

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Monday, 10th March, 2025, 7.30 pm – Gracie Fields Room,  
Alexandra Park and Palace Way, London, Greater London, N22 7AY  
(watch the recording [here](#))**

**Councillors:** Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair), Nick da Costa, Sarah Elliott, Ahmed Mahbub and Anne Stennett

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

**Quorum:** 3

### 1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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

### 2. APOLOGIES FOR ABSENCE

### 3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 11 below)

#### **4. DECLARATIONS OF INTERESTS**

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

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

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

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

#### **5. QUESTIONS, DEPUTATIONS OR PETITIONS**

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

#### **6. MINUTES (PAGES 1 - 6)**

To approve 4<sup>th</sup> November 2024 minutes as correct record.

#### **7. CHIEF EXECUTIVE REPORT (PAGES 7 - 22)**

To note the report.

#### **8. FRACC REPORT**

To receive a verbal update.

#### **9. CAR PARKING CHARGES REVIEW (PAGES 23 - 28)**

To consider and approve the recommendations.

#### **10. 2025/26 TRUST DRAFT BUDGET (PAGES 29 - 34)**

To consider and approve the report.

#### **11. NEW ITEMS OF URGENT BUSINESS**

#### **12. EXCLUSION OF THE PUBLIC AND PRESS**

Items 13 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**13. EXEMPT 2025/26 BUDGET INFORMATION (PAGES 35 - 40)**

To note the report.

**14. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

Chris Liasi - Principal Committee Co-Ordinator  
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Email: [chrisovalantis.liasi@haringey.gov.uk](mailto:chrisovalantis.liasi@haringey.gov.uk)

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 28 February 2025

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**MINUTES OF THE MEETING Alexandra Palace and Park Board  
HELD ON Monday, 4th November, 2024, 7:30pm – 9:30pm.**

**PRESENT:**

**Councillors: Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair),  
Sarah Elliott and Ahmed Mahbub**

**ALSO ATTENDING:**

**28. FILMING AT MEETINGS**

The Chair referred to the notice of the filming at meetings and this information be noted.

**29. APOLOGIES FOR ABSENCE**

Apologies of absence had been received by Councillors Anne Stennett, Nick da Costa and Jason Beazley (Three Avenues Residents Association (TARA)).

**30. URGENT BUSINESS**

There was no urgent business.

**31. DECLARATIONS OF INTERESTS**

There were none but the Chair reminded trustees to complete the Code of Conduct and Declaration of Interests forms as outlined in the email.

**32. QUESTIONS, DEPUTATIONS OR PETITIONS**

There were none.

**33. NEW ITEMS OF URGENT BUSINESS**

There were none.

**34. MINUTES**

**RESOLVED**

That the minutes of the meeting held on 15 July 2024 be agreed and signed as a correct record.

**35. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEE**

**RESOLVED:**

That the minutes of the Advisory & Consultative Committee meeting held on 7th October 2024 be noted.

**36. GENERAL UPDATE**

RECEIVED the report of the CEO, Emma Dagnes, who explained the report was the same as presented to the Advisory and Consultative Committees in October, who had raised no objections to the proposed bollards.

The CEO was thanked by a trustee for the excellent presentation on the Theatre during the SAC and CC meetings.

**RESOLVED:**

That the CEO's general update be noted.

**37. FRRAC CHAIR'S REPORT**

The FRRAC report recommended approval of the Trustees' Annual Report & Financial Statements and signing of the Letters of Representation (APTL's Letter had been signed and submitted). The report also recommended approval of the amended Safeguarding Policy.

**RESOLVED:**

That the feedback from FRRAC be noted.

**38. FINANCE REPORT**

The Finance Director presented the report and stated that the Trust's financial position was improving, primarily due to the stronger financial performance of APTL in 2023/24. However, there was still significant work to be done to ensure the accuracy of the figures. While challenges were anticipated, these would be addressed in future meetings. Overall, the Finance Director considered the Trust was in an improved financial position although there were still challenges ahead. In considering the report, the Board were asked to note a minor error in section 2.5 on page 28 of the report, where the £72,000 should have been allocated to the West Hall budget.

It was queried that the year-on-year phasing of the cash balances appeared somewhat different from the past two or three years, particularly between May and June, where there was a noticeable decline. There was a question as to whether this was due to phasing. It was explained that this was primarily due to how the trust received payments. The trust typically received the grant payment from Haringey Council upfront, which was then reviewed towards the end of the year. This was further supplemented by the gift aid, which provided the trust with an additional cash influx toward the year's end. Overall, the pattern showed an increase followed by a decrease in debt. It was expected that a similar trend would emerge when reviewing next year's financial position.

**RESOLVED:**

To note the forecasted full year position of the Trust.

**39. SAFEGUARDING POLICY REVIEW**

The policy had been reviewed by the Principal Lawyer in the Social Care team who added an additional comment to the Statutory Officer's Legal Comments: which was that: 'clarification as to the maintenance of the risk register had been received'.

The amended legal comments therefore were:

*The Council's Assistant Director of Legal & Governance had been consulted.*

*Clarification as to the maintenance of the risk register had been received. Further in noting that the Trust had taken legal and professional advice on the policy review, had no comments.*

The Board welcomed the report, recognising its importance. Everyone was congratulated for producing it promptly, as the obligation for organizations to provide such a report to the Board was crucial. Safeguarding was stated as a priority for everyone involved, including staff.

**RESOLVED:**

To approve the revised Safeguarding Policy and proposed amendment to the Members' Code of Conduct.

**40. 2023/24 TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS**

Additional legal comments had been received after agenda publication and were as follows:

*The Council's Assistant Director of Legal & Governance had been consulted and in noting the Auditor's intention to issue an unqualified opinion, the increase in*

*commercial activities and the exceptional performance of APTL, and had no comments.*

It was queried whether there was a timeline for the annual report to be submitted to the council. It was stated that the budget would be approved in Q4, with a draft expected to be presented at the Board meeting in March. The budget would be reviewed at the December FRAC meeting, but the final figures would be brought forward in March.

**RESOLVED:**

1. That the Annual Report and Financial Statements; and the Letter of Representation for signing by the Chair be approved.
2. That the Haysmacintyre End of Year Audit report (Exempt Agenda Item 18); be noted.
3. That in the case of any further minor amendments, the final approval and signing off of the Annual Review be delegated to the Chief Executive and Chair of the Trustee and APTL Boards.

**41. DECISION TRACKER**

The Decision Tracker was noted.

**42. NEW ITEMS OF URGENT BUSINESS**

The CEO and Board expressed their gratitude to Natalie Layton for the immense support she had provided to the organisation following over 9 years of work . Natalie was leaving the organisation to take up a new role and the Board expressed that Natalie would be greatly missed.

**43. EXCLUSION OF THE PUBLIC AND PRESS**

Items 17-23 were subject to a motion to exclude the press and public from the meeting as they contained exempt information as define in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – information which is likely to reveal the identity of an individual, Para 3 – information relating to the business or financial affairs of any particular reason (including the authority holding that information) and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**44. EXEMPT MINUTES**

**RESOLVED**



That the exempt minutes of the meeting held on the 15 July 2024 be agreed and signed as a correct record.

**45. EXEMPT AUDIT FINDINGS REPORT**

The Board considered the exempt information.

**46. EXEMPT PROPERTY REPORT**

**RESOLVED**

That the exempt recommendations be approved.

**47. EXEMPT RISK REGISTER**

**RESOLVED:**

That the exempt risk register be approved.

**48. EXEMPT RISK DEEP DIVE: SITE SECURITY**

The Board considered the exempt information.

**49. EXEMPT APTL CHAIR'S REPORT**

**RESOLVED:**

That the update be noted

**50. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

There was no other exempt business the chair considered urgent.

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

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Report Title: Chief Executive Report

Report of: Emma Dagnes OBE, Chief Executive Alexandra Park & Palace

Purpose: To inform Trustee Board of Alexandr Park and Palace Charitable Trust progress

Local Government (Access to Information) Act 1985 – NA

## 1. Recommendations

- 1.1 To note the content of this report and acknowledge that due to unforeseen circumstances, the Advisory and Consultative Committee meeting did not take place in January. The next SAC CC meetings will be on 17th March, where the committees will be provided with the update within this report, alongside other matters.
- 1.2 To note that a presentation and film will be shown under our Goal: "Provide Great Entertainment and Culture for All."
- 1.3 To note that a planning and listed building consent application has been prepared for a temporary Victorian-inspired Helter Skelter as a visitor attraction on the south terrace for the summer
- 1.4 To note that a repair scheme has been submitted for Haringey Listed Building Consent approval for the North Yard Bridge (to the side of CUFOS).
- 1.5 To note that the grounds maintenance contract will be re-tendered, the procurement process will be supported by Haringey Council and brought to Board for approval

## 2. Executive Summary

- 2.1 This report aligns with the Trust's Vision to **"Create a Sustainable Home for All That We Do."** The Goals highlighted have been selected based on progress made since the last Board report. The Vision and Goals can be found in Appendix 1.

3. **Provide Great Entertainment and Culture for All** *Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.*
- 3.1 **Year-End Film:** Due to the volume of events and activities, this report cannot capture everything that has taken place since the last Board meeting. Instead, a year-end film and presentation will be shown to illustrate all that Ally Pally has to offer. The film will be available online for those who wish to watch it.
- 3.2 **Victorian-Inspired Helter Skelter:** A planning and listed building consent application is being prepared for temporary Victorian-inspired Helter Skelter as a visitor attraction. This non-intrusive, free-standing installation will activate The Beach (the space outside the pub on the south terrace) during the summer months, offering a new and exciting experience while contributing to the charity's revenue generation.
4. **Build Climate Change Resilience** *Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.*
- 4.1 **Environmental Improvements:** Over the past 12 months, several environmental improvements have been made across the Park and Palace. An Infographic (Appendix 2) highlights key initiatives across catering, events, marketing, and the ice rink. A detailed report will be presented at the April meeting as part of the financial year-end summary.
- 4.2 **Net Zero Strategy & Funding Applications** Discussions with the Greater London Authority (GLA) continue on our approach to net zero. We have applied for two support schemes:
  - Zero Carbon Accelerator Scheme: Offers consultancy support to refine project ideas, funding routes, and project timelines.
  - Green Finance Fund: Provides capital project loans to reduce carbon emissions. The focus is on replacing low-voltage switchgear with modern equipment incorporating voltage optimisation and power factor correction.
- 4.3 **Energy Efficiency** LED Terrace Lighting Replacement the LED terrace lighting project has been successfully completed, enhancing aesthetics, functionality, and sustainability while maintaining previous light levels. Haringey Council's Carbon Fund Initiative partially funded this project.

- 4.4 **Heating Pump Replacement** on 10th August, work began to replace outdated belt-driven heating pumps in the boiler room with advanced inverter-driven pumps. These new pumps adjust speed based on demand, significantly reducing energy consumption, operational costs, and improving system reliability.
5. **Protect Our Heritage Assets** *Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.*
- 5.1 **North East Office Building (NEOB) Repair Project:** Emergency repairs are completed. The building now requires time to naturally dry out. A formal event to thank Historic England is planned for April.
- 5.2 **North Bridge Structural Remedial Works:** Extensive surveys have been conducted, and a repair scheme has been submitted for Haringey Listed Building Consent approval.
- 5.3 **Johnson Servery Refurbishment:** This space has undergone a significant refurbishment due to flooding from degrading toilets above. The refurbishment ensures a modern, adaptable space ready for long-term use.
- 5.4 **Security Team Facilities Refurbishment:** A small but impactful refurbishment was undertaken to address water damage. This improvement restores functionality and creates a more professional working environment for the security team.
- 5.5 **East Court Entrance Improvements Refurbishments** included repainting doors, installing new kick plates, replacing bird netting, and restoring York Stone paving to enhance the entrance's appearance and functionality.
- 5.6 **Water Main Replacement:** The water main has been successfully replaced with a durable polyurethane pipe, ensuring long-term reliability.
- 5.7 **Distribution Board Upgrades** Ongoing electrical infrastructure modernisation continues, improving safety, energy efficiency, and reliability.
- 5.8 **Recognition of Brick Mason:** Michael, our new brick mason, has made a remarkable impact, restoring walls and replacing moisture-trapping cement render with breathable lime mortar to preserve the Palace's historic structure. Photos of his work will be shown during the meeting

6. **Safeguard Our Green Lung for London** *We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.*

- 6.1 **Wetlands Project:** Started in mid-January, the contractors worked in very wet conditions to excavate new drainage channels, install sleeper bridges, install a new pipe to the conservation pond and create three new wildlife ponds.

Trees have been removed to open the canopy and increase the light reaching the ponds and woodland floor. The area is now drying out and will be monitored for a few months. If further works are required for localised issues the contractors will return.

The Friends of the Park will carry out some guided walks of the project and conservation volunteers will install leaky-dams and dead hedges to increase the habitat quality.

- 6.2 **Grounds Maintenance:** The Park Team have been carrying out winter maintenance tasks. Litter collection continues, alongside gritting in icy weather, mulching shrub beds and clearing moss growth on hard surfaces. Over 130 tonnes of rubbish and litter were cleared from the Park in 2024.

This is 20 tonnes less than the post-lockdown average, and is probably due to the wet, cold conditions in winter and spring. The Grounds Maintenance contract expires in 2026. A procurement process for a new contract will be undertaken over the next 12 months with support from Haringey Council's procurement team.

- 6.3 **Park Visitor Numbers:** The estimate for Park visitor numbers is 3,529,000 for 2024. This is lower than the post-lockdown average (3.7m) probable due again to the wet, cold conditions in winter and spring.

- 6.4 **Additional Park Projects**

- French drain installed on south slope
- New sleeper bridge in Grove Spinney
- Swales added along lower road for water management
- Bay tree reduction in the Rose Garden

7. **Protect Our Archives And Share Our Stories In Innovative Way** *Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.*

This period has been highly productive, with significant developments in collections, research, partnerships, and public engagement, further strengthening the Palace's historical and cultural legacy. Examples of work and projects undertaken are as follows.

- 7.1 **Networking & Collaborative Curation:** Continued engagement with archive and heritage networks, including research into movements such as Rock Against Racism and activism at Hornsey College of Art.

Content creation achieved for digital platforms, including the website, blogs, and social media, supporting projects such as Wetlands, NEOB, Boating Lake, The Meadow (Deer Enclosure), the London Festival of Architecture, Sherlock, Art Spectrum, and academic collaborations (e.g., AHRC-funded Belgian project Asylum: Refugees and Mental Health).

- 7.2 **Events & Exhibitions:** Hosted a reunion of architects involved in the Palace's 1980s rebuilding, originally led by the late Peter Smith, and established links with his family, who have offered items for the archive.

- 7.3 Facilitated the transfer of a temporary exhibition kit from the National Maritime Museum, Greenwich, to the Palace in December 2024, repurposing components from the RNLi display.

- 7.4 Researched and interpreted the history of the Sinclair C5 launch at AP Pavilion, supporting Communications for the 40th Anniversary gathering (January 10, 2025), which attracted national press and TV coverage.

- 7.5 Supported the Birdsong theatre production, including a history tour of the Palace basements for cast and crew, contributing to Communications.

- 7.6 **Research & Publications Grand Willis Organ:** Kirsten Forrest and archive volunteer Pauline Green researched the organ's history and contributed to the AP Organ Appeal.

- 7.7 **AP Theatre Stage Machinery:** Roger Hancock and Kirsten Forrest collaborated on a second article for the Hornsey Historical Society Bulletin (Issue 66).

- 7.8 **Dolly Shepherd Talk:** A presentation for the Enfield Society led to a new archive donation, two additional speaking invitations, and a planned Palace tour for the Enfield National Trust Association in summer 2025.

- 7.9 **Significant archive donation** received from a local resident and former GLAA publicist, covering the Art Spectrum exhibition (which featured Yoko Ono and John Lennon) and the establishment of Jackson's Lane Arts Centre 50 years ago.
  - 7.10 Established contact with the widow of Clive Wolfe, founder of the AP Action Group (1973), which fought GLC plans to demolish the Palace. Archive materials from Pat Wolfe are expected to be scanned or donated in 2025.
  - 7.11 Facilitated UCL history department students' research into Civilian Internment at AP during WWI.
  - 7.12 Engaged in community discussions on Harringay Online, gathering personal stories and recollections of the Palace's history.
  - 7.13 **Collections & Future Initiatives** Acquired 68 historic music event posters for conservation and scanning.
  - 7.14 Have started exploring a potential partnership with the EMI Archive Trust and the City of London Phonograph and Gramophone Society to mark the centenary of commercial electric recording.
  - 7.15 Proposed anniversary displays for the Organ and Theatre to FAPT and APOA for a summer exhibition in the East Court.
- 
- 8. **Inspire And Engage Our Communities** *Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.*
  - 8.1 **Young Creatives Network (YCN):** End of 3-Year Funding: In February 2025, Creative Learning marked the end of three years of funding from the Esmée Fairbairn Foundation to support the Young Creatives Network (YCN) programme. This programme helps young people advance their careers in the creative sector, while working on projects that contribute to regeneration, placemaking, and city-making in their local area. The end-of-programme event included a showcase featuring local DJs, a Black collective offering Zine-making workshops, and a community radio broadcast by AP Sounds, where young people interviewed key figures like Councillor Ruth Gordon and Joint Directors of Culture Yamin Choudury and Kenneth Olumuyiwa Tharp.
  - 8.2 **Esmée Fairbairn Foundation:** In January 2025, Creative Learning, Fundraising and Strategic Projects teams met with our relationship manager from Esmée Fairbairn Foundation to discuss our initial Expression of Interest (EOI) proposal for



onward funding. The discussion was positive, and we expect to hear by late February whether we've been invited to submit a full proposal.

8.3 We also submitted a three-year evaluation report to Esmée Fairbairn Foundation. Some key highlights include:

- 400 young people are currently enrolled in the programme.
- In 2024, the YCN created 96 opportunities for young people to engage with the programme including events, gigs, performances, workshops, exhibitions and more
  - Since February 2024, approximately 908 local residents have attended events designed and delivered by the YCN
  - 70 YCN members (17.5%) self-identity as disabled and/or SEND
  - 41 opportunities for YCN members with disabilities to lead on programming over three years
  - 295 opportunities for YCN members to engage with the programme over three years
  - Since February 2022, 549 young people took up the offer of free tickets equating to £21,960 and enabled Network members to see: Ed Sheeran, 'Later with Jools Holland', Michael Kiwanuka, Metronomy, Bloc Party, Mogwai, Parkway Drive, Cass McCombs, Franz Ferdinand, Sum 41, Aitch, Paolo Nutini, Tom Odell, Manic Street Preachers, Fontaines DC, Idles, Noel Gallagher's High Flying Birds, Suede, and Jaime XX

8.4. **Biblio-Buzz 2025:** Around 800 young people from 27 Haringey schools have sign up to attend this year's ceremony. The ceremony will be hosted by author Jack Meggitt-Phillips and Radio 1Xtra broadcaster Fee Mac. Special performances will include former Queen's Laureate John Agard reciting poems from his Windrush collection. Approximately 60 copies of books from publishers have been donated to the Haringey Library Service. The ceremony will also be supported by independent Haringey bookstores, Pickled Pepper and The Children's Bookshop London, Muswell Hill.

8.5 **Young Actors Company (YAC):** The current Young Actors Company are working with director Jonny Siddal. (Jonny's career in theatre began at the RSC Barbican Theatre and Bush Theatre. Before setting up the Education Department at Hampstead Theatre.) On a devised performance called A View from The Top, which examines the lure of London as a place where young people can fill their dreams. Performances take on 7th, 8th March at 20:00

Next, YAC will embark on rehearsals for Scene for 30 Actors in a Time of War. Written by Kay Adshead and commissioned by LAMDA. The show is about the buildup to a future nuclear war. (Kay Adshead has written over 25 plays, and has been published by Methuen, Faber and Faber, and Oberon, with commissions or productions at the Royal National Theatre, the Royal Court, the Young Vic, The

Lyric Hammersmith (main House) The Cockpit, the Bush, the Arcola, Soho Theatre, and many more). Performances take place in Theatre on 3rd, 4th July, time tbc.

The Young Actors Company is currently supported by The D'Oyly Carte Charitable Trust and the John Thaw Foundation. Evaluation reports for both funders were due in February 2025 and have been completed and submitted. New funding bids will be submitted in the Summer 2025.

- 8.4. **Volunteering:** Training for Volunteers: 15 volunteers received training from the Oral History Society to help capture people's living memories of the palace.

9. **Strengthen Our Overall Resilience** *Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.*

- 9.1 **IT & Technology** The Technology Forum continues to meet monthly, monitoring, coordinating and advising technology projects from inception through development to completion. It focusses on the IT, networks and other technology used to run Alexandra Palace. This period we also began reviewing technology service.

Key areas of focus have been:

- HALO – Alexandra Palaces safety/operational checking and issues management system. Has now been rolled out to most functions providing a standard approach to operational readiness and more effective responses to reported issues.
- Homebase – a system for rostering staff and recording hours to pay has been successfully implemented with good feedback from the casual workforce and managers. Its automatic notifications and reminders using multiple methods of communication have been particularly effective.
- A collection of Buildings and Estate Management projects have been progressing well. The includes the Backbone project which is providing a long-term improvement to the way network infrastructure is routed across the palace to ensure cables are provided in a safe and well managed way to the right locations to flexibly support the Palaces varied needs for connectivity.
- Cyber Security – planning and implementing the essential improvements need to achieve Cyber Security accreditation from the governments National Cyber Security Centre. Penetration testing has been carried out from an approved supplier with good results. Many changes have been made, with more to do in

this area where guidelines are constantly changing to keep ahead of cyber threats.

- 10. Fundraising:** Fundraised income from individuals, trusts and statutory funders is due to reach over £700,000 in the 2024-5 financial year, exceeding our target of £540,000. Key factors in exceeding targets include an exceptional legacy gift of almost £100,000 and emergency grant income from Historic England, exceeding £375,000. We have also seen sustained growth in low level individual donations, exceeding £40,000 for the first time, supported by a campaign of increased charity messaging across site and online.
- 10.1 Individual Giving:** Increased donations from individuals are central to the fundraising strategy commission from Nicole Newman Fundraising in 2023. This financial year has seen a review of all individual fundraising opportunities from new touchpoints for ad hoc donations to the relaunch of our Name a Seat offer in the Theatre. New and refreshed opportunities will be launched publicly through a campaign in summer/autumn 2025.
- 10.2 Patrons Scheme** February saw the soft launch of the Palace's first Patrons scheme to existing supporters. The scheme offers higher level supporters special opportunities to find out more about our programme and restoration, supporting Ally Pally with donations of more than £500 annually.
- 10.3 Trusts and Statutory Grants:** as mentioned above, fundraising are supporting renewed multi-year bids to major Creative Learning Funders Esmée Fairbairn Foundation, in addition to Matchroom Charitable Trust, aiming to secure funding for the team from the new financial year onwards. We are also working to build relationships with new potential trust supporters through dedicated events and impact reports this Spring.
- 10.4 Capital Fundraising:** the Fundraising Team are working with Strategic Projects and Planning to define the scope and case for support for a new capital appeal, focused on impact for our community and on the climate.

## **11. Legal Implications**

The Council's Assistant Director for Legal & Governance has been consulted in the preparation of this report and.....

## **12. Financial Implications**

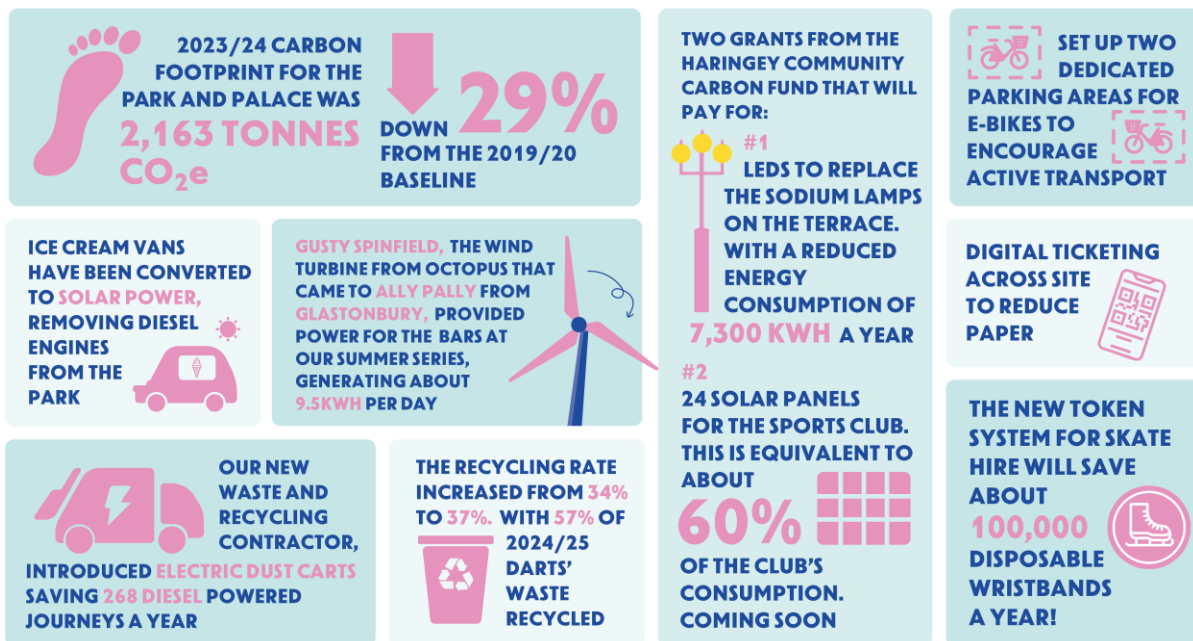
The Council's Chief Financial Officer has been consulted in the preparation of this report and

13. **Use of Appendices** – 1. APP Vision & Goals (see separate document)  
2. Environmental Infographic (included below)

14. **Background Papers** – None

Appendix 1: APP Vision & Goals – See separate document

Appendix 2: Environmental Infographic







# **Our Vision is to Create a Sustainable Home For All That We Do**

**Enabling everyone to experience inspirational culture,  
world-class entertainment, unique heritage, life-enriching  
creative and educational opportunities and restorative  
green space. Forever.**





# Goals

## Over the Next 10 Years We Will



### Build Climate Change Resilience

Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.



### Safeguard Our Green Lung For London

We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.

# Goals

## Over the Next 10 Years We Will



### Protect Our Heritage Assets

Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.



### Restore Derelict Spaces

Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.



# Goals

## Over the Next 10 Years We Will



### Provide Great Entertainment & Culture For All

**Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.**



### Protect Our Archives And Share Our Stories In Innovative Ways

**Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.**



# Goals

## Over the Next 10 Years We Will



### Inspire And Engage Our Communities

Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.

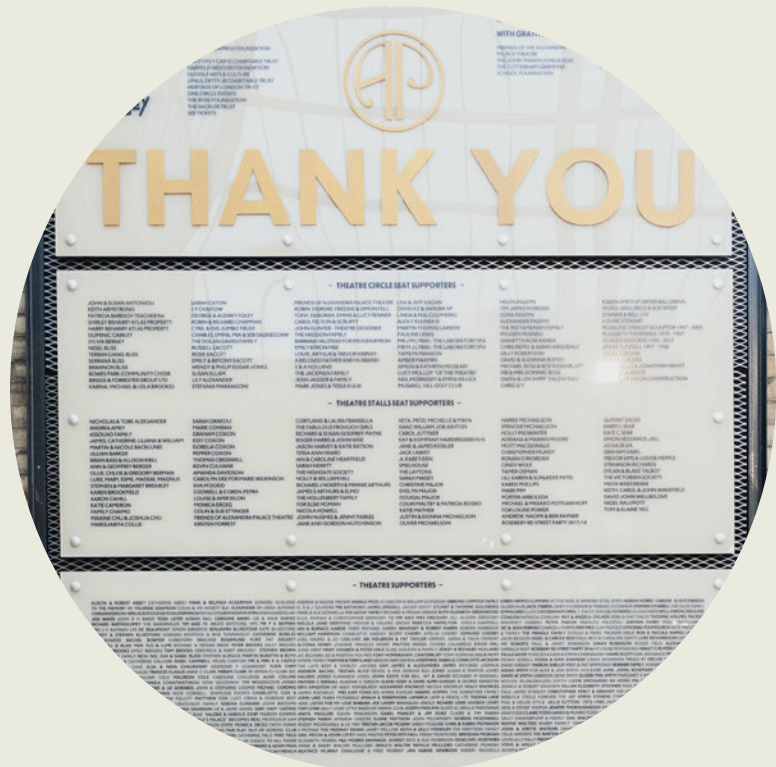


### Create A Great Place To Work

An inclusive environment where staff are happy and proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff and lives by its Values and Behaviours. We will support our staff to grow and develop to achieve their potential.

# Goals

## Over the Next 10 Years We Will



## Strengthen Our Overall Resilience

**Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.**

## Establish New, Exciting Partnerships

**Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.**



## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

10 March 2025

**Report Title:** Car Park Charging

**Report of:** Emma Dagnes OBE, Chief Executive

**Purpose:** To gain approval to increase car parking charges at Alexandra Palace as outlined below.

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

### 1. Recommendations

#### 1.1 For the Board to approve the following:

Except for the first 30 minutes which will remain free, to increase in parking charges to a flat rate of £2 per hour and to approve the introduction of a flat rate for event parking of £15, this flat rate will only apply to visitors parking in the Paddocks car park for Great Hall events and will be at the discretion of the APP team to apply.

#### 1.2 To note The APP team has conducted a benchmarking analysis of these charges against car parking fees in the surrounding area and at comparable venues. Based on this assessment, the charges are considered to meet the "reasonable" test as referenced in the Charity Commission Order Appendix One. Benchmarking set out in Appendix Two

### 2. Introduction

#### 2.1 In April 2019, Integrated Transport Planning Ltd (ITP), an independent expert consultancy firm, were asked to provide support to APPCT to inform a review of existing car parking arrangements at APP. Following this review, ITP helped APP develop proposals for the introduction of parking charges across the site.

#### 2.2 From 11<sup>th</sup> November 2019 to 10<sup>th</sup> January 2020 (60 days) we asked stakeholders, beneficiaries, visitors and residents for views on the proposals via an online survey. 2,121 completed surveys were received. We also held a series of informal drop-in sessions at Alexandra Palace for people to meet with APPCT staff to talk about the proposal and share their views, attended by approximately 20 people in total.

#### 2.3 Following the Trustee Board's approval of the introduction of car park charges, at its meeting on the 14 September 2020, the Charity Commission approved the proposal, in the form of an Order (attached at Appendix 1). Due to the pandemic there was a delay in its introduction, however charging went live in July 2023 with the following tariffs:

<b>Tariff</b>	<b>Cost</b>
30 mins	Free
30 mins to 1 hour	£1.50
1 to 2 hours	£3.00
2 to 3 hours	£4.50
3 to 4 hours	£6.00
Up to 24hrs	£8.00

- 2.4 In March 2024, Board approved a recommendation to increase parking charges to £1.75/hour. Several options were presented, and it was agreed that the £1.75/hour charge would yield the highest increase in income, whilst simplifying the tariff structure for customers and disincentivise customers from leaving their cars for prolonged periods or overnight.

### 3. **Context**

- 3.1 It was agreed at the September 2020 Board meeting that the Trustees would approve any changes to the tariffs. This paper sets out our proposal.
- 3.2 Given the financial position of the Trust and the fact it needs to mitigate as far as possible its current deficit forecast for 25/26 (which includes an assumption of uplift on car park charging) we propose a 14% increase as set out in Table 1.
- 3.3 Table 1

	<b>Current Charges</b>	<b>£2/hr</b>	<b>% increase</b>
1 Hour	£1.75	£2.00	14%
2 Hours	£3.50	£4.00	14%
3 Hours	£5.25	£6.00	14%
4 Hours	£7.00	£8.00	14%
5 Hours	£8.75	£10.00	14%
6 Hours	£10.50	£12.00	14%
7 Hours	£12.25	£14.00	14%
8 Hours	£14.00	£16.00	14%
9 Hours	£15.75	£18.00	14%
10 Hours	£17.50	£20.00	14%
11 Hours	£19.25	£22.00	14%
12 Hours	£21.00	£24.00	14%
24 Hours	£42.00	£48.00	14%

- 3.4 In addition at Great Hall concerts, a flat fee of £15.00 will be charged to park in the Paddocks from 1730hr and will be applied at the discretion of the APP.

### 4. **The rationale behind the increase is as follows:**

- 4.1 A 25p increase across the tariff represents a 14% increase, which ensures the tariff structure remains in line with other car parks in the local area.
- 4.2 It ensures those parking more than 4 hours pay a fair price for every hour they park.



- 4.3 The simplification of the tariffs and the information that will be displayed across the site remains.
- 4.4 It will continue to disincentivise car drivers from leaving their car overnight or for long periods of time as this presents a security risk to the site.
- 4.5 The new tariffs would be presented as per the below table

Tariff	Cost
30 mins	Free
30 mins to 1 hour	£2.00
per hour thereafter	£2.00

- 4.6 By applying the 14% hourly increase and a £15 parking charge in the Paddocks at concerts, an additional income of £140,000 is forecasted versus the forecast outturn for 24/25.

## 5. Risks

- 5.1 The risks include:

- If the charge increases are not approved, the Trust's budget deficit position will worsen and the Trust's ability to achieve its mission to 'restore, repair and maintain' will be in jeopardy;
- Negative stakeholder perception - there is a risk that stakeholders, including staff and visitors, may perceive the increase in parking charges as an additional financial burden, leading to dissatisfaction or resistance.

- 5.2 The mitigation is:

- to ensure that our communication is effective, highlighting that for every pound spent at Alexandra Park and Palace the visitor is supporting a charity and the preservation of a cultural heritage site for generations to come;
- Continue to proactively promote public transport, our shuttle bus service on certain events and carpooling where appropriate;

## 6. Legal Implications

Charities may charge for the services or facilities they offer. Section 105 of the Charities Act 2011(CA11) empowers the Charity Commission to sanction any proposed action in the charity's administration that is expedient in the interests of the charity. The Assistant Director of Legal and Governance notes the Charity Commission Order dated 26<sup>th</sup> October 2020 and has no further comments on the report.

**7. Financial implications**

7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and .....

**8. Appendices: (1) Charity Commission Order 105  
(2) Comparable sites (parking charges)**

**9. Background Papers: None**

**Appendix 2**

## Comparable sites

<b>Site</b>	<b>Rate</b>
Alexandra Palace CPZ	£2.31/hour
Dukes Avenue	£3.63/hour
Muswell Hill Broadway	£3.63/hour
Seven Sisters Road (Finsbury Park) event day	£6.30/hour
Royal Air Force Museum	0-3 hour - £7.50 3-6 hour - £10
Wembley Park, non-event day (red or pink parking)	0-1 hour - £2.50 1-2 hour - £3.50 2-3 hour - £4.50 3-4 hour - £5.50 4-5 hour - £6.50 5-6 hour - £7.50 6-8 hour - £11.50 8-12 hour - £15.50 12-24 hour - £28
OVO Arena Wembley event-day parking	Starts from £16.25/day
Wembley Stadium event-day parking	Starts from £40/day
O2 Arena event-day parking	£27 (pre-book) or £32.50/day
Any other O2 activity (shopping, cinema, skywalk)	0-2 hour - £7 2-4 hour - £11 4-6 hour - £15 6-9 hour - £17 9-12 hour - £18 12-14 hour - £22 14-18 hour - £28 18-24 hour - £52

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## **ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**

**10 MARCH 2024**

**Report Title:** 2025/26 APPCT Charitable Trust Draft Budget

**Report of:** Emma Dagnes OBE, Chief Executive

**Purpose:** This report seeks approval of the 2025/26 Budget for Alexandra Park and Palace Charitable Trust.

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

### **1. Recommendations**

- 1.1 To approve the Trust Budget for 2025/26.

### **2. Introduction**

- 2.1 Similar to many charities operating in the cultural, heritage, and hospitality sectors, Alexandra Park and Palace Charitable Trust is encountering several significant challenges. These include economic uncertainty, rising operational costs, and increasing pressures within the labour market. Collectively, these factors create difficulties in maintaining a balanced budget for the Trust while also striving to grow the profit margin (Gift Aid) within the trading company.
- 2.2 Across all the sectors that we operate in, we are vulnerable to external shocks, such as war impacting utilities and supply chain, climate change which we are experiencing first hand with the entire estate coming under significant pressure and impact from heavy and continuous rain to high winds leading to cancellation of events or low footfall due to customers not wishing to attend in bad weather.
- 2.3 The competitor landscape across all the Trusts subsidiaries revenue streams Food & Beverage, Events, Theatre, Ice Rink also continues to grow and strengthen. Additionally, evolving customer, client, visitor and stakeholder expectations, particularly regarding sustainability and digital experiences, require significant investment in innovation.
- 2.5 Therefore, adapting to these challenges requires discipline and focus on our Strategic Vision and Goals, exemplary strategic planning, digital transformation and a strong policy for fundraising and support. All of which are set out in the Trusts Vision, Goals and Business Plan.

### 3. Vision, Mission, Purpose, Goals & Values

- 3.1 When preparing the annual budgets, APP adheres to its established strategic framework, as outlined below at high level.
- 3.2 Our Vision is to create **“A Sustainable Home For All That We Do”** *Enabling everyone to experience inspirational culture, world-class entertainment, unique heritage, life-enriching creative and educational opportunities and restorative green space. Forever.*
- 3.3 Our Mission as set out in our 1985 Act of Parliament is to **“To Repair, Maintain, Restore for the enjoyment of the public”**
- 3.4 Our Purpose is to **“Enrich lives, through great experiences, forever”**
- 3.5 Our 10 ambitious goals are: Build Climate Change Resilience, Safeguard Our Green Lung for London, Protect Our Heritage Assets, Restore Derelict Spaces, Strengthen Our Overall Resilience, Establish New, Exiting Partnerships Inspire and Engage Our Communities, Create A Great Place To Work, Provide Great Entertainment & Culture For All Protect our Archives and Share our Stories in Innovative Ways
- 3.6 Underpinning all of our strategic aims are our Values; We are Collaborative, We are Passionate & Fun, We are Resourceful, We are Bold, We are Open & Genuine

### 4. Business Plan 25/26

- 4.1 In the 2024/25 financial year, Alexandra Park and Palace (APP) introduced a new Business Plan aligned with its updated Vision and Goals. This year serves as "Year Zero," providing an opportunity to test key concepts and approaches, allowing for refinement ahead of the plan's further development in the following year. While work remains ongoing, the high-level Business Objectives for the purposes of this report are outlined below:

- Ensure the achievement of financial and fundraising targets by fostering a culture of collaboration
- Develop and implement a structured process for the collaborative planning, development and delivery of strategic projects and programs
- Implement and enhance the "Brilliant Basics" framework to set and elevate standards across all areas and aspects of the organisation
- Embed organisational strategies and policies by fostering a culture of empowerment and recognition

- 4.2 Measure and metrics are set out in the Business Plan in detail, the following are examples for the purposes of the report not an exhaustive list.

#### **Example KPI's**

- Trust Breakeven position
- Revenue Growth Rate
- Gross Margin / Net Margin
- Donations per paying customer
- Basket donations
- Staff Turnover
- Mandatory Training Completion rate
- Net Promoter Score

## 5. Financial Performance and 25/26 Budget Considerations

5.1 An important key performance indicator (KPI) in the Business Plan is achieving a breakeven financial position for the Trust, following multiple years of operating at a deficit. While the financial year 2024/25 is yet to conclude, current forecasts indicate that the Charity is on track to meet this target.

5.2 However, in developing the 2025/26 Trust Budget, achieving a breakeven position has not yet been possible. While the Trust remains confident in its ability to improve upon the deficit position, several influencing factors must be considered and addressed.

### 5.3 Financial Challenges and Mitigation Strategies

**Financial Challenges:** Increases and unavoidable cost pressures, including:

- Insurance Premiums: Current budget assumptions include a 5% increase, though final figures remain uncertain until April 2025, posing a potential financial risk.
- National Insurance Contributions: Recent increases have directly impacted the salary budget.
- Estate Guarding Costs: Compliance with new legislation necessitates enhanced site security measures, leading to increased expenditure.
- General Cost Inflation: Rising construction and wage costs continue to affect the Trust's repairs and maintenance budgets.

**Mitigation Strategies:** To mitigate a worsening deficit position, the Trust is implementing several strategies, including:

- Car Park Charges: Seeking Trustee approval for reasonable increases.
- Fundraising: Increased fundraising targets, including the introduction of a Patron Scheme, installation of Tap to Donate terminals, and the launch of a significant capital campaign targeting trusts and foundations.
- New Leases and Tenants: Expanding estate tenancy opportunities to generate new revenue streams, including the successful in-sourcing of the Golf Course and future insourcing of the Boating Lake Café.

**Operational Efficiencies:** In parallel, the Trust has undertaken a rigorous review of its operational costs to identify efficiencies and savings:

- Resource Amalgamation: Cross-departmental collaboration and resource sharing to optimise efficiency.
- Cost Reassignment: Redistribution of certain operating expenses under the cost-sharing agreement with the trading subsidiary, such as cleaning services.

**Strategic Investments:** Despite financial constraints, the Trust remains committed to strategic investments in alignment with its long-term objectives:

- People: Continued investment in staff and volunteer well-being to attract and retain talent within available resources.
- Technology & IT: Enhancing digital capabilities to drive operational efficiency and support the Trust's charitable mission.
- Repairs, Restoration, and Maintenance: Prioritising essential estate maintenance to support the needs of approximately five million annual visitors.

5.4 While achieving a breakeven budget for 2025/26 presents challenges, the Trust is proactively addressing cost pressures through revenue generation, operational

efficiencies, and targeted investments. Ongoing strategic measures will continue to strive towards a future of financial stability for the Trust

## 6. Alexandra Park and Palace Charitable Trust Draft Budget 25/26

6.1 25/26 is a deficit budget at **£428,121** as per Table One below.

Table One: Trust 2024/25 Full Year Forecast and Draft 25/26 Budget

	24/25 Budget	24/25 Forecast As of Dec 24	24/25 Variance against Budget	25/26 Draft Budget	25/26 Variance to 24/25 Forecast	25/26 Variance to 24/25 Budget
<b>Income</b>						
1.Gift Aid*	2,000,000	2,547,408	547,408	1,917,838*	(629,570)	(82,162)
2.Grants	1,755,000	1,755,000	0	1,755,000	0	0
3.Car Parking	613,501	723,254	109,753	860,258	137,004	246,757
4.Leases	246,319	287,783	41,464	357,016	69,233	110,697
5.AP Licence	300,000	300,000	0	300,000	0	0
6.Other	117,380	80,378	(37,002)	95,234	14,855	(22,146)
7.Donations	40,000	55,103	15,103	50,000	(5,103)	10,000
<b>Total Income</b>	<b>5,072,200</b>	<b>5,748,926</b>	<b>676,726</b>	<b>5,335,346</b>	<b>(413,581)</b>	<b>263,146</b>
<b>Expenditure</b>						
8.Ops Costs	(1,369,539)	(1,325,890)	43,649	(1,165,500)	160,391	204,039
9.Salaries	(1,239,442)	(1,273,517)	(34,075)	(1,497,774)	(224,257)	(258,332)
10.Maintenance	(1,132,586)	(1,218,988)	(86,402)	(1,142,282)	76,705	(9,696)
11.Security	(897,000)	(888,962)	8,038	(964,248)	(75,286)	(67,248)
12.Insurance	(556,278)	(579,895)	(23,617)	(646,032)	(66,138)	(89,754)
13.Utilities	(345,400)	(347,406)	(2,006)	(347,631)	(225)	(2,231)
<b>Expenditure</b>	<b>(5,540,245)</b>	<b>(5,634,658)</b>	<b>(94,413)</b>	<b>(5,763,467)</b>	<b>(128,810)</b>	<b>(223,222)</b>
<b>Surplus/Deficit</b>	<b>(468,045)</b>	<b>114,268</b>	<b>582,313</b>	<b>(428,121)</b>	<b>(542,391)</b>	<b>39,924</b>

\*gift aid is the sum the trading subsidiary provides from the previous financial year. I.e. GA in the Trust 25/26 is the Operating profits + Restoration Levy from the Trading Subsidiary's financial year 24/25.

## 25/26 Budget Notes & Assumptions

1.Gift Aid*	APTL Budget 24/25 £1,777m V forecast £1,917m further improvement possible
2.Grants	Corporate Trustee Annual Revenue Grant remains the same
3.Car Parking	Targeting £137,004 increase from charging increases
4.Leases	% increases on tenancies
5.AP Licence	No change
6.Other Income	Creative learning income from events and activities
7.Donations	Target Donations (Patrons, Tap Too Donate, Basket Donations)
8.Operational Costs	Reduction driven from efficiencies and cost sharing
9.Salaries & Wages	Annual uplift / NI increases
10.Repairs & Maintenance	Similar budget for 25/26 versus budget for 24/25
11.Security	Increase due to enhanced requirements due to changes in legislation
12.Insurance	Assumed increase Brokers confirm in April 2025
13.Energy Costs	Holding against 24/25 budget and forecast. Though would be at risk if global issue occurs

7. **Risks**

7.1 As set out above the Trust has worked hard to ensure effective financial management and taken a proactive approach to identifying and mitigating potential budgets risks. However, that does not mean there are no risks and the Trustees should note the following:

- Revenue Shortfalls: Potential underperformance in fundraising and car park charging which are predicated on footfall and spend per head
- Cost Overruns: Unexpected increases in costs due to unforeseen emergencies in particular relating to the building and its infrastructure
- Economic Challenges: Impact of external economic factors such as inflation, war, global turmoil impacting supply chains and utilities
- Regulatory and Compliance Changes: Changes increasing financial obligations and pressures
- Supplier & Contractual Dependencies: The Trust has several large contracts that will be re-tendered this year. Though the aim will be to keep costs inline with past expenditure there may be increases that to mitigate will require service cuts

7.2 While budget risks are inherent, the Trust remains committed to sound financial management and reporting and will continue to keep all stakeholders and trustees apprised of shifts in risk through our risk management reporting.

8. **Legal Implications**

8.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report and.....

9. **Financial implications**

5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and.....

10. **Appendices**

Appendix 1 – Cashflows

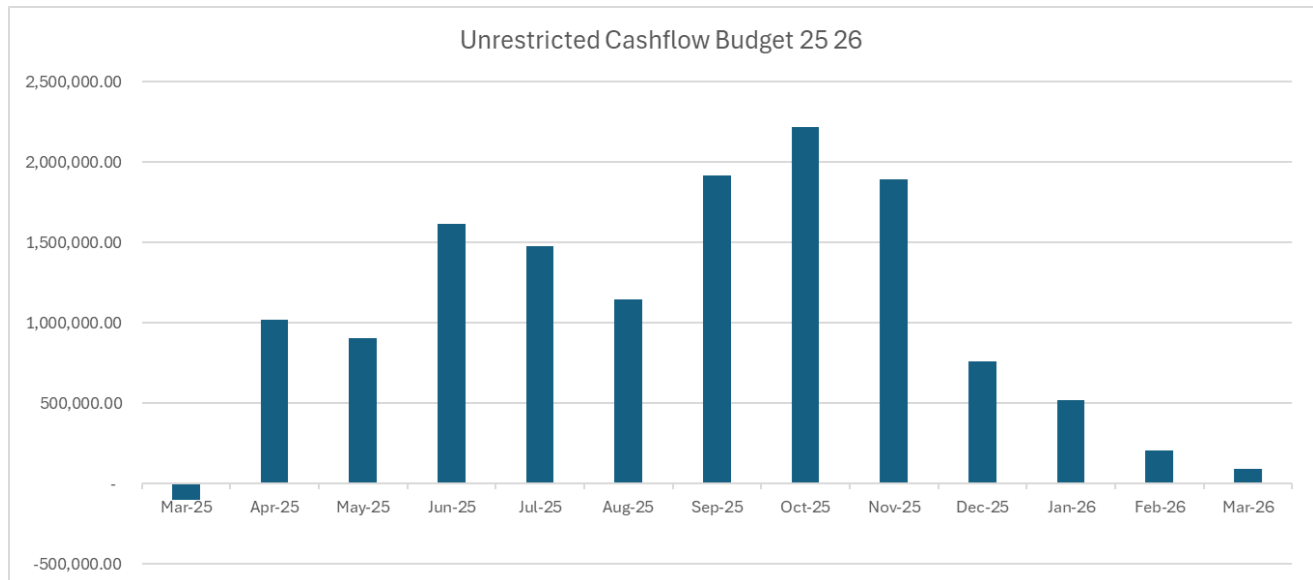
11. **Background Papers**

None

Cashflow Unrestricted for Trust 25/26

Appendix 1 – Unrestricted Cashflow APPCT 25/26

\*Further presentation on cashflow will be provided in the Board meeting



By virtue of paragraph(s) 2, 3, 4, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

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