

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Monday, 28th April, 2025, 7.30 pm – Palace Suite, 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.

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. NEW ITEMS OF URGENT BUSINESS

7. MINUTES (PAGES 1 - 4)

- i. To confirm the minutes of the Alexandra Palace and Park Board held on 10th March 2025 as an accurate record of the proceedings.

8. APPCT 2025/26 BUDGET (PAGES 5 - 12)

9. EXCLUSION OF THE PUBLIC AND PRESS

Items 10 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.

10. EXEMPT MINUTES

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 10th March 2025 as an accurate record of the proceedings

11. APPOINTMENTS PANEL REPORT (PAGES 13 - 20)

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

Chris Liasi, Principle Committee Coordinator

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Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 16 April 2025

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FILMING AT MEETINGS

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

APOLOGIES FOR ABSENCE

Apologies for absence had been received by Councillor Ahmed Mahbub and Nigel Wilmott.

URGENT BUSINESS

There were none.

DECLARATIONS OF INTERESTS

There were none.

QUESTIONS, DEPUTATIONS OR PETITIONS

There were none.

MINUTES**RESOLVED**

That the minutes of the meeting held on 4 November 2024 be agreed and signed as a correct record.

CHIEF EXECUTIVE REPORT

The scheme aimed to enhance entertainment and cultural offerings, delivering 259 event days and attracting 750,000 visitors. It featured 59 concerts, 51 corporate events, 14 weeks of theatre productions, 18 comedy and spoken word performances, 10 exhibitions, and 36 days hosting major sporting tournaments. Additionally, 150,000 skaters and 100,000 pub visitors contributed to an overall attendance of one million people, showcasing a remarkable calendar of in-house events.

- Under the resilience goal, recent efforts had included initiatives such as powered screen fans and replacing wristbands with reusable tokens, upgrades to switch gears and lighting were in progress, alongside replacements in the boiler house, where pumps drying hot water systems had been modernized.
- The wetlands project work had commenced in January, focusing on the creation of new ponds, habitat improvements, and tree removal to enhance natural light. However, further funding for the next phase had not yet been announced by the Mayor.
- Grounds maintenance efforts had resulted in the removal of 130 tons of rubbish in 2024, a decrease compared to previous years. Business numbers had been slightly lower, potentially due to weather conditions.

- A French drain, described as a gravel-filled drainage system, was explained. The methodology for estimating park usage involved radio beam counters and volunteer-led visitor counting over two-hour periods.
- Efforts were underway to protect archives and artwork, celebrate heritage, and engage communities.
- Resilience efforts included a focus on technology and communication. A Technology Officer had been secured at a reduced rate, achieving significant progress with limited resources. Investing in this area was expected to drive efficiencies and safeguard the palace.
- Financial strategy discussions highlighted ongoing efforts to secure grants from trusts and foundations. The goal was to raise £750,000 through grants, fundraisers, and legacy gifts. A new Patreon scheme had been introduced as an unrestricted fundraising effort, with early reports on its progress expected soon.
- Members queried whether members of the public had been in contact regarding the Patreon scheme. It was stated that around 20 individuals so far had reached out, with the need to evaluate its return. Some contributors had donated towards new seating in the theatre.
- Members wanted further clarity on the Patreon scheme. In response to inquiries, it was clarified that the Patreon scheme was not transactional but driven by charitable belief. Contributions qualified for Gift Aid and were not taxable.
- It was questioned how the new pumps are being funded. It was stated funding for new pumps were being assessed through different capital allocations, and the appropriate funding source was yet to be confirmed.
-

RESOLVED:

The report was noted.

FRACC REPORT

The board received a verbal update

RESOLVED:

The update was noted.

CAR PARKING CHARGES REVIEW

In April 2019, Integrated Transport Planning Ltd (ITP), an independent consultancy firm, was commissioned to support APPCT in reviewing the existing car parking arrangements at Alexandra Palace. Following this review, ITP assisted in developing proposals for the introduction of parking charges across the site.

Between 11th November 2019 and 10th January 2020, stakeholders, beneficiaries, visitors, and residents were invited to provide feedback on the proposals via an

online survey, with 2,121 responses submitted. Additionally, informal drop-in sessions were held at Alexandra Palace, where approximately 20 individuals engaged with APPCT staff to discuss their views.

After the Trustee Board approved the introduction of parking charges on 14th September 2020, the Charity Commission granted approval through an official Order. However, due to pandemic-related delays, the charging scheme was implemented in July 2023, with tariffs ranging from free parking for up to 30 minutes to £8 for a full day.

In March 2024, the Board endorsed a recommendation to increase parking charges to £1.75 per hour. Various options were considered, and this rate was selected to maximize income while streamlining the tariff structure for customers and discouraging long-term or overnight parking.

At the September 2020 Board meeting, it was agreed that Trustees would approve any future changes to parking tariffs. Given the Trust's financial situation and the need to mitigate its projected deficit for 2025/26, a 14% increase was proposed, as outlined in Table 1. This adjustment aimed to align income with financial forecasts.

Additionally, a flat fee of £15 was introduced for parking in the Paddocks during Great Hall concerts from 17:30 onwards, to be applied at APP's discretion.

RESOLVED:

The board approved the following:

2025/26 TRUST DRAFT BUDGET

The Board gathered all information and stated a decision will be made in the exempt part of the agenda.

EXCLUSION OF THE PUBLIC AND PRESS

Items 13 was 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.

EXEMPT 2025/26 TRUST DRAFT BUDGET

The committee considered the exempt information.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

28 April 2025

Report Title: 2025/26 APPCT Charitable Trust 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.
- 1.2 To approve the new treatment for Restoration Levy

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 adverse weather conditions leading to cancellation of events or low footfall due to customers not wishing to attend in bad weather, and shorter dwell time / reduced spend.
- 2.3 The competitor landscape across all the Trusts subsidiaries 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, 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. The first year provided an opportunity to test key concepts and approaches, allowing for refinement ahead of the plan's further development into the following year 25/26. While work is 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 Measures and metrics are set out in the Business Plan in detail, the following are examples for the purposes of the report and 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. This position must include consideration for repayment of all loans.
- 5.2 During the development of the 2025/26 Trust Budget, achieving a breakeven position proved challenging. However, through extensive efforts to identify cost savings and establish a clearer understanding of the revenue generated in-year— which contributes to the charity via gift aid in the following financial year— the Trust has successfully achieved a balanced budget. Nonetheless, the financial challenges remain, necessitating ongoing mitigation strategies.

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.
- General Cost Inflation: Impacts on both gross and net profit margins of the subsidiary in turn impacting gift aid to the charity

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

- Restoration Levy collected on behalf of the Trust recognised in year rather than in arrears;
- Car Park Charges: The Trustee Board have approved for reasonable increases to take effect on 1st April 2025
- 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 as well as recruitment freeze in the final two quarters of the financial year
- 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 development, 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 has presented significant challenges, the Trust is committed to 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. Restoration Levy

6.1 Restoration Levy is charged on tickets across the country at venues, museums historic attractions to help fund restoration, maintenance and repairs. At Alexandra Palace restoration levy is typically between £1.50 to £2.10 depending on the event. The Restoration Levy helps the Trust to cover essential works to enhance the visitor experience and preserve the historic building.

6.2 Historically the Restoration Levy has been collected on behalf of the Trust by the subsidiary and transferred to the Trust in arrears along side the operating profit also referred to as Gift Aid. Due to the financial pressures with the Trust as set out in this report the Restoration Levy will now be transferred in year as it is earned. Rules will be set in place with the auditors to provide structure for the treatment of Restoration Levy moving forward. Extensive benchmarking has also been undertaken specifically with other high-profile events venues which are Charities with Trading Subsidiaries to ensure that we are aligned with industry standard with our revised approach.

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

	25/26 Budget
Income	
1. Restoration Levy (25/26)	978,354
2. Gift Aid (APTL Operating Profit)	1,243,429
2. Grants	1,755,000
3. Car Parking	860,258
4. Leases	357,016
5. AP Licence	300,000
6. Other	95,234
7. Donations	50,000
Total Income	5,639,291
Expenditure	
8. Ops Costs	(944,004)
9. Salaries	(1,354,774)
10. Maintenance	(1,072,282)
11. Security	(964,248)
12. Insurance	(646,032)
13. Utilities	(347,631)
Expenditure	(5,328,971)
*Surplus/Deficit	310,320

*surplus required as per organisational KPI to meet balance sheet liabilities

25/26 Budget Notes & Assumptions

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

8. Risks

8.1 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. The aim will be to keep costs in line with past expenditure, however there may be increases which to mitigate would require service cuts.

8.2 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.

9. Legal Implications

9.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comment.

10. Financial implications

5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. The draft budget presented in this report indicates a balanced position for 2025/26. This budget, like most any budget, is based on a number of assumptions. The Trust will need to monitor those assumptions as part of the budget monitoring process to see if they are being met and if not initiate action to mitigate any adverse effect. The risks identified will also need to be monitored and action taken if necessary.

11. Appendices

Appendix One: Consolidated Financial statements 25/26
Appendix Two: Unrestricted Net Cashflow 25/26

12. Background Papers

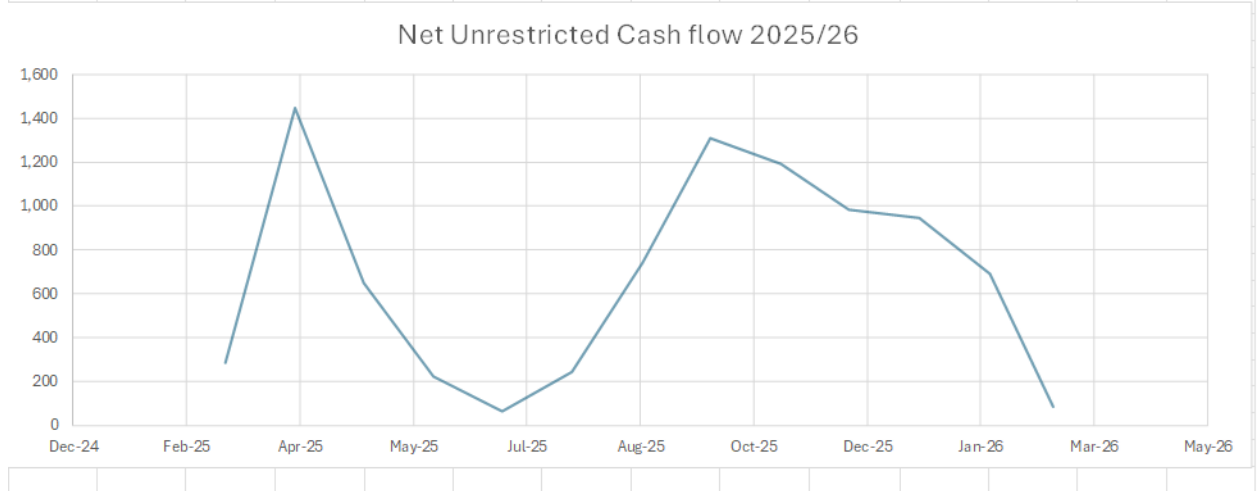
None

Appendix One: Consolidated Financial statements 24/25 & 25/26

TRUST		
	Fcst	Budget
Income statement: £k	2024-25	2025-26
Income	6,734	5,639
Costs	(5,455)	(5,329)
Net income	1,279	310
Cashflow: £k	2024-25	2025-26
Operating cashflow	1,279	310
Loan repayment	(441)	(469)
Intercompany receipt/(payment)	(250)	
Restoration Levy owed	105	72
Other	(524)	(111)
Opening cash (unrestricted)	115	284
Inflow/(outflow)	169	(198)
Closing cash (unrestricted)	284	86
Balance sheet extract: £k	As at 31 Mar 2025	As at 31 Mar 2026
Unrestricted cash	284	86
Net intercompany	(250)	(250)
Loan to repay to Haringey Council	(5,404)	(4,936)

Appendix Two: Unrestricted Net Cashflow 25/26

	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
Net Cash	284	1,448	650	221	62	244	741	1,308	1,191	982	945	690	86



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