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Date: 29 Aug 2014

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To: All Members of the Charitable Trust Board

Councillor Rob Appleyard	Bath and North East Somerset Council
Councillor Paul Crossley	Bath and North East Somerset Council
Councillor Paul Myers	Bath and North East Somerset Council
Councillor Mark Roper	Bath and North East Somerset Council
Councillor Joanna Wright	Bath and North East Somerset Council

Chief Executive and other appropriate officers
Press and Public

Dear Member

Charitable Trust Board: Thursday, 11th July, 2019

Please find attached a **SUPPLEMENTARY AGENDA DESPATCH** of late papers which were not available at the time the Agenda was published. Please treat these papers as part of the Agenda.

Papers have been included for the following items:

10. **PROPOSAL TO REVIEW AN ALTERNATIVE DELIVERY OF THE OBJECTS OF THE ALICE PARK TRUST (Pages 3 - 26)**

Yours sincerely

Marie Todd
for Chief Executive

If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Charitable Trust Board	
MEETING/ DECISION DATE:	11 July 2019	
TITLE:	Proposal to review an alternative delivery of the objects of the Alice Park Trust	
WARD:	Lambridge	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix A Terms of reference for the Charitable Trust Board		
Appendix B Proposal submitted		

1 THE ISSUE

- 1.1 The Council has received a proposal (Appendix B) from a third party in relation to transferring responsibility for the Alice Park Trust from the Council (as sole corporate trustee) to an independent community led initiative.
- 1.2 This proposal should be considered against the Charitable Trust Board Terms of Reference (Appendix A); an extract of which is 'to periodically consider if Trust's assets could be consolidated and more efficiently/effectively used in conjunction with another Trust. Where appropriate it should consult on consolidation proposals with the Charity Commission and interested parties and make any recommendations for consolidation in its annual report to Council'.
- 1.3 The proposal to form a community led initiative, if completed would reduce the scale of the Council's liabilities, financial subsidy and the resources required to support day to day management of Alice Park and democratic, legal and financial officer technical assistance to the Alice Park Trust sub-committee.

2 RECOMMENDATION

- 2.1 To instruct officers to investigate the proposal and to report back to the Charitable Trust Board with conclusions and recommendations on the sustainability of and merits and risks of the proposal.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The proposal sets out that there will be transition costs of up to £10k to facilitate the transfer into a Charitable Company Limited by Guarantee. If this could not be funded from the options highlighted in the proposal the Council would need to consider a one-off reserve funding request subject to appropriate approvals.

- 3.2 Under the current arrangements, support to the Alice Park Trust is required through providing operational services such as Council subsidised grounds maintenance; in addition to this, officer time is required from services including Finance, Legal and Democratic.

The submitted proposal would require ongoing grounds maintenance support from the Council. However as indicated in section 5.4 of the report it would remove the requirement on the Council for support services as the Charity will take full responsibility for managing its Financial and Legal responsibilities.

- 3.3 The proposal has indicated that under the proposed arrangements the Charitable Company would actively seek new income streams that may reduce the requirement on Council subsidy.
- 3.4 It is anticipated that this proposal will not have an adverse impact on the Council's revenue budget.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The Charitable Trust Board will need to comply with the obligations imposed upon it by its Terms of Reference. The terms of reference impose a requirement on the board to consider consolidation of its charities where possible. The Terms of Reference were drafted at a point in time when it was not envisaged that a community led proposal to take on the responsibility of the Council as trustee would arise. However, Officers consider that the current proposal is within the remit of the board to investigate and, if appropriate, to recommend to Council that it implements steps to effect a transfer of responsibility.

5 THE REPORT

- 5.1 The Council is sole trustee of the Alice Park Trust in Bath. The Charitable Trust Board ensures the clear separation of the Council's interest as sole trustee of the Alice Park Trust charity and the Council's interests as a Local Authority.
- 5.2 Discharging responsibility for the objects of the Trust from the Council to an independent Trust could have significant benefits to the Council. Primarily these being the removal of liabilities to the Council for decisions

made by the Trust which are currently indemnified by the Council as the Sole Corporate Trustee.

- 5.3 An independent Trust would select and appoint its own skilled and professional trustees on merit and operating as the 'controlling mind' for the park would be fully accountable for its own decisions. The decisions made, would be made by trustees who are independent from the Council. An independent Trust would appoint trustees who are demonstrably skilled/competent to make the range of technical decisions required.
- 5.4 The transfer of responsibilities and risks to a third party would remove the requirement for the Council to provide the high level of technical and managerial support to the Sub-Committee as individuals and at meetings, which would save the Council's resources.
- 5.5 The dynamic nature of a park creates a responsive need which requires a constant presence or reporting need but which is not provided by the current Trust arrangements. There is little on-site reference to the identity/role of the Trust and the historic and conspicuous nature of the council's provision of services at the site results in site issues being reported regularly to the council by default which impacts upon its resources.
- 5.6 There is a risk that asset liabilities may be overlooked if the Trust/Council roles are misunderstood corporately. It is possible that the Council may not discharge its Duty of Care liabilities if the site is not managed properly. These may become reputational risks.
- 5.7 An independent Trust will attract funds the Council are unlikely to access. Alice Park may better attract voluntary giving from users if the park is seen as being separate from the Council. The Trustees will be innovative enough to raise incomes through use of assets in trading and grant applications which should be a means for B&NES to reduce its subsidy. A formula for the increased income and corresponding reduced B&NES subsidy must be a primary indicator of success.

6 RATIONALE

- 6.1 The Alice Park Trust sub-committee arrangements have been in place since 2016. During this time the Council investment, managerial costs and corporate liabilities have increased significantly. The Council's current financial position requires that the current operating arrangements should be reviewed to ensure value for money for the Council.
- 6.2 The Charitable Trust Board must equally ensure that any proposal to deliver the objects of the Trust independently of the Council are sustainable and can be delivered without increasing the liabilities to the Council.

7 OTHER OPTIONS CONSIDERED

- 7.1 To retain the current model.

8 CONSULTATION

- 8.1 Those consulted in preparing this report include the Section 151 Officer and Council Monitoring Officer.

9 RISK MANAGEMENT

- 9.1 A risk assessment related to the issue and recommendations would be undertaken during this investigation, in compliance with the Council's decision making risk management guidance.

10 CLIMATE CHANGE

- 10.1 N/A

Contact person	Mandy Bishop – Divisional Director, Environmental Services Email: Mandy_Bishop@bathnes.gov.uk Tel: 01225 394019
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

Terms of reference - Charitable Trust Board

The purpose of the Charitable Trust Board is to facilitate the management of the charitable Trust for which the Council is the sole trustee; independently, in accordance with their governing documents and in the best interests of the charity.

In respect of the charities listed in Schedule 1 the Charitable Trust Board shall have the following powers delegated to it.

The Role of the Board is to exercise the powers delegated to it for the management of the trust, namely;

- to manage the charity in pursuit of the charitable purposes,
- to manage the finances of the charity and ensure its solvency,
- to ensure the charity acts within the governing documents,
- to ensure the charity deals with their regulatory and public accountability obligations, and
- to identify and manage potential conflicts of interest.

In respect of the charities listed in Schedule 2 the Charitable Trust Board shall investigate the governing documents of each charity and recommend to Council the inclusion of any Charity suitable for incorporation into Schedule 1 and until such time as the Council decides to delegate its functions in respect of such Trust to the Charitable Trust Board it shall advise the Council as trustee on;

- the strategic direction of those Trusts,
- the financial resources needed to operate those Trusts;

The Charitable Trust Board shall, in respect of all Trusts, ensure compliance with the Charity Commission's registration and reporting requirements and periodically consider if Trust's assets could be consolidated and more efficiently /effectively used in conjunction with another Trust. Where appropriate it should consult on consolidation proposals with the Charity Commission and interested parties and make any recommendations for consolidation in its annual report to Council.

Decisions about requests for works to be undertaken, or events to be approved that fall outside of the Charitable Trust Board cycle shall be delegated to the Chair of the Trust Board in consultation with the Lead Officer.

Urgent works required under health and safety legislation shall be delegated to the Lead Officer to action promptly.

The Board will comprise:

- Five councillors

(to include the Cabinet member responsible for Community Services and at least one councillor who is not a member of the controlling group but who's appointment is determined by the controlling group), and

- One independent person with suitable skills, experience or interests to be appointed by the Board from applicants who wish to be considered following advertisement of the role.

The Board will elect a Chair and Vice-Chair. Decisions will be by a majority of the councillors present. Quorum will be three councillors.

The Board shall have the power to create a sub-committee for each charity listed in Schedule 1 to ensure that each charity shall be separately administered. Each subcommittee shall consist of at least 3 councillors and co-opted non-voting members consisting of the ward councillor(s) for the area where any land subject to the Trust is situated and any other non-voting members who may be able to assist it in its work. The Trust Board and each sub-committee shall undertake its duties through meetings as required and will meet at least twice annually.

In any meeting, the affairs of each Trust will be considered separately and in relation to the purpose and governing document of each Trust.

Each sub-committee will report annually to the Trust Board after submitting any annual report to the Charity Commissioners and the Trust Board shall thereafter provide an annual report to Council on the financial standing of each Trust and update the Council on the work undertaken by each Trust in the preceding year.

Support for the Board and sub-committees as necessary will be provided through the relevant Council sections. Lead advisors will be identified for each charitable Trust in Schedule 1.

Schedule 1

Charitable Trusts for which the Council is sole trustee

The Alice Park
Free Fields (Rainbow Woods)

Schedule 2**Charitable Trusts for which the Council is responsible**

Weston Recreation Ground

4, The Circus

Firs Field

Beechen Cliff

Newbridge Meadows (Queen Elizabeth the Second Fields)

Backstones

Innox Park

Post Office Museum

Former Radstock Infant School

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**A PROPOSAL FOR THE STRUCTURE
AND MANAGEMENT OF
THE ALICE PARK CHARITY**



June 2019

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1. BACKGROUND AND OBJECTIVES

The Alice Park was bequeathed to the City of Bath in 1937 by Mr H M MacVicar in memorial of the death of his wife, Frances Alice Harriet MacVicar, with the purpose of being run as a public park.

The original conveyance details the Trustees and subsequent appointment procedures but also states that the Park must be managed by no less than five, and no more than seven Trustees.

In December 1973 the original conveyance was converted, by order of the Charity Commission, to The Alice Park charity with the Trustees being 'The Mayor, Aldermen and Citizens of the City of Bath' with Bath and North East Somerset being the sole Trustee. For the period of 1996 – 2016 it appears Bath and North East Somerset Council (BANES) were operating as the owners of Alice Park rather than Trustees and that there were a number of issues with this model of administration.

For this reason, in 2016 BANES recognised that a more transparent model was required to create a visible distance between BANES and Alice Park.

This led to the establishment the Alice Park Trust Sub-Committee with the Council remaining as the sole corporate trustee and with the administration delivered by the new Alice Park Trust sub-committee. This committee comprises six Trustees, although only three elected Councillors are eligible to vote on issues of the Sub-Committee.

At the time of the establishment of the Alice Park Trust Sub-Committee it was also recognised that Alice Park, and its associated properties and infrastructure, were left to the people of Bath and whilst the establishment of the Alice Park Trust Sub-Committee went some way to distancing the Council from the Park with BANES as sole corporate trustee it was not necessarily an optimal solution.

However, most people will still believe that Alice Park is a Council Park, like all of the others in the City and this perception is one of the fundamental issues that needs to be rectified.

At the same time, in a broader context there are pressures on public finances and all of public resources, including parks and green spaces are subject to added pressures and scrutiny.

Bath and North East Somerset recognise this and in 2018 BANES and other key partners received funding from NESTA to establish the Bristol and Bath Parks Foundation which appears to be looking at new models and approaches to managing parks and green spaces.

The purpose of this document is to set out a potential framework for taking The Alice Park back to a model that more closely resembles the Mr McVicar's original vision for the Park by giving it a structure that enables it to once more be run by 'The Mayor, Aldermen and Citizens of Bath'.

These proposals are intended to represent the best interests of Alice Park by providing it with a clear and independent structure that withstands public scrutiny and is both sustainable and financially viable.

It is intended to allow the Alice Park Charity to work collaboratively with BANES but at the same time to be a truly independent charity that can flourish in its own right and therefore reduce the burden and onus on BANES which, as with all local authorities, is undergoing a sustained period of stress.

2. THE ALICE PARK CHARITY STRUCTURE

Alice Park is currently set up as a Charitable Trust with the Council as the sole Corporate Trustee and with six Trustees appointed to the Alice Park Sub-Committee.

Four of the Trustees are Bath and North East Somerset elected Councillors and two are independent but only three of the elected BANES Councillors are eligible to vote, although all six Trustees are personally liable. The Council have however advised that they have effectively indemnified all the individual trustees.

Whilst this begins to distance Alice Park from BANES, the fact that the BANES is the sole Trustee of the Park and that only elected Councillors have voting rights does engender the perception that Alice Park is a BANES park and subject to political influence.

Most people though would not be able to differentiate these nuanced details and if asked are most likely to respond that Alice Park is “a Council Park”. This is backed up by various signs around the park that clearly give the impression of it being a Council Park.

To return Alice Park back to the original vision of Mr McVicar there needs to be a considerable shift in public perception so that it is realised that Alice Park is an independent organisation which is wholly independent in its decision making.

This marries with one of the publicly stated aims of the Alice Park Trust sub-committee which is to help the Park become a truly independent entity.

The most obvious way to do this is to completely remove Alice Park from the auspices of BANES and there are various structures that can be used for charities of this nature.

2.1 Organisational Structures

Of the available options, non-corporate charities are unable to directly hold property and also have difficulty in engaging in standard commercial tasks i.e. commercial contracts, hiring staff which rules them out as Alice Park owns and leases property.

There are also various types of corporate charitable structures, such as Community Interest Companies (CICs), Charitable Incorporated Organisations (CIOs) and Charitable Companies Limited by Guarantee.

Charitable Incorporated Organisations (CIOs) have no requirement to file accounts at Companies House and therefore lack the transparency that is key.

Community Interest Companies are complex to establish and are typically used when the company / organisation is not a formal charity.

The model that appears to best fit the requirements of Alice Park is a Charitable Company Limited by Guarantee. This model has a number of advantages, namely:

- A requirement for accounts to be filed at Companies House, giving the required transparency;
- The charity can own property, enabling the property and leases to be in the name of the charity so that the charity can manage its own income;

- The charity will be able to contract directly with 'suppliers', including BANES;
- The charity is liable, not the individuals (although they are indemnified);
- The charity has a board of directors and can also have a membership – the 'friends of Alice Park';
- A structure of this nature would enable the charity to directly apply for funding, receive sponsorship, donations and bequests with the clear corporate structure making it easy for potential funders to understand;
- The clear and transparent structure will enable Alice Park to forge its own brand identity which is likely to appeal to 'Friends of Alice Park' as well as to the general public and users of the Park;
- Launching the Alice Park Charity as a separate entity will provide BANES with an opportunity for positive reputational gain.

2.2 Governance and Accountability

As per the Charity Commission Guidance, the Charity will need a Governing Document and it is anticipated that the existing Governing Document can be updated and amended in line with Charity Commission and Companies House guidance.

As per the original conveyance, the new board will consist of five – seven members with the first Board selection being managed by the Corporate Board.

This does not need to be an onerous task and the task of establishing a Charitable Company Limited by Guarantee is something that the accountants Richardson Swift are prepared to do.

It is envisioned that the new board will comprise five – seven appropriately qualified potential directors who will stand for an initial period of 12 months.

Again, the appointment of the new board is not an onerous task and the individuals for the board can simply be approached and requested to sit on the board, as long as they are suitably qualified and the proposers undertake to do this.

It is also anticipated that, as BANES will still be providing support to the Charity, two of the Directors should be BANES councillors (nominated by BANES) to represent the interests of BANES.

The two council members will be sitting members and not subject to election and this will be written in the articles of incorporation.

A charitable board needs a broad range of skills, including but not limited to, accountancy (i.e. a qualified accountant to act as the Financial Officer), legal knowledge, events, fundraising, business, maintenance, PR & Comms etc.

The Charity Commission publish much guidance on Charitable Boards and the following links highlight the type of skill requirements.

<https://www.gov.uk/guidance/trustee-board-people-and-skills>

<https://www.gov.uk/government/organisations/charity-commission/about/publication-scheme>

After an initial 12-month period a board members election should be held with elections held periodically thereafter as specified in the Articles and Governing Document. The 'electorate' for the board will be the Alice Park membership or 'Friends of Alice Park'.

The Board will, as it does now, hold quarterly meetings so that members can attend to ask questions and there will be an annual meeting open to the public. The Board can obviously meet more frequently on an as and when necessary basis.

It should be noted that the Alice Park Charity Board will operate as any company board does, with a consensus approach representing the best interests of the Park, and with a Chairperson to run the board and ratify final decisions.

2.3 Friends of Alice Park

As a charity, the aim is to create a clear accountable structure that encompasses the 'Mayor, Aldermen and Citizens of Bath'.

An Alice Park Membership Scheme is being proposed, which will be branded as 'Friends of Alice Park'.

This is to be a membership scheme whereby all members are eligible to vote for the Board of the Alice Park Charity (other than the Council nominated board members). An annual membership fee/subscription will be payable by members and an amount of at least £10 is proposed, although it may well be that on further research a figure much higher than this can be achieved. Of course, individuals will be able to contribute more should they wish.

At this stage it is hard to accurately gauge the level of support there would be for this, but if a very non-scientific paper based survey undertaken by Alice Park Café in 2017 can elicit 327 responses and the café face book page has over 1,400 followers it is not difficult to imagine that an official Friends of The Alice Park Charity could easily have a minimum of 100-200 Friends who are more than happy to pay £10 generating the Charity £1,000-£2,000 in additional income. If higher rates are achievable this figure could be substantially higher but plans are based on the lower estimate.

With a cohesive communications strategy adopting on and offline media that celebrates the Alice Park Charity the membership base of the Charity could be significantly increased.

3. FINANCIAL OVERVIEW

The financial well-being of Alice Park is obviously of paramount importance and the Park must be demonstrably self-sustaining. With this in mind this document separates known profit and loss information from potential revenue streams.

It is well known that there are several historical and legacy issues surrounding Alice Park and its governance. Therefore, a fundamental assumption is that BANES will continue to provide support to Alice Park and there will be no charge to Alice Park Charity for these services.

This support will need to be formally agreed and documented in a Service Level Agreement (SLA) for a period to be agreed.

On this basis it is assumed that BANES will continue to provide the services that it currently does, namely:

- grass cutting;
- grounds maintenance and waste collection;
- tree maintenance;
- play equipment maintenance (subject to review);
- WC maintenance and cleaning (subject to review as detailed in 3.4).

3.1 Tenancies and Leases

There are three known existing leases on Alice Park, as follows:

- Alice Park Nursery
Lease date. 8 February 2008 for a term of 20 years
Review date of 8 February 2012 and every fourth year
- Tea Chalet
Lease date 4 September 2014 for a term of 6 years
Review date 4 September 2015 and each anniversary thereafter
- Public Convenience (see also 3.4)
Lease date. 27th March 2014 for a term of 20 years
Break clause 5 January 2029 – or with 12 months notice at any time
- Skate Park
A lease for the BANES skate park being located in Alice Park is currently being prepared

3.2 Current Income, Outgoings and Balance

Income Streams

Including the leases and other known revenue streams, based on 2018 accounts, income is derived from:

- Alice Park Nursery;
- Tea Shop;
- Tennis court hire charges;
- Events;
- Investment return.

Outgoings

From the 2018 accounts, the stated outgoings are:

- Grounds maintenance*;
- Play equipment maintenance*;
- Tree management*;
- Property maintenance.

Balance

- The net balance of monies held by Alice Park and a transfer of balance will need to be agreed, and a process for this will need to be agreed.

As previously stated, it is assumed that BANES are to provide certain services (*) under the terms of the SLA in which case Alice Park will show a surplus highlighting that Alice Park is financially viable.

It is however recognised that this overview is simplistic as it does not include figures for Healthmatic and the public conveniences (please see section 3.4) or any outgoings for insurance and other fixed overheads.

This overview also excludes potential new revenue streams that The Alice Park Charity will be able to leverage.

3.3 Potential Revenue Streams

The new structure will create the ability to generate new revenue streams which are not necessarily available to BANES. These include:

- Friends of Alice Park

The details of the scheme will need to be finessed but a friends of Alice Park Membership scheme, where the members vote for the Charities Board has potential to raise significant funds for the Park.

It is not unrealistic to anticipate membership for Friends of Alice Park being in the region of 100-200 people. If each member pays £10 for membership, then this will easily generate an income of £1,000 - £2,000 per annum.

An example of this is 'The Friends of Bathampton Meadows Riverside' where individuals are actually donating in excess of £10 per month with many of the Friends donating monthly by direct debit.

- Corporate and Personal Sponsorship

Alice Park will also be able to adopt a corporate sponsorship scheme. Typically, such a scheme is tiered with gold and silver levels and would be set up so that sponsorship would be for a two year period with the sponsors receiving publicity in return.

If three sponsors, one gold (£1,000 per annum) and two silver (£500 per annum) were to be brought on board this will give another £2,000 per annum but again, it is anticipated that this figure could easily be doubled.

To date, three companies have expressed provisional interest in becoming corporate sponsors. The solicitors firm, Mogers Drewett with pro bono services in kind and Tile and Flooring, Bath based on London Road who have expressed an interest in financially contributing.

The largest independent firm of accountants in Bath, Richardson Swift, have also offered their services to the Alice Park Charity and are happy to prepare and submit the Charities accounts.

Private individuals will also be able to sponsor activities in the park, such as a bench, a tree etc.

- Wills, Legacies and Donors
- Gift Aid
- Grants i.e. Avon Wildlife Trust

3.4 Public Conveniences

As a matter of priority for the new charity, the issue of the public conveniences at Alice Park will need to be fully understood, as will the contract with Healthmatic as these are the major outgoing to a third party for the Charity with a cost in excess of £13,557 in 2018 with no income shown.

Two options need to be investigated as a matter of priority. The first of these is to renegotiate the terms of the lease with Healthmatic to significantly reduce this cost.

Another option is a model adopted by BANES for the shop 'Leak' in Larkhall Square, which as part of its lease has to maintain the public conveniences that are part of the same building.

In this scenario, if Healthmatic are not prepared to renegotiate the terms of their lease then the Charity should terminate the lease forthwith (12 months notice if they are not prepared to terminate the lease earlier) after having negotiated with Alice Park Café to maintain the public conveniences as part of their lease review.

4. MANAGING THE TRANSITION

- 4.1 There is no reason that this transition cannot be done sooner rather than later so it has been assumed that the transition from Trust to Charity is completed in 2019.

The immediate tasks are:

- For the existing Trustees to review the proposal and agree in principal;
- To agree a timeframe for the change;
- Agree a working group to manage the change;
- Agree legal and solicitors teams;
- Drafting Governing Document;
- Agreeing financial status and balances.
- Open bank accounts;
- Preparing legal documents and conveyancing;
- Finding suitable Board members and establish Board;
- Prepare SLA between Alice Park Charity and BANES;
- Document 'Friends' scheme;
- Undertake legal work to ensure correct articles;
- Set up bank account and agree opening balance of bank account; seek charity commission approval for establishment of Alice Park Charity and transfer existing leases to Charity;
- Ensure process in place for Board Elections after 12 months.

4.2 Costing the Transition

In setting up the new company the only significant costs that will be incurred will be legal fees.

The legal fees basically fall into three areas as follows

1. A review of the Articles and memorandum of Association to ensure Legal compliance
2. The conveyance of the various properties to the Company
3. A review of all the leases and transferring or novating as required

It is believed that items 1 and 2 can be obtained on a pro-bono basis based on our discussions with local firms. There will however be a cost of various disbursements and a figure of £2,000 should cover those

Item 3 is critical to establishing a sound financial basis for the company and in our view proper legal advice will be required. Best estimates of the cost of obtaining this is £5,000

It is estimated that £7,000 will be needed to facilitate the transfer

4.3 Funding the change

Based on the above it would seem to be prudent that the charity would need say £10,000 to cover the initial set up.

The company would seek this funding in the following ways:

1. By seeking a legal firm that would be prepared to do the work at a discount or on pro-bono rates.

2. To seek a firm that would be willing to take a sponsorship package that could reduce the initial cost.
3. By utilising the legal team at BANES to undertake some of the work.
4. To seek a small cash grant from BANES
5. To make a public appeal when the principle has been agreed
6. To call upon the existing balance and investments of the charity
7. Derek Swift would also be prepared to underwrite any shortfall by way of an interest free loan to the Charity of up to £5,000

APPENDIX 1: CHARITABLE COMPANIES. MODEL ARTICLES OF ASSOCIATION