportionate to issue, reported on, responded to and acted upon with justifications.
4	Set and uphold quality standards	Aim high, recognise that change might be incremental but assert that mediocre standards will not be acceptable. Resources must be allocated to achieve.
5	Be committed to equality, the environment, health & safety	A statutory requirement and therefore a given. Adopt a sustainability strategy and achieve a carbon neutral operation.
6	Lead	But by listening and serving. Board needs to act collectively with some meetings in private (as well as in public), to come to agreements and commit to decisions. Lack of integrity and poor governance has led to a lack of direction and breaches of the provisions in the Acts in the past.
7	Act in the interests of the Listed Building status and	

	Conservation Area	
8	Integrity	Board should include independent non-executives with business and strategic planning skills. There has been a lack of trust and integrity between trustees, staff and Council officers in recent years.

c) Processes that the Trustees will adopt for good governance

The processes participants felt Trustees should adopt to improve governance Included (with the most important at the top of the list):

	Processes	Comments
1	Improve internal and external communication of issues and responses – consult	Public need to be better informed and consulted with (to more than the statutory minimum). Need to define and map stakeholders. Happens with official bodies but not traders, funders or those using the Palace. Need systematic dissemination of key issues.
2	Establish clear reporting mechanisms	Existing informal and formal systems need formalising. To the subsidiary parts of the structure e.g. SAC.
3	Scrutinise proposals	But share responsibility with others. Who scrutinises who and on what? Committee views are often rejected by Board at present. Should be fewer exempt items.
4	Create job descriptions for trustees and staff	Need approvals from stakeholders.
5	Establish a delegated authority scheme	But do not abdicate responsibility. Ensure staff are capable of job. Need a clearly defined role for the trading company. Publish a single document setting out delegations and escalations.
6	Hold more than 5 Board meetings a year	75% agreement on this. One a month/ 4 a year with extras if crises occur. Delegate more to committees. Consider combining APPCT & APL Boards.
7	Provide strategic leadership	
8	Encourage greater participation of the Consultative Committee	
9	Restructure the Statutory Advisory/Consultative Committees	
10	Complaints procedure	System and quality of responsiveness needs to be improved. Usually dealt with by staff but trustees to be informed.
11	Statutory responsibilities	A challenge to achieve.
12	Employer responsibilities	Need clarifying for trustees and staff. Consider adopting industry rather than council standards.
13	Register of advisors	In place.

APPENDIX TWO

Public Exhibition report: Alexandra Palace and Park

June 2010

Introduction

In March 2010, the local community and residents of the London Borough of Haringey were invited to give their views on both the future management of Alexandra Palace and Park and also how it should be developed in the future. Residents were encouraged to attend an exhibition providing information on Alexandra Palace's history, current activities and current management structure, together with details of potential governance models.

The exhibition was available to view at a "roadshow" which toured the London Borough of Haringey between Monday 15th March and Tuesday 23rd March 2010 and again at the Alexandra Palace Open Day on Saturday 22nd May.

The exhibition comprised eight exhibition boards:

- Welcome
- History of Alexandra Palace
- Do you know what goes on at Alexandra Palace?
- What's on in 2010
- How is Ally Pally run?
- Moving forward
- Future vision for Ally Pally
- Tell us what you think

The final board invited local residents to leave their comments on post-it notes on the board itself, which asked the following questions:

- How do you see Ally Pally in five years' time?
- What does Ally Pally mean to you?
- How do you think Ally Pally could be improved?
- How often do you visit Ally Pally and why?

Residents were also invited to complete a questionnaire form either at the exhibition or by posting it to a Freepost address. Contact details were available for anyone with queries. A total of 87 completed questionnaires were received.

The Roadshow

The roadshow was held at a number of venues around the London Borough of Haringey:

Monday 15 th March:	Highgate Library
Tuesday 16 th March:	Hornsey Library
Wednesday 17 th March:	Marcus Garvey Library, Tottenham
Thursday 18 th March:	Alexandra Park Library, Wood Green
Friday 19 th March:	Alexandra Palace (Ice Rink foyer)
Saturday 20 th March:	Alexandra Palace (Ice Rink foyer)
Monday 22 nd March:	Wood Green Shopping Centre
Tuesday 23 rd March:	Marcus Garvey Library, Tottenham

Newsletters were hand delivered by a distribution company to the 10,000 residents living closest to Alexandra Palace. Copies were also placed in the libraries where the exhibitions were being held and PDF copies placed on both the Alexandra Palace website and the Haringey Council website. The newsletter was also sent to all members of the Council. A press release was issued to local press within Haringey.

A total of 43 questionnaires were submitted as a result of the roadshow. The breakdown of responses by venue is as follows:

- Highgate Library – 6 questionnaires completed
- Hornsey Library – 5 questionnaires completed
- Marcus Garvey Library – 3 questionnaires completed
- Alexandra Park Library – 10 questionnaires completed
- Alexandra Palace (Ice Rink foyer) – 9 questionnaires completed
- Postal responses – 10 questionnaires returned

No questionnaires were completed at Wood Green Shopping Centre.

Comments were also received by email.

The Open Day

Newsletters promoting the Open Day were distributed around Haringey's libraries and also around Alexandra Palace and Park. Copies of the newsletter were placed on both the Alexandra Palace and Haringey Council websites and also sent to all members of the Council. A press release was issued to local press within Haringey and posters placed around Alexandra Palace and Park.

A total of 44 questionnaires were received as a result of the Open Day.

Questionnaire Responses

A full breakdown of responses by venue is provided at Appendix 1.

Q1) Alexandra Palace is an attractive venue that offers a diverse range of events and facilities.

Strongly agree:	40%
Agree:	35.6%
Neutral:	14.4%
Disagree:	4.4%
Strongly disagree:	2.2%
No response:	3.3%

Q2) Alexandra Palace has a long and rich history which should be preserved.

Strongly agree:	80%
Agree:	12.2%
Neutral:	4.4%
Disagree:	0%
Strongly disagree:	1.1%
No response:	2.2%

Q3) Immediate action is necessary to restore the building and give Alexandra Palace the facilities it needs to succeed.

Strongly agree:	70%
Agree:	20%
Neutral:	3.3%
Disagree:	2.2%
Strongly disagree:	2.2%
No response:	2.2%

Q4) Long term investment is crucial to ensuring a sustainable future for both the Palace and the Park.

Strongly agree:	77.8%
Agree:	14.4%
Neutral:	1.1%
Disagree:	0%

Strongly disagree: 2.2%
No response: 4.4%

Q5) Alexandra Palace and Park have an important role to play within the local community and the wider London Borough of Haringey.

Strongly agree: 83.3%
Agree: 10%
Neutral: 2.2%
Disagree: 1.1%
Strongly disagree: 0%
No response: 3.3%

Q6) Ongoing consultation with local residents is important.

Strongly agree: 80%
Agree: 16.7%
Neutral: 1.1%
Disagree: 0%
Strongly disagree: 0%
No response: 2.2%

Further Comments

The questionnaire provided residents with the opportunity to provide additional comments on both the governance and future development of Alexandra Palace and Park. A summary of these comments is provided below.

Issue	Summary of comment	Approximate number of references
Architecture/Heritage	Broad support for Alexandra Palace to be preserved, including calls for the theatre and organ to be restored. One respondent called for the building to be demolished.	14
Alexandra Palace as an attraction	There were suggestions for how Ally Pally could be boosted as an attraction: hotel/conference venue; restaurant; theatre; museum; cinema; music teaching and performing facilities; sports facilities, such as an indoor pool; art gallery; and a Saturday market.	14
Parkland	A number of people called for the parkland to be maintained.	9
Governance	A range of views on how Alexandra Palace should be managed. Suggestions included asking the City of London to take over, keeping control with Haringey Council, an independent management body and a private-public partnership.	9
Funding/Investment	Several views on how Alexandra Palace should be funded.	8
BBC/Television heritage	The BBC heritage should be preserved.	7
Access within the Park/Car parks	A couple of people called for better access within the Park, with one resident calling for the North West Passage to be opened. Mixed views on the need for more car parks.	6
Commercialisation	There were concerns about too much commercial development with the Palace and Park.	6
Phoenix Bar	Several calls for improvements to the Phoenix Bar.	6
Marketing	Better promotion of events is needed.	5

Issue	Summary of comment	Approximate number of references
Public transport	Concern about the adequacy of local public transport led to suggestions for improving public transport. For example: a new bus route between Highgate and Wood Green tube stations; another bus route via the Park or a cable car link from AP station to the Park.	5
Local asset	Some residents expressed local pride in the Palace, which was considered an under-used asset not just for Haringey but London as a whole.	5
Ice rink	Support for the ice rink although definite need for improvements.	4
Consultation/Publicity	Comments about the approach to consultation, including publicity surrounding Open Day and Roadshow	3
Volunteering	Offers of help from local residents together with ideas of areas where voluntary expertise could be used.	3
Encouraging parents and small children	Recommendations included a mother and baby group, a Montessori organisation and a coffee shop for parents.	2
Disabled toilets	Badly situated with the doors opening outwards.	1
Biodiversity	A call for the conservation manager to be reinstated to encourage biodiversity.	1
Teenagers	More free facilities needed.	1
Sustainability	One resident had several suggestions of how Alexandra Palace could be a vehicle for promoting sustainability and energy efficiency.	1

A selection of quotes

Architecture/Heritage

“No more ugly structures, no hotels, casinos, commercial developments. This is a vital green, quiet space. It must belong to the people.” *Wood Green resident*

“Alexandra Palace is an iconic building set in a magnificent panoramic park.” *SOAP (Save our Alexandra Palace), Muswell Hill resident N10*

“It is a beautiful building, but from the lake and playground areas it looks very run-down - can this be a focus as an area of improvement?” *Wood Green resident, N22*

“Please spend money on restoring the Victorian theatre.” *Wood Green resident, N22*

“Alexandra Palace... ..has one of only 2 Victorian stages in their original form in the UK. This space MUST be utilised and preserved.” *Muswell Hill resident, N10*

“It would be nice to have the building well preserved for its unique and original style. The population of Haringey feels an attachment to this building that has a great historical value and symbolic presence in the borough.” *Tottenham resident, N17*

“Please finish restoring the organ and restore the theatre. It would bring much joy and money back to the Palace.” *Crouch End resident, N8*

“The Palace was originally known as the People’s Palace, which is a fabulous name and part of the Palace could be returned to that with small rooms dedicated to each of the ethnic groups and cultures that Haringey is composed of.” *Wood Green resident, N22*

“Alexandra Palace is ugly and a white elephant. It should be demolished. It has no architectural merit and no purpose or usefulness... ..The present building is a drain on public resources.” *Highgate resident, N6*

“Alexandra Palace is the most important building in Haringey borough and the birthplace of television of world importance. BBC were at AP for 50 years and, little known, where the Open University started.” *Muswell Hill resident, N10*

Alexandra Palace as an attraction

“What about the theatre or a cinema or a BBC museum? All the attractions would boost each other.” *Wood Green resident, N22*

“A few ideas: i) music facilities for teaching and performing; ii) more sports facilities (ie indoor pool?); iii) conference rooms/hotel; iv) theatre/performing arts venue; v) art gallery.” *Highgate resident, N6*

“A Saturday market would be a good thing to establish perhaps? Along the lines of Spitalfields or Camden/Borough Market? These places seem to be always crowded with people spending their free time browsing, spending and relaxing in cafes. *Crouch End resident, N8*

“The ice rink is a popular venue that needs to be improved (I know this is happening) but there is so much foyer space going to waste that could be used for dance studios etc”. *Bowes Park resident, N13*

“I would like to see the Palace used as a conference centre/hotel complex... ..The Main Hall is a good exhibition venue... ..I do not feel that a cinema complex and fast food outlets would be an appropriate use of the Palace nor night clubs, with all the problems associated.” *Muswell Hill resident, N8*

“Find ways to give it a self-supporting income, don’t mind what – hotel, concerts etc”. *Wood Green resident, N22*

“Definitely time to do something! The longer the place ‘sits idle’, the more into disrepair it will fall. Need immediate action.” *Harringay resident, N4*

“Is it possible to stage outdoor concerts on the lines of Kenwood?” *Tottenham resident, N17*

“Hotel and conference facilities would be good, plus attractive coffee bars etc along the terrace with a view.” *Muswell Hill resident, N10*

“A dance studio offering dance classes of all styles for all ages. A yoga studio and complementary therapy rooms.” *Wood Green resident, N22*

“A community garden where local people, schools and groups could grow food, as the National Trust has done successfully at several of their sites.” *Wood Green resident, N22*

Parkland

“The parkland is presently well-maintained and I hope this will continue.” *Muswell Hill resident, N10*

“No development of the Palace should be permitted to intrude on the existing Parkland which should be preserved and protected for future generations to enjoy.” *Wood Green resident, N22*

“Please keep the Palace as a large open space with free access to all local (and London wide) residents.” *Bowes Park resident, N11*

“It's a wonderful facility for local people who enjoy climbing the hill for the view.” *Wood Green resident, N22*

“The Park is much more loved and used than the Palace and this MUST be left as it is for use by the public and the trees preserved and looked after, as must be the wildlife that lives in them. The Park is of crucial importance to the people of Haringey and must be preserved as is forever!” *Wood Green resident, N22*

“Much improved, especially par. Thanks.” *Hornsey resident, N8*

Governance

“Would prefer it to be run/managed by City of London who do such a great job with Highgate Woods and Hampstead Heath.” *Highgate resident, N6*

“Keep control in local council's hands not private investors.” *Hornsey resident (no address provided)*

“Alexandra Palace needs huge sums of money to restore it to something like its former glory. Financially this would be way beyond the means of any one local authority. The GLA should consider involving other authorities in the financing and operation of the Palace... ... Haringey's "behind closed doors" decision making policy should be banned.” *Wood Green resident, N22*

“It needs a management body that is independent of the Council and includes suitably qualified professionals.” *Muswell Hill resident, N10*

“It needs a greater consortium of independent experts than possible through local councillors who have not sufficient experience of developing such an enormous project.” *Oakleigh Park resident, N20*

“A private-public partnership governance and funding structure to ensure that funding opportunities are maximised and not restricted by council budgets; to bring in new skills and the drive needed to implement change that the private sector is so adept at; whilst retaining the openness and accountability of local government. The Board should be comprised of people other than local councillors, in addition to local councillors, but the non-councillors should be voted into their role by local people and be bound by fair governance rules so they do not put their own or other interests above those of the Palace.” *Wood Green resident, N22*

“It requires vision, considerably more consultation and eventually investment by an independently accomplished fit for purpose trust board... ...the few locals that did know and attend the consultation all voted for an independent board of trustees to drive this vision and a stepped transfer strategy from Haringey Council. Let’s do this.” *Muswell Hill resident, N10*

Funding/Investment

“I would like to see a forward ‘business plan’ for the Trust to understand the financial situation. I accept that the building fabric needs massive investment but I am frustrated by not being able to point this out to some of the Trust’s sceptics and critics. I would accept investment in, for example, a hotel within the Palace, if it would generate sufficient income to support the facilities which are used by the community, including the park.” *Muswell Hill resident, N10*

“It has taken far too long for the redevelopment of this landmark to take place. I was saddened to hear that the lottery grant was unsuccessful. Please try again, perhaps they reconsider the merit of another application.” *Harringay resident, N4*

“Surprised not allocated funding from 2012 Olympics!” *Newham resident, E6*

“Alexandra Palace is certainly a major local resource but needs a phenomenal amount of money spent on it, which, unfortunately, can only feasibly come through a commercial partner.” *Hornsey resident, N8*

“Where would the money come from? English Heritage and income from events? Not local council taxpayers.” *Muswell Hill resident, N10*

“I agree that the park needs investment but I’m not convinced that more money should be spent on palace other than to maintain buildings.” *Wood Green resident, N22*

“Alexandra Palace and its surrounding park and gardens is an outstanding feature of London’s heritage. It is much loved by the many people who visit it each year and needs continued investment”. *Wood Green resident, N22*

“The income in the past has largely come from music and events. Music bookings are sadly at a low ebb and this is something that could bankroll Alexandra Palace if concentrated on for 5,000 to 10,000 audiences. Similarly, the Victorian theatre needs private investment to flourish as a 500 – 3,000 seater theatre/cinema/ orchestral venue – needed in north London.” *Muswell Hill resident, N10*

BBC/Television Heritage

"I would like to see the BBC heritage kept and celebrated. It [AP] was occupied for a while to prevent development. An important part of its history, I believe." *Hornsey resident*

"I would like to see the BBC maintained and hopefully the old theatre restored and used." *Muswell Hill resident, N8*

"The TV studios are historically important and must be looked after." *Wood Green resident, N22*

"I would like to see a proper television museum – not a collection of old junk. Last September, people queued for 90 minutes and were very disappointed with what was on display... ..The space at the East end of the Palace could house related activities such as photography, video and art clubs, even an art cinema". *Hornsey resident, N8*

"I would love to see the BBC television studios retained and turned into a lively museum that tells the story of television and the story of communication from pre-history to 1936 and of new developments in communication since then. Surely the BBC would be interested in being involved with this?" *Wood Green resident, N22*

"Not enough is being done to preserve and market the original TV studios." *Muswell Hill resident, N10*

Access within Park/Car Parks

"Has thought been given to opening up the North West Passage? A direct route from outside the Palm Court to the northern reaches of the park would increase its usefulness and patronage of facilities." *Wood Green resident, N22*

"Please do not cover the park with more car parks but provide a pedestrian path to increase foot access especially in the winter ie from Park Avenue North to pre-existing paths." *Muswell Hill resident, N8*

"**Don't** make a toll road through the park. No more car parks." *Bounds Green resident, N11*

"Please keep the Palace as a large open space with free access to all local (and London wide) residents." *Bounds Green resident, N11*

"Access is a problem." *Muswell Hill resident, N10*

Commercialisation

"Palace and Park should not be "developed" (commercialised) any more than it has already, except improvement of existing internal spaces but not development of more venue space either within or outside the Palace." *Former Highgate resident (now living in Oban)*

"I would strongly oppose the over commercialisation of the Palace and Park by outside interests." *Wood Green resident, N22*

"No more ugly structures, no hotels, casinos, commercial developments." *Hornsey resident, N10*

"I hope no corporate business transforms it into something that will only bring money but no conservation to the area." *Muswell Hill resident, N10*

"I would love to see Ally Pally as a place where profits and opportunities from the richer residents of Haringey could be shared with residents who are disadvantaged in some. Perhaps visitors could pay for the services they use in bands of low income, medium income and high income and people could judge for themselves which band they are. This would enable higher charges for those who could afford it to help subsidise those who cannot." *Wood Green resident, N22*

Phoenix Bar

"The Phoenix Bar needs to be made more attractive both inside and out - events and quizzes should be held in order to compete with rival bars in the local area." *Bowes Park resident, N13*

"How about a really nice 'gastro' pub or restaurant instead of the very 'run of the mill' Phoenix?" *Wood Green resident, N22*

"Ally Pally should become a food venue. The Phoenix pub is awful. With such a fab view and the terrace it could be home to many cafes and bistros serving a variety of food, especially if the boarded up bits were leased out. Look at the "Gove Café", it's fab, they have achieved a great venue (in a kiosk) serving great food." *Bounds Green resident, N11*

"The pub is a negative – it could be a beautiful, friendly family restaurant with the most amazing terrace. It could become a real money spinner. It is definitely not used well." *Wood Green resident, N22*

"The area outside the Phoenix has the best view in London. How about doing something a bit more exciting with it?" *Muswell Hill resident, N10*

"The Phoenix is in dire need of improvement – the area outside is a potential goldmine... ..at the moment, it is very grim and like sitting in a car park so I never go." *Wood Green resident, N22*

"At a small expense, [the Phoenix] could become an extremely popular and profitable venue (with jazz, for example, on Sunday afternoons." *Muswell Hill resident, N10*

Marketing

"I feel that events at the Palace are poorly advertised. Often I am only aware of an event when passing through the Park and seeing posters." *Wood Green resident*

"Events could be more successful with better promotion. I have no idea what's going on at the Palace most of the time. The local paper often arrives after the event. Why is no calendar displayed at the Palace or at park entrances? The trading company needs a 'shop window'. I didn't know that their 'what's on' existed before your exhibition." *Wood Green resident, N22*

"May be a need for a marketing campaign or awareness of some sort to remind people of its existence and general worth and value – could be much more 'visible'." *Muswell Hill resident, N10*

“The Palace should be marketed and advertised more widely – it is located just 15 minutes by train from St Pancras International station. Marketing should be done in conjunction with Eurostar.” *Wood Green resident, N22*

Public transport

“Public transport around the Palace is poor. The W3 bus east and south. For passengers going north and west we need new buses or a light rail between Wood Green tube station and Highgate tube station (stopping at Muswell Hill and Alexandra Palace station), which would give capacity for large events.” *Wood Green resident, N22*

“If you can improve public transport links to Ally Pally then many more Londoners can enjoy the park and its facilities.” *Bounds Green resident, N11*

“Also a cable car (like San Francisco) from Wood Green tube to Ally Pally would draw people in and give it extra pazzaz.” *Bounds Green resident, N11*

“An easier route to and from Wood Green Tube is important eg, mono-rail.” *Wood Green resident, N22*

A local asset

“It's an under-used asset for London - not just Haringey.” *Highgate resident, N6*

“It's a wonderful facility for local people who enjoy climbing the hill for the view.” *Resident, Wood Green resident, N22*

“It's **our** Palace.” *Muswell Hill resident, N10*

“Alexandra Palace is an iconic building set in a magnificent panoramic park.” *Muswell Hill resident, N10*

“Ally Pally has played a crucial part in my life while growing up. It is not used enough. It has so much potential and it would be a shame to see it go to waste.” *Edmonton resident, N18*

Ice Rink

This is a great venue and host a superb skating rink used regularly by hundreds of skaters for fitness and competitive use and host a superb Christmas ice show. Please could you restore and bring out its beautiful features to make it more attractive to the public and regular users. Thank you for listening. *Hemel Hempstead resident, HP1*

“Cleaner loos. Flat ice. Cleaner changing rooms”. *Palmers Green resident, N13*

“I think it is really important to retain an ice rink no smaller than the existing one. It adds so much to the area's amenities, and adds to the range of sporting facilities, which is so important for everyone's pleasure and to help in the war against obesity. Is there any chance the size of the rink could be enlarged? This would be even better.” *Email response, Highgate resident, N6*

“The ice rink is a popular venue that needs to be improved (I know this is happening) but there is so much foyer space going to waste that could be used for dance studios etc.” *Bowes Park resident, N13*

Consultation/Publicity

“Inadequate publicity for event on 22nd – very poor attendance.” *Muswell Hill resident, N10*

“Although this questionnaire was on a stand with the ‘Potential Management Structures’ document, it is not relevant to that document. There does not appear to be one related to it or an invitation for people to comment on that document.” *Muswell Hill resident, N10 (Alexandra Park Resident Association representative)*

“I think that this current consultation could have been greatly improved:

- [Information about the different governance options] should have been included on the information boards; I have read [the information] and found it very unclear – it needs more explanation of the difference between each option and the pros and cons.
- Put up posters in and around the park publicising the roadshow;
- Have Alexandra Palace representatives at the roadshow to talk to people who would otherwise just walk by the information boards;
- Set up the website so that people can provide comments and ideas as part of the consultation process if they can not attend the roadshow.
- The information on the website is the same as at the roadshow so it should be made clear in the community newsletter that this is the case so that people can engage without having to actually attend the roadshow.”

Wood Green resident, N22

“I think that it is a very important space and I would like to be involved in the consultation’s development, including getting young people’s and more of the community views.” *Ealing resident, W5*

Volunteering

“I would be very happy to participate in a proper television museum.” *Hornsey resident, N8*

“I would like to get involved in the campaign, although I’m not a local resident. I’ve lived in London all my life and want to help restore, maintain, support.” *Greenford resident, UB6*

“If Ally Pally really is short of funding, we should seek the professionals and expertise needed on a voluntary basis by advertising for volunteers in publications those people read or places where those people work.” *Wood Green resident, N22*

Parents and small children

“Would it be possible to run an indoor playgroup for toddlers in part of Alexandra Palace. There seems to be plenty of space for small children to run around. The outdoor playground is imaginative but older children chase round and parents of toddlers never look relaxed. I thought it might also enable small children to be familiar with the Palace from early on, and to feel connected to its future as they grow older. Perhaps a Montessori organisation would be prepared to rent the space from you and run it.

I also wondered whether there could be a meeting room where mothers of babies could meet one another, perhaps one afternoon a week... ...I'd like to see more to welcome small children and their mothers during the daytime." *Wood Green resident, N22*

"A franchised coffee shop would be a good attraction for parents bringing children." *Bowes Park resident, N13*

Disabled toilets

"The disabled toilets in the Palace are badly situated behind doors which only open outward. If in a wheelchair, it is very difficult to open the door toward you." *Wood Green resident*

Biodiversity

"There used to be a full time manager responsible for just the 'conservation area' of the park. Any chance of having one again to maintain biodiversity?" *Palmers Green resident, N13*

Teenagers

"More facilities - free - needed for teenagers → adventure playground/outdoor gym/indoor gym - the latter has been stopped in the Park so maybe an alternative in the Palace yards/rooms." *Muswell Hill resident, N8*

Sustainability

"We have to make a major shift towards sustainability over the next twenty years... ...A centre for sustainable living could point the way and Alexandra Palace would be the ideal place for it.

Possible suggestions included: wind turbines; photovoltaic solar panels; Ecobuild exhibition; hybrid or electric shuttle buses from Alexandra Palace station; and an environmentally responsible gardening centre.

Hornsey resident, N8

Post-it Comments

The final exhibition board encouraged members of the public the opportunity to answer four key questions in relation to the future of Alexandra Palace by leaving their comments on post-it notes on the board itself.

What does Ally Pally mean to you?

Hornsey Library

- 2007 - High Court blocks sale to commercial "developer".

Alexandra Palace – Ice Rink foyer

- Ice skating every day!
- Ice skating and local history.
- International home of TV – this is a massive 'first' and really should be plugged/celebrated.

Marcus Garvey Library

- It means a lot... it's a beautiful place.

Open Day

- A site of historical interest with great under utilised potential.
- It means history and greatness.

How do you see Ally Pally in five years' time?

Hornsey Library

- Transfer the trusteeship from Haringey. Stop the downgrading of the charitable status and stop any purely commercial takeover. Maintain and celebrate the two BBC studios and the theatre!
- Transfer the ownership and management of the Palace and Park from Haringey Council to an independent charitable trust!!!
- Hornsey School of Art.

Alexandra Palace

- A gathering place for people with leisure facilities and good cafes.
- A place to be proud of not to apologise for.
- A place people across London really want to visit (with good restaurants and cafes to match the views.

Marcus Garvey Library

- Restoration completed; more regular events held.

Open Day

- Would like to see the farmers' market in the Park every Sunday – a designated spot perhaps?
- I'd love to see Ally Pally become a centre of worldwide interest.
- Let's have large permanent exhibition for the BBC studios.
- Possible venue for outdoor (high profile) concerts, similar to Kenwood. I spent a lot of my childhood at "Ally Pally" with great memories. It's worth visiting for the view alone.

How do you think Ally Pally could be improved?

Alexandra Palace – Ice Rink foyer

- Olympic size ☺.
- Clean loos, better skates, cheaper ice skating.
- Make it feel less "municipal" – carpets, colours, haphazard placing of equipment.
- A good temporary ice rink.
- Clean toilets.
- New toilets.
- Clean changing rooms.
- Good café.
- Better café.
- Flat ice!!!
- Nice ice rink.
- Big ice!!!
- New skates for hire.
- Getting certificates on time.
- Nicer people.
- Cycling facilities – lanes to compensate for narrowed roads, proper bike parking.

Alexandra Park Library

- Let's hold more events for kids. Decent skate park.
- No to any ideas of a casino!!
- If the Phoenix Bar catering were improved ie into a gastro pub - it would attract more customers and bring more interest to the area.
- Politics has to come out of Alexandra Palace for it to move on!
- Not enough is made of the fantastic views from the Palace. A panoramic restaurant would be very popular. What about really opening the theatre and creating a popular live theatre venue?

- Alexandra Park & Palace Ltd co should stay running the commercial side of the Palace and mitigate financial risk to the charity. Its place is not to be an internal Firoka and take over.
- The Palace belongs to the people of London not just Haringey. They should all be consulted properly on its future.

Marcus Garvey Library

- Competitively priced cafeteria/restaurant with a nice relaxing area attached.
- Interactive museum that will be suitable for adults and children.
- I would like the cinema in the Palace (basement) to be converted into a cinema museum and preserved for its history.
- Restoration seems to be the priority right now.

Open Day

- Make better use of the outdoor sporting areas - football and cricket - eg floodlights, astroturf. Realise the potential for local use!
- Promoted more, organised more, more for families, cared for more - so much to offer but so underused.
- Advertise events! I came whilst visiting a friend today and would happily travel back if I knew of other events.
- Dramatically improve catering facilities. High quality restaurants featuring food from all the ethnic minorities in the borough.
- Change ice rink steward so not so aggressive.
- Bring back the Saturday and Friday night dances!
- Make more of the BBC studios.
- More open days and events for the public to access the building.
- Used more!
- Transport.
- Publicity and marketing.
- I would like to see it well kept so that the original structure is not lost but still used in a contemporary fashion that does not risk its preservation. Ally Pally is the jewel of Haringey borough.
- Tie into 2012 Olympics to exploit vast potential. We ♥ Ally Pally!
- I'd love some indoor gardens, maybe even allotments, like a free Kew. Problem with getting crowds is a lack of transport. What about a tropical park/birds?

How often do you visit Ally Pally and why?

Alexandra Palace – Ice Rink foyer

- Twice a week skating

- 3 times per week – skating
- Once/twice a week – swings and walking

Marcus Garvey Library

- Ally Pally is a place I visit very often, from a child to an adult. I bring my children here for various things, from wanting a peaceful place to reflect or for activities and events. I think what is here already should be developed fully and the idea of a hotel and museum is great!
- At least once a month; will visit weekly if more time.

Open Day

- First visit (x 2)

Summary

The response to the consultation demonstrates significant local support for Alexandra Palace and Park. Just over 75 per cent consider the Palace to be an attractive venue and 92 per cent support the preservation of its history.

Ninety per cent agreed that urgent action should be taken to restore the Palace with 92 per cent supporting long-term investment in both the Palace and the Park.

Ninety-three per cent of respondents believe the Palace and Park have a role to play both locally and within the London Borough of Haringey. Ensuring local residents have the opportunity to have their say has overwhelming support – 96.7 per cent believe this to be important.

Appendix Two (A)

Public feedback: breakdown by venue

Key: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly disagree; NR = No Reply

	Q1. AP IS AN ATTRACTIVE VENUE THAT OFFERS A DIVERSE RANGE OF EVENTS AND FACILITIES.	Q2. AP HAS A LONG AND RICH HISTORY WHICH SHOULD BE PRESERVED.	Q3. IMMEDIATE ACTION IS NECESSARY TO RESTORE BUILDING AND GIVE AP THE FACILITIES IT NEEDS TO SUCCEED	Q4. LONG TERM INVESTMENT IS CRUCIAL TO ENSURING A SUSTAINABLE LURE FOR BOTH THE PALACE AND THE PARK.	Q5. AP&P HAVE AN IMPORTANT ROLE TO PLAY WITHIN THE LOCAL COMMUNITY AND THE WIDER LB HARINGEY.	Q6. ONGOING CONSULTATION WITH LOCAL RESIDENTS IS IMPORTANT.
Highgate Library 15.3.10 (6 questionnaires)	SA – 2 A – 3 D – 1	SA – 6	SA – 4 A – 1 D – 1	SA – 4 A – 1 SD – 1	SA – 4 A – 1 N – 1	SA 3 A – 3
Hornsey Library 16.3.10 (5 questionnaires)	SA – 1 A – 1 N – 1 NR – 2	SA – 3 N – 1 NR – 1	SA – 2 A – 1 SD – 1 NR – 1	SA – 2 A – 1 NR – 2	SA – 4 NR – 1	SA – 4 NR – 1
Marcus Garvey Library 17/23.3.10 (3 questionnaires)	SA – 1 A – 1 N – 1	SA – 1 A – 1 N – 1	SA – 1 A – 1 N – 1	A – 2 NR – 1	SA – 1 A – 2	A – 3
Alexandra Park Library 18.3.10 (10 questionnaires)	SA – 5 A – 3 D – 2	SA – 8 A – 1 N – 1	SA – 8 A – 1 N – 1	SA – 9 A – 1	SA – 10	SA – 8 A – 1 N – 1
Alexandra Palace (Ice Rink foyer) 19/20/21.3.10 (9 questionnaires)	SA – 1 A – 6 N – 2	SA – 8 A – 1	SA – 4 A – 5	SA – 5 A – 4	SA – 7 A – 2	SA – 6 A – 3
Postal responses (10 questionnaires)	SA – 2 A – 4 N – 2 SD – 2	SA – 6 A – 3 SD – 1	SA – 6 A – 1 N – 1 D – 1 SD – 1	SA – 7 A – 2 SD – 1	SA – 8 N – 1 D – 1	SA – 10
Open Day 22.5.10 (47 questionnaires)	SA – 24 A – 14 N – 7 D – 1 NR – 1	SA – 40 A – 5 N – 1 NR – 1	SA – 38 A – 8 NR – 1	SA – 43 A – 2 N – 1 NR – 1	SA – 41 A – 4 NR – 2	SA – 41 A – 5 NR – 1
Total (90 questionnaires)	SA – 36 A – 32 N – 13 D – 4 SD – 2 NR – 3	SA – 72 A – 11 N – 4 D – 0 SD – 1 NR – 2	SA – 63 A – 18 N – 3 D – 2 SD – 2 NR – 2	SA – 70 A – 13 N – 1 D – 0 SD – 2 NR – 4	SA – 75 A – 9 N – 2 D – 1 SD – 0 NR – 3	SA – 72 A – 15 N – 1 D – 0 SD – 0 NR – 2

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