

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Monday, 14th July, 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, Anne Stennett and Lester Buxton

**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. DECLARATIONS OF INTERESTS

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

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

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

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

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

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

#### **5. NEW ITEMS OF 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 item 13.

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

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

#### **7. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE - VERBAL**

#### **8. APPOINTMENTS TO COMMITTEES (PAGES 7 - 12)**

To approve the appointments and the recommended changes.

#### **9. CHIEF EXECUTIVE VISION AND GOALS UPDATE REPORT (PAGES 13 - 32)**

#### **10. THE GROVE REPORT (PAGES 33 - 54)**

#### **11. FRRAC CHAIR'S REPORT (VERBAL UPDATE)**

To receive a verbal update.

#### **12. FINANCE REPORT (PAGES 55 - 62)**

#### **13. NEW ITEMS OF URGENT BUSINESS IF ANY HAVE BEEN DECLARED AT POINT**

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

Items 15-23 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.

**15. EXEMPT MINUTES**

MINUTES TO FOLLOW.

**16. EXEMPT RESTORATION, REPAIR & MAINTENANCE REPORT**

REPORT TO FOLLOW.

**17. EXEMPT GROUNDS MAINTENANCE CONTRACT TENDER**

REPORT TO FOLLOW.

**18. EXEMPT FINANCE REPORT**

REPORT TO FOLLOW.

**19. EXEMPT HUMAN RESOURCES REPORT**

REPORT TO FOLLOW.

**20. EXEMPT STRATEGIC RISK REGISTER**

REPORT TO FOLLOW.

**21. EXEMPT APTL CHAIR'S VERBAL UPDATE REPORT DECISION TRACKER & FUTURE MEETINGS**

REPORT TO FOLLOW.

**22. DECISION TRACKER & FUTURE MEETINGS**

REPORT TO FOLLOW.

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

Chris Liasi - Principal Committee Coordinator

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Fiona Alderman

Director of Legal & Governance (Monitoring Officer)

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

Friday, 04 July 2025



## **MINUTES OF THE MEETING Alexandra Palace and Park Board HELD ON Monday, 10th March, 2025, Times Not Specified**

### **PRESENT:**

**Councillors: Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair), Sarah Elliott and Anne Stennett, Jason Beazley (Three Avenues Residents Association (TARA)) (Co-Optee), Duncan Neill (Muswell Hill and Fortis Green Association) (Co-Optee)**

### **ALSO ATTENDING:**

**Chris Liasi – Principal Committee Coordinator, Emma Dagnes - Chief Executive Alexandra Park & Palace.**

#### **19. FILMING AT MEETINGS**

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

#### **20. APOLOGIES FOR ABSENCE**

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

#### **21. URGENT BUSINESS**

There were none.

#### **22. DECLARATIONS OF INTERESTS**

There were none.

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

There were none.

#### **24. MINUTES**

**RESOLVED**

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

## **25. 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.

- The application for funding had been submitted. Under the resilience goal, recent efforts had included initiatives such as powered screen fans and replacing wristbands with reusable tokens. Discussions were underway with the Greater London Authority (GLA) to support net-zero targets. Upgrades to switch gears and lighting were in progress, alongside replacements in the boiler house, where pumps drying hot water systems had been modernized.
- Funding for new pumps was being assessed through different capital allocations, and the appropriate funding source was yet to be confirmed.
- Regarding the North-East Office Building, which Louise oversaw, funding had been received from Historic England. An event celebrating the grant was scheduled for April 30th, where discussions about future plans would take place.
- 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. Conversations were taking place with the Borough of Culture, positioning Ally Pally to play a role in these initiatives.
- 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.

- Trust and foundation applications were being re-submitted with a renewed approach. The Patreon scheme had engaged around 20 individuals so far, with the need to evaluate its return. Some contributors had donated towards new seating in the theatre.
- 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

**RESOLVED:**

The report was noted.

**26. FRACC REPORT**

The board received a verbal update

**RESOLVED:**

The update was noted.

**27. 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:

**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

**28. 2025/26 TRUST DRAFT BUDGET**

The Board gathered all information and discussed they will make a decision in the exempt part of the committee.

**29. NEW ITEMS OF URGENT BUSINESS**

There were none.

**30. 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.

**31. EXEMPT 2025/26 BUDGET INFORMATION**

The Board considered the exempt information.

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

There were none.

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

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

**14 JULY 2025**

**Report Title:** Appointments to Committees

**Report of:** Emma Dagnes OBE, Chief Executive, Alexandra Park and Palace Charitable Trust (APPCT)

**Purpose:** This report seeks formal ratification of the memberships of the Advisory and Consultative Committees for 2025/26, the Finance, Risk, Resource and Audit Committee (FRRAC), the Alexandra Palace Trading Limited (APTL) Board, the Programme Board and Lead Trustee Roles.

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

### **1. Recommendations**

- 1.1. To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1.
- 1.2. To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1.
- 1.3. To **appoint** Trustee Board members for the Finance, Resource, Risk and Audit Committee (FRRAC) and to approve extension of the Non-Renumerated Independent Finance Advisor for one year;
- 1.4. To **agree** which of the FRRAC members appointed will act as Chair of FRRAC;
- 1.5. To **appoint** Trustee Board members to act as APTL Company Directors;
- 1.6. To **agree** which APTL Director will act as Chair of the APTL Board, and note the extension of both Non-Executive Directors for a further one-year term
- 1.7. To **appoint** Trustee Board Members to the Programme Board;
- 1.8. To **appoint** Lead Trustee Board Members for the following areas: Safeguarding; Whistleblowing; Equality, Diversity and Inclusion (EDI) and Environmental Sustainability.

### **2. Introduction/ background**

- 2.1 The voting members of the Alexandra Park and Palace Charitable Trust Board are appointed by Haringey Council, the Corporate Trustee of Alexandra Park and Palace (APP) Charitable Trust.
- 2.2 The Board may appoint up to four of its voting members (who are representatives of the Corporate Trustee) to the board of the Charity's trading subsidiary, APTL.

- 2.3 The APP Statutory Advisory Committee was established by the Alexandra Park and Palace Act, 1985, and membership consists of:
- eight members appointed by Haringey Council, 6 of whom shall be elected councillors of the areas (wards) neighbouring Alexandra Park and Palace (APP);
  - 6 members nominated by local residents' associations who meet the criteria stated within the Act.
- 2.4 The Council Members of the Trustee Board are also appointed to the APP Consultative Committee, a Council constituted committee of up to 30 members of interested groups that meet specific criteria. The Consultative Committee appoint three of its members as non-voting co-optees on the Trustee Board.
- 2.5 The memberships of the SAC, CC, APTL and FRRAC were last reviewed by the Trustee Board in July 2024
- 2.6 Since last reviewed Cllr Buxton has been appointed as a Trustee Board member to replace Cllr Mahbub.

### 3. Advisory Committee

- 3.1 The 1985 Act requires representatives on the Advisory Committee to represent residents' associations in one or more of the following wards: Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill, Noel Park.
- 3.2 The associations must be open to all residents in the areas and must have written constitutions, a minimum of 50 households in their memberships and meet regularly.
- 3.3 Administered by the Corporate Trustee, the Advisory Committee membership is, confirmed annually by Full Council. 2025/26 members are listed at **Appendix 1**. The Act sets the quorum for the Advisory Committee as 6: *'three appointed members and three nominated members from not less than three different residents' associations'*.

### 4. Consultative Committee

- 4.1 The Consultative Committee is established and administered as a Sub-Committee, of the Trustee Board under Part Three, Responsibility For Functions, Section B, Section 4, paragraph 2 on pages 35-36 of the Council's Constitution.
- 4.2 Membership is stipulated in the Council's Constitution as "**7 members and up to 30 community representatives**". There are currently 10 community representatives on the Consultative Committee and 6 [Council] members. 2025/26 members are listed at Appendix 1.



## 5. FRRAC

- 5.1 The Finance, Risk, Resource and Audit Committee is appointed by the APPCT Board from amongst its members and shall consist of no less than three members.
- 5.2 In 2024/25 the FRRAC membership consisted of: Cllrs Sean O'Donovan (Chair), Anne Stennett, Ahmet Mahbub, Sarah Elliott and independent member Claire Pape.
- 5.3 The current FRRAC members are listed at Appendix 2. The Trustee Board are asked to appoint up to four of its Members to sit on FRRAC in 2025/26 and to appoint a Chair of FRRAC.

## 6. APTL

- 6.1 The APTL Articles of Association state the maximum number of directors shall be eight and the minimum two comprising:
- Up to four trustees of the Charity;
  - One employee of the Company
  - One officer of the Council
  - Two others who are not officers or members of the Council or employees or trustees of the Charity (Non-Executive Directors (NEDs)).
- 6.2 In 2024/25 the APTL Company Directors, were:
- |                          |   |
|--------------------------|---|
| Trustee Directors:       | Cllrs Nick da Costa (Chair), Emine Ibrahim, Anne Stennett, Sean O'Donovan |
| APTL Employee Director:  | Emma Dagnes   |
| Non-Executive Directors: | Jamie Copas & Andrew Morton   |

## 7. Programme Board

The Programme Board is a sub-committee of the Trust Board and is convened as and when required to oversee any major restoration and capital works projects and consists of two Trustees, a Council Planning officer and a Finance Officer. Last year the Programme Board Members were Cllr Ibrahim and Cllr da Costa.

## 8. Legal Implications

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

## 9. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

## 10. Appendices

Appendix 1 – 2025/26 SAC & CC Members

Appendix 2 – Current FRRAC, APTL Membership lists & Lead Roles

*2025/26 Proposed Alexandra Park & Palace Appointments To Committees Report*

## APPENDIX 1

### **STATUTORY ADVISORY COMMITTEE (SAC) MEMBERSHIP 2025/26**

#### **Residents' Associations Nominated Members:**

Muswell Hill and Fortis Green Association	Mr John Crompton	M.Hill & Fortis Green Wards
Palace View Residents Association	Ms Elizabeth Richardson	Hornsey Ward
Three Avenues Residents Association	Mr Jason Beazley	Bounds Green Ward
Warner Estate Residents Association	Ms Joyce Rosser	Hornsey
Noel Park Residents Association	<i>Vacancy</i>	Noel Park Ward
Palace Gates Residents Association	<i>Vacancy</i>	Alexandra Park Ward
The Rookfield Association	<i>Vacancy</i>	Muswell Hill Ward

#### **Appointed Members**

Bounds Green Ward	Cllr Emily Arkell
Muswell Hill Ward	Cllr Cathy Brennan
Noel Park Ward	Cllr Emine Ibrahim
Alexandra Park Ward	Cllr Alessandra Rossetti
Fortis Green Ward	Cllr Mark Blake
Hornsey Ward	Cllr Elin Weston
Council-Wide Member	Cllr Eldridge Culverwell
Council Wide Member	Cllr Sarah Elliott

### **CONSULTATIVE COMMITTEE MEMBERSHIP 2025/26**

#### **Community Group Nominated Members:**

Three Avenues Residents' Association	Mr Jason Beazley
Friends of Alexandra Park	Mr John Chilton
Warner Estate Residents' Association WERA	Mr Etain Casey
Alexandra Palace Organ Appeal	Mr Donald McKenzie
Muswell Hill and Fortis Green Residents' Association	Mr Duncan Neill
Palace View Residents' Association	Mr Hugh Williams
Alexandra Palace Television Group	Mr John Thompson
Alexandra Palace Allotments Association	Mr John Wilkinson
Friends of the Alexandra Palace Theatre	Mr Nigel Willmott
Campbourne Community Collective	Ms Natalie Rusby

#### **Trustee Board Members**

Councillor Emine Ibrahim (Chair of APPCT Board)  
 Councillor Sean O'Donovan (Vice Chair of APPCT Board)  
 Councillor Anne Stennett  
 Councillor Lester Buxton  
 Councillor Sarah Elliott  
 Councillor Nick da Costa

**FINANCE, RESOUC, RISK AND AUDIT COMMITTEE (FRRAC) MEMBERSHIP**

Sean O'Donovan	APPCT Board Member (FRRAC Chair) (subject to resolution)
Lester Buxton	APPCT Board Member
Sarah Elliott	APPCT Board Member
Anne Stennett	APPCT Board Member
Claire Pape	Independent Member

**ALEXANDRA PALACE TRADING LTD (APTL) BOARD OF DIRECTORS**

Nick da Costa	Director (APPCT Board Member) & Chair (subject to resolution)
Emine Ibrahim	Director (APPCT Board Member)
Sean O'Donovan	Director (APPCT Board Member)
Anne Stennett	Director (APPCT Board Member)
Emma Dagnes	Director (Council Employee)
Vacancy	Director (APTL Employee Finance Director when appointed)
Andrew Morton	Non-Executive Director
Jamie Copas	Non-Executive Director

**PROGRAMME BOARD** (subject to resolution)

Emine Ibrahim	APPCT Board Member
Nick da Costa	APPCT Board Member
Council Finance & Planning Officers	

**LEAD TRUSTEE FOR SAFEGUARDING:** 24/25 Cllr Stennett (To be for agreed for 25/26)

**LEAD TRUSTEE FOR WHISTLEBLOWING:** 24/25 Cllr da Costa (To be for agreed 25/26)

**LEAD TRUSTEE FOR EQUALITY DIVERSITY & INCLUSION** 24/25 Cllr Mahbub (To be replaced 25/26)

**LEAD TRUSTEE FOR SUSTAINABILITY:** 24/25 Cllr O'Donovan (To be for agreed 25/26)

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Date: 14<sup>th</sup> July 2025, start 7.30pm, Grace Fields AP Theatre

Report Title: Visions and Goals Update Report

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

Purpose: To inform the Trustee Board of Alexandra Park and Palace Charitable Trust on progress in the new financial year 24/25

Local Government (Access to Information) Act 1985 – NA

## 1. Recommendations

1.1 **To note** the content of this report.

### 1.2 **Provide Great Entertainment and Culture for All**

- **To note** that the Palace was awarded the **Attitude is Everything Platinum Award**.
- **To note** a presentation on our Audience and Social Media strategy will be provided in the meeting

### 1.3 **Protect Our Heritage Assets**

- **To note** that an LBC application for redecorations will be prepared over the coming weeks which will focus on completing the work already started on the East and West entrances, painting all external joinery heritage green and **Approve Delegation** to the Chief Executive to conclude the process.
- **To note** other LBC applications likely to be drafted over the summer to include: lead capping to the parapet walls, lead detailing to the scrolls above the East Court entrance and secondary glazing to the CUFOS building and **Approve Delegation** to the Chief Executive to conclude the process.
- **To note** a presentation will be provided on the Conservation work on the East side of the Palace and the replacement of heritage park lighting.

### 1.4 **Inspire And Engage Our Communities**

- **To note** a presentation will be provide on the work and impact of the Creative Learning Team.

### 1.5 **Establish new, Exciting Partnerships**

- **To note the BBC Concert Orchestra** has now officially confirmed and announced their partnership with Alexandra Palace as the Palace's first Associate Orchestra.

### 1.6 **Strengthen Our Overall Resilience**

- **To note** a presentation on Fundraising will be provided in the meeting.

## 2. Executive Summary

- 2.1 This report updates the Trustees on the first months of the new financial year 25/26 and aligns with the Trust's Vision to **"Create a Sustainable Home for All That We Do."** The work highlighted under each Goal 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 **Live Music** A buoyant and diverse live music program with 6 nights of concerts including a three-night sold out run from Kaytranada, with all shows receiving excellent reviews in the press.
- 3.2 **StrEATlife** took place on the Terrace on Saturday 24<sup>th</sup> & Sunday 25<sup>th</sup> May 2025. The food and drink focused event was free to enter and provided a diverse program of entertainment throughout the day to over 8,000 people.
- 3.3 **Corporate Events.** Several corporate events took place including the launch of the new BYD electric vehicle, alongside large conferences for Tesco and Cancer Research UK.
- 3.4 **Theatre** 'Friday Night Is Music Night' & 'Later with...Jools Holland' returned. Other performances included a VE day special marking the 80th anniversary, Jamica Love and comedian Rhy Darby.
- 3.5 **Accessibility.** After six years of hard work from the team, the Palace was awarded the **Attitude is Everything Platinum Award**. Alexandra Palace is now recognised as an industry leader in accessibility. This is a highly prestigious award with only the O2 and the Southbank Centre holding the same accolade.
- 3.6 **Audience and Social Media Strategy Development:** We have made significant progress in deepening our understanding of who our audiences are and how best to engage them.

Working with consultants Baker Richards, we completed a comprehensive Audience Strategy using analysis of all available customer data. This work has given us a clearer picture of our reach—highlighting, for example, a strong national presence and a particularly young audience base. These insights are already helping us make more informed decisions around programming, marketing and communications, ensuring we are responsive to audience needs and better positioned to grow both commercial and charitable income.

Alongside this, we developed a new Social Media Strategy in partnership with the agency Poppins. A full audit of our channels has helped us to prioritise those with the greatest impact and define content pillars that will guide future storytelling.

In response to audience behaviour and wider trends, we are shifting towards a more video-led, real-time approach—particularly on platforms such as TikTok and YouTube—which will allow us to showcase Alexandra Palace as a vibrant destination, creative brand and charitable organisation. These changes will help us to engage more effectively with new and diverse audiences, while strengthening our connection with existing followers.

- 3.7 **Ice Rink** A jumbotron scoreboard was installed in the Rink. This will support with enhancing spectator experience at hockey matches. It will provide live updates and display promotional material for Alexandra Palace own activity, and its clients. Hockey continues to attract large audiences, The female hockey team, the Greyhounds won the league in May.

The team are implementing a marketing campaign to attract more families over the coming weeks.

- 3.8 **The Pitch & Putt** reopened in May; a promotional offer is running, so kids go free over the summer.

- 3.9 **Phoenix bar and Pizzeria** In April and May the Phoenix has exceeded target, due to the good weather and by maximising from the outdoor beer garden, additional outdoor concessions, after show parties at concerts and a well-attended StrEATlife

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:** Staff from a several departments have been working towards the first level of the Theatre Green Book. The Theatre Green Book is an initiative by the whole industry to work more sustainably. There are three areas: Buildings, Productions and Operations, and the team are working through the tool kits to establish the current strengths and weaknesses. The next step is to formulate an action plan to achieve the Basic level by the end of the financial year.

- 4.2 **Net Zero Strategy & Funding Applications** Discussions with the Greater London Authority (GLA) continue regarding our approach to net zero. We have applied for two support schemes:

- **Zero Carbon Accelerator Scheme (ZCA):** The GLA have approved our two support packages in principle and the details are being worked out.

**Green Finance Fund (GFF):** The objective of the first ZCA work package is to support our bid to the GFF. This involves quantifying the potential energy and carbon savings that replacement low-voltage switchgear could provide.

- **Haringey Community Carbon Fund:** This fund has awarded a grant to the Trust to install secondary double glazing and draft proofing in the old station building (CUFOS). This project will reduce heat loss and improve the energy performance of the building.

**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 Masonry Repairs to the East-Facing Façade and Wider Site:** Vital conservation work continues across the east-facing façade and wider site, with a focus on traditional masonry repairs. A major part of this has involved the careful removal of cement-based materials, which trap moisture and accelerate decay, and the reinstatement of breathable lime mortar. This approach is essential to the long-term preservation of historic walls and ensures the building fabric can perform as originally intended.

Michael, our experienced brick mason, has led this work with great care, joined by Sali, the newest member of the team. Sali has already made a strong impression through his attention to detail and commitment to high standards.

Together, they are restoring brickwork that has gone untouched for decades, helping to protect the long-term health of our People's Palace. Photographs of their work will be shared during the meeting to showcase the quality and impact of their repairs.

- 5.2 North Bridge Structural Remedial Works:** Extensive surveys have been conducted, and a repair scheme has been submitted to the LPA for LBC approval.
- 5.3 Great Hall Glazing Repairs:** Significant glazing repairs have been completed on the roof of the Great Hall. For the first time, we've been able to carry out a full replacement of glazing to an entire bay, including new eaves fillers — rather than the previous piecemeal approach of replacing only broken panes scattered across the roof. This more comprehensive method has delivered a higher quality finish, improved weather tightness, and allows for safer long-term maintenance. While budget constraints have typically limited us to reactive repairs, this full-bay replacement demonstrates the value of tackling issues holistically wherever possible.



5.4 **Heritage Lamp Restoration:** The team are making excellent progress this summer in restoring and replacing the heritage Windsor Park lamps. We have sourced the exact original Windsor lamps, carefully salvaged from a recycling centre, ensuring authenticity and historic accuracy. These lamps are being swapped out where required and fitted with energy efficient LED units. This approach preserves a key historic feature of the Palace grounds while contributing to our sustainability goals by reducing energy consumption and carbon emissions.

5.5 **Electrical Infrastructure Improvements:** Electrical upgrades across the site remain a major undertaking. While we are still midway through this project and there is still significant work to undertake large areas are now completed. Managing this complex work within a historic environment is challenging; every cable route is carefully planned and managed to protect the building fabric. We will continue this vital work ensuring the long-term safety and resilience of our People's Palace.

5.6 **CCTV Infrastructure and Cable Management:** CCTV infrastructure has been a key focus this year, with a dual emphasis on upgrading camera coverage and improving cable management across the site. We have carefully assessed camera requirements to ensure optimal security while minimising unnecessary installations.

A major challenge has been protecting cabling from solar damage on the roof, which previously led to frequent failures and costly replacements. To address this, robust containment systems have been installed along the roof routes to shield wiring from degradation. This protective measure is expected to at least double the lifespan of cables, reducing future maintenance costs and preventing premature camera failures.

This proactive approach to cable management not only enhances security but also delivers long-term operational savings and improved system reliability.

5.7 **Conservation of Paintings in the Londesborough Room:** Artist Ricardo Cinalli, a graduate of Hornsey School of Art who lost work in the 1980 fire, returned during the rebuild to create a series of neo-classical frescoes for the Londesborough room, which included two gigantic figures on the south wall. 30 years later, when we recorded Ricardo's memories for the archive, he expressed his personal wish to restore this work. He carried out the conservation in his own time, driven by a genuine passion for the piece and its setting within Alexandra Palace. The resulting beautifully refreshed, unique artwork stands out once again. We are extremely grateful to Ricardo for his generosity, care, and ongoing connection to the Palace.

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 **Park Projects:**

The Friends of the Park have been undertaking Woodland Quality Assessment of the woodland compartments across the Park. This work will allow future woodland improvement works to be prioritised.

The Conservation Volunteers (TCV) have been delivering habitat improvement works across the Park with corporate groups. They have been replacing old, damaged fencing with 'dead hedges' to improve the appearance of the site. The dead hedges use material found on site, and avoid the need to purchase sawn timber, whilst provide new habitat features for dead wood invertebrates.

Tree work has been carried out across the site to complete the recommendations from the 2024 tree safety survey. This work includes felling of dead, dying and dangerous trees, removal of dead branches and crown reductions where required. Three small oak trees were removed from the ant hill meadow to allow an alder buckthorn to flourish. The alder is essential in the lifecycle of the brimstone butterfly that lays eggs on the underside of its leaves. The 2025 tree safety survey is underway.

Replacement of missing and broken wooden bollards has been underway to improve the appearance of the Park and increase security against vehicle incursions.

- 6.2 **Shaping the Grove:** Following the public engagement exercise several small projects have been undertaken in response to the comments received.

- Shrub beds tidied up by the Park Team and by Friends of the Park work party
- Muswell Hill pedestrian entrance improved, new raised bed constructed, with new shrub planting by Gardening volunteers and fresh mulch.
- The noticeboard timbers have been refurbished and the new Park map installed.
- Dead trees have also been removed.
- The Grove cafe has changed hands. The new Tenant, *Conscientious Coffee*, has refurbished the building and increased the opening hours to improve service.

7. **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.*
- 7.1 **AP Theatre at 150 - A Shared Narrative:** in collaboration with Friends of the Theatre, dedicated volunteers, and the AP Theatre team, recent research and community-informed narratives were co-curated for a rich display marking the 1875 Theatre anniversary. Eight panels with contemporary and archive images have now been installed in the East Court, making them accessible for audiences to enjoy and celebrate some of the lesser-known stories of our historic venue.
- 7.2 **Supporting New Research:** enabling access to AP architectural archives – plans & records - on the C.U.F.O.S. building, for a Community Curator currently pursuing a PhD in conservation architecture. This demonstrates the unique position the Trust is in, to be able to inspire and inform academic research. The potential for our collections on site and online, to become a resource, particularly for underrepresented voices, is an area of growth for the team.
- 7.3 **Embedding Ourselves in the Community:** Campsbourne Collective.  
Actively participating in a workshop, representing Alexandra Palace within the community, and building local cultural connections to further embed heritage at the heart of community engagement.
- 7.4 **Preserving Design History:** The Sinclair C5 launch.  
Acquired a significant new addition to our archive—a donation relating to the 1985 (Sir Clive) Sinclair C5 launch in the Pavilion at Alexandra Palace. A range of promotional and marketing material was gifted by designer Gus Desbarats. This enhances our automotive design heritage and innovation story.
- 7.5 **National Storytelling:** VE Day & BBC Heritage  
Contributed to UK-wide commemorations by recording a segment for Radio 2's VE Day concert in the Theatre; linking AP's broadcasting history with BBC television to national cultural heritage storytelling.
- 7.6 **Safeguarding/ Rebuilding History:**  
Received and began cataloguing vital materials from the 1980s restoration of the Palace, including rare architectural model of the AP hotel scheme, plans and drawings donated by the family of Dr. Peter Smith. These enrich our archive and add to our understanding of the Palace's 20<sup>th</sup> century transformation.

- 7.7 **Nurturing Future Archivists:** UCL Archives and Records Management MA  
Hosted a student from this course for a two-week, hands-on practical placement. Their work on cataloguing the Palace's events archive supported their learning, professional development and increased access to our recent history.
- 7.8 **Welcoming Global Audiences:** international media students from AIFS  
Delivered bespoke heritage talks and behind the scenes tours focused on our BBC heritage, sharing our story with a global audience.
- 7.9 **Val Paley Collection:** Cataloguing  
Volunteer-led work continues on the Val Paley bequest. This meticulous cataloguing process is bringing new archival treasures to light, expanding our record of Palace life and people. Val was a stalwart of our community and she is deeply missed.
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 **Inspiring and Engaging People in Our Theatre**  
**Young Actors Company:** Our Young Actors Company welcomed 45 talented young people through open auditions. They are currently rehearsing Scenes for 15 Actors in the Time of War by Kay Adshead, directed by Clancy Ryans, culminating in a powerful summer performance in our theatre. This experience nurtures young talent, builds confidence, and provides a professional platform for youth voice.  
**Performing Arts School:** Children aged 9–16 participate in a 10-week carousel training programme in acting, singing, and dance. This term's journey leads to our annual showcase on 5th July, where pupils will perform on our main stage, celebrating their growth and creativity in front of a live audience.
- 8.2 **Engaging and Inspiring People in Our Heritage**  
**Community Curatorial Team:** In collaboration with our Young Actors and Young Creatives Network, the Community Curatorial Team developed a performance installation that celebrates the heritage of our building. This immersive experience combined live animation, sound art, sculpture, and archival materials, sparking community dialogue about the building's future and its role in local identity.

**School Visits:** Originally launched during our 150th anniversary, our school visit programme offers volunteer-led tours of the theatre and former BBC studios. These visits include interactive theatre workshops led by industry professionals, bringing history to life through creative storytelling and performance.

**Palace Uncovered:** This two-day heritage project for local secondary schools explores the history of refugee culture through the lens of wellbeing and health. Developed with partners including Manchester Metropolitan University, Huddersfield University, the Mental Health Museum Wakefield, London Archive, and the Museum of Flanders, the project uses theatre to examine how health organisations have historically responded to asylum seekers.

### 8.3 Creative Placemaking and Community Partnerships

**London Festival of Architecture (LFA):** As part of LFA, our Creative Learning team partnered with Haringey Council's placemaking team to explore community relationships with the Palace. Activities included:

- A community radio broadcast from the Lower Field Sports Club
- Exhibitions and an audio trail
- Volunteer-led heritage tours
- **Café Palais** – a special edition of our café for older residents, fostering connection and storytelling

### 8.4 Connecting Communities Through Our Park

**Outdoor Performances and Workshops:** We are bringing Shakespeare to the park with performances of **As You Like It** in the Forest School area—formerly the old deer enclosure—creating a magical woodland theatre experience. Additionally, our Easter holiday camps offered children hands on creative activities in the park, blending play, performance, and nature.

Our **volunteer gardening group** has transformed areas near the pitch and putt into a wildflower meadow and is actively developing the theatre courtyard into a welcoming green space

We've also hosted **corporate volunteer days**, offering teams the opportunity to contribute to park maintenance and improvement while fostering team building and civic engagement.

Our commitment to sustainability and environmental education is embedded in our **Forest School** programme, which runs three days a week. This initiative connects

children with nature through outdoor learning, fostering environmental stewardship, resilience, and well-being from an early age.

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 **Individual Giving:** This summer saw the launch of new opportunities for individual donors to support APPCT's core mission and help us to dramatically increase investment in the Park and Palace. Publicity focused on Alexandra Palaces' current supporters, with further promotion planned for later in the financial year. Our new Development Manager (Individual Giving) was appointed in February 2025 to support this work

Our **Founding Ally Pally Patrons** made donations to the Palace in June, each giving from £600 each a year through this new programme. We also updated our current regular donors, giving from £3 a month, on plans to grow support through a relaunch of this group as **Ally Pally Supporters**, planned for Spring 2026.

Our first special events for new individual supporters were held in June and July giving behind-the-scenes insights into our work and programme. These included a reception at Alexandra Palace Theatre co-production *North by Northwest*, hosted in our new Theatre Lounge, and a Summer Celebration in our Park, with tours led by Friends of Alexandra Park.

- 9.2 Promotion for **In Celebration** donations and **Gifts in Wills** is planned for Autumn 2025.

- 9.3 **Individual Giving focus: In Celebration Giving:** 'In Celebration' gifts allow supporters to dedicate their support to commemorate or celebrate a special person or life event. The Fundraising team plan to relaunch our current In Celebration giving to include increased voluntary donations to support the Park and Palace. Name a Bench (Alexandra Park) and Name a Seat (Alexandra Palace Theatre) will be available to supporters in Autumn 2025.

- 9.4 **Trusts and Statutory Grants:** We expect decisions in July from three trust funders for support towards **Creative Learning**, supporting both programming and salary costs in the team. As referenced above, we were also awarded support through the **Haringey Community Carbon Fund** to reduce carbon emissions from the CUFOS building this Spring.

In June we published a blog marking 150 years of Alexandra Palace Theatre and improvements to our Theatre funded through the **Theatre's Trust Small Grants** programme. These included live film and audio relays from the auditorium to the foyers and dressing rooms, and new digital fundraising units.

- 9.5 **Capital Fundraising:** The team continues to define the scope of the next phase of Alexandra Palace's restoration, and work is underway to secure initial funding. If funding is secured, works will renew sites across both the Park and Palace, ensuring that Ally Pally can bring joy to future generations.

This phase will prioritise updating facilities and creating new spaces which support the wellbeing of North London communities and protect the Park and Palace against the impacts of climate change. Capital projects will support all areas of the APPCT's ten-years vision and will include adaptive re-use of the North East Office Building (see below).

10. **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.*
- 10.1 **North East Office Building (NEOB) Repair Project:** The formal thank you event to Historic England took place on 30 April and was well received. Attendees included prospective funders and patrons, as well as representatives from Haringey Council, the GLA and National Lottery Heritage Fund. The event included an immersive tour created by our Young Creatives Network in collaboration with the Community Curatorial Team, showcasing the work the Creative Learning team have led on as part of our 150<sup>th</sup> celebrations. Work continues preparing for the next stage of the project, which is focused on securing development phase funding to progress the plans to transform the building into a creative learning hub, with studio and office space for staff, artists and volunteers and our archive.
11. **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*
- 11.1 **The BBC Concert Orchestra (BBC CO)** has now officially confirmed and announced their partnership with Alexandra Palace as the Palace's first Associate Orchestra. This strengthens an already established relationship with the BBC which sees Friday Night is Music Night and Later with Jools Holland both recorded in the Theatre. It also extends the BBC's presence at the Palace which began with the first public television transmission in 1936 and continued as the BBC broadcast their ground-breaking programmes from their studios here. In

addition to performances and opportunities to rehearse in the venue, the partnership will see the BBC CO explore education opportunities for local communities through our Creative Learning programme.

12. **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.*

- 12.1 **Embedding Our People Strategy:** Following the completion of the development phase last year, we are now embedding our People Strategy across the organisation. A comprehensive three-year implementation plan is underway, aligning closely with our 10-year goal to create a great place to work. The Strategy is structured around four core objectives:

- Attract, Recruit and Select Talent
- Engage and Inspire our Employees
- Develop and Grow our Employees
- Retain our Employees

These priorities are underpinned by our organisational Values: Collaborative | Passionate and Fun | Resourceful | Open and Genuine | Bold

- 12.2 **Strengthening Onboarding and Induction:** A new Casual Staff Handbook has been developed to provide clearer guidance and consistency for our casual workforce.

A new Contractor Induction Film has been completed and is now being adapted for use with casual staff to ensure all colleagues are welcomed with the same high standard of orientation.

- 12.3 **Our Ideas@AlexandraPalace** platform continues to encourage colleagues to share suggestions, feedback and new ideas, working closely with the communications team to improve visibility and internal engagement.

- 12.4 **Developing Leadership Capacity:** A new development programme is now in design for next-level line managers to build leadership capability and strengthen team performance across departments.

- 12.5 **Learning and Development Highlights:** Since April 2025, a wide-ranging programme of training has been delivered across the organisation, including:



Operational and Safety Training | Quarterly Fire Marshal Training | Open Water Lifeguarding (x2 sessions) | Designated Safeguarding Officer Training | Counter Terrorism Training in partnership with the Met Police | Inclusion and Accessibility | Creating an Accessible Workplace Culture | Introduction to Digital Accessibility | Accessible Event Planning and Design | Organisational Knowledge and Skills | Three Halo "Lunch & Learn" sessions | Data Protection & PECR Training – with a focus on Direct Marketing and Cookies

- 12.6 Investing in Future Talent** Investing in Future Talent: In September 2025, we will launch our first Apprenticeship Pilot, supporting a Trainee Building Surveyor through a funded degree in Construction Management via the apprenticeship levy. This is a key step in building our in-house talent pipeline. The successful candidate, previously part of the ice rink team, reflects our commitment to recognising potential and developing our team.

**13. Legal Implications**

The Council's Assistant Director for Legal & Governance has been consulted in the preparation of this report and has no comment

**14. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment

**13. Use of Appendices – None**

Appendix One: APP Vision & Goals – See separate document

**14. Background Papers – None**

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# **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.

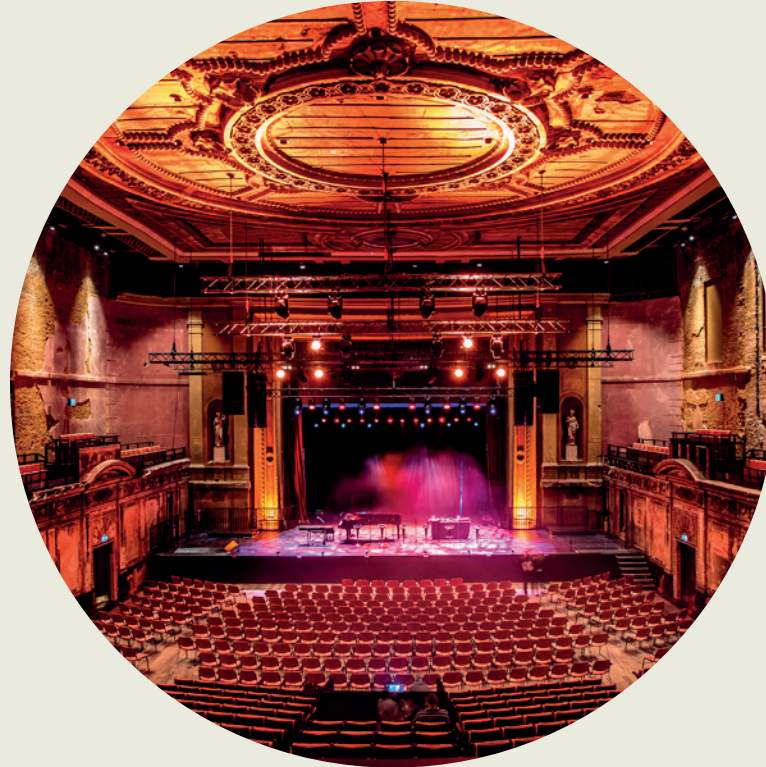


### Safeguard Our Green Lung For London

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 MEETING

14 JULY 2025

**Report Title:** The Grove - Next Steps

**Report of:** Louise Johnson Head of Strategic Projects &  
Mark Evison Head of Park & Environmental Sustainability

**Report Authorised by:** Emma Dagnes OBE, Chief Executive

**Purpose:** To update the Board on the recommended next steps for the Grove and to obtain approval to proceed.

### 1. Recommendations

- 1.1 To note the recommended next steps with regards to upgrades and interventions into the Grove;
- 1.2 To delegate to the Chief Executive to enter new lease negotiations with the existing tenants, permitting leases up to a maximum of five years from the end of their current terms.

### 2. Executive Summary

- 2.1 There are four buildings in the Grove with established uses and long-term occupiers. In 2022, with the end of the leases approaching, the Trust began a process of options analysis, culminating in a public engagement exercise in 2023/2024. This looked at the potential future options for the Grove, in line with the Strategic Vision and the Trust's commitment to be responsible stewards of the charitable assets.
- 2.2 Following an appraisal, where a number of options were considered, taking into account all contributing factors such as internal resource and capacity, reputation and future financial and environmental sustainability, a recommendation was put to the Trust's Board on 29 September 2022 to offer lease extensions to the 345-Preschool and Little Dinosaurs up to the year 2027 (to align with the expiry of the lease for the Grove Café).
- 2.3 The recommendation was approved and the decision allowed for the opportunity for the Grove lease end-dates on the three buildings to align (should the current leaseholders wish to extend to the year 2027) allowing the Trust the time to undertake the necessary research and master planning work to establish the best use for the Grove post-2027, whilst giving the existing leaseholders certainty and clarity for five years as a minimum.
- 2.4 In late 2023, the Trust appointed Unit38 and Studio Hyte to undertake a public engagement exercise to understand what works well in the Grove and what improvements visitors, tenants and stakeholders would like to see. This culminated in a free family event in June 2024, *Into the Grove*, as part of the London Festival of Architecture celebrations.

### **3. Summary of findings**

3.1 Nearly 1,000 survey responses were submitted, and 500 people attended the *Shaping the Grove* event in June. Suggestions for improvements included:

- 3.1.1 More space for play, whether it be a natural place, dedicated equipment or indoors. Play should be accessible, in multiple locations and suitable for all ages and equipment should be designed to encourage social interaction
- 3.1.2 There was a desire for more live music in the Grove, building on the performance events the Friends of the Park have been organising over recent years, including improvements to the bandstand
- 3.1.3 A need for public toilets
- 3.1.4 More and a wider range of seating options to make socialising easier including accessible, sheltered seating
- 3.1.5 Improved safety including lower-level, consistent lighting to avoid glare and dark spots
- 3.1.6 More planting, improved environments for wildlife and a community growing space
- 3.1.7 A desire for increased staff visibility
- 3.1.8 Opportunities for co-production on projects

### **4. Work to date**

4.1 Since collating the responses, we have used existing funding and worked with our partners and friends to make changes:

- 4.1.1 Created the Alexandra Park Security forum, where tenants and Park user groups meet with the Alexandra Palace security teams to discuss concerns
- 4.1.2 Enhanced our focus on dealing with graffiti – offensive graffiti has been removed, and extra patrols are planned to maintain vigilance
- 4.1.3 Refreshed the corner shrub bed with gardening volunteers, including new planting
- 4.1.4 Trimmed and tidied shrubs by the Grove Cafe and started a project which includes reshaping planting around the Muswell Hill pedestrian entrance, building a new raised bed, tidying up old vegetation, adding new soil and new plants
- 4.1.5 Started refurbishing all the Park noticeboards across site
- 4.1.6 Maintaining existing lighting whilst simultaneously investigating future improvements (LEDs) to reduce environmental and financial impact
- 4.1.7 Installed new bollards by the Grove car park entrance
- 4.1.8 Worked with the Friends of the Park and gardening volunteers to plant new bulbs in the spinney to improve the spring display

## **5. Capital Fundraising Campaign: 2025 - 2040**

- 5.1 Alongside other workstreams, the Trust team have been working on the next capital fundraising campaign for the Park and Palace. This work has been extensive, culminating in a detailed assessment of a range of projects. We have implemented a scoring system to assess all projects fairly, researched comparable sites, we are in the process of checking our assumptions on costs, and we have assessed likely funding streams.
- 5.2 The Capital Fundraising Campaign includes the Grove under the Community pillar alongside other key areas of the Park (Campsbourne, the play area, skate park and boating lake). All projects in the Capital Fundraising Campaign will require significant financial investment, and it will likely take more than twelve months of applications to trusts, foundations and statutory funders to unlock the necessary funding required to move projects forward.
- 5.3 In the meantime, incremental improvements have been programmed into existing maintenance budgets for 2025/2026 and include investigation works into surface water issues, works to install a drop kerb to allow easier access for buggies and wheelchairs, continued upgrade of light fittings to LEDs and investigation into solutions to retrofit and refurbish leaking historic lanterns.

## **6. The Grove leases: Recommendation**

- 6.1 Following the 2022 Board decision to offer lease extensions to 2027, Little Dinosaurs and 345-Preschool took the opportunity to extend. The rationale for the extension to 2027 was to give the Trust time to undertake the necessary research and master planning work to establish the best use for the Grove post-2027.
- 6.2 It was clear from the public engagement findings that the majority of recommendations were focused on improving the overall look, feel and experience of the Grove. As highlighted in section 4, a number of these recommendations have already been implemented. The intention is to continue to work through the list of recommendations and continue to make steady and incremental improvements to the Grove as funding permits. In tandem, the Trust team will be focusing their efforts on establishing the Capital Fundraising Campaign, which includes more extensive major interventions in the Grove, such as constructing toilets and replacing the Parks Yard buildings.
- 6.3 It is recommended that the current leaseholders are offered the opportunity to enter into new lease negotiations, for new leases of up to a maximum of five years. This will give certainty to the leaseholders, ensuring continuity in the Grove offer, whilst the Trust can focus on the Capital Fundraising Campaign and the other Major Strategic Projects.

**7. Legal Implications**

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

**8. Financial Implications**

- 8.1 Whilst there are no significant/ material financial implications arising directly from this report, the lease negotiations may result in some uplift in revenue generation for the Trust, and ensures that the buildings remain activated.
- 9.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

**10. Use of Appendices**

*Appendix 1 – History of the Grove*

*Appendix 2 - Shaping the Grove summary report*

**11. Background Papers**

*None*



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# History

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Alexandra Palace (1863) and Finsbury Park (1869) in the London Borough of Haringey are two of the earliest public parks to be created in the UK. The park land was previously a 450 acre dairy farm known as the Tottenham Wood Estate, owned by Thomas Rhodes - great uncle of imperialist Cecil Rhodes. When he passed away in 1856, his heirs sold the land to a consortium wanting to create a venue and grounds to rival Crystal Palace in South London.

Between 1871 and 1891 the population of Haringey more than doubled from 20,000 to 45,000. Alexandra Park created an opportunity for residents to escape the overcrowding in the city. The Park was designed by landscape architect Alexander Mackenzie who developed a style of informality for the park, contrasted with the formal layout of the grounds at Crystal Palace in South London. Rather than decorative planting his aim was to *'provide grass to walk on'*.

# provide grass to walk on

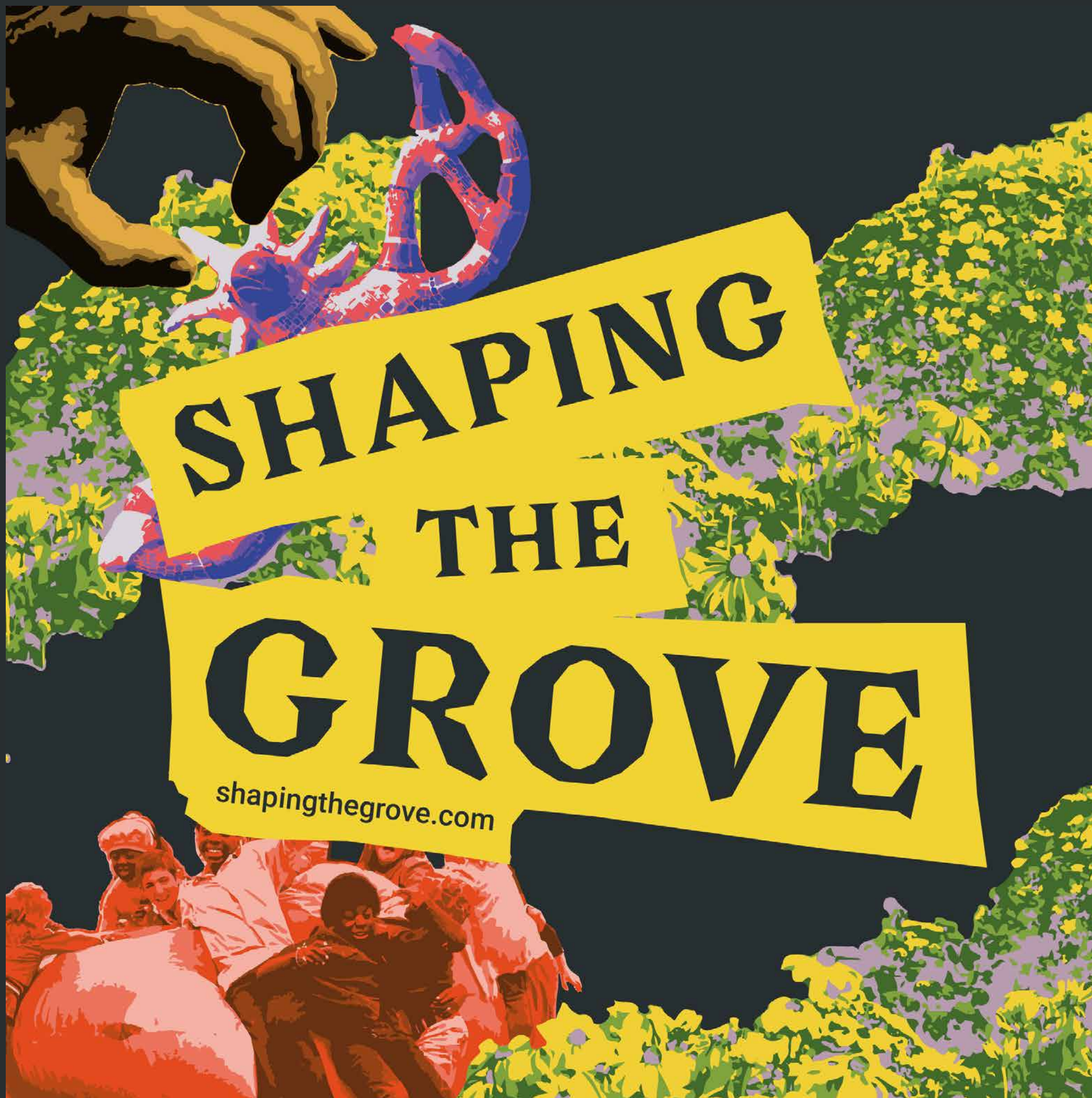
The Grove at the west side of Alexandra Park had been a private garden of the Grove Estate, owned by Topham Beauclerk. Once described as: *"the wooded grove, That verdant spot all unadorned by art. Where stately trees and grateful shade impart, Whose gnarles and mossy trunks bespeak their age, And stern resistance to the winter's rage"*

In the 1870s the Grove was open to the public with an admission fee for three days a week, with it available to hire for private parties the other four days. The Grove became known for its open-air concerts illuminated by thousands of tiny coloured electric lamps, with a formal bandstand being constructed in 1890. In 1873 the model Japanese Village was built on what is now the Grove car park, but sadly burnt down in 1897. After financial troubles for the owners and following an Act of Parliament in 1901, the Alexandra Palace and Park Trust (APPCT) was set up, administered by the local authorities. It required that the Trustees maintain the Palace and Park and keep them *'available for the free use and recreation of the public forever'*. In 1911 a chalet was built in the grove to provide refreshments for up to 6,000 people attending evening concerts in the Grove. In the 1920s tennis courts replaced the Japanese Village, the avenue was planted and an area made for dancing. Shakespeare's

pastoral plays were regularly performed and open air animated pictures were shown on Sundays with arrangements to move into the Palace in bad weather. Attendance gradually decreased and in 1932 the last season of outdoor concerts was held.

The GLC took over responsibility in 1966, creating a car park where the Japanese village and tennis courts had once stood. In 1980, Haringey Council installed a bridge into the Grove from Muswell Hill and took down the bandstand. The Parks Yard was built to house the park's team, in charge of upkeep of the whole park. Haringey Council, together with Haringey Mencap, established the Islands nursery and the Actual Workshop - an after-school and holiday club for school-age children that also provided for children and adults with learning difficulties. The management of the park and palace was transferred to Haringey Council as sole Corporate Trustee of the APPCT before the closure of the GLC in 1986.







ALL RENTED  
NON-DOMESTIC  
BUILDINGS WILL  
BE ENERGY  
PERFORMANCE  
CERTIFICATE  
(EPC) BAND B BY  
2030

ENTRANCE

MEESON HOUSE (D)

BUS STOPS









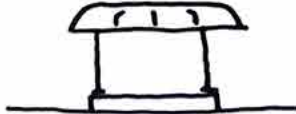





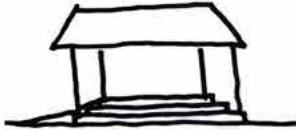





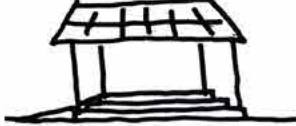

GROVE  
CAFE (C)

ACTUAL  
WORKSHOP (C)

ISLANDS (D)

ENTRANCE

# RECOMMENDATIONS

	SIGNAGE	SEATING	LIGHTING	PLAY	BANDSTAND	ENTRANCES
DO NOTHING		 PARK BENCHES	 EXISTING STREETLIGHTS		 BANDSTAND PLINTH	 NARROW BRIDGE
MINIMAL	 WEBSITE AND SOCIAL MEDIA	 PICNIC BENCHES	 FIX BROKEN LIGHTS ADDITIONAL LIGHTS BY 345	 NATURE PLAY	 TEMPORARY ROOF FOR EVENTS	 ADDITIONAL EXIT IMPROVE BRIDGE MURAL AND LIGHTING
MEDIUM	 NOTICE BOARDS AND MAPS	 PICNIC BENCHES SOCIAL SEATING	 REDESIGN LIGHTS LOWER LEVELS MORE EVEN	 TABLE TENNIS PLAY PROMPTS	 PERMANENT ROOF NEW STAGE RAMPED ACCESS	 ROAD CROSSINGS CLEAR SIGNAGE AT ENTRANCES
MAXIMAL	 ENTRANCE SIGNAGE ARTWORKS	 HAMMOCKS STAGES SOCIAL SEATING	 ATMOSPHERIC AMBIENT LIGHTING	 SOCIAL SWINGS FIXED PLAY	 PERMANENT ROOF NEW STAGE RAMPED ACCESS SOLAR PANELS	 NEW WIDER BRIDGE CLEAR SIGHTLINES LIGHTING



GENDER MAINSTREAMING, VIENNA  
ANNA C VERNA PLAYGROUND, USA  
TOM LEE PARK, MEMPHIS, USA





UMEÅ PARK, SWEDEN  
BRANDON ESTATE, SOUTHWARK  
QUEEN ELIZABETH PARK, LLDC




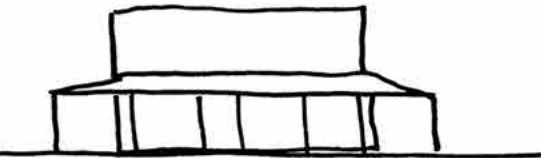



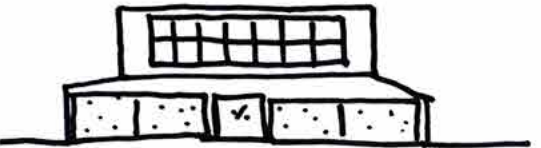
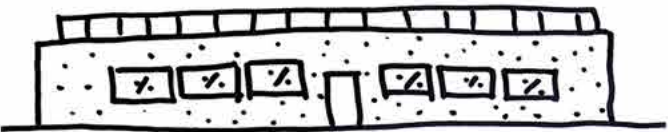


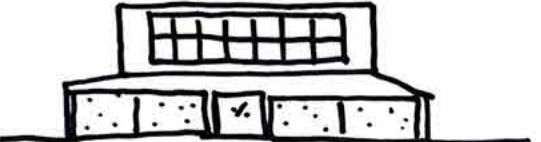
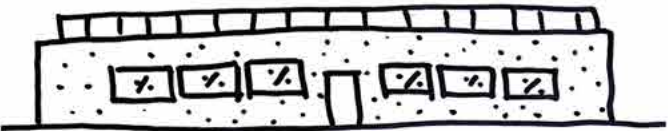

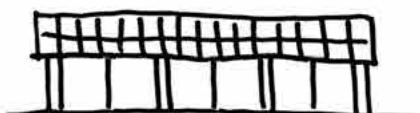

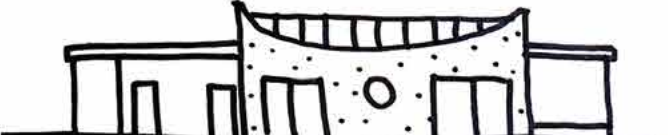

### DID YOU KNOW?

The lighting in the north Park is deliberately low to support biodiversity and wildlife habitats. The Park is home to six species of bat.

For more information visit the Biodiversity pages at [QueenElizabethOlympicPark.co.uk](http://QueenElizabethOlympicPark.co.uk)



# RECOMMENDATIONS

	GROVE CAFE	ACTUAL WORKSHOP	MEESON HOUSE	ISLANDS
DO NOTHING	 EPC C	 EPC C	 EPC D ASBESTOS WATER DAMAGE	 EPC D
MINIMAL	 EPC B TEMPORARY CATERING PUBLIC TOILETS	 EPC B RETROFIT INSULATION, WINDOWS SOLAR PANELS	 EPC B RETROFIT INSULATION, WINDOWS SOLAR PANELS	 EPC B ROOF WINDOWS
MEDIUM	 EPC A EXTEND ROOF SOLAR PANELS CAFE WITH SEATING INDOORS PUBLIC TOILETS	 EPC A RETROFIT INSULATION, WINDOWS SOLAR PANELS CAFE, TOILETS	 EPC A RETROFIT VISITORS CENTRE/GROWING SPACE VOLUNTEER HUB/CREATIVE LEARNING PARKS YARD	 EPC A RETROFIT INSULATION, WINDOWS SOLAR PANELS PRESCHOOL
MAXIMAL	 EPC A+ NEW BUILD SOLAR PANELS CAFE WITH SEATING INDOORS PUBLIC TOILETS	 EPC A+ NEW BUILD INDOOR PLAY CAFE, TOILETS COMMUNITY HUB	 EPC A+ NEW BUILD VISITORS CENTRE/GROWING SPACE VOLUNTEER HUB/CREATIVE LEARNING PARKS YARD	 EPC A+ NEW BUILD PRESCHOOL DROP-IN

IS THERE BETTER  
LOCATION FOR  
PARKS YARD?



SOUTHWARK PARK PAVILION  
FLAT IRON SQUARE, BANKSIDE





LORDSHIP HUB  
WOLVES LANE

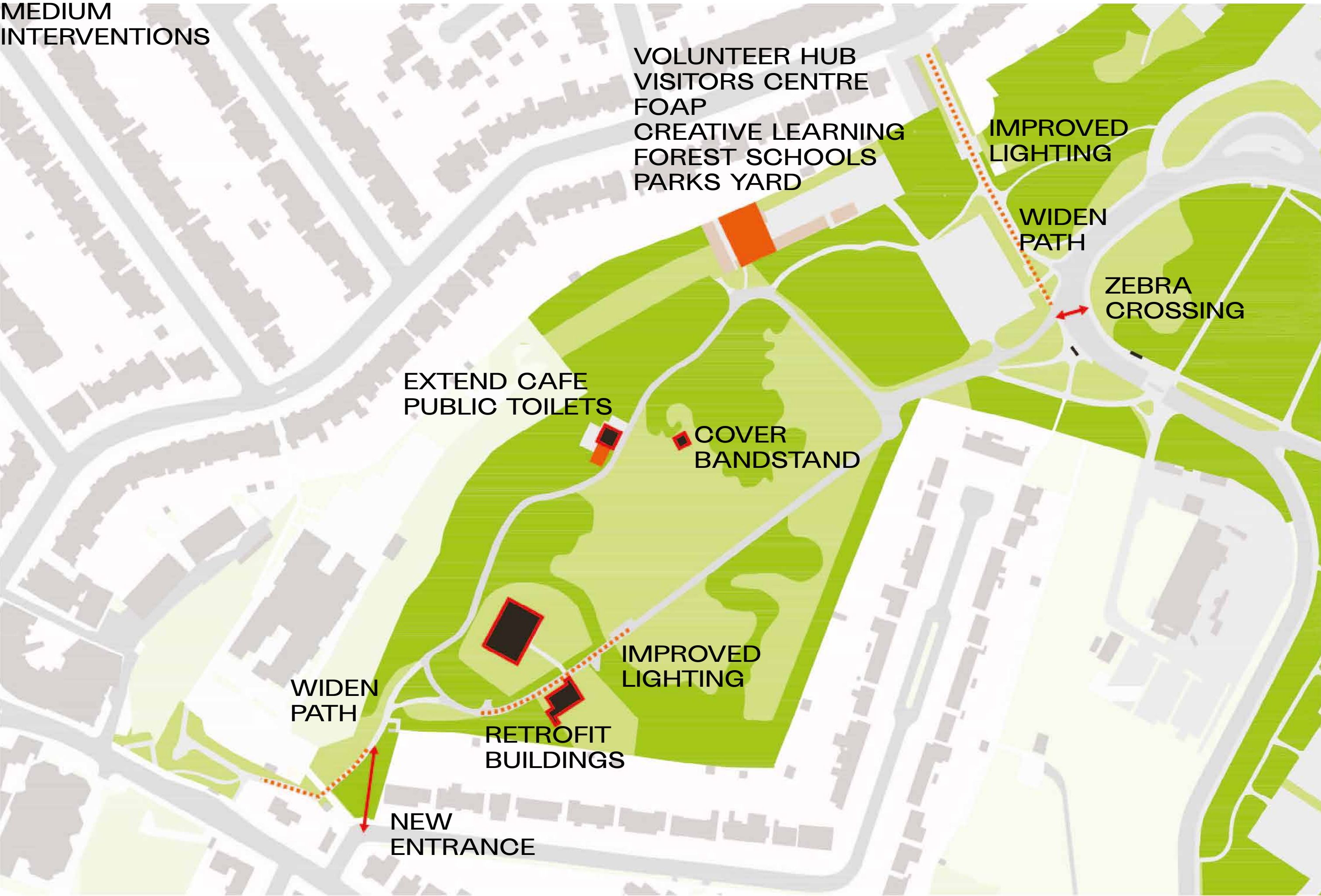








MEDIUM  
INTERVENTIONS





MAXIMAL  
INTERVENTIONS

COULD SOME  
OF THESE BE IN  
CAMPSBOURNE?

VOLUNTEER HUB  
VISITORS CENTRE  
FOAP  
CREATIVE LEARNING  
FOREST SCHOOLS  
PARKS YARD

IMPROVED  
LIGHTING

ZEBRA  
CROSSING

POSSIBLE PLAY  
OR GROWING  
SPACE

NEW  
BANDSTAND

NEW CAFE  
PUBLIC TOILETS  
SOFT PLAY

IMPROVED  
LIGHTING

NEW WIDER  
BRIDGE

RETROFIT  
BUILDING

FUNDING

CAPITAL FUNDING

HERITAGE LOTTERY  
TNL COMMUNITY FUND  
CLIMATE ACTION FUND - OUR SHARED FUTURE  
£500K+  
THE UK FUND £500K+

GLA FUNDING?  
GREEN AND RESILIENT SPACES FUND?  
ARCHITECTURAL HERITAGE (AHF)

GARFIELD WESTON - £100K+  
CLOTHWORKERS FOUNDATION

NATIONAL HERITAGE MEMORIAL FUND

THE WOLFSON FOUNDATION - UP TO £100K  
SUEZ COMMUNITIES FUND  
FCC COMMUNITY ACTION FUND - ENGLAND  
LONDON MARATHON CHARITABLE TRUST  
PILGRIM TRUST

SPACEHIVE / CROWDFUNDER  
DONATIONS

BIG SOCIETY CAPITAL  
AVIVA MATCHFUNDING  
J P MORGAN IMPACT INVESTMENT

ENERGY EFFICIENCY

MAYOR OF LONDON’S ENERGY EFFICIENCY FUND  
(MEEF)  
£500K+ LOANS

CITY BRIDGE FOUNDATION  
FREE ECO AUDIT AND UP TO £150K GRANT

VCSE ENERGY EFFICIENCY SCHEME  
FREE AUDIT AND UP TO £150K GRANT

BOILER UPGRADE SCHEME  
£7500 FOR ASHP

SALIX FUNDING - PUBLIC SECTOR  
DECARBONISATION SCHEME - PHASE 4 - TBC?

FUNDING

GROUNDWORK - OUR SPACE AWARD £20K

NETWORK RAIL: COMMUNITY TREE PLANTING FUND £15K

POSTCODE SOCIETY TRUST: SOUTHERN ENGLAND £25K

BERNARD SUNLEY FOUNDATION: COMMUNITY GRANTS £20K+

HARINGEY COUNCIL - PEOPLE NEED PARKS - COMMUNITY EVENTS

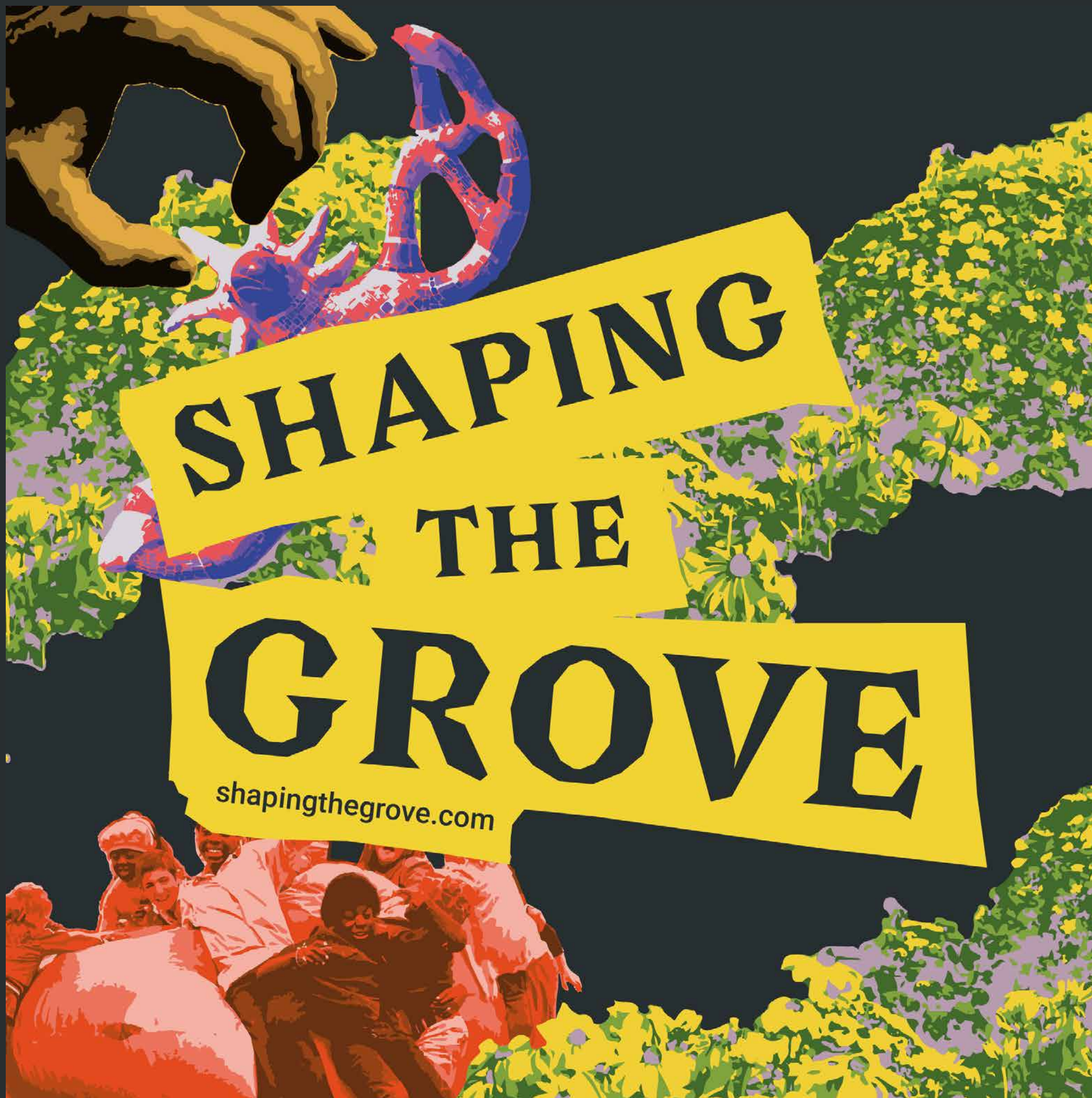
SPAN TRUST - UP TO £20K

SPORT ENGLAND: ACTIVE TOGETHER £10K  
MOVEMENT FUND £15K

GO! LONDON FUND - UP TO £150K - SPORT  
LONDON MARATHON TRUST - UP TO £80K

BRITISH CYCLING - UP TO £15K









## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 July 2025

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

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

**Purpose:** This report seeks approval for the new treatment of Restoration Levy and approval for 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 new treatment for Restoration Levy income recognition (section 6)
- 1.2 To approve the APPCT (Trust) Unrestricted Budget for 2025/26 (section 7)

### 2. Introduction

- 2.1 Like 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.
- 2.4 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 Operational Business Plan.

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

- 3.1 When preparing the annual budgets, APPCT 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, Exciting 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 our strategic aims are our Values; We are Collaborative, We are Passionate & Fun, We are Resourceful, We are Bold, We are Open & Genuine.

4. **Operational Business Plan 25/26**

- 4.1 In the 2024/25 financial year, Alexandra Park and Palace (APP) introduced a new Operational 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 Operational 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 to achieve a sustainable budget
- 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 2025/26 Budget Considerations

5.1 An important key performance indicator (KPI) in the Operational Business Plan is achieving a sustainable budget position for the Trust, following multiple years of operating at a deficit. While the financial year 2024/25 is being reviewed by the auditors, 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 sustainable 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: Budget assumptions include a 6% increase.
- National Insurance Contributions: Recent increases of employers NI from 13.8% to 15% 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, set out in more detail under section 6 within this report.
- Car Park Charges: The Trustee Board have approved for reasonable increases to take effect on 1<sup>st</sup> 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 2024/25
- 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 sustainable 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 annually in arrears alongside the operating profit also referred to as Gift Aid. Due to the financial pressures within 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.
- 6.3 Impact of the change: in 2024/25 both the income statement and the unrestricted cash balances will increase by £971,323. This enables the Trust to meet its ongoing loan repayment obligations to the Corporate Trustee and to repay the intercompany balance with the trading subsidiary, both of which are important in supporting the going concern requirements. This is a one-off timing adjustment uplift that cannot be repeated or reversed. This will reduce the forward visibility of secured income within the Trust going forwards.

## 7 Alexandra Park and Palace Charitable Trust Budget 25/26:

### 7.1 2025/26 APPCT (Trust) Budget

APPCT (Trust) Unrestricted Income Statement	Draft Subject to Audit 2024/25	Final Budget 2025/26	Variance £	Variance %
<b>Income</b>				
1 Restoration Levy*	906,586	978,354	71,768	8%
2 Gift Aid	1,509,122	1,299,754	(209,368)	-14%
3 Grants	1,755,000	1,755,000	0	0%
4 Car Parking	728,169	860,258	132,089	18%
5 Leases	277,385	272,015	(5,370)	-2%
6 APTL Licence	300,000	300,000	0	0%
7 Creative Learning	29,375	29,835	460	2%
8 Donations	59,750	75,000	15,250	26%
9 Other new leases and licences	0	85,000	85,000	
Total Income	5,565,388	5,655,216	89,829	2%
<b>Expenditure</b>				
10 Operating costs	(1,148,091)	(945,650)	202,441	18%
11 Salaries	(1,171,988)	(1,308,783)	(136,795)	-12%
12 Maintenance	(1,180,700)	(1,072,282)	108,418	9%
13 Security	(881,654)	(964,248)	(82,594)	-9%
14 Insurance	(579,895)	(646,032)	(66,138)	-11%
15 Utilities	(355,634)	(367,525)	(11,891)	-3%
Total Expenditure	(5,317,963)	(5,304,521)	13,442	0%
Surplus / Deficit	247,425	350,696	103,271	42%

\*Restoration Levy income before proposed change to income recognition within the income statement to allow like for like comparison AND THEN added to the cashflow to show the positive impact on the closing cash balance. The cashflow statement can be seen in the exempt part of the report.

### 7.2 Assumptions:

#### Unrestricted income:

**Overall income within the Trust is increasing by 2%, £89.8k year on year largely due to the growth in the new income streams of car parking, donations and other new licences and leases.**

1. Restoration Levy: The 2024/25 numbers in this table are presented before the proposed change to income recognition in this area. Should the Board agree to the changes the Income in 2024/25 will be revised up by £971,323 for the September Board meeting. The underlying budget increase is 1% (£978k 2025/26 v £971k 2024/25) as the £906k relates to the year 2023/24 being paid over in arrears.
2. Gift Aid: This is assumed to decrease by 14% from £1.5m in 2024/25 to £1.3m in 2025/26 due to the Trading performance of APTL during 2024/25. **This figure is still subject to audit and therefore could go up or down.** The shortfall in performance is mainly driven by Fred Again which took place in 2023/24 but was not repeated in 2024/25 for £0.5m.

3. Grants: There is no inflationary increase in the amount to be received from the Corporate Trustee per the agreed terms.
4. Car Parking uplift of 18% is driven by price increases as outlined above.
5. Leases: Reduction of 2% is due to no income from the Lakeside Café in 2025/26.
6. APTL licence: There is no inflationary uplift assumed. Any uplift would have a corresponding negative impact on future gift aid. It is more critical to secure third-party income.
7. Creative Learning: 2% uplift is viewed as achievable in 2025/26.
8. Donations: This is an emerging income stream which requires the foundations to be built to see larger sums in future years.
9. Other new licences and leases to be introduced during 2025/26.

## Unrestricted expenditure:

**Overall expenditure has been held flat year on year largely driven by the transfer of £250k of costs to the trading subsidiary and £182k of efficiency savings within building repairs and maintenance costs which are offsetting uplifts across security, insurance and salaries.**

10. Operating costs: reduction of 18% is due to £250k of costs moving to the trading subsidiary relating to Cleaning £200k, and PR £50k via the cost sharing agreement. The underlying increase is 4%.
11. Salaries increasing by 12% due to annual uplift of 3% plus additional employers NI costs and an adjustment to the recharge of some salary costs to the Trust via the cost sharing agreement.
12. Maintenance: Reduction of 9% due to efficiencies within building repairs and maintenance of £182k. Close management of operational expenditure versus capital expenditure will support this ambition.
13. Security: 9% increase due to new legislation requiring increased measures to be compliant.
14. Insurance: 11% increase due to 6% annual uplift plus £30k one off credit in 2024/25 relating to an insurance claim.
15. Utilities: 2-year fixed term contract ends in October at which point a 6% uplift is budget which averages to 3% across the year.

## 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:
  - Income 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

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

## **10. Financial implications**

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**

None

## **12. Background Papers**

None

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