

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Monday, 14th September, 2020, 7.30 pm - MS Teams (watch it [here](#))

Members: Councillors Anne Stennett (Chair), Eldridge Culverwell (Vice-Chair), Dana Carlin, Nick da Costa, Bob Hare and Sarah Williams

Co-optees/Non Voting Members: Jason Beazley (Three Avenues Residents Association (TARA)), Duncan Neill (Muswell Hill and Fortis Green Association), Val Paley (Palace View Residents' Association) and Nigel Willmott (Friends of the Alexandra Palace Theatre)

Quorum: 3 Council Members

1. FILMING AT MEETINGS

Please note this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the 'meeting room', you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual, or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 13 & 20 below).

4. DECLARATIONS OF INTERESTS

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

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

6. MINUTES (PAGES 1 - 8)

- i. To approve the minutes of the Alexandra Palace and Park Board held on 14 January 2020.
- ii. To approve the minutes of the Alexandra Palace and Park Panels held on 27 February 2020 and 17 July 2020

7. TO CONSIDER ANY ADVICE OR COMMENTS FROM RECENT SAC/CC MEETINGS

Draft minutes from both the Statutory Advisory Committee and the Informal Joint Statutory Advisory Committee and Consultative Committee meetings held on 1 September 2020 will be circulated before the meeting.

8. REPORT FROM THE CHAIR OF THE FRRAC (PAGES 9 - 10)

To note the feedback from the Finance, Resource, Risk and Audit Committee (FRRAC).

9. CEO'S REPORT (PAGES 11 - 24)

To note the general update on the Charity's activities.

10. END OF YEAR REPORT (PAGES 25 - 32)

To note the report on 2019/20 outdoor event monitoring, complaints and Theatre use.

11. CAR PARK CHARGING PROPOSALS (PAGES 33 - 92)

To approve the recommendations to implement a car park charging scheme at Alexandra Palace.

12. FRIENDS OF THE THEATRE (PAGES 93 - 102)

To approve the recommendations in the report on the future relationship.

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

14. FUTURE MEETINGS

Saturday 21 November (Board Strategy Day)

14 December 2020

29 March 2021

15. EXCLUSION OF THE PUBLIC AND PRESS

Items 16-21 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

16. EXEMPT MINUTES (PAGES 103 - 106)

- i. To approve the exempt minutes of the Alexandra Palace and Park Board held on 14 January 2020.
- ii. To approve the exempt minutes of the Alexandra Palace and Park Panels held on 27 February 2020.

17. EXEMPT AUDIT FINDINGS REPORT (PAGES 107 - 134)

18. EXEMPT FRRAC CHAIR'S REPORT (PAGES 135 - 136)

19. EXEMPT APTL CHAIR'S FEEDBACK REPORT

To follow

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

Felicity Foley, Acting Committees Manager
Tel – 0208 489 2919
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Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 04 September 2020

**MINUTES OF MEETING ALEXANDRA PALACE AND PARK
BOARD HELD ON TUESDAY, 14TH JANUARY, 2020, 7.30 - 9.20
PM**

PRESENT:

**Councillors: Anne Stennett (Chair), Eldridge Culverwell (Vice-Chair),
Dana Carlin, Nick da Costa, Bob Hare and Sarah Williams**

Non-voting members: Duncan Neill, Val Paley and Nigel Willmott

1. FILMING AT MEETINGS

The meeting was not filmed or recorded.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Jason Beazley.

Apologies for lateness were received from Councillor Williams.

3. URGENT BUSINESS

There was one item of urgent business - Execution of APTL User Agreement. This would be discussed under item 11 of the agenda.

4. DECLARATIONS OF INTERESTS

None.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

None received.

6. MINUTES

RESOLVED that

- i. The minutes of the Alexandra Palace and Park Board held on 8 October 2019 be approved;
- ii. The minutes of the Alexandra Palace and Park Board held on 10 December 2019 be approved;
- iii. The minutes of the Alexandra Park and Palace Statutory Advisory Committee held on 10 December 2019 be noted; and
- iv. The minutes of the joint Alexandra Park and Palace Statutory Advisory Committee and Alexandra Palace and Park Consultative Committee be noted.

7. REPORT FROM THE CHAIR OF THE FINANCE, RISK, RESOURCE AND AUDIT COMMITTEE

RESOLVED that the feedback from the Finance, Risk, Resource and Audit Committee be noted.

8. TRUST FINANCIAL RESULTS

Dorota Dominiczak, Director of Finance and Resources, introduced the report as set out. The Trading Company had made good progress towards the ambitious fundraising target.

Section 11 highlighted the known risks for 2020/21 – a possible cut in the Corporate Trustee grant and some contractual costs. The Finance team were currently working on the budget for 2020/21 to factor in the reduction of the grant, and this would be discussed at the Finance, Risk, Resources and Audit Committee (FRRAC) and presented to the next Board meeting.

RESOLVED that the financial performance of the Trust and the pressure on the Trust's 2019/20 budget be noted.

9. CEO REPORT

Louise Stewart, Chief Executive, introduced the report as set out. The parking consultation had ended, with over 2000 responses. The responses were predominantly from local residents. There were early indications that there was a good level of detailed useful feedback in key areas. The results would be analysed and reported back at a future meeting.

The Trust had received funding from Arts Council England, this was a new funding relationship for the Trust.

Work was being undertaken to resolve broken lighting in the park and to address enquiries and complaints received.

A digital asset management system was in the process of being rolled out across the organisation for archiving materials. This system would have an internal interface that would currently cover the back office, but eventually would contain a public access element. In response to a Board Member, Emma Dagnes advised that the system would start as a basic public asset platform but there could be scope to include a retail element.

RESOLVED that the report be noted.

10. FABRIC MAINTENANCE PLAN (FMP)

Emma Dagnes, Deputy Chief Executive, introduced the report as set out. Prior to the meeting the Board had carried out a tour of the building to view some of the priority areas identified in the Fabric Maintenance Plan (FMP).

In response to questions it was noted:

- Refurbishment of the ladies' toilets in the Phoenix Bar is on the priority list but had been deferred due to other emergency repair works required during December. A decision needed to be made as to whether a small refurbishment would suffice, or if a full redesign was required. The Head of Facilities was exploring replacing the splashback at the sinks. Louise Stewart advised that the organisation was getting better at communicating to the public on site when there was a refurbishment or repair happening or required and its status.
- The overarching position of the FMP had not changed significantly from last year. Some parts of the building had not been looked at due to budget.
- The aim was to complete the East Court project fully before embarking on other projects.
- Meanwhile uses for certain parts of the building had been explored but some of the uses discussed were not currently financially viable.
- The FMP was reviewed by the Building Manager every two months.

RESOLVED that

- i. **The progress made in 2019/20 be noted; and**
- ii. **Adjustments to priorities be approved.**

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

The Chair introduced the report as set out. The Board had taken a decision at its' meeting on 8 October 2019 to approve an updated APTL User Agreement to commence in April 2020, however the recommendations had omitted the Board's explicit approval for the Council's Legal Services team to execute and seal the new agreement.

RESOLVED that the London Borough of Haringey's Assistant Director of Corporate Governance be authorised to seal the APTL User Agreement, which was approved by the trustee board on 8th October 2019.

12. FUTURE MEETINGS

24 March 2020

13. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that the press and public be excluded from the meeting for the consideration of items 14-18 as they contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

14. MINUTES

RESOLVED that

- i. The minutes of the Alexandra Palace and Park Board held on 8 October 2019 be approved; and**
- ii. The minutes of the Alexandra Palace and Park Board held on 10 December be approved.**

15. EXEMPT LEASEHOLD PROPERTY REVIEW

The recommendations in the report were approved.

16. EXEMPT ESTATE GUARDING CONTRACT

The recommendations in the report were approved.

17. EXEMPT APTL CHAIR'S FEEDBACK REPORT

The recommendations in the report were approved.

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

None.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

**MINUTES OF MEETING ALEXANDRA PALACE AND PARK
PANEL HELD ON THURSDAY, 27TH FEBRUARY, 2020, 5.00 -
5.50 PM**

PRESENT:

Councillors: Nick da Costa, Anne Stennett (Chair) and Sarah Williams

ALSO ATTENDING:

Councillors: Eldridge Culverwell and Bob Hare

Non-Voting Members: Jason Beazley, Duncan Neill, Val Paley and Nigel Willmott

24. FILMING AT MEETINGS

The meeting was not filmed.

25. APOLOGIES FOR ABSENCE

None.

26. URGENT BUSINESS AT SPECIAL MEETINGS

As it was a special meeting, no urgent business was considered.

27. DECLARATIONS OF INTEREST

None.

28. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the discussion of item 6 as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraphs 3 and 5.

29. EXEMPT MATTERS - TO APPROVE RECOMMENDATIONS

The recommendations in the report were approved.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

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**MINUTES OF MEETING ALEXANDRA PALACE AND PARK
PANEL HELD ON FRIDAY, 17TH JULY, 2020, 9.00 - 9.10 AM**

PRESENT:

Councillors: Dana Carlin, Bob Hare and Anne Stennett (Chair)

30. FILMING AT MEETINGS

Members noted that the meeting was being live streamed on the Council's website.

31. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors da Costa and Williams, Duncan Neill, Val Paley and Nigel Willmott.

32. URGENT BUSINESS AT SPECIAL MEETINGS

As it was a special meeting, no other business was considered.

33. DECLARATIONS OF INTEREST

None.

34. TEMPORARY VARIATION OF PARK EVENTS LICENCE

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out.

Members were requested to consider approving a temporary variation to the Parks Event Licence to allow the Pavilion to be included under the licence. Members of the Statutory Advisory and Consultative Committees had been consulted, with no objections received. The capacity of the Pavilion was 7000, but it was intended that to cap this at 2500 to ensure that social distancing would be complied with. Members agreed that this would be a sensible approach and it was

RESOLVED to approve the submission of an application to vary the Alexandra Park Outdoor Events Licence for a period of 4 months.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****14 SEPTEMBER 2020**

Report Title: Finance, Resource, Risk and Audit Committee (FRRAC) Chair's report

Report of: Sarah Williams, Chair of FRRAC

Local Government (Access to Information) Act 1985 N/A

1. Introduction

- 1.1 FRRAC is a non-decision making committee established by the Trust Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 This report highlights relevant considerations of the FRRAC at its meeting on 11th August 2020 and makes recommendations to the Board. The minutes of the FRRAC meeting are included in the Trustee Information Pack.
- 1.3 The meeting was attended by: Sarah Williams, Dana Carlin, Bob Hare, Claire Pape, Louise Stewart, Emma Dagnes, Dorota Dominiczak and Nat Layton (clerk). Anne Stennett sent apologies.

2. Recommendations

- 2.1 To note the feedback from FRRAC.

3. 2019/20 Annual Report and Accounts

- 3.1 We received a presentation from the auditors on their audit findings report (included in Exempt Item 19 on this agenda).
- 3.2 We considered the draft Trustees 2019/20 Annual Report and Financial Statements.

4. Financial Position

- 4.1 We were reminded that the Trust is predicting a cash deficit in Q4 of the current financial year and noted that forecasts and a recovery plan were being prepared to support emergency funding applications.

5. Strategic Risk Register

We reviewed the Strategic Risk Register, available in the Trustees Information Pack, and noted that many of the high-level risks were outside of the Trust's control and were expected to reduce as recovery begins following Covid-19.

6. Other items

We noted the feedback from staff and volunteers in response to the wellbeing survey and that returning to work arrangements were being made. We also noted the update on car park charging proposals.

FRRAC recognised the current difficulties faced by the Trust and asked the CEO to convey our thanks to all working staff.

7. Appendices - None



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14 SEPTEMBER 2020

Report Title: CEO's Report

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985 – N/A

***Purpose:** To update the Trustee Board on the activities of the Charity.*

Local Government (Access to Information) Act 1985: N/A

1. Recommendation

1.1 To note the content of this report.

2. Covid-19 Response

2.1 Since the closure of the Palace on 17th March and the majority of scheduled events for 2020/21 being cancelled or postponed, due to the pandemic and the need to protect the public, staff and volunteers, the Board has received regular updates from the CEO on how the Charity has continued to deliver its charitable purposes through:

- creative Learning adapting swiftly to deliver online content;
- the Park providing respite for local people;
- and continuation of essential maintenance work.

2.2 Although the Palace was closed to the public, it provided support to the pandemic response efforts through:

- hosting an Essential Supplies Distribution Centre, working with Haringey Council and Edible London;
- hosting Compassion London in the main kitchens to prepare and distribute hot meals;
- hosting a bi-weekly Mobile Military Covid-19 testing unit in the Paddocks car park.

2.3 Except for the Palace building all facilities on site have now reopened.

Anti-social behaviour

- 2.3 The Park saw an increase of 168% in the number of visitors during the lockdown. Between 17 March and 22 May 2020 an estimated 1.5m people visited, which put immense pressure on the Park and Grounds Maintenance staff (more detail in the Park section below).
- 2.4 Despite signage and social media communication the Trust experienced an increase in negative social media comments, complaints and enquiries that more needed to be done to protect public safety and the charitable assets due to visitors failing to observe social distancing, group fighting, dangerous driving, illegal (double and triple) parking, trespassing, illegal trading and drug use.

Road Closure

- 2.5 The situation raised significant safety concerns, particularly the dangerous driving and illegal parking. It was having a detrimental impact on visitors to the Park, and surrounding areas. In agreement with our partners, Haringey Council, the Police and TfL it was decided to close Alexandra Palace Way between the hours of 8pm and 5am. The Trust also invested in concrete infrastructure to block the parking in the bays for the foreseeable future. This was communicated to stakeholders and publicised on our social media channels and in a blog on the website a few days before the closure came into effect on 2nd June (until 13th July).
- 2.6 The Road closure was a temporary measure, which could be repeated. At the time of writing we have noticed a recurrence of the ASB activity and are in dialogue with our partners about appropriate measures.
- 2.7 We are extremely grateful to members of the community who have rallied to support us by donating, supporting the measures we have undertaken, being advocates on social media, particularly on our fundraising efforts, actively helping to deal with the litter, as well as being 'eyes and ears' for the Trust as the majority of our staff have been furloughed or working remotely.
- 2.8 The Trust came under pressure to reopen park facilities but was consistent in the reasons for not reopening; (1) safety of the public and personnel (2) the cost to the Trust, of reopening, especially in a Covid secure way, when there is no income being generated to pay for the management of the facilities.

Parking donations

- 2.9 Our car parks were closed at the start of lockdown to discourage people from breaking the government guidance to stay at home. However, the car park closures caused issues particularly as the weather was fine and the number of people in the local area working from home or furloughed meant visitors were using the road and grassed areas as a car park instead. This was becoming dangerous due to speeding vehicles and causing damage to the park and its infrastructure. There was also a noticeable increase in parking in surrounding streets when people were permitted to drive to locations for leisure.
- 2.10 To mitigate the impact, in May, the car parks were opened, incurring staffing costs therefore, as a temporary measure, drivers were invited to make a donation (using a socially distant 'tap to donate' system). We communicated this to our stakeholders,

including ward councillors and local resident groups and individuals. It has been received well, with only a handful of drivers declining to donate.

Diversity and Inclusion

- 2.11 The 2016 HR Audit action plan included undertaking staff surveys every four years and collecting data to understand the make-up of the workforce and devise a plan to address areas of concern or under-representation.
- 2.12 The employee data collection work was completed in 2019/20 and reported to the Finance, Resource, Risk and Audit Committee (included in the HR Update Report in the Trustees Information Pack in July 2019). The next staff survey was due to take place in 2020 but was replaced with a wellbeing survey due to Covid.
- 2.13 Following the Black Lives Matter campaign in June the Executive Team established a Diversity and Inclusion Sub-Committee (D&I Committee) to accelerate work to create a more diverse and inclusive organisation. . The D&I Committee are in the early stages of producing an action plan which includes understanding baselines and targets, analysing recruitment processes and finalising the staff survey on inclusion and belonging. *A workshop is proposed for the Board to discuss the draft plan.*

3. Recovery

- 3.1 The current focus is on securing funding to keep the Trust going in this financial year, preparing for reopening the building and staff returning. Risk assessments and carefully planned processes and systems are needed to protect staff, volunteers and customers.
- 3.2 Fundraising
 - 3.2.1 The Trust was successful in its application for £250k from the emergency National Lottery Heritage Fund for £250k needs more detail
 - 3.2.2 The latest forecast for the current year has improved due to an additional grant of £500k received from Haringey Council.
 - 3.2.3 An application for a grant from the Culture Recovery Fund was submitted on 14 August.
 - 3.2.4 The Trust is making progress on initiatives to reduce its carbon footprint and energy usage. As part of this, an application is in progress for investment in LED lighting to replace discharge lighting in two areas – similar to a previous project in the Great Hall.

4. Repairs and maintenance

- 4.1 With visitor areas closed the team have been able to complete maintenance or repair work in areas, which are usually high usage with little down time. The work we have been able to undertake may not all be visible to the public but it will increase the resilience of the building.

4.2 Work in public areas include:

- Ice Rink: trench edge reinforcement (complete), new kickboards (80% complete), replacement electrical distribution boards, new valve and controller boards on the refrigeration plant (all complete).
- Tower masonry repairs to the public facing elevations of South Terrace and The Beach (complete).
- Redecoration (complete) and renewal of seals (ongoing) to Theatre doors.
- Floor repairs to Great Hall (complete).
- Glazing repairs to East Lightwell (complete).
- Replacement fire doors installed to East Lightwell serving BBC corridor/event store (complete).

4.3 Back of house areas:

- Replacement electric boards and rewiring in the BBC Tower (on-going, complete rewire required to almost every floor, due to aging brittle wiring and non-compliant defects).
- Boiler and hot water expansion vessels works (complete).
- New flooring, sink repairs and anti-slip treatment to stairs in the Phoenix Bar & Kitchen (complete).
- Fitting of new roof lights over Marble Staircase (complete).
- Redecoration of rear fire escape staircases and back of house areas (complete to Level 5 and Security, Organisers Office corridor).
- Repairs and decoration planned to BBC toilets/corridor (complete) and part offices (ongoing as delayed by essential rewiring to BBC offices)
- Installation of goods lift to West Yard Building storage unit (complete). Additional high level cage due to be installed in September, to add extra protection from storage objects potentially falling into lift.

5. Dukes Avenue Bridge

In June a note (attached at Appendix 1) was circulated about the future of the disused railway bridge at Dukes Avenue. The bridge, owned by the Crown Estate, is being considered for demolition due to safety reasons. The Trust is keen for the bridge to be retained as part of AP's heritage story but understands the safety issues that have been raised. At the time of writing this report no further updates are available.

6. Planning application consultations

6.1 Since the last Board meeting the Trust has submitted representations in response to two residential developments:

- Former Petrol Filling Station, 76-84 Mayes Road, N22 – HGY/2020/0795 (in April)
- 7 Cross Lane, Hornsey, N8 7SA – HGY/2020/1724 (in August).

6.2 Both proposed developments refer to Alexandra Park as default recreational ground and the Trust's responses have sought to understand what opportunities there will be for contributions towards upgrading, maintaining and improving the local area's existing open spaces, in particular the Park to be able to absorb this additional usage.

7. Park Update

Litter

- 7.1 The level of litter in the Park since March has been overwhelming (in May the weight of litter was up 79% on May 2019 and up 252% on May 2018).
- 7.2 The public donations have enabled us to make additional litter collections at weekends and provide litter pickers to around 100 volunteers. Two graphs are displayed in appendix 2 to demonstrate the increase in litter in the Park this year, 30 tonnes collected in June 2020 compared to 11 tonnes in June 2019.
- 7.3 We are very grateful to our local community, neighbours and park users who have helped us to combat the level of abuse the Park has been receiving, by actively volunteering and collecting litter. We are also grateful for the continued support of the Friends of the Park and who have co-ordinated groups of new volunteers. This not only improves the experience for park users, it prevents the litter problem from getting worse and assists to prevent harm to other people and wildlife in and around the Park.

Reporting Anti-social behaviour

- 7.4 As mentioned earlier in this report we have seen an increase in antisocial behaviour and many reported incidents of young people climbing over the gates to access the Park at night time, as well as motorbikes/mopeds driving through pedestrian areas and crimes being committed in surrounding areas.
- 7.5 We encourage local residents to contact 020 8365 2121 which goes to our Visitor Services Team Monday to Friday, 9am – 5pm and the Security Control Room during out of hours. However, we encourage people to report crimes and anti-social behaviour to the local authority and the Police, who we work closely with.

7.6 Tree and Woodland Management Plan

Work on the Tree and Woodland Management Plan continues. It sets out a framework to manage and protect the diversity of species and the Park's landscape character and tree stock from the increasing threat of tree diseases. A summary or full version can be requested from Natalie Layton (Charity Secretary) and any comments submitted to the Park Manager, Mark Evison, via Natalie.Layton@alexandrapalace.com.

- 7.7 At the last meeting the SAC/CC sought additional information on the Tree planting project, which is included at Appendix 4.

7.8 Thames Water repairs

In March Thames Water were on site to repair a burst pipe in the water main supply to leasehold properties in the Park, which surfaced around the Grove bus stop. The pipes are old the defect may have moved to the next weak joint in the pipe. The Trust is responsible for the pipes and sourcing spare, obsolete pipes in the future could have significant costs.

Thames Water were also on site for approximately three months to repair a significant leak in the Lower Road from a large-diameter Thames Water trunk main, which had been flooding the football ground for some time. After the repair, Thames Water

installed new drainage gullies and resurfaced a large area of the lower road which has resolved some pre-existing problems.

8. Creative Learning

Opening of the Creativity Pavilion (the 'Learning Zone')

- 8.1 The Creativity Pavilion opened its doors on 25 February 2020 with Children from Friern Barnet and St James' schools taking part in a 3D Modelling workshop led by the project architects.
- 8.2 The new purpose-built learning space in the East Court provides a home for our growing Creative Learning programme, offering opportunities for local communities to explore their creativity through workshops, courses and volunteering.
- 8.3 The Pavilion programme opened with an exhibition of ingenious inventions, designed by local children as part of our Little Inventors project and brought to life by students from Middlesex redLoop Innovation Centre.

Activities

- 8.4 Despite various challenges and having to respond to the rapidly changing situation AP has been able to continue producing learning programmes and is leading discussions with Haringey Education Partnership to support teachers and young people in making their programmes relevant to the situation. For example, in September the Haringey Tuition Service will be delivering some of their sessions in the Creativity Pavilion.
- 8.5 Free downloadable content includes: wildlife and nature (and creating dens), interactive content around magic and creativity and four Creativity Summer Camps took place over the summer: Street Art, Fashion, Dance and Spoken Word. We also launched a music programme encouraging people to create a graphic score and create links for other people to add to it.
- 8.6 20 young people will be joining the Creative Learning team to input into creating 8 events and have their say on the arts and culture they want to see in the building, although this is likely to be delivered online.
- 8.7 The Little Inventors Challenge launched in April with young people invited to design and create a wildlife invention. This year's theme aims to encourage focused learning about sustainability and the environment on their journey through the Park and to continue the learning at home. To encourage more schools to engage in the challenge the deadline has been extended to October and the partner artist 'Jack The Artist' has been commissioned to make three new short films on sustainable issues and invention. Six of the inventions will be selected for display in the Park's outdoor learning area, to be made by Jack The Artist working with a community or school group.
- 8.8 One challenge was transferring the Biblio-Buzz book awards into an online event. Cancelling the event was not an option as so many young people in Haringey had invested their time in reading the 6 books and voting on a favourite. They were able to discuss the books, meet the authors and meet Cressida Cowell, Children's Laureate for Waterstones Books.

8.9 Big Schools; Green Screen Champions

The Creative Learning Team adapted the 1 day session to deliver a 2 week programme of webinars, films and downloadable resources. In addition to BAFTA and Discovery Learning the Big Schools partners have been broadened to include: Albert (providers of guidance on creating sustainable content), Feilden Clegg Bradley Studios (FCBS) architects and artists and animators commissioned to teach young people how to make films. The data is still being evaluated but approximately 1,786 pupils have engaged with this programme.

9. **Wild in the Park**

- 9.1 In summer 2019, we embarked upon on a major new creative learning programme in the Park, supported by a fantastic three-year commitment from Matchroom Sport Charitable Foundation. There is a huge amount of evidence showing the benefit of time spent outdoors surrounded by nature for all of us, but particularly for young people.
- 9.2 Pilot programmes have continued since September with 6-10 taster sessions delivered with our outdoor learning experts Forest and Family working in consultation with children, young people and education specialists from the Haringey Tuition Service, Alexandra Park Primary and Heartlands Learning Support Unit. Through these pilot programmes we are developing provision for outdoor learning for children and young people with Special Education Needs, young people with social, emotional and behavioural needs and forestry school provision for primary schools.
- 9.3 Wild in the Park's family programmes and performances are now happening regularly, with after school clubs, some weekends activities and school holidays, including Creativity Camps. Family performances take families on trails through the park, and we are offering family crafting activities. These activities are continuing even through this very wet winter... a key objective is demonstrating that outdoor learning is not just a summertime activity.
- 9.4 We have always been clear that we would not be delivering this programme on our own, but in conjunction with other experienced and expert local organisations and practitioners. Alexandra Palace's Creative Learning team is working with organisations including Haringey Pupil Referral Units, Education Trusts, and the Haringey Youth Board. These partners act as referral agencies but also offer support and guidance to ensure they remain relevant when addressing young people's needs. In addition, we have developed strong partnerships with creative companies specialising in creative arts outdoor learning provision, such as Emergency Exit Arts, Scarabaeus Circus Performance Company and Collage Arts.
- 9.5 So far, participants have worked with specialists from a range of fields including artists, forestry school educators and wild life/conservation experts. Activities have included designing 'Grab and Go' activities for families, conservation initiatives, building insect hotels, den-making, and building camp fire and toasting marshmallows. As hoped the programme is beginning leave a footprint and legacy for future park users and communities to enjoy, for example young people worked with street artist Carleen De Souzer to create a mural to decorate the bridge that leads to Muswell Hill.
- 9.6 We committed to reaching at least 1,500 children and young people through this programme in the first year and we exceeded this figure.

- 9.7 What is even more encouraging is the diversity of young people we are reaching, including those in Pupil Referral Units and children with special needs. Many of these young people will not have had opportunities like this before, and this is where we think the programme can make a profound and long-term impact.

10. Events

- 10.1 Generating income by restarting our operations is essential to keep the Park and Palace safely open, all year round, for everyone to enjoy.
- 10.2 'The Terrace' is a Covid secure food and drink experience based on the 'beach area' of the South Terrace outside the Phoenix Bar and Kitchen.
- 10.3 Ice rink is due to open in early September, when the maintenance work is completed and the ice can be refrozen.
- 10.4 There are some exhibitions that are currently on the schedule that we are expecting to go ahead, such as Knit and Stitch, which is normally one of our largest shows.
- 10.5 The Theatre has been in use during lockdown by Melody VR who recorded artists and the Wireless Festival, which was streamed live. The artist Nick Cave also recorded his video album in the West Hall and another large film shoot took place in the Great Hall.
- 10.6 Licence Variation
In July we communicated to the SAC/CC the Trust's intention to apply for a minor variation to the outdoor events premises licence to include the Pavilion to host a series of small music events over the August 2020 Bank Holiday weekend. We worked extremely hard on a number of options to deliver the event, with the relevant authorities recognising the high standards we were working towards, however despite meeting government guidelines, it was decided that the event could not be delivered in a way that would not compromise the experience.
- 10.7 Fireworks
At the time of writing this report options were still being discussed with the relevant authorities for the Fireworks Festival.

11. Legal Implications

- 11.1 The Council's Assistant Director of Corporate Governance has been consulted on this report and advises that there are no legal implications arising from this report.

12. Financial Implications

- 12.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

13. Appendices

- Appendix 1 – Dukes Avenue Bridge information note
Appendix 2 – Waste increase graphs



SAC/CC Information Note Dukes Avenue Railway Bridge June 2020

1) What is the issue?

The Dukes Avenue Bridge traverses a significant pedestrian access point (Gate 10) to Alexandra Park and Palace (See location picture below).

The bridge has been subject to regular inspections by Department of Transport (DfT) over many years, but in recent months, the frequency of inspections has increased significantly. The Trust were contacted by DfT in mid-March 2020 to advise that they were looking to demolish the bridge on health and safety grounds, due to concerns about its structural integrity.

Generally, DfT tend to repair structures where possible. However, they have advised that the defects are severe and the required repairs extensive. Due to the deterioration rate, DfT are concerned that the bridge will need to be demolished sooner rather than later. The weather patterns in recent months have caused issues with a number of similar structures that DfT are responsible for, so they are keen to act quickly.

The bridge is also a location that attracts frequent Anti-Social Behaviour (ASB). Around two years ago some security fencing was installed by DfT in an attempt to discourage the ASB on the deck of the bridge (drug-taking/ dealing and general vandalism).

2) Who owns the Dukes Avenue bridge?

The bridge and the land it sits on are the responsibility of DfT, even though it is within the parkland. The structure itself and the land beneath it is Crown property.

3) What responsibility does Alexandra Park and Palace Charitable Trust (APPCT) have for the bridge?

APPCT have no responsibility for the bridge. However, whilst it is not the Trusts property we recognise the importance of its heritage in the story of Alexandra Park and Palace. APPCT remove the graffiti from the bridge to improve presentation of the site, acting as 'a good neighbour'. Our security staff respond to calls regarding ASB on and around the bridge as and when resources allow.



Location of bridge circled in red

4) Why do the DfT want to demolish it?

The DfT assessment of the bridge's structure suggests that in its current state it represents a risk to public safety. The engineer is also concerned that the increasing cycle of drought and very wet weather affects the ground conditions. The exacerbation of the natural shrinking and swelling of the London clay will cause a rapid deterioration of the condition of the bridge – leading to an emergency closure of the path beneath it. DfT are looking into whether they can demolish the bridge as 'permitted development' in line with the Town and Country Planning (General Permitted Development) (England) Order 2015, Schedule 2, Part 19, Class Q. However, the Council exercising its powers as the LPA do not agree that the demolition would be permitted development. It is the Council's opinion that that part of the GPDO can only be exercised on 'emergency' grounds, not 'health and safety'. The Council's assertion draws support from the inspection report and conclusions carried out by its structural engineers.

5) Is the bridge listed?

The bridge is locally listed in Haringey's Local Plan and is within a Conservation Area, so there is a presumption (in planning terms) for its retention.

A locally listed building is a building or structure of architectural or historic interest, which makes a valuable contribution to the character of an area, but does not qualify for inclusion on the statutory list. These are non-designated heritage assets.

Additional conservation considerations are given to the alteration of these buildings and the Council will seek to ensure that the special character of such buildings is protected and enhanced.

The bridge is listed as a Designated Site of Industrial Heritage Interest (GLIAS).

6) What is the history of the bridge?

The Edgware, Highgate & London Railway obtained an Act in 1862 to build a line from a junction with the GNR at Seven Sisters Road station (now Finsbury Park) to Edgware. The following year the Midland Railway received authority to build a line between Bedford and St Pancras, which would provide a quicker route into central London from the Mill Hill area. To improve the prospects of their Edgware line the EH&LR proposed a branch from Highgate to Muswell Hill serving the new Alexandra Palace and its pleasure grounds - and an extension of the main line from Edgware to Watford.

Alexandra Palace Station was built at the same time as the Palace, opening in May 1873. It closed temporarily just two weeks' later as a result of the fire, but soon reopened to take people to see the ruins of the first Palace.

The fortunes of the railway and station were closely tied to the Park and Palace. Due to insufficient demand (few weekday commuters) and competition from the new, more convenient tram services resulted in the line and station being closed 9 times between 1873 until the last day of public service on 5 July 1954. The station was partially dismantled in the late 1950s and lines were pulled up to make way for car auctions, which occupied the Palace's North Yard, as we now call it, until the early 1970s.

An article from the Bowes Park Weekly News dated 26 May 1906, describes the "New Entrance to the Palace" from Dukes Avenue under the railway bridge. The Historic England listing for the Park and Palace also mentions the entrance "under the railway arch, was opened in 1906, mainly to provide access from Muswell Hill to the new tram terminus." The bridge remained in the ownership of the then British Rail (Residuary) Board, (now HRE). The railway station became the responsibility of Haringey Council in 1980 when it inherited the trusteeship of the charity. Part of the site was retained as a British Rail laboratory, sold later to the Lab (gym), part of it remained with the Trust and is leased to a charity (CUFOS), part went to the school and the bridge was retained by DfT.

7) What conversations is the Trust having with DfT and the Council?

The Trust is in regular contact with the Project Lead at DfT/HRE. The DfT/HRE have a duty to keep the public safe and the Trust will cooperate and work with them to ensure a safe environment is established.

Following an inspection by Haringey Council's Building Control team, the Trust has fenced off an area of pathway that is close to some cracked brickwork. This fencing has been installed without prejudice – the responsibility of the bridge lies with DfT/HRE. The Trust has made it clear that we feel the permitted development route should not be utilised if DfT decide demolition is the correct treatment for the bridge.

The Trust has also made it clear that as a heritage structure we would expect that consideration is given to future heritage interpretation of the area, in what is left standing and the landscaping of the area.

8) What are the other options?

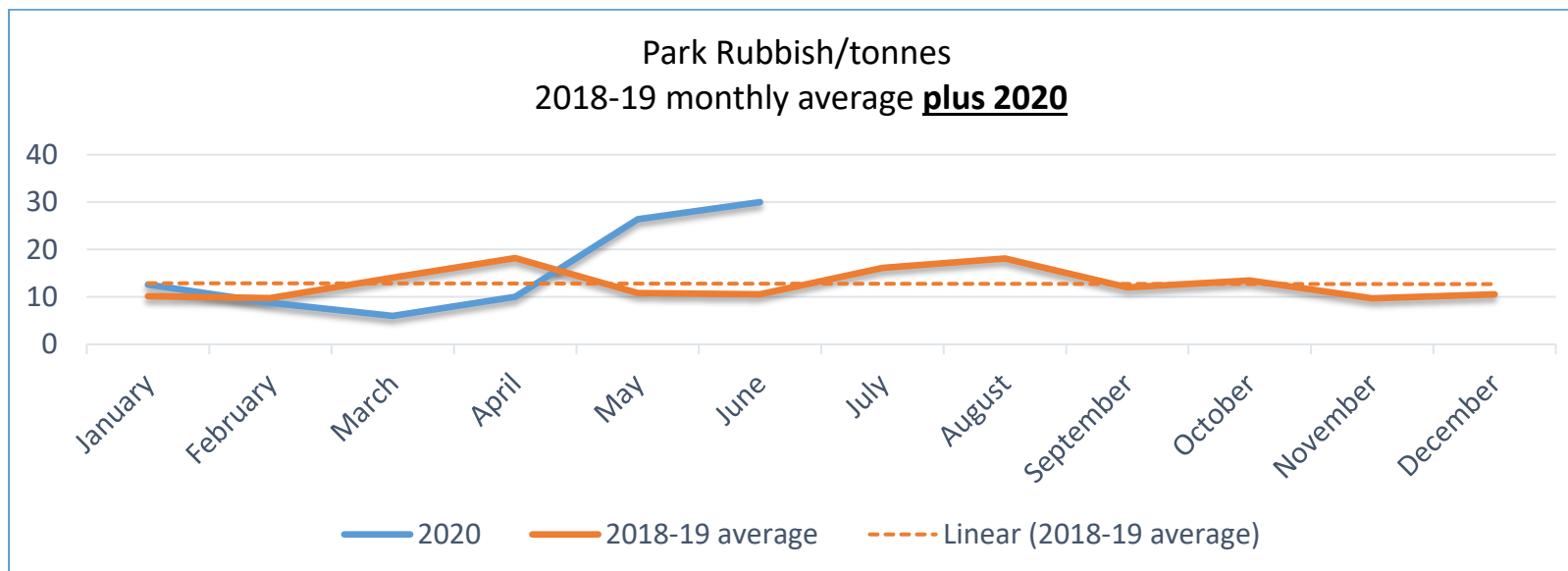
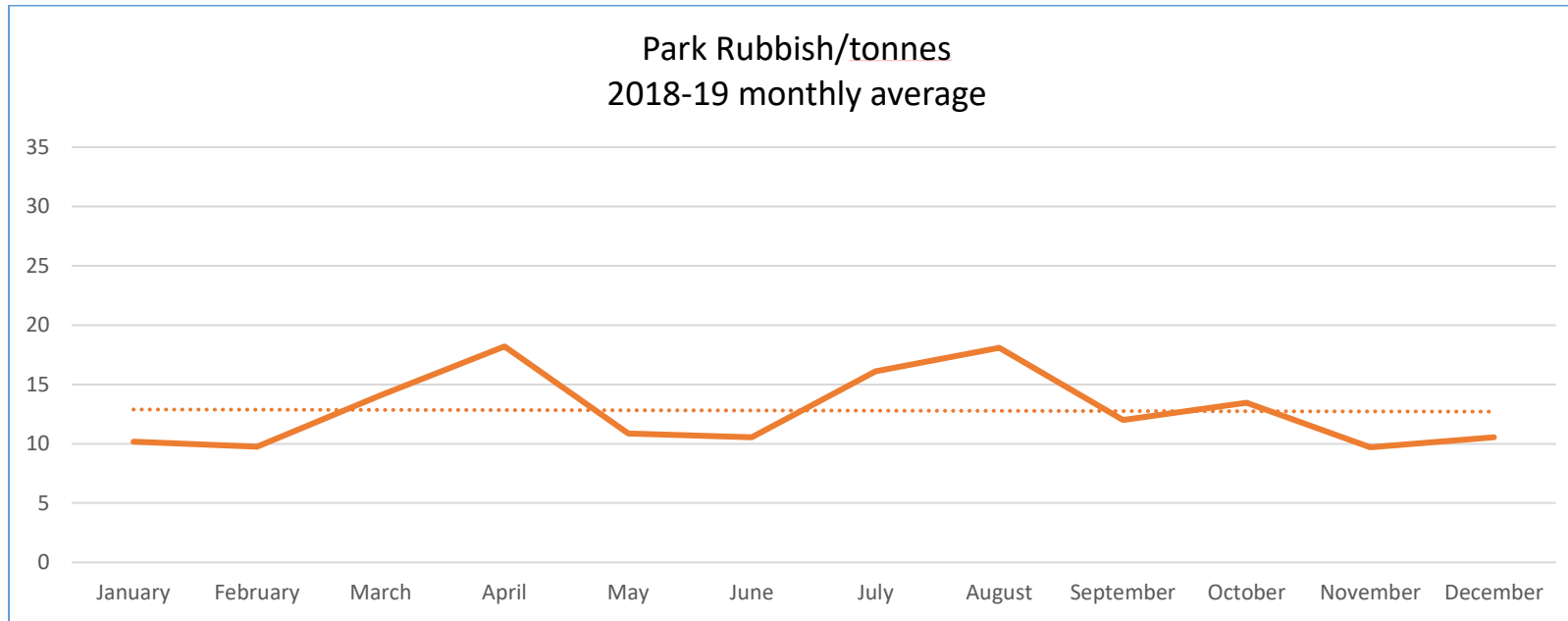
As a locally listed structure, there is a presumption in favour of retention, and all reasonable options should be explored before demolition. A building control surveyor from Haringey Council has inspected the structure and Haringey Planning are in conversation with DfT about options and timescales.

9) What are the Trust's aspirations for the site?

The bridge is an important historical feature that remains to tell the story of part of the history of the site, wider area and London's transport network. Whilst we recognise that the safety of the public has to be the primary concern and that it is not the Trust's property, we would hope that DfT recognise the historic importance and take every reasonable step to repair and conserve it.

If demolition is the only option then we will urge DfT and the planning authority to consider a demolition that safely retains part or parts of the structure so that some of the physical heritage is retained. We will ask that DfT consider the antisocial behaviour in and around this area in deciding what elements of the structure can be retained and how the site and the public can be protected.

The Trust is not in a financial position to take responsibility and ownership of the structure without a sufficient endowment to ensure that the structural risk can continue to be managed, monitored and mitigated to a suitable standard.



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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14 SEPTEMBER 2020

Report Title: 2019/20 End of Year Monitoring Report

Report of: Louise Stewart, CEO

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

This report provides the Trustee Board with an annual summary on outdoor events monitoring, complaints and theatre activity.

Local Government (Access to Information) Act 1985: N/A

1. Recommendation

To consider and note the end of year report.

2. Outdoor Events Monitoring Framework

- 2.1 The Trustee Board approved the outdoor events monitoring framework in November 2017 to monitor the impact of events held in Alexandra Park and ensure satisfactory post-event clean-up (at nil cost to the Trust).
- 2.2 Overall performance is reported to the Board and the Statutory Advisory and Consultative Committees (SAC/CC) annually, with updates throughout the year, as necessary. Appendix 1 provides a summary of overall performance against the framework.
- 2.3 The outdoor monitoring framework has been adopted for all events in the Park and involves the Park Manager and Event Manager conducting site walks 48 hours after each event.
- 2.4 5 events were held in the Park:
- Red Bull (7 July 2019) score: **83%**
 - Luna Cinema (over 3 nights, 12-14 July 2019) **score: 100%**
 - The Great Fete (17 August 2019) **score: 97%**
 - Kaleidoscope Presents (25 August 2019) **score: 90%**
 - Fireworks Festival (1 & 2 November 2019) **score: 93%**
- 2.5 The key performance indicators are:
- Area free of litter and cable ties
 - All equipment and signage removed
 - Any damage to paths, grass, trees or infrastructure
 - Oil spillages from catering outlets

2.6 The target is for each event to achieve an overall score of 80% against the key performance indicators within a 48-hour period of the event. It is important to note that for larger events such as the Fireworks, when much of the Park is still fenced off for safety reasons this is not always achievable and we allow a 72 hour window.

2.7 The average KPI achieved for the events held in 2019-20 is 93%, which demonstrates that the framework is working as a tool for monitoring and protecting the parkland.

2.8 Significant areas of damage to the Park

2.8.1 During the Red Bull two bollards were dislodged by vehicles and there was also some damage to: greenery in the lower road, a tree branch in the Rose Garden and a border in the East Car Park.

2.8.2 A manhole cover was damaged during Kaleidoscope.

2.8.3 A tree branch on the West Slope (in front of Palm Court) and a memorial bench in the lower field were damaged during Fireworks

2.9. Clean up

With the exception of Luna Cinema, the scores for each event were further affected by due to the site not being cleared within 48 hours:

- Red Bull – pallets, signage, cable ties
- Kaleidoscope – delay in the collection of portable toilets
- Great Fete – due to technical issues equipment was not cleared in time
- Fireworks – debris on south sloe

3. **Complaints**

3.1 In the period from 1st April 2019 to 31st March 2020:

- 126 complaints were resolved at stage 1 of the Complaints Procedure
- 1 complaint was escalated to Stage 3 (escalation to Board)

3.2 The complaints are categorised below:

- 72 event and ice rink customer complaints
- 34 noise complaints
- 21 complaints relating to other issues

3.3 The table below provides a breakdown of the noise complaints attributed to Events.

Month	Event	No. of complaints
July	Red Bull	2
	Luna cinema	1
	Street Life	5
August	Kaleidoscope Presents – Norman J Good Times	2
September	Pixies	1
	Private Event	2
November	Fireworks	5
	AJ Tracey	4
	Mac De Marco	3
	Halestorm	2
	Vampire Weekend	1
	D-Block	2
February	Mura Masa	1
March	Supergrass	1
Total		32

- 3.4 All events using amplified music are monitored by independent noise management consultants. Where a visit by the independent noise monitor is agreed, sound levels are tested from the area where the complaint has been made. In all instances reported, noise levels were found to be within the limits of the event licence.
- 3.5 Complaints about litter were very low in 2019-20. This may be a direct result of the initiatives that were put in place last year, i.e. Litter signage campaign and improved bin facilities. There was also a review of the Park maintenance litter clear up routine.
- 3.6 Other complaints include feedback from park users and local residents around disturbance in surrounding residential roads from people leaving events.
- 3.7 The Trust received 2 complaints about closing the Park during the Fireworks preparations.
- 3.8 A more detailed report on complaints will be provided in the Trustees September Information Pack.

4. Theatre Activity - September 2018 to 31st March 2020

- 4.1 Although not completed until November 2018, access was granted in September 2018 for the BBC Proms with community groups and volunteers offered tickets to the dress rehearsal the day before.
- 4.2 Also in Sept 2018, the Creative Learning Team ran the BBC Proms Family Orchestra & Chorus, which was attended by approximately 100 individuals in family groups of all ages (7 plus) and abilities. Participants were offered a ticket offer to the Ten Pieces Prom.
- 4.3 The East Court opened on 1 December 2018 with a full month of events and 40,000 visitors. 1050 visitors were able to see the Theatre over the opening weekend alone.
- 4.4 13 events were held in the Theatre since including:
 - A week of Horrible Histories performances
 - Richard III
 - Gareth Malone Carol Concert
 - Letters Live
 - Dylan Moran
 - Friday Night is Music Night
- 4.5 In terms of community benefit and use; Richard III tickets were offered to some schools (20 of which were taken up) and 8 Gareth Malone tickets were also given to locals schools for Christmas Raffle prizes

5. Theatre Activity – April 2019 to 31st March 2020

- 5.1 To date there have been c.150,000 visitors to the East Court , including 58,000 to Theatre events. See Appendix 2 which lists the events, with the Creative Learning activities highlighted in green.
- 5.2 More than 55 theatre events have taken place covering various art forms and genres including: children's shows, operas, standing concerts, film shoots, classical & contemporary music and corporate events and more than 20 theatre tours to members of the public, community groups, charities & other organisations.

- 5.3 Highlights include:
- BBC 4 Victorian Series Filming
 - Theatre's Trust – Annual Theatres At Risk Register Announcement
 - Monteverdi Choir & Orchestra
 - Interpreting History - Heritage Conference
 - Liam Gallagher
 - Madonna
 - Simone Rocha's Fashion Show as Part of London Fashion Week
 - The Theatre's first combined standing and seating music gig – FKA Twigs.
 - His Dark Materials book launch with Philip Pullman.
 - Robbie Williams
- 5.4 Community Events in the Theatre:
- The Bilblio Buzz Children's book award (attended by 466 children from 24 schools)
 - Haringey Has Pride
 - Rhythm Stick Club-night designed by and for disabled young people
 - Haringey Music Service (110 young musicians)
 - Rum, Rhyme and Liming
 - Shine; a celebration of inclusive dance presented by icandance and their 75 dancers with varying disabilities aged 4 to 25 years old.
 - Palace Uncovered
- 5.6 Partnerships continue to strengthen:
- The BBC Concert Orchestra continue to rehearse and played three public events, and have hosted Friday Night is Music Night twice.
 - English National Opera (ENO's) - in May 2019, Paul Bunyan(Operetta)
 - Ronnie Scotts jazz programme.
 - A number of relationships have been developed with both local and national comedy promoters.
- 5.6 The Christmas production Peter Pan Goes Wrong was hugely successful with a sell-out run.
- 5.7 A dedicated team of 70 volunteer theatre assistants have supported more than 130 events in 2019/20 and contributing c. 2600 hours of their time.

6. Legal Implications

- 6.1 The Council's Assistant Director of Corporate Governance has been consulted on this report and advises that there are no legal implications arising from this report.

7. Financial Implications

- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

8. Appendices

Appendix 1 - 2019-20 Outdoor Monitoring Framework - Overall Performance
Appendix 2 – East Court Events Year 1

9. Background documents

None

Outdoor events KPI overview 2019-20

Event	Event Date	Walk date	Number of areas used	Returned to good pre site walk	TOTAL KPI for event	area free of litter?		all equipment been removed?		all old AP signs and heras triangles been removed?		Have all cable ties been removed and disposed of?		All CSP signs removed?		Any damage to paths?		Any damage to grass and /or trees?		Any damage to infrastructure eg lamposts benches or bins?		Any oil stains etc from caterers?		Has a site walk been undertaken by park manager and ESM ?	
						returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete
Red Bull Soap Box	07/07/2019	09/07/19	60	50	83%	6	100%	5	83.33%	4	66.67%	4	66.67%	6	100.00%	5	83.33%	4	66.67%	4	66.67%	6	100.00%	6	100.00%
Luna Cinema	12/07/2019 13/07/2019 14/07/2019	16/07/19	2	2	100%	2	100%	2	100.00%	2	100%	2	100%	2	100%	2	100%	2	100%	2	100%	2	100%	2	100%
Great Fete	17/8/19	20/8/19	90	87	97%	9	100%	6	66.67%	9	100%	9	100%	9	100%	9	100%	9	100%	9	100%	9	100%	9	100%
Kaleidoscope Presents Norman Jay Good Times	25/8/19	28/8/19	20	18	90%	2	100%	1	50.00%	2	100%	2	100%	2	100%	1	100%	2	100%	2	100%	2	100%	2	100%
Fireworks 2019	01/11/2019 02/11/2019	06/11/2019	300	278	93%	26	87%	26	86.67%	27	90.00%	30	100%	28	93.33%	23	76.67%	29	96.67%	29	96.67%	30	100%	30	100%
Totals 2019			472	157	93%	45	97%	40	77%	44	91%	47	93%	47	99%	40	92%	46	93%	46	93%	49	100%	49	100%

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Theatre Year 1 Appendix 2 - Chronology of events in the East Court & Theatre

Events in the Theatre	
Heritage Theatre Walk In Conversation with Gilbert & George Letters Live (literary) Ronnie Scott's Presents: Take 6 Ronnie Scott's Presents: Courtney Pine Dylan Moran (comedy) Gareth Malone (choral concert) Friday Night is Music Night Theatre's Trust – Annual Theatres At Risk Register Announcement RIBA Tours BBC 4 Victorian Series Filming Dons of Comedy Richard III Tommy Tiernan - Paddy Crazy Horse Haringey Has Pride English National Opera Tour Friday Night is Music Night Friends of the Theatre meeting Alan Carr (comedy) English National Opera – Paul Bunyon Ronnie Scott's Presents: Manhattan Transfer Election Count FKA Twigs Monteverdi Choir & Orchestra ABTT Tours (Association of British Theatres) ABBT – In Loyal Company event Jo Malone filming shoot Liam Gallagher Madonna <i>Donor Tours</i> Feilden Clegg Bradley Architects Tour RIBA National Awards Judges visit Photoshoots (x2) Caitlin Moran Film Shoot & TV pilot filming Magnificent Music Hall photoshoot Graham Nash - An Intimate Evening of Stories and Songs Great Fete cinema Icini Tour Army Engagement event Talk it Out – music video filming	Donor Tours (x2) Simone Rocha - London Fashion Week Interpreting History Conference Barcadia Womens Recognition Awards The Football Ramble Waterstones Presents <i>the Launch of The Secret Commonwealth: The Book of Dust Volume Two with Philip Pullman and Guests</i> BBC CO Orchestra Rehearsal & Show As Good As Gets HOSB (Charity) Tour Architects Journal award - Site Tour Theatre Tour FOR Volunteers by FCBS Peter Crouch – I Robot Luna Cinema Jaqueline Wilson Courtney Pine - Black Notes From the Deep feat Omar Ronnie Scott's Presents...Roy Ayers Magnificent Music Hall event Wilmott Dixon Awards Banquet Ardal O' Hanlon - The Showing Off Must Go On Deaf Havana BBC Concert Orchestra - Rehearsals Ronnie Sotts presents - Kansas Smity's House band Dr John Cooper Clarke - The Luckiest Guy Alive Tour Yolanda Brown 10-year anniversary Tour Frank Turner & The Sleeping Souls Comedy Link-Up Frank Turner & The Sleeping Souls - 2nd night Embrace (concert) Peter Pan Goes Wrong An Evening with Glen Hoddle Comedy SOS The James Taylor Quartet with Orchestra Jimmy Carr Rob Brydon - Songs and stories Whitney: Queen of the Night Ronnie Scott's presents... Funk: A Music Revolution' Michael McIntyre Lovers Rock & Comedy Link-Up

Creative learning/ community events		
BBC Little Orchestra AP Christmas Carnival <i>Volunteer Theatre Training</i> <i>Creative Learning Tours</i> Little Orchestra – Immortal Desire <i>Baby Jazz (weekly)</i> <i>Mini-movers (weekly)</i> <i>Mature Movers</i> <i>Creative Writing Workshops</i> Biblio Buzz - Children's Book Awards <i>Drumming Workshop</i> <i>Campsbourne School Tour</i> <i>Theatre Tours</i>	<i>BBC Concert Orchestra Rehearsals</i> <i>Coffee & Computers (monthly)</i> Big Schools Project Enchanted Forest Rhythm Stick Club-night Lucy Griffiths Bag-it Refugee Exhibition Week <i>Baby Yoga (weekly)</i> Windrush-Rum, Rhyme & Liming I Can Dance Summer Camp Festival Week Summer Camp From the Streets	Summer Camp – Walk on the Wild Side Singing for the Brain (monthly) Black History Month Tour Palace Uncovered Theatre Tour Volunteers Celebration event Unleash your Magic Rhythm Stick School visits Little Inventors Exhibition Friends of AP Theatre meeting Wellness Café (Monthly)

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14 SEPTEMBER 2020

Report Title: Car Park Charging Proposals

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary

Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985 – N/A

Purpose: *This report seeks approval to proceed with proposals to implement a car park charging scheme at Alexandra Palace.*

1. Recommendation

- 1.1 To approve, subject to feedback from the Charity Commission, the implementation of the proposed car park charging scheme at Alexandra Palace, in accordance with the proposed tariffs set out on page 4 of Appendix D and the User Group Assessment Summary in Appendix F, and;
- 1.2 To proceed with a formal application to the Charity Commission for an Order under section 105 Charities Act 2011 (“Section 105”) to authorise implementation of reasonable parking charges for motorised vehicles at Alexandra Park and Palace (the “Grounds”).

2. Introduction

- 2.1 Following initial consultation with the Statutory Advisory and Consultative Committees (SAC/CC) on 29th January 2019 (extract from SAC/CC minutes included at Appendix 1 of Appendix A, 4th March 2019 Board Report.), Alexandra Park and Palace Charitable Trust (APPCT) announced in February 2019, its intention to investigate the feasibility of introducing parking charges across the site.
- 2.2 In April 2019, Integrated Transport Planning Ltd (ITP), an independent expert consultancy firm, were asked to provide support to APPCT to inform a review of existing car parking arrangements at APP. Following this review, ITP helped APP develop proposals for the introduction of parking charges across the site.
- 2.3 From Monday 11th November 2019 to Friday 10th January 2020 (60 days) we asked stakeholders, beneficiaries, visitors and local residents for views on the proposals via an online survey. 2,121 completed surveys were received. We also held a series of informal drop-in sessions at Alexandra Palace for people to meet with APPCT staff to

talk about the proposal and share their views, attended by approximately 20 people in total.

- 2.4 The online survey consisted of a series of closed questions to determine:
- Frequency and reasons people visit APP;
 - How people travel to APP;
 - Where people visiting APP are travelling from;
 - People's views on the introduction of parking charges at APP;
 - What, if any, impact the introduction of parking charges would have on people's visits to APP
- 2.5 These questions were supplemented with several open questions enabling respondents to provide more detailed answers about their views on the parking charge proposals. Demographic questions were also asked to ensure that respondents reflect the breadth and depth of different people who visit APP and determine whether the proposals affect some visitors more than others.
- 2.6 The survey was accompanied by a document outlining the proposal and a document providing answers to anticipated 'frequently asked' questions. The survey and accompanying documents were published on the APP website. The survey was promoted on site through signage in all car parks and on access routes and on social media and via a mail drop to over 9,000 households neighbouring the park. Hard copies of information were made available at the Ice Rink and East Court receptions. The survey is attached at Appendix B, the FAQs at Appendix C and the Proposal Brief at Appendix D.
- 2.7 We received over 500 suggestions from survey respondents as to how to amend the proposals to alleviate their concerns. The top suggestion (181) was to provide exemptions or discounts for certain user groups.
- 2.8 In response to this, the Trust undertook a comprehensive exercise to ascertain whether certain user groups could warrant a discount or exemption. We examined suggestions across 34 user groups. One of the key tests was to determine whether the user group already contributes to the Charity, financially, or whether it be evidenced that the user group would be significantly financially disadvantaged in relation to the general public and other similar sites and whether the activity itself is in accordance with the Charity's mission of providing enjoyment and recreation for public benefit. Out of the 34 user groups examined, a discount or exemption has been suggested for 18 of them.

3. Survey Findings

- 3.1 A total of 2,121 surveys were completed, made up of 2,118 (99.9%) online surveys and a further 3 (0.1%) hardcopy surveys.

Age and gender

- 3.2 The greatest proportion of respondents were aged 45-54, accounting for almost a third (29%). Approximately one of seven was under the age of 35. Just over half (55%) of respondents were female.

Health problem or disability

- 3.3 Three quarters of respondents (76%) reported having no limitations, but one in seven respondents reported their day-to-day activities were limited by a health problem or disability.

Ethnicity

- 3.4 More than half (60%) reported their ethnicity as White – British, a tenth (12%) as White – any other white background and 3% as White – Irish. One in six preferred not to say (16%) and the rest (9%) were made up of a mixture of different ethnic groupings.

Religion

- 3.5 The highest proportion (44%) said they had no religious beliefs. A quarter were Christian (25%), and a fifth (22%) preferred not to say. The remaining 8% were Jewish (3%), Muslim (1%), Hindu (1%), don't know (1%) and other (3%).

Household Income

- 3.6 The majority (51%) preferred not to say. Approximately one fifth (22%) of respondents were in households with income below £50,000. A tenth reported a household income of over £100,000. The median income band of the 994 respondents who provided details was £50,001-£60,000.

Location of respondents

- 3.7 The location of respondents were from a wide variety of locations throughout the UK, but as expected, focussed in London, particularly around the areas of Alexandra Park and Palace. The postcode districts with the highest number of respondents are:
- N10, Muswell Hill – 465 respondents;
 - N22, Wood Green – 364 respondents;
 - N8, Crouch End – 295 respondents;
 - N11, Southgate – 82 respondents;
 - N2, East Finchley – 53 respondents

Frequency of visits

- 3.8 Most survey respondents visit the site on a regular basis, with over three quarters (81%) reporting they visit at least once a month. The highest proportion reported visiting APP on a weekly basis, accounting for almost half (48.5%) of the 2,121 surveyed.

Reason for visits

- 3.9 Respondents gave a wide range of reasons for visiting, but the key reason (53%) was to take a walk, relax or have a picnic. A third of respondents reported visits for attending an event (33%), to go ice skating or play ice hockey (30%) or visiting the farmers market (30%).

Methods of travel

- 3.10 The main mode of transport given by respondents was by car (56.9%). A third (34.8%) of respondents travel to site on foot. Relatively low proportions of respondents (4.5%) travel by public transport.

Views on proposals from local residents

- 3.11 At Q7, the survey asked respondents to identify who they were responding as – ‘local resident’ was one of the options. Those that ticked ‘local resident’ were then asked a specific question about perceived impacts on the local area. ITP undertook some additional cross-tabulation work for this question to establish the catchment area of those respondents who perceive themselves to be a ‘local’ resident. ITP have defined ‘local’ residents as living in postcodes within 2-2.5 miles of APP (1,228 survey respondents). Approximately 90% of respondents in these postcodes self-identified as ‘local’ residents. More than three quarters of ‘local resident’ respondents (82%) felt that charges would have a negative impact on the local area. One in fifteen local residents (7%) felt the proposals would have a positive impact.

Support for the introduction of parking charges – all respondents

- 3.12 Almost a fifth (18%) of all respondents agreed that they supported the principle of introducing parking charges. Almost three quarters (73%) disagreed.

Changing habits

- 3.13 Respondents were asked whether the introduction of parking charges at APP would result in them choosing to spend less time at APP. Of the 255 respondents who outlined how their behaviour would change, 150 said they would either not go to APP or would go elsewhere. There were 560 respondents who named alternative locations they would visit instead. The five most popular destinations mentioned by respondents were:

- Hampstead Heath (95);
- Highgate Woods (79);
- Trent Park (59);
- Lea Valley (54); and
- Finsbury Park (27)

- 3.14 The only one of these destinations that offer free, on-site parking is Trent Park.

- 3.15 A high number of respondents (193) provided more generic responses about alternative locations they might visit included other parks (123), other ice rinks (52), other garden centres (20) and other cafes (14).

Perceived negative impacts

- 3.16 Parking displacement was the key negative impact, felt by a total of 980 of all respondents.

- 3.17 The highest number of concerns raised about parking displacement were on Dukes Ave (30) and The Ave (30), both of which have direct pedestrian access in to the Park

and do not have parking restrictions. Some respondents reported that they expected parking displacement to occur on clusters of roads including Warner Road Estate (4), and the roads off Priory Road (1). Some survey respondents reported that parking displacement is already an issue, and believed that the introduction of charging will make this worse.

3.18 Other perceived negative impacts were:

- Reduced visitor numbers (350);
- Increased traffic/ congestion in the local area (139);
- Disproportionate impact on certain users groups (136)

In addition to these perceived negative impacts, 127 respondents mentioned they would oppose CPZs, which they felt would likely be implemented in the local area as a result of the introduction parking charges at APP, combined with the existing parking pressure in the area.

Reduced visitor numbers

3.19 A total of 350 respondents felt the introduction of parking charges could result in fewer people choosing to visit APP. The most frequently mentioned negative impact as a result of the fall in visitors was the knock-on effect on local businesses. Respondents referred to the potential impact on the garden centre, Little Dinosaurs, local shops, restaurants and childcare facilities.

Increased traffic/ congestion in the local area

3.20 138 respondents indicated a negative impact of parking charges would be an increase in traffic and congestion. Poorer air quality was cited, as well as concerns over road safety.

Access issues for some user groups

3.21 A total of 136 respondents expressed concerns about the potential disproportionate impact on some user groups. The greatest number questioned the affordability of parking charges for households on low income (43) and children who might miss out on recreational/ sporting opportunities (41). Disabled visitors (21) and elderly visitors (18) were also thought to be disadvantaged by the proposals, particularly as it was perceived that these groups might not meet the Blue Badge criteria.

Low income households

3.22 Half of the 43 respondents who expressed concerns about the disproportionate impact of parking charges on low income households preferred not to state their income. Of the 21 respondents who stated their income, 12% reported a household income of £20,001 - £30,000 and 12% a household income of £30,001 - £40,000. It is difficult to say with any certainty whether those respondents that raised concerns about the impact on low income households were actually from low income households themselves, as so many respondents did not state their income.

Disability/ health issues

- 3.23 Of those that mentioned impacts on disabled visitors (21 respondents), 57% (12) reported that their day-to-day activities are limited due to a health problem or disability.

Elderly visitors

- 3.24 Eight (44%) of the 18 respondents who expressed concerns about the impact on elderly visitors were aged over 64 years. A fifth (22%) were aged under 45 years.
- 3.25 An Equality Impact Assessment, based on the model template used by Haringey Council, has been conducted and is included at Appendix G.

Support for proposals

- 3.26 Most respondents who indicated they were supportive of the proposals did not outline the reasons behind their support. Of those respondents that provided an explanation, the main reasons were:
- That the proposals would provide income support to APP (32);
 - That the proposals would help reduce traffic or emissions (20);
 - The proposals would help tackle anti-social behaviour (12);
 - A handful (10) of respondents said they would support the proposals if a CPZ was introduced too;
 - The same number (10) were supportive as they felt it would tackle issues with commuter parking around APP in the daytime.

Proposed solutions

- 3.27 Many respondents put forward suggestions about changes to the proposals to address the concerns they identified. Around 500 suggestions were given, including:
- Providing free/ discounted parking for certain user groups (181);
 - Reducing the proposed parking tariffs (93); and
 - Increasing the grace period (48)
- 3.28 Reducing the tariff was put forward by 93 respondents. In contrast, 7 respondents indicated they felt the charges were reasonable. Some (48) suggested the grace period be increased. Most (20) thought it should be an hour.

4. User Groups and Tariff Structure Assessments

User Groups

- 4.1 A total of 181 respondents suggested that discounted or free parking should be provided for certain user groups or facilities users. The central suggestion expressed was that those users who were already paying to use the facilities at APP should receive some sort of dispensation from the proposed parking charges.
- 4.2 In addition to the surveys, the Trust received 25 supplementary email comments/ responses from individuals and organisations via the consultation@alexandrapalace.com inbox (of the 25, 13 opposed the proposals, 3 supported, a further 2 were conditionally supportive and the remaining 6 were neutral).

- 4.3 Of the 25 comments/ responses, nearly half (12) suggested exemptions be provided for certain user groups.
- 4.4 In direct response to these comments, the Trust has undertaken an exercise to ascertain whether certain user groups do warrant a discount or exemption. One of the key tests is whether the user group already contributes to the charity, financially, whether it can be evidenced that the user group would be significantly financially disadvantaged in relation to the general public and other similar sites and whether the activity itself is in accordance with the charity's mission of providing enjoyment and recreation for public benefit.
- 4.5 Appendix E is a copy of the User Groups Assessment Template used by the team to robustly assess each User Group.
- 4.6 Appendix F summarises the recommendations made.

Tariffs

- 4.7 We have not received feedback that provides compelling enough evidence that the charges are out of kilter with similar facilities across the country, and in particular, in London. The tariff structure proposed is considered appropriate for the following reasons:
- The work that ITP have undertaken previously to establish the recommended tariff structure was based upon a robust analysis of similar comparable sites in London and elsewhere, consideration of the complex user/ visitor groups to APP and further corroboration with local parking charges;
 - We know that from the accumulation survey data taken in June 2019, 5-15min (drop-off and pick-up) and 1-2 hours are the most popular durations. One third (33%) of vehicles stay on site for under 30min. As such, a high proportion of visitors will benefit from the 30min grace period;
 - As set out above, we have taken on board the feedback survey comments made with regards to certain existing visitors to the Park and Palace. Tariffs will be adjusted for certain user groups – a robust assessment of each User Group has been undertaken and the Trust feel that the adjustments are fair and defensible, based on the principle that they are already regularly contributing to the Charity, either financially, as part of the Trust's purpose, or both.

5. Further work

- 5.1 To continue the momentum of the project while meetings could not go ahead:
- In April, virtual meetings were offered to Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill, Crouch End and Noel Park Ward Councillors to discuss the findings.
 - In May a meeting took place (virtually) with Hornsey Ward Councillors who explained that local residents generally understood the rationale – but were concerned about how the site and process of charging will be managed, and the knock on effect in surrounding roads and the ability to park outside their own properties.
 - Conversations have been taking place with Haringey's Transport Team around commuter parking and other local parking issues.

- 5.2 In June the Trust made an initial approach to the Charity Commission to outline its proposals and seek their views. At the time of writing this report the Trust is awaiting a response.
- 5.3 An update was communicated to stakeholders by email and on the website.
- 5.4 Additional context is also provided by the current 'donate to park' in operation at the Palace. The Covid-19 Pandemic caused an almost total loss of income to the Trust combined with an increase in costs due to misuse of the park. To alleviate pressure we reopened the car parks (that had been closed along with the Palace building on March 17th). To cover the cost to the Charity, a temporary donation system was introduced in May, which suggested a £3 donation to the Charity for parking, via a socially distanced tap to donate facility. This has been positively received with only a small number of drivers declining to make a donation.
- 5.5 The findings were presented to the joint meeting of the SAC and CC on 1st September and comments will be provided to the Board in advance of its meeting on 14th September.

6. Legal Implications

- 6.1 Charities may charge for the services or facilities they offer.
- 6.2 Section 105 of the Charities Act 2011(CA11) empowers the Charity Commission to sanction any proposed action in the charity's administration that is expedient in the interests of the charity.
- 6.3 The Board must conscientiously consider the responses to the consultation and take these into account before making a final decision.
- 6.4 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the Legal Implications section above, combined with the positive previous in principle view expressed by the Charity Commission; the stated intention to consult with the APTL and the views expressed by the SAC / CC, has no comments.

7. Financial Implications

- 7.1 Implementing reasonable charges for parking will provide much needed income for the Charity. The five year pre pandemic forecast showed a gap in funding opening up due to additional costs of goods, services, labour and utilities which required the charity to devise new income streams to offset the costs of maintaining and repairing the Park and Palace to enable it to be open safely to the public on a daily basis.

The estimated income is c. £500k which is a prudent estimate and takes into account the estimated costs of setting up the operation and necessary infrastructure.

- 7.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, advises that the potential income generated by the implementation of the proposals will be a welcome addition to the finances of the Trust and will assist in restoring the Trust to a positive financial position.

8. Appendices

Appendix A – Board Report 4th March 2019 (and SAC/CC comments)

Appendix B – Feedback Survey

Appendix C – FAQs

Appendix D – Briefing Paper

Appendix E – User Group Assessment template

Appendix F – User Group Assessment summary

Appendix G – Equality Impact Assessment

9. Background Documents

Consultation Document Suite: Survey questions, FAQs and briefing, Consultant reports and survey analysis.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Car Park Charging

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: To seek the Board's approval to proceed with developing a car park charging scheme for Alexandra Park and Palace.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To consider the case for the introduction of car park charging at Alexandra Park and Place.
- 1.2 To authorise the CEO to undertake work to develop a proposal for the Board's future consideration, which will include the results of consultation with stakeholders and beneficiaries.
- 1.3 To note the comments from the SAC and CC in response to being informed of the Board's intention to consider introducing car park charges.

2. Background

- 2.1 At the Board strategy day in October 2018 Trustees discussed the need to generate more income to ensure effective delivery of the charitable purposes and create a more sustainable future for the Trust. The Board asked the CEO to further investigate the options discussed, including the option to implement a car parking charging scheme.
- 2.2 The income generated through such a scheme would be used towards the costs of facilities and services provided to visitors. Any proposal would be subject to formal consultation and Charity Commission approval and subsequent formal approval by the Board.

- 2.3 The SAC/CC were informed of the Board's intention to consider introducing charges at their meeting on 29th January 2019. The information reported at this meeting is included at Appendix 1 (Board Members received this information previously, as Members of the Consultative Committee).
- 2.4 Initial comments from the SAC/CC, included in Appendix 2 were in support of the car park charging as an income generation stream if it did not deter visitors to the Park and Palace. Some suggestions were made, which will be considered as part of the work to be undertaken.
- 2.5 The APTL Board have been informed of the Board's intention to consider introducing car park charges and have given comment. They have been reassured that they will be consulted in the process in terms of the potential benefits and impact on trading operations.
- 2.5 The Board are not being asked to approve the introduction of car park charges at this point. The Board are being asked to approve that work is undertaken to gather information and evidence in order to develop a proposal so that the Board is able to make an informed assessment in the best interests of the charity.

3. Next Steps

- 3.1 The next steps will be to engage appropriate expertise to support the internal project team to take this work forward and develop a project workplan and timetable. The intention is to start the project in March 2019.

4. Legal Implications

- 4.1 The Trust does not have the power to implement charges for car parking and will need to apply to the Charity Commission if it is a course of action the Trust wishes to pursue.
- 4.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the Legal Implications section above has no comments.

5. Financial Implications

- 5.1 The Trust will incur costs in developing the proposal, engaging appropriate expertise and undertaking appropriate consultation. The costs for this are being established and included in the budget for 2019/20.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and any comments received will be tabled.

6. Use of Appendices

- Appendix 1 – Extract from CEO's report to SAC/CC on 29th January on Car Park Charging
- Appendix 2 – Copy of draft minutes of the SAC/CC discussion

Appendix 1 – Extract on Car Park Charging Proposals from CEO's report to SAC/CC on 29th January 2019

2. Consideration of charging for car parking at Alexandra Palace

2.1 The Trust is considering the possibility of charging for car parking at Alexandra Park and Palace and in 2019 will be undertaking work to develop a proposal for the Trustee Board to consider.

2.2 The Trust will undertake formal consultation in due course but at this stage we wish to make SAC/CC aware of the work and to seek input from both committees to understand any areas of concern at this early stage. We have anticipated the most obvious questions that the committees may have at this stage and provided answers below, but we welcome any further questions and points that committee members may wish to raise.

2.3 Why is the Trust considering charging for car parking?

- a. The primary reason for introducing parking charges is to generate income to cover the costs of the Trust in providing facilities and services for visitors. Alexandra Park and Palace is unusual both as an event venue and as a site open to the public for general recreation, in that the car parking provided is free of charge.
- b. The Trust's financial position requires it to generate more income to continue delivering its charitable purposes. The Trust plans to generate more income through increasing our fundraising efforts, developing our leisure, entertainment and recreational activities and bringing more spaces back into use. We continue to investigate opportunities to reduce our costs and overheads, for example through investment in energy efficiency to reduce our utility bills.
- c. However these measures alone will not be sufficient to meet the increasing costs of labour, goods and services. The Trust believes that charging for car parking will:
 - generate funds to deliver our purposes including maintaining and improving infrastructure and security
 - offset the cost of managing the car parks on a daily basis
 - deter anti-social behaviour, which risks harm to the park and building (and to staff and the public)
 - Manage demand and deter misuse of the facilities for which the charity incurs costs and gains no benefit e.g. commuters using the parking facilities as park and ride facilities, local residents using the parking facilities as overflow residential street parking
- d. In addition charging may further encourage the use of public transport by visitors.

2.4 Is the Trust, as a charity, allowed to charge for car parking?

- a. There is no implied or express general power to charge for car parking apart from with respect to a particular part of the site, but the necessary authority can be granted by the Charity Commission.
- b. Car park charging has been considered by the Trust before. Previous correspondence with the Charity Commission stated that it would be possible to

- grant permission under the powers of the Charities Act and that permission could be granted without a need to change the Alexandra Park and Palace Act.
- c. The conditions of the Charity Commission would need to be met for permission to be granted. It is understood that the Commission will wish to be satisfied that a reasoned assessment of the general need for and the appropriateness of the proposed method of charging and management of the parking facilities have been considered. It is likely that they will expect a broad consultation to have taken place in making this reasoned assessment.
 - d. The concept of charging for car parking does not in principle conflict with the objects of the charity. However, the Trustee Board and the Charity Commission will be concerned that any proposal to charge does not unduly deter the public from using the site.

2.5 What will the charges be?

The work to determine the pricing structure and levels has not yet commenced. The Trust will be taking into consideration different user groups and their usage habits to make charges as fair as possible, whilst managing demand for spaces.

2.6 What will the money generated be used for?

- a. As with all income generated by the Trust, it will be used for delivering our charitable purposes of repairing, restoring and maintaining the Park and Palace for the enjoyment of the public.
- b. In particular we hope to be able to undertake investment to better maintain and improve the existing parking facilities.
 - fund maintenance works to mitigate risk of damage or injury claims
 - update the layout to improve safe operational use of different users (pedestrians and vehicles) and provide a better visitor experience
 - fund improvements in infrastructure to provide more secure car parking and deter crime and anti-social behaviour e.g. barriers, signage, lighting, CCTV, automatic number plate recognition (ANPR).

2.7 Are you intending to expand car parking on site?

There is no proposal to increase the surface area of car parking on site. We will be considering the long term projections for car usage in the work we undertake. There is the possibility of including electric vehicle charging points as part of the car park improvements.

2.8 Who will manage car parking on site?

We will be considering the options for this, to determine the most appropriate operating model that will deliver effective outcomes for the Trust and our beneficiaries.

2.9 When will the SAC and CC be consulted?

We do not yet have a timetable for consultation. It is expected to be in 2019. The consultation plan will ensure that consultation with the SAC and CC is undertaken prior to any recommendation to the Trustee Board for decision.

Appendix 2 – Draft minutes of SAC/CC discussion on car park charging - 29th January 2019

JOINT SAC/CC Consideration

- The Committee had been assured consideration would be given to the impact on those in surrounding areas.
- The Committee welcomed the potential charge if it were to raise income for the Palace and Park as long as it did not detract individuals from visiting.
- It was requested the parking bays along Alexandra Palace Way also be reviewed and scrapped as it was felt they detracted from the Park.
- The Committee suggested electric charging points should be included within the Palace's car parks.
- Regarding the shuttle bus that was to be introduced between Alexandra Park Station and Tottenham Hotspur Stadium, the CEO informed discussions had been had with Tottenham regarding this. The Trust had not been consulted on the planning process behind the new shuttle bus route but had since discussed with Tottenham their concerns this could have for parking surrounding the Palace and its car parks. The Trust would monitor the number of cars on match days and if it became an issue, would raise this with Tottenham.
- The consultation would be comprehensive and the Trust would map different stakeholder groups, their patterns of usage and see how any introduction of charges for car parking might affect them. Season tickets would also be considered.
- Staff and volunteers were considered a key stakeholder group and it was not the intention for them to suffer financially because of car parking charges. If it was unavoidable that staff and volunteers had to pay, options such as reimbursement through expenses would be explored.
- The Trust would monitor the balance of usage to ensure appropriate levels of car parking spaces and other modes of transport, such as electric vehicles and bicycles.
- The Chair noted the more detail available in the consultation, the better individuals would be able to respond. The CEO informed that the Charity Commission would be looking to ensure the consultation represented stakeholders and beneficiaries.

ADVISORY COMMITTEE COMMENTS

The Advisory Committee endorsed the comments and observations made at the Joint Meeting. In addition, the Committee wished to emphasise the following:

- The consequences and implications of introducing parking charges on local residents should be carefully considered. The Trust should be mindful of how the recommendations take into account the circumstances of the various stakeholders and beneficiaries. The Committee supported the Trust's commitment to a thorough consultation taking place.
- The residents' associations should do all they can to encourage members to report instances of litter found around the Park.
- The Committee was concerned at the potential for emergency vehicles to get caught in traffic surrounding the Palace and Park and encouraged this to be monitored to ensure it did not become an issue.

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Alexandra Park and Palace: Changes to Parking Survey

Thank you in advance for taking the time to give us feedback. It will take around 10min to complete.

1. Which best describes how often you visit Alexandra Park and Palace?

- daily
- weekly (can be once a week or several times a week)
- monthly (can be once a month or several times a month)
- every few months
- once or twice a year
- less often

2. What is your main reason/ most frequent reason for visiting Alexandra Park and Palace? (please tick all boxes that apply)

- visiting the play area/ playground
- taking a walk/relaxing/picnics
- to look at the view over London
- Alexandra Park Club (cricket and/or football)
- meeting friends and family
- dog walking
- Little Dinosaurs (Grove)
- ice skating/ ice hockey
- Parkrun
- Lakeside cafe and boating
- attending an event
- farmers market
- Grove cafe
- Phoenix Bar and Kitchen
- organised fitness session
- Go Ape
- garden centre
- CUFOS community centre
- pitch and putt golf

- 345 pre-school (Grove)
 - Dinosaur Playgroup (Campsbourne)
 - for work
 - just to park my car
 - volunteering
 - creative learning activity (e.g. schools workshop, Singing for the Brain)
- Other (please specify)

3. When you visit Alexandra Park and Palace, what is your main mode of transport?

- walk
 - cycle
 - car (as a lone driver)
 - car (shared with other people)
 - motorbike
 - bus
 - train (overground, Alexandra Palace)
 - tube
 - taxi or private hire vehicle
 - other (please specify)
-

4. Please enter the first 5 characters (e.g. N22 7A, IG11 7) of your postcode in the box below (the reason we are asking for this information is to analyse the impact of proximity to or distance from the site):

5. To what extent do you agree or disagree with the following statements (please tick a box on each line):

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	N/A
I support the principle of introducing parking charges at Alexandra Park and Palace						
Introducing parking charges would prompt me to consider visiting Alexandra Park and Palace less often						
Introducing parking charges would prompt me to reduce the length of time that I visit Alexandra Park and Palace for						
Introducing parking charges would have no impact on my usage of Alexandra Park and Palace						
Introducing parking charges would prompt me to consider travelling to Alexandra Park and Palace by alternative methods to the car						
Introducing parking charges would prompt me to look to park elsewhere and complete the final stage of my journey on foot						

6. If the introduction of parking charges would result in you choosing to spend less time at Alexandra Park and Palace, or visit less, please could you tell us where you would visit instead of Alexandra Park and Palace, using the box below. If not relevant, please move onto the next question.

7. Are you:

- local resident (go to Q8)
- visitor (go to Q10)
- tenant or leaseholder (go to Q10)
- organiser (go to Q10)
- employee (go to Q10)
- volunteer (go to Q10)
- exhibitor (go to Q10)
- supplier/contractor/delivery partner (go to Q10)

8. As a local resident, what kind of impact do you think the proposal to parking charges might have on the local area?

- very positive (go to Q10)
- positive (go to Q10)
- neutral (go to Q10)
- negative (go to Q9)
- very negative (go to Q9)
- don't know (go to Q10)

9. How would the proposal to introduce parking charges negatively impact on the local area? Please use box below.

10. Do you have any comments, positive or negative, on any aspect of the proposals to introduce parking charges at Alexandra Park and Palace that would affect you personally, including the proposed level of parking tariffs, methods of payment for parking and/or the likely impact of the charge? Please use the box below.

11. Do you have any comments to make about the car park management system proposed - barrier-free, monitored by Automatic Number Plate Recognition (ANPR) cameras in the car parks and along the road. Please use the box below.

12. How did you find out about the proposal to introduce parking charges at Alexandra

Park and Palace? (please tick all that apply)

- read about it in the press
- read about it on the APP website
- saw notices in the car parks
- saw a social media post (Twitter, Facebook)
- received a leaflet through the door
- received an email from APP
- heard about it through AP contact
- attended informal drop-in session
- other (please specify)

The following questions are to help us to assess if we have sought feedback from as many sections of the public as possible and whether our proposal affects some of our visitors more than others. The information will also help to complete our equalities impact assessment.

All information will be kept confidential and used for analysis purposes only. You do not have to provide personal information if you don't want to. All information supplied will be managed in accordance with our Privacy Policy <https://www.alexandrapalace.com/privacy-policy/>

13. How old are you?

- 18-25
- 26-34
- 35-44
- 45-54
- 55-64
- 64+
- Prefer not to say

14. Do you identify as:

- Male
- Female
- Non binary
- Prefer not to say

15. What is your ethnicity?

- Asian or Asian British - Bangladeshi
- Asian or Asian British – Chinese
- Asian or Asian British – Indian
- Asian or Asian British – any other Asian background
- Asian or Asian British – Pakistani
- Black or Black British – African
- Black or Black British – Caribbean
- Black or Black British – any other Black background
- Dual – Any other dual heritage background
- Dual – Asian and White
- Dual – Black African and White
- Dual – Black Caribbean and White
- Any Other Ethnic Group
- Other Ethnic Group – Arab
- Other Ethnic Group – Kurdish
- Other Ethnic Group – Latin American
- Other Ethnic Group – Turkish
- White – British
- White – Irish
- White – any other white background
- White - Gypsy or Irish Traveller
- Prefer not to say

16. What is your religious belief?

- no religion
- Christian
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Pagan
- other
- don't know
- prefer not to say

17. Do you consider your day-to-day activities are limited due to a health problem or disability that has lasted, or is expected to last at least 12 months?

- yes, limited a lot
- yes, limited a little
- no
- prefer not to say

18. Please advise us of your household income.

- less than £5,000
- £5,001 - £10,000
- £10,001 - £20,000
- £20,001 - £30,000
- £30,001 - £40,000
- £40,001 - £50,000
- £50,001 - £60,000
- £60,001 - £70,000
- £70,001 - £80,000
- £80,001 - £100,000
- £100,001 - £120,000
- £120,001 - £140,000
- over £140,000
- prefer not to say

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Car Park Charging Proposal – Frequently Asked Questions

1	Why are you looking to introduce car park charges?	<p>The main reason for introducing parking charges is financial. It costs £3.6million a year to keep the Park and Palace safely open to the public, and with increasing costs and a backlog of repairs, we need to find new income streams to ensure we can continue to deliver our charitable duties.</p> <p>We also hope to reduce the cost of managing and clearing up after frequent antisocial behaviour on site, particularly in the car parks, that we believe car park charging and improved car park management infrastructure will help us to achieve. Charging for parking is a fair way of funding the upkeep and delivery of our objectives that benefits everyone as well as car park operation and maintenance.</p>
2	When will it come into effect?	<p>This is a proposal and no decisions have yet been made. The charity needs to apply to the Charity Commission for permission to charge if we wish to progress the proposal. If the proposal is progressed it could be introduced at some point in 2020, but there is no definite timetable beyond this opportunity to provide your feedback. At this stage, we want to get your feedback on how the proposals could impact you before we proceed any further.</p>
3	How will the income generated be used by APPCT?	<p>All monies raised from car park charges, as with all income raised from activities on site, would go directly towards the charitable purposes – to repair and maintain the Park and Palace and to deliver great experiences for everyone. We could use the income for a range of things including:</p> <ul style="list-style-type: none"> • Repair projects in and around the building, or upgrades to Park infrastructure and planting; • Bringing more spaces back into use for the public to enjoy, new attractions and facilities; • Improvements to the car parks; • Our creative learning programme, so a wide range of people can continue to learn about, enjoy and benefit from the Park and Palace

<p>4</p>	<p>What are the tariffs, and how have the tariffs been set?</p>	<p>We have taken independent advice from a sustainable transport planning and research consultancy (Integrated Transport Planning Ltd). They have proposed a tariff structure using information from comparable venues and parkland, on-street parking charges locally and shopping parking, whilst at the same time taking into account our context, operational requirements and the range and visitation patterns of our users.</p> <p>The charges will apply 7 days a week, 365 days a year. The first 30min will be free. Blue Badge holders will not be charged. We do not wish to encourage long stay or overnight parking.</p> <table border="1" data-bbox="1144 568 1673 930"> <thead> <tr> <th>Daily Tariff Band</th> <th>Tariff £</th> </tr> </thead> <tbody> <tr> <td>0 – 30min</td> <td>Free</td> </tr> <tr> <td>30min – 1hr</td> <td>£1.50</td> </tr> <tr> <td>1hr – 2hr</td> <td>£3.00</td> </tr> <tr> <td>2hr – 3hr</td> <td>£4.50</td> </tr> <tr> <td>3hr – 4hr</td> <td>£6.00</td> </tr> <tr> <td>4+ hours</td> <td>£8.00</td> </tr> </tbody> </table>	Daily Tariff Band	Tariff £	0 – 30min	Free	30min – 1hr	£1.50	1hr – 2hr	£3.00	2hr – 3hr	£4.50	3hr – 4hr	£6.00	4+ hours	£8.00
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<p>5</p>	<p>Will I have to pay to drop-off/ pick-up?</p>	<p>The first 30min of parking will be free of charge. A ‘no return’ time condition will apply to prevent people circulating unnecessarily on site.</p>														
<p>6</p>	<p>Will charges be different on event days?</p>	<p>No, they will be the same 365 days of the year. It is important to ensure we are consistent with charging. Parking is currently free of charge, but it is not free for the charity to provide, and the car parks still cost us money on non-event days. Event-day costs of parking are covered by the event income.</p>														
<p>7</p>	<p>How will I pay?</p>	<p>We are proposing cashless payment options, both on site and remotely. This reduces the risk of theft of machines, and also gives the flexibility of paying later (up to two weeks after parking on site). We do want to get your feedback on this however, as some of our visitors may still like to pay with cash. We encourage you to complete the survey.</p>														

8	What measures will you take to reduce congestion/parking in local roads?	<p>We know that some visitors to the Park and Palace park on streets around our site's perimeter. This is partly due to the lack of parking controls in those streets, and partly due to convenience – some entrances provide more direct access to some areas of our site than the designated car parks.</p> <p>We will consider impact of any proposal on surrounding streets, and are encouraging local people to complete the survey so that we can hear any views that they may have on this. It is important to point out that the local parking demand situation is complex - we know from recent survey work undertaken that parking on local roads cannot be attributed to APP alone.</p> <p>During events, we manage the car parks and flow of traffic to minimise congestion along Alexandra Palace Way. We encourage visitors to travel to site sustainably, and for certain events we have a shuttle bus running between key transport points and the Palace. We will continue to do this.</p>
9	Won't some people just park elsewhere on site causing damage to the Park and creating obstructions?	<p>If we install Automatic Number Plate Recognition (ANPR) cameras on Alexandra Palace Way, we will be able to monitor if this is happening. If this becomes an issue, the charity could apply enforcement action across the whole site, not just the car parks themselves.</p>
10	Will all vehicles be charged?	<p>All vehicles will be charged to park on site for longer than 30min.</p>
11	Will the charges apply all the time?	<p>Yes, we need to provide consistency for our visitors.</p>
12	How did you decide on what the preferred car park charging model would be?	<p>Before any work started we set out criteria to ensure that any proposals respected the site, met the needs of the charity and its operation and the wide range of uses and users. The criteria were used by ITP to assess different parking management options. The criteria included:</p> <ul style="list-style-type: none"> • Any proposed tariffs must be affordable and not unintentionally deter people from visiting and benefiting from the use of APP;

		<ul style="list-style-type: none"> • Infrastructure requirement of the system must be minimal. The location of the car parks in a parkland setting combined with the non-parking uses of some of the car parks necessitates that they are kept free of unnecessary obstructions; • Access and egress flows must not be impeded – this is particularly important given that at times large volumes of traffic need to enter or exit the site and the system should not increase queuing time or congestion on AP Way; • Cashless payment should be promoted, as the Trust is working towards cashless payment across the site. Holding high volumes of cash is seen as a safety risk; • Enforcement should be remotely conducted – the Trust is keen to eliminate the risk associated with officers undertaking manual patrols. Remote enforcement will be cheaper and more effective; • Upfront costs should be minimised – the Trust has limited funds and the main stated objective of introducing parking charges is to generate income to fund the delivery of the Trust’s charitable objectives.
13	You surely make enough money on all the events and activities you hold?	It costs £3.6million a year to maintain the Park and Palace at a level to ensure it is safe for the public to use. The Trust generates around 50% of its revenue funding from events and activities on site. The rest is funded through grants and other fundraised income, none of which is guaranteed. All of the income received by the Trust is spent by the Trust delivering our charitable purposes.
14	There are other venues and parks you can park for free still, so you will lose customers.	ITP have undertaken research on comparable sites – cultural / heritage / events venues such as Hampstead Heath, Hampton Court Palace, the O2 and Greenwich Park – all of which charge for parking. The research included more local parking charges as well (i.e. around Muswell Hill and Finsbury Park). We don’t believe there are other similar sites to Alexandra Park and Palace in London that don’t charge for car parking.
15	Surely costs can be covered by charging more for events?	We need to remain competitive to attract events and visitors to come here. If we price ourselves too highly, event organisers will go elsewhere and we will lose the income from them. We have to look at other options for increasing income generation beyond the current uses.

16	People will stop visiting if you introduce car park charges.	We are keen to hear your views on the proposal, in particular, how the introduction of parking charges could impact on our visitors. We would encourage you to complete the survey.
17	It is hard to get to AP anyway, and charging will mean people won't travel there.	Despite being in an outer London location, Alexandra Park and Palace is well-served by public transport. The perception is that it is hard to get to, because it is on top of a hill. A regular train service runs from Alexandra Palace Station; the W3 bus runs from Finsbury Park to Northumberland Park, with three stops along Alexandra Palace Way; and you can reach central London on the Piccadilly Line in 20min.
18	It's the People's Palace so you can't charge.	<p>Alexandra Park and Palace is a charitable trust. Providing parking for free comes at a cost to the charity (c£400,000 a year). This money could be better spent on maintaining and repairing the building and parkland, which would enable more of the Palace to be enjoyed by the people, our beneficiaries.</p> <p>We want to ensure any parking charges ultimately provide a net benefit to people's experience of the Park and Palace, by investing any money generated from the charges into improvements across the site. Our proposal so far has options to ensure people can still use the car parks for no, or minimal, cost. We're keen for people to tell us how the proposed charges will impact them, so that we can find the right outcome.</p>
19	Surely the Park will survive without charging?	<p>We have a grounds maintenance contract to cover the day-to-day maintenance of the Park. There is a small budget for reactive maintenance (i.e. broken drains, lampposts etc.). There is no other funding for improvement projects in the Park.</p> <p>Combining this with the projected population increase in Wood Green and surrounding areas in the next 10-20 years, the pressure on the Park as a vital green open space for North London will only increase.</p>
20	Parking revenue won't raise that much money anyway.	The work that ITP have undertaken has indicated that parking charges could generate upwards of £550,000 per year. This would cover the day-to-day management of the car parks, and provide much needed income to maintain and repair the Park and Palace.

21	Does this mean you will create more car parks?	No – we are not adding any car parks. Some works may be required to reconfigure some of the car parks, to meet modern car parking standards, but this work will likely result in a reduction of spaces, not an increase.
22	Are you removing trees?	No – the proposal does not include nor require any works to trees in the Park.
23	What about when I drop off and pick up my children?	The first 30min will be free to allow enough time for drop-off, waiting time, and pick-up.
24	What about ice hockey players and patch skaters who are here each week?	The proposed technology (Automatic Number Plate Recognition) will allow for discretions to be applied if required. We are open to suggestions, so would encourage you to complete the survey and use the free-text fields to give us your thoughts on this matter.
25	I want to enroll in a course in ice skating – will I have to pay?	The proposed technology (Automatic Number Plate Recognition) will allow for discretions to be applied if required. We are open to suggestions, so would encourage you to complete the survey and use the free-text fields to give us your thoughts on this matter.
26	I walk my dog round the Park – how much will I have to pay?	If you are parking on site in order to walk your dog in the Park, and you are here for longer than 30min, you will have to pay for parking.
27	Will Volunteers and staff have to pay to park?	It is not our intention to charge staff to park. We have a green travel plan and encourage all staff to use public transport wherever and whenever possible. It is not our intention to charge our volunteers who donate their time and expertise to the charity.
28	Will local residents be exempt?	All vehicles take up car parking spaces, therefore having the same financial impact, regardless of whether they are local residents or not. All vehicles will be charged to park on site for longer than 30min. The approach taken will however benefit the charity by increasing income from visitors from outside the local area.

29	Why not charge on event days only?	Event visitors are no different to other visitor groups; they are enjoying the facilities and activities, provided by the charity, for the public to enjoy. It is important that we provide consistency to all of our visitors.
30	What about when I visit the Garden Centre / Alexandra Park Club?	<p>The Alexandra Park Club and Garden Centre each have their own parking. Both of these car parks are managed by the leaseholders of these premises.</p> <p>We will be talking to the leaseholders about how the proposals may impact and benefit them and the wider site, with the aim of discouraging displacement into their car parks to the detriment of visitors to their facilities.</p>

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Car Park Charging Proposals – Information Briefing

November 2019

INTRODUCTION

In February 2019, Alexandra Park and Palace Charitable Trust (APPCT) announced that we were going to investigate the feasibility of introducing parking charges across the site. Over the past six months, we have been working with Integrated Transport Planning Ltd. (ITP), an independent sustainable transport planning and research consultancy, to assess, develop and test an appropriate proposal for Alexandra Park and Palace, its operations and the different needs of our visitors.

We are keen to hear the views of the public before making a decision about progressing the proposal. From Monday 11th November to Tuesday 31st December 2019 we will be asking our stakeholders, beneficiaries, visitors and local residents for views on the proposals via our online survey available at www.alexandrapalace.com/parking. This is your opportunity to tell us how the proposal could impact you. If you need assistance to complete the survey please email consultation@alexandrapalace.com

We will also be holding a series of informal drop-in sessions at Alexandra Palace for people to meet with APPCT staff to talk about the proposal and share your views. The drop-in sessions will be held in the Transmitter Hall (entrance located on the South Terrace next to the BBC Tower) on the following dates:

Thursday 14 th November	8am – 11am
Tuesday 19 th November	5pm – 8pm
Monday 25 th November	11am – 2pm
Tuesday 3 rd December	10am – 1pm
Wednesday 11 th December	1pm – 4pm
Monday 16 th December	5pm – 8pm

THE REASON WE ARE PROPOSING TO CHARGE FOR CAR PARKING

We want to continue to provide great experiences, spaces and entertainment, for everyone, for generations to come. To do this, it is vital to continue to build physical and financial resilience, finding new ways to generate more income that can be re-invested back into the Park and Palace.

It costs £3.6million each year to keep Alexandra Park and Palace open. All the money we generate from events, fundraising and other activities onsite contribute towards this. However, our costs are rising and the backlog of repairs and list of significant maintenance works required is growing each year. We need to generate more income; at least another £0.5million - £1million per year to be able to continue our work to repair, maintain and restore the Park and Palace.

ITP estimate that we can expect to generate income upwards of £550,000 per year if we charge for car parking on site (this does not include any Penalty Charge Notice revenues generated through parking enforcement activity, as the purpose of enforcement is compliance and not revenue generation).

All monies raised by parking charges, as with all income raised from our activities on site, would go directly towards our charitable purposes. We also believe that managing our car parks as outlined in this proposal will help to deter the increasing levels of antisocial behaviour that has a negative impact on our visitors' enjoyment, our neighbours, and increases our security, repair and litter collection costs.

In addition, if by introducing charges we encourage people to walk, cycle and use public transport more often, it will reduce the level of traffic on site and benefit the Park and visitor enjoyment of it.

We have looked at other options to increase income generation and have plans to bring more of the Palace back into use over the coming years. We have also increased income generation from our existing activities, but we must balance the intensity of use of the building, and particularly the parkland, with the need to protect and conserve it. Ultimately we feel that charging for parking would bring significant benefit to APP and everyone who visits. But before we go any further, we want to hear your views on how parking charges could impact you.

CURRENT PARKING ARRANGEMENTS AT ALEXANDRA PALACE

Alexandra Park and Palace is unusual as an events venue and as a site open to the public for recreation, in that it is currently free to park on site at all times.

There are seven car parks in operation. Some are in daily use (East and Grove), others are frequently opened (Dives, Pavilion, Paddocks and Fairground) depending on the activity happening on site. The Lower Road car park is used very occasionally when parking demand is especially high.

The car parks can currently accommodate 1,282 vehicles, based on current parking arrangements. If all car parks were redesigned to modern car parking standards (e.g. lining and spacing), the maximum capacity would be 1,101 vehicles. There is opportunity to improve the car parks from a user perspective e.g. creating dedicated pedestrian walkways. This could reduce the capacity further to c.1,000 vehicles. However based on the surveys undertaken as part of the feasibility work, this would be sufficient to accommodate existing parking demand (as measured without any charges) across a typical week.



CURRENT INVESTMENT IN PARKING

Whilst car parking is currently free of charge to our visitors, it is not free for the charity to provide. The costs associated with managing our car parks are more than £400,000 each year.

This expenditure is a result of a combination of repairs, dealing with litter, anti-social behaviour and daily management of the car parks e.g. managing the flow of traffic in and out of the site. These costs are based on the costs of management on non-event days. The event-day costs of parking are covered by the event income.

SURVEY DATA

In June 2019, in conjunction with ITP, a series of surveys were undertaken to understand the patterns of traffic movement and parking activity across the site. Surveys were commissioned across all seven car parks, Alexandra Palace Way and neighbouring streets. Over a period of eight days (selected as a typical AP week), the findings were:

- 65,073 vehicles travelled along Alexandra Palace Way, an average of 8,134 per day
- Almost 80% of this traffic was estimated to be through traffic
- The total parking demand for all car parks across the survey period was 13,395 vehicles – an average of 1,674 per day
- Total daily parking demand ranged from 467 to 3,330 vehicles
- The average car park occupancy across the survey period was 30% and this peaked at 62% across the eight-day period

- Of the vehicles that stopped, 33% stayed between 5min and 30min, suggesting a high proportion of vehicles were dropping off or picking up. 38% stayed between 30min and 2hr. Vehicles that stayed 4+ hours made up 13% of the total stay data
- Of the vehicles that parked along Alexandra Palace Way, 55% are long-stay parking for purposes other than visiting the Park or Palace (rail commuter and residential overflow parking)

The parking surveys highlighted that some visitors to the Park and Palace may be parking on residential streets already when attending activities on site. This is a matter of convenience, which reflects that most of the local streets are also unregulated with some providing more direct access to parts of the Park and Palace than the car parks.

However, there was also evidence that parking occupancy on residential streets is affected by factors other than Alexandra Palace. Non-residential parking cannot be attributed to APP with any given certainty, given the complexity of competing parking demand in the local area.

PROPOSED CAR PARK CHARGING ARRANGEMENTS

The system we propose introducing is a barrier-free, pay-on-exit system that will use Automatic Number Plate Recognition (ANPR). It is felt that this system is the most appropriate to the context and operational requirements of Alexandra Park and Palace and our visitors, especially at peak times.

There are no proposals to add more car parks. However we are considering removing the parking spaces along Alexandra Palace Way.

It is proposed that all car parks will be charged for and the tariffs charged will be consistent across the site. As we stated in our announcement in February, Blue Badge holders will be able to park for free. It is proposed that there will also be a free courtesy period for car parking up to 30 minutes in all of the car parks.

In developing the proposed tariffs for Alexandra Park and Palace, the prices of similar comparable sites (including Hampstead Heath, Hampton Court Palace, Greenwich Park, the O2 arena, Westfield Stratford City) and more local parking charges were considered alongside the needs of our broad range of user groups and their patterns of visitation.

The charges will apply 7 days a week, 365 days a year. The car parks will close at night, as they do now, as there is no wish to encourage long stay or overnight parking on site. The proposals have been based around the needs of visitors to Alexandra Park and Palace.

Daily Tariff Band	Tariff £
0 – 30min	Free
30min – 1hr	£1.50
1hr – 2hr	£3.00
2hr – 3hr	£4.50
3hr – 4hr	£6.00
4+ hours	£8.00

PAYMENT METHODS

We are proposing cashless payment options both on site and remotely, in order to reduce queuing at the number of payment machines provided and to assist with traffic flow on busy event days.

Payment Machines: We propose locating machines in the car parks. They will be cashless, to protect against the threat of theft.

Pay by Mobile: There will be the option to pay via mobile phone, a well-used method at other sites. Pay by Mobile is a preferred method for visitors who do not have cash to hand and can allow the visitor to pay remotely, up to two weeks after parking on site.

Cash: We know that some of our visitors would prefer to pay with cash. We are still working on the detail of this, and are open to providing an option for visitors to pay by cash on site.

ENFORCEMENT

We appreciate that enforcement is a sensitive issue, but if the proposed parking system is to be effective, some enforcement will be necessary to be fair to all of our visitors and help to mitigate the antisocial behaviour and undesirable activities that take place in our car parks on a daily basis. We are also considering installing ANPR cameras on Alexandra Palace Way to prevent parking happening on site outside of the designated car parks.

We are proposing that when there is a failure to comply with our parking charges a Penalty Charge Notice of £100 is issued, the maximum charge recommended by the British Parking Association (BPA) for private land, which for the purposes of this exercise the Park and Palace is considered to be. Independent advice recommends it is appropriate to charge the maximum penalty because of the high public transport accessibility of Alexandra Palace, given its London location. However, it is also proposed that if a penalty is paid on time, then a significantly reduced charge could be payable instead.

ITP have recommended that a specialist provider be contracted to provide the service. We will be assessing this further, if we proceed with the proposal. However we recognise that as a potential new area of operation, the Trust and our visitors could benefit from the expertise and responsiveness, to both customers and maintenance issues that a dedicated specialist provider could offer.

WHAT COULD BE ACHIEVED

First and foremost, parking charges would create a new income stream that would be fairer means of financing car park operation and maintenance. It could provide surplus revenue that would be used for investment back into the Park and Palace, contributing to the long-term sustainability of the site for the benefit of everyone. The income generated could go towards:

- Bringing more spaces back into use for the public to enjoy, such as the recent restoration of the Victorian Theatre and East Court;
- Repairs to heritage features, tree management, enhancement of horticultural features in the parkland and improvements to routes and trails;
- Future upgrades and refurbishment of car parks and site infrastructure (i.e. lighting, signage and CCTV) to provide a better visitor experience overall;
- Our [creative learning programmes](#) that enable and support people to enjoy the Park and Palace such as Singing for the Brain (for dementia sufferers), Sensory Suitcase (outreach in local care homes), family Creativity Challenges, school workshops and adult learning;
- Improved signage, wayfinding and interpretation across the site;
- Improvements to cycle parking on site and installation of electric vehicle charging points.

NEXT STEPS

Feedback on the proposal will be consolidated into a report. The report will summarise the responses and if appropriate make recommendations about changes that could be made, to respond to feedback we have received. We will also use the feedback received to inform an Equalities Impact Assessment of the proposal.

The proposal, the feedback report, the Equalities Impact Assessment and recommendations on any changes to the proposal as a result of the exercise will be presented to the Trustee Board for consideration.

To implement the proposal the Trust will need Charity Commission approval. The decision for the Trustee Board will be whether to progress the proposal by presenting it to the Charity Commission for their consideration.

ENDS



USER GROUPS ASSESSMENT TEMPLATE

January 2020

	User Group	
	APP Owner	
a	Does this User Group already contribute financially towards the charity?	
b	How large/ small is this User Group? (do we know how many members)	
c	Is this contribution regular and medium/long-term (define - i.e. over several weeks/ months)?	
d	Would the introduction of parking charges disproportionately affect this User Group – i.e. financially? Any examples?	
e	Is there a reputational risk associated with this User Group?	
f	Is there a risk that this User Group will legitimately go elsewhere ? What is our level of tolerance for this?	
g	What is the opportunity should there be a change in this User Group's behaviours/ visits?	
h	Would an exemption/ discount be appropriate for this User Group?	
i	What unintended consequences could there be as a result of charging for this User Group?	

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USER GROUP ASSESSMENT - SUGGESTIONS

March 2020

User Group	Panel discussion	Reduction/ Exemption
APPCT		
Board members	Board members should be treated the same as AP staff.	Exemption – treated like AP staff.
SAC/CC members	Exempt, but only for meetings. Consistent with approach for contractors and voluntary groups. Tech dependent, number plates can be collected and white-listed for set times/ dates.	Exemption - for meetings only.
Contractors	Contractors that are regularly on site (i.e. like AP staff – RNE, John O’Connors, Teamwork) to be treated like AP staff. Those contractors that are coming to site specifically for temporary/ short-term works, tech dependent, to be added to white-list for limited time or given a code/ voucher.	Exemption – treated like AP staff. (for regular contractors)
Phoenix B&K	In the surrounding area, there are very few places to park for free on a weekend to eat. If you choose to drive to AP for a meal in the B&K – ppl would expect to pay for parking. Would like to discourage visitors driving to a pub. No discount for now. One to watch.	No

ICE RINK		
Ice Rink – Coaches	Coaches generate a lot of money for the charity, and are therefore a significant contributor. If coaches were charged, their working patterns might change to accommodate – i.e. cramming sessions into less days rather than coming to site 5-6 times a week. This could then have a significant impact on the way their pupils use the rink. There are only 16x coaches, so minimal loss of income of parking charges when considering the reputational risk and bigger picture – tech dependent, number plates can be collected and added to white-list.	Exemption – treated like AP staff. Significant contributor to charity. Due to the variance of when coaches are on site (could be any day of the week, and could be between 0630 and 2200, it would be more efficient to give them blanket exemption.
Ice Rink – Hockey (Huskies)	Huskies generate a considerable amount of revenue for the charity. All players play for free (and the revenue generated from the matches they play is substantial), and the only ice time we give them is late at night, so this combined with heavy kit means they have to drive to site. Tech dependent, number plates can be collected and added to white-list.	Exemption - during specific training times with leeway either side plus for match days. Significant contributor to charity.
Ice Rink – Hockey (juniors)	Vocal group (lots of comments through the feedback survey). 150+ players, training up to 3x a week. They have been using rink since 1990. Juniors range from 6-18yo, and some then feed into the Huskies. Contribution to the charity financially, but also aligned with our purpose of providing recreation and public benefit (health and well-being agenda/ social value). Need to consider local competition's charging – Lea Valley charge £1.	Reduction – flat rate of £1 charge for all club members, during designated training hours only. Tech capabilities of how to do this to be discussed with provider.
Ice Rink – Hockey (Legion)	To ensure a level of consistency across the board regarding hockey teams, this group will be charged in the same way as the juniors. Need to consider local competition's charging – Lea Valley charge £1.	Reduction – flat rate of £1 charge for all club members, during designated training hours only. Tech capabilities of how to do

		this to be discussed with provider.
Ice Rink – Hockey (DemonXtreme)	Although DX are not like the other clubs (i.e. they are a commercial entity and are not an NFP), they are a feeder team to other parts of the IR business. Their Fri night session could be difficult to replace with something else that would generate a similar revenue. One to watch. Need to consider local competition's charging – Lea Valley charge £1.	Reduction – flat rate of £1 charge for all club members, during designated training hours only. Tech capabilities of how to do this to be discussed with provider.
Ice Rink – Hockey (Other)	This group have been with us a long time. Some have money (Rangers and Statesmen). Need to consider local competition's charging – Lea Valley charge £1. Need to ensure a level of consistency across the board regarding hockey teams.	Reduction – flat rate of £1 charge for all club members, during designated training hours only. Tech capabilities of how to do this to be discussed with provider.
Ice Rink Patch – Drop-in	This group should be treated the same as public/casual users. Only caveat is they may not be able to afford a season ticket for patch, and this might be an indication that they are on low income. Length of relationship is key, as to get to a level where you can patch skate means you have been skating for a number of years and have spent a considerable amount of money already. Patch drop-ins are popular, with a consistent customer base. Large majority are young girls – aligns with our purpose of recreation and public benefit (and contributing to the health and well-being/ social value agenda).	Reduction - with drop-in ticket purchase – level of discount and tech to be discussed.
Ice Rink Patch – Season ticket	Patch season ticket users come 3x a week minimum, for 2hr. The Patch sessions are at set times. Appropriate treatment would be	Reduction – flat rate of £1 charge for all Patch season ticket

	discounted parking to an acceptable level at what they pay at other ice rinks, for the patch sessions only.	holders, during designated training hours only. Tech capabilities of how to do this to be discussed with 3 rd party.
Ice Rink Courses – Drop-in	More vocal group. Coffee morning on a Weds. Large number of adults. Skate, group lesson and coffee. £13.50. v popular – gets people to have a private lesson after. Long-term commitment but no tie-in.	Reduction - with drop-in ticket purchase – level of discount and tech to be discussed.
Ice Rink Courses – Term booking	3x classes on Saturday morning from 0930 onwards. As part of the deal, after their course class, they are allowed to stay and skate on the public session for free, however there is a 45min gap between course times and public session – meaning we keep them on site, and they secondary spend in the café. Social groups are also formed in this time, adding to the health and well-being/ social value argument. Tech dependent, number plates to be taken at start of course and added to white-list.	Exemption – during specific training times with leeway either side but incorporated into ticket price over time.
Ice Rink – public	Not permanent/committed users, but accounts for 65% of IR users. Exemption or discount could be considered later down the line as part of a wider loyalty scheme, but for now, IR public should be treated the same as exhibition/ event public. Only issue to consider is the benchmarks of Lea Valley and Sobel. Potentially need to do some work on establishing the average length of stay in the IR for a public session. How could we protect secondary spend? Add an incentive, i.e. purchase a coffee and get X% off parking charge? (similar model we currently operate for spectator tickets). One to watch.	No

PARK AND TENANTS		
Little Dinosaurs	<p>Whilst the tenant pays the Trust rent, the Trust receives no financial impact from visitors directly. Some of the visitors are regulars – but the degree of financial income that the tenants gain from visitors is unknown.</p> <p>Softplay is similar to Go Ape and Ice Rink in that it is a specific use/ destination in its own right.</p> <p>Exemption or discount could be considered later down the line as part of a wider loyalty scheme, but for now, treat as general public. Could add an incentive, i.e. spend £x and get X% off parking charge? (similar model we currently operate for spectator tickets). One to watch.</p>	No
Grove	<p>Whilst the tenant pays the Trust rent, the Trust receives no financial impact from visitors directly. Some of the visitors are regulars – but the degree of financial income that the tenants gain from visitors is unknown. Same approach to be taken as other F&B facility on site (pub).</p>	No
Lakeside	<p>Whilst the tenant pays the Trust rent, the Trust receives no financial impact from visitors directly. Some of the visitors are regulars – but the degree of financial income that the tenants gain from visitors is unknown. Same approach to be taken as other F&B facility on site (pub).</p>	No
345 Pre-school (Grove)	<p>Majority are dropped off and picked up, so would benefit from the 30min grace period.</p>	No

Allotment holders	This group is not financially contributing towards charity – but there could be an argument that access to allotments is part of health/ well-being/ public recreation mission of charity. Time spent at allotments can be between 30min – 2hr. Some might be blue badge and if you are over 60 in some boroughs you get a discount on the price of the holding.	No
Go Ape	<p>There is a direct financial benefit to the Trust with the number of visitors – the more visitors they get, the more they earn and the more we get.</p> <p>Other Go Ape sites charge – Battersea, Moors Valley, Thetford and Bedgebury all have parking charges.</p> <p>The exception is Cockfosters which is at Trent Park.</p> <p>Go Ape is a destination in its own right.</p>	<p>No – Go Ape is a destination/ activity in its own right.</p> <p>We can monitor and if in 6 months' time after parking charges are introduced there is a huge drop-off in visitor numbers (and therefore our additional revenue) then we could look at potentially offering a discount – Go Ape would have the data for this conversation if needed.</p>
Friends of the Park Committee	<p>Friends of the Park Committee undertake a range of activities on behalf of the Trust including walks and talks, activities and opening and staffing the Visitor Information Centre. We know they have their regular times, but there is also a random element to the times they are on site as well.</p> <p>Element of trust required, but could white-list the 7x committee members only for the Grove car park only, and then monitor for abuse.</p>	<p>Exemption – Committee members only (x7); volunteers (x30) for opening and closing of Visitor Info Centre on weekends – exempt for those times only.</p> <p>All other members – treated like members of the public.</p> <p>Due to the valuable contribution they make to the charity – the service they are providing for</p>

	There are 30x members on the rota for the Visitor Information Centre. Tech dependent, number plates can be collected and added to white-list.	free is something we would have to pay for otherwise.
Sports Club	Their car park is outside of the parking charges project but we will need to work closely with them to ensure their car parks aren't abused as a result. Regular reviews of impact required. Work to be undertaken with tech provider/ during system design stage to ensure that their visitors are not penalized by the ANPR cameras for genuine use of the Sports Club car park.	Car park is outside of project scope but impact to be monitored and to be incorporated into early conversations with tech provider.
Garden Centre	Same as above. Work to be undertaken with tech provider/ during system design stage to ensure that their visitors are not penalized by the ANPR cameras for genuine use of the Garden Centre car park.	Car park is outside of project scope but impact to be monitored and to be incorporated into early conversations with tech provider.
Military fitness, personal trainers, segway	Activities fall under provision of recreation, health and wellbeing however as with the tenants, the charity does not receive any direct financial benefit from the users of these services. Proposed that like event organisers, exhibitors and the farmers market, the providers of these services are given exemption for the set times they are on site. Tech dependent, number plates can be collected and added to white-list.	Organisers – exemption for set times they are on site. Users of services – treated like members of the public.
GENERAL PUBLIC		
Dog walkers/ picnickers/ recreation	General public some of which use the facilities but don't contribute towards the charity.	No
Local residents	General public.	No

SALES AND EVENTS		
Exhibitors and Event Organisers (including Farmers Market)	Principle of discount for clients buying-out certain car parks is agreed (for Pavilion and Paddocks only). Organisers exempt for set-ups/ breakdowns only. North Service Yard (outside of parking charges) spaces to be allocated to certain organisers (depending on space booked, i.e. GH = 50 spaces). Key to this user group is flexibility of the preferred system.	Combination of Reduction/ Exemption For set-up and break-down times only - Exemption. Use of spaces outside of set-up/ breakdown times – Reduction. Note: FM attendees to be treated like general public
Exhibition and Event Attendees	Public events should be chargeable across the board. To be treated like general public.	No, but option for Organisers to buy-out for attendees – rate card to be established.
CREATIVE LEARNING		
Creative Learning – Older People	High percentage of users could already be on blue badge. A percentage would be dial-a-ride drop off and pick up. One to watch. Trying to grow and expand this area of the CL programme and activities are aligned with our purpose of recreation and public benefit. Small numbers. If not covered by blue badge/ drop-off pickup, then tech dependent, number plates can be collected and added to white-list.	Exempt – on grounds of income/ health
Creative Learning – Young People	30min drop-off will cover most of the users in this group. If something slightly unusual comes up we can deal with it on a case by case basis. One to watch.	No

<p>Creative Learning – Disability Groups</p>	<p>High percentage of carers that drive would likely be on a blue badge. Trying to grow and expand this area of the CL programme and activities are aligned with our purpose of recreation and public benefit. If not covered by blue badge/ drop-off pickup, then tech dependent, number plates can be collected and added to white-list.</p>	<p>Exempt – on grounds of complexities re: income/ health</p>
<p>Creative Learning – Family Programme</p>	<p>Family Programme is currently focused on activating the space – arrangements are that the CPav is given over to partners for free – and they take all the admission fees. Challenge with charging for these groups is about dwell time – the more that we programme in the space (and we ask the tutor to stay behind – ppl like to get the ear of the tutor) the more they might stay to get coffee etc. Need to start tracking what those groups might spend.</p> <p>If we know we are doing work that is absolutely targeting low income groups, we need to design something bespoke for those groups. Subsidised projects would factor in parking. Only issue is as we are getting projects off the ground, it could be a barrier to partners. Could we add value to the activity so that parking is not seen as a barrier? Provide refreshments as part of activity? Over time we might review and see where the income needs to come from. A cut from the provider, or car park charging.</p>	<p>No – but one to watch and certain user groups might warrant a discount dependent on the target beneficiary of the activity (on a case by case basis)</p>
<p>Creative Learning – School Visits</p>	<p>Tend to use public transport. Rarely come in coaches. We could organize around this if needed.</p>	<p>No</p>

* important to note that we need to collect as much data as possible from the preferred system – one way to collect data is to require individuals to actively engage with the system – i.e. a code on the bottom of a receipt – to establish patterns of behavior, including secondary spend

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EQUALITY IMPACT ASSESSMENT

1. Responsibility for the Equality Impact Assessment

Name of proposal	Alexandra Palace Car Park Charging
Business area	Strategic Projects (Executive Team)
Lead	Louise Johnson (Strategic Programme Manager)
Decision meeting date (if applicable)	APPCT 14 September 2020

2. Summary of the proposal

Following feasibility work and a public consultation the Trustees of Alexandra Park and Palace are considering implementing reasonable parking charges at Alexandra Palace to generate additional income for the Charity in order to continue to deliver its charitable objects. The increasing levels of traffic and demand for parking causes strain on the parkland, increasing maintenance costs, which the Charity is already struggling to meet. The level of non-visitors using the car parks, often engaging in antisocial behaviour, is also on the rise but the Charity does not currently have the resources to deal with this. Implementing parking charges would provide funding to assist in monitoring, maintaining and managing the car parks. The charges and installation of car parking infrastructure such as ANPR cameras will also act as a deterrent to anti-social behaviour, creating a more pleasant and safer environment for visitors to the Park and Palace.

The proposal has taken into account the broad range of user groups and a number of discounts or exemptions are proposed for certain users. The principle that has been applied when making a recommendation regarding discounts or exemptions is whether the user group already contributes to the charity, financially, whether it can be evidenced that the user group would be significantly financially disadvantaged in relation to the general public and other similar sites and whether the activity itself is in accordance with the charity's mission of providing enjoyment and recreation for public benefit.

The Board sought the views of the Charity's Trading Subsidiary and Advisory & Consultative Committees, initially in January 2019 and in the feedback period. Further consultation with these groups will take place in September 2020. 2,121 responses to the public survey were received and a further 20 people attended public drop-in sessions.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Protected group	Service users	Staff
Sex	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Gender Reassignment	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Age	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Disability	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Race & Ethnicity	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)

Sexual Orientation	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Religion or Belief (or No Belief)	Survey (ran Nov 2019 – Jan 2020)	Survey (ran Nov 2019 – Jan 2020)
Pregnancy & Maternity	Haringey Equalities Profile	N/A
Marriage and Civil Partnership	Haringey Equalities Profile	N/A

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

The online survey consisted of a series of closed questions to determine:

- Frequency and reasons people visit APP;
- How people travel to APP;
- Where people visiting APP are travelling from;
- People's views on the introduction of parking charges at APP;
- What, if any, impact the introduction of parking charges would have on people's visits to APP

These questions were supplemented with several open questions enabling respondents to provide more detailed answers about their views on the parking charge proposals. Demographic questions were also asked to ensure that respondents reflect the breadth and depth of different people who visit APP and determine whether the proposals affect some visitors more than others.

A total of 2,121 surveys were completed, made up of 2,118 (99.9%) online surveys and a further 3 (0.1%) hardcopy surveys.

Age and gender

The greatest proportion of respondents were aged 45-54, accounting for almost a third (29%). Approximately one of seven was under the age of 35. Just over half (55%) of respondents were female.

Health problem or disability

Three quarters of respondents (76%) reported having no limitations, but one in seven respondents reported their day-to-day activities were limited by a health problem or disability.

Ethnicity

More than half (60%) reported their ethnicity as White – British, a tenth (12%) as White – any other white background and 3% as White – Irish. One in six preferred not to say (16%) and the rest (9%) were made up of a mixture of different ethnic groupings.

Religion

The highest proportion (44%) said they had no religious beliefs. A quarter were Christian (25%), and a fifth (22%) preferred not to say. The remaining 8% were Jewish (3%), Muslim (1%), Hindu (1%), don't know (1%) and other (3%).

Household Income

The majority (51%) preferred not to say. Approximately one fifth (22%) of respondents were in households with income below £50,000. A tenth reported a household income of over £100,000. The median income band of the 994 respondents who provided details was £50,001-£60,000.

The survey did not ask questions about Sexual Orientation or Marriage and Civil Partnership. [Haringey's Equalities Profile](#) can be used in lieu.

There is no data on Pregnancy and Maternity.

Parking displacement was the key perceived negative impact, felt by a total of 980 of all respondents.

Other perceived negative impacts were:

- Reduced visitor numbers (350);
- Increased traffic/ congestion in the local area (139);
- Disproportionate impact on certain users groups (136)

A total of 136 respondents expressed concerns about the potential disproportionate impact on some user groups. The greatest number questioned the affordability of parking charges for households on low income (43) and children who might miss out on recreational/ sporting opportunities (41). Disabled visitors (21) and elderly visitors (18) were also thought to be disadvantaged by the proposals, particularly as there was a perception that these groups might not meet the Blue Badge criteria.

Low income households

Half of the 43 respondents who expressed concerns about the disproportionate impact of parking charges on low income households preferred not to state their income. Of the 21 respondents who stated their income, 12% reported a household income of £20,001 - £30,000 and 12% a household income of £30,001 - £40,000. It is difficult to say with any certainty whether those respondents that raised concerns about the impact on low income households were actually from low income households themselves, as so many respondents did not state their income.

Disability/ health issues

Of those that mentioned impacts on disabled visitors (21 respondents), 57% (12) reported that their day-to-day activities are limited due to a health problem or disability.

Elderly visitors

Eight (44%) of the 18 respondents who expressed concerns about the impact on elderly visitors were aged over 64 years. A fifth (22%) were aged under 45 years.

Many respondents put forward suggestions about changes to the proposals to address the concerns they identified. Around 500 suggestions were given, including:

- Providing free/ discounted parking for certain user groups (181);
- Reducing the proposed parking tariffs (93); and
- Increasing the grace period (48)

User Groups

A total of 181 respondents suggested that discounted or free parking should be provided for certain user groups or facilities users. The central suggestion expressed was that those users who were already paying to use the facilities at APP should receive some sort of dispensation from the proposed parking charges.

In addition to the surveys, the Trust received 25 supplementary email comments/ responses from individuals and organisations via the consultation@alexandrapalace.com inbox (of the 25, 13 opposed the proposals, 3 supported, a further 2 were conditionally supportive and the remaining 6 were neutral). Of the 25 comments/ responses, nearly half (12) suggested exemptions be provided for certain user groups.

Following the survey and its analysis the group of people disadvantaged disproportionately were regular and frequent paying users of the Park and Palace who because of their regularity and frequency of use and the nature of that use means that the cumulative cost of parking could be prohibitive to them continuing to use the facilities.

In direct response to these comments, the Trust has undertaken an exercise to ascertain whether certain user groups do warrant a discount or exemption. One of the key tests is whether the user group already contributes to the charity, financially, whether it can be evidenced that the user group would be significantly financially disadvantaged in relation to the general public and other similar sites and whether the activity itself is in accordance with the charity's mission of providing enjoyment and recreation for public benefit.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

We endeavoured to make the survey as accessible as possible. It was available in several formats – online, as a paper version, and we offered the option of large print and other languages (although we did not get any requests for this). The survey was live for 60 days to give people enough time, and we advertised through a number of forums – on site, a 9,000 home letter drop, via social media channels, mail outs and in the press. We sent targeted emails to certain user groups through our database too (including Ice Rink customers and Creative Learning attendees).

As highlighted above, we have undertaken a robust assessment of the impact of the proposals on certain user groups following analysis of the survey results. In total, 34 different user groups were examined. The recommendation is that we will allow a discount or an exemption for 18 of those user groups.

The difficulty with surveying in advance of a proposal being implemented means that it captures perceptions and potential behaviours, not actual behaviours and impacts. We will monitor feedback within the first year of operation and will review as necessary. Future consultations and feedback will include analysis of views by protected characteristics as a means of monitoring the introduction of car park charges. We will monitor on an annual basis for 5 years.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Age and gender

The greatest proportion of respondents were aged 45-54, accounting for almost a third (29%). Approximately one of seven was under the age of 35. Just over half (55%) of respondents were female.

Health problem or disability

Three quarters of respondents (76%) reported having no limitations, but one in seven respondents reported their day-to-day activities were limited by a health problem or disability.

Ethnicity

More than half (60%) reported their ethnicity as White – British, a tenth (12%) as White – any other white background and 3% as White – Irish. One in six preferred not to say (16%) and the rest (9%) were made up of a mixture of different ethnic groupings.

Religion

The highest proportion (44%) said they had no religious beliefs. A quarter were Christian (25%), and a fifth (22%) preferred not to say. The remaining 8% were Jewish (3%), Muslim (1%), Hindu (1%), don't know (1%) and other (3%).

There were no findings that demonstrated that any of the groups that share protected characteristics would be disproportionately disadvantaged by the introduction of charges.

As highlighted above, we have undertaken a robust assessment of the impact of the proposals on certain user groups. In total, 34 different user groups were examined. The recommendation is that we will allow a discount or an exemption for 18 of those user groups. We will monitor feedback and undertake visitor surveys within the first year of operation and will review as necessary.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

1. Sex

Women are more likely than men to be the primary carers of young children, and more likely than men to head single parent households. They therefore may be negatively impacted by car park charges; however more sustainable travel options may result in them benefiting from reduced air pollution.

Positive	x	Negative	x	Neutral impact		Unknown Impact	
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2. Gender reassignment

There is insufficient data on people undergoing or who have undergone gender reassignment, however it is anticipated that the impact on people who share this protected characteristic will be the same as for people who do not share this protected characteristic. Parking charges will therefore have a neutral impact on Gender Reassignment as parking charges apply to everyone, regardless of Gender Reassignment, who chooses to drive and park at the Palace (apart from blue badge holders).

Positive		Negative		Neutral impact	x	Unknown Impact	
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3. Age *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Older people may rely in the car more so parking charges may have a negative impact financially, however on the flipside, parking charges may encourage people to find alternative more sustainable ways to travel, meaning less congestion and pollution in the immediate area and more choice of spaces to park.

Positive	x	Negative	x	Neutral impact		Unknown Impact	
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4. Disability *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Parking charges will have a neutral impact on Disability as parking charges will not apply to those who hold a Blue Badge. We have also identified certain user groups that will be exempt from parking charges on the grounds of Disability, who may not have a Blue Badge.

As an indirect benefit, if there are less cars parking on site, there will be improvements in air quality and road safety in the immediate area which will likely benefit older people, younger people, those with disabilities and/or long-term health conditions.

Positive	x	Negative		Neutral impact	x	Unknown Impact	
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5. Race and ethnicity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Those on low incomes, who are more likely to be from BAME communities may be negatively impacted financially. However as an indirect benefit. If there are less cars parking on site, there will be improvements in air quality and road safety in the immediate area.

Positive	x	Negative	x	Neutral impact		Unknown Impact	
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6. Sexual orientation *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

It is anticipated that parking charges will have a neutral impact on Sexual Orientation as parking charges apply to everyone, regardless of Sexual Orientation, who chooses to drive and park at the Palace (apart from blue badge holders).

Positive		Negative		Neutral impact	x	Unknown Impact	
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7. Religion or belief (or no belief) *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

It is anticipated that parking charges will have a neutral impact on Religion or Belief as parking charges apply to everyone, regardless of Religion or Belief, who chooses to drive and park at the Palace (apart from blue badge holders).

Positive		Negative		Neutral impact	x	Unknown Impact	
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8. Pregnancy and maternity *(Please outline a summary of the impact the proposal will have on this protected characteristic and cross the box below on your assessment of the overall impact of this proposal on this protected characteristic)*

Pregnant women and women with babies younger than 6 months old are more likely to be reliant on cars for travel. They therefore may be negatively impacted financially by parking charges. However as an indirect benefit, if there are less cars parking on site, there will be improvements in air quality and road safety in the immediate area which will benefit expectant mothers and mothers.

Positive	x	Negative	x	Neutral impact		Unknown Impact	
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9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination between people in a marriage and people in a civil partnership)*

It is anticipated that parking charges will have a neutral impact on Marriage and Civil Partnership as parking charges apply to everyone, regardless of Marriage and Civil Partnership, who chooses to drive and park at the Palace (apart from blue badge holders).

Positive		Negative		Neutral impact	x	Unknown Impact	
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10. Groups that cross two or more equality strands e.g. young black women

Older BAME people may be more impacted by parking charges, but would also benefit from improved road safety and reduced pollution levels in the immediate area.

Outline the overall impact of the policy for the Public Sector Equality Duty:

The parking charges proposal is not considered to result in any direct / indirect discrimination for any groups that share the protected characteristics.

The parking charges proposal is designed to bring benefits to all beneficiaries of Alexandra Park and Palace. All monies raised by parking charges, as with all income raised from our activities on site, will be invested in our charitable purposes. We also believe that managing our car parks through charging will help to deter the increasing levels of antisocial behaviour that has a negative impact on our visitors' enjoyment, our neighbours, and which increases our security, repair and litter collection costs.

In addition, if by introducing charges we encourage people to walk, cycle and use public transport more often, it will reduce the level of traffic on site and benefit the Park and visitor enjoyment of it.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Outcome	Y/N
No major change to the proposal: the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
Adjust the proposal: the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale
Introducing of parking charges reducing the reliance on the private car and encouraging people to take more sustainable	Monitor charging and use further consultations to collect views from those in particular that need to use cars	Strategic Programme Manager	Ongoing

<p>travel, will affect older people and older BAME people and women who are more likely to rely on cars</p>			
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Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

N/A

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

The impact will be monitored through the data collected by the system installed, the discounts/ exemptions taken up by those in certain user groups, and by an annual survey.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 SEPTEMBER 2020

Report Title: The Future of the Friends of Alexandra Palace Theatre

Report of: Louise Stewart, CEO

Local Government (Access to Information) Act 1985 N/A

Purpose: To agree the desired future relationship of the Trust with the Friends of Alexandra Palace Theatre (FoAPT) to ensure that the best interests of the Charity, including the Theatre, are achieved.

1. Introduction

- 1.1 The Friends of Alexandra Palace Theatre (FoAPT) was established in 2002 by the Alexandra Park and Palace Charitable Trust. The Trust delegated powers to the FoAPT to raise funds and promote awareness of the theatre.
- 1.2 FoAPT are a valued special interest group who have worked to keep the Theatre restoration project alive for many years, to its successful conclusion and the opening of the Theatre for public use in 2018.
- 1.3 The Theatre became fully operational in 2018, following a multi-million pound investment and a review of the relationship with the FOAPT is necessary for both the Charity and FoAPT itself.

2. Recommendations

- 2.1 That the Trustee Board agree that they wish FoAPT continue as a special interest group undertaking activities such as those identified in paragraph 3.7 and on the same basis as other special interest groups associated with the Park and Palace.
- 2.2 To agree to request that, if FoAPT themselves wish to continue as a special interest group, that they revise their constitution to that effect, so that the transition can happen smoothly and with limited bureaucracy.
- 2.3 To agree to support FoAPT in making the changes, if FoAPT requests support to do so.

3. Background and context

- 3.1 FoAPT was set up in 2002 to generate public support to bring the Theatre back into use, to generate funds and to advise on the uses of the Theatre.
- 3.2 The work of FoAPT kept the idea of the Theatre's re-use alive and through maintaining a membership to support the idea, holding events and its membership of the Alexandra Park and Palace Consultative Committee.
- 3.3 FoAPT had input into the shaping of the project and later the Theatre Policy. As a community group it gave support in the bidding process two for what was then Heritage Lottery funding, as well as associated planning applications. It kept its membership informed of progress and updated on construction, and with the Trust organised tours, for its members to view the progress.
- 3.4 The Trust has changed considerably since 2002. It has dedicated communication, fundraising and creative learning teams and the Theatre is now open and in full operation. Future restoration and conservation work that may be required in the space are detailed specialist restoration and conservation tasks which requires expert conservation input. It is generally accepted that the Friends have successfully achieved what they were charged with doing.
- 3.5 The context in which the Trust operates has also changed considerably; and continues to do so, particularly in relation to the regulatory environment on fundraising and the responsibility of Charity's to manage fundraising by third parties on their behalf.
- 3.6 FoAPT recognises that the opening of the Theatre necessitates a review of their future role and the Trust recognises that as the founder of the group it needs to decide and communicate what it may wish of the group in the future.
- 3.7 FoAPT has identified the following as suitable future activities
 - Talks on the history of the theatre to local community and history groups.
 - Our own series of talks on aspects of the history, by our own members or external experts.
 - Continuing participation in regular events such as the AP Garden Centre events, Local History Fair etc.
 - Promoting Drama at the Palace as widely as possible.
 - Continuing research, particularly into the stage and how it was used, and changes to the structure of the theatre over its history.
 - Participating in theatre tours, where possible.
 - Communications such as continuation of the newsletter and social media presence.
 - Arranging group ticket purchase and visits to some theatre performances.
 - Continuing to participate in the committees of the APPCT.
 - Supporting funding applications where community support is needed.

4 Discussions to date

4.1 Informal meetings have been held, between the FoAPT Committee and the Trust Chair and CEO, to listen to the group's thoughts and discuss options for the way forward and included,

- Continuation of a fully functioning group but with revised aims
- Winding up
- Splitting functions between the Trust and a revised Friend's group

4.2 The Board held a workshop in December 2019 to discuss;

- whether there are activities or functions that it would like the group to continue or undertake in the future on its behalf and if so;
- to provide feedback on the Friends' proposed constitution, mission, purpose and activities.

4.3 The Board recognised the work and dedication of the group over many years but concluded that it needed more time to consider the activities that it wished FoAPT to deliver on the Trust's behalf in the future.

4.4 A second workshop was held in February 2020 and the options for the Trust's relationship with FoAPT discussed in more detail. The Board felt that it was important to prefix the discussion about the future of FoAPT to state that FoAPT is a valued part of the AP family of special interest groups that support AP in delivering its charitable purposes. The Trustees have an enormous sense of gratitude for the hard work and support it has provided over the years towards the reopening of the theatre.

4.5 Prior to the workshop FoAPT submitted written representation to the Board suggesting that the existing relationship be maintained and providing a list of potential future activities.

4.6 The outcome of the workshop was that the CEO was asked to prepare recommendations, based on an options and risk assessment, to the Board at its next meeting for consideration.

5. Options Assessment

5.1 An options assessment has been undertaken. The options selected for assessment were;

- i. Remove the existing Board delegation to FoAPT
- ii. Retain and adapt the existing delegation
- iii. Remove the delegation and encourage FoAPT to wind itself up

5.2 The options were assessed against the following criteria

- Consistency with the actions identified in the Governance Improvement Programme
- Clarity of roles and responsibilities between parties for the benefit of all stakeholders
- Creation of a positive environment for a membership/advocacy type scheme in the future

- Does not impose constraints on the trading subsidiary
- Overall in the best interests of the Charity

5.3 The options analysis is attached at Appendix 1. The final column highlights in green text where the assessment is positive against the criteria and red where it is not.

5.4 Of the three options one is assessed as having a high level of positive outcomes against the criteria; option i) Remove existing delegation from the Board to FoAPT.

6. Risk Assessment

6.1 The preferred option i) has been assessed against potential risks and recommendations made to manage those risks, attached at Appendix 2.

6.2 Only one risk, of those identified with this option, cannot be mitigated by implementing the option, on its own. However, the risk is actually a wider fundraising policy issue and will require the Trust's policy to be reviewed in due course, to provide clarity on our position when an organisation is fundraising for its own needs when their name is, or is closely associated with the Park and Palace, or any part of it.

7. Conclusion

7.1 The conclusion of the options analysis and the preferred option risk assessment is

7.1.1 that it is in the best interests of the charity for the special interest group to continue if it wishes to do so, but that the constitution should be amended to recognise appropriately to support the next phase of the groups work and enable the charity to achieve greater consistency in its relationships with its special interest stakeholder groups.

7.1.2 that the Activities proposed by FoAPT in its note to the Board ahead of its workshop in February 2020 are consistent with this approach and do not require the Board to delegate any special duties to the group.

7.1.3 that changing the relationship to one that is 'independent' of the Trust strengthens the group's ability to hold the charity to account on its future care and management of the theatre, whilst facilitating the maintenance of a close relationship through appropriate regular communication.

7.1.4 that the opening of the theatre largely achieved the purpose of FoAPT and created a need to review its future and its constitution. The recommendation enables a continuation of a valued special interest group whilst also enabling the Trustees to take another step forward in improving the Charity's governance towards full compliance with the Charity Governance Code.

7.2 The FoAPT Constitution may not need great revisions and could still contain the original wording but add the details of the changed relationship for example 'formed originally by (insert original wording) and in 2020 with the full consent and support of the trustees and in recognition that the original purposes of the group had been achieved altered its constitution to reflect its revised activities'. So the constitution retains the history of the special relationship and its alteration and the basis of that change in the same place, if this is important to the Friends.

7. Legal Implications

- 7.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, has no comments.

8. Financial Implications

- 8.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

9. Appendices

Appendix 1 – Options Analysis

Appendix 2 – Risk Assessment of Option 1

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Options assessment criteria

- Consistent with the actions identified in the Governance Improvement Programme (GIP)
- Provides clarity of roles and responsibilities between parties for the benefit of all stakeholders
- Leaves a positive environment for the creation of a membership/advocacy type scheme in the future
- Does not impose constraints on the trading subsidiary
- In the best interests of the charity

Option	Considerations	Consequent Future of FoAPT	Assessment
<p>1) Remove existing delegation from the Board to FoAPT</p>	<ul style="list-style-type: none"> • The previously delegated duties have been undertaken and largely completed • No duties have been identified by the Board to delegate • The Trust has increased capability in this area and programmes of activity compared to when the duties were delegated • Clarity of roles and responsibilities but leaves open to the Trust the option of creating an appropriate membership scheme in the future • Retains potential for FoAPT continuation of membership of CC • Does not impact operation of trading activities • Consistent with GIP places FoAPT on same basis as other special interest groups • Provides for an open formal and informal relationship with a special interest stakeholder group • There is value in the continuation of a special interest group participating in the CC to hold the Trustee Board to account on its duties in relation to the theatre 	<ul style="list-style-type: none"> • The group continues as a special interest group • The Trust could offer to give an annual presentation of activities in the theatre and any planned or undertaken work – as per our relationship with Friends of the Park • Updates to SAC/CC about the theatre would continue as per all Trust activities 	<ul style="list-style-type: none"> • Consistent with the actions identified in the Governance Improvement Programme • Provides clarity of roles and responsibilities between parties for the benefit of all stakeholders • Leaves open the possibility of creating a membership/advocacy type scheme in the future • Does not impose constraints on the trading subsidiary • Overall in the best interests of the charity

<p>2) Retain and adapt existing delegation</p>	<ul style="list-style-type: none"> • The previously delegated duties have been undertaken and largely completed • No duties have been identified by the Board to delegate • The Trust has increased capability in this area and programmes of activity compared to when the duties were delegated • Inconsistent with identified actions in GIP • Failure to appropriately update the Governance of the Trust – key duty of Trustees • Lack of clarity over what the role of FoAPT would be ‘officially’ • Does not set out clear roles and responsibilities <p>But;</p> <ul style="list-style-type: none"> • Retains status quo • There is value in the continuation of a special interest group participating in the CC to hold the Trustee Board to account on its duties in relation to the theatre 	<ul style="list-style-type: none"> • Welcome the groups continuation as a special interest group • We could offer to give an annual presentation of activities in the theatre and any planned or undertaken work • Updates to SAC/CC would continue as per all Trust activities 	<ul style="list-style-type: none"> • Not consistent with the actions identified in the Governance Improvement Programme • Does not provide clarity of roles and responsibilities between parties for the benefit of all stakeholders • Leaves open the possibility of creating a membership/advocacy type scheme in the future • Does not impose constraints on the trading subsidiary • Overall not in the best interests of the charity
<p>3) Remove delegation and encourage FoAPT to wind itself up</p>	<ul style="list-style-type: none"> • The previously delegated duties have been undertaken and largely completed • No duties have been identified by the Board to delegate • There is value in the continuation of a special interest group participating in the CC to hold the Trustee Board to account on its duties in relation to the theatre <p>However;</p> <ul style="list-style-type: none"> • The Board does not have the power to wind up FoAPT 	<ul style="list-style-type: none"> • FoAPT ceases to exist or potentially exists with a fractured relationship with the Trust • The Board must avoid providing an opinion that FoAPT should cease to exist. 	<ul style="list-style-type: none"> • Consistent with the actions identified in the Governance Improvement Programme • Provides clarity of roles and responsibilities between parties for the benefit of all stakeholders • Does not leave open the possibility of creating a membership/advocacy type scheme in the future • Does not impose constraints on the trading subsidiary • Overall not in the best interests of the charity

Assessment of option i) against previously identified risks

Risk area	Description	Trust requirements	Option i)
Reputation	The Theatre is a significant success story for the Palace and this must continue to be a key message.	Any decision on the Friends should be; <ul style="list-style-type: none"> - sensitively managed - recognise the role of the Friends in achieving that success - take the opportunity to promote the activity that will continue as a legacy of their work/or their role going forward 	<p>There is a clear rationale based on good governance and consistency of how we relate to our stakeholder groups</p> <p>The nature of the board discussion being public means that the Friends 'business' will be in the public domain for two weeks before the board discussion. The Board should write to the Friends to advise them of the coming discussion and the options it has looked at.</p>
People	Some of the key individuals who have led or been instrumental in the Friends work for many years have made it known that they are likely to be stepping down in the near future	The Trustee Board should be careful to ensure that their discussion is based on the needs of the Trust and not around the skills or commitment of any specific individuals, whilst obviously acknowledging the contribution, officially or unofficially of the individuals involved; and ensure a smooth and respectful transition to any new arrangement.	<p>The options assessment has been based solely on the needs and requirements of the Trust, now and in the future, but does appropriately include an element of reputation management.</p> <p>The Trust could offer to provide support to the group to adapt the purpose and mission of the Friends and its constitution, to facilitate a smooth transition.</p>
Legal	<p>Having made the original delegation of power the Trustee Board has a duty to clarify it for the future and to officially recognise that it has been achieved.</p> <p>However, according to the Friends constitution the Trustee Board does not have the power to decide if the group itself should continue. This is a decision for the membership of the Friends themselves. according to their constitution.</p>	The Trustee Board should take care to avoid directing whether the group should continue to exist, it should focus its attention on the role it may wish it to perform in the future.	<p>This option clearly delivers the Trustee duties to ensure the governance of the charity remains fit for purpose.</p> <p>Whilst it provides for a future relationship with the Trust on a par with other special interest groups it makes no comment on whether the group should cease to exist</p>

Governance	The governance review of the Trust identified the Friends of the Theatre as an anomaly, as it is the only <i>Friends of group</i> to have a delegated power from the Trustees and to have a Trustee Board member sit on its management committee.	The Trustee Board should consider whether this provides an opportunity, as recommended by the Governance Review to change this relationship, to put the Friends on the same relationship basis as other stakeholder groups, especially those who are members of the Consultative Committee.	This option delivers on this recommendation of the governance review
Regulation	<p>The changes to fundraising regulation require the relationship between charities and third party fundraisers to be closely and carefully managed</p> <p>The Trust is still required to ensure fundraising regulations are met when it knows about fundraising efforts that may be associated with it; and ensure proper arrangements are in place for money to be transferred to the charity quickly and efficiently.</p> <p>The regulations also require the Trust to ensure that third parties fundraising to raise their own profile or to attract customers by associating themselves with the Trusts' brand are also managed and monitored. So that potential donors are not misled about the purpose of the fundraising and the use of the funds.</p>	<p>The Trust should consider</p> <ul style="list-style-type: none"> - whether it wishes to give a formal fundraising role to a third, unregulated party, now that it has a Fundraising department of its own. - consider the role of friends' groups in the future fundraising approach. <p>The Trust should also consider whether it is desirable for any future group to fundraise for its own needs when the name is associated with the Palace and a Palace facility.</p>	<p>This option places no responsibility on the group in relation to fundraising. If the group continues to exist and wishes to raise funds for the charity, it will have to comply with appropriate regulations and any policies and procedures of the Trust in relation to third party fundraising – on a par with other groups or individuals.</p> <p>This option does not address this risk specifically but further dialogue with the Friends and other groups using the Trusts names or marks is required.</p>

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