



NOTICE OF MEETING

Alexandra Palace and Park Board

TUESDAY, 10TH JUNE, 2014 at 19:30 HRS - ALEXANDRA PALACE, ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22 7AY.

Councillors:

Membership to be confirmed at Full Council on 9th June 2014.

Non-voting representatives:

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

Observer:

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

AGENDA

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 9 & 13 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 - 24)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 13 February 2014 as an accurate record of the proceedings.
- ii. To confirm the unrestricted minutes of the Alexandra Palace and Park Panel held on 27 March 2014 as an accurate record of the proceedings.
- iii. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 8 April 2014.

6. REPORT OF THE CHIEF EXECUTIVE (PAGES 25 - 42)

Chief Executive, Alexandra Palace, to report to the Board on a number of matters as follows:

- Update on regeneration project and consultation plan for the rest of 2014
- Fundraising and sponsorship
- Trading and Events update
- Annual Review 2013/14
- Ten year Business Plan parameters
- Learning and community update

7. REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY (PAGES 43 - 50)

Report of the Director of Regeneration and Property to update the Board on matters relating to the regeneration of Alexandra Palace and Park, the fabric conservation of the Palace; the Facilities Management of the Palace; and the management of the Park.

8. REPORT OF THE FINANCE AND RESOURCES DIRECTOR (PAGES 51 - 60)

Reports of the Finance and Resources Director:

Trust Financial Results for 12 months ended 31 March 2014 - This paper sets out the provisional results for the Trust for the year ended 31 March 2014.

Trust Budget for the 12 months ended 31 March 2015 - This paper requests approval for the Trust's budget for 2014/15.

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

10. FUTURE MEETINGS

11. EXCLUSION OF THE PUBLIC AND PRESS

Item 12 is 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 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).

12. MINUTES (PAGES 61 - 66)

- i. To confirm the restricted minutes of the Alexandra Palace and Park Board held on 13 February 2014 as an accurate record of the proceedings.
- ii. To confirm the restricted minutes of the Alexandra Palace and Park Panel held on 27 March 2014 as an accurate record of the proceedings.

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

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

Non-Voting Representatives: C. Marr, V. Paley and N. Wilmott

Also present: Emma Dagnes – Commercial Director, APTL
Kerri Farnsworth – Director of Property and Regeneration, APPCT
Melissa Tettey – Head of Learning and Development, APPCT
Nigel Watts – Director of Finance and Resources, APPCT
Duncan Wilson – Chief Executive, APPCT

Kevin Bartle – Assistant Director of Finance and Section 151 Officer, LBH
Helen Chapman – Clerk, LBH

**MINUTE
NO.**

SUBJECT/DECISION

APBO339.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denis Heathcote, Richard Hooper and Bob Kidby.</p> <p>Apologies for lateness were received from Cllr Stewart.</p>
APBO340.	<p>URGENT BUSINESS</p> <p>There were no items of urgent business.</p>
APBO341.	<p>DECLARATIONS OF INTERESTS</p> <p>Cllr Hare declared a personal interest as Chair of the Alexandra Park and Palace Allotments Society.</p>
APBO342.	<p>QUESTIONS, DEPUTATIONS OR PETITIONS</p> <p>The Chair advised that a deputation request had been made by Mr Jacob O'Callaghan, relating to the Chief Executive's report at item 8 of the agenda.</p> <p>Mr O'Callaghan was invited to address the Board and expressed his thanks for the opportunity to speak. He advised that the purpose of his deputation was in relation to recommendations on use of the theatre and charges, as contained within the report of the Chief Executive at item 8 of the agenda, on which the voluntary organisations within the Palace had not been consulted. It was noted that these issues had not been brought for consideration by the joint meeting of the SAC/CC, nor had the organisations affected been consulted directly. Mr O'Callaghan therefore requested the following:</p> <ol style="list-style-type: none"> 1) That the Board defer consideration until the comments of the committees of affected organisations were received;

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- 2) That officers meet with the committees of the voluntary organisations within the Palace, in order to formulate a policy that ensures the latter's involvement in future decisions affecting them, and initiate an open discussion concerning whether some or all of their functions are now considered by the officers to be better performed directly by officers of the main charity.
- 3) That the Board note his support the setting up of a fundraising development team, and identification of "champions", provided it includes members of the existing voluntary organisations.

Duncan Wilson, Chief Executive, Alexandra Palace and Park Trust, responded to Mr Callaghan's deputation and advised that the recommendations relating to the charging policy for charities and community groups were intended only to document the approach currently adopted; there was no proposed change to the current policy and it was clear from the report that there would be no changes to the charging policy currently operated, including that in respect of Friends groups. It was confirmed that the Friends groups would continue to be consulted regarding the ongoing works to the theatre and TV studios and that Duncan Wilson was happy to come back to any of the Friends groups to discuss things further. With regard to the third point regarding the establishment of a fundraising development team, it was agreed that this point would be picked up at agenda item 6, report of fundraising consultants.

In response to a question from the Board regarding how the Friends groups could contribute to the regeneration project, Duncan Wilson advised that the outline design proposals would be brought to the Friends groups for feedback, before these were presented to the Board for discussion.

It was made clear that the deputation had been brought by Mr O'Callaghan as an individual resident, and did not represent the general view of the Friends of the Theatre.

APBO343. MINUTES

RESOLVED

- i) That the unrestricted minutes of the Alexandra Palace and Park Board held on 29 October 2013, the special meeting of the Board held on 19 November 13 and the meeting of the Alexandra Palace and Park Panel, held on 16 January 2014 be approved and signed by the Chair.
- ii) That the minutes of the Alexandra Park and Palace Advisory Committee meetings held on 10 October 2013 and 28 January 2014 be received, and the recommendations made by the Committee from both meetings be noted.
- iii) That the minutes of the joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee held on 10 October 2013 and 28 January 2014 be received.

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At the invitation of the Chair, Naomi Russell of Wonderbird gave an outline of the company's background and addressed the Board on the content of the report they had produced on the fundraising potential of Alexandra Palace.

- Key recommendations of the report included an additional fundraising target of £7m over five years or so, the need for dedicated fundraising staff and the establishment of a Development Trust or Group as an additional governance structure to support fundraising.
- Duncan Wilson advised that the key actions for the Trust arising from the report were the recruitment of fundraising staff, for which it was noted there was some provision within the HLF Stage 1 funding, and the consideration of setting up a development advisory group or board.
- In response to a question from the Board, it was reported that there had been no confirmation from the Council that they would commit to £7 match-funding, however there had been positive indication regarding the match-funding of at least £5m.
- The Board asked about the relationship between the Board and the proposed development board, and whether there would be a role for Trustees on this new body. Duncan Wilson advised that the development board would act as an advisory group with no executive functions, but would report directly into the Board and make recommendations for the Board's consideration. The Board would continue to set the strategic direction for fundraising, which the development board would be tasked with delivering. The role of Trustees in relation to the development board would need to be determined, and it was agreed in general that there was a need to clarify formally the precise relationship between the Board and proposed development board.
- Duncan Wilson advised that the intention would be to report back to the Board in June 2014 on the proposed governance structure in relation to a development board, in order to agree a way forward.
- The issue of the perception of the historic debt was raised, and it was agreed that it was essential for donors to be assured that any donations made would be used for the specific purpose intended, rather than supporting the underlying deficit.
- In response to concerns that it had not been possible to bring this item to the recent meeting of the Joint SAC/CC, it was noted that this was the very beginning of the process. While the timing had been such that it had not been possible to take it to the January meeting, it was acknowledged that the advice of the SAC/CC was needed, and this did not preclude the matter coming to a future meeting for discussion.
- It was anticipated that there would be some concern amongst the smaller groups that those donating larger amounts would have a proportionally greater influence, and that the management of the relationship between the Friends groups and the development board would be very important. It was noted, however, that the HLF would remain the most significant donor overall, with a focus on community use that was in line with the aims of the Friends. In response to these concerns, Naomi Russell advised that it was likely that most donations would come from bodies such as trusts and foundations, who would not wish to exert an active influence over the way in which affairs at the Palace were managed.

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- The Chair permitted Mr O’Callaghan to address the Board in relation to point 3 of his deputation regarding the establishment of the development team. Mr O’Callaghan stated that he welcomed the report, although had reservations regarding the issue of naming rights and strongly endorsed the point that there was a need to address the perception that money donated may go towards the debt; otherwise he was in agreement that there was a need to establish a separate development team, and hoped that the fundraising group would engage positively with the existing Friends groups.
- The Board asked about the issue of brand identity as set out in the report, and how Wonderbird saw this developing; one of the strengths of the Palace was that it represented different things to different people. Naomi Russell advised that it was intended to create a more coherent picture around community activities at the Palace as well as the commercial events, and giving people an idea of how they would spend a whole day at the Palace.
- In terms of strengthening the brand, Duncan Wilson advised that there was a need for more work to bring together the identities of the Trading Company and the Trust and to combine the messages around the commercial and community benefits. This was in hand.
- It was suggested that referring to a separate ‘development board’ may be misleading in respect of governance arrangements, and that it might be preferable to call the new body something different in order to emphasise the advisory nature of this body and its subordinate position in relation to the Board. It was agreed that this point be taken into consideration.
- Regarding the diagram of stakeholder groups, as set out at page 9 of the Wonderbird report, it was suggested that technology, innovation and future technological developments were areas missing from this picture, and Naomi Russell agreed that this was an area that could be researched further.

The Board considered the recommendations of the report and it was:

RESOLVED

- i) That APPCT consider launching a significant fundraising campaign using a small in-house team (recruiting one full time and one part time post) and some consultancy support during the development phase;
- ii) That APPCT adopt the approach of challenging the private charitable sector of matching the Council’s allocation of match funding to the HLF project, giving a new target over five years of about £7m from trusts and foundations, corporate donors and wealthy individuals;
- iii) That the Trust consider setting up a separate development advisory group to take forward this work. This would reassure donors that their gifts were being allocated to additional and worthy projects and not just supporting the underlying deficit.

In agreeing the recommendations, the Board reiterated its previously-granted approval for the Trust to commence the recruitment of a Fundraising Manager, and it was also noted that in developing the detailed governance proposals for

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	<p>consideration by the Board, an appropriate title for the 'development board' would be considered.</p>
<p>APBO345.</p>	<p>FIREWORKS PROPOSAL</p> <p>The Board considered the report on the review of the Fireworks 2013 and recommendations for the 2014 event as circulated and presented by Emma Dagnes.</p> <ul style="list-style-type: none"> • In response to a question from the Board regarding how separate ticketing for the fireworks and beer festival would work in practice, it was reported that it would be possible to buy a fireworks ticket without a beer festival ticket, but not the other way round. Having separate ticketing for the beer festival would enable greater control of numbers for this event. • In response to a question regarding whether there was any scope for increasing the overall capacity for the fireworks event, Emma Dagnes advised that this issue was being discussed with the Council's licensing team and the Safety Advisory Group. It was confirmed that the event would again operate on admission by pre-sold tickets only. • It was noted that the SAC/CC had made comments at the January meeting; Emma Dagnes advised that these were covered in the report to the Board in terms of the recognition of the issues that had arisen last year, and the lessons to be learned for future events. <p>RESOLVED</p> <ol style="list-style-type: none"> i) That the Board take note of the review undertaken from 2013, the lessons learned and how they inform the revised approach for 2014; ii) That the Board note that APTL will be the lead on the event and Slammin Events, who brought the event back in 2013, will have a production role working with Alexandra Palace suppliers; iii) That the Board note that APTL has already discussed changes to the Premises Licence for this event with the licensing authority based on the Safety Advisory Group review meeting held on the 20th November 2013, and that they are aware that approval is being sought from the Alexandra Park and Palace Board for the 2014 event. iv) That the Board note that the body of information regarding the 2013 event has been presented to the SAC and CC prior to the APPCT meeting on 28th January, and note the views of the SAC and CC as presented at the Board meeting. v) That, on the basis of the proposal in this paper the Board agree that the event should go ahead in 2014.
<p>APBO346.</p>	<p>CHIEF EXECUTIVE'S REPORT</p> <p>The Board considered the report of the Chief Executive, Alexandra Palace Charitable Trust, as circulated. Duncan Wilson presented the report, and the following points and comments arose during discussion of the report:</p>

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Theatre events run by the Trading Company

- One event had already taken place in the theatre (an advertisement shoot), and this had been very successful. It was confirmed that the Trading Company would be very selective regarding the types of events approved, and that these were likely to be small, private hire, events such as promotional shoots and a limited number of small public events.
- The intention was to use such events to raise the profile of the theatre, and to recover the costs of making the theatre safe incurred in 2013 and early 2014.
- It was confirmed that the number of public events that could be held was limited to 10 per year, as above this limit it would be necessary to apply for a Premises Licence from the Council's licensing team.

Theatre profile-raising event

- This event had been confirmed for 2 April 2014, and it was hoped that all Board Members would be able to attend. Invitations were due to be issued next week.

Charging Policy for charities and community groups

- This issue had been discussed earlier in relation to the deputation from Mr O'Callaghan. The Board was asked to confirm that they were content with the current policy.

Learning and Community Update

- Melissa Tetley advised that the research for the 'War on the Home Front' temporary exhibition and schools programme had been completed by the volunteer team and had produced some excellent information.
- There had been good feedback from the recent history tours, and there were currently over 180 people on the waiting list for future tours. It was hoped that the next round of tours could be run in April/ May 2014, and on a quarterly basis thereafter.
- It was confirmed that the exhibition would be open for 2.5 / 3 days per week, on both a pre-booked and drop-in basis.
- The Board expressed thanks to Melissa Tetley and Isobel Aptaker for their important work with the learning and community programmes.
- Nigel Wilmott felt that the volunteers leading the tours had been enthusiastic and knowledgeable, and that the script developed by Isobel Aptaker was excellent. It was agreed that the script should be circulated to the Board for information, and it was also suggested that a special tour should be arranged for the Board, SAC and CC members.

APPCT/LBH debt write off update

- It was unlikely that the situation would be resolved before the election in May, however it was hoped that there would be a favourable resolution in the new municipal year. It was noted that the position of the regeneration work at the Palace had moved on significantly since May 2013 when the

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Board had previously requested that this matter be considered by the Council, and the Board felt that there was now more evidence of the importance of the historic debt issue being resolved in order to progress the regeneration project.

- It was agreed that a letter be sent on behalf of the Board, re-stating the case for the matter to be addressed as quickly as possible. The Chair would produce a draft of the letter and circulate it to the Board for approval.
- In response to a question regarding the reason for the delay in resolving this issue, Duncan Wilson advised that initially there had been some technical questions which had required consideration by officers, but that it was understood that the decision now lay with Members.

Car park study

- Further testing would be undertaken in Spring, and a report would be brought back to the Board for consideration in June or July 2014.
- In response to a question as to whether there had been a marked change in parking patterns since the introduction of the Palace Gates CPZ, it was reported that the spaces at the east end of the Park near the station had always been busy with commuter parking, and this remained the case. One of the tests to be undertaken was whether the introduction of meters for these particular bays would cause people to park elsewhere in the Park, although it was felt that if charging were to be introduced, this would probably need to be on a comprehensive basis.

Other matters

- In response to a question regarding the historic stage machinery acquired by the Palace, as reported on in October, it was confirmed that the Palace would retain this equipment, although a decision had not yet been made as to how this would be used.
- Duncan Wilson advised that there was no update on the potential BBC documentary, as reported in October.
- It was confirmed that the Interpretation Strategy had now been submitted to consultants to develop the Plan, and that they had also been provided with Clive Carter's paper on the Baird Studio.

RESOLVED

- i) That the Board approve the use of the theatre for occasional commercial and charitable events, and confirm the policy on charging.
- ii) That the Chair draft a letter to the Council regarding the importance of resolving the matter of the historic debt, and circulate this to the Board for approval, prior to its circulation on behalf of the Board.

APBO347. REPORT OF THE COMMERCIAL DIRECTOR, APTL

The Board considered the report of the Commercial Director, APTL, as circulated. The following points were raised in discussion of the report:

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	<ul style="list-style-type: none"> • It was probable that the Palace would not be hosting the Ping Pong Championships next year, however the possibility of introducing squash into the events programme was being explored. • There were currently ten days of live music booked for the coming year, representing the strongest performance for live music bookings yet. • Work on the redesign of the Beach area had now commenced. • In response to a question from the Board, it was confirmed that the 2014 EU elections would be held at the Palace. • The Board acknowledged that the positive indications for bookings for next year was a strong sign of the business moving in the right direction. <p>RESOLVED</p> <p>That the Board note the contents of the report.</p>
<p>APBO348.</p>	<p>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</p> <p>The Board considered the report of the Director of Property and Regeneration, Alexandra Park and Palace as circulated. The following points were covered in the presentation of the report by Kerri Farnsworth, and Board discussion:</p> <p><u>Regeneration programme</u></p> <ul style="list-style-type: none"> • Duncan Wilson advised that it was particularly encouraging that the BBC were considering the Palace as a venue for forward-looking projects. • In terms of timetable, it was reported that the date for the Regeneration Strategy Group workshop had been sent for 7 April 2014, with wider public consultation set for the end of the Summer 2014. The submission of the Stage 2 HLF funding request was anticipated for December 2014. • In response to a question as to whether the meeting with the Charity Commission had taken place, as reported in October 2013, it was confirmed that this had now happened. The main purpose of the meeting had been to alert the Charity Commission that there may be a forthcoming proposal which would require public consultation. • In response to the report that Pinsent Masons had been recruited as specialist lawyers to advise on the scope and structure of the formal approach to market for the hotel-based opportunity at the western end of the Palace, the Board asked about the nature of the development partner that was envisaged for this work. It was reported that nothing was being ruled out in terms of the development partner arrangements at this stage, and that Pinsent Masons had been engaged to provide expert guidance on all options. Duncan Wilson advised that the SAC, CC and the Board would all be consulted on the eventual proposal which should be brought to the market, but made it clear that none of the areas covered by the HLF project could be offered for commercial development. It was noted that this would be a critical stage of the work, and that clear, timely reporting would be an essential element of the decision-making process. • In response to further questions regarding the procurement process for the commercial development, it was advised that this was likely to be a two-stage process, with a qualitative pre-qualification phase, producing a shortlist, followed by a secondary competitive dialogue tender stage. Outlining the options for procurement was part of the work that Pinsent

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Masons were undertaking.

- Colin Marr raised a number of points of concern. In summary, these were that he thought the brief given to lawyers to advise on the sort of development partnership the Trust might want to pursue seemed to favour a single partnership model covering both a hotel and other commercial activities in the major parts of the Palace, which he thought was inappropriate. Also that he felt the Board had not been sufficiently well informed about the approach being taken to give its full support to it, and that more consultation should have taken place.
- Duncan Wilson stated that he believed that both the SAC/CC and the Board were well aware that work was being done on the market testing exercise, but that it was necessary for such work to outline all the options as authoritatively as possible as a matter of due diligence before they were put before both groups later in the summer. This was the work which was now in progress. Every effort had been made to keep the Board fully informed to date, and it was reported that there would be further opportunity to discuss the commercial developer-partner approach, once the work of Pinsent Masons was complete.
- Kerri Farnsworth advised that it was not the case that the use of the wording 'a developer' indicated any intent that the preferred way forward would be a single developer, and that this form of wording was purely the recognised industry standard. Pinsent Masons were tasked with exploring all of the available options and reporting this back for consideration. It was emphasised that no decision had yet been made regarding the approach to be taken, and once Pinsent Masons had reported back on the options, this would be the issue for discussion by the SAC, CC and the Board.
- In response to a question regarding the role of the HLF Collections Management Planner as set out in the forward programme, it was reported that this would be an external report that would advise on the curatorial policy. It was noted that this was a requirement of the HLF.

Fabric Conservation

- The repairs required as the result of recent heavy rain and high winds were now estimated to cost around £20-30k, as opposed to the £40-60k as set out in the report. It was advised that the majority of these costs would be met from insurance.

Park update

- With regard to the proposed replacement of fencing along the boundary of Redston Field with something more robust, it was suggested that reinforcement of the bottom of the fencing only was necessary.
- Since the report had been written, a response had been received from the Council regarding Dog Control Orders; the Team Leader working on this project had left the Council and had not been replaced, and it had been confirmed that a full response would be provided by 28 February 2014.
- Since the report had been written, a discussion had been held with the Council regarding the Campsbourne Play Centre. It had been agreed that the Council would underwrite up to £75k of the cost of dilapidations, and that the Trust could therefore take on the lease. The Board welcomed this development.

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- It was reported that the tender documents for the S106 project would be issued next week, and it was intended that work commence at the beginning of May for a 10-week period.
- Due to the recent weather, the planting of poppies for the WW1 commemoration had been postponed to the last week in February. It was reported that efforts were being made through the Trust's Community Engagement and Learning team to involve local schoolchildren in the planting.

RESOLVED

That the Board:

- i) Note the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014;
- ii) Note progress on fabric maintenance;
- iii) Note the position with the current outsourced facilities management service provider and endorse the decision to continue to outsource security services;
- iv) Note the current situation with the Palace's fire detection system and delegate authority to the Chief Executive for the final decision on phased replacement;
- v) Endorse the development of a new Park vision that aligns with the masterplan prepared in 2012 by Farrells, the proposals that will emerge from the HLF project and the wider business plan for the Palace and Park;
- vi) Note the positive feedback regarding the overnight gate closures and agree to continue the policy indefinitely;
- vii) Endorse the recommendations re the Council and Dog Control Orders;
- viii) Note the updates regarding the Garden Centre, Campsbourne Play Centre, and the s106 scheme in the south east corner of the park;
- ix) Note the current position in the Garden Centre lease and underlease;
- x) Note the advice from and resolution of the Advisory and Consultative Committees;
- xi) Agree in principle to the 345 Pre-school's proposals and delegate agreement of the final details to Officers. Any agreement is to be within the confines of the existing lease and will be made in writing;
- xii) Note and endorse the proposed WW1 commemoration poppy scheme.

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<p>APBO349.</p>	<p>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST FINANCIAL RESULTS FOR 9 MONTHS ENDED 31 DECEMBER 2013 The Board considered the report on the Trust financial results for 9 months ended 31 December 2013 as circulated and presented by Nigel Watts.</p> <p>RESOLVED</p> <p>That the performance of the Trust for the nine months ended 31 December 2013 be noted.</p>
<p>APBO350.</p>	<p>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST BUDGET 2014/15 The Board considered the report on the Trust budget 2014/15 as circulated and presented by Nigel Watts. The following points were raised during discussion of this item:</p> <ul style="list-style-type: none"> • The Board asked about the Panorama Room replacement, as mentioned in the report. Nigel Watts advised that the Panorama Room occupied the site of the proposed hotel development and would therefore need to be demolished before development work could commence. Although a temporary structure, the Panorama Room was an essential space for the trading company business, and it was therefore necessary to have constructed a permanent replacement for this space elsewhere on the site, prior to the demolition of the Panorama Room, in order to provide business continuity. <p>RESOLVED</p> <p>That the Board approve the outline budget.</p>
<p>APBO351.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT There were no new items of unrestricted urgent business.</p>
<p>APBO352.</p>	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED</p> <p>That the press and public be excluded from the meeting for the consideration of agenda items 15 to 18 as they contain 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>MINUTES</p> <p>RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 29 October 2013 and of the special meeting of the Board held on 19 November 2013 be approved and signed by the Chair.</p>

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APTL PERFORMANCE

The accounts for APTL and the Trust for the nine months ended 31 December were noted.

BUSINESS PLAN

The conclusions of the business planning exercise were noted and approved.

EXEMPT URGENT BUSINESS

There were no new items of exempt urgent business.

The Board noted that this was the final Alexandra Palace and Park Board meeting for the Chair, Cllr Cooke, and for Cllr Stewart, Cllr Williams and Cllr Scott. The Board expressed its recognition and thanks for their services to the Board over the years.

The meeting closed at 10.35pm.

COUNCILLOR MATT COOKE

Chair

**MINUTES OF THE ALEXANDRA PALACE AND PARK PANEL
THURSDAY, 27 MARCH 2014**

Present:

Councillors Stewart (Vice-Chair) and Egan

Apologies Councillor Cooke and Williams

Also Present: Councillor

MINUTE NO.	SUBJECT/DECISION	ACTION BY
APSC18.	<p>APOLOGIES FOR ABSENCE</p> <p>The Democratic Services Manager – Mr Hart, advised the meeting that due to the absence of both the Chair and Vice-Chair it would be necessary to seek nominations for a Chair for the meeting, in accordance with Part Four – Section B 22 of the constitution.</p> <p>Councillor Scott nominated Councillor Egan to be Chair of the Panel meeting for the duration of the proceedings.</p> <p>There being no other nominations it was AGREED nemine contradicente that Councillor Egan be Chair of the Alexandra Palace and Park Panel for the duration of the meeting.</p> <p style="text-align: center;"><u>COUNCILLOR EGAN IN THE CHAIR</u></p>	
APSC19.	<p>URGENT BUSINESS</p> <p>Nil Items</p>	
APSC20.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interests.</p> <p>NOTED</p>	
APSC21.	<p>APPOINTMENT OF BANKERS AND APPROVAL OF NEW MANDATE</p> <p>The Chair asked for a brief introduction of the report.</p> <p>The Chief Executive – Alexandra Palace – Mr Wilson, advised the meeting that the Trust had traditionally appointed the same bankers as that of LBH, its Trustee and principal supporter. There were significant advantages to this arrangement and therefore there were no reasons to change this. Mr Wilson advised that the London Borough of Haringey had recently completed a retendering exercise for their bankers and had decide to move from Nat West to Barclays. As a consequence the Board</p>	

**MINUTES OF THE ALEXANDRA PALACE AND PARK PANEL
THURSDAY, 27 MARCH 2014**

	<p>were being requested to approve the appointment of Barclays as the Trust's bankers, and that himself and the two trustees present would sign the bank mandate form presented for signature. In agreeing to the mandate the Chief Executive advised that the following wording had been struck out</p> <p>'All individuals signing the form agree to be individually as well as jointly liable for any money owed to the Bank by the Association and for any other liabilities of the Association, actual or contingent, from time to time'.</p> <p>On a MOTION by the Chair it was:</p> <p>RESOLVED</p> <p>That approval be given to the appointment of Barclays as Alexandra Palace Charitable Trust's bankers and that the required mandate for this purpose be agreed, and signed by the two Trustees present and the Chief Executive Alexandra Palace, subject to the striking out of wording on the mandate as follows</p> <p>'All individuals signing the form agree to be individually as well as jointly liable for any money owed to the Bank by the Association and for any other liabilities of the Association, actual or contingent, from time to time.'</p>	
<p>APSC22.</p>	<p>EXCLUSION OF PRESS AND PUBLIC</p> <p>RESOLVED</p> <p>That the press and public be excluded for the consideration of agenda item 6, as it contained exempt information as defined in Section 100a of the Local Government Act 1972; paragraph 3, information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p>	
<p>APSC23.</p>	<p>AGREEMENT OF INSURANCE COVER OF ALEXANDRA PALACE</p> <p>The recommendations as set out in the report were agreed.</p>	

COUNCILLOR PAT EGAN

Chair

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**MINUTES OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE
TUESDAY, 8 APRIL 2014**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Advisory Committee Nominated Members of:

Alexandra Residents' Association	: Ms J. Hutchinson
Bounds Green and District Residents Association	: Mr K. Ranson
Muswell Hill and Fortis Green Association	: *Mr D. Heathcote
Palace Gates Residents' Association	: Mr K. Stanfield
Palace View Residents Association	: Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: *Mr D. Liebeck
1 Vacancy	

Advisory Committee Appointed Members:

Alexandra Ward	:	Councillor Beacham
Bounds Green Ward	:	*Councillor Demirci
Fortis Green Ward	:	*Councillor Newton
Hornsey Ward	:	*Councillor Gorrie
Muswell Hill Ward	:	*Councillor Jenks
Noel Park Ward	:	*Councillor Gibson
Council-wide Member	:	*Councillor Griffith
Council-wide Member	:	*Councillor Dogus

Consultative Committee Nominated Members:

Alexandra Palace Amateur Ice Skating Club	*Mr M. Tarpey
Alexandra Palace Allotments Association	*Ms E. Regan
Alexandra Palace Angling Association	*Mr K. Pestell
Alexandra Palace Organ Appeal	Mr H. Macpherson
Alexandra Palace Television Group	Mr J. Thompson
Alexandra Residents' Association	*Ms C. Hayter
Alexandra Palace Garden Centre	*Mr C. Campbell-Preston
Alexandra Park and Palace Conservation Area Advisory Committee	Mr C. Marr
Bounds Green and District Residents' Association	Mr K. Ranson
CUFOS	*Mr J. Smith
Friends of Alexandra Park	Mr G. Hutchinson
Friends of the Alexandra Palace Theatre	*Mr N. Willmott
Hornsey Historical Society	Mr J. O'Callaghan
Muswell Hill and Fortis Green Association	*Ms D Feeney
Muswell Hill Metro Group	Mr J. Boshier
New River Action Group	Miss R. Macdonald
Palace View Residents' Association	*Ms V. Paley
Vitrine Ltd - The Lakeside Café	*Mr A. Yener
Warner Estate Residents' Association	Prof. R. Hudson

Consultative Committee Appointed Members:

*Councillor Cooke
*Councillor Christophides
*Councillor Egan
*Councillor Hare

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Councillor Scott
*Councillor Stewart
Councillor Williams

Also attending

Duncan Wilson – Chief Executive – Alexandra Palace
Kerri Farnsworth – Regeneration and Property Director – Alexandra Palace
Ian Huddleston - Pinsent Masons
Felicity Parker – Clerk to the Committee (LB Haringey)

Colin Richell – as substitute for Nigel Watts
Hugh Williams – as substitute for Val Paley

**MINUTE
NO.**

SUBJECT/DECISION

APSC153	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denis Heathcote, Evelyn Regan, Nigel Willmott (Colin Richell substituted), Denise Feeney, Val Paley (Hugh Williams substituted) and Councillors Newton, Gorrie, Jenks, Gibson, Cooke, Hare and Stewart.</p> <p>Councillor Williams gave apologies for lateness.</p> <p>It was noted that the Statutory Advisory Committee was inquorate. However, as in the past, recommendations could still be made to the Board, and if necessary, ratified at the next quorate meeting.</p>
APSC154	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest.</p>
APSC155	<p>MINUTES AND MATTERS ARISING</p> <p>i) The minutes of the Joint Statutory Advisory Committee and Consultative Committee held on 28 January 2014 were approved as a correct record.</p> <p><u>Matters arising</u></p> <p>It was clarified that the ‘herras’ fencing which was referred to in the minutes as one of the concerns about the fireworks was a solid 5 metre high fence.</p> <p>ii) The minutes of the Statutory Advisory Committee held on 28 January 2014 were noted.</p> <p>iii) The minutes of the Alexandra Palace and Park Board held on 13 February 2014 were noted.</p>
APSC156	GOVERNANCE

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	<p>Duncan Wilson – Chief Executive – introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • A review had been carried out of the Consultative Committee membership and it was recommended that the following organisations be removed from the Committee’s membership: <ul style="list-style-type: none"> - Alexandra Palace Amateur Ice Skating Club (ceased to exist) - Alexandra Palace Angling Association (withdrawn) - Alexandra Palace Garden Centre (withdrawn) - New River Action Group (withdrawn) • The report also suggested that membership could be opened up to include representatives from the local education sector. • The Chair commented that membership of the Consultative Committee was open to relevant national organisations and he suggested The Victorian Society as a possible candidate. Jacob O’Callaghan suggested English Heritage, and schools from adjoining boroughs might be interested. • Duncan added that if members wanted to encourage other organisations to apply then they could do so. <p>RESOLVED that</p> <ol style="list-style-type: none"> i) The proposal to delete a body which has ceased to exist since the last review be endorsed. ii) The proposal to delete a number of bodies who have indicated that they no longer wish to send a representative be endorsed. iii) The proposal to seek representation from the educational sector be endorsed. Similarly, an approach could be made to The Victorian Society and other appropriate organisations.
<p>APSC157</p>	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Duncan Wilson – Chief Executive – introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • A number of events had taken place since the last meeting. • Although the Palace had lost the accountancy exams, a number of other events were being booked so it was anticipated that this loss would be covered by the end of the year. <p><u>Fundraising</u></p> <ul style="list-style-type: none"> • Duncan Wilson referred members to the Wonderbird fundraising report as set out in the papers. Fundraising would require significant investment and it was hoped that a Head of Fundraising would be appointed by Summer. • There was a difference between fundraising and sponsorship – sponsorship involved looking at ways of taking advantage of the Alexandra Palace brand to raise money. The Alexandra Palace name wouldn’t be ‘sold’ but could be associated with a sponsor (eg “Alexandra Palace supported by...”), although there was still some work to be done in terms of deciding which organisations

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	<p>would be appropriate for this.</p> <ul style="list-style-type: none"> • Fundraising wouldn't just be for the Palace, it was almost certain that the Park would be included as well. • Members were generally supportive but raised concerns about sponsorship and naming rights and raised concerns about possible unsuitable associations. Names like Studios A and B were historic and informative and should not be compromised. In response, Duncan Wilson said that a number of well known establishments had sponsored rooms, e.g. the Royal Opera House and at Greenwich. Some areas of the Palace and Park would be more suitable than others for sponsorship, but until it was known what offers might be available then it was best to have an open mind. The Committee would be kept informed of developments. <p><u>Learning and Community</u></p> <ul style="list-style-type: none"> • There had been a good response to the history tours. It was intended that they would continue on a quarterly basis. • The Transmitter Hall had been refurbished as part of the WW1 project. The exhibition would be opened in September 2014. <p><u>Volunteering Update</u></p> <ul style="list-style-type: none"> • It was reported that the Volunteering Handbook had been circulated to Committee Members, but some Members were concerned that it had not yet been sent to the Friend groups for their consideration as had been expected. • The Chair drew attention to the adverse comments on the Haringay Online forum about the appeal for a volunteer photographer. Other Members noted that there had been particular criticism about the demand that volunteer photographers must surrender copyright to the Palace – and suggested that instead, the Palace could be granted rights for free reproduction. <p><u>Casino</u></p> <ul style="list-style-type: none"> • Members commented on recent stories that had suggested there might have been a change of policy with regard to having a casino at Alexandra Palace. Members were reassured by the Chief Executive that there had been no change in policy and that there would be no casino. <p>RESOLVED to note the report and concerns raised.</p>
<p>APSC158</p>	<p>REGENERATION POLICY</p> <p>The Chair introduced his report as set out and he explained that his purpose was to clarify aspects of regeneration and commercial development that had given some members cause for concern in recent months. He introduced the five areas that required clarification and acknowledged that the Chief Executive's subsequent report helped in this aspect and he welcomed it.</p> <p>In discussion it was acknowledged that the areas of the Palace assigned for specific usages were still as defined by the 1985 Act and the purposes of the 1900 Act of free (as in affordable) recreation, education and entertainment still applied to the whole Palace and Park (apart from the hotel area).</p>

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It was further acknowledged that the recent summary statements of Farrell's masterplan, which was in terms of basic distinctions between areas dedicated to commercial, or community use, was an over-simplification.

NOTED the responses from Duncan Wilson:

- The scope for a further HLF bid

There were projects which went beyond the HLF bid that might require HLF funding, for example the WW1 project. However, any major capital grants would need to wait until the current HLF project was complete.

All funding bids needed to be supported by financially viable business plans, and evidence of this had to be presented to the HLF in order to reach further stages.

- The extent to which the HLF funding might inhibit commercial development opportunities

The HLF would not provide funding to straightforward commercial activities, so there needed to be a balance between commercial and community activities.

- The areas of the Palace seen as having potential for commercial development

It was important not to be closed minded with regard to commercial development, as it was possible to have both commercial and charitable activities at the same time.

If the Palace were serious about building a hotel then consideration would have to be given as to how to entice a developer, and this may include giving them some influence over what happens elsewhere in the Palace.

- The scope for redevelopment partnership opportunities

It should be recognised that a lot of capital would need to be raised to invest in the building – event spaces would need to be renewed in order to continue usage. It may be possible to reach a long term agreement with current event promoters if the event spaces were improved.

It would be likely that any developers would want to have some say over the types of events that would take place at the Palace.

Duncan Wilson introduced his report as set out. He introduced Ian Huddleston from Pinsent Masons, an advisor on real estate law.

One point that emerged in discussion were members' concerns about Alexandra Palace and Park in its entirety being included by Haringey Council in a recent 'Property Fair / Sitematch', which was thought to be inappropriate.

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	<p>NOTED:</p> <ul style="list-style-type: none"> • The HLF had made it clear that they would like to see an arrangement with a commercial operator to demonstrate that the Palace was sustainable. • A simple solution to this would be to find a developer who was prepared to provide the money to build a hotel. So far there had been more interest from potential hotel operators than developers with investment capital. • Ian Huddleston added that it would be an evolutionary process. The initial project to take to market would need to be a simple proposition, and may comprise looking at a hotel with an operating agreement over events. • Any Charity Commission-led consultation could take a year to determine. • Once an answer had been received from the HLF on the 2nd round application it could give an incentive to a developer. • Market testing was planned to begin in September 2014. • There would be clarification by the Chief Executive as to the extent of the areas on offer. <p>RESOLVED that the recommended approach as at most likely to meeting the Trust's objectives and secure investment of the magnitude needed on terms acceptable to the Trust be endorsed.</p>
<p>APSC159</p>	<p>REPORT OF THE REGENERATION AND PROPERTY DIRECTOR</p> <p>Kerri Farnsworth – Regeneration and Property Director - introduced the report as set out.</p> <p>NOTED:</p> <ul style="list-style-type: none"> • The HLF project team was in now in place. • A regeneration strategy workshop had been held on 7 April to present initial thoughts and principles. • A framework activity plan had been put together to identify activities for the running of the Palace following the regeneration work. More information would be provided to the Committee in due course. • The design team were currently working on concept designs, and a statutory public consultation would take place in the second half of September. The design proposals would be available for the next meeting. • Purcell were finalising the 10 year fabric maintenance plan – this would be a priority ordered plan which would require capital funding in order to carry out the work. • The work on the Campsbourne area would take another 2-3 months to work through. • The owner of Little Dinosaurs has submitted a planning application to the Local Authority for three areas of work – infill of the back wall, triangle of Astro turf to cover the muddy area and the construction of a climbing frame. Duncan Wilson pointed out that the Board had considered the position on both the proposed astro turf and the filling in of the perimeter timber wall and had agreed the proposals which had appeared in the planning application, in May 2013. Although the Joint SAC-CC had considered the general approach in May 2013, its endorsement then had been conditioned by concerns about

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	<p>some aspects and these had been minuted. The location of the climbing frame had moved since the Committees had seen the original plans, and would need to be brought back before landlord's consent was decided on.</p> <p>It was noted that some members were unhappy about the fact that the final application had been put in without prior sight by the SAC and CC chairs, as had been agreed, and were still unhappy with aspects of the proposal, including the climbing frame, use of Astroturf and signage.</p> <p>RESOLVED to note the report.</p>
APSC160	NON-VOTING BOARD MEMBERS FEEDBACK
	None.
APSC161	ITEMS RAISED BY INTERESTED GROUPS
	None.
APSC162	ANY OTHER BUSINESS OR URGENT BUSINESS
	None.
APSC163	DATES OF FUTURE MEETINGS
	NOTED the dates of future meetings.

The meeting ended at hrs

Colin Marr

Chair

Signed by the Chair

Date

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Alexandra Park and Palace Board

On 10 June 2014

Report Title: **Chief Executive's report**

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

1. Purpose

1.1. To report to the Board on a number of matters as follows:

- Update on regeneration project and consultation plan for the rest of 2014
- Fundraising and sponsorship
- Trading and Events update
- Annual review 2013/14
- Ten year Business Plan parameters
- Learning and community update

2. Recommendations

2.1. That the Board notes progress in a number of areas, in particular the budget and consultation plan for the HLF scheme (Appendix 1);

2.2. That the Board approves the new Sponsorship Policy at Appendix 2, noting the SAC and CC's advice reported in the minutes;

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



3. Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park 020 8365 4340

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

N/A

5. Local Government (Access to Information) Act 1985

N/A

6.0 Background

6.1 Regeneration project

Overall design progress and cost plan

The design development of the HLF project is now on course for completion of RIBA stage 2 (Concept design) and associated cost plan by 5 July, which should allow us to present it at the next Board meeting on 22 July, after discussion at the Statutory Advisory and Consultative Committees on 8 July. After allowing for an estimated increase of building cost inflation to 11% (amounting to £699k, which would need to be reflected in our Round 2 HLF bid) we are close to our HLF Round 1 budget, with construction cost of the current design estimated at £16.37m as against £16.33m in the bid.

The professional fees and consultancy provision in the HLF project budget has been increased to £4.81m from £4.42m. This additional allocation is covered by the Trust's existing regeneration budget agreed by the Borough, and has been necessary to provide for additional requirements such as specialist measured surveys and a strategic transport assessment, not originally provided for when the HLF project budget was set in 2013.

The cost consultant's summary of the total (ie 2013-2017) HLF scheme budget to date is as follows:

Cost heading	Current estimate (£m)	HLF Round 1 submission (£m)	Difference (£m,%)
Building works	16.370	16.333	+0.037 (+0.23%)
Design and other fees	4.806	4.420	+0.386 (+8.73%)
Risk allowance	1.952	2.058	-0.106(-5.15%)
Inflation provision assuming completion 2017	1.805	1.107	+0.698 (+63.1%)
TOTAL	24.933	23.918	+1.015 (+4.2%)

The assumption is that our Round 2 bid to the HLF will include an uplift for inflation. The extra allowance for design and other fees is already provided for.

It is worth reiterating that this cost plan would cover only a "basic" scheme, and provides a limited allowance for the interpretation plan for the TV studios and the theatre fit-out plan. The team is developing designs for a more ambitious scheme for both the television studios and the theatre should more funds become available.

A more detailed report is given by Kerri Farnsworth later on the agenda

6.2 Consultation plan for 2014

During the rest of 2014 we have to develop an Activity Plan, covering how the new spaces will be used and run, and detailed and costed designs which can then be put to HLF with our round 2 bid. If successful they will form the basis of a competitive tender to appoint a building contractor later in 2015, for completion and opening during 2017.

The public consultation during 2014 will be critical not just to the HLF's view of the bid and the outcome of our planning and Listed Building Consent applications, but also to how successful the scheme is when it opens. It concerns both audience research and public approval. A chart covering the process is attached at Appendix 1, incorporating key dates for SAC/CC consultation and Board decisions. This will be explained further at the meeting.

Trustees will be invited to consider and approve this approach to the consultation process, and to note the budgetary position on the HLF project.

7.0 Fundraising and sponsorship progress

Fundraising

- 7.1 Emma Dagnes is taking the operational lead on both these initiatives, and her job title has been changed to "Commercial and Development Director" to reflect this.
- 7.2 We have appointed our fundraising strategy consultants Wonderbird to provide interim support to initiate the fundraising programme. This will allow us to build momentum pending the appointment of a fundraising manager. It has proved difficult to identify suitably high calibre candidates for this role, but we intend to re-advertise later in the summer once further progress has been made.
- 7.3 We now have a target list of up to ten high priority trusts and foundations and we are opening up discussions with them prior to making formal applications later this year.
- 7.4 Bob Kidby has offered to help in identifying particular well connected individuals to act as "fundraising ambassadors" for the Trust. Bob has served on a number of fundraising bodies himself and is familiar with the type of individual we might need. Candidates will be presented to the Board for approval once identified.

Sponsorship

- 7.5 We have developed a draft Sponsorship Strategy covering both the Trust and the Trading Company. The Sponsorship Strategy addresses how we can realise the potential in commercial partnerships with corporates; although it is not charitable giving (fundraising) it needs to be pursued alongside a separate fundraising strategy, so that the Trust and Trading Company speak with a single voice to sponsors and donors.
- 7.6 The sponsorship Strategy at Appendix 2 was put to the SAC and CC for discussion and advice to the Board at their meeting on 8 April, and the minutes reflect that discussion. The SAC and CC were broadly content, although there was sensitivity over naming rights associated with certain historic spaces which we acknowledge. **Board approval of the strategy is requested.**

8.0 Trading and Events update (Emma Dagnes Commercial and Development Director)

8.1 Events calendar

These are the main highlights from the first quarter events business

Live Music

- Jake Bugg has launched and initial ticket sales are looking promising
- Vans Warped Tour have moved to February 2015

Filming

- Alexandra Palace & Park was Film London's location of the month
- John Lewis recently filmed their 150th advert in the Park
- Coca Cola commercial is confirmed for September in the Great Hall

Public Events

- The Knitting and Stitching show have confirmed an extra day so this is now a 5 day event
- Edible Garden are staying in their contracted March dates in 2015
- Big Burn have struggled with ticket sales and have had to cancel their event

Conferences

- Tesco have confirmed 2 additional events and are growing as a new corporate client

8.2 Fireworks

The Fireworks will return on Saturday 1st November and the Safety Advisory Group is due to meet Monday 23rd June. Until that meeting has happened none of the proposed plans for the event will be confirmed. However specific proposed changes to the 2014 event include using contractors who already work at Alexandra Palace including but not limited to security, and health and safety and traffic management. The Beer Festival will become a separately ticketed event similar to the successful Ice Skating sessions last year and this will allow improved control on numbers. Furthermore the beer festival bars will be run by our live music out- sourced bar provider who has the infrastructure to manage large numbers of people within short spaces of time. Significant improvements will also be made to the funfair offer including a children's funfair with more traditional rides in the lower half of the site. Complaints from last year are regularly referenced as part of the planning process for 2014.

A detailed report regarding the plans for the fireworks will be brought to the July APPCT meeting.

8.3 APTL 2013/14 and focus for 2014/15

APTL's objectives were challenging in 13/14 and highlighted the need for resources to be assigned to ensure objectives were measured and monitored consistently throughout the year. Based on the projected outturn of financial year 13/14 the trading company has delivered against its financial targets.

Significant improvements have been made to customer service approaches and strategies but the year has presented challenges which have demonstrated that there is more work to be done in this area.

The capital challenge fund (which allowed staff to put forward ideas for investment in projects with a quick commercial pay back) was successful with investments having a significant impact on both P&L profit margins and the improved presentation of the venue to prospective clients. We know for example that without the investment in minor upgrades including painting works, the Pret a Manger event would not have gone to contract.

The work undertaken to Invest in Our People highlighted the need for further integration of the Trust and Trading Company (internally) as we grow our businesses. Blue Rubicon have been commissioned to undertake a review of the current status and develop a roadmap for improvement. This project will be developed and integrated over a period of 12 months. Specifically it deals with HR matters such as a holistic induction plan that can be used for all staff and in greater detail key messages and values which staff should work to on a daily, monthly and yearly basis.

2013/14 has been the first full trading year of the new APTL Senior Management Team. There have been many highlights and successes to celebrate and the year has presented its fair share of challenges including the fireworks. Lessons have been learnt and developed into improvements for the future. For example 2014/15 will see key strategic projects such as a Sponsorship, Visions & Values Strategy and a Staff Engagement Strategy embedded to continue to strengthen the organisation internally whilst presenting an ambitious and forward focused organisation externally. APTL will continue to challenge itself to improve its offer in a competitive market place but is confident that it can reach its 14/15 targets.

9.0 **Annual Review 2013/14**

- 9.1 The intention is that for 2013/14 we follow the format established last year for the publication of the Annual Review. This was the first such publication to contemporary design standards and worked well throughout the year as a publicity vehicle for both Trust and Trading Company.
- 9.2 The theme this year will be “Facing the Future” and we will be showcasing our Heritage Lottery Fund project and related learning, community and volunteering programmes.
- 9.3 The aim is to have the final text considered by the Board on 22 July subject to final clearance by the auditors and approval by the Chair. The aim would be for publication in August. We have budgeted £5k for production and design costs, in line with last year.

10.0 **Ten year Business plan parameters**

- 10.1 We are also aiming to bring a high level ten year look at our financial situation to the Board in July. We are targeting greater financial sustainability of the Trust, on the following assumptions:
- (i) That the long term aim is that running of the Palace is paid for by commercial activities within our charitable remit to provide public recreation
 - (ii) That the net running cost of the Park as a free public Park continues to be met by the Borough
 - (iii) That any other learning and community programmes are financed by grant or external funding eg from Trusts and foundations
 - (iv) That capital is raised to meet the cost of backlog repairs to the fabric and investment in replacing outdated and redundant equipment and services
 - (v) That private/public investment is also sought in income generating projects to develop new facilities yielding apposite return
- 10.2 The challenge is that the cost of raising, repaying and servicing the debt at (iv) may mean that our financial sustainability target at (i) is unrealistic, especially given the condition and sheer scale of the fabric, and the age of the infrastructure.

10.3 Our draft may highlight some of these issues, and we will attempt at least to assess the size of the challenge on the basis of Purcell's Fabric Maintenance Review which we are now translating into a (modest) annual programme of fabric repairs. **Trustees are invited to note and comment on this approach**

11.0 Learning, community and volunteering update (Isobel Aptaker Learning Officer, Mel Tetley Head of Learning and Community)

11.1 History Tours – 12th & 13th April

Alexandra Park and Palace Charitable Trust (APPCT) welcomed 480 people on History Tours of the Palace on Saturday 12th and Sunday 13th April. Tickets went on sale first to people on the waiting list followed 48 hours later by an e-shot to people signed up to our newsletter. The 2 days of tours sold out within 48 hours and a new waiting list of 214 people has already been created for the next tours. Over the two days a team of over 20 volunteers assisted with the delivery of the event, their feedback has been collated and will be used when planning future events.

Over 300 evaluation forms were completed, 99% of those attending enjoyed their visit with only 10% saying the History Tours were their first visit to the Park or Palace.

This financial year the Palace has welcomed 1,100 people on 5 days of tours.

11.2 Lifelong Learners

For groups of up to 30 Alexandra Palace offers a 45 minute talk exploring 150 years of Park and Palace history (including archive photos and footage from the BBC) in the Transmitter Hall followed by a 1 hour tour of the building. The tour route changes depending on events booked in the diary.

This financial year the palace has welcomed 4 groups with 129 people in total.

11.3 Schools

Interest in our core learning programme of 3 workshops remains high, since March 2013 we have engaged with 440 pupils from 11 local schools. Information about the learning programme will be included in the July Haringey Schools bulletin to raise awareness of our learning programme and promote our workshops.

To encourage schools using the ice rink as an end of year activity we have created a discounted price for skating for groups who taking part in the learning programme. 2 schools have already booked this package and a number of other schools are looking into available dates.

The new primary national curriculum will be implemented from September, to assist with the development of new workshops APPCT is creating a volunteer opportunity for a PGCE student or NQT to investigate how the changes will affect school visits and brainstorm ideas for new workshops linking the history of the Palace to the new History, Citizenship and English syllabus. We are looking for this work to be completed by July to ensure time to pilot and promote the new workshops for schools at the start of the academic year.

A number of projects are being developed to pilot with local secondary schools including a Victorian STEM (Science, Technology, Engineering and Maths) workshop, BBC workshop alongside our 2014 learning programme.

11.4 **Alexandra Palace: War on the Home Front**

All refurbishment work to the Transmitter Hall has now been completed, furniture has been purchased for use by school groups and an interactive white board has been installed.

The research team of 6 volunteers has been visiting local and national archives creating a catalogue and transcribing material relating to the Park and Palace as a refugee and enemy internee camp. At a team meeting on April 4 themes were identified for the interpretation panels "The Palace", "Refugees", "Internees" and "significant individuals". Detailed research noting where information about each theme is situated is expected to have been completed by the last week in May. Work will then commence writing the interpretation panels and accompanying booklet, programming the yearly schedule of events and developing the learning programme.

The 2014 learning programme will be presented to the Primary Head Teachers Forum on 11th June and information sent via email to the Secondary Forum.

Dr Johnson's House in Gough square has offered us two display cases free of charge for the temporary exhibition in the Transmitter Hall. The Curator and I are working on a plan to move the cases in July once their temporary exhibition has finished. A MA UCL student will be starting at the Trust two days a week from Tuesday, 27th May – she will be assisting with the documentation to be sent to the private collectors who are loaning objects.

Work has commenced exploring the possibility of borrowing two George Kenner paintings from Bruce Castle for the first six months of the exhibition (September 2014 – March 2015) followed by one painting from the Imperial War Museum for the second half (March – September 2015). The exhibition will open with a private view on Monday, 15th September which marks 100 years since the Belgian refugees arrived at the palace.

11.5 **Events**

During meetings with new clients the Trading Company now promote the learning opportunity to explore the possibility of add-ons to contracts. A school workshop has been offered to Heartlands High with the theatre company rehearsing Macbeth and a stall has been offered at the Big Bang Exhibition in July to promote our programmes for schools.

11.6 **Community Update**

For the second year running as part of a community engagement programme on 4th June Alexandra Palace will be hosting Haringey Metropolitan Police's Volunteer Recognition Event in conjunction with National Volunteer Week. VIP's from across the Borough alongside members of the force and volunteers will be arriving for a series of presentations, awards and a formal dinner with a bespoke tour of the Palace.

11.7 **Volunteer Update**

Currently the Palace has 40 active volunteers supporting the Learning and Community Team in a variety of roles these include WW1 Researchers (see 11.4), History Tours Volunteers, History of the Palace Researchers, Volunteer Co-ordinator and Learning Administrator Volunteers. Since September 2013 volunteers have donated an

estimated 1035 hours, and as a thank you for their contribution in conjunction with National Volunteer Recognition Week a joint social event has been organised for volunteers and AP staff.

Trustees are invited to note progress and activity on our Learning and Community programmes

12.0 Legal Implications

12.1 The Council's Assistant Director, Corporate Governance has been consulted in the preparation of this report, and has no comments save to note that as regards the Sponsorship Policy, account has been taken of the Council's current Advertising and Sponsorship Policy at the drafting stage, and that legal advice will be sought prior to entering into any form of sponsorship agreement".

13 Financial Implications

13.1 The Council's Chief Financial Officer notes the contents of this report. The Boards attention is drawn to the challenges facing the Trust in appointing a suitable fundraising manager (para 7.2). This is a critical post in ensuring the successful delivery of the regeneration schemes. The Chief Finance Officer supports the extension of the current business plan to cover a longer 10 year period which will be presented to the Board in July.

14 Use of Appendices

14.1 Appendix 1 HLF project consultation plan

We are now entering another phase of public consultation in respect of the Heritage Lottery Fund scheme. We will also need to decide in the autumn on our market testing programme.

We have concentrated the programme on June/July and September/October 2014, assuming people will be more difficult to reach in August. There are several different aspects to the consultation:

- (i) **Activity Plan.** The Activity Plan is a very important part of our HLF project. We have appointed consultants Tricolor to help us develop the plan, together with the HLF design team, in particular Barker Langham who are developing the Interpretation Strategy and Business Plan. The end product of this work will be a detailed plan for the design and operation of the visitor experience in the TV studios and the day to day running of the theatre and East Court. To feed into this process it is important that we talk to the public - our potential customers and users – about their expectations to see how we can meet them, within the constraints of design and financial feasibility. This phase of the consultation which will reach the general public, community groups and schools, and our established stakeholders, will last until the beginning of July at which time our “Concept Design” phase will be complete. The Activity Plan itself will be complete at the beginning of September.
- (ii) **Concept Design (RIBA stage 2).** The design team are working to completion of the Concept Design by the second week in July, in time for a presentation to SAC/CC and Board. This will outline the basic design proposals for the TV studios, the theatre and the East Court. The proposals will be fully costed, so any options and choices can be considered in that light and before detailed design progresses very far.
- (iii) **Developed design (RIBA stage 3).** This will be the basis of the HLF Round 2 submission in December 2014. Firm choices as to the details of the scheme we will be procuring, subject to the outcome of our HLF submission (March 2015) need to be made at this stage. This scheme will be fully costed by our consultants– although of course the actual cost (and therefore scope, given fixed budgets) will depend on responses to our invitation to tender in 2015.
- (iv) **Planning and Listed Building Consent.** A formal application to the Borough will need to be made in the first week in November 2014 so that the decision, which may take three months, will be known before the HLF decision on our Round 2 bid. A decision will be made in the light of any advice from English Heritage.

- (v) **Market testing of hotel: Pre-Qualification Questionnaire and Invitation to Tender.** At this stage the SACX/CC's advice will be sought for a Board decision on the text of the PQQ and ITT, which will be issued subject to Board decision under European Union public procurement (OJEU) rules

The principal periods of consultation over the rest of 2014 are shown on the spreadsheet below.

(Excel spreadsheet)

14.2 Appendix 2 Proposed Sponsorship policy

Alexandra Park and Palace Sponsorship Policy

EXECUTIVE SUMMARY

Most events venues, including many run by local authorities, now see sponsorship and naming rights as an essential income stream. If Alexandra Palace is to compete with other venues as it must, and generate sufficient funds to invest in restoring and updating its fabric and facilities, this issue now needs to be addressed.

This policy does not deal with individual event sponsorship, e.g. for the darts or Red Bull's outdoor events, which is already handled by event promoters and is part of their package.

The proposed policy below addresses the parameters which we should adopt in considering proposals for sponsorship, including those associated with naming rights. It also articulates the definitions of sponsorship including category sponsors and partners. We have suggested below some ways of approaching this which would protect Alexandra Palace's values whilst allowing us to raise significant sums from associations with companies or brands whose image would reinforce our own.

The policy also outlines the approval structures for sponsorship opportunities by the Board of Trustees

SPONSORSHIP POLICY

Introduction

The purpose of this sponsorship policy is to outline the framework which Alexandra Park and Palace employees, agencies and consultants will work to when investigating, negotiating and securing sponsorships and partnerships on behalf of Alexandra Park and Palace. The policy also outlines the approval structure which any opportunity would need to undergo to achieve final approval.

Disclaimer

Due to the nature of the business at Alexandra Park and Palace, there needs to be proper demarcation between sponsorships and partnerships entered into on behalf of the organisation and those sponsorships and partnerships which are brought to Alexandra Park and Palace by event organisers, promoters and other clients. This policy is only relevant to those agreements which require Trustee Board Approval and do not refer, restrict or constrain those sponsorships and partnership entered into by our clients. For the avoidance of doubt examples would be, Ladbrokes sponsorship of Darts, Holland Heineken House, Redbull Soap Box Derby, partners who support or sponsor exhibitions and all other events at Alexandra Palace and Park (this is not an exhaustive list).

Objectivesⁱ

- To ensure that our position and reputation are adequately protected
- To ensure that we adopt a consistent and professional approach

- To ensure best value is obtained and provided in sponsorship and partner arrangements – including any arrangements made where we receive either money or a benefit in kind
- To protect the Trustees, Members and employees of the organisation from allegations of inappropriate dealings or relationships with sponsors

We will actively seek opportunities to work with both local and national organisations by identifying sponsorship opportunities of mutual benefit and which are in keeping with our strategic priorities and core values.

We welcome all opportunities to work in such partnerships. We will not, however, put ourselves in a position where it might be said that such a partnership has or might have or may be thought to have:

- Aligned Alexandra Park and Palace with any organisation which conducts itself in a manner which conflicts with our values
- We retain the right to decline sponsorship approaches from organisations or individuals or in respect of particular products which we, in our sole discretion, consider inappropriate
- We will agree with the sponsor the nature and content of the publicity and will retain the right to approve all advertising material

Alexandra Park and Palace considers certain product and services prohibitedⁱⁱ in relation to sponsorship and partnerships specifically relating to the organisation Alexandra Park and Palace. They include the following:

- Adult services i.e. sexually orientated products or services
- Tobaccoⁱⁱⁱ
- Weapons, violence or anti-social behaviour of any description

In addition, we will not accept sponsorships and/or partnerships that:

- Conflicts with the core values or policies of the organisation
- Discriminate on the grounds of age, race, colour, national origin, religion or belief, sex, sexual orientation, gender reassignment or disability
- Do not comply with the law or incites someone to break the law
- Do not comply with the British Code of Advertising, Sales Promotion and Direct Marketing
- Depicts men, women or children in a sexual manner, or displays nude or semi-nude figures in an overtly sexual context
- Depicts or refers to indecency or obscenity, or uses obscene or distasteful language
- Contain images or messages which relate to matters of public controversy and sensitivity

Structure of Sponsorships and Partnerships

Sponsorships

The term “sponsorship” refers to any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored party, contractually provides financing or other support in order to establish an association between the sponsor’s image, brands or products and a sponsorship property, in return for rights to promote this association and/or for the granting of certain agreed direct or indirect benefits.^{iv}

In the case of Alexandra Park and Palace sponsorship would breakdown into three possible structures (not mutually exclusive):

1. Naming rights
2. Sponsorship categories
3. Partnerships

1. Naming Rights

Recent examples of naming rights include Wembley Stadium connected by EE, O2 Arena Greenwich, Phones 4 U Manchester Arena, SSE Hydro and Echo Arena Liverpool.

Allowing brands to position their name prior to the name of the asset achieves maximum financial benefit. However due to the iconic standing of the name "Alexandra Palace" the policy recommends a commitment to holding the name Alexandra Palace first with the following examples of how it might be positioned.

Alexandra Palace powered by.....
Alexandra Palace connected by.....
Alexandra Palace partnered by.....
Alexandra Palace supported by.....^v

2. Sponsorship Categories

Opportunities will be sought to achieve "lifestyle" sponsors: examples could be car manufactures, electronics, technology, and travel companies. These sponsors would be a second tier with activation of their brands taking place through presence at events, on our website, on social media, and signage and branding within the building (for example around the Ice Rink). There is an acceptance within this policy that areas under the HLF scheme, BBC Studios, Theatre, East Foyer would have particular sensitivity due to associations already in place for example "BBC" and historic value.

3. Partnerships

Brands enter into partnerships with Alexandra Palace as official providers of a product or service. For example Heineken is Alexandra Palace's official beer provider and their brands are sold at all events. There may be further opportunity for partnerships within the Food and Beverage sector in particular that would relate to products being sold in the Bar & Kitchen and Ice Rink Café.

There can be a number of variations on the above but the policy is outlining the options which can be investigated on behalf of the organisation under the title of "sponsorship".

4. Procedures and Approval Structures

Employees, consultants and agents working on behalf of Alexandra Park and Palace must consider this policy when entering into discussions with potential sponsors and partners. Any discussions with potential sponsors which develop further than the initial stages of interest will be referred to the Executive for further investigation, due diligence and development.

Sponsorship opportunities which have moved into negotiation terms will be presented to the Trustees for discussion, challenge and approval. It is accepted that in certain

circumstances extraordinary meetings may have to be held so opportunities or important milestones within a negotiation timeframe are not missed.

Legal advice will be obtained in advance prior to completion of sponsorship agreements. It is recommended that all potential sponsors are referred to this policy. Before agreeing to any sponsorship opportunity all financial costs and benefits must be identified, including the sponsorship equivalent value of any sponsorship in kind.^{vi}

ⁱ Variation on Haringey Council's sponsorship policy

ⁱⁱ relating only to sponsorship on behalf of Alexandra Park and Palace and not to sponsorships or partnerships undertaken by our clients

ⁱⁱⁱ This does not include electronic cigarettes

^{iv} ICC consolidated code of Advertising and Marketing

^v This is not an exhaustive list

^{vi} Policies and Documents referenced in development of the Alexandra Park and Palace

Sponsorship Policy:

Haringey Council Advertising and Sponsorship Policy 2013

International Chamber of Commerce consolidated code of Advertising and Marketing

BBC advertising and sponsorship guidelines 2013

London Legacy Development Corporation Procurement Code 2012

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	2014																															
	June				July				Aug				Sept				Oct				Nov				Dec							
	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22			
<i>Week beginning</i>																																
General public																																
Expert stakeholder groups																																
Statutory consultees																																
Schools and HE																																
Community groups and HAVCO																																
Residents' groups, Area Forums																																
SAC/CC																																
APP Board																																

Key to types of consultation:

	Activity plan core consultation
	Activity plan extended consultation
	Concept design (RIBA 2) and cost plan
	Developed design (RIBA 3) and cost plan
	Planning and Listed Building Consent applications
	Text of hotel market testing Pre Qualification Questionnaire and Invitation to Tender

Key dates:

History tours (general public)	12/07/14-13/07/14
Open House weekend (general public)	21/09/14-22/09/14
RIBA Stage 2 design completion	2/07/14
RIBA Stage 3 design completion	11/09/14
SAC/CC meetings	8/7/14, 7/10/14
APP Board meetings	10/6/14, 22/7/14, 28/10/14

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Report Title: **Report of the Director of Property & Regeneration, Alexandra Park and Palace**

Report of: Kerri Farnsworth, Director of Property & Regeneration, Alexandra Park and Palace
(presented by Duncan Wilson, Chief Executive)

1. Purpose

1.1 To update the Board on matters relating to the regeneration of Alexandra Palace & Park; the fabric conservation of the Palace; the Facilities Management of the Palace; and the management of the Park.

2. Recommendations

2.1 That the Board:-

2.2 Notes the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014.

2.3 notes progress on fabric maintenance, facilities management service provision and commercial leases/licences

2.4 agrees a variation to the existing Grounds Maintenance Contract held with John O'Connor to allow for the maintenance of beds in the Palm Court at a monthly cost of £625 + VAT; and authorises Officers to finalise discussions with the Contractor, and LB Haringey's Assistant Director of Corporate Governance to seal the finalised contract variation

2.5 notes the progress on the Campsbourne Play Centre and authorises Officers to enter lease negotiations with the sitting tenant

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



3. Contact Officer: Duncan Wilson, Chief Executive Alexandra Palace and Park

4. Executive Summary

4.1 Updates within the regeneration and property programme include

- HLF 'Restoring the People's Palace' project progress
- Facilities Management
- Fabric Conservation
- Commercial Development; and
- key milestones within the forward programme for 2014
- Park Dog Control Orders
- Park Grounds Maintenance Contract; and
- planning applications affecting the Palace and/or Park.

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. Regeneration ProgrammeHLF professional team procurement

7.1 The Activity Planning element of the HLF project has now been procured, with award-winning specialists Tricolor appointed to work alongside Barker Langham.

7.2 The procurement of the final major specialist team member on Collections Management is underway and should be concluded by the end of May.

HLF Project Progress

7.3 The design team are now fully-engaged in developing concept designs for the HLF project. Presentations on both the design and interpretation were made at the Regeneration Strategy Group workshop and at the SAC-CC in April, and have been warmly welcomed to date. Members of the design team were also present at the Theatre awareness-raising event in April to talk through their work with guests, with feedback being again very positive.

7.4 A number of surveys and investigative works have been procured, completed and/or are underway. These surveys and investigations have been designed to fill gaps in existing available data and knowledge, and will provide a sound benchmark for the design development and associated cost testing over the next few months.

7.5 The team's Stage 1 work took slightly longer than anticipated, largely due to the recognition of the need for more detailed and specific investigations to test assumptions, plus the need to ensure that the project's ambitious scope and aspirations are achievable within the available budget.

7.6 In order to achieve the current cost budget there have had to be in-depth testing of the scope of the project and design, as well as a considerable amount of 'value engineering' ie. testing of design options against a set of cost/benefit parameters, including conservation considerations, community benefit, commercial impact and aesthetics. Key stakeholders such as English Heritage and LB Haringey Conservation have been actively engaged throughout this process to establish their support for the evolving scheme scope and design concepts.

7.7 We will seek additional external funding (eg grants and charitable donations) for the elements of the scope which are desirable but at present not achievable within current budgets. The approach will vary from element to element but could include a combination of developing business cases for elements of commercial investment (eg in catering facilities); applications to other funding bodies or to trusts & foundations for enhanced interpretation and learning provision; and opportunities for bespoke areas of targeted and appropriate sponsorship.

The key areas this will be sought for are:-

- interpretation, to increase the available budget and therefore potential scale, content and impact of the BBC wing visitor attraction and to extend interpretation of the Theatre

- theatre technical fit-out, to increase the specification for element (such as AV, lighting and staging) from current baseline to a higher level
- food & beverage offer, to increase from the current 'pop-up' café provision to a bistro/full service-style level

The team have also agreed with the Trust a number of other areas of potential value engineering to be addressed during the next stage of concept design development (RIBA Stage 2), along with targets for actual cost savings. This includes structures and building services; specification/performance of finishes; and scope of items such as South Colonnade opening up and fenestration.

7.8 As a result of the extended Stage 1 workstage, the overall programme of the HLF project has shifted slightly. The design and consultation phases will now be completed slightly later than last reported, but as a result of testing the construction programme within the industry, the duration of the onsite construction phase has reduced. The overall effect is that the completion date for the entire project is now slightly earlier than previously reported (autumn 2017, as compared to spring 2018). The table below sets out the current milestones within the project programme:-

up to July 2014	development and testing of design, incl formal HLF Stage C Gateway Review
May-Sept 2014	consultation and preparation of Activity Plan
July/Aug/Sept 2014	stakeholder consultation on design
late-Sept 2014	statutory public consultation (req'd for planning application)
by Nov 2014	completion of RIBA Stage D design; formal Board sign-off; submission of Planning/LB/CA applications
Dec 2014	submission of Stage 2 HLF funding request
March 2015	Planning/LB/CA decision
March/April 2015	HLF Stage 2 funding decision (NB. planning/LB/CA consent req'd before HLF decision can be made)
spring 2015	technical design & tender package production (part 1) contractor OJEU procurement part 1 (pre-qualification)
spring – autumn 2015	technical design & tender package production (part 2) final contractor OJEU procurement & appointment
winter 2015	construction commences onsite
autumn 2017	construction complete

HLF reporting

7.9 The third regular progress report was submitted to HLF in March. A second formal review was due to take place in April but was cancelled at short notice due to the HLF appointed Project Monitor being ill. The earliest date this could be rescheduled to was mid-June.

7.10 A formal HLF Stage 2 Gateway Review will take place in mid-July.

Commercial Development

- 7.11 The Trust's appointed specialist commercial real estate legal advisors, Pinsent Masons, outlined the envisaged approach to the formal procurement of a developer-partner at both the SAC-CC and the Regeneration Strategy Workshop in April 2014. It was explained that the term 'developer-partner' could encompass a single organisation or - more likely - a consortium arrangement between a number of different organisations, and that the relationship the appointed entity would have with the Trust was likely to be in the form of an 'operating agreement'. The core concept was the hotel development opportunity. In principle overall support was given to this approach.

The Trust will now work with Pinsents to begin drafting the key qualitative parameters for the required OJEU procurement process, which will be in 2 stages – firstly pre-qualification process in order to produce a shortlist of the tenderers adjudged to be of the best quality/experience; and then a formal Invitation to Tender (ITT) for the shortlisted tenderers. The entire process is likely to at least 6 months, but could take as long as 12-18 months, depending upon the number of applicants, the complexity of the submissions and the duration of the competitive dialogue phase with those shortlisted following PQQ submission.

The intention is to put a draft of the key selection criteria to the next meeting of the SAC-CC provisionally schedule for 8 July, and then for approval to the next Trust Board provisionally scheduled for 22 July.

Commercial Leases/Licences

- 7.12 The Trust has concluded a new licence with a major mobile telecommunications network provider in relation to services provided by them at the Palace to enhance the signal for their users over the local area. This was a lengthy and complex process due to the extensive statutory rights telecommunications providers have. However the licence was concluded to the benefit of the Trust's interests, including a considerable uplift in rental income (against UK trends on telecoms/landlords).
- 7.13 Specialist advisors are currently being procured for other Palace landlord telecoms-related interests, with a view to enactment of provisions and/or renegotiation which should lead to an increase in Trust income.
- 7.14 A review of all Park leases has also now been concluded, with a number of rent reviews either already enacted or subject to valuations. As yet these have not led to any significant increase in rental income for the Trust.

8. Fabric Conservation

Surveyor to the Fabric

- 8.1 The Surveyor to the Fabric, Purcell, has now completed the 10-yr Fabric Maintenance Plan (FMP). The final document is very comprehensive (over 100 pages long), and includes a full Condition Survey & drawings, prioritisation and work package schedules and outline costings for each item within each work package.
- 8.2 The total cost estimate for the 10 year lifespan of this FMP is £45m plus professional fees & prelims (approx. 20%). It should be noted that the HLF project at the east end of the Palace will address approx. a third of the capital cost of this recommended investment. The Trust is currently investigating options for delivering

the remaining investment, as it is significantly above its current budgetary provision (current capital budget = £0.5m per annum). This will include developing commercial business cases for the investment against borrowing (prudential and/or commercial) and exploring opportunities for attracting external grant funding.

- 8.3 A number of small works packages on the 'priority 1' schedule have already been completed eg. Transmitter Hall renovation. Others underway onsite or being prepared for procurement include urgent repairs to roofs/glazing/high-level areas and various building services (eg. boilers, lifts, fire detection/alarm system, etc) and conservation/structural works eg. North Wall and Theatre stagehouse.
- 8.4 The Trust is also reviewing other priority works packages within the FMP to be taken forward during 2014/15 financial year within the limited capital budget

The Beach

- 8.5 The Beach area resurfacing by the Bar & Kitchen has now been completed, and has already been positively received. APTL staffs are currently in the process of selecting a designer for a flexible 'pop-up' layout for the Beach incorporating additional food & beverage facilities and temporary landscaping via mobile planters, etc. This will enable us to make best use of the area over the summer.

9. Facilities Management and Security

Third-party provision of Facilities Management and Security Services

- 9.1 The initial three year term of the Trust's facilities management and security services contract at the Palace, currently provided by Bilfinger/Europa Services, expires in October 2014. We are proposing to renew this contract for a further year as is allowed for within the terms of the contact originally agreed, and thereafter take the FM element in house to allow us to exercise more direct control over the specialist subcontractors. Ensuring a smooth handover is a critical factor and we are discussing how to do this with Europa. The intention would be to re-procure security services from October 2015 as a stand-alone contract. Trustees are invited to note this approach.

10. Park Update

Dog Control Orders update

- 10.1 A dialogue has recommenced with the Council on Dog Control Orders. It would be possible to amend the borough's Dog Control Orders to reflect the specific recommendations made for Alexandra Park; however, the Council would only be willing to make these amendments if there was a form of enforcement in place.
- 10.2 The Council's Enforcement Officers do not currently have capacity to work at Alexandra Park except if the Trust is willing to fund overtime working for specific cases. As an alternative, The Trust is currently investigating whether the security staff working for the Palace's contractor can become *Authorised Persons* so they can administer Fixed Penalty Notices in the same way as a council Enforcement Officer can.
- 10.3 In addition, the Council have now supplied the designs for their standard dog control signage, which means that new signs can be produced to promote the existing DCOs within the Park.

Planning Applications

- 10.4 *The Garden Centre:* The planning application by Capital Gardens Limited was granted permission on 17 April 2014. There were no onerous conditions. Details will be reported to a future meeting once the operator has confirmed the proposed project timeline.
- 10.5 *345 Pre-School:* The application for change of use and alterations to the garden discussed at previous meetings has been submitted and the decision is currently pending. If granted the details will be concluded by Officers and final permission will be in writing.
- 10.6 *Campsbourne Section 106 Park Improvements:* Consent has been granted for the S106-funded Park Improvement Project. The current planned onsite start date is now mid-July 2014.
- 10.7 *Little Dinosaurs:* The application for changes to the garden and alteration to one section of the external wall will be determined at a Development Committee meeting on 16 June 2014. If granted then landlord's consent will need to be confirmed for one element, the new climbing frame location.

Campsbourne Play Centre

- 10.8 The Council has agreed to fund dilapidations up to the value of £75,000. The Trust is currently preparing tender specifications in order to procure contractors for required the work packages. It is expected that the work will take place over the summer period.
- 10.9 The Trust is still awaiting formal confirmation in writing from the Council of the agreed funding arrangement, but once that is received lease discussions will commence with the sitting tenant (Dinosaurs Playcentre). Drawing up a new lease is expected to cost in the region of £5,000 + VAT and disbursements.
- 10.10A final recommendation on the detailed lease terms will be made to the APPCT Board for Section 36 approval.

Variation of Grounds Maintenance Contract

- 10.11 It was decided in late 2012 that the poor condition of the bedded trees and plants in the Palm Court had to be rectified immediately. A single tender action was therefore authorised by the Chief Executive for John O'Connor's indoor plant specialist sub-contractor to intervene to restore the health of the plants and soil, and to recommend a new management regime. The health of the trees and the quality of the planting has improved markedly since that time.
- 10.12 Continuing this management arrangement for the medium-term is the most likely way of maintaining the current good condition of the plants and soil. It is therefore recommended that this arrangement should now be formalised by way of a variation into the existing contract with John O'Connor. The monthly cost of £625 + VAT per month has been benchmarked and represents good value-for-money.
- 10.13 John O'Connor's contract expires in 2 years' time, at which point the Palm Court service would be incorporated into the full new specification when the contract is re-tendered.

11. Forward Programme for Regeneration & Property for 2014

11.1 A summary of the forward key delivery items and milestones for 2014 for the Regeneration and Property programme is as follows:-

Apr-June 2014

- progress HLF design
- prepare & begin HLF stakeholder consultation (activity plan and design)
- prepare for HLF statutory public consultation (design)
- formal HLF review
- detailed design & procurement of priority Fabric Maintenance Plan works packages
- progress delivery of 2014/15 APPCT capital budget & work programme

July-Sept 2014 2014

- consult SAC-CC and Trust Board on commercial market testing parameters and HLF project design development
- continue HLF Activity Plan stakeholder consultation
- deliver stakeholder and HLF statutory public consultation
- complete RIBA Stage D design and submit for Planning, Conservation Area & Listed Building consents
- formal HLF review
- progress delivery of 2014/15 APPCT capital budget & work programme

Oct-Dec 2014

- commence formal market testing (Stage 1 PQQ) of commercial development opportunity
- submit HLF Round 2 application. and respond to any clarifications requests
- prepare for HLF contractor OJEU procurement
- formal HLF review
- progress delivery of 2014/15 APPCT capital budget & work programme

12. Legal Implications

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

13. Financial Implications

13.1 The intention to bring facilities maintenance services back in-house will require additional investment in ongoing staff costs and one-off procurement-related costs, but over the longer-term the savings in costs of onsite service provision are likely to more than offset this investment.

13.2 The appointment of specialist telecoms landlord & tenant advisors will incur modest additional costs but the uplift in income generated through increased rental income is likely to more than offset these costs.

13.3 The process to enable security officers to become Authorised Persons for the purposes of enforcing Dog Control Orders could incur legal fees and training costs; and an application for new or amended Dog Control Orders for Alexandra Palace and Park will incur legal fees.

13.4 A new lease for the Campsbourne Play Centre will incur legal fees and valuers' fees as set out in the report. These will be funded from the existing Trust budget, but will result in a new income stream for the Trust which is likely to be sufficient to offset these costs within the first 2 years.

13.5 The Council's Chief Financial Officer notes the financial implications set out in paragraphs 11.1 – 11.4 above and whilst there are some one-off and limited on-going costs associated with the proposed changes to leases and contracts, these

should in the short- to medium-term deliver both increased income and better service quality.

13.6 The Chief Financial Officer further notes the estimated level of capital investment required following the completion of the fabric maintenance report (para 7.2). Even allowing for the areas expected to be addressed through the HLF bid, circa £30m is still forecast to be required. It is noted that the Trust aims to use the report to help shape the prioritisation of projects within the existing capital envelope and will be preparing a more detailed report as part of the proposed 10 year business plan which will be presented to the Board in July.

14. Use of Appendices

14.1 There are none.

Alexandra Palace & Park Board

10 June 2014

Report Title: **Trust Financial Results for 12 months ended 31 March 2014**

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

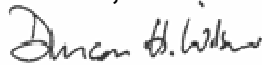
1. Purpose

1.1 This paper sets out the provisional results for the Trust for the year ended 31 March 2014

2. Recommendations

2.1 The Board is asked to note the performance of the Trust for the year ended 31 March 2014

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 provisional annual deficit of the Trust and Trading Company was £1,920k. This is £480k less than the budget deficit of £2,400k.

3.2 Lower expenditure on regeneration accounted for £372k of the £480k underspend against budget. The difference relates mainly to the timing of professional fee expenditure and a staff vacancy.

3.3 The deficit was £198k more than 2012/13 largely because of lower gift aid from the Trading Company, which had an exceptional year in 2012/13 as a result of the Heineken Holland House event during the Olympics.

3.4 Capital expenditure net of grants from third parties increased by 17% to £829k. Gross of grants from English Heritage and the Heritage Lottery Fund it increased 45% to £1,131k.

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 year – Trust and Trading combined

The provisional consolidated result of the Trust and Trading Company are shown in Table 1 below.

Sales and Grant Income

Trading sales were 17% higher than budget and 2% above 2012/13's exceptional result. Trust income other than grants was also up against budget and last year as a result of a number of factors including the 150th anniversary event and additional income following renegotiation of some of the telecoms contracts. Regen income was below budget as a result of the slippage of the HLF phase 1 work. The overall timetable for this project is unaffected but more of the activity will be taking place in 2014/15 than originally envisaged.

Table 1 – Provisional consolidated results for the year

2012/3	£'000		2013/14	
Actual		Budget	Actual	Variance
SALES & GRANT INCOME				
8,151	Trading Company	7,125	8,339	+1,214
380	Trust excluding Regen	393	534	+141
-	Trust - Regen	705	99	-606
8,531		8,222	8,972	+750
EXPENDITURE				
(8,150)	Trading Company	(6,325)	(7,383)	-1,059
(2,779)	Trust excluding Regen	(2,743)	(2,931)	-188
(586)	Trust - Regen	(1,555)	(577)	+978
(11,514)		(10,622)	(10,891)	-269
(DEFICIT)/SURPLUS				
1,262	Trading Company	800	956	+156
(2,399)	Trust excluding Regen	(2,350)	(2,397)	-47
(1,137)		(1,550)	(1,441)	+108
(586)	Trust - Regen	(850)	(478)	+372
(1,722)		(2,400)	(1,920)	+480
CAPITAL EXPENDITURE				
199	Trading Company		152	
507	Trust - net of grants		677	
706			829	

Expenditure

Trading Company expenditure includes both cost of sales and overheads. Cost of sales were proportionately higher than budget and 2012/13 because of the different sales mix. Trading Company overheads were also above budget largely as a consequence of unallocated stock movements, the investment in the new website and the recruitment of new staff to strengthen the Events team. Overall, however, the Trading Company delivered a profit nearly 30% higher than budget. The stock issue is currently being addressed with the installation of an EPOS and stock control system.

Trust expenditure other than Regen was £188k more than budgeted, largely on additional backlog maintenance on the Palace, but 75% of this was covered by additional income. Regen costs were lower than budgeted for the reasons given above.

Deficit/Surplus

Before Regeneration costs the deficit was £108k lower than budget. After Regen it was £480k lower than budget. More details of the Trust's income and expenditure by its main areas of activity is given in Table 2.

Table 2 – Provisional Trust results for the year ended 31/3/14

2012/13	£'000		2013/14	
Actual		Budget	Actual	Variance
	INCOME			
56	Palace	262	320	+58
144	Park	131	209	+78
(0)	Learning, Theatre & BBC Studios	-	6	+6
380	Total Before Regen	393	534	+141
-	Regen - Project team	-	4	+4
-	Regen - HLF Phase 1	705	95	-610
380	TOTAL INCOME	1,097	633	+145
	EXPENDITURE			
(1,383)	Palace	(1,573)	(1,735)	-162
(201)	Ice Rink Dep'n and Interest	(200)	(201)	-1
(503)	Park	(476)	(535)	-59
(1)	Learning, Theatre & BBC Studios	(21)	(21)	+0
(0)	Office Management	(101)	(105)	-4
(690)	CEO's Office	(372)	(335)	+37
(2,779)	Total Before Regen	(2,743)	(2,931)	-188
(491)	Regen - Project team	(356)	(360)	-4
(74)	Regen - HLF Phase 1	(943)	(152)	+792
(20)	Regen - Hotel/Market Testing	(255)	(65)	+190
(3,364)	TOTAL EXPENDITURE	(4,297)	(3,508)	-192
	DEFICIT			
(1,327)	Palace	(1,311)	(1,415)	-104
(201)	Ice Rink Dep'n and Interest	(200)	(201)	-1
(360)	Park	(345)	(327)	+19
(1)	Learning, Theatre & BBC Studios	(21)	(15)	+5
(0)	Office Management	(101)	(105)	-4
(509)	CEO's Office	(372)	(335)	+37
(2,399)	Total Before Regen & gift aid	(2,350)	(2,397)	-48
(491)	Regen - Project team	(356)	(356)	-0
(74)	Regen - HLF Phase 1	(239)	(57)	+182
(20)	Regen - Hotel/Market Testing	(255)	(65)	+190
(2,985)	TOTAL DEFICIT before gift aid	(3,200)	(2,876)	-48
580	Capital Expenditure		979	
(73)	less EH and HLF Grants		(302)	
507	Total		677	

The Trust's capital expenditure by major project is summarised in Table 3.

Table 3 – Trust Capital Expenditure for the year

<i>£'000</i>	<i>External Grant Income</i>	<i>Expenditure</i>	<i>Net</i>
Colonnade Project	236	416	180
Prop Purchase	-	63	63
Theatre works	-	52	52
SE Pavillion Project	37	98	61
West Hall Floor	-	44	44
Security Room	-	39	39
North Wall	-	32	32
Road Resurfacing	-	31	31
Park Lighting	-	29	29
Lifts	-	25	25
Transmitter Hall	30	48	19
Other <£20k	-	102	102
	302	979	677

7 Funding from Haringey

The Trust's revenue deficit is supported by a revenue allocation from Haringey. In recent years this has been set at £2,150k on the understanding that the Trust will make an operating cash deficit after loan repayments of no more than £1,650k, thus creating headroom of £500k per year to spend on regeneration, and that any unspent headroom could be retained carried forward to use against future regeneration costs.

At the start for 2013/14 the Trust brought forward £870k of unspent revenue allocation. The provisional result shows that the carry forward into 2014/14 will be £1,069. In February 2014 the Trust Board was presented with a plan for how this underspend will be used up over the next few years. These results are in line with that plan and we remain on track.

Table 4 – Haringey funding summary

£'000		2013/14	2013/14	
		Budget	Provisional	Variance
REVENUE				
	Revenue underspend b/f	870	870	-
	LBH Revenue Allocation	2,150	2,150	-
	Resources available	3,020	3,020	-
	Trust cash deficit excl Regen	(1,631)	(1,472)	+159
	Gift Aid	800	956	+156
	Trust excl Regen	(2,400)	(2,397)	+3
	Add back depreciation	122	122	-
	Ice Rink loan repayments	(140)	(140)	-
	SIF repayments	(13)	(13)	-
	Regen	(850)	(478)	+372
	Revenue underspend c/f	539	1,069	+530
CAPITAL				
	Trust capital underspend b/f	314	314	-
	LBH Capital Allocation	500	500	-
	Vire from Revenue		-	-
	Resources available	814	814	-
	Trust Capital expenditure	(814)	(677)	+137
	Trust capital underspend c/f	-	137	+137
	APTL Capital	170	152	-18

The Trust's capital costs are supported in a different way. The Trust receives an annual grant to cover its basic maintenance of £500k per year. If the Trust spends less than this the grant is reduced but the underspend is carried forward.

7 Legal Implications

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

8 Financial Implications

- 8.1 The Council's Chief Financial Officer notes the positive financial position reported and has no additional comments to make.

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Report Title: **Trust Budget for the 12 months ended 31 March 2015**

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

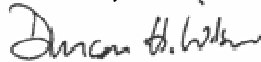
1. Purpose

1.1 This paper requests approval for the Trust's budget for 2014/15.

2. Recommendations

2.1 The Board is asked to approve the Trust's budget for 2014/15.

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 Trust is budgeting a cash deficit before Regen and after loan repayments of £1,605k. This is in line with parameters previously agreed with LBH.

3.2 .Regeneration costs, budgeted at £1,285k, can be financed using LBH's annual allocation supplemented by brought forward underspends, as previously agreed with LBH

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 year – Trust and Trading combined

The Trust's budget for 2014/15 is summarised in Table 1 below.

Table 1 – Trust budget for the year to 31 March 2015

2012/13 <i>Actual</i>	£'000	2013/14 <i>Actual</i>	2014/15 <i>Budget</i>	<i>Change</i>
	INCOME			
56	Palace	320	280	-40
144	Park	209	136	-73
(0)	Learning, Theatre & BBC Studios	6	2	-4
380	Total Before Regen	534	418	-116
-	Regen - Project team	4	-	-4
-	Regen - HLF Phase 1	95	750	+655
380	TOTAL INCOME	633	1,168	+535
	EXPENDITURE			
(1,383)	Palace	(1,735)	(1,648)	+87
(201)	Ice Rink Dep'n and Interest	(201)	(200)	+1
(503)	Park	(535)	(463)	+72
(1)	Learning, Theatre & BBC Studios	(21)	(23)	-2
(0)	Office Management	(105)	(110)	-5
(690)	CEO's Office	(335)	(340)	-5
-	Provision for pay increases	-	(14)	-14
(2,779)	Total Before Regen	(2,931)	(2,798)	+133
(491)	Regen - Project team	(360)	(372)	-12
(74)	Regen - HLF Phase 1	(152)	(1,211)	-1,059
(20)	Regen - Hotel/Market Testing	(65)	(177)	-112
-	Regen - Panorama Rm project	-	(50)	-50
-	Fundraising	-	(75)	-75
-	Fabric Maintenance plan	-	(133)	-133
(3,364)	TOTAL EXPENDITURE	(3,508)	(3,170)	+338
	DEFICIT			
(1,327)	Palace	(1,415)	(1,368)	+47
(201)	Ice Rink Dep'n and Interest	(201)	(200)	+1
(360)	Park	(327)	(327)	-0
(1)	Learning, Theatre & BBC Studios	(15)	(21)	-6
(0)	Office Management	(105)	(110)	-5
(509)	CEO's Office	(335)	(340)	-5
-	Provision for pay increases	-	(14)	-14
(2,399)	Total Before Regen & gift aid	(2,397)	(2,380)	+17
(491)	Regen - Project team	(356)	(372)	-16
(74)	Regen - HLF Phase 1	(57)	(461)	-404
(20)	Regen - Hotel/Market Testing	(65)	(194)	-129
-	Regen - Panorama Rm project	-	(50)	-50
-	Fundraising	-	(75)	-75
-	Fabric Maintenance plan	-	(133)	-133
(2,985)	TOTAL DEFICIT before gift aid	(2,876)	(3,665)	-789
580	Capital Expenditure	979	780	-199
(73)	less EH and HLF Grants	(302)	-	+302
507	Total	677	780	+103

Income

Trust income before Regen is budgeted at £418k. This comprises rentals from Park and Palace leases, the Trading Company licence fee and Park events. It is lower than in 2013/14 because that year's income was bolstered by the 150th Anniversary event and backlog rent following some lease renegotiations

Regen income of £750k represents the balance of the HLF Phase 1 project grant.

Expenditure

Trust expenditure other than Regen is budgeted to increase by two per cent to £2,994k.

Palace costs, which comprise mainly buildings maintenance, security and insurance, are budget to reduce by £87k. This is partly the result of lower staff costs, partly the result of the transfer of costs to the Fabric Maintenance Plan budget and partly some cost reductions

Park costs in 2013/14 included the cost of running the 150th anniversary event which will not be repeated in 2014/15. This is the main reason for the decrease of £72k.

A provision has been made for a pay increase in October. Separate Board approval will be sought before the pay review is implemented.

A three per cent increase has been allowed for in the cost of the Regen project team. The increase in costs of the HLF Phase 1 project reflects the current estimate of cost to complete this work. Provisions have also been made for fees associated with the Hotel market testing and for developing a business plan for the Panorama Room replacement, as agreed in the business plan.

An allowance has been made in the 2013/14 budget for costs associated with implementing our fabric maintenance plan which was drawn up in 2013/14. £133k of revenue costs have been allowed for, including the cost of a building surveyor, and £100k in the capital budget (see below).

In the business plan approved by the Board in February we included the costs of a fundraising team for which £75k has been allowed in the 2014/15 budget. Money raised by this team is likely to be in the form of capital or revenue grants ring-fenced for specific projects rather than for administration or fundraising costs, so we need to provide for this cost. It is assumed that the lead time for any significant grants brought in by the team will be at least a year so it has been assumed there will be no increase in grant income in 2014/15.

Capital Expenditure

The Trust capital budget for 2014/15 comprises £555k for basic maintenance, £100k for the implementation of the fabric maintenance plan and a £125k provision for essential work on utility supplies. In addition, the Trading company has a capital budget of £200k focused on supporting revenue generation in the areas of the Palace where it operates.

7 Funding from Haringey

Table 2 shows how the budget will be funded. Taking into account the budgeted £900k of gift aid from the Trading Company and the increased loan repayments, the Trust's net deficit excluding Regen remains within the £1,650k target previously agreed with LBH. The £1,069k brought forward, together with the £2,150k allocation for the year, is sufficient to finance the deficit, the Regen costs and a £150k virement to supplement the capital budget, leaving an underspend of around £180k to be carried forward into 2015/16.

The capital budget will be funded by the £137k underspend brought forward, the £500k capital grant from LBH and the £150k virement from revenue.

Table 2 –Haringey funding summary

£'000		2013/14	2014/15
		Provisional	Budget
REVENUE			
	Revenue underspend b/f	870	1,069
	LBH Revenue Allocation	2,150	2,150
	Resources available	3,020	3,219
	Trust cash deficit excl Regen	(1,472)	(1,605)
	Gift Aid	956	900
	Trust excl Regen	(2,397)	(2,380)
	Add back depreciation	122	122
	Ice Rink loan repayments	(140)	(200)
	SIF repayments	(13)	(47)
	Regen	(478)	(1,285)
	Vire to capital	-	(150)
	Revenue underspend c/f	1,069	179
CAPITAL			
	Trust capital underspend b/f	314	137
	LBH Capital Allocation	500	500
	Vire from Revenue	-	150
	Resources available	814	787
	Trust Capital expenditure	(677)	(780)
	Trust capital underspend c/f	137	7
	APTL Capital	152	200

8 Legal Implications

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

9 Financial Implications

- 9.1 The Council's Chief Financial Officer notes the proposed budget for 2014/15 and confirms the assumptions around funding from Haringey are in line with the Council's plans.

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

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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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