

**Hornsey Town Hall
Business Plan December 2004**

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Executive Summary

Hornsey Town Hall Trust has been established as a charitable trust to carry out a community-led scheme and not a developer-led scheme for the refurbishment of Hornsey Town Hall and the use of surrounding land and buildings following which Haringey Borough Council has declared to be surplus assets.

Haringey' Council's Development Brief

Haringey Borough Council is currently seeking to dispose of 3.991 acres of land which includes the following:

- Hornsey Town Hall and adjoining Public Hall
- Broadway Annexe
- Weston Park Annexe (also known as Clinic)
- Mews Studio
- Rear Annexe; and
- Public Square and Car Park (including Hornsey Library

HTHT Vision

HTHT's vision is the community's vision. It proposes the faithful restoration and community reuse of Hornsey's landmark 20th C building. The specific purpose of the trust is to encourage regeneration of the Hornsey Town complex for the benefit of the community and to develop detailed plans for viable operation of the site. Not only is this a viable alternative to a developer-led scheme, but it is likely to be the only viable approach which preserves the community's stake in the site.

HTHT Key Aims

- To provide a multi-functional cultural and community centre open for cinema, theatre, concerts, events, the local community and children.
- To broaden the accessibility of the Town Hall, which will improve its financial viability.
- To open the Town Hall car park for the use of Crouch End residents and visitors to the Town Hall as a pay and display facility.
- To develop the area in front of the Town Hall for a multi-use European/Covent Garden Style main square.
- To establish and operate the centre at the Town Hall on a charitable basis for the primary benefit of local people
- To show a firm financial and legal basis for safeguarding and preserving the existing building and its surroundings which is not dependent upon a sale of the Town Hall to property speculators.

HTHT’s Mandate

The local community has shown strong hostility to a developer-led solution for the Hornsey Town Hall complex. This has evidenced itself at public meetings, public demonstrations and most recently in the overwhelming thrust of responses to public consultation on supplementary planning guidance. A developer-led solution will be both deeply controversial and financially flawed. HTHT has developed proposals which are financially sound and which meet community aspirations. Those proposals avoid the continuous adjustment of the financial equation between the Council and a property speculator which will inevitably occur during a lengthy and complex project of this nature, and which would gradually squeeze out the community as a factor, save perhaps for an infrequently usable Public Hall. HTHT’s mandate is public support, fairness to the community and financial logic.

Prospective Commercial and Community stakeholders

HTHT’s vision for the Hornsey Town Hall Complex is substantially driven by the substantial need for arts, cultural and community space as well as the need to increase and safeguard the availability of public space for the benefit of the wider community. Over the last six months, CEfP and Hornsey Town Hall Trust team have been talking to key commercial and community tenants and have established a list of potential occupiers for the complex.

Prospective user	Organisation
Residential	London & Quadrant, Anchor Housing Trust
Cinemas	Screen Cinemas City Screen (Picture houses) Everyman Vue Cinemas
Children’s Areas/Services	Soft Play, House of Play Haringey’s Young People’s Services.
Performing Arts Organisations	Colourstrings LSO St Lukes Wycombe Swan NLPAC
Community/Public Sector Groups	Citizens Advice Bureau
Artists/Gallery	Byamshaw School of Art, Archway
Restaurant/ Bars	Carluccios

HTHT Design Proposals

- Restoration of the Public Halls to viable community use;
- Refurbishment of the rest of the Town Hall building
- Refurbishment of external areas and ancillary buildings Broadway Annexe/Mews Studio and Weston Park Annexe (The clinic)
- Creation of an endowment from granting long-leases

Public Halls

Our designers have found a strong demand for multi-purpose flat floored halls seating 200-250 (up to 600 standing) The space they propose has flexible staging,

storage and get-in facilities whilst retaining the fine proscenium and forestage, and inserting a control gallery (and possible side galleries). Similar facilities designed along these lines include the Jerwood Hall off Old Street, the St Pauls Orchestra & Drama Studio and the Wycombe Town Hall.

Cinema Area

Two screens, of 137 & 72 seats respectively, could be created on the balcony with a further 50 seat club cinema in one of the finely panelled first floor committee rooms over the main foyer.

Administration and Council Chamber

The offices and Council Chamber (21,000 sq.ft net) will all be accessed through the existing reception area, to ensure full security for the building users. The Council Chamber is a fine space, once the asbestos wall fabric has been removed and the interior restored it will be suitable for:

Possible Uses

- Corridors/chamber provide Gallery space for artists (see also Clinic)
- Dance & music rehearsal/education space (upper ground rear)
- Fine panelled meeting rooms with AV facilities available for hire
- Sensitively upgrade both lifts, full disabled access
- Central kitchenettes on each floor
- Building security and management system

External Areas

Externally the key elements are the creation of a new main square to the front, the refurbishment of the Car Park to the rear, and the upgrading and repair of the boundary treatments to the curtilage of the site.

Creation of an endowment from granting long-leases

The HTHT are aware of the development opportunities that exist in the adjacent sites and anticipate limited disposals on a long lease-hold for best value to developers whose proposals are in keeping with the quality of scheme that HTHT are seeking to achieve in the Town Hall complex.

1. The Broadway Annex (Listed building) /Mews Studio A retail development site offering the opportunity for additional retail/arcade at ground level.
2. Workspace and Housing Site to the Rear – Along the Boundary of the Site a two storey Managed Office Space with Housing above, possibly incorporating an element of Live/Work could be created without impinging on the provision of a Car Park.
3. Haringey Park Frontage Housing Site – Next to the rear entrance to the site and the Library there are proposals for an appropriate housing development with the possibility of up to as many as 35 flats.
4. 7 Hatherley Gardens (Citizens Advice Bureau)
The Council wish to dispose of this site at an early stage. The building, temporary in nature, should be replaced with two storey residential to fit in with the architecture of the terrace of which it forms a part.

5. New workspace - The opportunity exists for a new building along the eastern boundary of the site, comprising 10,500 sq.ft of high quality purpose built workspace on two stories with good accessibility and location.

Project Implementation Strategy

Procurement

By procuring the site through a trust HTHT will avoid the dangers of the chosen Developer cherry picking those elements of the scheme which are easiest first and losing the income or capital receipts from those opportunities into the Developer's books. In this instance, it is the refurbishment of the Public Halls that is most likely to fail to happen – as recently occurred in Richmond-on-Thames. Here, Laing acquired Normansfield Hospital, developed the housing, but transferred the old hospital and theatre to an offshore company and left them vacant. A Community Trust has had to take over the theatre.

Project Phases

The HTHT approach to the reuse of the site is split into five phases.

Phase 1 – Set-up

It is proposed that there be an initial phase for both the Council and HTHT to develop their ideas and programmes for a joint approach in more detail and to put some legal and further professional and other investigative work in place.

Phase 2a - The Meanwhile uses phase

This phase will run concurrently with Phase 2b, being a series of meanwhile uses for the offices and other spaces to keep the building operational for a short period while the funding is raised, sufficient to enter into the agreement with the HTHT and let the first phase of the refurbishment works to a contractor.

Phase 2b - Grant funding and land sales phase

This will be one of the most important phases of the project. The HTHT procurement plan envisages that HTHT join in Partnership with the Council to jointly raise the necessary capital to procure the regeneration of the buildings. These funds will be raised through:

Grant Applications

Long leaseholds being offered of Land and Sites to development funders
Securing guarantees of Investment from the Private Sector and Social Enterprises in fit outs of leased space

Phase 3 – Main Works Phase; and

It would be the intention to keep the building open and to phase the works into sections that allowed them to be carried out alongside the activities in the building. The order in which the works are completed would be flexible and would be driven by the success of the grant applications and land sales as to how much could be completed and what could be paid for.

Phase 4 – Up and running

This phase is after completion of all the works which in this programme is envisaged as being in 3 years time and is described in more detail at Section 6 below. Ideally, all the works will be completed by this stage and the long-term management and operation of the building can emerge.

Ownership and Management

It is anticipated that the Trust will take Long leasehold interest of the building from the Freeholder upon completion of the works, who will remain the freeholder. The lease would be terminable on defined events. As stated previously, it is envisaged that HTHT will sign an agreement for lease prior to commencement of the works to allow the draw down of funds and is an entirely normal relationship between the two parties for this type of works.

The day to day management of the building and its operation and policy is anticipated as being placed in the hand of an advisory committee of the HTHT, Council, occupiers and users of the building. They want to generate an efficient letting policy and access arrangements for them and their customers and students as well as ensuring that booking policies and security and cleanliness are kept on top of and well managed. This might involve the grant of an intermediate lease to an operating or management company owned by HTHT to optimise VAT recovery for those parts of the site where HTHT is responsible for refurbishment and where standard-rating would be applicable to the works despite listed building status.

Occupational Leases

It is proposed that HTHT grant leases for the areas of the building set out in the previous chapter. The leases will be subject to a rent and service charge. These are discussed below.

- Cinema Operator – 25 Year Lease on FRI Terms
- Restaurant Operator - 25 Year Lease on FRI Terms
- Café Operator - 25 Year Lease on FRI Terms
- Managed Workspace – 3 month licences on easy in / easy out terms

Further lettings to third parties would be carried out on an opportunistic basis other than where the occupier was looking for a longer period of occupation than a day. A series of room rates and terms and conditions will be created.

Project Capital Costs

Elements	Capital Expenditure Costs £
Demolition and Site Works	47,250
Assembly Hall / Restaurant	4,095,000
Rear Offices	1,650,000
Engineering Services	2,275,000
West Wing Retail	40,000
External Works	650,000
Total Costs of Works	8,757,250

Fees@ 12	1,050,870
Contingency @ 10%	980,812
HTHT SCHEME COSTS	10,788,932

Project Capital Income

Development Sites	Capital Income £
Broadway Annex	3,000,000
Workspace to Rear and Housing	1,500,000
Housing Site	2,500,000
Corner of Hatherley Gardens	0
CAB	750,000
TOTAL INCOME FROM ENDOWMENT	7,750,000

The Above figures generate a gap between the costs of just over £10.79m and the land value generated from sales of £7.75m. This funding gap of about £3m needs to be filled.

Capital Costs	10,788,932
Capital Income from Endowment	7,750,000
Capital Funding Gap to be filled	3,038,932

Funding the gap

The HTHT approach to filling this gap is by a combination of grants and debt. It would be the HTHT approach that it could raise the grants needed to deliver this gap based on raising grants against the historic, community and enterprise aspects of this project.

Possible capital funders that HTHT would approach in Phase 1 would include the LDA, English Partnerships, The Community Fund, The Big Lottery and Heritage Lottery Funds.

Any shortfall to be made up between the Capital costs and income after grant funders have been exhausted would be made up out of either debt taken on by the Trust through trading bodies dealing with specific aspects of the project. This could include, for example, a Social Enterprise taking on the role of the managed offices provider.

Way Forward

The Stages for moving from this current point to a successful completion of the project are set out in the report above.

The first Stage or Setup stage is about assembling the jigsaw pieces. The Way Forward can be broken down into:

- Development of Cost Plan
- Investigation of Endowment Fund
- Development of Legal Structure
- Investigation of Grants
- Negotiations
- Development of Business Plan

Development of Cost Plan

At this stage there is considerable concern that the LB Haringey costings for the works are too low and that there are even further costs to be discovered. On a building of this scale there are considerable risks to be addressed.

It is recommended that G&T and the Council's cost advisors meet up as soon as possible to review their respective costings, share detailed reports and other investigative work and try and reach agreement on a set of costs for the main works. This agreed costs plan can then be used by all parties to reach agreement.

Investigation of Endowment Fund

Within the Business Plan, the HTHT are relying upon the creation of an endowment from the disposal of long leasehold interests in and around the site. It will be necessary of the Council and HTHT to commission or confirm the likely value that can be generated from these sites and to look at the likely timeframe for the disposal and payment for these. The timing of the creation of an endowment fund will then set the timeframe for the wider scheme and will also determine the true level of the identified funding gap.

Development of Legal Structures

A key element in the next stage of work is to develop legal solutions that tie in the Council and HTHT in a flexible and mutually strong relationship offering both sides the benefits of co-working while not being too inflexible. As suggested in the report, the real piece of work will be for the Council and the HTHT would negotiate and enter into a Transfer Agreement which will commit the Council and HTHT to a timetable for the evaluation of a restoration and endowment plan for the Town Hall based on the entire site. The Transfer Agreement will contain an agreed list of goals for the Town Hall and its endowment, and will contain financial criteria by which the viability of plans for securing those goals will be judged, including for example specified levels of receipts from realisations of property and specified levels of committed grant funding. If the conditions for the satisfaction of these criteria are not fulfilled either party will be entitled to terminate the Agreement which will leave the Council free to pursue other options.

Investigation of Grants

During this initial period it would be necessary to develop a dialogue with many of the funders identified in the Business Plan. They can be approached by HTHT with the

backing of the Council and with the backing of the endowment being offered to provide a very serious proposition.

The positive output from each element of the project for each funder would need to be drawn out from the work and this business plan could form the basis of initial discussions.

Development of Business Plan

Finally, this business plan represents a stepping off point for moving the project forward over the next year. Each time the project develops, or details are firmed up or new legal structures or occupiers are identified, the plan will be enhanced.

1.0 Introduction

This Business Plan has been produced on behalf of Hornsey Town Hall Trust (HTHT) to assist in their proposals to take the lead in the redevelopment of Hornsey Town Hall and surrounding buildings.

HTHT has been set up as a vehicle to deliver the refurbishment of Hornsey Town Hall and surrounding buildings following its disposal to them by Haringey Borough Council.

HTHT wish to enhance provision for an expanded range of arts-based community activities and to develop an improved venue for current and potential commercial and community users. This will be achieved by redeveloping the present Hall and transforming other existing areas into high-quality, flexible space for commercial and community use.

This document presents a plan for the redevelopment of the Hornsey Town Hall Complex and identifies costs and income necessary to ensure that the building is sustainable.

The plan is structured as follows:

Background – Covers the background to the project including background to the Hornsey Town Hall Complex, and the Council's development brief for the site. This section also provides a history of the Hornsey Town Hall Trust and its vision for the site.

Context – Places the building in its local context and covers some of the stakeholders looking at the future of the building.

The Vision – Outlines the Trust's Vision and explains the key aims and objectives that have been devised in developing plans for the Hornsey Town Hall and surrounding buildings. This section also includes a full description of the proposed plans and potential occupiers for the site.

Implementation Plan – This section details the phased construction and refurbishment plans for the site, including the procurement strategy and detailed timeframe for the different project phases.

Operation, Ownership and Management - The section covers ownership, leases building management and makes recommendations on a viable management structure.

Financial Plan – This section identifies core sources of revenue income and likely expenditure at the centre.

Way Forward – The concluding section of the plan identifies the next steps for the implementation of the project.

1.1 The Project Team

1.1.1 Hornsey Town Hall Trustees

Hornsey Town Hall Trust Limited (HTHT) is a newly formed company limited by guarantee which has been approved as a charity by the Charity Commissioners and by the Inland Revenue.

Company Number: 5091988

Registered Office:
65 Fleet Street
EC4Y1TS

Registered Charity Number: 1105371

The Memorandum and Articles of Association can be found at **Appendix 1**

Directors/Trustees:

- Anthony Charnley MA Dip Arch (Hons) Cantab RIBA, Director
Practicing architect with over 30 years experience of commercial, educational & residential buildings, many of which have won awards. Best known building is probably the Coronation Street TV set, built for Granada in 1980. Founder in 1976 of Strawberry Fair in Cambridge - still held annually on the first Saturday in June.
- Tony Westbrook
Bsc (EstMan) FRICS DipProjMan (Chartered Surveyor) of Westbrook Retail Consultants, an experienced chartered surveyor and expert in the financial aspects of developing and running a project of this nature.

Other trustees:

- Stephen Hoyle
- Stephen Morpugo
- Ahmet Arda

1.1.2 The Professional Team

Hornsey Town Hall Trust Ltd appointed a full professional team to lead and direct the project.

**Hornsey Town Hall
Business Plan December 2004**

Consultant	Name / Organisation	Responsibilities
Architect/Lead Consultant	Anthony Charnley of Anthony Charnley Architects.	Responsible for coordinating input of all consultants and preparing the overall design & programme of the project. Responsibilities also include submitting planning & building regulation applications, preparing contract documents.
Consultant Surveyors	Tony Westbrook of Westbrooks Surveyors	Responsible for property advice, negotiations with commercial partners, lettings, overall strategy.
Services Engineering	Max Fordham of Max Fordham & Partners.	Currently working on RFH: Responsible for refurbishment and renewal of all services installation except stage/lighting.
Structural Engineers	David Berle, Consulting Engineers	Responsible for checking loadings on all structural elements. Design of balconies, stage gantry fixings, repairs of cracks and inserting of roof 'slab' etc.
Quantity Surveying:	Gardiner & Theobald: Gary Griffiths (via Tony Westbrook)	Responsible for cost planning, procurement advice, bills of quantities and valuations
Business Planning and Grant advice	Robin Knowles, Civic Regeneration Limited	Responsible for preparing and updating business plan, and the project management and development strategy.
Planting/Landscape	John Van Hage	Responsible for preparing schemes for the main square and rear exterior space. Advice on trees
<u>Assembly Rooms</u>		
Theatre Planner & Acoustics	Nick Edwards, Acoustic Dimensions	Preparing overall concept. Designing all finishes. Advising on sightlines, seating etc.
Environmental Impact Appraisal	Stephen Grindley/Andrew	Preparing initial appraisal for submission with bid document to accompany the Planning

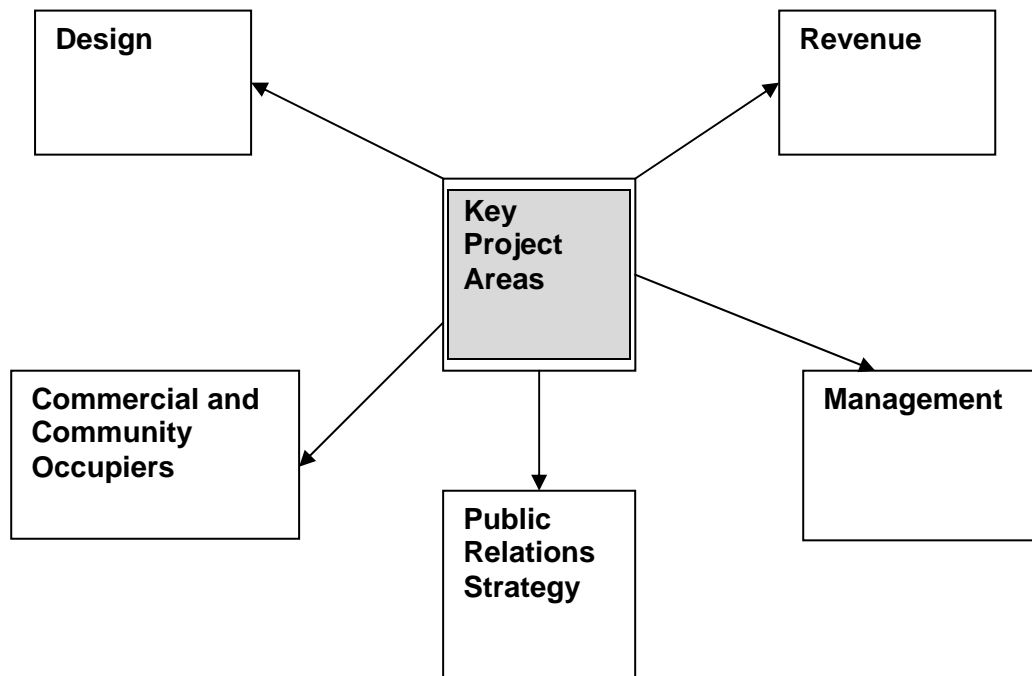
	Chalmers, Gifford & Partners	Application.
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NB Anthony Charnley and Tony Westbrook have carried out their professional duties without remuneration to date, so as not to conflict with their duties as Directors/Trustees.

1.2 Methodology

1.2.1 Approach

The project team have broken down the work into 5 main concurrent areas which are elaborated on in the different sections of this business plan.



1.2.2 Design

The Project Team evaluated the current concept scheme design and the potential for the Town Hall and surrounding buildings to be independently viable. Each area was considered in terms of optimum layout in terms of its commercial functionality and implications for the wider community. The design includes diagrammatic plan studies of each proposed building forming part of this plan.

1.2.3 Potential Commercial and Community Occupiers

The Project Team have considered a wide range of commercial and community tenants in terms of rent levels, tenancy terms and valuations focussing on the potential of their organisation/company in the proposed development.

1.2.3 Revenue

The Project Team has developed a comprehensive spreadsheet into which has been fed a range of variables from projected rents, to management costs, voids and marketing costs.

1.2.4 Management

The Project Team have considered a range of different management structures that the Project will use during its phased development period and post-construction, looking at similar developments in choosing an effective day to day management structure.

1.2.4 Public Relations

The PR strategy for the Hornsey Town Hall Complex during the phased capital refurbishment period has been considered carefully. The team used its research time to pick through likely issues and to assess the level and type of Public Relations strategy that might be appropriate during and following the phased construction period.

2.0 Background

2.1 Introduction

This section covers the background to the project including background to the Hornsey Town Hall Complex, and the Haringey Council's development brief for the site. This section also provides a history of the Hornsey Town Hall Trust (HTHT) and the context for disposal of the site through a charitable trust.

2.2 History of the Hornsey Town Hall Complex

Hornsey Town Hall is located approximately 8.6 km north of Central London within the Borough of Haringey and at the heart of Crouch End Town Centre. The Town Hall ceased to function in 1956 when the Borough of Hornsey was absorbed into the new Borough of Haringey, and Wood Green's Civic Centre was chosen from the three available town halls for council meetings. The surrounding public halls were also closed because the cost of maintaining them in a safe condition could not met by the Council. Since this time they have been used as storage space, although the fabric of the buildings has deteriorated over time. The roof of the Town Hall has not been maintained and water leaks have caused damaged to some of the interior. Part of the interior, such as the council chamber, has been sealed off because of an asbestos risk, which may pose a wider risk to the building as a whole.

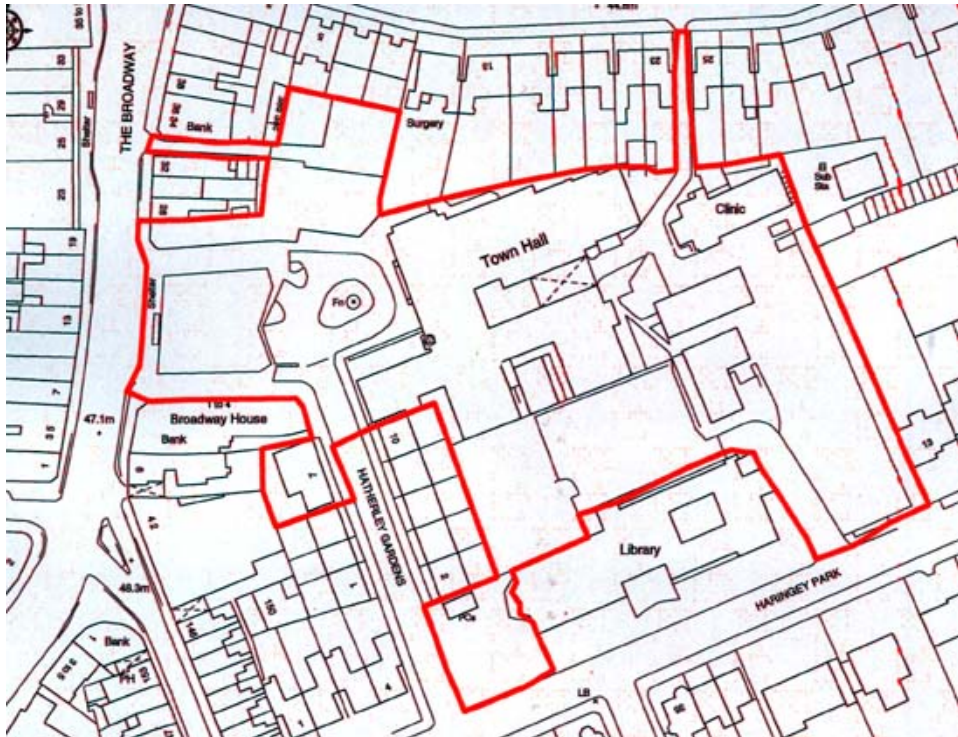
The Council and local community place a high degree of significance upon the Town Hall and surrounding public buildings. This is principally due to their architectural importance (including Grade 2 and Grade 2 star listed buildings) and the prominent position which the properties occupy within Crouch End Town Centre. In addition, there is a longstanding history associated with the site in providing local authority services. The site also benefits from being within the close proximity of London's main arterial road network. The Town Hall and its Associated Buildings are located in a prominent position within the Broadway, adjacent to the prime retailing thoroughfare of Crouch End.

Haringey Borough Council is currently seeking to dispose of 3.991 acres of land which includes the following:

- Hornsey Town Hall and adjoining Public Hall
- Broadway Annexe
- Weston Park Annexe (also known as Clinic)
- Mews Studio
- Rear Annexe; and
- Public Square and Car Park (including Hornsey Library Car Park).

The Town Hall and associated Buildings are within the freehold ownership of the Council. With the exception of the library, the buildings are currently surplus to future Council requirements.

2.2 Proposed Area for redevelopment



2.3 Haringey Council's Development Brief

The site presents a number of potential development options, for the town hall, the public halls and the land to the rear of the Town Hall. This has enabled the consideration of a wide range of potential uses including community use of the existing Town Hall and Public Halls in addition to further commercial use within the Town Hall and opportunities for residential development on the identified land to the rear of the Town Hall.

The Council's resolution to dispose of Hornsey Town Hall and Public Hall, Associated Buildings and Land is based upon the following development objectives:

- The desire to restore/refurbish the Town Hall and Public Hall to preserve and enhance the character of these buildings within the Conservation Areas.
- The need to bring/retain employment generating uses within the area.
- The need to improve the local environment through development, to actively benefit the local and wider community.
- To encourage a mix of uses through the active re-use of the existing buildings which will promote economic development assist the improvement of public realm at the site and the overall enhancement of Crouch End.

2.4 Background of the Hornsey Town Hall Trust (HTHT)

2.4.1 Crouch End for People (CEfP)

Hornsey Town Hall Trust was formed by Crouch End for People (CEfP), a local community group whose key concern is to protect Crouch End, its community and the surrounding area. CEfP have become increasingly aware of the importance of the Hornsey Town Hall Complex for local people, as a geographical centre for Crouch End, as a physical resource, but also as a focus of community feeling, helping to define the particular characteristics of this part of the borough. CEfP believe that the Hornsey Town Hall complex is not just a resource for Hornsey and Crouch End, but for the whole of the borough and wider community of north London.

Over the past few years, the members of CEfP have worked together to arrive at a shared vision for the Hornsey Town Hall complex to be restored as a vibrant and viable centre for Crouch End and the wider community providing a range of artistic, cultural and educational facilities. At a public meeting, with over 600 attendees present, it was resolved that CEfP would promote the regeneration of the Hornsey Town Hall Complex for the use of the people of Haringey through developing alternative proposals for the future of the Town Hall.

2.4.2 The role of a Charitable Trust

The essence of CEfP's vision is for the Hornsey Town Hall to be transferred to a charitable trust with those other parts of the complex which can be used to provide an income to support community activities there or which is needed for its operation and management. For CEfP, a charitable trust is an essential way of protecting Hornsey Town Hall from the implications of a commercial developer whose interests may need to optimise its economic return particularly allowing for contingent expenses such as asbestos, conflicts with a community vision for the Town Hall. A charitable trust's wider professional management also avoids the risks of management of the site and offers this kind by Councillors and Council Officers.

2.4.3 Strategic advantages of a charitable Trust:

CEfP identified a number of key strategic advantages that would result from the transfer of the site to a charitable trust.

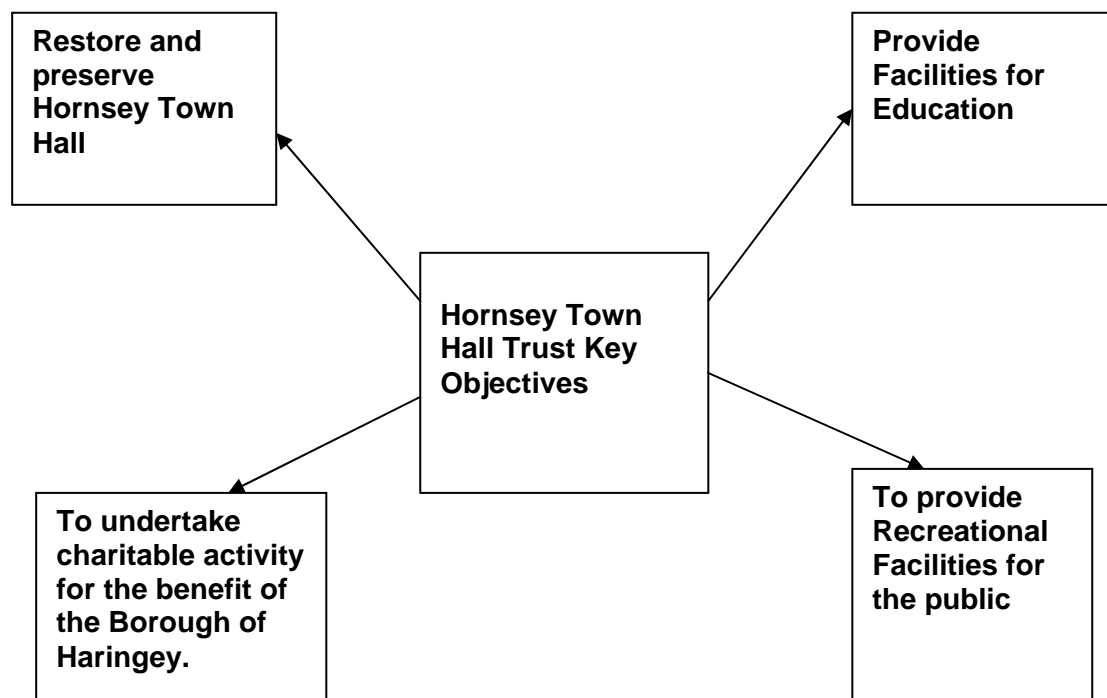
Strategic Advantages of a charitable Trust:
<ul style="list-style-type: none">• The Trust will be a long term strategic body to the Town Hall complex following the refurbishment and redevelopment works
<ul style="list-style-type: none">• The Trust would work for public benefit and not operate for private gain/ profit
<ul style="list-style-type: none">• The Trust would be legally committed to operate the Town Hall in accordance with the directors of the Trust, subject to regulation by the charity commissioners and subject to monitoring by two trustee directors appointed by Haringey Council
<ul style="list-style-type: none">• The terms of reference for the Trust will be agreed by Haringey Council and consequently the agenda for the future can be set with a greater degree of certainty. The interests of the local community will be represented by the Council but the control will lie with

independent qualified trustees.
<ul style="list-style-type: none"> The proposals of the Trust will be attractive to conservation and grant-making bodies.

2.4.4 Hornsey Town Hall Trust: A viable way forward

CEfP formed Hornsey Town Hall Trust Limited, a company limited by guarantee which has been approved as a charity by the Charity Commissioners and by the Inland Revenue. Hornsey Town Hall Trust aims to bring this site and surrounding land and buildings back into general public use and create a dynamic heart to the centre of Crouch End providing a valuable endowment for the wider community of Haringey and London. The specific purpose of the trust is to encourage regeneration of the Hornsey Town complex for the benefit of the community and to develop detailed plans for the site alongside a sustainable income revenue strategy to support community activities and operational management.

Hornsey Town Hall Trust Key Objectives



A report prepared for Haringey Council by Donaldson's, outlining future Disposal and Future Management Options for Hornsey Town Hall, concluded that a viable option is to dispose of the site through a charitable trust.

The following table outlines the conclusions of this report explaining how this option will protect and safeguard the site for the wider benefit of the community of Crouch End.

Disposal of Hornsey Town Hall Complex through a charitable trust :

- 1.** The trust will allow all the capital raised from enabling development to be reinvested in the Town Hall complex because there will be no need to pay a commercial developer. This is particularly important where project margins are tight which the initial feasibility study has shown this liable to be the case.
- 2.** If given, access to external heritage funding for the refurbishment/conversion of the Town Halls. There is potentially access to external heritage funding for the refurbishment/conversion of the Town Halls, which will not be available to a scheme led by a developer.
- 3.** It removes conflicts between private profit and investment in renovation within the Town Hall because; additional investment will not necessarily generate additional return if the buildings are to be transferred to a trust.
- 4.** It will reduce the likelihood of planning disagreements on major principles as the development brief can be imposed more definitively because Haringey Council will influence the nature of the development in a way which would be denied to it by a commercial developer.
- 5.** It can bring together a team of professionals who can provide the expertise and drive to achieve ambitious solutions to the Town Hall/ Public Hall, and then this will result in value added community facilities which would not otherwise be feasible given the absence of government regeneration grants/other external funding opportunities.

3.0 Context

3.1 Introduction

This section provides an overview of the archaeological and planning context for the plans for the Hornsey Town Hall complex and outlines potential commercial and community stakeholders. The latter part of this section also includes examples of other successful projects where charitable trusts have been involved in the procurement and management of former public buildings.

3.2 Archaeological and planning context

The majority of the Hornsey Town Hall Complex lies adjacent to the Crouch End Town Centre, with the Broadway and main square falling within the boundary of the Town Centre as defined in the Haringey Unitary revised Development Plan in September 2004.

The Town Hall is a building of high architectural quality, which was immediately recognised in 1935, immediately after its construction when it was awarded the RIBA bronze medal. This was re-confirmed in 1990 when its listing status was upgraded by English Heritage from Grade II to II*. Another aspect of the Town Hall is the unaltered condition of some of its interior. The Town Hall forms the centrepiece of an architectural composition with Broadway House and Annexe. These three buildings were laid out so as to enclose a public square leading off the Broadway, and are therefore critical to the architectural quality and setting of the Town Hall.

The topography for the area also has an important effect on its appearance with the southern approaches from Crouch End Hill and Crouch Hill providing especially dramatic views and well landscaped approaches down into the narrow compact town centre. The Town Hall approach provides the only central open space with most buildings fitting well into this attractive setting

In their development brief, Haringey Council stated that any re-use and development of the identified buildings and surrounding site area will need to respect both the architectural and community importance of the Town collection of civic, cultural and commercial uses around this historic civic space gives the area a special status.

Hornsey Town Hall Trust welcomes the fact that the Council have worked closely with English Heritage which have informed their present proposals for restoration and development work and are committed to working closely with English Heritage in all future proposals. English Heritage guidance suggests that an independent charitable trust is a good way of preserving historic buildings, and that the former town hall-managing organisations often include local councillors in the Board of Trustees who would ensure effective representation of the archaeological and planning context of the site.

3.3 Prospective Commercial and Community stakeholders

Hornsey Town Hall has previously had a history of bringing the wider community together, by providing a venue for activities and events which promote community cohesion and provide cultural and educational opportunities for children and young people as well as adults.

The Plans to redevelop the Hornsey Town Hall Complex are driven by substantial community activity for the expansion of arts and community and specific concerns to increase and safeguard the availability of public space that will benefit the wider

community. Over the last six months, CEfP and Hornsey Town Hall Trust team have been talking to key commercial and community tenants and have established a list of potential occupiers for the complex. Letters of Support can be found at **Appendix 2**.

Table of prospective Partners

Prospective user	Organisation
Residential	London & Quadrant, Anchor Housing Trust
Cinemas	<ul style="list-style-type: none"> • Screen Cinemas • City Screen (Picture houses) • Everyman • Vue Cinemas
Children's Areas/Services	<ul style="list-style-type: none"> • Soft Play, House of Play • Haringey's Young People's Services.
Performing Arts Organisations	<ul style="list-style-type: none"> • Colourstrings • LSO St Lukes • Wycombe Swan • NLPAC
Community/Public Sector Groups	Citizens Advice Bureau
Artists/Gallery	Byamshaw School of Art, Archway
Restaurant/ Bars	Carluccios

3.3.1 Cinema Proposals

The proposal for a cinema to be located on the first floor of the main hall converted from the main hall balcony and the panelled meeting rooms has undergone considerable investigation. Detailed plans have been produced to show a 3 screen cinema seating 260 people, a café and disabled access. (Plans are detailed in section 4)

Discussions have been held with four cinema operators, all of whom have shown interest in the proposals. Professor Ian Christie of Birkbeck College, the leading cinema academic has also seen the plans and endorsed them. See Our most detailed discussions have been with City Screen Cinema Ltd, a leading independent cinema company. They operate more than 20 cinemas across the country, including the Clapham Playhouse, Arts cinema in Cambridge, Stratford Playhouse and the Gate cinema. They will show a mix of mainstream and independent (Art house and Ethnic) films to suit the local audience. A letter of support from Professor Ian Christie can be found **Appendix 2**.

City Screen have indicated that they would take a long lease of the cinemas, pay for all the fitting out works and will pay a rent(partly based on sales) as well as allowing the use of the cinema during the weekdays for community groups. On the 16th December 2004, they confirmed their interest, by agreeing to initial discussions as soon as confirmation of the project was given.

3.3.2 Performing Arts Activities

In July 2004 HTHT undertook a programme of consultation to 35 local performing arts groups in and around Haringey. The Performance Arts Consultation results can be found at **Appendix 3**.

This consultation exercise concluded that:

- HTH was an attractive venue for many organisations, giving them the opportunity to grow and increase in membership and number of performances
- Many performing Arts organisations rehearse outside of Haringey due to the lack of suitable facilities.
- The average size of space required for rehearsals was 4-6 by 4-6 metres with a couple of organisations specifying a height of 4 metres max for those rehearsing circus skills. Dance rehearsals need about 3 metres.

Accommodating these requirements would be well within the scope of space available in the proposals for HTH complex. The consultation exercise also concluded the following recommendations for HTH Assembly Hall

- The need for good acoustics
- Open bright space for rehearsal
- Good unloading/loading access
- Car parking space
- Flexible Space for the stage, orchestral/choral works
- Good lighting
- Large and Small dressing rooms

A local music School and international music academy would welcome the opportunity to base its rehearsal space in the Town Hall. A highly respected dance group with a worldwide reputation is looking for a new home. Both these would represent important anchor community tenants for the Public Hall and basement dance studio. A table showing a list of potential performing arts users and a list of competitor venues can be shown at Appendix

3.3.3 Services and Provision for Children and Young People

Hornsey Town Hall is situated in an area with a high density population, including large numbers of babies, children and young people. Many of the nearby Schools need extra space for educational, recreational and support activities.

The Hornsey Town Hall Advisory Panel identified the following services, facilities and programmes for young people that could be offered in the redeveloped Town Hall complex.

1. Out of School Hours Learning Programmes

These could be co-ordinated in partnership with external provider organisations, Haringey Council's Education Service and local schools, to fill identified gaps in provision. Facilities could include:

- Additional venue for dance, drama, visual art and music classes
- Multi-purpose Education Space to offer activities not currently available within the Borough
- ICT facility offering digital music, video, journalism and TV/Radio courses, and basic ICT skills classes.
- Study support activities

2. Provision of leisure space and facilities for local young people

These would be planned in partnership with Haringey Youth Services, Connexions, the PCT and local youth groups to ensure there is a need for them. Facilities could include:

- Landscaped, safe skateboarding area behind the Town Hall
- Space for the 4YP health Bus
- Young people's drop-in youth centre.
- Minds' mental health support service, Kidscape, the Bubbly Crew support network for young carers, the National Youth Agency etc.

3. Provision of space, facilities and support for young children and their families

This could be developed in partnership with organisations such as Continyou, Family Learning, the EYDCP and local voluntary and community groups. Facilities could include:

- Under 5's soft play drop- in centre
- Family friendly meeting space
- Space available to hire for young children's parties/fundraising events
- Café for young children and families
- Facilities for local families' networks e.g. childcare co-operatives, Haringey families, Cares Haringey, local foster parents
- Programme of learning activities e.g. parenting classes, nutrition, family first aid courses, family counselling and other therapy classes.

3.3.4 Local Community organisations

Another anchor community tenant would be a gallery for contemporary art, possibly with workshops for artists attached, at the rear of the administrative section of the Town Hall. There is also a demand for space for local artisans; the highly successful chocolate factory in the cultural quarter of Wood Green is heavily over-subscribed with people wanting to find studios.

HTHT have also been listening to the views of older members of the community who need venues where they can socialise. There is space in the administrative section of the Town Hall is ideally suited for this purpose.

3.4 Shoreditch Town Hall

The proposals being put forward by Hornsey Town Hall Trust are similar to those that were put forward by the Shoreditch Trust to redevelop Shoreditch Town Hall as a multi-purpose community arts facility. The Shoreditch trust was founded after

Hackney Council commissioned a report following extensive community consultation which recommended the creation of a trust to develop and manage new proposals for the Shoreditch Town Hall. Shoreditch Town Hall is a Grade II listed building built in 1866. It ceased to function in 1965, and has faced an uncertain future since. Hackney Council has recently leased it to a community trust which is regenerating it for mixed community and arts uses. Staging the development of the site enabled the community aspirations to grow with the project. Shoreditch Town Hall Trust has sold the 1930's Annexe and small empty site to the rear of the Town Hall and is using proceeds to carry out the first phase of repairs to the building. This is a £ 2.3 million contract which includes:

- Completely renewing the leaking slate roofs of the site
- Restoring its 1865 entrance hall and Council Chamber to its original appearance
- Removing asbestos and installing new heating and lighting.

The town hall is due to re-open at the end of 2004 following completion of this contract.

3.5 Interchange Studios, Hampstead Town Centre

The interchange studios based in Hampstead Town Centre provides an example of how a charitable trust (The Interchange Studio Trust) manages and provides a programme of activities in a large centre with multiple partners. Partners include Camden Housing Department, Camden Arts Centre, London Youth Arts Network, Goldsmiths College and the London contemporary dance School.

The use of a commercially orientated, but still not for profit charitable trust to act as project managers, with the relevant expertise amongst the trustees, seems to have been an effective set-up for Camden Council. This is evidenced by the range of Council client services based there and undertaking activity with the charitable organisations in the Town Hall.

The building now provides the framework which attracts the current diversity and number of other partners, operated and programmed by a non-commercial charitable trust. This has now generated a mix of activity that attracts a wide range of funding partners and client agencies that also bring funding with them. The turnover of partners and client agencies often bring funding with them to the benefit of the project.

The mix and range of partnerships is of the nature and type that those involved in establishing HTH complex as a cultural and community hub should be looking towards. However the size of the overall infrastructure, of the building is smaller than HTH, and therefore the potential is there in Haringey for an even wider mix of organisations and uses. In addition, the number of partners already involved through the panel has established a network through which other partners can be brought in.

4.0 The Vision

4.1 Introduction

The Hornsey Town Hall Trust (HTHT) is determined to ensure that the best is achieved from the reuse and refurbishment of Hornsey Town Hall and its surrounds.

HTHT and the Project team have worked together to understand the current market opportunities that the wider Hornsey Town Hall complex offers for creating a thriving commercial and community centre that will enliven and contribute to the local of residents of Crouch End and surrounding area.

The Trust's vision for the project is that:

“The Hornsey Town Hall complex will be restored to become a vibrant and viable centre for Crouch End which will provide a focal point for community, cultural, educational and enterprise activities, with restoration and community uses underpinned financially by appropriate commercial uses and grant aid”

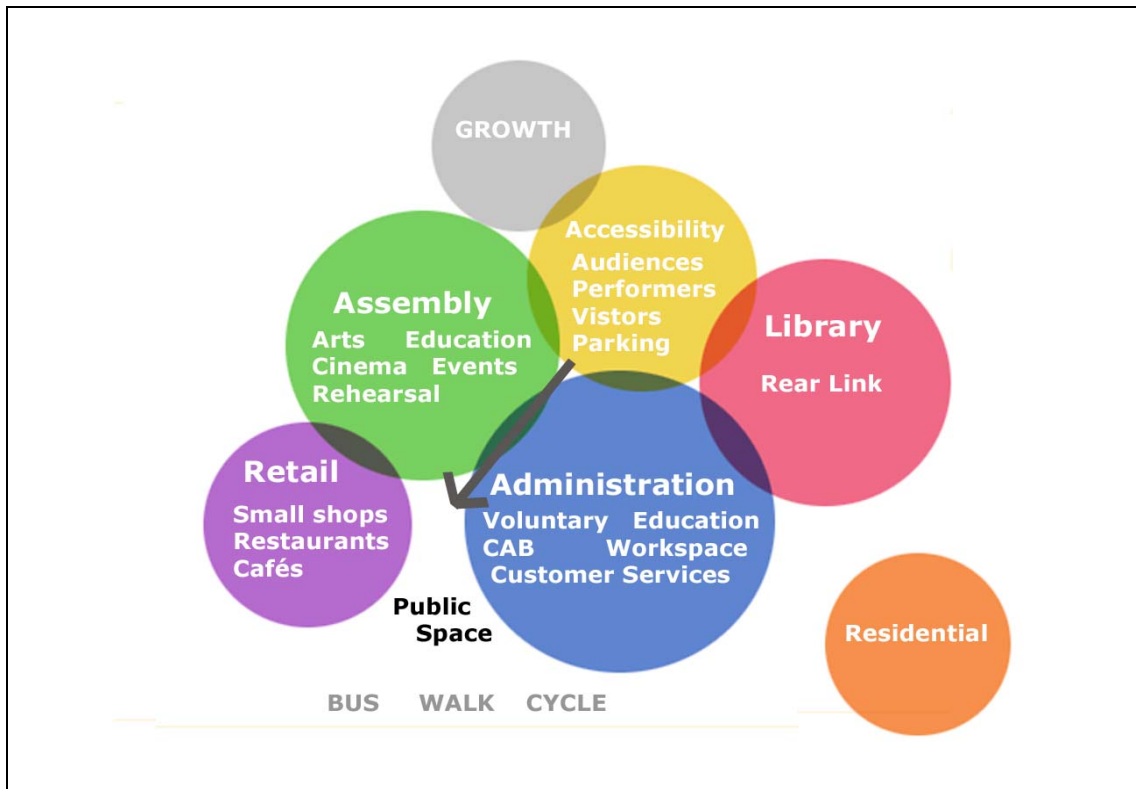
4.2 Key Project Aims

As part of their vision Hornsey Town Hall Trust have developed the following set of key aims:

- To provide a multi-functional cultural and community centre open for cinema, theatre, concerts, events, the local community and children.
- Extending the Town Hall car park for the use of Crouch End residents and visitors to the Town Hall as a pay and display facility.
- To broaden the accessibility of the Town Hall, which will improve its financial viability.
- Developing the area in front of the Town Hall for a multi-use European/Covent Garden Style main square.
- To develop a centre that that will ensure that the running of the Town Hall and its open space will be on a not for profit basis for the primary benefit of local people
- To develop a structure that will safeguard and preserve the existing building and its surroundings.

In so doing they are determined to avoid over development, the loss of the Car Park and a reliance on maximising commercial development to secure cross finance to carryout essential and unsustainable remodelling.

Hornsey Town Hall Complex: Vision and Aims



4.3 Project Objectives

The project team have developed their design proposals around the following objectives:

- To retain Hornsey's landmark Grade 2 * listed building and its setting for use by the community of Crouch End.
- To ensure that as much of the site and its facilities as possible are used to provide an endowment for the town hall, and to service and provide maximum accessibility to the Town Hall and its community uses.
- To maximise community accessibility for the community to the building, its facilities and its environs whilst preserving security for those working within it.
- To resurface and enliven the main square with Cafés shops and services to form a new Heart for Crouch End.
- To provide a rich mix of activities and uses within the building for all age groups, with an emphasis on arts and education, and to include the Citizens Advice Bureau and other Council services. Such uses are to provide sufficient income to enable the building to pay for its upkeep for years to come.
- To obtain as much grant funding as possible to finance the restoration and conversion of the Town Hall.
- To employ experienced consultants to ensure that the assembly halls become top class facilities attracting audiences and performers alike, hosting as wide

a range of performances and events as possible with the aim of getting back the audiences of 900 who used to regularly attend.

- To minimise the effect of the proposals on traffic congestion and the on-street parking of neighbouring residents.
- To enable the development of the east end of the Mews with retail/restaurant units and create a new arcade to link it to the main square, thereby enhancing the centre of Crouch End
- To facilitate new housing on the existing residential streets of Haringey Park and Hatherley Gardens, using the vacant/underused sites. Development on a modest scale will both provide capital for the restoration/improvement work and assist the Council in meeting its housing targets, whilst minimising the additional pressures on local services.
- To retain and manage the core Town Hall Complex and ancillary areas being the car park to the rear and the main square to the front of the building. The funding for the restoration and redevelopment of these areas will be cross financed by the sale of a series of development opportunities in the surrounding complex of buildings and land resulting in a cross subsidy to which will be added grant funding to make the project viable.

4.4 Scheme Description

HTHT's vision proposes the faithful restoration and community re-use of Hornsey's landmark 20th C building. The benchmark for the restoration of the Grade 2* listed fabric will be the Conservation Plan, prepared by Alan Baxter Associates, as incorporated into the Supplementary Planning Guidance currently being finalised by the Council. The conservation expertise already available in the trust will be supplemented to ensure that the restoration work is thoroughly executed to the highest standards of English Heritage. Not-for-profit organisations and educational uses will be allowed to take space at discounted rates.

4.4.1 Building Location

The site of the building at the back of the main square forms a dignified setting. If the building is to thrive as the centre of a new 'local economy' it is important to maximise footfall through the rear of the main square. Whilst the building will generate much of this through the wide variety of uses envisaged, there is also the need to make it more obviously accessible from the Broadway and to make the most of new retail proposed below in the north east corner of the Main Square, linked via a new arcade to the Mews behind it.

Good accessibility to the building and central area is vital and is assumed in the trust's financial projections. Crouch End has a low-medium public transport accessibility rating, and only 40 off street parking spaces behind Budgens (by comparison, Muswell Hill has over 200 and Finchley Central over 1000). Crouch End has managed to hold on to its traditional shops - just. Accessibility will be maximised by turning the existing car park into a public 'Pay & Display' of 100 spaces, and linking it to the front of the building by forming a discreet passageway through the west wing. By limiting stays to approx 2 hours this facility will be kept fully available to visitors and shoppers. Retaining the on site parking in this way will sustain both the Town Hall and the existing and proposed retail around the site. As the traffic generated by the car park will now be spread throughout the day, there will be a reduction in congestion during rush hours.

4.4.2 Design Proposals

The Trusts proposals are split into:

- The works to the Public Halls;
- the refurbishment of the rest of the Town Hall building
- Refurbishment of external areas and ancillary buildings Broadway Annexe/Mews Studio and Weston Park Annexe (The clinic)
- Creation of an endowment from granting long-leases

The location of these proposals are shown on the design plan below and a full design specification and site plan can be found at **Appendix 4**

4.4.1 The Works to the Public Halls

- Large multi-purpose Hall
- Multi use small Hall (Lower Ground Floor) Seating 200-230
- Three Screen Cinema Area (First Floor), seating 137, 72 & 50

Multi-purpose Halls

The main hall currently seats 1200. The experience of our theatre designers indicates this is too large to sustain itself financially. Although performances on this scale, such as choral works would be possible, these would only happen on a few occasions in the year, and cannot be considered a 'core' use to pay for the running costs as most other performances would be playing to much smaller audiences. Neither would rehearsals take up much of the space. Flexible subdivision is ruled out on acoustic grounds. Large rock concerts, although acceptable occasionally, would be unpopular as a core use with neighbours.

Our designers have found a strong demand for multi-purpose flat floored halls seating 200-250 (up to 600 standing) The space they propose has flexible staging, storage and get-in facilities whilst retaining the fine proscenium and forestage, and inserting a control gallery (and possible side galleries). Similar facilities designed along these lines include the Jerwood Hall off Old Street, the St Pauls Orchestra & Drama Studio and the Wycombe Town Hall.

Appendix 5 provides a feasibility study on the acoustic dimensions of the current main halls.

Three Screen Cinema Area

By vertically subdividing the space just in front of the existing balcony, thereby keeping the main body of the hall intact complete with windows, there is the potential to convert the first floor balcony into a cinema complex, using the existing projection room -local people have strongly and persistently demanded such a facility. Two screens, of 137 & 72 seats respectively, could be created on the balcony with a further 50 seat club cinema in one of the finely panelled first floor committee rooms over the main foyer. With the other committee room serving as a bar, these two rooms would also be available for use for community functions. The trust has held discussions with a most experienced and respected independent operator - City Screens- who are keen to be involved and their comments have been worked into the proposals. City Screens will also include a mobile digital projector to enable high quality film projection in the main hall, the council chamber and other large rooms in the building.

The work involves the addition of means of escape and toilet provision to the side of the balcony at first floor level. these small extensions are on side elevations that are not publicly visible, and will be carefully constructed to match in with the existing brickwork & detailing.

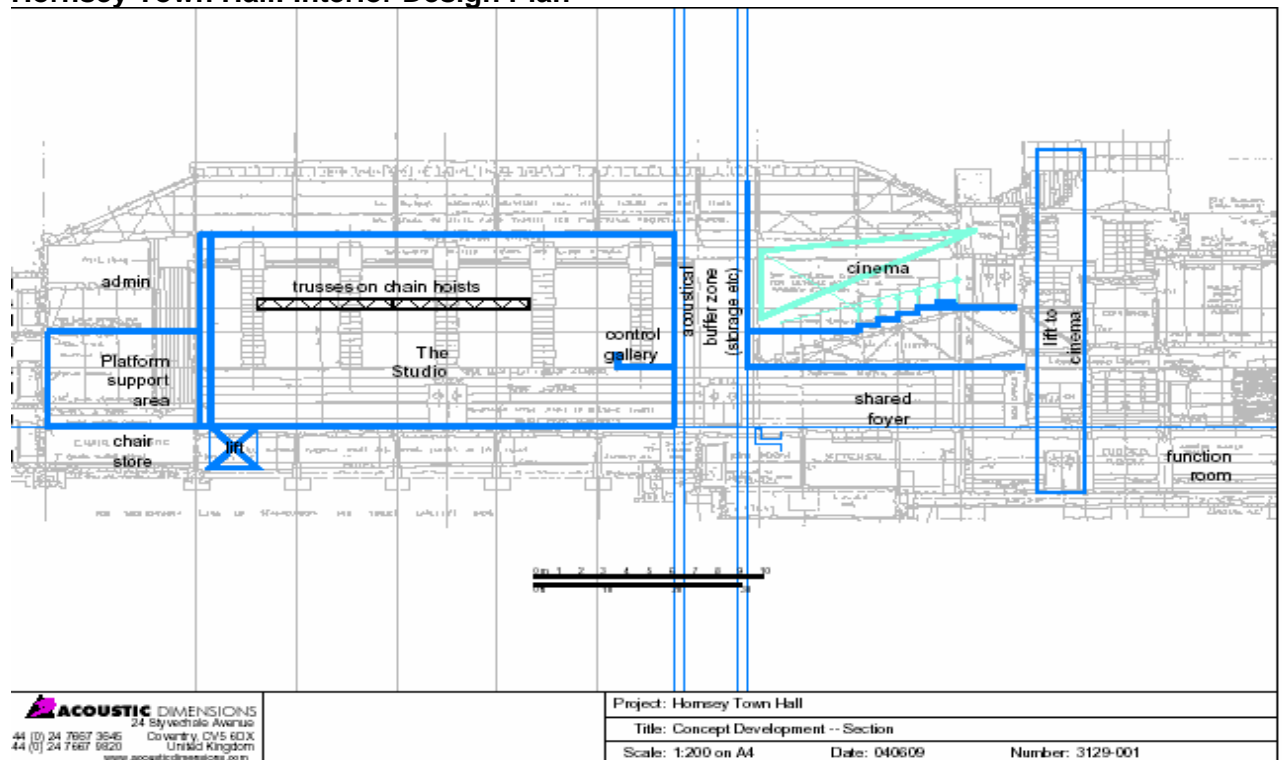
With the studio hall, located below the main foyer there is an architectural solution - Increase the headroom and the space becomes ideal as an intimate drama studio, for school and community use, as well as for catered functions as it is adjacent to the kitchen.

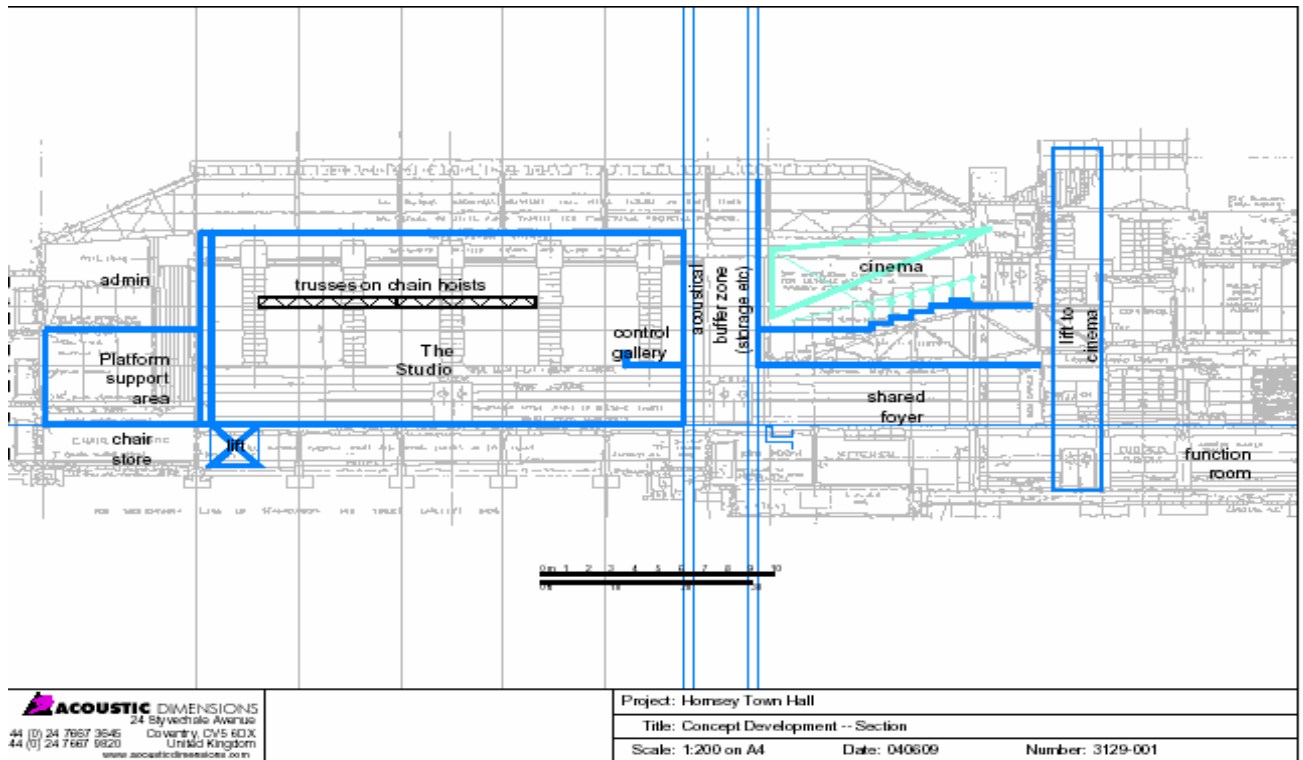
Access to all these spaces will be via the main foyer and existing box office. The area under the existing balcony forms an extensive 'performance café/bar' for use by users of the whole building. The north stair core will be adapted slightly to accommodate a new lift (a DDA requirement) serving all levels. The toilets will be closer together, and will serve as public toilets for the whole building and Main Square (with a high standard management regime).

The proposals for these areas envisage the refitting of all services including ventilation, and the installation of insulation to the external fabric to reduce energy loss and improve comfort levels in winter. The two auditoria will be fitted with state of the art lighting installations and be fully wired for sound. Seating will be comfortable and planned for maximum flexibility of re-configuration, including fully retractable seating in the main hall.

Appendix 3 provides a map showing the interior design for the cinema area and **Appendix 6** provides a catering report to support the Performance bar and restaurant ideas. **Appendix 7** is the MHA Structural Report and **Appendix 8** is the M&E Report

Hornsey Town Hall: Interior Design Plan





4.4.2 Refurbishment of the Town Hall Building

HTHT 's proposals are to externally restore the building, removing the 60s block to the rear and creating a series of modular office spaces and useable and bookable rooms all accessed off a common reception and access point to the front of the building. Once refurbished, the balance of the building will be used as set out on the plan below for a combination of managed workspace, community rooms for hire and a café facility facing onto the main square.

Main Entrances

The building currently has two. It is proposed that these be combined into a large single entrance using the three sets of doors in front of the main hall. As these are accessed by steps, a new disabled ramp will be constructed to one side. The existing entrance under the tower will be retained for means of escape.

Administration and Council Chamber

The offices and Council Chamber (21,000 sq.ft net) will all be accessed through the existing reception area, to ensure full security for the building users. The Council Chamber is a fine space, once the asbestos wall fabric has been removed and the interior restored it will be suitable for:

The high quality restoration of Dagenham Civic Centre (a Grade 2 listed building of identical age) indicates that there is a big demand for this kind of 'regal' space. Again, flexibility of use is important, as are good AV systems. Central management would be provided to ensure that the user's needs are fully provided for, as follows:

- Corridors/chamber provide Gallery space for artists (see also Clinic)

- Dance & music rehearsal/education space (upper ground rear)
- Fine panelled meeting rooms with AV facilities available for hire
- Sensitively upgrade both lifts, full disabled access
- Central kitchenettes on each floor
- Building security and management system

The building is currently occupied by 200-250 council staff, which makes a significant contribution to the local economy. It is recognised that the restoration work will need to be phased, and will comprise the cleaning and regrouting of the marble and terrazzo finishes, the restoration of the fine panelling/timberwork, and the redecoration of the public/ circulation spaces, washrooms etc in their original colours. The glazed screens to the 'Rates Office' area off the main reception will also be restored. Original fittings and furnishings are to be reused wherever possible, or matching replacements found. The offices are currently mainly in good order, although detailed surveys are required into the services, and also into the presence of asbestos (at Dagenham the asbestos was surveyed and removed by the council beforehand).

Investigation is to be made into the use of the extension in the south court at lower ground level as a separate 'soft play' nursery and crèche facility, which can also be accessed off the car park and have additional windows installed.

A meeting has been held with English Heritage and Haringey's Conservation Officer to discuss the proposals, and their comments incorporated. A close working relationship is considered essential in ensuring the successful outcome of the scheme.

4.4.3 External Works and Setting

Externally the key elements are the creation of a new main square to the front, the refurbishment of the Car Park to the rear and the upgrading and repair of the boundary treatments to the curtilage of the site.

Main Square

The existing lawn provides a barrier along the back of the Broadway that discourages proper community use of the square, and re-landscaping is envisaged with some buried services provided to enable events to be staged. The central tree is being 'crowded' by the two others, and could (subject to consultation) be removed, thereby ensuring their future health. Ideally Powerhouse would be replaced by a Café, with projecting awnings and tables on the square (a similar initiative could be made at the rear of Barclay's Bank with their blessing). The fountain will be retained and is to be made 'interactive' to engage passers by.

Weston Park Annex (known as the clinic)

This is a fine 5,000 sq ft two storey building in good decorative order, and is considered appropriate for re-use as an extension to the managed workspace of the Town Hall - similar surveys will need to be conducted. It will be popular with certain users owing to its proximity to visitor parking. Other uses considered appropriate are as a (much larger) soft play facility, or as a potential future art gallery featuring the works of artists working in the Town Hall studios, a 'Serpentine of North London'.

Restaurant

The insertion of the passage in the forward projecting west wing, to link the front and rear of the site, creates the opportunity for a fine high quality 'Thirties' restaurant (along the lines of The Ivy) of approx 1,350 sq.ft, complete with a small terrace slightly elevated above the main square and rear access off the car park.

Rear of the site- parking

The existing parking provision is essential to the functioning of the building. A 100 space car park (well within the Mayor of London's Standards for public halls) is to be retained. The fine existing trees at the west end are to be retained and supplemented by new trees throughout, of appropriate species. The surfacing is to be upgraded to a high standard and soft landscaping installed. The access off Haringey Park is to be upgraded to allow for delivery vehicles. Pedestrian access should be provided to the open space at the corner of Haringey Park/Hatherley Gardens to improve accessibility of the site.

It is suggested that a new public rear entrance could be provided to the library, with a flight of stairs up to the reception area, as an enhancement for users to make the facility more accessible from both the town centre and the town hall. Disabled parking/access is already available from the Haringey Park side.

The External treatments are shown on the plan below.

4.4.4 Creation of an endowment from the granting of long-leases to surrounding development sites

A core principle of this approach is that the true costs of the works as set out in Gardiner & Theobald's report are in excess of the level probably anticipated by the Council at this stage. Therefore not only is it unlikely that there will ever be a positive land value from development of the scheme, but also it is unlikely that it will be possible to make development viable without either inappropriate levels of development or grant funding.

The HTHT are aware of the development opportunities that exist in the adjacent sites and have anticipated that these be disposed on a long lease-hold for best value to developers whose proposals are in keeping with the quality of scheme that HTHT are seeking to achieve.

In particular, the Sites and proposed developments are:

1. The Broadway Annex (Listed building) /Mews Studio A retail development site offering the opportunity for additional retail/arcade at ground level. A suggested layout is shown below.

These buildings should be treated as a whole to enable an integrated retail scheme at ground level, linking the Main Square and Mews with an arcade. By re-using the mews studio and constructing a two storey building to terminate the mews (thereby attracting shoppers to use it) 8 or more retail units can be created with a total of 7,750 sq.ft.

The Broadway Annexe itself is listed, and has a fine circular entrance hall/stair. Subject to EH approval, the two upper floors could be converted into up to 15 flats, as it is felt that having these overlooking the square would greatly enhance security

at night and help prevent vandalism. In particular the eastern end of the building has a large roof void that is currently unused and presents a fine opportunity for the insertion of a mezzanine floor to form loft style apartments.

Alternatively the upper floors could be retained as workspace along the same lines as The Clinic.

2. Workspace and Housing Site to the Rear – Along the Boundary of the Site a two storey Managed Office Space with Housing above, possibly incorporating an element of Live/Work could be created without impinging on the provision of a Car Park.

3. Haringey Park Frontage Housing Site – Next to the rear entrance to the site and the Library there are proposals for an appropriate housing development with the possibility of up to as many as 35 flats. Currently there is a large gap between the library and 13 Haringey Park and it is suggested this be filled with a residential building of an appropriate scale to maintain the continuity of the street. An ideal form of residential would be 'sheltered accommodation' of the kind provided by Anchor Housing Trust - this would provide much needed independent flats for the elderly in an ideal location close to the centre and includes warden assistance 24/7 and a day centre for joint use of residents, neighbours and visitors. An ideal size would be 35-40 units totalling 33,300 sq.ft (3,000 sq.m.). Undercroft parking could be provided utilising the one storey change in level across the site.

4. 7 Hatherley Gardens (Citizens Advice Bureau)

The Council wish to dispose of this site at an early stage. The building, temporary in nature, should be replaced with two storey residential to fit in with the architecture of the terrace of which it forms a part. The proceeds could be used to fund the design/early stages of the proposed scheme. The building currently comprises 5,150 sq.ft on two levels - suitable for up to 7 flats, and could be supplemented by additional space in a (pitched) roof.

HTHT are aware of the surrounding parcels of land as described above that would be available for the endowment as a result of this redevelopment and believe that if these capital receipts are combined with the transfer of the site for £1, then with grant assistance added, HTHT can deliver a viable future for Hornsey Town Hall site. The detail of these costs and values are set out in the next section under implementation.

5. New workspace

The opportunity exists for a new building along the eastern boundary of the site, comprising 10,500 sq.ft of high quality purpose built workspace on two stories with good accessibility and location. The new building could have flats incorporated along the top floor (part of the Haringey Park scheme). The building will be designed not to compromise the new live work units to be constructed on the adjacent site near to The Clinic.

4.4.5 Summary Scheme Description

The above Vision offers substantial benefits for North London, Hornsey and Crouch End and will provide:

- Much needed accessible arts/education rehearsal and performance space in a well serviced, central setting

**Hornsey Town Hall
Business Plan December 2004**

- A top quality independent cinema in a treasured Art Deco building with appreciative audiences
- Workspace for 300-400 people, housing the voluntary sector, providing local jobs and preventing the need to commute to central London contributing to a healthier lifestyle for all.
- Additional small retail units thereby encouraging a diversity of small traders in an era of large retail chains and bringing more vitality and choice.
- A real focal point for the community - the main square.
- Sheltered Accommodation and Day Centre for elderly people in an ideal location.

5.0 Project Implementation Strategy

5.1 Introduction

In this section, the report sets out how HTHT intend to implement the scheme described above in terms of procuring and phasing the works.

5.2 Principle of the approach

The underlying principle is one of working in Partnership with the Council offering both sides the ability to lever off their respective statuses and levels of resources while engaging more and more closely together during a series of work up stages. This means that the Council will not transfer the interest until the point that it believes the project is deliverable and equally, the partners are able to disengage from each other if certain pre-agreed deadlines and targets are not met. This process of engagement and recommended stages are described in more details below.

It is proposed that a major element of the funding from the project will be secured by the creation of an endowment. The Council and HTHT will create an endowment from the disposal on long lease-hold interests of surrounding developable sites in partnership with the Council, by inviting different elements of the private sector to complete different aspects of the work.

5.3 Project Procurement

The key consideration from the Council's perspective, relating to the procurement strategy for the Town Hall and Associated Buildings, is to deliver the refurbished/redeveloped building in such a way that it will guarantee a sustainable regime for the future that safeguards the building and community engagement. The Council has the ability to undertake either the long leasehold, or freehold disposal of their land/property interests at the Town Hall, either to a private developer/operator or to a trust or charitable organisation.

Each procurement option has advantages and disadvantages when considered from both the Council's and a commercial developers perspective. The following option analysis considers both the freehold and long lease hold disposal options and an explanation of why disposal of the building to Hornsey Town Hall Trust will guarantee the enabling development and commercial use conversion whilst protecting and promoting community engagement and activity in Crouch End.

5.4 Procurement Option Analysis

The Procurement analysis that appears in the Donaldsons report, commissioned by the Council in 2003, is good in that it recognises the limitations of the Freehold disposal route, rather over claims for the increase in control that Long leasehold offers the Council and rightly points out a range of benefits to the HTHT route in addition to the merits raised above.

In summary the Donaldson Report Key Points are:

1. Freehold sale

Donaldson's Disposal and Management Options report as prepared for Haringey Council concluded that a freehold sale of the buildings would not provide the Council with a sufficient degree of control to ensure the objectives for the site are met robustly.

The recently failed sale of Finsbury Town Hall by Islington Council illustrated the potential difficulties with this option. At Finsbury Town Hall, Berkeley Homes were selected as the preferred developer for the building based upon a limited development brief. In formulating their detailed proposals, Berkeley sought to increase the residential development element and failed to put forward a sustainable solution. English Heritage's views were not accommodated and it became clear the proposals would not receive the necessary consents and the sale fell through, with the Council now left to reconsider its approach.

2. Long-lease Disposal Option

A long leasehold option would on the one hand provide the Council with a greater degree of control to ensure the initial development and refurbishment are carried out. However as with the freehold disposal option, it will be difficult to ensure the sustainability operating future and maintenance upkeep that is required as this will effectively be governed by a private operator.

3. Procurement through Hornsey Town Hall Trust:

1. It allows more of the capital raised from enabling development to be reinvested in the buildings because there will be no profit and reduced taxation liabilities. This is particularly important where project margins are tight and the initial feasibility study has shown this liable to be the case.

There is potentially access to external heritage funding for the refurbishment/conversion of the Town Halls.

2. It removes conflicts between private profit and investment in renovation within the Town Hall because; additional investment will not necessarily generate additional return if the buildings are to be transferred to a trust.

3. In working closely with the Council, and if appropriately managed, there may be the ability to avoid planning disagreements on major principles as the development brief can be imposed more definitively

3. If the Council/Trust can bring together a number of key players who can provide the expertise and drive to achieve ambitious solutions to the Town Hall/ Public Hall, then this will result in value added community facilities which would not otherwise be feasible given the absence of government regeneration grants/other external funding opportunities.

5.5 Reasons for not including a Private Sector Partner in the initial stages

The reasons for not adopting the approach of including a private sector partner in the case of Hornsey Town Hall, is that there are several significant advantages over the idea of bringing in a single development partner to deliver the whole.

Firstly, the private sector tends to be best at one rather than many aspects of development. This core area of expertise will generate most profit for the company although they offer a package of development products as clients often want this, but many then parcel out the work to other specialists. The HTHT approach described ensures that Housing specialists, Retail specialists, investors, contractors and end occupiers are all bought in for these elements of the work they are best suited to in a competitive environment that draws out the best.

Secondly by carving the project up into bite size chunks, the number of possible private sector partners goes up enormously. This has the advantage of broadening the possible partners and creating real competition and therefore receipts and expertise.

By avoiding offering such a lump that only a handful can compete for it the HTHT will reduce the dependence of the scheme upon one developer's balance sheet. Such dependence means that the Developer's ability to deliver the scheme and fund it is linked to the level of exposure to risk of the Developer as a whole and a Board of Directors and Shareholders, for whom, unlike HTHT, Hornsey Town Hall is not their whole being.

By packaging the site up into elements, the HTHT and their Partner the Council maintain control over the pace and quality of development. Once the developer begins to raise or secure finance upon the scheme, they will lose some control over the pace of development.

Finally, by maintaining control of the site and packaging it out, HTHT will avoid the dangers of the chosen Developer cherry picking those elements of the scheme which are easiest first and losing the income or capital receipts from those opportunities into the Developer's books. In this instance, it is the refurbishment of the Public Halls that is most likely to fail to happen – as recently occurred in Richmond-on-Thames. Here, Laing acquired Normansfield Hospital, developed the housing, but transferred the old hospital and theatre to an offshore company and left them vacant. A Community Trust has had to take over the theatre.

5.6 Project Phases

The HTHT approach to the reuse of the site is split into five phases.

Phase 1 – Set-up

Phase 2a - The Meanwhile uses phase

Phase 2b - Grant funding and land sales phase

Phase 3 – Main Works Phase; and

Phase 4 – Up and running

Below we briefly describe each of these Phases in a little more detail.

Phase 1 – Set Up (6 Months)

Costs - £50,000

It is proposed that there be an initial phase for both the Council and HTHT to develop their ideas and programmes for a joint approach in more detail and to put some legal and further professional and other investigative work in place.

During Phase 1 the Council and the HTHT would negotiate and enter into a Transfer Agreement which will commit the Council and HTHT to a timetable for the evaluation of a restoration and endowment plan for the Town Hall based on the entire site. The Transfer Agreement will contain an agreed list of goals for the Town Hall and its endowment, and will contain financial criteria by which the viability of plans for securing those goals will be judged, including for example specified levels of receipts from realisations of property and specified levels of committed grant funding. If the conditions for the satisfaction of these criteria are not fulfilled either party will be entitled to terminate the Agreement which will leave the Council free to pursue other options.

If the conditions are satisfied each party will agree to enter into land transactions by which the Town Hall and its permanent endowment are vested in HTHT on a long lease, and other endowment properties as sold and the proceeds used to finance the Trust. The Transfer Agreement will provide for the Council and HTHT to make joint appointments of professional teams to provide detailed advice on the implementation of the project.

The project will be carried out on the terms of the Transfer Agreement with the specific consent of the Office of the Deputy Prime Minister. This will release the Council from its obligation under Section 123(2) of the Local Government Act 1972 to dispose of surplus land for a consideration which is no less than the best that can reasonably be obtained.

**Phase 2a - The Meanwhile Uses Phase (12 months)
No Non-recoverable Cost**

This is essentially the same as the Council's own current proposal to run the building by offering the opportunity of temporary use of the building. This phase will run concurrently with Phase 2b, being a series of meanwhile uses for the offices and other spaces to keep the building operational for a short period while the funding is raised, sufficient to enter into the agreement with the HTHT and let the first phase of the refurbishment works to a contractor.

It is important that the Council carries out this letting directly and on licenses or tenancies-in-common to ensure that the professional works in Phase 2b do not conflict with lettings and that control is maintained of the building. HTHT do not favour the transfer of the building even on a temporary basis to any external organisation, other than for short lettings of specific areas, until the long term future of the site is settled.

The main aim of this phase would be to raise sufficient income from lettings of the offices and Car park and temporary use of buildings to run the building, to make temporary emergency repairs to it and cover some of the legal and other professional fees incurred during Phase 2b necessary to develop the detailed plans of the project.

**Phase 2b – Grant Funding and land sales Phase (12 months)
Costs - £600,000**

This will be one of the most important phases of the project. The HTHT procurement plan envisages that HTHT join in Partnership with the Council to jointly raise the necessary capital to procure the regeneration of the buildings. These funds will be raised through:

- Grant Applications
- Long leaseholds being offered of Land and Sites to development funders
- Securing guarantees of Investment from the Private Sector and Social Enterprises in fit outs of leased space

At the end of Phase 2 the Town Hall buildings, car park and Main Square will be transferred by the Council to HTHT on a long leasehold basis. The terms of this transfer will be agreed during the phase, but will need to be sufficient to allow HTHT to drawdown sufficient funding to carry out the works and will include the payment of the endowment from the transfer of long leaseholds to the private sector. This could take the form of an agreement for lease.

Phase 3 – Main Works Phase (18 months)

At this stage HTHT will in partnership with the Council secure the works to the building through the tendering and implementation of the works.

It would be the intention to keep the building open and to phase the works into sections that allowed them to be carried out alongside the activities in the building. The order in which the works are completed would be flexible and would be driven by the success of the grant applications and land sales as to how much could be completed and what could be paid for.

Phase 4 – Up and running (Start of month 36)

Land Transfer Diagram- HTHT Scheme

This phase is after completion of all the works which in this programme is envisaged as being in 3 years time and is described in more detail at Section 6 below. Ideally, all the works will be completed by this stage and the long-term management and operation of the building can emerge.

The Long leasehold transfer to HTHT would be completed and they in turn would grant a series of occupational leases to the lessees of those areas of the building that HTHT do not intend to manage directly themselves.

The ongoing arrangements for the management and implementation of the future building will then be carried out as set out in section 6.

6.0 Management, Ownership and Operation

6.1 Introduction

In this section the plan describes the way in which HTHT intends to manage and operate the building once completed. The period of works and preparation is estimated as being three years. This is a realistic time period and will offer the HTHT a considerable period of time to evolve itself and adapt from being a property refurbishment driven initiative into a management company of the completed building.

This section covers:

- Principles of Management Approach
- Ownership
- Management Committee
- The areas and how they are occupied and operated;
- The Management of spaces within the common areas;
- Letting policy;
- Building Maintenance; and
- Core building staff;

6.2 Principles of the Management Approach

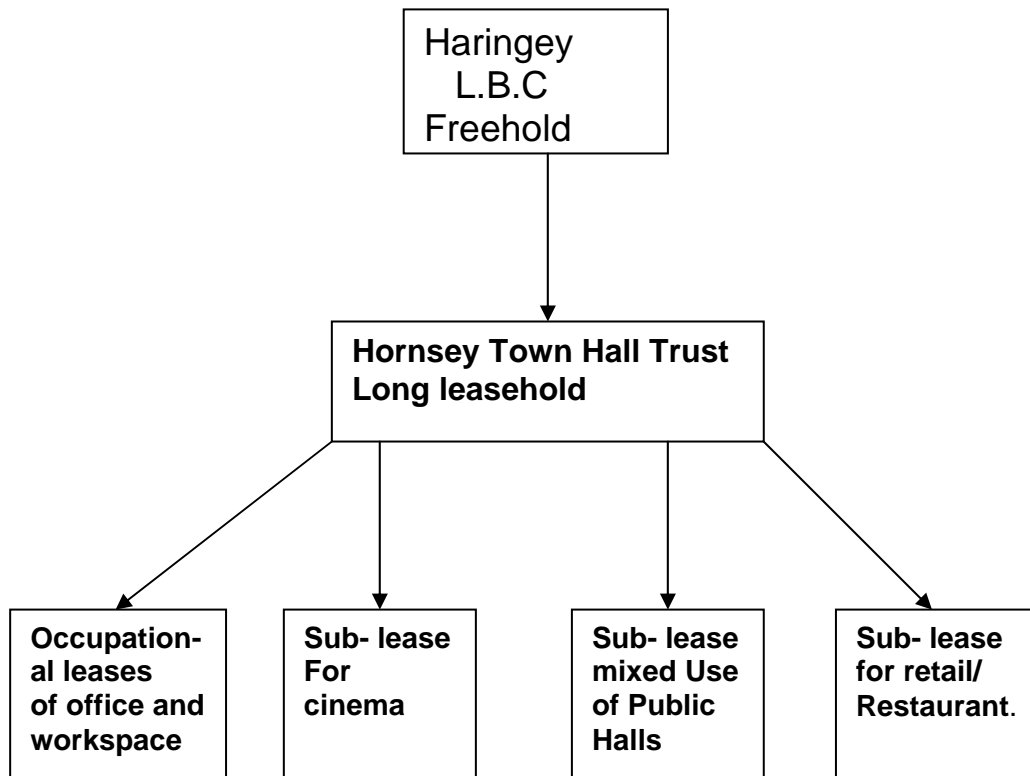
In developing the principles of the ownership and management approach in this business plan, HTHT has worked to the principle that the structures put in place and developed, maximises the sustainability of the arrangements beyond an initial period of development and operation. This is to ensure that they avoid problems faced by centres across the borough of generating enough income to cover their operating costs.

6.3 Ownership

The legal ownership structure is shown below. It is anticipated that the Trust will take long leasehold interest of the building from the Freeholder upon completion of the works, who will remain the freeholder. As stated previously, it is envisaged that HTHT will sign an agreement for lease prior to commencement of the works to allow the draw down of funds and is an entirely normal relationship between the two parties for this type of works.

This structure will give the HTHT a sufficient interest in the property to raise finance and grants for the capital works and also give them responsibility for the management and maintenance of the building and a sufficient interest to grant shorter leases to tenants and operators in the building. The details of these uses and operations have been set out in section 4.

Land Transfer Diagram- HTHT Scheme



6.4 Building Management

It is assumed in the plan that the management of the building is the responsibility of HTHT. The main elements of this will be:

6.4.1 Staffing

Staffing for the purpose of managing the building will be provided by HTHT. In the budget it is assumed that there is a team of 14 directly employed by the Trust. They will be:

- Trust manager
- Venue Manager
- Workspace Manager
- Caretaker Team
- Reception Team
- Admin Team
- Car Park Team

These teams will be supplemented by staff from other occupiers such as the Cinema, Bars and Restaurant. In addition the permanent leases in the building will be responsible for the management of their areas and will run a policy of providing assistance to and covering for the building team when practical to cover sickness and leave during the year.

6.4.2 Opening Hours

At present it is assumed that the building will be used from 8am to 9pm Monday to Sunday by HTHT and those letting space within the building. For the general public, access will be from 12.30pm to 5pm Monday to Friday. During this latter time there will be permanent staffing at reception with access controlled outside of these hours through opening up by the building manager's team of caretakers. It is also envisaged that the permanent occupiers will be given 24/7 access.

6.4.3 Security

HTHT see security in the building as absolutely key to the success of the project, internally, there will be no access to the building areas behind the foyer, reception area and cafés. Access further into the building will be controlled by a swipe card access policy for employees and occupiers only.

Externally, it is proposed to install CCTV, and manage security and to deny access to the building other than through the front entrance from the Main Square. Physical security staff will be provided through a contract.

6.4.4 Management Committee

The day to day management of the building and its operation and policy is anticipated as being placed in the hand of an advisory committee of the HTHT, Council, occupiers and users of the building. They want to generate an efficient letting policy and access arrangements for them and their customers and students as well as ensuring that booking policies and security and cleanliness are kept on top of and well managed.

6.4.5 Building Maintenance

A core goal of the business plan is to ensure that the maintenance of the building is kept up and can be paid for through the revenue generated by occupiers. The business plan assumes that there is a repairs and renewals budget for a handy man to maintain the space day to day. At this stage there is no proposal for a separate sinking fund to secure the redevelopment and investment in the building at a later date. It is assumed that any surpluses will be retained by HTHT for this purpose.

6.5 Lettings Policy

A major element of the centre will be the availability of rooms for use and hire by community and local organisations. The main principal of the letting policy is that there will be a wide range of rooms and spaces available at a wide range of rates depending on whether users are community groups, Social businesses or private sector.

The use of the available rooms is to be agreed, but the average letting rates by the hour will be set for the purpose of the business plan by HTHT in discussion with the management committee members.

Research suggests that there is significant demand for space in the area.

6.6 Occupational Leases

It is proposed that HTHT grant leases for the areas of the building set out in the previous chapter. The leases will be subject to a rent and service charge. These are discussed below.

- Cinema Operator – 25 Year Lease on FRI Terms
- Restaurant Operator - 25 Year Lease on FRI Terms
- Café Operator - 25 Year Lease on FRI Terms
- Managed Workspace – 3 month licences on easy in / easy out terms

Further lettings to third parties would be carried out on an opportunistic basis other than where the occupier was looking for a longer period of occupation than a day. A series of room rates and terms and conditions will be created.

6.7 The main spaces for Hire

Space for Hire	Proposed Usage/ Potential occupiers
<p>Multi-use Large Hall seating 250 (600 standing)</p> <p>Multi-use Small Hall seating 300</p>	<ul style="list-style-type: none"> • Dance/orchestral/drama • rehearsal & educational uses • Weddings & parties • Launches, conferences, • Wide variety of performances (music, dance, drama) • TV shows, fashion shows, fairs
Council Chamber	<ul style="list-style-type: none"> • Lecture Hall • Registry Office • Children’s Parliament • Training and Conferences • Gallery Space for large exhibits
Managed workspace/community rooms for hire	<ul style="list-style-type: none"> • Citizen’s Advice Bureau • Council’s Customer Services • Education, Colour strings, Consultancy • Voluntary: Arts, Performing Arts and a wide variety of charities • Artists and Crafts people’s workspaces • Small business: Consultancies, legal, software & IT • Breakout spaces from the Assembly Halls

6.8 Income

Income from the building will be derived from rents received from the tenants and rental income from short term lets as well as a service charge. These are set out in the next section of the Business Plan.

It is intended to levy a service charge to all occupiers on leases and to include it in the rates paid for room rentals to cover:

- Staff and Management Costs
- Repairs and Renewals
- Insurance
- Heat and Light
- Sundry costs

Responsibility for the setting and management of the Service Charge will be with HTHT's Trust Manager.

7.0 Financial Plan

7.1 Introduction

In this section the financial plans and arrangements for the delivery and on going management of the building are set out. The section covers the Capital and Revenue costs of the project.

The principle of the approach for the Capital costs is that there is a gap funding issue in that the total costs of the HTHT refurbishment proposals costs £3m more than the capital endowment anticipated. The strategy for closing this gap is set out in the section.

In terms of revenue costs and income the proposal is that the Town Hall generates sufficient income to cover the running costs. This break even approach includes substantial allowances for many of the costs elements. This means that if the income is reduced or not as good as indicated then HTHT can easily make substantial savings as necessary.

However, the plan shows no revenue grant support at all, which the Trust would be able to bid for and some of the possible sources of support are set out in this section.

7.2 Project Capital Costs

The total costs of the scheme are set out below. They include all the elements that are to be carried out by HTHT and are described within the scheme description in Section 4 and relate to the Gardiner & Theobald cost report that appears at **Appendix 9**

Elements	Capital Expenditure Costs £
Demolition and Site Works	47,250
Assembly Hall / Restaurant	4,095,000
Rear Offices	1,650,000
Engineering Services	2,275,000
West Wing Retail	40,000
External Works	650,000
Total Costs of Works	8,757,250
Fees@ 12	1,050,870
Contingency @ 10%	980,812
HTHT SCHEME COSTS	10,788,932

The above costs exclude non recoverable VAT and asbestos costs which are both unknown at this stage.

HTHT believe that these costs are considerably higher than the estimates received by the Council for the same works. This means that either the Council are not proposing to complete as comprehensive fit out and refurbishment or that HTHT's own estimates are too high and their plans are actually more viable than they currently believe. However, HTHT believe this is unlikely as they have had Gardiner & Theobald, a leading international firm of cost consultants, prepare the costs.

HTHT believe that if they are right then the difference in costs and shortfall in capital income that will be discovered exists in the Council's figures will mean that there is no real prospect of a land receipt to the Council from a development partner. Indeed, there will be a shortfall of £1m, which Haringey's ratepayers may have to pick up – or more likely, the Town Hall will be returned to the Council, unrefurbished.

7.3 Project Capital Income

The detail of these costs and values are set out in the next section under implementation.

For the purpose of this plan the Parcels of land and net values attributed to them are:

Development Sites	Capital Income £
Broadway Annex	3,000,000
Workspace to Rear and Housing	1,500,000
Housing Site	2,500,000
Corner of Hatherley Gardens	0
CAB	750,000
TOTAL INCOME FROM ENDOWMENT	7,750,000

The Above figures generate a gap between the costs of just over £10.79m and the land value generated from sales of £7.75m. This funding gap of about £3m needs to be filled.

Capital Costs	10,788,932
Capital Income from Endowment	7,750,000
Capital Funding Gap to be filled	3,038,932

Importantly this gap will exist if a developer takes the project forward as well. As the gap is in excess of the estimated endowment generated from land values HTHT believe that the Council will not see any land receipt from a Developer for the site and that any additional shortfall in the economics for the developer for the site will be either:

- saved by a developer in failing to do a proper job on the main hall for community use. This is obviously unsatisfactory to all parties; or
- The developer will seek to fill the gap through the intensive redevelopment of the site including the Car Park to the rear. This is a route to which HTHT are fiercely opposed.

The HTHT approach to filling this gap is by a combination of grants and debt. It would be the HTHT approach that it could raise the grants needed to deliver this gap based on raising grants against the historic, community and enterprise aspects of this project.

Possible capital funders that HTHT would approach in Phase 1 would include the LDA, English Partnerships, The Community Fund, The Big Lottery and Heritage Lottery Funds.

Any shortfall to be made up between the Capital costs and income after grant funders have been exhausted would be made up out of either debt taken on by the Trust through trading bodies dealing with specific aspects of the project. This could include, for example, a Social Enterprise taking on the role of the managed offices provider.

Alternatively a shortfall could be filled through offering a substantial rent free to the private sector for investing capital in fitting out or renovating areas of the building. This already forms part of HTHT's plans for the Cinema element described above.

7.4 Capital Grant Support

Grant Making Body	Description and Eligibility
Heritage Lottery Fund	Haringey has a low take up of HLF monies and a project of this profile would probably receive high support, given the architectural significant and listed status of the building. The Heritage Lottery Fund will fund groups with "Project Funding" programmes to develop plans, employ experts and develop detailed proposals.
Arts Council England	The Arts Council England's main capital lottery programme supports projects promoting creative excellence, developing sustainability and supporting diversity. Funding can be used for new build and equipment.
The Big Lottery Fund	The Big Lottery Fund will support major projects that benefit younger people with capital grants, which would consider supporting a project where there will be considerable benefits to local young peoples.
The Foundation of Sports and the Arts	Grants will be awarded to range of arts activity both capital and revenue. Applications would be encouraged from

	individual user groups based within the building.
English Heritage	Grants are awarded to projects where there are considerable benefits for the building, which promote economic regeneration, social and educational needs, visitor access and interpretation and long term sustainability.
London Development Agency	The HTH project can be linked to the "Creative London" Scheme and their hubs strategy; this has the potential for capital and revenue funds. This looks at how to directly support the arts and creative sector and has a wide scope.
Fundraising from sponsorship from local and national businesses	A partnership could be established with Arts & Business, a professional business sponsorship organisation
Office of the Deputy Prime Minister	The Green Spaces grant can be applied for renovating or changing the landscape of the town hall main square.

7.5 Revenue Expenditure

Upon completion of the works the building will pass to HTH to be managed and operated. The running costs for such a large building are anticipated as being substantial to ensure that:

- The building has a core staff of 14
- the lettable venues are well staffed and managed;
- The Venues are promoted
- There is a marketing budget
- good security is in place
- the property is kept in good repair;
- The building is properly cleaned
- The Car park is secure
- Leasehold occupiers are properly managed

The Anticipated costs are:

Item	Cost p.a.	Sub Totals	Total
Staff			
1 Trust Manager	36,000		
1 Venue Manager	36,000		
3 Reception	54,000		
3 Technical / Caretakers	66,000		
3 Admin	66,000		
Workspace Manager	36,000		
2 Car park Staff	30,000		
Total Salaries	14 Staff	324,000	
Repairs and Maintenance	90,000	90,000	

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Bank / Audit	12,000	12,000	
Marketing	36,000	36,000	
Cleaning	24,000	24,000	
Insurance	48,000	48,000	
Utilities	36,000	36,000	
Security	36,000	36,000	
Office Costs	48,000	48,000	
Non Recoverable Rates / Refuse	15,000	15,000	
Total Costs			669,000
Contingency 10%		67,000	
Grand Total Costs			736,000

In more detail these are:

Staff	
1 Trust Manager	HTHT will employ a Trust Manager with overall business responsibility for the building. The salary will be inclusive of on-costs - £36,000
1 Venue Manager	To promote the Public Halls and organise events and activities – £36,000
3 Reception	A team to manage the building during its main opening hours and to take booking and secure the front foyer area. £18,000 including On-costs
3 Technical / Caretakers	A mix of room organisers and technical support to users of the Building. Average Salary with on-costs £22,000
2 Admin	Back room staff for the running of the centre including billing and correspondence at £22,000
2 Workspace Staff	These two posts will manage the Workspace and support the manager in this role. The senior post at £36,000 with a £20,000 support role.
2 Car park Support	To secure and maintain the Car Park - £14,000 salaries
Repairs and Maintenance	Budget based on costs post refurbishment
Marketing	A substantial budget to promote the Centre is essential to its success. This budget would be used to support the other tenants in the building in a synergistic way.
Cleaning	An external Contract in Partnership with other tenants
Insurance	Based on the costs of insuring a similar style venue
Utilities	Estimate
Security	Estimate
Office Costs	Estimate
Non Recoverable Rates	Estimate – the Trust will receive 90% relief of the rates for those areas they occupy
Contingency	A 10% Contingency has been allowed for unexpected cost overruns in any one year. This equates to about £3k per month

7.6 Revenue Income

Revenue income will be earned from a range of uses of the building. These are split between the areas of the property and relate to income for the area identified in Section 6.

The main areas and income is set out in the table below:

Area	Income	Total Income
Main Public Hall	150,000	
Studio Theatre	30,000	
Managed Workspace	250,000	
Meeting Rooms	Included above	
Catering Facilities	Break even	
Cinema	30,000	
Restaurant	40,000	
Performance Café bar	40,000	
Weston Park Workspace	75,000	
Car Park	100,000	
Recoverable Service Charge	40,000	
Total Income		755,000
Surplus		19,000

In terms of the Assumptions made they are as follows:

Main Public Hall	The Main Hall will be available for rent for rehearsal and a whole range of other
Studio Theatre	
Managed Workspace	£20 per sq. ft all in with 20% void allowed for
Meeting Rooms	Assumed to be included in the above
Catering Facilities	Assumed that there will be no income from the enterprise that uses this facility
Cinema	Base rent for Shell Unit
Restaurant	Rental for Shell Unit
Performance Café bar	Rental for Shell Unit
Weston Park Workspace	£20 per sq ft all in with 20% void
Car Park	Based on £5 per day
Recoverable Service Charge	For the three areas on permanent leases

As well as directly employing 14 staff , HTHT's proposals for Hornsey Town Hall will see the provision of accommodation offering employment to a further 200 permanent staff and 5 or more businesses, many of which will be local start-ups. Many more will be involved in businesses and community groups that use the accommodation on a regular basis.

7.7 Revenue Grant Support

The above figures do not include any revenue grant support at all. However, there would be a large number of possible grant giving bodies that the trust could apply to raise additional funding for activities or to cover overheads.

Grant Making body	Description and Eligibility
Heritage Lottery fund	Will support the development of museum archives and interpretation and education activity. Given the architectural

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	importance, the involvement of local history groups and the suggestion for a museum about the History of the Town Hall, it seems appropriate to consider this for support.
Planning Gain	Funds can be used to set up an endowment to seed fund projects and community activity.
Arts Councils' London Office Grants for the Arts Programme.	This programme uses lottery and its core funding to support a range of projects. They share the national office priorities, but also have a focus on projects aiming to reach young people.
Foundation for Sports and the Arts	Revenue funding is available to support activities that promote participation rather than excellence. Applications are considered for five year loans.
Training and Employment initiatives	If based and operated from the Town Hall complex, these would qualify for European Social Fund Objective 3 funding and support from trusts such as the Joseph Rowntree Foundation
Profit sharing from private investment from bars and restaurants	This could be considered for the annex to the square, will also create a revenue stream and would require formal agreements,
Foundation for Youth Music	This is a lottery funded programme that supports music development in the formal and informal educations sector. It is not geographically constrained but again will tend to prioritise groups without access to wider funding.
Other grant making trusts	There is a wide range of grant-making trusts that will fund a wide number of different activities. Many have specialisms in supporting arts and creative projects. Esme Fairburn and Paul Hamlyn amongst others.

8.0 Way Forward

8.1 Introduction

In this final section of the report, the Business Plan looks at the next steps to agreeing terms to move forward. The Stages for moving from this current point to a successful completion of the project are set out in the report above.

The first Stage or Setup stage is about assembling the jigsaw pieces. The Way Forward can be broken down into:

- Development of Cost Plan
- Investigation of Endowment Fund
- Development of Legal Structure
- Investigation of Grants
- Negotiations
- Development of Business Plan

8.2 Development of Cost Plan

At this stage there is considerable concern that the LB Haringey costings for the works are too low and that there are even further costs to be discovered. On a building of this scale there are considerable risks to be addressed.

It is recommended that G&T and the Council's cost advisors meet up as soon as possible to review their respective costings, share detailed reports and other investigative work and try and reach agreement on a set of costs for the main works.

This agreed costs plan can then be used by all parties to reach agreement.

8.3 Investigation of Endowment Fund

Within the Business Plan, the HTHT are relying upon the creation of an endowment from the disposal of long leasehold interests in and around the site. It will be necessary of the Council and HTHT to commission or confirm the likely value that can be generated from these sites and to look at the likely timeframe for the disposal and payment for these.

The timing of the creation of an endowment fund will then set the timeframe for the wider scheme and will also determine the true level of the identified funding gap.

8.4 Development of Legal Structures

A key element in the next stage of work is to develop legal solutions that tie in the Council and HTHT in a flexible and mutually strong relationship offering both sides the benefits of co-working while not being too inflexible.

As suggested in the report, the real piece of work will be for the Council and the HTHT would negotiate and enter into a Transfer Agreement which will commit the Council and HTHT to a timetable for the evaluation of a restoration and endowment plan for the Town Hall based on the entire site. The Transfer Agreement will contain an agreed list of goals for the Town Hall and its endowment, and will contain financial

criteria by which the viability of plans for securing those goals will be judged, including for example specified levels of receipts from realisations of property and specified levels of committed grant funding. If the conditions for the satisfaction of these criteria are not fulfilled either party will be entitled to terminate the Agreement which will leave the Council free to pursue other options.

8.5 Investigation of Grants

During this initial period it would be necessary to develop a dialogue with many of the funders identified in the Business Plan. They can be approached by HTHT with the backing of the Council and with the backing of the endowment being offered to provide a very serious proposition.

The positive output from each element of the project for each funder would need to be drawn out from the work and this business plan could form the basis of initial discussions.

8.6 Development of Business Plan

Finally, this business plan represents a stepping off point for moving the project forward over the next year. Each time the project develops, or details are firmed up or new legal structures or occupiers are identified, the plan will be enhanced.

Appendices

- Appendix 1 HTHT Memorandum and Articles
- Appendix 2 Letters of Support
- Appendix 3 Performance Arts User Consultation results
- Appendix 4 Project plans and design specification
- Appendix 5 Public Halls, Feasibility Study, Acoustic Dimensions
- Appendix 6 Catering Report
- Appendix 7 MHA Structural Report
- Appendix 8 Mechanical and Electrical Engineering, Feasibility Report
- Appendix 9 Project Costs

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