



NOTICE OF MEETING

Alexandra Palace and Park Board

TUESDAY, 16TH JULY, 2013 at 19:30 HRS - ALEXANDRA PALACE, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

Councillors:

Councillor Matt Cooke (Chair), Councillor James Stewart (Vice-Chair), Councillor Bob Hare, Councillor Nigel Scott, Councillor Neil Williams, Councillor Joanna Christophides and Councillor Pat Egan

Non-voting representatives:

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

Advisory Non-voting Board Members

Mr R. Kidby and Mr R. Hooper

Observer:

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

AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 15 and 22 below)

3. 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.

4. QUESTIONS, DEPUTATIONS OR PETITIONS

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

5. MINUTES (PAGES 1 - 10)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 23 May 2013 as an accurate record of the proceedings. (Pages 1 - 8)
- ii. To confirm the unrestricted minutes of the special Alexandra Palace and Park Board held on 13 June 2013 as an accurate record of the proceedings. (Pages 9 - 10)

6. REPORT OF THE CHIEF EXECUTIVE (PAGES 11 - 18)

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

- Learning and Community Update, Open House and First World War commemoration programme
- Summary of progress with the regeneration programme and the HLF bid
- Progress with the fabric repair programme
- Patrons
- A commercial fireworks proposal, for outline approval

7. REPORT OF THE COMMERCIAL DIRECTOR, APTL (PAGES 19 - 26)

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

- Commercial activity update
- The events calendar

8. REPORT OF THE PARK MANAGER (PAGES 27 - 28)

To update the Board regarding Dog Control Orders.

9. REPORT OF THE FINANCE AND RESOURCES DIRECTOR - TRUST FINANCIAL RESULTS FOR TWO MONTHS ENDED 30 MAY 2013 (PAGES 29 - 32)

To advise the Board of the results for the Trust for the two months ended 30 May 2013.

10. EXCLUSION OF THE PUBLIC AND PRESS

Item 11 is likely to be subject of a motion to exclude the press and public from the meeting as it contains 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).

11. REPORT OF THE FINANCE AND RESOURCES DIRECTOR (PAGES 33 - 60)

To approve the accounts for APTL for the year ended 31 March 2013.

12. RE-INCLUSION OF THE PUBLIC AND PRESS

13. REPORT OF THE FINANCE AND RESOURCES DIRECTOR - APPCT ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2013 (PAGES 61 - 162)

To approve the accounts for APPCT for the year ended 31 March 2013.

14. GOVERNANCE REVIEW AND RESPONSE (PAGES 163 - 182)

To summarise Alexandra Palace's response to the internal audit report on the governance arrangements for the Regeneration Programme, as reported to the FRAC on 9 July.

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

16. FUTURE MEETINGS

29 October 2013
13 February 2014

17. EXCLUSION OF THE PUBLIC AND PRESS

Items 18, 19, 20 and 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 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

18. MINUTES (PAGES 183 - 192)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 23 May and the special Alexandra Palace and Park Board held on 13 June 2013 as an accurate record of the proceedings.

19. FIREWORKS PROPOSAL (PAGES 193 - 206)

20. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - APTL FINANCIAL PERFORMANCE (PAGES 207 - 214)

21. REPORT OF THE FINANCE AND RESOURCE DIRECTOR - FINANCE RESOURCE AND AUDIT COMMITTEE UPDATE (PAGES 215 - 222)

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

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Monday, 8 July 2013

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

Councillors Cooke (Chair), Stewart (Vice-Chair), Hare, Scott, Williams, Christophides and Egan

Non-Voting Representatives: R Kidby, C Marr, V Paley and N Willmott

Also present:

Kerri Farnsworth – Director of Property and Regeneration, Alexandra Palace
Nigel Watts – Director of Finance, Alexandra Palace
Duncan Wilson – Chief Executive, Alexandra Palace

Julie Parker – Director of Corporate Resources, LBH

MINUTE NO.	SUBJECT/DECISION
APBO276.	APOLOGIES FOR ABSENCE There were no apologies for absence.
APBO277.	URGENT BUSINESS There were no new items of unrestricted urgent business.
APBO278.	DECLARATIONS OF INTERESTS There were no declarations of interest.
APBO279.	QUESTIONS, DEPUTATIONS OR PETITIONS There were no such items.
APBO280.	MINUTES In noting the recommendations of the SAC and joint meeting in respect of the design issues relating to Little Dinosaurs and the advertising consent application for the Palace, the Board was advised that these items had been for discussion from the landlord's point of view, and still had to go through the formal processes for Planning and Listed Building Consent. RESOLVED i) That the unrestricted minutes of the Alexandra Palace and Park Board held on 7 February 2013 be confirmed as an accurate record of proceedings. ii) That the minutes of the Alexandra Park and Palace Advisory Committee meetings held on 15 January and 13 May 2013 be

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

	<p>noted.</p> <p>iii) That the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee meetings held on 15 January and 13 May 2013 be noted.</p>
<p>APBO281.</p>	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>The Chair prefaced this item by welcoming the HLF announcement that they were supporting the development of the Trust's £16.8m lottery funding application by granting £844,800 in funding for the design phase, and it was anticipated that this would lead to success at the next stage of funding. The Board acknowledged the huge amount of work that Duncan Wilson and his team had carried out to achieve this, and expressed its thanks and congratulations to them and everyone who had supported this process both at Alexandra Palace and the Council. Duncan Wilson recognised in particular the contributions of Anne Kaiser, Louise Johnson, Melissa Tettey, Isobel Aptaker and Kerri Farnsworth within the team effort.</p> <p>Duncan Wilson, Chief Executive, introduced the report as set out:</p> <p><u>HLF Major Heritage Grant Application</u></p> <ul style="list-style-type: none"> • Development of the second phase of the application would be a lengthy process; procurement requirements meant that it would be around 6 months before a design team was appointed, and then a further year for development of the proposals to be completed. It was hoped that stage 2 would be submitted by October 2014, although the deadline for submission was 2 years from the granting of stage 1 funding, namely April 2015. • The approval of the round 1 application was recognised as a significant moment for the Palace. It was noted that the development of the Palace as a learning asset was an important factor of the application, and that cultural partnerships would be key. • It was noted that the announcement provided a compelling boost for the wider regeneration programme at the Palace, and should be capitalised on. • In response to a question regarding the difference between the funding sought from the HLF and the total project cost, it was reported that it was hoped that some of the shortfall would met by funding from external organisations such as charitable trusts, foundations or bodies such as the GLA and Arts Council. <p><u>HLF "Remembering the First World War" Grant Application</u></p> <ul style="list-style-type: none"> • In response to a question from the Board regarding whether the recent successful stage 1 application for HLF funding may affect the chances of this smaller application being successful, it was felt that a decision would be made on the strength of the project. • While the funding stream being applied for in this application related to the WW1 anniversary specifically, it was noted that the Palace was home to a number of technological developments associated with WW2.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

Property advice

- It was reported that Knight Frank had begun soft market testing, an evaluation of which would be brought to the next scheduled meeting of the Board.
- In response to a question regarding the assessment of the market testing, it was reported that Knight Frank were speaking with 20 suggested organisations initially, and would form a judgement based on the outcome of these discussions. In the event that there was some firm interest, it would then be possible to test the market on a more confident basis.

Strategic workshop – 14 May 2013

- The discussions held at the workshop had reached a position whereby if it were felt that development was likely to be forthcoming, it would be worth holding out for hotel operators at the higher end of the market, although any decision would be made within the context of professional advice and on the basis of the results of market testing.
- It was hoped that the right type of hotel at the site would help to make Alexandra Palace a destination in its own right, even when no major events were taking place, and that this should be a long term aspiration.

Recruitment

- The Board welcomed Kerri Farnsworth, newly-appointed Director of Regeneration and Property.

Masterplanning

- Work was taking place to draw up details proposals for areas that had so far not been covered in detail as part of the regeneration strategy, for example the South East wing pavilions and basement. The draft proposals would then be put out for discussion with stakeholders.
- The Board asked whether the masterplanning process would cover unused corridors; it was reported that these had been covered quite well in the previous plans and that the current work would focus largely on those areas not yet covered in detail. There was likely to be a sharpening up some aspects of previous proposals.

Regeneration, Procurement and Governance

- The Board agreed the significance of ensuring that the best design team was appointed, and it was noted that making the scope as detailed as possible was important, as well as monitoring the process closely.

Forthcoming events calendar

- It was reported that the bookings position was currently relatively strong, and that there had been a number of promising enquiries recently, across a wide range of sectors. It was recognised, however, that there was a risk of losing some longstanding clients, as other venues became increasingly

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

competitive.

- In response to a question regarding the possibility of relocating the Farmers' Market to the Terrace, it was reported that there were outstanding logistical issues to be resolved, as it would not be possible for the market to be on the terrace when the Great Hall was in use, and the market was not keen to keep changing location. Work on a solution to this was ongoing. In response to a query as to whether the former pavilion site was a possible location for the market, it was reported that this was occasionally required for overflow parking, and was also felt by the market organisers to be a slightly inconvenient location. It was felt that some analysis should be undertaken as to where customers of the market were travelling from; if many were arriving on foot from nearby streets, relocating the market to the top of the hill would make it much harder to access.

Fabric Repair Programme and on-going repair and maintenance requirements

- The Board asked about the appointment of an experienced conservation architect / building surveyor, and whether this would be the same individual providing the heritage input into the HLF project. It was confirmed that they would have some input into the HLF project, but would have a wider remit in developing a 10-year fabric maintenance plan to support the investment work being undertaken by Knight Frank, and managing a work programme for fabric repairs within the maintenance budget. It was noted that there would be a separate heritage architect working within the HLF programme.

Possible introduction of a local Controlled Parking Zone – impact on free parking in Park on AP Way

- It was reported that this issue should be looked at both as a means of managing parking and of generating income, although it was noted that any arrangements for ticketing and enforcement would incur costs to run.
- Further to previous discussions at the SAC/CC relating to parking, Colin Marr advised that it was his opinion that AP Way was already used for displacement parking, and that there should be a complete ban on parking on AP Way, as being out of place within a Conservation Area. If this was decided against, it was felt that parking should be charged for.
- It was understood that initial consultations indicated general support for the introduction of the proposed local CPZ, and it was likely that this would be introduced on an experimental basis for 6 months initially.
- It was felt that any proposed changes to parking arrangements within the park should be introduced incrementally, in order to enable their impacts to be monitored. Advice would be sought from the Council's parking enforcement and sustainable transport teams regarding this work.
- It was felt that, were the Palace to look at the option of introducing metered parking along AP Way, the position in respect of parking should be reviewed across the Park as a whole. It was agreed that the Chief Executive would produce a full report on this issue to the next meeting of the Board.

Update on Red Bull event and 150th event overview

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

	<ul style="list-style-type: none"> • Details proposals for both events were set out in the report; both promised to be exciting. • The high level of engagement with groups from across the borough in respect of the 150th event was welcomed. <p>NOTED</p>
<p>APBO282.</p>	<p>PARK MANAGEMENT UPDATE</p> <p>Mark Evison, Park Manager, presented the report as set out:</p> <p><u>Rose Garden Fountain</u></p> <ul style="list-style-type: none"> • The repairs to the fountain in the rose garden were due to start after the forthcoming half-term holiday. Following this, work was to take place on developing interpretation information on the history of this area of the Park. <p><u>Design Guide for Park Furniture</u></p> <ul style="list-style-type: none"> • The draft Design Guide for Park Furniture was appended to the report. It was noted that discussions were ongoing regarding the colour scheme to be used, with the current proposal a dark green rather than the 1980s colour scheme as set out at the end of the report for reference. • It was also proposed to run a scheme for local groups to donate funding for individual benches, to be marked with plaques. The cost of each bench would be approximately £400. • There was no proposal for a wholesale replacement of all benches in the Park, new furniture would be installed over a period of time as older items required replacement. • It was reported that discussion of this issue at the Conservation Area Advisory Committee had looked at the issue of the colour scheme. The meeting had felt that there had been a rationale behind the 1980s scheme, which may have been based on historical research, and that it would be a concern if this were to be abandoned without proper consultation. It was acknowledged that no information had yet been found as to how the 1980s scheme had been decided, but that any decision to change the colour scheme would not be made lightly. • The Chief Executive advised that they would be happy to discuss the issue of the colour scheme further with the SAC/CC. • In response to a question regarding the railings, the Park Manager advised the s106 process was taking some time, but officers were working on this and would bring details back for consultation. <p><u>Dog Control Orders (DCOs) – update from the Board meeting 7th February</u></p> <ul style="list-style-type: none"> • Subsequent to the report having been circulated to the Board, a detailed response to this issue had been provided by the Council, and the Park manager would work together with the Council on developing solutions to address the unique position within Alexandra Park.

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

- It was reported that problems with dogs in the Park appeared to be worsening, and there had been incidents of involving out of control dogs. It was noted that this was also an issue that had been highlighted by the local MP. The Palace had submitted number of detailed policies to address these issues, and would now work with the Council on implementation and enforcement of these regulations. The Park Manager advised that he would discuss with the Council which staff could be empowered to issue Penalty Charge Notices.
- The Board asked about community dog-walking businesses; the Park Manager advised that the current Borough-wide DCO set a limit of 6 dogs per person, but this was a tricky issue as two people together could have up to 12 dogs with them.
- It was reported that the Park Manager had met with two dog walkers regarding the possibility of setting up a responsible dog-walkers group. This could enable the Park to maximise the potential role that dog walkers had in reporting and deterring anti-social behaviour.
- It was reported that, for the time being, the borough-wide DCO was applicable across the Park under which there were certain areas where dogs should be kept on leads, although signage had yet to be erected.

Wildlife report

- It was reported that it might be possible to install some nesting sites for Peregrine Falcons when work was next carried out on the roof.

RESOLVED

- i) **That the Board note the contents of the report.**
- ii) **That the Board approve the Park Furniture Design Guide, subject to any advice from the Advisory and Consultative Committees.**

APBO283. REPORT OF THE FINANCE AND RESOURCES DIRECTOR

Nigel Watts, Finance and Resources Director, Alexandra Palace, presented the report on the provisional financial results for the 12 months ended 31st March 2013:

- With regard to the delay in the start of the English Heritage funded Colonnade works, the underspend associated with which the Trust had requested to be carried forward, it was reported that work on site had commenced in February 2013. Had the work been commenced as scheduled in October 2012, it would have been significantly affected by the poor weather over the winter period.
- The Board welcomed the more accessible format of the accounts, and the Finance and Resources Director advised that it was intended that the published accounts would be made clearer in respect of expenditure and activity, for further ease of understanding.
- In response to a question from the Board regarding the Palace income variance set out in the first line of the management accounts appended to the report, it was reported that this was mainly as a result of leases being renegotiated, and the loss of some subletting income following the merger

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

	<p>of two tenants. The Palace was seeking legal guidance regarding this issue.</p> <ul style="list-style-type: none"> • In respect of the expenditure relating to the Learning Officer post, it was reported that this cost had so far been associated with the HLF bid. • Ice Rink income was presented in the Trading Company accounts, while the costs associated with the depreciation and interest relating to the prudential borrowing for the refurbishment of the ice rink were in the Trust accounts. • It was noted that the figures reported were positive, and that in light of the public amenity offered by the Palace, it should not be viewed as a 'drain on resources' • It was agreed that the title of the park expenditure line could be amended to read Park and Road, in order to reflect that this included the costs associated with the road, for clarity. • The Finance and Resources Director advised that much of the work of APTL could be viewed as fulfilling the Trust's charitable purpose, and reported that the Palace was working with its auditors to find ways of making this more explicit. • In response to a question from the Board, it was confirmed that re-classification of the funding received from the Council would have no impact of the Palace's tax position. It was noted that the financial arrangements between the Palace and the Council had been extensively reviewed from a legal position, and care had to be taken that any changes in this treatment did not go beyond that which had already been established. <p>NOTED</p>
<p>APBO284.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT There were no items of unrestricted business.</p>
<p>APBO285.</p>	<p>FUTURE MEETINGS</p> <p>The Board noted the scheduled dates for the meetings of the Board for the forthcoming municipal year:</p> <p>16 July 2013 29 October 2013 13 February 2014</p>
<p>APBO286.</p>	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED that the press and public be excluded from the meeting for the consideration of agenda items 11 – 18 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 2 – information which is likely to reveal the identity of an individual and Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p>SUMMARY OF EXEMPT ITEMS</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 23 MAY 2013**

MINUTES

RESOLVED that the restricted minutes of the Alexandra Palace and Park Board held on 7 February 2013 be approved as a correct record.

FINANCIAL ITEM – HISTORIC DEBT

The recommendations of the report were agreed.

RECOMMENDATION OF APPOINTMENT OF NEW ADVISORY MEMBER OF THE BOARD

The recommendations of the report were agreed.

FINANCIAL ITEM – VAT (OPTION TO TAX)

The recommendations of the report were agreed.

2013-14 APPCT BUDGET

The recommendations of the report were agreed.

DESIGN PROPOSALS, WITH STATUTORY ADVISORY COMMITTEE ADVICE

The recommendations of the report were agreed.

ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

The Board considered a tabled report and a verbal update from the Chief Executive, Alexandra Palace. The recommendations of the report were agreed, and further work was requested in respect of the verbal update received.

The meeting concluded at 22:20hrs.

COUNCILLOR MATT COOKE

Chair

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
THURSDAY, 13 JUNE 2013**

Councillors Cooke (Chair), Hare, Williams, Christophides and Egan

Non-Voting Val Paley
Representatives:

MINUTE NO.	SUBJECT/DECISION
APBO287.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Cllr Scott and Cllr Stewart, and from Colin Marr, Richard Hooper, Bob Kidby and Denis Heathcote.</p>
APBO288.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>
APBO289.	<p>DECLARATIONS OF INTERESTS</p> <p>There were no declarations of interest.</p>
APBO290.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p> <p>That the press and public be excluded from the meeting for discussion of the following items as they contained exempt information as defined in section 100a of the Local Government Act 1972; Paragraph 2 – information which is likely to reveal the identity of an individual and Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p>SUMMARY OF EXEMPT ITEMS</p> <p>APBO291 APPOINTMENT OF QUANTITY SURVEYING EXPERTS FOR THE HLF PROJECT</p> <p>The recommendation of the report was agreed.</p> <p>APBO292 APPOINTMENT OF NON-EXECUTIVE DIRECTOR TO APTL BOARD</p> <p>The recommendation of the report was agreed.</p> <p>The meeting closed at 18:00hrs.</p>

COUNCILLOR MATT COOKE

Chair

Agenda item:

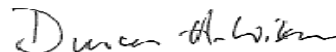
Alexandra Park and Palace Board**16th July 2013**Report Title: **Report of the Chief Executive APPCT**Report of: **Duncan Wilson, Chief Executive, Alexandra Palace Charitable Trust****1. Purpose**

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

- Learning and Community Update, Open House and our First World War commemoration programme
- Summary of progress with the regeneration programme and the HLF bid
- Progress with the fabric repair programme
- Patrons
- A commercial fireworks proposal, for outline approval

2. Recommendations

- 2.1 That the Board notes the contents of the reports above, including additional grant funding of £36k from English Heritage,
- 2.2 That the Board approves the extensions of existing contracts to cover ceiling repairs in the theatre (£20k) and the consolidation of the North Wall (£40k)
- 2.3 That the Board approves the preparation of a list of possible Patrons of the projects to restore the theatre and the TV studios.
- 2.4 That the Board approves in principle that we proceed with a reasonably priced ticketed commercial fireworks event in Alexandra Park in November 2013, subject to approval of financial details attached in the restricted papers later in the agenda.

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


Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park,
Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

3. Executive Summary

3.1 The Board area asked to note the above reports and approve the recommendations above

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6.0 Learning Update

6.1 150 years of Alexandra Park

As part of the 150th anniversary celebration on Sunday, 21 July, a project has been developed for local schools and families to create bunting inspired by historical activities in the Park which will decorate the South Terrace. An e-poster has been sent to all primary and secondary schools and we will be holding a bunting workshop in the East Court on Saturday 6th and Sunday 7th July (10:00-16:00) in the East Court for families.

6.2 Commemoration of Alexandra Palace's role in WW1

As part of our learning programme we intend to mark the centenary of the First World War with a temporary exhibition and bespoke learning and community programme telling the story of AP as a refugee, internee and prisoner of war camp. The University of Middlesex will be our project partners and will be creating a short film and media project interpreting areas of the palace not open to the public. Agreement has been confirmed from the Imperial War Museum about using copies of the George Kenner watercolours in the exhibition and we are negotiating with 2 private collectors about loaning items from their collections for our exhibition.

A bid is being submitted to HLF shortly for a contribution of £67k under their "Our Heritage" programme. The case for support is that AP has an interesting and possibly unique story to tell in relation to WW1 and this relatively small project would allow us to create momentum in advance of the larger project.

Included in the budget is the salary for the Education Officer, development (and delivery) of formal and informal learning workshops, temporary exhibition and project costs for the University of Middlesex. Match funding from AP includes minor improvements to the Transmitter Hall, exhibition stands, induction loop and an interactive white board. The University of Middlesex is providing £13,297 in kind support for this project.

Total project cost £104,597
HLF contribution £67,300
Match funding £37,297

6.3 Transmitter Hall

Unanimous feedback from teachers was that the room was not an inspiring learning space and that in its current state did not help pupils form a sense of the place from the visit. A number of different opportunities are being explored including using the Studio set from Studio A to create a studio in the Transmitter Hall and using handling objects and costume to bring the history of the building alive. This will allow us to continue to deliver learning programmes while the refurbishment of Studios A and B proceeds from 2015-2017.

6.4 Archives

In an effort to centralise and organise photos and objects relating to the history of Alexandra Palace onsite the Education officer is creating an Excel spread sheet catalogue so that we know exactly what material we have and where it is.

6.5 Community Update

Last month Alexandra Palace hosted its first community event in conjunction with Haringey Metropolitan Police. The event was part of a week of celebrations for National Volunteers' Week 2013 which culminated in an awards ceremony held in the Transmitter Hall for The Met Police Volunteer Programme and Haringey Police Senior Leadership Team to thank Met Police Volunteers, Volunteer Police Cadets and Met Special Constabulary Officers for assistance provided during the 2012 Olympic & Paralympics Games.

Certificates and medallion presentations were awarded by the Borough Commander, Chief Superintendent Victor Olisa. Feedback received from Haringey Met Police was extremely positive and the Community and Learning team are looking forward to working with Haringey Met Police for future events.

6.6 Open House

Alexandra Palace will be taking part in Open House between 10:00 and 17:00 (last entry 16:30) on Saturday, 21 September. To avoid the long queues of long year we will be offering pre-booked guided tours (max 30 people per tour) meeting in the East Court and finishing in the Transmitter Hall. Tours will leave every half an hour (possibility of increasing to every 15 minutes should demand exceed 390 people) and the route will include the Theatre stage, North Service Yard, Palm Court and the Transmitter Hall. A tour script will be written by the Education Officer in conjunction with the Friends of the Theatre and the Alexandra Palace Television Group to ensure all visitors receive the same information. To assist with the running of the day we will be recruiting between 10 and 15 volunteers from within AP staff, existing Friends Groups, local community and from the pool of volunteer stewards and guides from Open House.

6.7 Volunteering

We are currently looking to establish a volunteer programme at the Palace to assist with learning and community and park activities, 150th anniversary event and Open House. A dedicated email address has been created for enquiries volunteering@alexandrapalace.com and we are working with support from Haringey Metropolitan Police and HAVCO to establish a regular programme at the Palace.

7.0 Regeneration and Property programme update

7.1 Regeneration Programme Governance

Work has been underway to progress actions arising from the recent Audit of AP Regeneration Programme Governance by LB Haringey's Internal Audit section. Financial policies and procedures are being revisited, including an update of both the Trust and APTL's procurement guidance; and discussions are ongoing with LB Haringey on overarching governance structures, which in turn will impact upon an

action relating to the programme management documentation. The Terms of Reference (ToRs) for the Regeneration Working Group agreed by this Board on Sept 2010 will need to be updated to reflect structural changes in the management of AP/APTL, etc, but there is no intention to make any further fundamental changes to these. A more detailed paper is included later on the agenda, which includes draft revised ToR's.

7.2 **HLF programme**

Following a submission of a range of additional and updated information, formal 'Permission to Start' has now been received from the HLF in writing. This means that expenditure can now be committed against the HLF scheme.

Stage 2 match-funding

A post will be advertised shortly for a Fundraising Manager (part-funded by the approved HLF Stage 1 scheme) based on a 2-year staff appointment. This post will be responsible for developing and finalising a Fundraising strategy for the HLF bid, and then delivering against this strategy.

Initial discussions have commenced on match-funding with a number of organisations, including LB Haringey. A business case will need to be produced for consideration at the appropriate time in the lead up to the HLF Stage 2 application being made in winter 2014. In addition a joint approach with LB Haringey to the GLA has been agreed and will take place shortly. Options for drawing in support from other sources such as the Arts Council are also being investigated, although it is likely that most contributions would be relatively modest in relation to the £7m match funding target (up to £100k) and for specific ring-fenced items - for example on upgrade of the Theatre technical specifications.

Procurement of necessary specialist expertise

A number of procurements are now underway for the appointment of specialist external expert advisors who will be required to deliver the HLF scheme (as set out in the paper to the Board meeting on 13 June). As approved at that meeting, Mott MacDonald have been appointed as cost consultant/Quantity Surveyor for the HLF scheme.

In addition an OJEU procurement process has now commenced for the main architect-led multidisciplinary team who will lead the development of the HLF project design. This is a two-stage process, with a pre-qualification stage to produce a shortlist of up to 8 consultant teams who will then be invited to submit a full tender. The value of the contract award will be greater than the CE's current delegations and so the recommendation to appoint following the tender process will need to be approved by the Board. Unfortunately, as there is no Board meeting currently scheduled between October and February, an extraordinary Board meeting may be required to approve this recommendation. A provisional date of 19 November has been identified although this will be confirmed closer to the time.

Tender documents for the appointment of the Project Manager are being finalised and will have been issued by the time of this Board meeting. The contract award is likely to fall within the CE's delegated authority so separate Board meeting would not be necessary in this case.

7.3 **Theatre - interim use**

Further work has been undertaken into the possibility of interim repairs to the Theatre roof to enable the resumption of public access. It is possible these repairs

can be done at a cost that can be covered through existing Regeneration budgets (approx. £20k).

The repair of the ceiling would enable public access to the theatre once more, and will allow income generating and profile-raising activities. Interest in use of the space is increasing and APTL are confident that they would be able to generate good sales from bookings for events such as meetings, banquet, etc. There is also the potential for more directly-related Theatre usage e.g. performances. This could not only therefore be a source of valuable revenue-generation – which could be ring-fenced for further reinvestment in the Theatre or for the wider Palace – but will also provide an invaluable window in which the Theatre programme & content can be tested ahead of the main HLF scheme works.

The most cost-effective solution would be to utilise the specialist consultants and contractors who are working on the current English Heritage-funded fabric repair & restoration works and hence already onsite with set up costs already catered for, at rates agreed in the current works programme. However Board members should note that this would be a further extension & variation to the existing contracts for contractors, DBR (London) Ltd and the architects Donald Insall Associates. The project is being costed in detail but currently estimated at c. £20k. Trustees are requested to approve this procurement route (see also 8.0 below)

7.4 Commercial Development

Stage 1 of work on the potential hotel proposition in the western side of the Palace has been progressing. As part of a 'soft market testing' exercise Knight Frank have approached a number of high profile representatives from key market segments who may have an interest in this proposition, namely international hotel chains; event organisers/promoters; visitor attraction operators; and developer-investors.

Onsite meetings, including building tours, were offered to all of those approached by Knight Frank, although not all have taken up this offer, especially those already operating in or familiar with the building. Confirming dates for these visits has taken longer than had been originally anticipated, and so to date 6 visits have taken place, with a further 2/3 to be confirmed.

Verbal feedback to date during the visits has been positive and indicates a genuine interest in the proposition. Most interestingly all seem to be indicating a preference for a higher quality hotel offer (4-star upwards) than had been indicated in the TRI report.

However this verbal feedback should be taken with caution until all written feedback is received and Knight Frank can produce a report summarising their initial findings. It is hoped that this report can be concluded by mid-July.

7.5 Regeneration Strategic Group workshop - 14 May 2013

The planned workshop to review & discuss the AP Regeneration Programme took place as planned on 14 May, chaired by Cllr Matt Cooke, Chair of APPCT and APTL Boards. A total of 27 representatives attended, with apologies from 8 others.

Feedback from the session was positive and supportive. Items of particular interest and debate included the HLF scheme (which had just been awarded), the hotel proposition soft market testing and the branding & 'visioning' work that has been underway.

7.6 Recruitment

A new Estates and Facilities Manager was appointed in May 2013, Tim James. Tim has extensive experience on both client- and service provider-side, and in the public and the private sector.

7.7 Masterplanning

The Farrells masterplanning work has now reached the point at which further conceptual work would not add significant value. Farrells have therefore been briefed to complete their drawings, including plans outlining potential usage for currently unused and derelict spaces across the Alexandra Palace site, to wrap up the assignment. We will have to consider any further work later this year in the light of the results of the soft market testing exercise.

8.0 Fabric Repair Programme and on-going repair and maintenance requirements

The English Heritage-part funded works to South colonnade and the SE pavilion roof continue to progress well. Works on the colonnade are now complete and the scaffolding access system is now being dismantled. Works to the SE roof are still due to complete by August 2013.

A further application for funding support to English Heritage was successful, which will 50% grant-fund a further £73k of works which were identified during the course of the existing EH-funded works. These works will conclude external repairs on that part of the SE wing of the Palace up to the boundary of the area under the scope of the HLF scheme.

As indicated in the previous Board report on 23 May, the EH-funded project has highlighted the need to appoint an appropriately experienced and skilled external "Surveyor to the Fabric". This need has been further underlined by a number of recent small urgent specialist works requirements that have arisen. That open procurement process is now underway, with an appointment anticipated in August 2013

English Heritage have indicated their interest in supporting further fabric repair/restoration works to the Palace, but have made clear that this is conditional on an appropriate long-term strategy being in place. The appointed Surveyor to the Fabric will be responsible for producing this 10-year Fabric Maintenance Plan for the entire Palace. They will also play a lead role in designing and oversee individual priority works packages arising for the next 3 years, subject to the availability of capital resources.

One urgent repair requirement has arisen in the context of the western end of the North Wall. This was surveyed in March 2013 by a Europa subcontractor from a "cherry picker", who recommended netting the top of the wall to retain any dislodged render. However a further survey by Neil Coe and Donald Insalls suggested an alternative approach, which would not require Listed Building Consent, of removing loose fragments and undertaking mortar repairs to make the wall more weather tight pending full scale repair. This is likely to be more effective and represent better value for money, at approximately £40k. The work is genuinely urgent to mitigate the

risk of fragments falling into in the North Service Yard and the adjacent car park of the Lab health club. At present significant areas are cordoned off which presents operational problems. Again the most cost effective route and the quickest to undertake would be to commission DBR to carry out the repairs supervised by Insalls, by extending existing contracts. In this case the work could be carried out in the next two months. The Board are asked to approve this procurement route.

9.0 Patrons/Fundraising

9.1 Pending the appointment of a Fundraising Manager we are developing contacts with a number of key individuals who might act as ambassadors for the theatre and TV studio projects. The proposal is that these individuals might be asked to become official Patrons of AP, with an inaugural function later in the year possibly held in theatre itself, to raise profile and help with a fundraising campaign at a later stage.

9.2 **Trustees are invited to give their views.**

10. Commercial fireworks proposal

10.1 Since the last Trustees' meeting plans for a commercial fireworks event have been developed with the promoters and discussed with representatives of the relevant authorities whose approval is needed for the event to proceed.

"Slammin Events", who have approached Alexandra Park and Palace Charitable Trust with the proposal for a self-financing fireworks display, have had experience of organising large scale events at Alexandra Palace and at a number of outdoor sites across the UK. "Event People" who are partnering them in this commercial venture have supplied all the infrastructure and resourcing to Battersea Fireworks for a number of years and also supply a number of large public festivals across the country. Further due diligence on financial status will be undertaken prior to completion of the contract.

In order for a safe and successful event to be delivered a number of agencies and partners must be consulted throughout the planning process as required under the 2003 Licensing Act. These include Metropolitan Police, TFL, London Ambulance Service, London Fire & Rescue, LBH Licensing, LBH Transport & Highways and LBH Emergency Planning. Initial discussions have been held with all these bodies and there has been support for the proposal for ticketed event with limited numbers. The advantages of this approach include higher levels of control over numbers attending, improved assessment of the level of infrastructure required on site, and greater control over revenue collected, as compared to the way previous events were organised, with voluntary collections on the night. Further Safety Advisory Group meetings will be scheduled as plans progress.

The Statutory Advisory and Consultative Committees have also been consulted at their meeting on 18 June. Copies of the minutes of this part of the discussion will be circulated before 16 July, but it is fair to say that overall the response was positive with a number of specific recommendations and caveats.

If the decision is made at Board to go ahead a full Licensing application will then be submitted to LBH.

10.2 The recommendation is that the Board authorise the fireworks to be run in 2013 by the Trading Company, commissioned by the Trust, as a commercial event, providing the tickets can be reasonably priced and subject to the financial assessment included elsewhere on the agenda.

11 Legal Implications

11.1 The Council's Head of Legal Services has been consulted in the preparation of this report, and notes its contents, and makes additional comments on the Fireworks Proposal in this report contained elsewhere on the agenda.

12 Financial Implications

12.1 The Council's Chief Financial Officer notes the recommendations surrounding extensions to two existing contracts in order to deliver additional works; this approach has been discussed and agreed with the Council's procurement officers. The funding for this additional work has been identified and as set out in paragraph 7.3, the expenditure on the theatre could enhance income generation.

12.2 Paragraph 6.2 sets out a proposed programme for the WW1 commemoration, with more than 63% to be funded from a grant bid to HLF. The Trust confirms that should the grant not be awarded, the Trust would need to cover the committed costs of a learning officer associated with this project (c.£26k).

12.3 Paragraph 10 provides background to a proposed firework event to be run in 2013 by the Trading Company as a commercial event, which the Board is being asked to authorise. It is imperative that all financial risk must fall to the event organiser and that no financial or reputational liability falls to the Trust, trading company or Council. Further comments are made in the exempt report contained elsewhere on the agenda.

Report Title: **Report of Commercial Director APTL**

Report of: **Emma Dagnes, Commercial Director, APTL**

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

- Commercial activity update
- The events calendar

2. Recommendations

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

Report Authorised by: **Duncan Wilson, Chief Executive, APPCT & APTL**

3. Contact Officer: Emma Dagnes, Commercial Director, Alexandra Palace Trading Ltd, Alexandra Palace Way, Wood Green N22 7AY Tel No. 0208 365 4343

4. Executive Summary

- 4.1. This report highlights the activity taking place across the commercial areas of the trading company including the Ice Rink, Events Halls and Catering including Bar & Kitchen.
- 4.2. The report gives an update on the planning for the 150th anniversary celebration event of the Park
- 4.3. The report outlines the up and coming events schedule

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

5.1. N/A

6. Local Government (Access to Information) Act 1985

6.1. N/A

7. Commercial Update

Event Operations

- 7.1 A successful start to Live Music in 2013 with Suede, Two Door Cinema Club and ATP Festival all achieving high customer satisfaction rates. We also achieved zero reports of pick pocketing at these events. The police worked closely with the events team and were supportive in terms of their approach and visibility during events.
- 7.2 2 new exhibitions with very different content and audiences; Mum Show Live attracted a wide range of speakers and exhibitors focused on supporting parents at various stages of child development including seminars on education, use of internet and social media, health and wellbeing, as well as a number of other activities.
- The Tattoo Show attracted 7,000 people across 2 days with 85% of slots for tattoos booked in advance. This show had been very successful at Olympia however the organisers felt that the location of Alexandra Palace suited their customers better as the majority travel from the North of England. This exhibition is contracted for another 2 years.
- 7.3 With the appointment of a full time Health & Safety Manager a number of improvements have been made across the board including updates to documentation, processes and procedures. Alexandra Palace has also adopted a number of industry standards including The E-Guide (best practice for exhibitions), The Purple Guide (best practice for outdoor events) and the A-Guide (in development best practice for live events). As an organisation we have been contributing to the development of all of these guidance documents through our membership of the Association of Event Venues and National Arena Association.

Event Sales

- 7.4 Strong contracted business from the live music sector in the third quarter including Bjork, Madness, Above and Beyond and Van Warped. The sales team are holding further provisional bookings from this sector which they are confident in converting.
- 7.5 Continuing improvements to the infrastructure has developed a new market in corporate bookings with team away days, conferences and meetings increasing against previous years.
- 7.6 The number of weddings booked has increased against previous years with 25 weddings confirmed to date.

8. Catering Update

Event Catering

- 8.1. Review undertaken of current preferred caterers to reflect increase in wedding enquires and bookings from Caribbean, Turkish, Greek and Jewish communities.
- 8.2. Catering on events has achieved strong results against targets. The catering team has identified improvements in operational delivery and investment in equipment as the main drivers for the improved profits on P&L's. Retail offers on a like for like basis against previous years have also delivered and exceeded targets.

Bar & Kitchen

- 8.3. The Tattoo Show delivered a record Sunday for the Bar & Kitchen with £20,000 net taken in 1 trading day. A contributing factor was the 45 new picnic benches which helped increase dwell time and spend per head and can be seen on “The Beach”.
- 8.4. Following a more proactive approach by the pub staff private bookings of the indoor beer garden has increased, contributing to the bottom line.
- 8.5. The Bar and Kitchen continues to develop as an additional retail space during exhibitions and works closely with the sales team to ensure all opportunities are exploited.

Ice Rink Cafe

- 8.6. Strong sales since the start of the new financial year in line with the increase in footfall in the Ice Rink. Key drivers for increase in sales include improved management of the vending machines with daily stock and function checks. 2 new vending machines utilised in other areas of the building. The Ice Rink cafe is also being used during non-ice rink events including Night Rider which delivered £4,000 profit in 1 nights’ trading.

Park Catering (Ice Cream, Outdoor Event Catering, Coffee Offer)

- 8.7. First quarter sales will be on target with the first two months pulling in a strong performance. Intelligent use of weather information assisted with improved sales by adjusting offer accordingly; coffee in cold weather, ice cream in warm weather.
- 8.8. Alexandra Palace Catering Team will be managing outdoor event food and beverage concessions during the Red Bull and 150th Anniversary of the Park events.
- 8.9. New coffee cart due to be delivered in July (please see Appendix 1) will be operational inside and outside (where and when appropriate).

9. Ice Rink

- 9.1 Strong start to the financial year with footfall up and revenue and profits ahead of targets. Ice Rink team have worked hard to improve with more creative offers including Pirates Week which saw the Zamboni transformed into a Pirate Ship complete with a Treasure Hunt and Bouncy Castles in the foyer.
- 9.2 Demon Extreme have successfully transformed the back of the reception unit into a shop. The Ice Rink team have been impressed with the level of footfall the shop has attracted including a new customer base from other ice rinks.
- 9.3 The Ice Rink team took advantage of the Romford ice rink closing for refurbishment with a flyer and leafleting campaign. The strategy has attracted a displaced customer base and increased the number of ice hockey teams using the rink for practice and matches.

10. 150th Park Anniversary Event Update (as per date report was authored)

- 10.1 Marketing for the event has been proactive with posters in local shop windows, distribution of flyers to local schools, adverts and editorial in local papers and resident newsletters including the first resident newsletter from Alexandra Park and Palace
- 10.2 Flyers advertising the 150th will be distributed during the Red Bull Soapbox event on the 14th July with an expected attendance of 20,000 people.

- 10.3 All exhibitors in The Grove have been confirmed with an impressive mix of charities, resident groups including Friends of the Park and interest groups offering a diverse range of activities for all ages.
- 10.4 Both the Bandstand (The Grove) and Sunset Sessions (The Beach) have been programmed with local dance troupes, bands and choirs ready to entertain the audience.
- 10.5 We had a phenomenal response to our activity zone located on the lower field with 10 different sporting activities confirmed including North London YMCA Community Games, Cycling, Rugby Munchkins, Cricket, Archery and Netball to name a few.
- 10.6 The Farmers Market will have a climbing wall and there will be a steel band and a brass band to ensure people who attend the market are aware that a larger event is taking place in the Park.
- 10.7 All authorities engaged through the Safety Advisory Group and Premises Licence submitted to the licensing authority.
- 10.8 Critical path update follow up from previous Board paper

22nd April 2013 hand over complete to production service provider - COMPLETED

3rd May 2013 first draft site plan (CAD) with zones produced – COMPLETED

17th May 2013 first draft EMP produced for review – COMPLETED

14th June 2013 all content, concessions, performers etc confirmed applications or expressions of interest accepted - COMPLETED

21st June 2013 second draft EMP produced for client review – COMPLETED

28th June 2013 SAG to be held at AP - SAG taking place at 9.30am on 28th June

2nd July 2013 updates from SAG to be included in EMP – ONGOING

10th July 2013 deadline for all concessions, stallholders, exhibitors etc. receiving their exhibitors packs which contain site maps, zone maps, car passes, site passes, terms and conditions etc. – ON SCHEDULE FOR RELEASE

21st July 2013 (am) site build commences arrival of concessions, stall holders and all other infrastructure to be installed. - Saturday 20th 2013 marketing arrive on site plus funfair and toilets arrive in The Grove.

21st July 2013 11am – 4pm event open to the public- Main event will be open between 11am & 4pm, street party on the South Terrace will finish at 6pm and the Sunset Session will finish at 10pm.

21st July 2013 4pm onwards site de-rig- Grove, sports zone and balloon area will begin breakdown from 4pm, no vehicle movement allowed until 6pm.

31st July 2013 Production Service Debrief document delivered to client – TO BE COMPLETED

Debrief meeting date to be confirmed – TO BE COMPLETED

11. Event Schedule

Tenancy	Event Name	Location / Room	Event Open Date	Times
13 - 14 Jul	Red Bull	Park/All Areas	Saturday 13th - Sunday 14th July	12.00-18.00
17-Jul	Teambuilding	PR, Upper Field/Beach	Wednesday 17th July	09:00 - 19:00
28-Jul	FAPT	Theatre foyer	Thursday 18th July	19:30 - 21:30
19 - 22nd Jul	Segway	Park	Friday 19th - Monday 22nd July	TBC
20-Jul	Moonlight Walk	Park	Saturday 20th July	22:00 - 06:00
20-Jul	40th Birthday Party	LR	Saturday 20th July	17:00 - 00:00
15 July - 10 Sept	Funfair	Pavilion Car park	Friday 19th July - Thursday 8th Sept	TBC
21-Jul	Parks 150th Anniversary	Park	Sunday 21st July	1100 – 16:00
21-Jul	Farmers Market	Paddock	Sunday 21st July	
21-July	Sunset Sessions	Beach (Pub)	Sunday 21 st July	16:00 – 22:00
26-Jul	Private Conference	WH/PR/PC/UF	Friday 26th July	
28-Jul	Farmers Market	Paddock	Sunday 28th July	
31-Jul	Organ Concert	Great Hall	Wednesday 31st July	TBC
03-Aug	Wedding	PR	Saturday 3rd August	18:00 - 00:00

Tenancy	Event Name	Location / Room	Event Open Date	Times
03-Aug	Wedding	PS	Saturday 3rd August	16:00 - 00:00
04-Aug	Farmers Market	Paddock	Sunday 4th August	
09 - 12th Aug	Segway	Park	Friday 9th - Monday 12th August	TBC
10-Aug	Wedding	PR	Saturday 10th August	13:00 - 00:00
10-Aug	Wedding	PS	Saturday 10th August	1600 - 0000
11-Aug	Farmers Market	Paddock	Sunday 11th August	
16 - 18 August	Summer in the City	All Areas	Saturday 17th August	TBC
18-Aug	Farmers Market	Paddock	Sunday 18th August	
23-Aug	Wedding	Panorama Room	Friday 23rd August	17:30 - 23:30
24-Aug	Wedding	PS	Saturday 24th August	1800 - 0000
25-Aug	Wedding	Panorama Room	Sunday 25th August	16:00 - 00:00
25-Aug	Farmers Market	Paddock	Sunday 25th August	
27-Aug	Wedding	PCS3	Tuesday 27th August	16:00 - 16:30
30-Aug	Teen Queen	Palm Court	Friday 30th August	19.00-00.00
30-Aug - 5-Sep	Bjork	GH	Tuesday 3rd September	18:30 - 22:45
31-Aug	Wedding	Palace Suite	Saturday 31st August	1900 - 0000
31-Aug	Wedding	Panorama Room	Saturday 31st August	17:00 - 00:00
01 - Sep	Bird Walk - FofP	Park	Sunday 1st September	TBC
01-Sep	Farmers Market	Paddock	Sunday 1st September	
01-Sep	Dolls House	WH	Sunday 1st September	06:00 - 20:00
01-Sep	Wedding	PR	Sunday 1st September	TBC
07-Sep	Wedding	PR	Saturday 7th September	14:00 - 00:00
07-Sep	Wedding	PS	Saturday 7th September	TBC
08-Sep	Wedding	PR	Sunday 8th September	08:00 - 16:00
08-Sep	Farmers Market	Paddock	Sunday 8th September	
13 - 16th Sep	Segway	Park	Friday 13th - Monday 16th September	TBC
13 - 14 Sep	Private Booking	WH/PR/PS/PC2-5	Friday 13th - Saturday 14th September	TBC
14 - 15 Sep	Antiques	GH	Sunday 15th September	
18-Sep	Bat Walk - Friends of the Park	Park	Wednesday 18th September	TBC
19 - 22 Sep	Big Stamp	GH/WH/PS	Saturday 21st - Sunday 22nd September	TBC
21-Sep	Wedding	PR	Saturday 21st September	18:00 - 00:00
21-Sep	Open House	TBC	Saturday 21st September	10:00 - 16:00
29-Sep	Farmers Market	Paddock	Sunday 29th September	
25 - 27 Sep	Live Music - Provisional	All Areas	Friday 27th September	18.29 - 23.20
27 - 29 Sep	Madness -Live Music	All Areas	Saturday 28th September	18:29 - 23:20
03 - 06 Oct	Young at Heart Show	GH/LR/PS	Saturday 5th - Sunday 6th October	10:00 - 17:00
07 - 14 - Oct	Knitting & Stitching	All Areas	TBC	TBC
17th & 18th Oct	Private Corporate Booking	WH/PR/LR/PC Suites	Thursday 17th & Friday 18th October	08:00 - 20:00
19-Oct	Tree Walk - FOP	Park	Saturday 19th October	TBC
19-Oct	Wedding	Panorama Room	Saturday 19th October	18:00 - 01:00
20 - 24 Oct	AMMA	All Areas	Monday 21st October – Wednesday 23rd October	09:30 –23:00
24 - 27 Oct	Above and Beyond	All Areas	Saturday 26th October	21:00-02:00 (GMT)

12. Recommendations

12.1 That the Board notes the contents of this report

13. Legal Implications

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

14. Financial Implications

14.1 The Council's Chief Financial Officer has no financial implications to raise although the positive start to the new financial year in relation to commercial activity is very positive.

15. Use of Appendices/Tables

15.1 Appendix 1 – Images of new coffee cart

Appendix 1 – Example of Coffee Cart

(Alexandra Palace branded with Alexandra Palace logos)



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Agenda item:

Alexandra Palace & Park Board	on 16th July 2013
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Report Title: Park Management Update

Report of: Mark Evison, Park Manager, Alexandra Palace Charitable Trust
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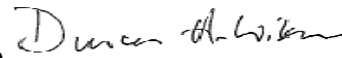
<p>1. Purpose</p>

<p>1.1 To update the Board regarding Dog Control Orders</p>

<p>2. Recommendations</p>

<p>2.1 That the Board notes the current situation in relation to Dog Control Orders and considers whether to pursue a new Order to enact three dog-on-lead areas within the Park</p>
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Report Authorised by: Duncan Wilson, Chief Executive



Contact Officer: Mark Evison, Park Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121
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<p>3. Executive Summary</p>

<p>3.1 The report includes an update on the current Dog Control Orders in force across the borough including Alexandra Park.</p>
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<p>3.2 The report also sets out the options in relation to pursuing a new Order specifically for Alexandra Park.</p>
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<p>4. Reasons for any change in policy or for new policy development (if applicable)</p>

<p>4.1 N/A</p>

<p>5. Local Government (Access to Information) Act 1985</p>
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<p>5.1 N/A</p>

6. Dog Control Orders update

- 6.1 The Board will recall that the Council carried out a consultation on new Dog Control Orders last year. The Park Manager made a submission with specific requests in relation to the Park and Palace. However, on 1st April 2013 the borough-wide DCOs came into force as proposed.
- 6.2 There is currently no information or signage in place within the Park to explain how these DCOs work. The responsibility for installing signage rests with the various managing bodies across the borough. In Alexandra Park a few signs in key areas could be installed for relatively little cost.
- 6.3 The Haringey Council website has the full details and maps available and the Alexandra Palace website can be updated to further promote the DCOs. Police SNT Sergeants have all been trained and can issue Fixed Penalty Notices.
- 6.4 There are three areas where the generic DCOs do not fit with the proposal approved by the Advisory and Consultative Committee and the Board last summer. These are the proposals for dogs-on-leads in the Grove, on the Terrace and around the Boating Lake. The Board will recall that this proposal acknowledged that families should be able to visit certain areas of the park safe in the knowledge that dogs will not be running loose. These areas amount to about 10 hectares of the 79 hectare site (approximately 12.5%).
- 6.5 The Council's enforcement officer sent a detailed reply following the Board's discussions at the February meeting. There is no practical reason that a new DCO could not be made by the Council for these areas. However, they would not be in keeping with the borough-wide standard.
- 6.6 The Enforcement Officer at the Council has advised that if a new DCO is pursued a formal consultation will be required and legal fees could be incurred. These costs have not been quantified. There may be an opportunity to wait for the Borough to carry out a review of the DCOs and request any changes take place at this time to avoid any extra legal costs.
- 6.7 There are two options at this stage:
- To accept and promote the current DCOs, install signs and educate Park Users or
 - To pursue a new DCO to enact the three dog-on-lead areas within the Park

7. Recommendations

- 7.1 That the Board notes the current situation in relation to Dog Control Orders and considers whether to pursue a new Order to enact three dog-on-lead areas within the Park

8. Legal Implications

- 8.1 The Council's Head of Legal Services has been consulted in the preparation of this report and has no comments.

9. Financial Implications

- 9.1 If a decision is taken to pursue a new Dog Control Order there may be legal costs associated with this. New signs and web promotion can be funded from existing budgets.

- 9.1 The Council's Chief Financial Officer has no additional comments to make.

10. Use of Appendices/Tables/Photograph

- 10.1 N/A

Alexandra Palace & Park Board

16 July 2013

Report Title: Trust Financial Results for 2 months ended 30 May 2013

Report of: Nigel Watts, Finance and Resource Director, Alexandra Palace Charitable Trust

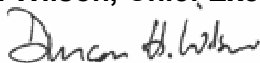
1. Purpose

1.1 This paper sets out the results for the Trust for the two months ended 30 May 2013

2. Recommendations

2.1 The Board is asked to note the performance of the Trust for the two months ended 30 May 2013

Report Authorised by: Duncan Wilson, Chief Executive Alexandra Place and Park Trust



Contact Officer: Nigel Watts, Director of Finance and Resources, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340

3. Executive Summary

3.1 The deficit of the Trust for the first two months, excluding Regen, was £320k compared to budget of £391k and last year's actual of £423k.

3.2 Net Regen expenditure was £71k compared to budget of £147k. The difference all relates to the timing of marketing and professional fee expenditure.

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

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6 Results For The First Two Months – Trust

The results for the Trust are summarized in Table 1 below. There has been some restructuring of cost centres since 2012/13, making the comparison with 2012/13 less exact. In particular a new cost centre has been created for Office Management, which takes some costs previously in the Palace and CEO's Office budgets. There has also been some realignment of income and costs between the Palace and CEO's budgets to reflect better the nature of the underlying activities.

Table 1 – Results of Trust Company for the first 2 months

2012/13 1st Mths	£'000	2013/14 1st 2 Months		
		Budget	Actual	Variance
	INCOME			
(6)	Palace	44	44	+1
40	Park	19	25	+6
-	Learning, Theatre & BBC Studios	-	0	+0
30	CEO's Office	-	-	-
64	Total Before Regen	63	69	+6
-	Regen	-	4	+4
64	TOTAL INCOME	63	73	+10
	EXPENDITURE			
(281)	Palace	(265)	(221)	+44
-	Ice Rink Dep'n and Interest	(33)	(27)	+6
(110)	Park	(79)	(89)	-9
-	Learning, Theatre & BBC Studios	-	(0)	-0
-	Office Management	(17)	(10)	+7
(96)	CEO's Office	(59)	(43)	+16
(487)	Total Before Regen	(454)	(390)	-64
(85)	Regen	(147)	(74)	+72
(572)	TOTAL OVERHEADS	(601)	(464)	+8
	DEFICIT			
(287)	Palace	(221)	(177)	+45
-	Ice Rink Dep'n and Interest	(33)	(27)	+6
(70)	Park	(60)	(64)	-4
-	Learning, Theatre & BBC Studios	-	0	+0
-	Office Management	(17)	(10)	+7
(66)	CEO's Office	(59)	(43)	+16
(423)	Total Before Regen & gift aid	(391)	(320)	+71
(85)	Regen	(147)	(71)	+76
(508)	TOTAL DEFICIT before gift aid	(538)	(391)	+147

Trust underspent against budget by £147k. All of this variance is the result of timing differences which will reverse later in the year. The £45k underspend on Palace costs relates mainly to the scheduling of variable maintenance and the underspend in the CEO's office relates mainly to legal fees. The Regen budget underspend relates to the timing of payments to professional advisers. In the 2012/13 comparative analysis the Ice Rink depreciation and interest costs were shown under Palace costs. The £30k income shown against the CEO's Office is the licence fee income from the Trading Company. As

this income relates to APTL's part occupation of the Palace it has been reclassified as Palace Income in 2013/13.

7 Legal Implications

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

8 Financial Implications

8.1 The Council's Chief Financial Officer has no additional comments to make.

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

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Alexandra Palace & Park Board

16 July 2013

Report Title: **APPCT Accounts for the year ended 31 March 2013**

Report of: **Nigel Watts, Director of Finance and Resources, Alexandra Palace Charitable Trust**

1. Purpose

1.1 To approve the accounts for APPCT for the year ended 31 March 2013

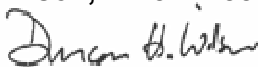
2. Recommendations

2.1 The Board is asked to approve the accounts for APPCT for the year ended 31 March 2013.

2.2 The Board is asked to confirm the appointment of the auditor for the year ended 31 March 2013 and approve the proposal to retender the audit in the autumn.

2.3 The Board is asked to note the letter of representation to be signed on behalf of the Directors of APTL.

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Place and Park Trust**



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

3. Attachments

Appendix 1	APPCT Accounts for the year ended 31 March 2013
Appendix 2	APPCT Directors' letter of representation
Appendix 3	Auditor's appointment letter
Appendix 4	Auditor's Report

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

N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Legal Implications

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

7. Financial Implications

- 7.1 The Council's Chief Financial Officer has no additional comments to make

Charity Number: 281991

Alexandra Park and Palace Charitable Trust

Trustees' Annual Report and Consolidated

Financial Statements

For the year ended 31 March 2013

Alexandra Park and Palace Charitable Trust

Report and financial statements 2013

Contents	Page
Trustees' annual report	Error! Bookmark not defined.1
Independent auditor's report	2
Consolidated statement of financial activities	4
Trust statement of financial activities	5
Consolidated and trust balance sheets	6
Consolidated cash flow statement	7
Notes to the financial statements	8

Alexandra Park and Palace Charitable Trust

Trustees' annual report

To follow

Independent auditor's report to the Trustees of Alexandra Park and Palace Charitable Trust

We have audited the group and parent charity financial statements of Alexandra Park and Palace Charitable Trust for the year ended 31 March 2013 which comprise the Consolidated Statement of Financial Activities, the Trust Statement of Financial Activities, the Consolidated and Trust Balance Sheets, the Consolidated Cash Flow Statement and the related notes 1 to 26. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act, and The Alexandra Park and Palace (Public Purposes) Act 1900. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view.

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act and The Alexandra Park and Palace (Public Purposes) Act 1900. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group and the parent charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2013, and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and The Alexandra Park and Palace (Public Purposes) Act 1900.

Independent auditor's report to the Trustees of Alexandra Park and Palace Charitable Trust (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Deloitte LLP

Chartered Accountants and Statutory Auditor
London, United Kingdom

August 2013

Deloitte LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006 and consequently to act as the auditor of a registered charity.

Alexandra Park and Palace Charitable Trust

Consolidated statement of financial activities For the year ended 31 March 2013

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2013 £'000	Total 2012 £'000
Incoming resources:					
Incoming resources from generated funds					
Voluntary income	3	-	559	559	520
Activities for generating funds	4	8,149	-	8,149	6,881
Incoming resources from charitable activities	5	201	-	201	222
Investment income	6	12	-	12	7
Total incoming resources		8,362	559	8,921	7,630
Resources expended:					
Cost of generating funds					
Fundraising trading cost of goods sold and other costs		6,647	-	6,647	5,751
Charitable activities		3,385	49	3,434	3,039
Governance costs		119	-	119	116
Total resources expended	7, 10	10,151	49	10,200	8,906
Net (outgoing)/incoming resources before other recognised gains and losses and transfers					
		(1,789)	510	(1,279)	(1,276)
Transfers	22	506	(506)	-	-
Actuarial loss on pension scheme	26	(55)	-	(55)	(167)
Net movement in funds		(1,338)	4	(1,334)	(1,443)
Opening deficit fund balance 1 April		(44,124)	4	(44,120)	(42,677)
Closing deficit fund balance as at 31 March	23	(45,462)	8	(45,454)	(44,120)

The notes on pages 16 to 35 form an integral part of these financial statements. All of the above amounts are derived from continuing activities.

Alexandra Park and Palace Charitable Trust

Trust statement of financial activities For the year ended 31 March 2013

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2013 £'000	Total 2012 £'000
Incoming resources:					
Incoming resources from generated funds					
Voluntary income	3	-	559	559	520
Incoming resources from charitable activities	5	201	-	201	222
Investment income	6	1,441	-	1,441	1,064
Total incoming resources		1,642	559	2,201	1,806
Resources expended:					
Charitable activities					
Governance costs		3,384	49	3,433	3,039
		103	-	103	97
Total resources expended	7, 10	3,487	49	3,536	3,136
Net (outgoing)/incoming resources before transfers					
		(1,845)	510	(1,335)	(1,330)
Transfers	22	506	(506)	-	-
Net movement in funds		(1,339)	4	(1,335)	(1,330)
Opening deficit fund balance 1 April		(43,460)	4	(43,456)	(42,125)
Closing deficit fund balance	23	(44,799)	8	(44,791)	(43,455)

The notes on pages 16 to 35 form an integral part of these financial statements. All of the above amounts are derived from continuing activities. There were no other recognised gains or losses in either year except for those dealt with above.

Alexandra Park and Palace Charitable Trust

Consolidated and trust balance sheets As at 31 March 2013

	Note	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Fixed assets					
Tangible assets	13	3,689	3,314	3,510	3,302
Investments	14	-	-	-	-
		3,689	3,314	3,510	3,302
Current assets					
Stocks	15	83	98	-	-
Debtors: due within one year	16	617	882	1,903	1,678
Cash at bank and in hand		1,956	3,337	52	57
		2,656	4,317	1,955	1,735
Creditors: amounts falling due within one year	17	(1,775)	(3,620)	(718)	(828)
Net current assets		881	697	1,236	907
Total assets less current liabilities		4,570	4,011	4,747	2,209
Creditors: amounts falling due after more than one year	18	(1,925)	(2,078)	(1,924)	(2,078)
Provisions for liabilities	20	(47,614)	(45,586)	(47,614)	(45,586)
Net liabilities excluding pension scheme liability		(44,969)	(43,654)	(44,791)	(43,455)
Defined benefit pension scheme liability	26	(485)	(466)	-	-
Net liabilities including pension scheme liability		(45,454)	(44,120)	(44,791)	(43,455)
Accumulated deficit					
Unrestricted deficit funds		(46,396)	(44,732)	(46,218)	(44,534)
Designated capital funds		1,419	1,074	1,419	1,074
Pension deficit funds		(485)	(466)	-	-
	21	(45,462)	(44,124)	(44,799)	(43,460)
Restricted funds	22	8	4	8	4
Total deficit	23	(45,454)	(44,120)	(44,791)	(43,455)

Approved by the Board of Trustees on 2013 and signed on its behalf by:

Councillor Matt Cooke

The notes on pages 16 to 35 form an integral part of these financial statements.

Alexandra Park and Palace Charitable Trust

Consolidated cash flow statement For the year ended 31 March 2013

	Group 2013 £'000	Group 2012 £'000
Net cash (outflow)/inflow from operating activities	(455)	2,819
Returns on investments and servicing of finance		
Interest received	12	7
Interest paid	(78)	(76)
Net cash (outflow)/inflow	(521)	2,749
Capital expenditure		
Fixed asset additions	(756)	(489)
Cash outflow before financing	(1,277)	(2,260)
(Loan repayments)/Financing	(104)	78
(Decrease)/increase in cash in the year	(1,381)	2,338
Cash at 1 April	3,337	999
Cash at 31 March	1,956	3,337

Note to the consolidated cash flow statement

	Group 2013 £'000	Group 2012 £'000
Reconciliation of net outgoing resources to net cash inflow from operating activities		
Net outgoing resources before other recognised gains and losses and transfers	(1,279)	(1,276)
Depreciation	381	313
Charges less than pension contributions	(36)	(50)
Interest receivable	(12)	(7)
Interest payable	78	76
Decrease/(increase) in stocks	15	(1)
Decrease in debtors	265	350
(Decrease)/Increase in creditors	(1,895)	692
Increase in provisions	2,028	2,721
Net cash (outflow)/inflow from operating activities	(455)	2,819

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

1. Basis of accounting

The financial statements have been prepared under the historical cost convention and have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2005), and applicable accounting standards.

Alexandra Park and Palace Charitable Trust is a going concern due to the ongoing financial support of the corporate trustee. It is the Council's current policy to continue to provide funding to the Alexandra Park and Palace Charitable Trust until such time as the support of the Council is no longer required. The Council has confirmed in writing that it has considered and approved within its budgets funding, including ongoing revenue support, for the Trust for a period of not less than twelve months from the date of signing the accounts. Taking this and any uncertainties into consideration, the trustees believe it is appropriate to prepare these accounts on a going concern basis.

2. Accounting policies

Basis of consolidation

The consolidated financial statements comprise those of the Trust and its wholly-owned subsidiary, Alexandra Palace Trading Limited. The results of the subsidiary are consolidated on a line by line basis.

Fund accounting

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Trust for a particular purpose. The aim and use of each restricted fund is set out in the notes to the financial statements.

The designated capital fund represents the net book value of fixed assets purchased with capital grant funding from the Council since 2009/10.

The unrestricted fund represents the accumulated surpluses and deficits of the Group. The funds generated by the Trust are available for use at the discretion of the trustees in furtherance of the general objectives of the Trust.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the trust is legally entitled to the income, it is virtually certain that the incoming resource will be received and the amount can be quantified with reasonable accuracy. The financial statements therefore reflect income due to the Group but not received by the end of the year.

Income from events and trading activities is recognised at the date of the event. Income from leases is recognised over the period of the lease.

Funds received for the purchase of fixed assets are accounted for as restricted income. Once the acquisition discharges the restriction of the grant then the assets will be held in designated funds. A transfer of the fixed assets from restricted funds will therefore be made to the designated fund in the year of purchase.

Deferred income within creditors is made up of advance lease payments, together with payments that have been received for events that will take place in future years. The bulk of this sum relates to the charity's trading company, Alexandra Palace Trading Limited.

Resources expended and the allocation of expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to this category. Where costs cannot be attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Allocated costs have been allocated on the average of floor area basis and head count basis.

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

2. Accounting policies (continued)

Included within this category are costs associated with the strategic as opposed to day to day management of the charity's activities.

Support costs are those costs incurred in support of the expenditure on the objects of the Trust. These support costs are allocated across the categories of charitable expenditure, governance costs and the cost of generating funds.

Investments

Fixed asset investments are shown at cost less provision for impairment in value in the Trust's accounts.

Valuation of fixed assets

The freehold and fixed assets of the Trust include the Grade II listed Victorian Palace building and its contents, including the Willis organ, and the 79 hectares of parkland. Under the terms of the Alexandra Park and Palace Act 1985, the freehold and fixed assets of the Trust cannot be disposed of.

In the past no value has been put on the Park and Palace as this is deemed to be an inalienable asset as the Act of Parliament places restrictions on its disposal. This policy has been continued as reliable cost information is not available and conventional valuation approaches lack sufficient reliability and significant costs would be involved which would be onerous compared with the additional benefit derived by users of the accounts. For new assets the Trust has adopted a policy of capitalising improvements to the buildings and other assets purchased.

Tangible fixed assets are shown at cost, less accumulated depreciation to date. Depreciation is provided on all tangible fixed assets and is calculated at rates designed to write off the cost of fixed assets over their expected useful lives. The rates applied are as follows:

Improvements to Palace and Park:	-	on a straight line basis over 10 to 20 years
Plant and machinery:	-	on a straight line basis over 10 years
Office equipment, furniture and fittings:	-	on a 25% reducing balance basis

Valuation of stocks

Stocks consist of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value.

Bank account

The Alexandra Park and Palace bank account is included in the arrangements for the Council's pooled account.

Provisions for liabilities

These accounts reflect the decision of the Attorney General that Haringey Council is entitled to indemnification for the revenue deficits for 1991/92 to 2012/2013. Haringey Council may also be entitled to indemnification for the years 1988/89 to 1990/91, and this amount has also been provided for in the accounts.

Both of these amounts include interest charged for the outstanding revenue deficits at the Council's Loan Pool Rate, up to 2004/05. No interest was charged between 2005/2006 and 2012/2013 as the Council has now written off the debt in its accounts. However, as disclosed in the London Borough of Haringey accounts, the Council has not discharged this debt on the basis that it will still collect should the Trust be in a position in the future to fully or partially repay. On this basis the trustees have continued to carry the liability in the Trust's accounts.

Related party transactions

Because of the close and unique relationship between Haringey Council and Alexandra Park and Palace, there are a significant number of transactions between the two parties. The extent of this relationship is detailed in Note 20 to the financial statements.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

2. Accounting policies (continued)

Leased assets

All leases are operating leases and the annual rentals are charged to the Statement of Financial Activities over the period in which the cost is incurred.

Pension contributions

The Group operates a defined benefit pension scheme on behalf of certain employees of Alexandra Palace Trading Limited ('APTL'). The scheme is administered by Haringey Council, although the pension funds relating to the APTL employees are held in a separately managed pool within the overall Haringey scheme. The deficit on the scheme is included within the balance sheet at 31 March 2013.

The difference between the fair value of the assets held in the defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the Group's balance sheet as a pension scheme asset or liability as appropriate.

Changes in the defined benefit pension scheme assets or liabilities arising from other factors than cash contributions by the Group are charged to the Statement of Financial Activities in accordance with FRS17.

The Group also operates a defined benefit pension scheme on behalf of certain employees of Alexandra Park and Palace Charitable Trust, also administered by Haringey. However, the pension funds relating to the APPCT employees are not included in a separate pool and as such, it is not practical for a full FRS 17 valuation for the Trust staff to be disaggregated from the London Borough of Haringey pension fund. For this reason, the scheme has been treated as a defined contribution scheme for the purpose of the financial statements.

The Group also operates a defined contribution pension scheme on behalf of certain employees. For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

3. Voluntary income

Voluntary income represents unrestricted and restricted donations to the Trust and includes a £474,000 (2012: £520,000) restricted capital grant from London Borough of Haringey for priority capital works to the building.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

4. Activities for generating funds

Group	2013 £'000	2012 £'000
Income from trading activities	8,149	6,881

5. Incoming resources from charitable activities

Group and Trust	2013 £'000	2012 £'000
Running and maintaining the Park	145	171
Running and maintaining the Palace	56	51
	<u>201</u>	<u>222</u>

During the year Alexandra Park and Palace Charitable Trust reviewed the categories of charitable income and expenditure used to describe its activities. The prior year comparatives have been restated accordingly.

6. Investment income

Group	2013 £'000	2012 £'000
Bank interest	12	7
	<u>12</u>	<u>7</u>
Trust only		
Gift aid payment from subsidiary	1,261	893
Licence fee	180	170
	<u>1,441</u>	<u>1,063</u>

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

7. Analysis of total resources expended

Group	Direct costs £'000	Support costs £'000	Total 2013 £'000	Total 2012 £'000
Costs of generating funds				
Expenditure of trading subsidiary	6,646	-	6,646	5,751
Charitable expenditure				
Running and maintaining the Park	508	89	597	595
Running and maintaining the Palace	1,742	398	2,140	2,313
Regeneration	586	103	689	131
	<u>2,836</u>	<u>590</u>	<u>3,426</u>	<u>3,039</u>
Governance Costs				
Wages and salaries	-	49	49	39
Professional fees	30	-	30	40
Audit fees	40	-	40	37
	<u>70</u>	<u>49</u>	<u>119</u>	<u>116</u>
Total for Group	<u>9,552</u>	<u>639</u>	<u>10,191</u>	<u>8,906</u>
	Direct costs £'000	Support costs £'000	Total 2013 £'000	Total 2012 £'000
Trust only				
Charitable expenditure				
Running and maintaining the Park	508	89	597	595
Running and maintaining the Palace	1,742	398	2,140	2,313
Regeneration	586	103	689	131
	<u>2,836</u>	<u>590</u>	<u>3,426</u>	<u>3,039</u>
Governance Costs				
Wages and salaries	-	49	49	39
Professional fees	30	-	30	40
Audit fees	24	-	24	37
	<u>54</u>	<u>49</u>	<u>103</u>	<u>116</u>
Total for Trust	<u>2,890</u>	<u>639</u>	<u>3,529</u>	<u>3,136</u>

During the year Alexandra Park and Palace Charitable Trust reviewed the categories of charitable income and expenditure used to describe its activities. The prior year comparatives have been restated accordingly.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

8. Support costs

Group and Trust	2013 £'000	2012 £'000
Wages and salaries	211	251
Overheads	428	398
	<u>639</u>	<u>649</u>

9. Net outgoing resources

	2013 £'000	2012 £'000
Net outgoing resources is stated after charging:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	19	18
Fees payable to the charity's auditor for other services:		
The audit of the charity's subsidiary, pursuant to legislation	19	16
Tax compliance services	3	3
Operating lease rentals - land and buildings	6	9
Operating lease rentals - plant & machinery	22	10
Depreciation	<u>380</u>	<u>313</u>

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

10. Support Costs

Group

Costs directly allocated to activities	Basis of allocation	Cost of generating funds £'000	Running & maintaining the park £'000	Running & maintaining the palace £'000	Regeneration £'000	Governance £'000	Total 2013 £'000	Total 2012 £'000
Support costs allocated to activities								
General Office	Pro rata to expenditure	-	82	285	95	49	511	528
Insurance net of APTL licence	Area	-	-	90	-	-	90	83
Finance & HR	Occupied Pro rata to expenditure	-	7	23	8	-	38	38
Total support costs		-	89	398	103	49	639	649

Cost allocation includes an element of judgement and the charity has had to consider the cost benefit of detailed calculations and record keeping. To ensure full cost recovery on projects the charity adopts a policy of allocating costs to the respective cost headings through the year. This allocation includes support costs where they are directly attributable. Therefore the support costs shown are a best estimate of the costs that have been so allocated.

Alexandra Park and Palace Charitable Trust

**Notes to the financial statements
For the year ended 31 March 2013**

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

11. Staff costs

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Wages and salaries	1,997	1,793	323	288
Social security costs	176	143	33	23
Pension costs	157	150	60	43
Agency staff costs	413	403	117	44
	<u>2,743</u>	<u>2,490</u>	<u>533</u>	<u>398</u>

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 were:

	2013 Number	2012 Number
£60,000 - £70,000	1	3
£70,000 - £80,000	2	-
£90,000 - £100,000	-	1
£110,000 - £120,000	1	-

Employer contributions to the defined contribution pension scheme for employees earning over £60,000 in the year were £12,000 (2012: £9,000) relating to one (2012: one) employee. The number of employees earning over £60,000 to whom retirement benefits accrued under defined benefit schemes is one (2012: two).

The average number of employees, analysed by function, including both permanent employees and casual staff calculated on a full-time equivalent basis (number of permanent employees only illustrated by the bracketed figures) was:

	Group 2013	Group 2012	Trust 2013	Trust 2012
Cost of generating funds	63 (39)	60 (23)	-	-
Running the Park & Palace	2 (2)	2 (2)	2 (2)	2 (2)
Regeneration	2 (2)	-	2 (2)	-
Management and administration	11 (11)	11 (11)	4 (4)	2 (2)
	<u>78 (54)</u>	<u>73 (36)</u>	<u>8 (8)</u>	<u>4 (4)</u>

12. Taxation

Alexandra Park and Palace Charitable Trust is a registered charity. As such its sources of income and gains, received under Part 10 of the Income Tax Act 2007 or Section 256 of the Taxation of Chargeable Gains Act 1992, are exempt from taxation to the extent that they are applied exclusively to its charitable objectives. The trading subsidiary donates its taxable profits to the Trust under Gift Aid. No tax charge has arisen in the year.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

13. Tangible fixed assets

Group	Improvements to Palace and Park £'000	Plant and machinery £'000	Office equipment, furniture and fittings £'000	Total £'000
Cost				
At 1 April 2012	2,767	1,218	623	4,608
Additions	408	113	235	756
At 31 March 2013	3,175	1,331	858	5,364
Depreciation				
At 1 April 2012	331	517	446	1,294
Charge for the year	191	110	80	381
At 31 March 2013	522	627	526	1,675
Net book value				
At 31 March 2013	2,653	704	332	3,689
At 31 March 2012	2,436	702	177	3,314
Trust only				
Cost				
At 1 April 2012	2,767	1,218	574	4,560
Additions	408	86	63	557
At 31 March 2013	3,175	1,304	637	5,116
Depreciation				
At 1 April 2012	331	517	409	1,257
Charge for the year	191	108	49	348
At 31 March 2013	522	625	458	1,605
Net book value				
At 31 March 2013	2,652	679	179	3,510
At 31 March 2012	2,436	702	165	3,428

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

14. Fixed asset investments

Trust only	2013	2012
	£	£
Shares in trading subsidiary		
At 1 April and 31 March	2	2

The Trust owns the entire share capital of its trading subsidiary Alexandra Palace Trading Limited, a company registered in England and Wales. Alexandra Palace Trading Limited raises funds for Alexandra Park & Palace Charitable Trust through the hiring of halls and catering for exhibitions, banquets, conferences, weddings and other events and the running of The Bar and Kitchen and the ice rink.

Alexandra Palace Trading Limited paid £1,200,000 (2012: £893,000) gift aid to Alexandra Park & Palace Charitable Trust. The net income attributable to the group is consolidated on a line by line basis in the consolidated statement of financial activities. A summary of the results is shown below:

	2013	2012
	£'000	£'000
Turnover	8,148	6,872
Cost of sales	(6,188)	(5,092)
Gross Profit	1,960	1,780
Administrative expenses	(648)	(848)
Operating profit	1,312	932
Interest receivable and other similar income	12	7
Other finance (costs)/gains	(5)	9
Profit paid via gift aid to the trust	(1,261)	(893)
Result for the financial year	58	55
Retained deficit brought forward	(664)	(552)
Actuarial loss on pension fund	(55)	(167)
Retained deficit carried forward	(661)	(664)

15. Stocks

	Group	Group	Trust	Trust
	2013	2012	2013	2012
	£'000	£'000	£'000	£'000
Food and beverages	68	78	-	-
Disposables	13	17	-	-
Other	2	3	-	-
	83	98	-	-

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

16. Debtors: amounts falling due within one year

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Trade debtors	550	776	26	21
Other amounts due from subsidiary undertaking	-	-	606	704
Gift aid due from subsidiary undertaking	-	-	1,261	893
Other debtors	30	-	-	-
Prepayments and accrued income	37	106	10	59
	<u>617</u>	<u>882</u>	<u>1,903</u>	<u>1,678</u>

17. Creditors: amount falling due within one year

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Trade creditors	799	827	429	383
Taxation and social security	17	129	-	-
Other creditors	23	36	-	-
Accruals	287	560	118	328
Deferred income	496	1,965	18	14
Ice rink refurbishment loans	153	103	153	103
	<u>1,775</u>	<u>3,620</u>	<u>718</u>	<u>828</u>

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

18. Creditors: amount falling due after more than one year

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Ice rink refurbishment loans	1,925	2,078	1,925	2,078

The ice rink refurbishment loans comprise two unsecured long term loans from London Borough of Haringey to refurbish the ice rink facility, of which £153,000 is repayable within one year. £67,000 of the original loan was for five years at zero interest. The remainder was for a twelve year period at an interest rate of 3.5%. £1,158,000 is repayable in more than five years.

19. Deferred income

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Reconciliation of movement:				
Balance brought forward	1,954	1,250	44	49
Amount released to SOFA during the year	(1,954)	(55)	(44)	(49)
Amount deferred during the year	496	759	18	44
Balance carried forward	496	1,954	18	44

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

20. Provisions for liabilities

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Haringey Council: Indemnification	47,614	45,586	47,614	45,586
Reconciliation of movement:				
Balance brought forward	45,586	42,865	45,586	42,865
Deficit support	1,553	1,541	1,492	1,541
Funding of working capital increases	372	1,258	443	1,289
Loan repayment/(increase)	103	(78)	103	(78)
Balance carried forward	47,614	45,586	47,614	45,586

The relationship between the Trust and the London Borough of Haringey:

The Council of the London Borough of Haringey is Trustee of the Trust. The Council delegates the entire function of trustee to the Alexandra Park and Palace Board. The Council elects individual members to sit on the Alexandra Park and Palace Board to act as the charity trustees. The charity trustees are those persons having the general control and management of the administration of the Trust. All employees of the Trust are employees of Haringey Council as trustee and are included in the Council's pension arrangements.

Due to the nature of the relationship between the Trust and Haringey Council there are a number of significant related party transactions. These amounts are consolidated into the Trust's financial statements. However, due to the unique nature and structure of the relationship it is thought appropriate to disclose these items: general rates of £59,000 (2012: £54,000); exhibition licences of £51,000 (2012: £49,000); public liability insurance £40,000 (2012: £38,000); APTL liability insurance of £20,000 (2012: £19,000); legal and professional fees £13,000 (2012: £50,208); road repairs £35,000 (2012: £nil); printing and other sundry items of £2,000 (2012: £1,000).

Alexandra Park and Palace Charitable Trust is a going concern due to the ongoing support of the corporate Trustee, London Borough of Haringey. It is the Council's current policy to continue providing this support until such time as it is no longer required. The deficits incurred each year form part of the provision due to Haringey Council and are shown as a creditor on the balance sheet.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

20. Provisions for liabilities (continued)

The analysis of the current year's figure is as follows:

	Accumulated balance £'000	Interest £'000	Total £'000
Indemnification 1991/92 to 1994/95 (1)	5,005	9,881	14,886
Indemnification 1995/96 to 2012/13 (2)	24,437	4,854	29,291
Provision: 1988/89 to 1990/91 (3)	755	2,641	3,396
	<u>30,197</u>	<u>17,376</u>	<u>47,573</u>

1. This is the amount which the Attorney General has agreed that Haringey Council is entitled to, in respect of expenditure incurred from operational deficits in the financial years 1991/92 to 1994/95.
2. This is the amount relating to the operational deficits for 1995/96 to 2012/13 which the Attorney General has agreed in principle that Haringey Council is entitled to. The final value has yet to be formally agreed. (The operational deficit is calculated as the deficit for the year before interest, the increase in working capital in the year and the capital spend in the year).
3. Haringey Council may also be entitled to indemnification for the operational deficits from 1988/89 to 1990/91, so this amount has also been provided for.

21. Accumulated unrestricted funds

	Balance 1 April 2012 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Actuarial loss £'000	Balance 31 March 2013 £'000
Trust deficit funds	44,732	(8,362)	10,026	-	-	46,396
Pension deficit funds	466	-	(19)	-	55	485
Designated capital funds	(1,074)	-	161	(506)	-	(1,419)
	<u>44,124</u>	<u>(8,362)</u>	<u>10,115</u>	<u>(506)</u>	<u>55</u>	<u>44,426</u>

The above amounts represent the deficit equity of the Group and include £601,000 (2012: £665,000) of the trading subsidiary retained losses carried forward.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

22. Restricted funds – Group and Trust

	Balance 1 April 2012	Incoming resources £'000	Expenditure and transfers £'000	Balance 31 March 2013
Haringey capital grant	-	474	(474)	-
Environment Agency Grant	1	-	-	1
Organ Appeal Fund	-	12	(4)	8
English Heritage	3	73	(73)	3
	<u>4</u>	<u>559</u>	<u>(551)</u>	<u>12</u>

The restricted funds balance at 31 March 2013 is represented by cash at bank of £8,000.

The Organ Appeal Fund relates to monies raised for restoration of the organ.

The English Heritage Fund relates to monies raised for restoration work to the theatre.

The Haringey capital grant represents funds received for the purchase of fixed assets.

Once an acquisition discharges the restriction of the grant then the assets will be held in designated funds. A transfer of the fixed assets from restricted funds will therefore be made to the designated fund in the year of purchase. £588,000 was transferred from restricted to designated funds in 2012/13 in relation to this.

23. Total funds

	Group 2013 £'000	Group 2012 £'000	Trust 2013 £'000	Trust 2012 £'000
Opening deficit fund balance	44,120	42,677	43,456	40,255
Deficit in year	1,237	1,276	1,335	1,330
Actuarial loss	55	167	-	-
	<u>45,412</u>	<u>44,120</u>	<u>44,791</u>	<u>43,455</u>

24. Audit fees

The Charity Commission requires the Board to appoint an independent Registered Auditor to carry out a full statutory audit of the financial statements. The audit fee for the year was £34,000 (2012: £33,500).

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

25. Commitments under operating leases – Group only

	2013 £'000	2012 £'000
Payments due within one year on leases expiring:		
Land and buildings		
Within 1 year	6	27
Equipment		
Within 1 year	10	8
Within 2-5 years	17	-
	33	33
	33	33

26. Pension scheme

Trust:

(a) Defined benefit scheme

The Trust operates a defined benefit pension scheme for the benefit of its employees. The assets of the Scheme are in a fund independent from the Trust and are administered by Haringey Council under the provisions of the Local Government Superannuation Act of 12 June 2000. The pension fund assets and liabilities relating to the employees of the Trust are included within the overall Haringey fund and as such, it is not practical or relevant to produce a full FRS17 valuation at the balance sheet date. For this reason, the scheme is treated as a defined contribution scheme for the purposes of the Trust financial statements. This treatment is consistent with previous years.

The Fund is independently valued every three years by a firm of actuaries to assess the adequacy of the Fund's investments and contributions to meet its liability. The last triennial valuation took place as at 31 March 2010. The valuation was carried out in accordance with Guidelines GN9: Funding Defined Benefits – Presentation of Actuarial Advice published by the Board for Actuarial Standards. The valuation was carried out using the Projected Unit Method.

Economic and statistical assumptions were used. The assumptions which have the most significant effect on the results of the valuation are:

	Nominal % per annum
Rate of investment – equities	6.1%
Rate of investment – bonds	4.5%
Rate of pensionable salary increases (excl. increments)	1% for 2010 – 2012 reverting to 5.3% thereafter
Rate of price inflation/pensions increases	3.3%
Discount rate	6.1%

Following this valuation, the Actuary agreed that the Trust's contribution would be 23% for the three years of the triennial period.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

26. Pension scheme (continued)

Trading company:

(a) Defined benefit scheme

The trading company operates a defined benefit pension scheme for the benefit of scheme members who transferred to the trading company, from Alexandra Park and Palace Charitable Trust, on 1 November 1999. There are three (2012: three) scheme members still in the employment of the trading company as at 31 March 2013. The assets of the Scheme are in a fund independent from the trading company and are administered by Haringey Council under the provisions of the Local Government Superannuation Act. The Scheme is accounted for in accordance with FRS 17.

The Fund is independently valued on a regular basis by a firm of actuaries. The purpose is to assess the adequacy of the Fund's investments and contributions to meet its liability. The last actuarial valuation took place as at 31 March 2010. The valuation was carried out in accordance with the Guidelines GN9: Funding Defined Benefits – Presentation of Actuarial Advice published by the Board for Actuarial Standards. The valuation was carried out using the Projected Unit Method.

Economic and statistical assumptions were used. The assumptions which have the most significant effect on the results of the valuation are:

	Nominal % per annum
Rate of investment – equities	6.1%
Rate of investment – bonds	4.5%
Rate of pensionable salary increases (excl. increments)	1% for 2010 – 2012 reverting to 5.3% thereafter
Rate of price inflation/pensions increases	3.3%
Discount rate	6.1%

Alexandra Palace Trading Limited employer's contribution is 18.7% of salary. The pension contribution for the year was £ (2012: £23,000).

The actuarial valuation described above has been updated at 31 March 2013 by a qualified actuary using revised assumptions that are consistent with the requirements of FRS 17. Investments have been valued, for this purpose, at fair value using the current bid price.

The major assumptions used for the actuarial valuation were:

	Nominal % per annum	
	2013	2012
	%	%
Rate of pensionable salary increases (excluding increments)	4.80	5.10
Rate of price inflation/pensions increases	2.50	2.80
Discount rate	4.80	5.50
Expected rate of return on assets	5.60	6.90

The expected rate of return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period.

Assumptions relating to the average future life expectancy of members at age 65 were as follows:

	Males	Females
Current pensioners	21.9 years	24.7 years
Future pensions	23.3 years	26.1 years

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

26. Pension scheme (continued)

For the year ended 31 March 2013, the expected return on the above assets was £112,000 (2012: £133,000) less the interest on pension scheme liabilities of £117,000 (2012: £124,000) gives a net finance cost of £5,000 (2012: gain £9,000). Therefore overall the net cost to the profit and loss account for the year ended 31 March 2013 is £23,000 (2012: £16,000) after deduction of the current service cost.

Recognition in the profit and loss account

	2013 £'000	2012 £'000
Current service cost	18	25
Interest cost	117	124
Expected return on employer assets	(112)	(133)
	23	16
	23	16

The actual rate of return on plan assets was £71,000 (2012: £71,000).

Reconciliation of defined benefit obligation

	2013 £'000	2012 £'000
Opening Defined Benefit Obligation	2,477	2,274
Current service cost	18	25
Interest cost	117	124
Contributions by members	5	7
Actuarial losses	255	105
Benefits paid	(84)	(58)
	2,788	2,477
	2,788	2,477

Reconciliation of fair value of employer assets

	2013 £'000	2012 £'000
Opening fair value of employer assets	2,011	1,925
Expected return on assets	112	133
Contributions by members	5	7
Contributions by the employer	59	66
Actuarial gains/(losses)	200	(62)
Benefits paid	(84)	(58)
	2,303	2,011
	2,303	2,011

Alexandra Park and Palace Charitable Trust

Notes to the financial statements For the year ended 31 March 2013

26. Pension scheme (continued)

Amounts for the current and four previous accounting periods are as follows:

	2013 £'000	2012 £'000	2011 £'000	2010 £'000	2009 £'000
Fair value of employer assets	2,303	2,011	1,925	1,805	1,259
Present value of defined benefit obligation	(2,788)	(2,477)	(2,274)	(2,783)	(1,658)
Deficit	(485)	(466)	(349)	(978)	(399)
Experience gains/(losses) on assets	200	(62)	56	372	(450)
Experience gains/(losses) on liabilities	4	(34)	(25)	-	-

None of the above liabilities derive from schemes that are wholly unfunded.

Fair value of employer assets

	2013 £'000	2012 £'000
Equities	1,728	1,448
Bonds	414	402
Property	138	141
Cash	23	20
Total	2,303	2,011

Analysis of amount recognised within net movement in funds in the SOFA:

	2013 £'000	2012 £'000
Actuarial loss	(55)	(167)

The cumulative amount of actuarial losses recognised in the STRGL is £360,000 (2012: £305,000). Contributions of £62,000 are expected to be paid into the scheme during the year to 31 March 2014.

c) Stakeholder personal pension scheme

For new employees to the trading company since 1 September 1999, the trading company has established a stakeholder pension and contributes personal pension contributions into this scheme. The employer's contribution is 10% of salary and the pension contribution for the year was £33,761 (2012: £34,000).

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Charity Number: 281991

Reclaiming the People's Palace and providing
world class entertainment and open spaces for
public benefit 365 days a year

***Annual
Review
2013***

Alexandra Park and Palace Charitable Trust
Trustees' annual report and accounts 2012/13

Contents

Alexandra Park and Palace Mission	3
Alexandra Park and Palace Vision	3
About Us	3
Message from the Chair on behalf of the Board	4
Chief Executive's Report	5
The People's Palace's journey began 150 years ago...	6
Our Priorities	7
Generating income for the Trust	8
Alexandra Palace the Regeneration	9
The People's Park	10
Learning & Community	11
Financial overview	12
Structure and Governance	15
Independent Auditors Report	17

Alexandra Park and Palace Mission

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

Alexandra Park and Palace Vision

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

About Us

Alexandra Park and Palace

Alexandra Park was opened in 1863 as a leisure destination for Londoners. The original 220 acres of parkland were landscaped by Alexander McKenzie as a centre for education and entertainment and to provide a green oasis for London.

Alexandra Palace was opened in 1873 with a purpose built railway line to bring visitors from Kings Cross. Built as the ‘People’s Palace’ this remarkable seven-acre Grade II listed building remains one of London and the UK’s most iconic structures and in 1936 achieved global recognition as the birthplace of television.

Today Alexandra Palace is surrounded by 196 acres of Grade II listed parkland and offers unprecedented views of the city. The multi-award winning destination maintains its original enterprising spirit by hosting an eclectic mix of live music, sport, cultural and leisure events.

Message from the Chair on behalf of the Board

Reclaiming the People's Palace

The summer of 2012 propelled London onto the world's stage with the London 2012 Olympic Games. At Alexandra Palace we were delighted to be able to play our part in these historic Games as a leg of the Olympic torch relay and by hosting the largest Olympic cultural house yet - Holland Heineken House. Over 18 days more than 130,000 Dutch Olympic fans, Olympians and royals turned 'Ally Pally' into their own orange People's Palace to celebrate the Games and our dedicated workforce worked tirelessly to ensure this cultural house would be remembered as one of the best ever.

Despite the difficult economic environment, the success of Holland Heineken House enabled us to invest in much needed repair works across the Palace. It also provided us with the resources to invest in new equipment including a state of the art WiFi system which will greatly improve our on-going events business.

Reclaiming the People's Palace and making it self-sufficient is a primary goal for the Board. To this end we launched a regeneration programme covering the whole site. Working with architects Terry Farrell Associates and conservation specialists Donald Insall Associates, we developed a spatial masterplan for the future use and preservation of our historic building. We identified key areas in need of improvement including opening up derelict spaces in the Palace, upgrading the building's entrances and improving visitors' first impressions.

In November we submitted an application to the Heritage Lottery Fund (HLF) for £16.8m to cover the regeneration of the most historically important areas in the Palace including the former BBC Studios and Victorian Theatre. I am delighted to announce that in May 2013 the HLF announced their support for our plans and awarded us £844,800 in development funding. This money will be used to prepare our plans over the next 18 months before submitting a second stage application to the HLF for the remainder of the grant.

Last summer we consulted the public on our regeneration plans to ensure that they met the expectations of our local community and the users of the Park and Palace. The exercise was a great success with 87% of the 2,200 respondents supporting our proposals. As our programme develops we will continue to provide opportunities for the community to talk with us in detail about our plans and how they will bring new business in to the area and boost the local economy.

Last year saw a number of changes to Alexandra Park and Palace's board. Cllr Anne Waters and David Liebeck stepped down from their positions in May 2012 and Cllr Sheila Peacock, Cllr Ali Demirci and Denis Heathcote stepped down from theirs in May 2013. Their contributions over several years' service are much appreciated. In their place, Cllr Joanna Christophides and Cllr Pat Egan have brought with them a wealth of local knowledge and passion for the Park and Palace. In May this year the Board appointed its first advisory members, Robert Kidby and Richard Hooper, whose experience will be invaluable at this important moment in the history of Alexandra Park and Palace.

Matt Cooke

Chief Executive's Report

Valuing the past, delivering in the present and regenerating for the future

It has been a year of great promise and progress at the Trust. Following the BBC's historic 75th anniversary celebration at Alexandra Palace in 2011 we have placed a strong emphasis this year on understanding and preserving our past while developing plans to regenerate the Park and Palace so that they can be enjoyed by future generations. Since the Trust's regeneration programme started in 2012 we have been working closely with English Heritage and the Heritage Lottery Fund (HLF) with tangible results and considerable public support.

As noted by our chair, in November we submitted a carefully thought through £24m project to the HLF. The project will tell the history of popular entertainment through our own history as the People's Palace, from a late nineteenth century palace of varieties to the arrival of the twentieth century media of film and television. With the HLF's backing we can start to realise the potential of the Palace as a community asset and make the Palace more sustainable.

The HLF project is only one part of our masterplan for reviving the whole palace. We are now exploring the market appetite for investment in commercial opportunities to make the palace more financially self-sufficient. I am pleased to report that we have also made substantial progress this year in addressing the backlog of repairs to the palace's historic fabric with the help of English Heritage, in particular strengthening of the south east colonnade and re-roofing the south west pavilion.

Physical regeneration of the palace is not our only priority. We are also very much aware of our social responsibility to engage with our local community. This year we have launched our learning programme, reaching out to pupils from local schools and to adult groups to tell the story of Alexandra Park and Palace and our role in the history of London and, at key moments, the world.

Underpinning all this is a successful business which achieved a turnover of £8.1m this year. It covers a huge range of public and private events from concerts and live sports to exhibitions, weddings and conferences. The daily life of the palace is enlivened by our very popular ice rink that is open 365 days a year and our public catering at the Bar & Kitchen and Ice Café.

Alexandra Park is, at least for now, our most significant community resource. A number of new public events raised its profile in 2012 as a place of public entertainment. Red Bull's 'Empire of Dirt' featuring BMX cyclists from all over the world came to the Park in June and brought with it a sell-out crowd. Red Bull returns in 2013 - this time with their famous Soapbox race. The Olympic torch relay was another highlight for the Park and brought with it thousands of neighbours and spectators from across London as it made its way along Alexandra Palace Way. And finally, in July Alexandra Park will have celebrated its 150th anniversary. This historic occasion will bring together the wider community and will celebrate '150 years of the extraordinary' in the Park.

All these developments and historic achievements for the Park and Palace would not have come about without the strong relationships we have with all our various stakeholder groups. Their backing is vital for us and key to realising our ambitious plans for the future. Haringey Council's financial and strategic support in particular remains critical to our success. Our Statutory Advisory Committee, Consultative Committee and friends' groups, with their wide areas of expertise, have provided valuable advice in shaping our plans. I must also make a special mention of the exceptional team working at Alexandra Park and Palace. Without their dedication and passion for their work our pioneering plans for the Palace and Park would never be achieved. We are all looking forward with growing optimism to a bright future.

Duncan Wilson

The People's Palace's journey began 150 years ago...

1863

Alexandra Park opened to the public with an abundance of activities. Its curving informal walkways were designed by landscape architect Alexander McKenzie.

1873

On Queen Victoria's 54th birthday Alexandra Palace opened with a grand celebration including concerts, recitals and fireworks. Tragedy struck 16 days later when a fire broke out in the Palace, burning it down in its entirety.

1875

The new Alexandra Palace opened to the public with its new Henry Willis organ – one of the largest in Europe at the time.

1901

Following the introduction of the 1900 Alexandra Park and Palace (Public Purposes) Act, Alexandra Palace was re-opened free to the public for the first time.

1914

Alexandra Palace was requisitioned by the Government to be used first as a Belgian refugee camp and later as a German and Austrian internment camp for the duration of WWI.

1936

On 2 November the world's first regular high-definition public television broadcast took place from the studios at Alexandra Palace.

1936

Belgian refugees returned to Alexandra Palace during WW2 and the palace's transmitter tower was used as a decoy for enemy aircraft.

1980

For the second time, fire broke out across Alexandra Palace burning a large part of the building to the ground. Substantial restoration works began shortly after the fire and the palace finally re-opened 1988.

1996

Alexandra Palace was recognised as a building of special architectural or historic interest and received a Grade II listing.

Our Priorities

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

Generating Income for the Trust

2012 delivered an extraordinary summer of sporting excellence and Alexandra Palace played its part by hosting the Olympic Torch Relay, evening celebrations and Holland Heineken House (HHH) - the Dutch Olympic Cultural House. HHH was a hugely successful event that saw 6000 Dutch fans come to Alexandra Palace each day throughout the Olympic period.

The Dutch tenancy left a lasting legacy at the People's Palace including the deployment of a Xirrus Wireless Arrays throughout all our event halls. This system now provides our clients and more than one million annual visitors to the Palace each year with a fast and engaging Wi-Fi experience. Investment was also undertaken to improve our event infrastructure, upgrading our venue spaces and support services.

<<Photo of Emma>>

Alexandra Palace Trading Limited

Alexandra Palace Trading Limited is a wholly owned subsidiary of the Trust charged with generating revenue for the Trust while supporting the Trust's mission and vision in what it does. Its focus is currently on hosting events for public entertainment, running an ice rink and providing catering facilities across the palace.

Ice rink

Following its £2.3m upgrade in 2011 the Ice Rink's business has continued to grow steadily. The Sleeping Beauty pantomime on ice was its most successful show to date and we have invested in new soft play equipment for the East Court foyer.

Events, exhibitions and sport

Alexandra Palace had one of its best ever years as an events business. Holland Heineken House, as well as being a great commercial success, showcased the Palace and our eclectic portfolio of live music, exhibitions and sporting events continues to strengthen year on year. Popular live music and exhibitions brought record crowds to the palace including the Knitting and Stitching show, David Guetta, the Vaccines, and Florence and the Machine. Sporting events also brought record crowds to both the Park and palace including Ladbrokes World Darts, the Masters World Snooker, Vans Warped tour and the Red Bull 'Empire of Dirt' in the Park. We have also seen a 50% increase in our wedding business following the launch of our new package.

Alexandra Palace the Regeneration

The last financial year saw one of the most intense periods of regeneration activity at Alexandra Palace. A significant highlight was receiving initial support from the HLF for plans to reawaken the Palace's most historic areas. Another notable achievement was the success of our public consultation through which we were able to communicate with stakeholder groups and the wider public about our masterplan for the Park and Palace.

Next year will continue to be an exciting time for the programme. Our key priorities include securing stakeholder support from key organizations such as the GLA and Arts Council, investigating in commercial opportunities across the Palace and appointing professional teams to deliver designs and major investment into the Palace and Park.

<<Picture of Kerri>>

The masterplan

2012 saw the Alexandra Park and Palace's trustee commission leading architectural practice Terry Farrell and Partners to develop a strategic masterplan. This plan defined the future potential use, development and conservation of the site. Drawing on a conservation management plan devised by conservation specialists Donald Insall Associates, six specific areas of improvement were identified.

Idea 1: Improving your first impressions

Idea 2: Upgrading the entrances to The Palace

Idea 3: Making it easier to move around

Idea 4: Upgrading the Main Halls

Idea 5: A Hotel in the Palace

Idea 6: Opening up the derelict spaces

The masterplan was launched with a public consultation informing key stakeholders of the 'six big ideas' in May and June. It was instrumental in capturing essential feedback on the direction and preferred priorities, all of which have defined the next stages in the regeneration programme.

In the coming year, we will continue to build on two elements of the masterplan. The first is our HLF project which will transform the eastern end of the palace, restoring public access to the historic BBC Studios and Victorian Theatre and refurbishing the East Court. The second is the exploration of the commercial viability for a hotel behind the south west colonnade on the building.

Fundraising

To raise the profile of Alexandra Palace's regeneration plans and secure the required matched funding for the HLF project - around 30% of total project costs - a funding strategy is being developed and a new fundraising manager will be appointed later this year. Fundraising streams are likely to be from a range of public and private sources as well as a range of special fundraising activities to encourage stakeholder and community contributions. A number of high profile ambassadors and celebrities will be working with us to promote fundraising activities over the coming years.

The People's Park

Alexandra Park is open to the public all year round and offers stunning panoramic views of London. Each year more than a million visitors enjoy the Grade II listed parkland, its formal flowerbeds and rolling lawns edged with wild woodlands. The Park also contains habitats of environmental significance such as acid grassland.

Park events

It has been a remarkable year for Alexandra Park. Like the palace, the Park played a significant role in the London 2012 Olympics by hosting a leg of the Olympic Torch Relay, a ticketed Olympic Torch Relay event, a leg of Jeremy Deller's Olympic tour of *Sacrilege* that featured a Stonehenge bouncy castle and was part of a London wide Olympic legacy project that turned tree stumps into Olympic themed tree sculptures in the Grove. Keeping in the spirit of sportsmanship, Alexandra Park was the venue for a number of different sporting events including the famous Red Bull 'Empire of Dirt' and a series of cross country races and weekly 5km park runs.

In July, Alexandra Park will have celebrated its 150th Anniversary with a park-wide community festival. This historic celebration will bring back many of the Park's most loved activities including tethered balloon rides, archery and a bandstand featuring local talent from across the Borough of Haringey. As a legacy project a sensory garden has been planted and the Rose Garden fountain has been restored.

Park awards

Green Flag Award (5th consecutive year)

Green Heritage Award (3rd consecutive year)

London in Bloom Silver Award (Large Park category)

Park improvements

We made a significant investment into improving Alexandra Park's open green spaces during the year including resurfacing Alexandra Palace Way, replacing street lighting and continuing to provide year-round maintenance to the grounds including the management of the Park's panoramic view. A priority for us is to ensure our Green Flag status is maintained and to make sure the Park continues to be a vital space for all parts of our community.

Park volunteers

Alexandra Park has a close working relationship with a number stakeholders groups who together work together to not only improve the parkland, but to educate and share the Park with the people. In the past year the Friends of the Alexandra Park, The Conservation Volunteers (TCV) and other local volunteers have contributed more than 1,000 hours on a huge variety of park-wide projects including nature conservation works, walks and talks on the Park's history, trees, birds and much more.

Learning & Community

A dedicated Learning and community programme was developed in 2012 after it was highlighted that Alexandra Park and Palace should expand on as many opportunities to share its rich history and further develop relationships within its local community.

Supporting the National Curriculum

Two Key Stage 2 (7-11) workshops were developed to support areas within the National Curriculum and have been piloted with a number of local schools. The specialised programme will launch in September 2013 and will take students back in time to learn about 'Victorian People's Palace' and Alexandra Palace's role as the birthplace of television in the workshop 'Early History of the BBC'.

Community learning and networking

Our current community learning programme includes projects inspired by the history of the Park and Palace and offers 'behind the scenes' visits to the stage of the historic Victorian Theatre. To ensure our programmes are always engaging and innovative, a flexible structure has been maintained so that workshops can be tailored to fit the needs of individual groups.

Community networking

Alexandra Palace has a dedicated, cost effective space available for community groups to hire. The room to date has been used by a number of community groups including the local police volunteers.

Volunteering

Working alongside Alexandra Palace's various stakeholder groups, we are currently developing opportunities to expand and diversify our volunteer opportunities within our learning and community programme. Our intention is to recruit a dedicated team of volunteers who will also continue to support the work of the wider organisation.

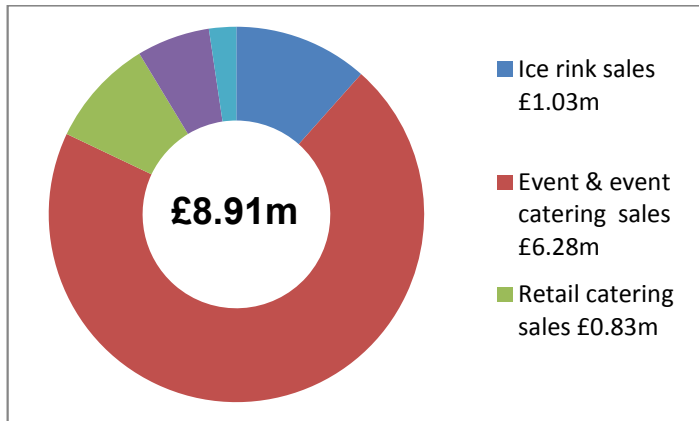
Financial overview

The Trust and Trading Company had a very successful year with revenues increasing 17% to £8.91m. The largest contributor to this increase was the Holland Heineken House (HHH) event during the Olympics. This, together with the continuing support of our trustee the London Borough of Haringey, allowed us to increase our charitable expenditure to £3.55m. A notable increase in spending was on our regeneration project which grew from £0.13m to £0.69m.

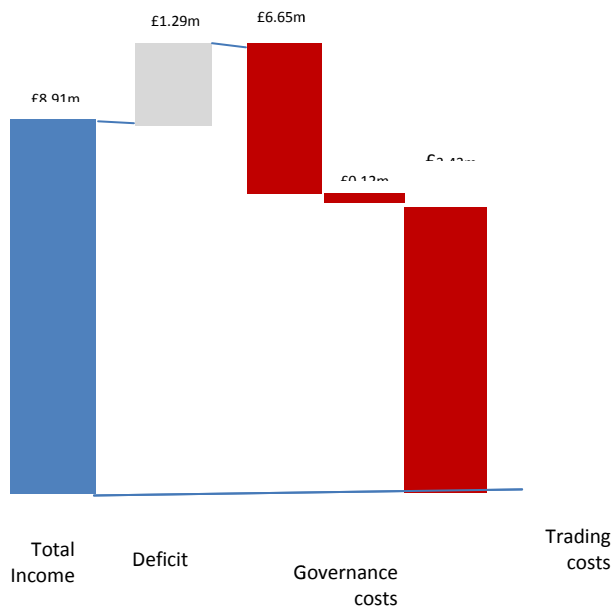
Revenues from the HHH event and support from English Heritage enabled us to increase our capital expenditure by 55% to £756,000, providing new equipment for the Trading Company and enabling us to make significant progress with repairs to the palace.

The continued improvement in the underlying health of the trading company and our investment in regeneration have taken us a significant step closer to our longer term objective of making the Trust financially self-supporting. As they have done in previous years, our trustee provided support in the form of an indefinite, interest free loan to meet the £1.29m gap between our income and expenditure and to finance increases in working capital.

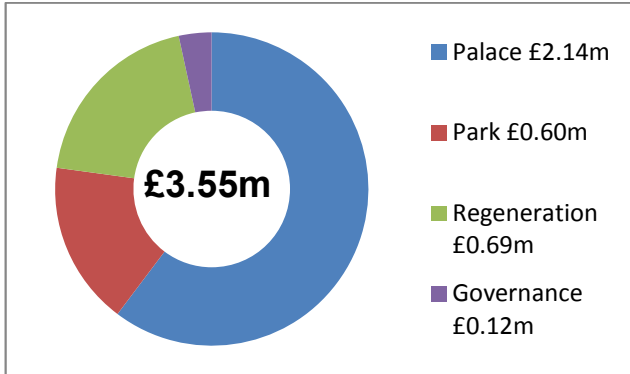
Where our funds come from



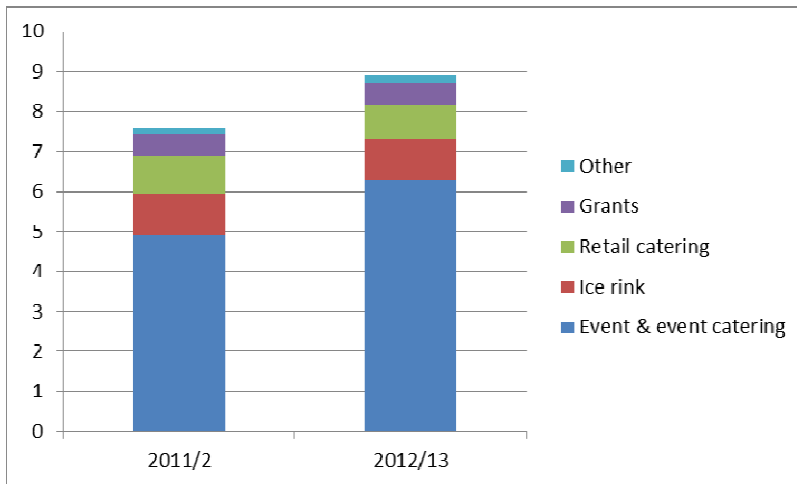
Total income less expenditure



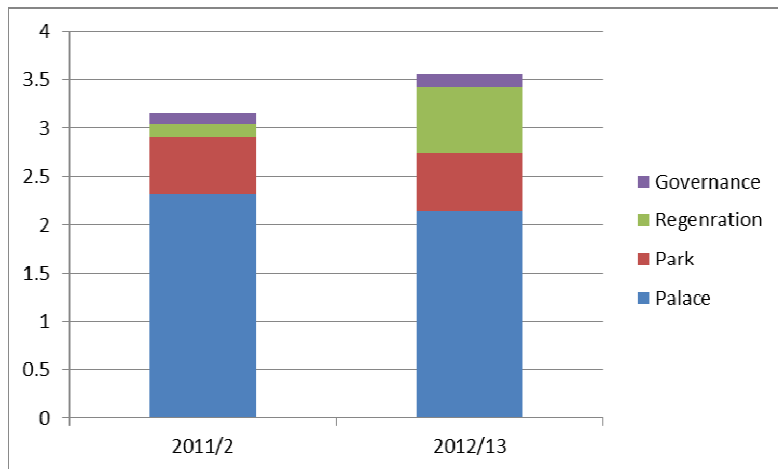
Analysis of charitable expenditure



Total income compared to last year



Charitable expenditure compared to last year



Structure and Governance

The Alexandra Park and Palace Board is appointed by our trustee the London Borough of Haringey and meets quarterly. Voting members are Haringey councillors who are elected annually to reflect the political composition of the Council and non-voting members are appointed to provide additional advice and expertise.

Three committees advise the board and meet separately on a quarterly basis. The Statutory Advisory Committee (SAC) was established by Act of Parliament to provide advice from a defined list of organisations. The London Borough of Haringey set up the Consultative Committee (CC) to provide advise the Board from a wide range of local organisations and finally, the Regeneration Working Group (RWG) was set up to provide guidance on the Palace-wide regeneration programme.

Finally, Alexandra Park and Palace's executive team manage the day-to-day operations of the Park and Palace. Between them they have many years of experience across both public and private sectors.

<<PHOTO HEADSHOTS>>

Board members

<i>Voting members</i>	<i>Non-voting members</i>	<i>Observers</i>
<i>Matt Cooke (Chair)</i>	<i>Richard Hooper (from May 2013)</i>	<i>Denis Heathcote (to May 2103)</i>
<i>James Stewart (Vice-Chair)</i>	<i>Bob Kidby (from May 2013)</i>	<i>David Liebeck (from May 2013)</i>
<i>Joanna Christophides (from May 2013)</i>	<i>Colin Marr (CC)</i>	
<i>Ali Demirci (May 2012 to May 2013)</i>	<i>Val Paley (CC)</i>	
<i>Pat Egan (from May 2013)</i>	<i>Nigel Willmott (CC)</i>	
<i>Sheila Peacock (to May 2013)</i>		
<i>Bob Hare</i>		
<i>Nigel Scott</i>		
<i>Neil Williams</i>		

<i>Executive team</i>	
Duncan Wilson OBE	- Chief Executive
Emma Dagnes	- Commercial Director
Kerri Farnsworth	- Director of Regeneration and Property
Nigel Watts	- Director of Finance & Resources

Our stakeholder groups

Alexandra Park and Palace Charitable Trust works closely with a number of special interest groups who each have a particular interest and experience in a unique area of Alexandra Park and Palace. Members of these groups invest significant amounts of their own time on a voluntary basis and are represented across both the Statutory Advisory Committee and the Consultative Committee. Their support is vital for the on-going maintenance of the Park and Palace.

- Friends of Alexandra Palace Theatre
- Alexandra Palace Television Society
- Friends of Alexandra Park
- Alexandra Palace Television Group
- Alexandra Palace Organ Society

For public benefit

Alexandra Park and Palace Charitable Trust's principal objective is to maintain the Park and Palace and ensure its open space is for the free use and recreation of the public forever.

To support the executive management teams operations, the Board reviews and approves the annual budget and appoints an internal auditor to ensure the Grade II listed building and heritage parkland is well looked after for the people.

Diversity and disability

Alexandra Park and Palace has a strong commitment to providing equal opportunities and access to all.

Independent Auditors Report

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(Client's Letterhead)

The Board of Trustees
Alexandra Park and Palace Charitable Trust
Alexandra Palace Way
London
N22 7AY

Our Ref:

Date:

Dear Sirs

This representation letter is provided in connection with your audit of the financial statements of Alexandra Park And Palace Charitable Trust and its consolidated financial statements for the year ended 31 March 2013 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Alexandra Park And Palace Charitable Trust as of 31 March 2013 and of the results of its operations, other recognised gains and losses and its cash flows for the year then ended in accordance with the applicable accounting framework and the Charities Act 2011.

We acknowledge as trustees our responsibilities for preparing financial statements for the charity and its consolidated financial statements which give a true and fair view and for making accurate representations to you.

Financial statements

1. We understand and have fulfilled our responsibilities for the preparation of the financial statements in accordance with the applicable financial reporting framework and the Charities Act 2011 which give a true and fair view, as set out in the terms of the audit engagement letter.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of FRS8 "Related party disclosures".
4. All events subsequent to the date of the financial statements and for which the applicable financial reporting framework requires adjustment of or disclosure have been adjusted or disclosed.
5. There are no uncorrected misstatements or disclosure deficiencies.
6. We confirm that the financial statements have been prepared on the going concern basis. We do not intend to liquidate the charity or cease trading as we consider we have realistic alternatives to doing so. We are not aware of any material uncertainties related to events or conditions that may cast significant doubt upon the charity's ability to continue as a going concern. We confirm the completeness of the information provided regarding events and conditions relating to going concern at the date of approval of the financial statements, including our plans for future actions.

7. Having considered our income streams and based on management's close monitoring of donations, response rates and appeals for funds we are satisfied that the total value of income as reported is not materially misstated.
8. We confirm that:
 - all retirement benefits and schemes, including UK, foreign, funded or unfunded, approved or unapproved, contractual or implicit have been identified and properly accounted for;
 - all settlements and curtailments have been identified and properly accounted for;
 - all events which relate to the determination of pension liabilities have been brought to the actuary's attention;
 - the actuarial assumptions underlying the valuation of the scheme liabilities (including the discount rate used) accord with the directors' best estimates of the future events that will affect the cost of retirement benefits and are consistent with our knowledge of the business;
 - the actuary's calculations have been based on complete and up to date member data as far as appropriate regarding the adopted methodology; and
 - the amounts included in the financial statements derived from the work of the actuary are appropriate.

Information provided

9. We have provided you with:
 - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - Additional information that you have requested from us for the purpose of the audit; and
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
10. We acknowledge our responsibilities for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
11. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
12. We are not aware of any fraud or suspected fraud.
13. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
14. We are not aware of any instances of non-compliance, or suspected non-compliance, with laws, regulations, and contractual agreements whose effects should be considered when preparing financial statements
15. We have disclosed to you the identity of the group related parties and all the related party relationships and transactions of which we are aware.
16. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the applicable financial reporting framework.

17. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
18. All minutes of directors, management and shareholders meetings during and since the financial year have been made available to you.
19. All grants, donations and other incoming resources, the receipt of which is subject to specific restrictions, terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
20. We have drawn to your attention all correspondence and notes of meetings with regulators.

We confirm that the above representations are made on the basis of adequate enquiries of management and staff (and where appropriate, inspection of evidence) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

Yours faithfully

Signed on behalf of the Board of Trustees

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The Board of Trustees
Alexandra Park and Palace Charitable Trust
Alexandra Palace
Wood Green
London, N22 7AY

30 May 2013

Dear Sirs

Terms of Engagement as Auditors to Alexandra Park and Palace Charitable Trust

We are providing this letter to confirm that the basis on which we are to act as auditor to Alexandra Park and Palace Charitable Trust for the year ending 31 March 2013 will continue to be that set out in our audit engagement letter dated 3 May 2011, together with the terms of business in Appendix 1 of that letter ("the Audit Engagement Letter") and the amendments to these terms as set out in our letter dated 30 August 2011. The entire agreement between you and us in respect of the Services will comprise this letter and the Audit Engagement Letter.

The fee for the audit for the year ended 31 March 2013 will be £17,750 plus disbursements and VAT.

Agreement of terms

We should be grateful if, having considered the provisions of this letter and the Audit Engagement Letter (including appendices) and having concluded that they are reasonable in the context of all the factors relating to your statements and our proposed engagement, you would confirm acceptance of the terms of engagement by signing below and returning the enclosed copy of this letter.

Yours faithfully

Deloitte LLP

Deloitte LLP

Accepted on behalf of Alexandra Park and Palace Charitable Trust

.....
Signature

.....
Trustee

.....
Date

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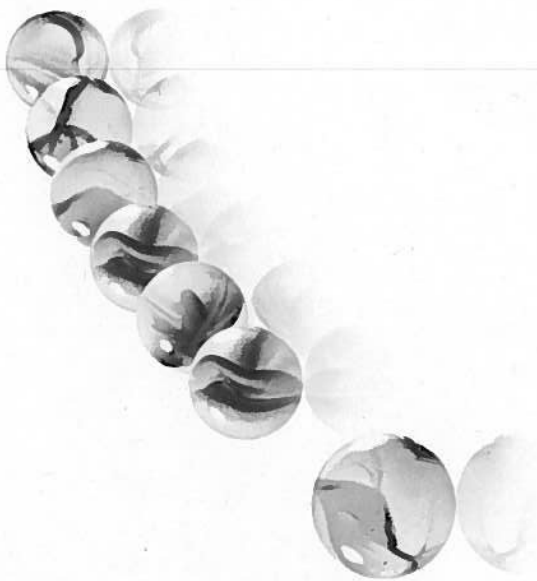
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Deloitte.



**Our Final Report to the Finance,
Risk and Audit Committee on
the 2013 Audit**



4 July 2013

Deloitte Audit: Promoting excellence in the boardroom

Board of Trustees
Alexandra Park and Palace Charitable Trust
Alexandra Palace
Wood Green
London, N22 7AY

4 July 2013

Dear Sirs,

We have pleasure in setting out in this document our report to the Finance, Risk and Audit Committee of Alexandra Park and Palace Charitable Trust (APPCCT) and its subsidiary Alexandra Palace Trading Limited (APTL) (together "the Group") for the year ended 31 March 2013, for discussion at the meeting scheduled for 9 July 2013. This report covers the principal matters that have arisen from our audit for the year ended 31 March 2013.

In summary:

- The major audit areas, which are summarised in the Executive Summary, have now been largely addressed and our conclusions are set out in our report.
- There are a number of judgemental areas to which we draw your attention in our report which you should consider carefully.
- Work is continuing on the trustees' report. We will be in attendance at the meeting on 9 July 2013 and will give a verbal update at that time.
- In the absence of unforeseen difficulties, management and we expect to meet the agreed audit and financial reporting timetable.

We would like to take this opportunity to thank the management team for their assistance and co-operation during the course of our audit work.

Sue Barratt
Senior Statutory Auditor

Contents

- 1. The big picture
- 2. Significant audit risks and other matters
- 3. Risk management and internal control
- 4. Responsibility statement
- Appendix 1: Independence and fees
- Appendix 2: Letter of representation
- Appendix 3: Fraud considerations
- Appendix 4: Corrected misstatements
- Appendix 5: Important future developments
- Appendix 6: Additional resources available to you
- Appendix 7: Briefing on audit matters

We would like to take this opportunity to thank the management team for their assistance and co-operation during the course of our audit work

The big picture

The big picture

Focus on the future

- Our work is **substantially complete** and we remain on timetable to issue an unmodified opinion.
- We have identified **no material issues** and have **no uncorrected adjustments**.
- Our work has highlighted **no material disclosure deficiencies**, however review of the trustees report is still outstanding.
- We have noted no major issues with your financial reporting control environment, however we **have six control insights** to draw to your attention.
- We note that ambitious plans for development are being developed. In light of this we encourage the trustees and management to consider the structure of the Group, including the capitalisation of, and activities performed, in each entity.
- We did not identify any instances of fraud.
- A copy of the representation letter to be signed on behalf of the board is included at Appendix 2.
- We confirm that we comply with APB Revised Ethical Standards for Auditors and that, in our professional judgement, we are independent and our objectivity is not compromised. (See Appendix 1 for further detail).

Status report

Our work is substantially complete and we will report to you by exception if any significant matters arise

- ✓ work is substantially complete
- ✓ expect to issue an unmodified audit opinion
- ✓ completed our work on the significant risks identified as part of our audit and communicated to management, with the exception of finalising the disclosure regarding Firoka:

Completeness and cut-off of income
Fund accounting
Claim from Firoka
Provision for amounts due to LBH
Actuarial assumptions for pension scheme
Going concern
Migration of information to new accounting system
Management override of controls

The section on significant risks considers the areas of critical accounting policy and use of judgement, as set out in the financial statements.

We have the following principal matters to complete:

- Receipt of signed engagement letters;
- Review of the Trustees' Report and financial statements;
- Completion of our quality assurance reviews;
- Receipt of declarations of interest of trustees;
- Confirmation from Haringey that there is an allocation to APPCT in the budget for the coming year;
- Response to legal letter request for APPCT;
- Subsequent events review;
- Receipt of management's representation letter; and
- A small number of other minor outstanding requests.

Insights

Key insights identified during the audit

Insight	Recommendation
Tracking of fixed assets	Currently, fixed assets are capitalised on an invoice rather than an asset basis. With the significant developments planned, we encourage management to capitalise assets on an asset basis to ensure they can be more easily identified and tracked in future years. In addition, more information should be added to the asset record on IRIS to facilitate physical identification.
Change in method of depreciation	For certain classes of assets, a reducing balance method of depreciation is used. This has led to some items with very small net book values. We recommend that management review the assumptions and methods for depreciation and consider writing off old and immaterial reducing balance items.
Write off unidentifiable assets	There is a large gross balance (£34,000 net book value) of unidentifiable assets relating to before detailed fixed assets records were retained. While we have not proposed an adjustment because a quantity of old assets clearly do exist and are in use, we recommend that these gross balances are written off over a period of time.
Contracts with suppliers not held	During the course of our testing we noted that, for some suppliers, contracts were not held by management and could not be found on request. We recommend that, for suppliers where no contract can be found, management review the operations and consider signing new agreements.
Journal dates can be changed retrospectively	During testing it was noted that management could alter the date on a journal after it had been posted. We recommend this functionality is turned off to allow a full audit trail.
Improve controls around cash count	We note that when a cash count is performed, there is sometimes only one person present. We recommend a second person be present at all counts. We also suggest that all counts are signed off on paper forms by both parties and these forms are kept as a record that the checks have been performed.

Scope of work and approach

Scoping of material balances

At the planning stage we performed an assessment of risk which includes considering the size, composition and qualitative factors relating to account balances, classes of transactions and disclosures. This enabled us to determine the scope of further audit procedures to address the risk of material misstatement.

We calculated materiality as £123,000 (2012: £112,000) for APPCT and £150,000 (2012: £136,600) for APTL. Consolidated materiality is set at £160,000 (2012: £136,000).

In respect of the following balances we determined that these account balances, classes of transactions or disclosures did not require further audit procedures because our risk assessment, taking into account qualitative factors, resulted in us assessing the risk of material misstatement as remote:

APPCT	APTL
Deferred income £18,000	Stock £83,000
Trade debtors £26,000	Prepayments £26,000
Loans payable £153,000	Other creditors £23,000
	Interest receivable £7,000

For these balances we obtained a thorough understanding of the balance and the reason for the movement since the prior year, and reviewed the breakdown for unusual or significant items. No issues were noted and therefore we did not perform any further testing.

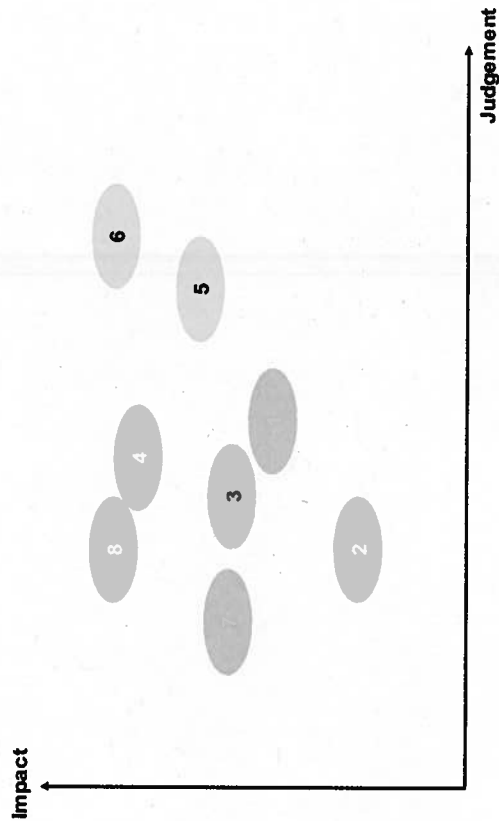
Assessing risk in account balances is key to our audit approach

Significant audit risks and other matters

Summary of significant audit risks

Key areas of judgement focused upon during the audit

The risk graph below illustrates the key audit risks focused upon where Deloitte identified areas which comprised the highest level of judgement and impact on the financial statements.



1. Completeness and cut-off of income
2. Fund accounting
3. Claim from Firoka
4. Provision for amounts due to LBH
5. Actuarial assumptions for pension scheme
6. Going concern
7. Migration of information to new accounting system
8. Management override of controls

NB: Key controls over each significant risk and how they could be improved has been included on each slide. Controls are assessed in line with the following:

Key:

- No issues noted
- Satisfactory – minor observations or disclosure points only
- Requires improvement
- Significant improvement required

Significant audit risks (continued)

Completeness and cut-off of income

Risk

Under International Standards for Auditing, we are required to identify a risk of fraud in revenue recognition. We identified that for APPCT there is an increased risk that revenue may be misstated through incorrect cut-off of rental income between different accounting periods and that for APTL there is an increased risk that revenue from cash-based sales may be incomplete.

Work performed

We tested the design and implementation of controls over the capture, processing and disclosure of rental and cash-based sales income streams.

We performed detailed sample testing on rental income invoiced around the year end, and on income from the ice rink, food and beverage sales made in the Bar and Kitchen.

Findings

No issues were identified in our testing.

We identified no misstatements, which was a significant improvement on the prior year.

Significant audit risks (continued)

Fund accounting

Risk

One of the key risks for a charity with restricted funds, like APPCT, is that restrictions are correctly identified when income is received and expenditure is correctly matched against restricted funds.

Work performed

We tested the design and implementation of controls over the capture of restrictions for income, the matching of expenditure to restrictions, and the presentation of restricted funds in the financial statements.

We performed detailed testing on a sample of income, checking that both restricted and non-restricted items were identified correctly. We tested a sample of expenditure against restricted funds to determine whether it was appropriate.

Fund transfers were reviewed to assess whether they were appropriate.

Findings

We identified no issues around the restriction of income, with the only restricted funds received being the capital grant from LBH, income from English Heritage and a donation towards the new organ keys. The LBH funds were transferred to unrestricted once the amounts were spent on fixed asset improvements. The income from English Heritage was all spent in the year on plans and fees related to redevelopment and a portion of the donation for organ keys remains at year end within restricted funds.

We identified no issues around the treatment of restricted funds

Significant audit risks (continued)

Claim from Firoka

Risk

In 2009, LBH received a pre-action protocol from Firoka for a total claim of £6.2m. In previous years, management have deemed the chance of this being paid out as "possible" and as such it has been disclosed in the accounts as a contingent liability.

Work performed

We discussed with management the position of the Firoka claim, and reviewed Trust Board minutes from the year and responses to legal confirmation request letters. Management informed us that, as there has been no further correspondence from Firoka, they now consider the likelihood of any claim being brought to be "remote".

Findings

We concur with management that, as no correspondence from Firoka has been received in the year (or since July 2011), the possibility of a claim is now remote. This would indicate that no disclosure needs to be made; however we understand that LBH is currently planning to disclose this contingent liability in their financial statements so discussions are on-going to determine how to present this consistently.

Confirmation from Bates, Wells & Braithwaite that no correspondence has been received regarding Firoka is currently outstanding.

The likelihood of having to pay out for this claim is now considered remote

Discussions are on-going regarding whether there will be a disclosure

Significant audit risks (continued)

Provision for amounts due to LBH

Risk

At year end a provision of £46.3m (2012: £45.5m) was in place for amounts due to LBH. The increase on the prior year relates to the on-going operational deficits, movements in working capital and capital spend of APPCT. No interest charges were levied by Haringey Council in the current year.

Work performed

We have considered the accounting treatment against the FRS12 criteria for recognition of a provision. We have tested the reconciliation of the provision provided by management and also considered the possible impact of a post year end write off of the debt.

Findings

We concur with management, as in previous years, that until and unless Haringey Council agrees to write off the debt, it is appropriate to retain the provision.

Our testing of the provision was satisfactory

Significant audit risks (continued)

Actuarial assumptions for the pension scheme

Risk

The assumptions underlying the calculation of the FRS 17 pension deficit in APTL are an area of significant management judgement. Furthermore, the value of the deficit is sensitive to small changes in the assumptions selected.

Work performed

We reviewed the valuation received from the actuary and compared the assumptions used to the range of assumptions which we are seeing in the market at 31 March 2013.

Findings

We concluded that on the whole the assumptions used to calculate the pension deficit are within an acceptable range. The inflation rate used is slightly above the majority of comparators and is therefore considered prudent, and the life expectancy of current pensioners is slightly below the majority of comparators and is therefore considered slightly optimistic. Overall the assumptions are considered to be appropriate to calculate a reasonable estimation of the pension liability.

Assets recognised are based on an allocation of total scheme assets done by the actuary. Our work on the allocation showed it was in line with prior years.

Key assumption	Your rate	Majority comparator range	Conclusion
Discount rate (% pa)	4.5%	4.3% - 4.5%	●
Inflation (% pa)	3.6%	3.3% - 3.5%	●
Life expectancy (current)	21.9	22 – 24 years	●
Life expectancy (future)	23.3	23 – 25 years	●

- Rate within majority comparator range
- Rate just outside majority comparator range but considered appropriate

The assumptions used to calculate the pension deficit are within an acceptable range.

The majority comparator range is the range between the lower and upper quartiles.

Significant audit risks (continued)

Going concern

Risk

Due to the level of deficit built up in the Trust and the on-going operational deficits, only the continued support of Haringey will allow the Trust to continue. Due to the net liabilities position of APTL, the directors must be confident that the company can meet its obligations as they fall due.

Work performed

For APPCT, we have requested confirmation from LBH that they are included in the budget for the coming year, however this has not yet been received. In addition, as in previous years, both the Trustees and we are relying on the legal opinion that LBH must continue to support the Trust due to the Act of Parliament. For APTL, we have reviewed the assessment performed by management. We concluded that it meets the requirements of the FRC guidance.

Findings

As in previous years, APTL will have negative reserves after the gift aid payment to APPCT is recognised and there is a lack of clarity in law as to whether the gift aid payment is a distribution to the parent and can be made in the absence of reserves. In the prior year management obtained legal advice on whether the gift aid payment should be made and considered that the likelihood of any challenge to the payment which might give rise to a consequent tax liability was remote and that the gift aid payment should be made. We understand that the payment will be made this year on the same basis. As we noted last year, we recommend that further consideration is given to dealing with the net liability position, which may also be helpful in negotiating with suppliers, and for future regeneration plans. New going concern guidance recently published in draft form is likely to require a view of a longer period than 12 months from date of signing, and consideration of solvency as well as liquidity.

We concur with the judgement made by the Trustees and Directors that both entities are a going concern.

We encourage the Directors of APTL to consider how the company might be appropriately capitalised.

Significant audit risks (continued)

Migration of information to new accounting system

Risk

During the year a new accounting system, IRIS Exchequer, was implemented. This involved a migration of data from the old system to the new one, which creates a risk of data loss.

Work performed

We reviewed the ledgers in both the old and new systems to assess whether there was any data loss. In addition we reviewed the functionality of the new system.

Findings

We noted no issues around the migration of data onto the new system, and we have observed that it is an improvement, particularly in the availability of project accounting ledgers and the need for less manual intervention and manipulation of the figures for preparation of the accounts.

We have noted one insight relating to the journal controls in place on the system.

We noted no issues around the data migration and have observed that the new system is a significant improvement

Significant audit risks (continued)

Management override of controls

Risk

We are required to design and perform audit procedures to respond to the risk of management's override of controls.

Work performed

We reviewed and evaluated the design and implementation of controls around the financial reporting process, inclusive of controls over journal entries and other adjustments made in the preparation of the financial statements.

We reviewed a sample of journals to determine whether there was an appropriate business reason and the items had been processed appropriately, focussing on journals which demonstrated characteristics that could be indicative of fraud.

We reviewed accounting estimates for biases that could result in material misstatements due to fraud, including whether any differences between estimates best supported by evidence and those in the financial statements, even if individually reasonable, indicated a possible bias on the part of management. We also performed a retrospective review of management's judgements and assumptions relating to significant estimates reflected in last year's financial statements.

Findings

No issues were noted in our testing.

No issues were identified in our work to respond to the risk of management's override of controls

Responsibility statement

Responsibility statement

This report should be read in conjunction with the "Briefing on audit matters" circulated to you with this report and sets out those audit matters of governance interest which came to our attention during the audit. Our audit was not designed to identify all matters that may be relevant to the board and this report is not necessarily a comprehensive statement of all deficiencies which may exist in internal control or of all improvements which may be made.

This report has been prepared for the Board of Trustees, as a body, and we therefore accept responsibility to you alone for its contents. We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose. Except where required by law or regulation, it should not be made available to any other parties without our prior written consent.

Deloitte LLP
Chartered Accountants
London
4 July 2013

Appendix 1: Independence and fees

Independence and fees

As part of our obligations under International Standards on Auditing (UK & Ireland), we are required to report to you on the matters listed below:

Independence confirmation	We confirm that we comply with APB Revised Ethical Standards for Auditors and that, in our professional judgement, we are independent and our objectivity is not compromised.
Fees	Details of the non-audit services fees charged by Deloitte in the period from 01 April 2012 to 31 March 2013 are presented on the following slide.
Non-audit services	In our opinion there are no inconsistencies between APB Revised Ethical Standards for Auditors and the charity's policy for the supply of non-audit services or of any apparent breach of that policy. We continue to review our independence and ensure that appropriate safeguards are in place including, but not limited to, the rotation of senior partners and professional staff and the involvement of additional partners and professional staff to carry out reviews of the work performed and to otherwise advise as necessary.
Relationships	The following slides provides details of all the relationships (other than the provision of non-audit services which are covered above) we have with the Group, its trustees and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on our objectivity and independence, together with the related safeguards that are in place.

Independence and fees (continued)

The professional fees earned by Deloitte in the period from 1 April 2012 to 30 March 2013 are as follows:

	Current year £'000	Prior year £'000
Audit of charity	16,250	16,000
Audit of subsidiary	16,250	16,000
Reporting to LBH's auditors for the purpose of consolidation	1,500	1,500
Total audit	34,000	33,500
Tax compliance services (i.e. related to assistance with corporate tax returns)	3,250	3,250
iXBRL tagging	650	650
Services relating to taxation	3,900	3,900
Total non-audit services	3,900	3,900
Total fees	37,900	37,400

Independence and fees (continued)

As part of our obligations under International Standards on Auditing (UK & Ireland) and APB Ethical Standards we are required to report to you on all relationships (including the provision of non-audit services) between us and the audited entity:

Relationship / Service provided	Threats to auditor independence	Safeguards in place
The APTL tax computations and disclosures are calculated by a Deloitte tax team	Self review threat	Separate teams and partners are in place to mitigate the risk
Governance review of Alexandra Palace performed for LBH	Management threat	Separate teams and partners are in place to mitigate the risk; work was advisory in nature only. This work was billed to LBH.

Appendix 2: Letter of representation

Draft letter of representation

This letter will be signed on behalf of the Board of Trustees

Deloitte LLP
2 New Street Square
London
EC4A 3BZ

[Date]

Dear Sirs

This representation letter is provided in connection with your audit of the financial statements of Alexandra Park and Palace Trust and its consolidated financial statements for the year ended 31 March 2013 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Alexandra Park and Palace Trust as of 31 March 2013 and of the results of its operations, other recognised gains and losses and its cash flows for the year then ended in accordance with the applicable accounting framework and the Charities Act 2011.

We acknowledge as trustees our responsibilities for preparing financial statements for the charity and its consolidated financial statements which give a true and fair view and for making accurate representations to you.

We confirm, to the best of our knowledge and belief, the following representations.

Financial statements

1. We understand and have fulfilled our responsibilities for the preparation of the financial statements in accordance with the applicable financial reporting framework and the Charities Act 2011 which give a true and fair view, as set out in the terms of the audit engagement letter.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of FRS8 "Related party disclosures".
4. All events subsequent to the date of the financial statements and for which the applicable financial reporting framework requires adjustment of or disclosure have been adjusted or disclosed.
5. There are no uncorrected misstatements or disclosure deficiencies.

6. We confirm that the financial statements have been prepared on the going concern basis. We do not intend to liquidate the charity or cease trading as we consider we have realistic alternatives to doing so. We are not aware of any material uncertainties related to events or conditions that may cast significant doubt upon the charity's ability to continue as a going concern. We confirm the completeness of the information provided regarding events and conditions relating to going concern at the date of approval of the financial statements, including our plans for future actions.
7. Having considered our income streams and based on management's close monitoring of donations, response rates and appeals for funds we are satisfied that the total value of income as reported is not materially misstated.
8. All grants, donations and other incoming resources, the receipt of which is subject to specific restrictions, terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
9. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent.
10. We confirm that:
 - All retirement benefits and schemes, including UK, foreign, funded or unfunded, approved or unapproved, contractual or implicit have been identified and properly accounted for;
 - All settlements and curtailments have been identified and properly accounted for;
 - All events which relate to the determination of pension liabilities have been brought to the actuary's attention;
 - The actuarial assumptions underlying the valuation in the scheme liabilities (including the discount rate) accord with the trustees' best estimates of the future events that will affect the cost of retirement benefits and are consistent with our knowledge of the business;
 - The actuary's calculations have been based on complete and up to date member data as far as appropriate regarding the adopted methodology; and
 - The amounts included within the financial statements derived from the work of the actuary are appropriate.

Information provided

11. We have provided you with:
 - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - Additional information that you have requested from us for the purpose of the audit; and
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
12. All transactions have been recorded and are reflected in the financial statements and the underlying accounting records.

13. We acknowledge our responsibilities for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
15. We are not aware of any fraud or suspected fraud that affects the entity or group and involves:
 - management;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements.
16. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
17. We are not aware of any instances of non-compliance, or suspected non-compliance, with laws, regulations, and contractual agreements whose effects should be considered when preparing financial statements
18. We have disclosed to you the identity of the group related parties and all the related party relationships and transactions of which we are aware.
19. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the applicable financial reporting framework. No other claims in connection with litigation have been or are expected to be received.
20. We have drawn to your attention all correspondence and notes of meetings with regulators, including, any serious incident reports.
21. We acknowledge the circumstances surrounding the gift aid from APTL and consider the likelihood of a challenge resulting in a liability to return the gift to APTL or to pay tax is remote.
22. We have considered the Firoka claim received in 2009 and the fact that no correspondence has been received since 2011. We consider that the likelihood of an outflow of resources is remote and therefore that no disclosure of a contingent liability should be made in the financial statements.

We confirm that the above representations are made on the basis of adequate enquiries of management and staff (and where appropriate, inspection of evidence) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

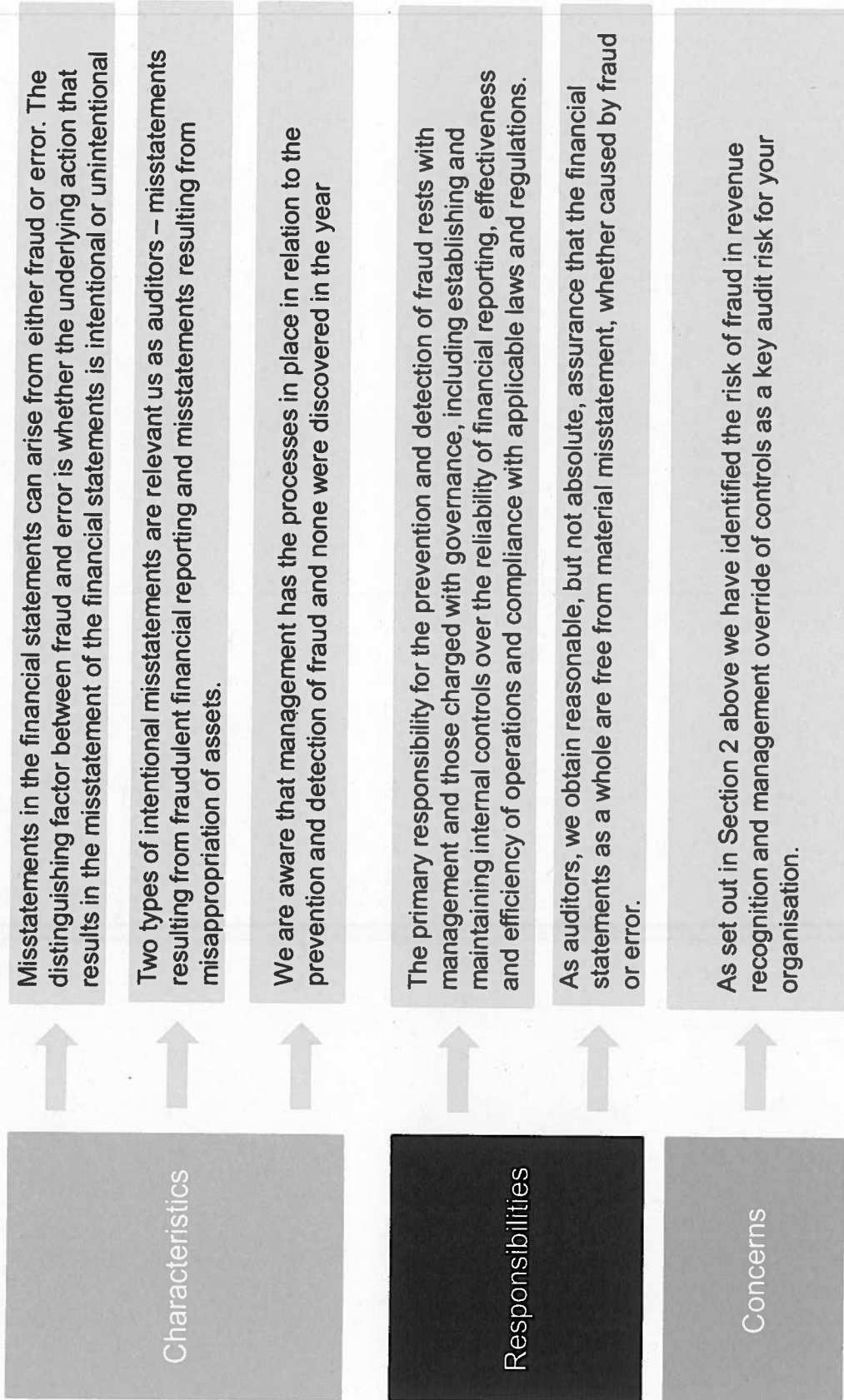
Yours faithfully

Signed on behalf of the Board of Trustees

Appendix 3: Fraud considerations

Fraud considerations

The following represents a reminder of the fraud enquiries made at the planning stage of the audit:



Appendix 4: Corrected misstatements

Audit adjustments: Corrected misstatements

Corrected misstatements

We identified the following items during our audit which have been corrected by management. We report to you all items over £8,000.

Account	Description	Amount £	Entity
Debtors	Re-class debtors on the creditors ledger and	103,906	APTL
Creditors	creditors on the debtors ledger	(103,906)	APTL

Appendix 5: Important future developments

Important future developments

The future of ukGAAP

Background

FRS 102 "The Financial Reporting Standard Applicable in the UK and Ireland" was published in March 2013 and replaces current UK GAAP. For periods beginning on or after 1 January 2015, charities will need to move to FRS 102. However, the FRSSE will continue to be an option for those within its scope, regardless of whether they currently adopt it. The option to move to EU-adopted IFRSs or FRS 101 remains unavailable to charities.

A new Charities SORP will assist in interpretation of the new standard, with consultation expected during the summer of 2013. It is not expected that early adoption of the SORP or FRS 102 will be possible. The revised SORP will be modular in approach and amongst other changes is expected to set out a simplified SOFA, and place greater emphasis on the disclosures relating to risk management and going concern in the trustees' report.

Potential impact on the Group

The key areas of accounting impact for APPCT are likely to be:

- **Multi-employer pension schemes** – where an employer has entered into an agreement with the scheme that determines how it will fund the deficit, the liability for those agreed contributions may need to be recognised as a provision depending on the extent to which it is clear the agreed contributions only cover past service deficits.
- **Income recognition** - criteria under FRS 102 focus on when income receivable is "probable" rather than "virtually certain". In many cases, there will be no difference as these hurdles are to all intents and purposes reached at the same time. However, in cases where recognition is delayed until receipt the income may need to be recognised earlier.
- **Employee benefits** - short term benefits, such as holiday pay which can be carried over from one financial year to the next, would need to be recognised as a liability.
- **Accounting for grants** – a new method, the performance method, is introduced for accounting for non-government grants, and as an option for government grants. It is expected that the SORP will require this method to be used for all grants. It may mean that some grant income is recognised earlier in the financial statements than currently.

Effective date

FRS 102 applies for periods beginning on or after 1 January 2015. The opening balance sheet for March 2016 financial statements will be 1 April 2014, which means that during 2013/14 APPCT will need to start planning their approach.

Important future developments (continued)

Other updates	
<p>Lord Hodgson's report</p>	<p>The Review (Trusted and Independent: Giving charity back to charities - Review of the Charities Act 2006) was published in July 2012. The review aimed to assess what the effect of the 2006 Act has been to date, and to look forward to see if the framework it created will be fit for purpose in future.</p> <p>The Review laid out some 100+ individual recommendations regarding the various difficulties and anomalies of charity law, noting also that there remain some areas of the Act which have yet to be implemented. However, the Review reports that the recommendations "for the most part represent evolution not revolution (social investment regulation being perhaps the exception)".</p> <p>Some of the recommendations which may impact APPCT the most are:</p> <ul style="list-style-type: none"> • Recommendations regarding revised Charity Commission guidance on Charitable Purposes and Public Benefit • Charity reports should focus more on the impact of activities rather than the process
<p>Changes to pensions legislation</p>	<p>New legislation will soon come into effect requiring businesses to automatically enrol their new employees into a qualifying pension scheme. These new duties, designed to increase levels of workplace pension saving, are being staged in between 1 October 2012 to 1 February 2017 - starting with larger employers first.</p> <p>The duties will apply to a new tranche of employers on a monthly basis. By 1 January 2014, any employer with 350 or more staff on its books will be obliged to enrol those employees who are eligible into a Qualifying Pension Scheme. The phasing will apply to employers with less than 350 staff over the remaining period to 1 February 2017, more information is available at: http://www.legislation.gov.uk/uksl/2010/4/regulation/4/made</p> <p>Eligible employees must be auto-enrolled into a Qualifying Pension Scheme that provides minimum levels of benefits. Where the employer uses a defined contribution arrangement, the employer will have to ensure that a minimum level of contributions are paid. The minimum level of contributions will be phased in rising to 8% of Qualifying Earnings, of which the employer will have to pay at least 3%. Qualifying Earnings are earnings between £5,668 and £41,450 (2013/14).</p> <p>Although this impacts on an employer's pension provision, it is not just a pensions issue. Achieving compliance is likely to require changes to payroll, HR and communications processes. Proactive planning now can help employers identify what they need to do to comply with the new duties as well as what options are available to mitigate any increase in costs and disruption to existing business processes.</p>

Important future developments (continued)

Other updates	
<p>Charity Commission publications</p>	<p>The Charity Commission has published a checklist in December 2012 for Trustee Boards entitled Big Board Talk - 15 questions Trustees need to ask. The checklist is designed to be used as a template to help structure discussion or prompt agenda items at board meetings, away days or planning meetings. The areas of focus are strategy, financial health, governance and making the best of resources.</p>
<p>Audit exemption for subsidiaries</p>	<p>In late 2012, the Companies Act 2006 was amended to provide a new exemption from audit for subsidiaries with an EEA parent that is willing to guarantee the subsidiaries' debts and liabilities. Dormant subsidiaries with such a guarantee are additionally exempt from preparing and filing financial statements. These changes take effect for accounting periods ending on or after 1 October 2012.</p> <p>The Charity Commission has issued guidance to clarify that a charity cannot give such a guarantee to a non-charitable subsidiary because it risks charitable funds being used for a non-charitable purpose were the guarantee to be called upon.</p>

Appendix 6: Additional resources available
to you

How we keep you up to date

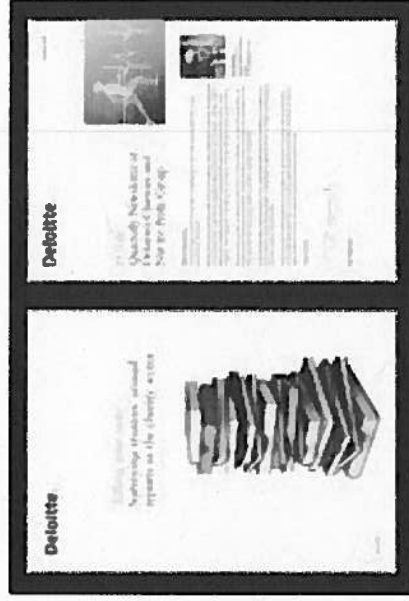


Training

We offer a huge variety of training and learning opportunities for Charities and Not for Profit clients and contacts. These help staff and clients not only meet any continuing professional development requirements but enable us to stay at the forefront of thought and innovation in the sector. Our offerings range from technical updates to discussion lunches and at the request of clients we may devise specific training courses. We also have a specific programme designed for Trustees.

Publications

We publish informative research, relevant studies, publications, surveys and reports, including the "PULSE" quarterly newsletter, used to debate and discuss items of interest, with contributions from both Deloitte and experts in the wider industry, and an annual survey of trustees' reports.



37 Our website www.deloitte.co.uk/charitiesandnotforprofit has links to our publications and training programmes; alternatively please talk to us if you want to be added to the mailing list.

Appendix 7: Briefing on audit matters

Briefing on audit matters

Published for those charged with governance



This document is intended to assist those charged with governance to understand the major aspects of our audit approach, including explaining the key concepts behind the Deloitte Audit methodology including audit objectives and materiality.

Further, it describes the safeguards developed by Deloitte to counter threats to our independence and objectivity. This document will only be reissued if significant changes to any of those matters highlighted above occur.

We will usually communicate our audit planning information and the findings from the audit separately. Where we issue separate reports these should be read in conjunction with this "Briefing on audit matters".

Approach and scope of the audit

Primary audit objectives

We conduct our audit in accordance with International Standards on Auditing (UK & Ireland) as adopted by the UK Auditing Practices Board ("APB"). Our statutory audit objectives are:

- to express an opinion in true and fair view terms to the trustees on the financial statements;
- to express an opinion as to whether the accounts have been properly prepared in accordance with UK GAAP;
- to express an opinion as to whether the accounts have been prepared in accordance with the Charities Act; and
- to form an opinion on whether adequate accounting records have been kept by the charity.

Other reporting objectives

Our reporting objectives are to:

- present significant reporting findings to those charged with governance. This will highlight key judgements, important accounting policies and estimates and the application of new reporting requirements, as well as significant control observations; and
- provide timely and constructive letters of recommendation to management. This will include key business process improvements and significant controls weaknesses identified during our audit.

Briefing on audit matters (continued)

Materiality

The concept of materiality is fundamental to the preparation of the financial statements and the audit process and applies not only to monetary misstatements but also to disclosure requirements and adherence to appropriate accounting principles and statutory requirements.

"Materiality" is defined in the International Accounting Standards Board's "Framework for the Preparation and Presentation of Financial Statements" in the following terms:

"Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut-off point rather than being a primary qualitative characteristic which information must have if it is to be useful."

We determine materiality based on professional judgment in the context of our knowledge of the audited entity, including consideration of factors such as stakeholder expectations, sector developments, financial stability and reporting requirements for the financial statements.

We determine materiality to:

- determine the nature, timing and extent of audit procedures; and
- evaluate the effect of misstatements.

The extent of our procedures is not based on materiality alone but also local considerations of subsidiaries and divisions of the group, the quality of systems and controls in preventing material misstatement in the financial statements, and the level at which known and likely misstatements are tolerated by you in the preparation of the financial statements.

For local statutory reporting purposes, individual materiality levels will be set for each of the subsidiary companies.

Uncorrected misstatements

In accordance with International Standards on Auditing (UK and Ireland) ("ISAs (UK and Ireland)") we will communicate to you all uncorrected misstatements (including disclosure deficiencies) identified during our audit, other than those which we believe are clearly trivial.

ISAs (UK and Ireland) do not place numeric limits on the meaning of 'clearly trivial'. The Audit Engagement Partner, management and those charged with governance will agree an appropriate limit for 'clearly trivial'. In our report we will report all individual identified uncorrected misstatements in excess of this limit and other identified errors in aggregate.

Briefing on audit matters (continued)

Audit methodology

Our audit methodology takes into account the changing requirements of auditing standards and adopts a risk based approach. We utilise technology in an efficient way to provide maximum value to trustees and create value for management and the Board whilst minimising a “box ticking” approach.

Our audit methodology is designed to give trustees the confidence that they deserve.

For controls considered to be ‘relevant to the audit’ we evaluate the design of the controls and determine whether they have been implemented (“D & I”). The controls that are determined to be relevant to the audit will include those:

- where we plan to obtain assurance through the testing of operating effectiveness;
- relating to identified risks (including the risk of fraud in revenue recognition, unless rebutted and the risk of management override of controls);
- where we consider we are unable to obtain sufficient audit assurance through substantive procedures alone; and
- to enable us to identify and assess the risks of material misstatement of the financial statements and design and perform further audit procedures.

Other requirements of International Standards on Auditing (UK and Ireland)

ISAs (UK and Ireland) require we communicate the following additional matters:

ISA (UK & Ireland)	Matter	ISA (UK & Ireland)	Matter
ISQC 1	Quality control for firms that perform audits and review of financial statements, and other assurance and related services engagements	560	Subsequent events
240	The auditor’s responsibilities relating to fraud in an audit of financial statements	570	Going concern
250	Consideration of laws and regulations in an audit of financial statements	600	Special considerations – audits of group financial statements (including the work of component auditors)
265	Communicating deficiencies in internal control to those charged with governance and management	705	Modifications to the opinion in the independent auditor’s report
450	Evaluation of misstatements identified during the audit	706	Emphasis of matter paragraphs and other matter paragraphs in the independent auditor’s report
505	External confirmations	710	Comparative information – corresponding figures and comparative financial statements
510	Initial audit engagements – opening balances	720	Section A: The auditor’s responsibilities relating to other information in documents containing audited financial statements
550	Related parties		

Briefing on audit matters (continued)

Independence policies and procedures

Important safeguards and procedures have been developed by Deloitte to counter threats or perceived threats to our objectivity, which include the items set out below.

Safeguards and procedures

- Every opinion (not just statutory audit opinions) issued by Deloitte is subject to technical review by a member of our independent Professional Standards Review unit.
- Where appropriate, review and challenge takes place of key decisions by the Second Partner and by the Independent Review Partner, which goes beyond ISAs (UK and Ireland), and ensures the objectivity of our judgement is maintained.
- We report annually to those charged with governance our assessment of objectivity and independence. This report includes a summary of non-audit services provided together with fees receivable.
- There is formal consideration and review of the appropriateness of continuing the audit engagement before accepting reappointment.
- Periodic rotation takes place of the audit engagement partner, the independent review partner and key partners involved in the audit in accordance with our policies and professional and regulatory requirements.
- In accordance with the Revised Ethical Standards issued by the APB, there is an assessment of the level of threat to objectivity and potential safeguards to combat these threats prior to acceptance of any non-audit engagement. This would include particular focus on threats arising from self-interest, self-review, management, advocacy, over-familiarity and intimidation.
- In the UK, statutory oversight and regulation of auditors is carried out by the Financial Reporting Council (FRC). The Firm's policies and procedures are subject to external monitoring by both the Audit Quality Review Team (AQRT, formerly known as the Audit Inspection Unit), which is part of the FRC's Conduct Division, and the ICAEW's Quality Assurance Department (QAD). The AQRT is charged with monitoring the quality of audits of economically significant entities and the QAD with monitoring statutory compliance of audits for all other entities. Both report to the ICAEW's Audit Registration Committee.

Briefing on audit matters (continued)

Independence policies

Our detailed ethical policies' standards and independence policies are issued to all partners and employees who are required to confirm their compliance annually. We are also required to comply with the policies of other relevant professional and regulatory bodies.

Amongst other things, these policies:

- state that no Deloitte partner (or any immediate family member) is allowed to hold a financial interest in any of our UK audited entities;
- require that professional staff may not work on assignments if they (or any immediate family member) have a financial interest in the audited entity or a party to the transaction or if they have a beneficial interest in a trust holding a financial position in the audited entity;
- state that no person in a position to influence the conduct and outcome of the audit (or any immediate family member) should enter into business relationships with UK audited entities or their affiliates;
- prohibit any professional employee from obtaining gifts from audited entities unless the value is clearly insignificant; and
- provide safeguards against potential conflicts of interest.

Remuneration and evaluation policies

Partners are evaluated on roles and responsibilities they take within the firm including their technical ability and their ability to manage risk.

APB Revised Ethical Standards

The Auditing Practices Board (APB) has issued five ethical standards for auditors that apply a 'threats' and 'safeguards' approach.

The five standards cover:

- maintaining integrity, objectivity and independence;
- financial, business, employment and personal relationships between auditors and their audited entities;
- long association of audit partners and other audit team members with audit engagements;
- audit fees, remuneration and evaluation of the audit team, litigation between auditors and their audited entities, and gifts and hospitality received from audited entities; and
- non-audit services provided to audited entities.

Our policies and procedures comply with these standards.

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

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Member of Deloitte Touche Tohmatsu Limited

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Report Title: Response to Governance Review

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

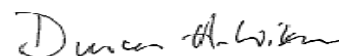
1. Purpose

1.1 This paper summarises Alexandra Palace's response to the internal audit report on the governance arrangements for the Regeneration Programme, as reported to the FRAC on 7 July.

2. Recommendations

2.1 The Board is asked to note the progress made by LBH, APPCT, and APTL in implementing the recommendations of the report and approve the new proposed Terms of Reference of the Regeneration Working Group.

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Place and Park Trust**



Contact Officer: **Duncan Wilson, Chief Executive, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

3. Executive Summary

In response to the internal Audit review

- 3.1 financial procedures have been updated although there is still more work to do
- 3.2 further work is needed on detailed specification of key roles
- 3.3 Regen Working Group membership will be increased
- 3.4 the Project Initiation Document is being rewritten as
- 3.5 New Terms of reference for RWG are included for approval

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

4.1

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Background

- 6.1 A Gateway Review of the regeneration project in July 2012 identified the need to “develop a unified and credible client”, by which it meant that the respective roles and responsibilities of LBH, APPCT, the Regeneration Working Group (RWG) needed clarifying and working relationships needed to be improved. In the light of this, Deloitte were commissioned to undertake their internal audit review of governance arrangements.

The report, which was completed in May 2013, gave limited assurance and made recommendations in five key areas. It is reproduced in full in Appendix 1 with management response.

• **KEY RECOMMENDATIONS AND PROGRESS IN IMPLEMENTING THEM**

A commitment has been given that all five recommendations will be addressed by the end of July 2013. A summary of progress to date is given below.

Recommendation 1: Updating financial procedures

The following items are being reported in detail to the Finance Resources and Audit Committee on 9 July:

- Procurement procedures for both APPCT and APTL have been updated in the light of current public sector procurement rules and LBH requirements.
- A budgetary framework with clearly identified budget holders and supporting management reporting is in place for both APPCT and APTL.
- A system of delegated authority and authorisation limits for individual purchase transactions is in place and maintained within the Exchequer accounting system.
- Detailed manuals for the use of the new Exchequer system are in the process of being finalised. They will be completed by the end of July 2013.

APPCT and LBH are still in discussion about Service Level Agreements for LBH services such as procurement at the time of writing. An oral update will be given at the meeting.

The conclusions of the FRAC discussion will be reported orally at the Board meeting.

Recommendation 2: Clear identification of key roles

The internal audit report focusses on the importance of clear identification of a “Programme (Project) Sponsor” and a “Senior Responsible Officer (SRO)”.

Definitions are as follows:

- (i) From the governance review:

“The Project Sponsor is ultimately responsible and will:
(i) Show active commitment by leading from the front
(ii) Review and approve project documentation

- (iii) Receive project highlight reports and review progress against the plan and business case*
- (iv) Resolve project risks and issues*
- (v) Provide overall direction to the project manager*
- (vi) Monitor and manage cost and*
- (vii) Report to the Management Team on progress”*

(ii) from Cabinet Office guidance on Prince 2 methodology:

“The Senior Responsible Owner role is the individual responsible for ensuring that a project or programme of change meets its objectives and delivers the projected benefits. The person should be the owner of the overall business change that is being supported by the project. The SRO should ensure that the change maintains its business focus, that it has clear authority, and that the context including risks is actively managed. The individual must be senior and must take personal responsibility for successful delivery of the project. The SRO should be recognised as the owner throughout the organization”

There is clearly significant duplication in the two roles as defined above, which must be avoided if there is to be a clear line of control and responsibility. For the present the CE (Trust)’s responsibility to the Trust Board for delivery of the regen. programme and projects within it is clear. The CE (LBH)’s overall responsibility for the Borough’s relationship with APPCT is also clear. It is proposed that these roles are detailed before the next Board meeting and put to the Board for approval in October.

Recommendation 3: Membership of Regeneration Working Group

The membership of the RWG currently comprises:

Lyn Garner, LBH Director of Place and Sustainability (chair)

Julie Parker, LBH Director of Corporate Resources

Rick Wills, NED of AP Trading Limited, with a background in the commercial leisure industry

In addition the CE APPCT/APTL, the Commercial Director APTL, the Finance and Resource Director, the Regen. and Property Director and other members of the regen team also attend.

Originally when set up in September 2009 the Board had seven members, of which two have been replaced and five have left their posts. **Additional members will be invited to join the group over the next three months to broaden membership to include new areas of expertise. Progress will be advised to Board at the next meeting.**

The RWG meets monthly. A wider Regen Strategy Group set up by APPCT regen team has also met at roughly 6-monthly intervals, bringing together external experts stakeholders and Board members. This wider group is now embedded in the new RWG Terms of Reference.

Recommendation 4 Update the Programme Initiation Document (PID)

The project initiation document (PID) sets out the framework within which the project is to be run, including its objectives, governance structure, roles of key individuals, business case, key metric and budget.

APPCT and LBH are still in discussion at the time of writing. A revised version is being worked on and will be circulated in draft as soon as available, for approval at the next meeting.

Recommendation 5 Update the RWG's Terms of Reference

The RWG's Terms of Reference were set at the Trust Board meeting in September 2010 and now need updating. A draft revised version is attached at Appendix 2, for comment and approval.

7.0 Recommendations

7.1 That the Board notes the contents of this report

8.0 Legal Implications

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

9.0 Comments of LBH Chief Financial Officer

9.1 The audit report on the governance review gives limited assurance to the Trust Board, with 4 priority 1 recommendations and 1 priority 2 recommendations.

9.2 It is important that these recommendations are addressed in the timescales set out in the audit report. Failure to address the recommendations could put the regeneration objectives at risk.

9.3 The Council's CFO notes the progress to date in addressing the recommendations.

10.0 Appendices

10.1 LBH Internal Audit report on Governance Review

10.2 Revised draft Alexandra Park & Palace Regeneration Working Group

Appendix 1

Attached under a separate cover

10.2 **Appendix 2: Revised draft Alexandra Park & Palace Regeneration Working Group**

Terms of Reference (July 2013)

Context

Alexandra Park & Palace is an iconic cultural and leisure destination for domestic and international visitors. Its rich historic background and special setting have resulted in both the Palace and grounds being protected by heritage listings and Parliamentary acts, preserving the status of this important Haringey landmark.

Haringey Council is the charitable trustee of APP, and discharges its functions through a charitable trust with a board of elected members of the Council, and other appointments representing stakeholders and external advisers. It currently provides an annual funding package of approximately £2.5 million to the Trust, made up of a deficit subsidy of £1.5m regeneration subsidy of £0.5m and capital spending of £0.5m. Alexandra Palace Trading Limited (APTL) generates up to £1m per annum through commercial activities, which contributes to the overall running cost of the Park and Palace and meets the cost of progressing the initial stages of the regeneration project.

In May 2013 the Trust was awarded a Stage 1 Pass by the Heritage Lottery Fund for its £24m project to refurbish the Victorian theatre and historic TV Studios. Delivering this project will be a priority for the Trust's regeneration team for the next few years, whilst continuing to pursue commercial partnerships to generate revenue and investment for other parts of the Palace.

A sizable portion of the Palace is in a poor state of disrepair. A long term prioritised maintenance plan is being commissioned to address this situation within current funding constraints.

The 196 acre Park benefitted from HLF funding in 2007 and has won the Green Flag award for several consecutive years. The potential of the Park to contribute to the regeneration strategy is being assessed.

Role of Regeneration Working Group (RWG)

The role of the Working Group is advisory to both the Trust and the Council. It will report its findings and recommendations to the Alexandra Palace and Park Trust Board (APPB) for its consideration via the Trust's Chief Executive. The Working Group will oversee the design, formulation and implementation of a sustainable regeneration strategy for Alexandra Park & Palace, which will include the delivery of a strategic master plan providing an integrated framework for the Palace and Park. This framework will deliver public benefit in accordance with the Trust's charitable objectives and develops commercial potential to make the whole enterprise more financially sustainable.

RWG Responsibilities

- To explore opportunities to maximise the regeneration potential of the Palace, promoting its iconic presence in London and identifying substantial investment in the building and park for the benefit of the people of Haringey;

- To oversee and advise on the overall management, and co-ordination of an integrated regeneration strategy and master plan for the Palace and surrounding Park;
- To advise on the approval and commissioning of work and/or agencies to undertake work as required in order delivering the overall objectives, and endorse (or otherwise) any such proposals to the Board;
- To support and challenge key work streams within the programme and monitor agreed outputs via a common project management framework approach;
- To identify and seek to mitigate /resolve risks and issues as identified by either Working Group members or related project/steering groups;
- To commission Gateway Reviews as appropriate;
- To assist with the promotion of the project to potential strategic partners;
- Within the overall agreed strategy to seek endorsement from and lobby external agencies for technical, resource and funding support;
- To provide the APPB with independent reassurance on the strategic direction of the project and to bring relevant external expertise to bear on RWG's discussions;
- To foster strong links with Council departments to ensure a collaborative, coordinated approach to regeneration which accords with Council financial regulations, contract standing orders, EU procedures and fits with strategic direction, whilst facilitating delivery of the AP regeneration plans.

Role of the Chair

- To oversee and direct the strategic objectives of the working group.
- To report to the Alexandra Park & Palace Board of Trustees via the Trust's Chief Executive
- To report to CEO LBH's Director's Group and other relevant Council groups

Meetings

- The Working Group will meet once a month.
- At approximately six-monthly intervals the RWG will meet as part of a wider forum, the Regeneration Strategy Group, which will include Trust and Trading Company board members, stakeholders, and independent experts
- The agenda papers will be sent out at least five working days prior to the meeting.

Decision Making and Recommendations

- Wherever possible, decisions will be made on the basis of consensus.
- However, to make decisions, the agreement of the chair or vice chair must be given.
- The working group will make recommendations via the Chief Executive to the APPB, where decisions are made.
- The working group has the authority to escalate any relevant issues for discussion to APPB Board and the Chief Exec LBH.
- Ultimate authority for the working group is derived from the APPB who have created this working group.

Internal Audit Report 2012/13

London Borough of Haringey

Alexandra Palace Regeneration Programme

Governance Arrangements

May 2013

This report has been prepared on the basis of the limitations set out on page 12

This report and the work connected therewith are subject to the Terms and Conditions of the Engagement Letter dated 30 March 2012 between the London Borough of Haringey and Deloitte & Touche Public Sector Internal Audit Limited under an arrangement agreed with Croydon Council. The report is confidential and produced solely for the use of the London Borough of Haringey. Therefore you should not, without our prior written consent, refer to or use our name or this document for any other purpose, disclose them or refer to them in any prospectus or other document, or make them available or communicate them to any other party. No other party is entitled to rely on our document for any purpose whatsoever and thus we accept no liability to any other party who is shown or gains access to this document.

Introduction

We have undertaken an internal audit of the Alexandra Palace Regeneration Programme Governance Arrangements.

Following formal approval by the Alexandra Park and Palace (APP) Board to create the Regeneration Working Group in September 2010, the APP Regeneration Programme has over the last twelve months completed its initial master-planning and consultation phase (May-June 2012) and has been subject to an independent Gateway review by Local Partnerships (July 2012).

The next phase of the regeneration programme will include taking decisions on key issues, including funding arrangements, market testing, investment and procurement that will influence the direction and phasing of future activities. It was therefore considered an opportune time to provide both Council and APP management with assurance that internal controls designed and placed into operation are adequate and effective in order to fulfil the statutory and stakeholder engagement governance requirements of the Palace and the Council.

This report sets out our findings from the internal audit and raises recommendations to address areas of control weakness and / or identify potential areas of improvement.

Alexandra Place is owned and run by a charity, the Alexandra Park and Palace Charitable Trust (APPCT), on behalf of the Council. The Palace was partly restored following a fire in the 1980s and there have been a number of previous regeneration schemes, the most recent in 2007, which involved handing the whole building over to a private developer. After a campaign, the scheme was subject to a successful legal challenge by a local community group and was subsequently dropped. In 2010, the APPCT Board formally resolved to drop the strategic objective of granting a long lease on the Palace to a developer.

Since that time, APPCT has taken a different approach. In early 2012, it commissioned the architects Terry Farrell Associates to prepare a masterplan which formed the basis of an extensive public consultation and focus groups with visitors, the local community and Londoners in general.

The masterplan outlines as a series of separate but related projects to regenerate the whole of the Palace. These include:

- A Heritage Lottery Fund (HLF) major grants application for refurbishment of the historically-significant BBC Studios (A and B) as a learning resource and visitor attraction and restoration of the Victorian Theatre to create a flexible, 'as found' creative space that will host a range of commercial and learning/community events - both areas are currently derelict and inaccessible; and
- Commercially-funded investment for the existing events spaces/business and building/operating a hotel on a vacant site behind the listed facade.

In addition, a conservation management plan by Donald Insall Associates has helped the APPCT formulate a sensitive approach to the historic fabric. Overall, the aim is to create a new and sustainable future for the Palace, balancing commercial uses with public benefit recognising that the two are not mutually exclusive.

Over 2,000 responses were received to the public consultation held in May/June 2012, the vast majority (87%) of which were supportive, and rated proposals to restore the BBC Studios and the Theatre as top priorities.

The APPCT has received strong support for the HLF project from a number of local community groups and schools, and significant interest from potential business partners including major national cultural organisations.

The HLF Stage One bid was submitted on 30 November 2012 for a capital grant of £16.8 million to support the total project cost of £23.9 million. The balance is to be funded by APPCT (for the initial development phase, subject to Round One approval) and while additional fundraising will be planned, it is likely that the Council will need to contribute a significant sum to support the delivery phase should the Round Two application (expected to be submitted in mid-2014) be successful.

Feedback from the HLF to date, which included a site visit in early February, has been encouraging with particular emphasis on the positive support provided by the Council's Leader and Chief Executive, who both attended all three hours of the site visit. Further feedback indicated that the group as a whole was very impressed by the potential of the project and that there were no major questions or issues to be addressed at this stage.

Key points of discussion focussed on the on-going financial sustainability of the project, support of the Council in terms of match funding and political support, and overall community benefit.

Subsequent to the completion of the field work for the audit, we were informed that the first stage of the HLF bid was successful. Procurement of the core consulting team will follow in consultation with the Council.

The HLF application is a potential catalyst that may encourage further development on the APP site and support plans to position APP as an attractive leisure, learning and entertainment-based destination, increase visitor numbers and accessibility to the site, and create a sustainable and (in the long term) financially independent future for the Palace.

The masterplan has also focussed on the possibility of developing a hotel behind the Grade II listed western façade, with an estimated capacity of between 120 and 200 bedrooms with unparalleled views over London.

APPCT is keen to see investment in the events and entertainment business and supporting infrastructure in order to fully exploit the Palace's potential as a unique and much loved London venue. Following a framework procurement process prepared by the Council, Knight Frank were appointed property advisors in February 2012 and, following a preliminary research and feasibility phase (which will be completed in mid-April), a soft market testing exercise will be conducted during May to understand market attitude and perception of the site.

The soft market testing exercise will gather comments and feedback from the market, prior to implementing a marketing strategy and procurement process.

This soft market testing exercise, by invitation only, is to cover the following key areas:

- Assessing levels of market interest - in particular whether there could potentially be appetite from a single development partner (or consortium) for taking a holistic approach towards the delivery of APPCT's aspirations;
- Obtaining views on the potential range and mix of uses for this unique location; and
- Assessing potential structures for partnering and engagement with APPCT.

Legal advice will also be a critical part of the regeneration programme's future activities, providing clarification on potential usage and development. Bates Wells & Braithwaite have been appointed to advise APPCT and work in this area is progressing.

A sense check on vision, brand and values is also currently being carried out by marketing consultant Jo Bergdahl to review the alignment of the current vision with the current and future direction of the regeneration programme as the APPCT approach major communication activities with stakeholders, clients, the public and the market over the coming months.

The agreed objective and scope of our work is set out in the Audit Brief issued on 20 March 2013.

Key Findings

Control Environment

- The APPCT Board, chaired by Cllr Matt Cooke, meets quarterly.*/**
- The APTL Board, chaired by Cllr Matt Cooke, meets quarterly.*/**
- The Statutory Advisory Committee (SAC) chaired by Mr Denis Heathcote, and the Consultative Committee (CC) chaired by Mr Colin Marr, hold joint and separate quarterly meetings.*
- The Finance, Resources & Audit Committee (FRAC), chaired by Mr Rick Wills, meets quarterly.*/**
- The Alexandra Park & Palace Regeneration Working Group (RWG), chaired by the Council's Director of Place and Sustainability, meets monthly.*


- The APPCT/APTL Chief Executive has a one to one with the Council's Chief Executive each month.
- Alexandra Park & Palace Regeneration Strategy Workshops are held every six months or so.**
 - * These bodies are all formally constituted and meetings are minuted.
 - ** Per the APPCT/APTL Chief Executive, these boards are currently being strengthened with external representation.
- A Gateway review was undertaken by Local Partnerships in July 2012, and a further review is proposed for October 2013.
- Financial policies and procedures have not all been updated to reflect the requirements of the new accounting system (installed in September 2012) and current legislation current legislation (e.g. EU procurement thresholds etc.).

Delegation of Authority and Accountability / Decision Making

- The Programme Senior Responsible Owner (SRO or programme sponsor) ultimately responsible for the APP Regeneration Programme has not been formally designated and communicated to all relevant stakeholders.
- The Terms of Reference and membership of the RWG were approved by the APPCT Board on 6 September 2010.
- This Terms of Reference indicates the role of the RWG to be 'in a non-decision making capacity'.
- The responsibilities and membership of the RWG has not been reviewed and updated to reflect the current governance arrangements following the appointment of the Chief Executive to APPCT and APTL, the APP Director of Regeneration and Property (due to commence on 22 April 2013) and the new Chief Executive at the Council.
- Highlight reports, risk logs and road maps are maintained and issued for discussion at the monthly RWG meetings.
- A detailed risk register for the HLF bid (covering development, delivery and post completion) is held by the APP Regeneration Programme Manager and a similar risk register is to be produced and maintained for the property advice stream should the soft market testing prove successful.
- The Programme Brief & Initiation Document (PID) was signed off by the RWG on 6 September 2011.
- The PID has not been reviewed and updated to formalise roles and responsibilities, accountabilities and reporting lines following the significant structural and personnel changes that have occurred at both APPCT and the Council.

Stakeholder Consultation

- Alongside the public consultation exercise which received an 87% positive response, a broad range of community, education and cultural groups were contacted and/or met with to explain the regeneration plans during the second half of 2012.
- A stakeholder list has been established to manage contacts and communication activities and this is reviewed and updated on a regular basis.
- Thirty-three letters in support of the HLF Stage One application were received from groups including resident associations, Alexandra Palace Television Society, Architectural Heritage Fund, Hornsey Historical Society, youth media charity Exposure, and major cultural players such as English National Opera and Complicite.
- Over 800 people attended the Open House day in September 2012, and engagement activities have continued since the HLF submission to raise awareness, provide updates on progress and explore potential funding and support opportunities through bodies like the Greater London Authority and UK Trade and Investment.

Audit Opinion & Direction of Travel	None	Limited	Substantial	Full
				

Area of Scope	Adequacy of Controls	Effectiveness of Controls	Recommendations Raised		
			Priority 1	Priority 2	Priority 3
Control Environment	Amber	Amber	0	1	0
Delegation of Authority and Accountability	Amber	Amber	3	0	0
Decision Making	Amber	Amber	1*	0	0
Stakeholder Consultation	Green	Green	0	0	0
Total			4	1	0

* Recommendations also raised under Area 02.

Please refer to Appendix A for a definition of the audit opinions, direction of travel, adequacy and effectiveness assessments and recommendation priorities.

Acknowledgement	We would like to thank both Council and APP management and staff for their time and co-operation during the course of the internal audit.
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Ref	Issue	Risk	Recommendation	Priority	Management Response	Responsible Officer	Deadline
Control Environment							
1	<p>Examination of the financial policies and procedures made available identified that some documents have not been updated to reflect the requirements of the new accounting system (installed in September 2012) and current legislation.</p> <p>Discussion with the APP Director of Finance and Resources revealed that the intention was to review the limits built into the new accounting system once the system had bedded in and to then update the relevant policies and procedures.</p>	<p>Where financial policies and procedures are not updated to reflect current operational arrangements and regulatory requirements, there is an increased risk that APP employees will fail to understand their roles and responsibilities within predefined limits.</p> <p>Furthermore, well written policies and procedures allow management to guide operations without constant management intervention.</p>	<p>APP management should ensure that the financial policies and procedures are reviewed and updated to reflect the requirements of the new accounting system, current legislation (e.g. EU procurement thresholds etc.) and the Council's financial regulations as appropriate.</p> <p>The financial policies and procedures should be approved by the APPCT Board and the APTL Board on a regular basis.</p>	2	<p>Agreed. Policies and procedures will be updated for the new accounting system and current legislation. A joint workshop with relevant officers at the council is planned. Where appropriate SLA's will be put in place between APPCT and LBH.</p>	Director of Finance and Resources APPCT	End July 2013.
Delegation of Authority and Accountability							
2	<p>Although the PID signed off by the RWG on 6 September 2011 (see 4 below) refers to the Council's Director of Place and Sustainability as the Programme Sponsor, we were informed in discussions with various Council Directors and with APP Senior Management that the Programme SRO is not clearly designated and has not been communicated to the relevant Council and</p>	<p>Where the Programme SRO is not clearly defined and communicated, there is an increased risk of a lack of clear senior management ownership and leadership resulting in ad hoc practices, inefficient use of resources, required actions not being taken and the programme objectives not being achieved.</p>	<p>Senior management should ensure that the individual ultimately responsible for the programme is formally designated, agreed and communicated to all relevant stakeholders.</p> <p>Note that this individual should own and maintain the APP Regeneration Programme's business case and be able to devote sufficient time to</p>	1	<p>Agreed. The CEO of APPCT and LBH will discuss and agree relevant roles</p>	CEO APPCT/ CEO LBH	End July 2013.

Ref	Issue	Risk	Recommendation	Priority	Management Response	Responsible Officer	Deadline
	<p>APP management.</p> <p>The Council's Project Management Framework states that 'The Project Sponsor is ultimately responsible ... and will:</p> <ul style="list-style-type: none"> • Show active commitment to the project by 'leading from the front'; • Review and approve project documentation (e.g. the Project Brief, Business Case, Project Initiation Document, etc.); • Receive project highlight reports and review progress of the project against the project plan and business case; • Resolve projects risks and issues; • Provide overall direction to the project manager; • Monitor and manage cost; and • Report to Management Team ... on the progress of the project. <p>Where there is a Project Board to oversee the project, the Project Sponsor and Manager report to the Board for input and approval of the points shown above.'</p>	<p>Furthermore, there is an increased possibility that an inadequate level of sponsorship commitment to the programme could result in decision-making failures due to insufficient authority to be able to resolve issues as they arise.</p>	<p>provide clear and timely direction and decisions in ensuring that the agreed outcomes are delivered and benefits are realised.</p>				

Ref	Issue	Risk	Recommendation	Priority	Management Response	Responsible Officer	Deadline
3	<p>Although the Terms of Reference and membership of the RWG were approved by the APPCT Board on 6 September 2010, it was identified that only two of the original seven members named are still in place.</p> <p>Discussion with both Council and APP management revealed that significant structural and personnel changes have occurred at both APPCT and the Council since the appointment of the Chief Executive to APPCT and APTL. The Terms of Reference of the RWG (in effect the Programme Board for the APP Regeneration Programme) has not been updated to reflect the changing responsibilities and membership of the current governance arrangements.</p>	<p>Where the Programme Board's Terms of Reference and membership are not reviewed, updated and approved on a periodic basis, there is an increased risk that lines of responsibility and accountabilities for the programme may not be clear, and inappropriate decisions and reporting disclosures may be made.</p>	<p>Senior management should ensure that the responsibilities and membership reflected in the Terms of Reference of the RWG are reviewed and updated to reflect the current governance arrangements following the appointment of the Chief Executive to APPCT and APTL, the APP Director of Regeneration and Property (due to commence on 22 September 2013) and the new Chief Executive at the Council.</p> <p>The updated Terms of Reference and membership of the RWG should then be approved by the APPCT Board.</p>	1	<p>Agreed.</p> <p>The opportunity will be taken to review the extent of external representation needed. The RWG will brainstorm the options initially.</p>	<p>CEO APPCT and Director of Place and Sustainability LBH</p>	<p>End July 2013.</p>
4	<p>Examination of documentation available for the programme identified that although the PID was signed off by the RWG on 6 September 2011 and that the minutes included the statement 'the PID would be a document that would be continually updated ...', the APP Regeneration Programme Manager (in role</p>	<p>Where this 'base' document is not updated and approved, there is an increased risk of lack of transparency regarding the justification, viability and appropriateness of the programme.</p> <p>Furthermore, there is a risk that clear lines of</p>	<p>Management should ensure that the PID is reviewed and updated to reflect current regeneration programme objectives and scope, outcomes and benefits to be realised, team structure and relationships, membership etc.</p> <p>The updated PIDs (or possibly individual PIDs for each project</p>	1	<p>Agreed.</p> <p>Consideration will be given to the structure as well.</p>	<p>Director of Regeneration and Property APPCT</p>	<p>End July 2013.</p>





Ref	Issue	Risk	Recommendation	Priority	Management Response	Responsible Officer	Deadline
	<p>since August 2012) stated that existence of this document was not known of until fairly recently. As a consequence, the PID has not been updated to reflect the significant structural and personnel changes have occurred since the appointment of the Chief Executive to APPCT and APTL.</p> <p>It should be noted however, that programme highlight reports, risk logs and road maps are issued by the APP Regeneration Programme Manager to enable review and discussion of progress at the monthly RWG meetings.</p> <p>The Council's Project Management Framework states that 'the PID gives the direction and scope of the project and forms the 'contract' between the project manager and the sponsor: its purpose is to prove that the project has a sound basis before committing resources to its delivery, and to act as a 'base' document against which the sponsor and the project manager can assess progress, project issues and the on-going viability of the project.'</p>	<p>responsibility and accountability, delegation limits, issue resolution, change request procedures, reporting disclosures, etc. are not appropriately determined, approved and communicated.</p>	<p>under the APP Regeneration Programme), together with key differences from the Council's Project Management Framework should then be approved by the RWG and the APPCT Board, and communicated to all relevant stakeholders involved in the management of the APP Regeneration Programme.</p>				

Ref	Issue	Risk	Recommendation	Priority	Management Response	Responsible Officer	Deadline
Decision Making							
5	<p>The Terms of Reference of the RWG approved by the APPCT Board on 6 September 2010 states that 'The role of the Working Group will be in a non-decision making capacity and will report its findings and recommendations to the APPCT Board for its consideration... The Working Group will report any findings or seek endorsement of the APP Board via the Chief Executive of APPCT'.</p> <p>Examination of APPCT Board minutes identified that some documents (e.g. the PID referred to in 4 above and the two change control notices) may not have been reported to and therefore the decisions endorsed at the subsequent APPCT Board meeting.</p>	<p>Where authority is inappropriately delegated, there is an increased risk that the effectiveness of the RWG could be hampered.</p> <p>Furthermore, there is a risk that decisions may not be subjected to effective scrutiny and an appropriate assessment of managing risk.</p>	<p>In updating the Terms of Reference of the RWG in 3 above, senior management should determine, within the existing legal and regulatory framework, what delegated authority, if any, the RWG ought to have.</p>	1	Agreed.	<p>CEO APPCT/ Director of Place and Sustainability LBH.</p>	End July 2013.

Appendix A – Definition of Audit Opinions, Direction of Travel, Adequacy and Effectiveness Assessments, and Recommendation Priorities

Audit Opinions




We have four categories by which we classify internal audit assurance over the processes we examine, and these are defined as follows:

	Full	There is a sound system of internal control designed to achieve the client's objectives. The control processes tested are being consistently applied.
	Substantial	While there is a basically sound system of internal control, there are weaknesses, which put some of the client's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the client's objectives at risk.
	Limited	Weaknesses in the system of internal controls are such as to put the client's objectives at risk. The level of non-compliance puts the client's objectives at risk.
	None	Control processes are generally weak leaving the processes/systems open to significant error or abuse. Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse.

The assurance gradings provided above are not comparable with the International Standard on Assurance Engagements (ISAE 3000) issued by the International Audit and Assurance Standards Board and as such the grading of 'Full Assurance' does not imply that there are no risks to the stated objectives.

Direction of Travel

The Direction of Travel assessment provides a comparison between the current assurance opinion and that of any previous internal audit for which the scope and objectives of the work were the same.

	Improved since the last audit visit. Position of the arrow indicates previous status.
	Deteriorated since the last audit visit. Position of the arrow indicates previous status.
	Unchanged since the last audit report.
No arrow	Not previously visited by Internal Audit.

Adequacy and Effectiveness Assessments

Please note that adequacy and effectiveness are not connected. The adequacy assessment is made prior to the control effectiveness being tested. The controls may be adequate but not operating effectively, or they may be partly adequate / inadequate and yet those that are in place may be operating effectively.

In general, partly adequate / inadequate controls can be considered to be of greater significance than when adequate controls are in place but not operating fully effectively, i.e. control gaps are a bigger issue than controls not being fully complied with.

	Adequacy	Effectiveness
	Existing controls are adequate to manage the risks in this area	Operation of existing controls is effective
	Existing controls are partly adequate to manage the risks in this area	Operation of existing controls is partly effective
	Existing controls are inadequate to manage the risks in this area	Operation of existing controls is ineffective

Recommendation Priorities

In order to assist management in using our internal audit reports, we categorise our recommendations according to their level of priority as follows:

Priority 1	Major issues for the attention of senior management and the audit committee.
Priority 2	Important issues to be addressed by management in their areas of responsibility.
Priority 3	Minor issues resolved on site with local management.

Statement of Responsibility

We take responsibility for this report which is prepared on the basis of the limitations set out below.

The matters raised in this report are only those which came to our attention during the course of our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of internal audit work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices. We emphasise that the responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Auditors, in conducting their work, are required to have regards to the possibility of fraud or irregularities. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas as identified by management as being of greatest risk and significance and as such we rely on management to provide us full access to their accounting records and transactions for the purposes of our audit work and to ensure the authenticity of these documents. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system. The assurance level awarded in our internal audit report is not comparable with the International Standard on Assurance Engagements (ISAE 3000) issued by the International Audit and Assurance Standards Board.

Deloitte & Touche Public Sector Internal Audit Limited
London
May 2013

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