

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Thursday, 18th September, 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. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 12 & 19 below)

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

To confirm the minutes of the Alexandra Palace and Park Board held on 14<sup>th</sup> July 2025 as an accurate record of the proceedings

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

#### **8. CHIEF EXECUTIVE REPORT (PAGES 7 - 16)**

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

#### **10. FINANCE REPORT (PAGES 17 - 24)**

#### **11. TRUSTEES' ANNUAL REPORT & ACCOUNTS 2024 - 25 (PAGES 25 - 26)**

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

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

Items 14-19 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.

**14. EXEMPT MINUTES**

To confirm the exempt minutes of the Alexandra Palace and Park Board held  
on 14<sup>th</sup> July 2025 as an accurate record of the proceedings

**15. EXEMPT AUDIT FINDINGS REPORT 24 - 25**

**16. EXEMPT FINANCE REPORT**

**17. EXEMPT APTL CHAIR'S VERBAL UPDATE REPORT**

**18. DECISION TRACKER & FUTURE MEETINGS - FOR INFORMATION  
(PAGES 27 - 28)**

**19. 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

Wednesday, 10<sup>th</sup> September 2025

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APPB – 14<sup>th</sup> July 2025 – Draft Minutes

In Attendance: Cllrs Emine Ibrahim (Chair), Sean O'Donovan (Vice-Chair), Nick Da Costa, Eldridge Culverwell.

Present: Jason Beazley (Three Avenues Residents Association (TARA)) (Co-Optee), Duncan Neill (Muswell Hill and Fortis Green Association) (Co-Optee), Chris Liasi – Principal Committee Co-ordinator, Emma Dagnes – CEO APP

**Filming at meetings:**

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

**Apologies for absence**

Apologies for absence had been received by Councillor Sarah Elliot

**Declarations of interests:**

There were no declarations of interest.

**Questions, deputations or petitions:**

There were none.

**New items of urgent business:**

There were none.

**Minutes:**

**RESOLVED**

That the minutes of the meeting held on 10<sup>th</sup> March be agreed and signed as a correct record subject to the amendments:

Nick Da Costa was present at the previous meeting.

**FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE – VERBAL**

There was no feedback.

**APPOINTMENTS TO COMMITTEES**

This report sought 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 the Lead Trustee Roles.

Recommendations:

- 1.1 – Noted (Since July 2024, it was requested that the chairs of the committees be identified to ensure that anyone needing to communicate could find the appropriate contact. The meeting template was set to change once agreed at the next meeting)
- 1.2 – Noted
- 1.3 – Appointments to FRACC agreed by the board: Councillors Sean O'Donovan, Lester Buxton, Sarah Elliot and Claire Pape (Independent Member)
- 1.4 – Appointment to FRACC Chair agreed by the board: Councillor Sean O'Donovan
- 1.5 – Appointment to Trustee Board Members as APTL Directors: Councillors Nick Da Costa, Emine Ibrahim, Anne Stennett, Sean O'Donovan, Emma Darkness, Andrew Morton and Jamie Kopass.
- 1.6 – Appointment for APTL Director and Chair of APTL: Jamie Kopass and Andrew Morton (APTL Director), Councillor Nick Da Costa (Chair of APTL)
- 1.7 - Appointment of Trustee Board Members to the Programme Board: Councillors Emine Ibrahim and Nick Da Costa
- 1.8 – Appointments for Lead Trustee Board Members for the following areas: Councillor Anne Stennett (Lead Trustee for Safeguarding), Councillor Nick Da Costa (Lead Trustee for Whistleblowing), Lester Buxton (Lead Trustee for Equality Diversity & Inclusion), Councillor Sean O'Donovan (Lead Trustee for Sustainability)

### **CHIEF EXECUTIVE VISION AND GOALS UPDATE REPORT**

- In the area of educational outreach, 425 pupils from 17 local primary and secondary schools were engaged, and 94 teachers participated in the programmes. Adult and community engagement reached a total of 703 individuals through a diverse range of activities.
- As part of community support, 228 tickets—valued at approximately £6,840—were donated to local groups and the Young Creatives Network. A three-day Youth Theatre Takeover at the youth centre included key events such as the performing arts school's end-of-year performance, the Young Actions Company's final production, and the pilot programme, *Palace Uncovered*. These events had a significant impact, featuring 140 young performers and attracting 170 visitors, many of whom were new to the venue.
- The programme included a wide variety of productions such as *Scenes for 15 Actors in the Time of War*, *View from the Top* (a devised performance), *Reworked Macbeth* (immersive theatre), and *Palace Uncovered*, which explored historical themes. Collaborative efforts involved institutions such as the University of Huddersfield, Manchester Metropolitan University, the London Archive Museum of Mental Health, Wakefield, and Flinders Museum. The programme focused on historical reflections around public health and refugee communities, specifically involving secondary students in performing arts and history.

- The *Palace Uncovered* initiative was designed to inspire creative responses to historical stimuli—such as photographs, personal testimonies, and found objects. In the Little Stars programme, 26 children and young people took part, supported by 70 parents, guardians, and guests.
- During the London Festival of Architecture in June 2025, place-specific activities spotlighted the Palace's architectural heritage. The festival was delivered in partnership with Haringey Council's placemaking team. Although the Adres World Festival's main launch was held at Bruce Castle, Alexandra Palace hosted a preliminary event in May, and the space was beautifully decorated by the team, who were warmly thanked for their work.
- In heritage conservation, Alexandra Palace invested in hiring two full-time brick masons to carry out specialist masonry repairs. Staff were also supported through training and apprenticeships to develop into more tailored conservation roles, which strengthened internal mobility and reduced dependence on external contractors. Restoration efforts used traditional techniques—including lime mortars, hand tools, and sensitive detailing—to align with national conservation standards and preserve the Palace's original craftsmanship.
- Plans focused on repairing features such as long heads and cornices, many of which required specialist attention. A sustainable and cost-effective approach was adopted, enhancing internal expertise and ensuring continuity of care. One highlight was the Windsor Park Lighting Project, which enhanced visibility and safety across the site by restoring original-style Windsor lamps equipped with energy-efficient LED technology. This balanced heritage aesthetics with functionality, helping visitors safely navigate the grounds after dark.
- The conservation management plan, based on a previous framework, focused on identifying critical priorities across the site. It fed directly into the strategic plan and was shaped around four pillars: community, conservation, climate, and a fourth pillar still under review. The plan offered a practical roadmap for preserving the building. In terms of lime mortar, the level of deterioration varied across the site, and the restoration was to proceed incrementally to ensure high-quality results.
- On fundraising, a review commissioned in November 2022 identified challenges in attracting charitable support, which were highlighted in the strategic risk register. A head of development was appointed in June 2023, followed by renewed engagement with existing supporters in autumn 2024. A new giving strategy was launched to welcome contributions at all levels, with early donations received. The strategy focused on expanding support from trusts, foundations, and statutory bodies, and embraced the "Give what you can" ethos.
- New regular giving and patron schemes were introduced, including soft launches for Ally Pally Patrons and preparations for launching Ally Pally

Supporters in autumn 2025. Dedication and legacy giving opportunities were relaunched, featuring voluntary donation options and increased promotion of legacy contributions.

- Upcoming steps included the full public launch of these programmes in autumn and winter 2025, alongside promotional campaigns for dedication and legacy giving, with further initiatives scheduled into 2026. The Palace aimed to develop additional dedication options and broaden community involvement.

**Recommendations:**

Delegation was approved to Emma Dagnes (CEO of APP) to conclude the process was approved.

1.1 – NOTED

1.2 – NOTED

1.3 – NOTED

1.4 – NOTED

1.5 - NOTED

1.6 - NOTED

**THE GROVE REPORT**

- There was concern about the substantial workload, particularly in relation to strategic decisions and major reports, which had previously prompted dedicated workshops. At the time, discussions were underway about a potential five-year extension through to 2032.
- Leases had originally been granted during a period when the Palace was not in a favourable position. These agreements were not particularly beneficial, and circumstances eventually required a pause and reassessment to determine what was in the best interests of the site. As part of this, an engagement process was initiated to gather public views on the Grove—what people appreciated and what they felt needed improvement.
- Specific areas under review included 345, Little Dinosaurs, the café, and Mason House. Seven items were progressed following the survey, which was expected to reflect community feedback and demonstrate tangible developments. There was also support expressed for the emerging fundraising strategy focused on improving public toilets—particularly those associated with the café—as well as adding facilities elsewhere onsite. Although the process might take considerable time, it was acknowledged as an essential step forward.
- It was confirmed that Mason House operated under a separate lease.

**Recommendations:**

1.1 – NOTED

1.2- Delegation was approved to Emma Dagnes (CEO of APP) to conclude the process was approved.

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

- Acknowledged the strong quality of the background papers
- Reviewed the finance report and Community Infrastructure Levy (CIL) details
- Assessed the strategic case for development
- Welcomed the positive contributions from staff
- Examined the risk register; updates indicated no major changes in risk levels, and each item was reviewed thoroughly

#### **Recommendations:**

The update was noted.

### **FINANCE REPORT**

Alexandra Park and Palace Charitable Trust, like many charities within the cultural, heritage, and hospitality sectors, faced a range of substantial challenges. These included economic uncertainty, escalating operational costs, and intensifying pressures within the labour market. Together, these factors made it difficult for the Trust to maintain a balanced budget while also seeking to grow the profit margin (Gift Aid) generated by its trading company.

Recommendations:

1.1 – To approve the new treatment for Restoration Levy income recognition:

APPROVED

1.2- To approve the APPCT (Trust) Unrestricted Budget for 2025/26 (section 7):

APPROVED

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

There were none.

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

Items 15-23 were subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

### **EXEMPT MINUTES**

The Committee considered the exempt minutes.

### **EXEMPT RESTORATION, REPAIR & MAINTENANCE REPORT**

The Committee considered the exempt information.

**EXEMPT GROUNDS MAINTENANCE CONTRACT TENDER**

The Committee considered the exempt information.

**EXEMPT FINANCE REPORT**

The Committee considered the exempt information.

**EXEMPT HUMAN RESOURCES REPORT**

The Committee considered the exempt information.

**EXEMPT STRATEGIC RISK REGISTER**

The Committee considered the exempt information.

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

The Committee considered the exempt information.

**DECISION TRACKER & FUTURE MEETINGS**

The Committee considered the exempt information.

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

There were none.



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**  
**18<sup>th</sup> September 2025**

**Agenda Item 8**

Report Title: Chief Executive Vision 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 25/26

Local Government (Access to Information) Act 1985 – NA

**1. Recommendations**

1.1 For the Trustees to Note the contents of this report

**2. Executive Summary**

2.1 This report updates the Trustees on progress to date in the 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 **The Summer Series** took place throughout July in the Park. Outdoor performances included Teskey Brothers, Black Keys, Alex Warren, Leon Bridges, The Kaiser Chiefs plus the inhouse promoted Kaleidoscope festival headlined by Faithless, Goldie & Sara Cox. Net Promoter Score across the series was rated excellent, this is achieved through customers surveys results. The Summer series will return in 2026.

- 3.2 **Theatre Production** Alexandra Palace and Wise Children collaborated and coproduced on Alfred Hitchcock's "North by North West" adapted by Emma Rice. The production successfully ran over a two-week period.
- 3.3 **Theatre events** included family productions, The Dinosaur That Pooped, Ministry of Science, Tom Gates Live on Stage, Dinosaurs Live and the Great camping adventure plus All of Cthulhu, a show of mystery.
- 3.4 **Exhibitions & Community events** included The ABTT theatre show, an exhibition of specialist theatre suppliers, the Profile Awards and Haringey Box Cup, London's largest amateur boxing event.
- 3.5 **Market research** Working with consultants Savanta, Market research is being carried out throughout the summer to support our understanding of audiences, customers and donors. This work will help us engage more effectively with new and diverse audiences, while strengthening our connections with existing customers. The project will also support us with overall brand positioning.
- 3.6 **Public Relations** Premier PR have been appointed as Alexandra Palace new PR agency supporting us to explore all opportunities and increase brand awareness for the venue and charity.
- 3.7 **Leisure** The ice rink continued delivering its courses and public skate throughout the Summer. The team are also preparing for the hockey season to start in September. The boating lake pedalos and pitch and putt remained open for all to enjoy, with promotional offers available for families. The boathouse cafe is scheduled to reopen in the Autumn.
- 3.8 **Phoenix bar and Pizzeria** The pub continued to maximise from sales on good weather days and benefited from the summer series of events.
- 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 Discussions continue with the Zero Carbon Accelerator (ZCA) as we look for options to deliver our aim to reach net zero. The government has closed our best potential source of funding, the Public Sector Decarbonisation Scheme. We are working with the ZCA team to develop a delivery program and source suitable funding.
  - 4.2 We are working on the two projects that were awarded grants from the Haringey Community Carbon Fund. These projects are to install solar panels on the boat house and secondary glazing in the CUFOS (old station) 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 We continue to make meaningful progress toward reversing the decline of our heritage estate, with a wide range of essential repair, refurbishment and modernisation works completed or underway.

5.2 **Boating Lake Jetty Repair** We are pleased to report the successful completion of essential repair works to the Boating Lake jetty a key infrastructure upgrade that ensures the safe and enjoyable return of boating activities for our visitors.

5.3 This project involved the full removal of the existing decking boards and the replacement of all underlying joists. The decision to undertake a complete structural renewal was driven by the need to guarantee long-term safety and stability, particularly in preparation for the lake's reopening to the public.

5.4 The works were carried out with careful attention to the surrounding environment and operational needs of the site. Our team coordinated closely with contractors and in-house maintenance staff to deliver the project efficiently and with minimal disruption to the wider park.

5.5 **East Court cafe** As part our commitment to improving visitor facilities whilst preserving the historic fabric of the building, we are close to completing a comprehensive refurbishment of the East Court Cafe. This work not only enhances the functionality and safety of the space but also ensures compliance with modern food service standards all whilst remaining fully reversible and sympathetic to the character of the building.

5.6 The project began with the complete removal of the temporary cafe infrastructure. In its place, a new floated floor system was installed, designed to carry all necessary café services within its structure. This upgrade has eliminated the trip hazards previously caused by surface-laid cables and pipes, creating a seamless and safer environment for both staff and visitors. The new floor is constructed as a single, continuous surface, fully washable and robust enough to withstand the rigours of a busy catering operation.

5.7 To further support food safety and hygiene requirements, the café's perimeter has been lined with durable, wipeable wall finishes. These materials allow for easy cleaning and maintenance while also offering a neutral, professional backdrop to the refreshed space. A full upgrade of the electrical system was also

undertaken, delivering a stable and future-proofed supply to support both current catering equipment and any future additions.

- 5.8 Importantly, all works have been carried out with a strong focus on reversibility and non-invasive construction. No elements have been fixed to the historic fabric; instead, the installation is entirely self-supporting, protecting the heritage value of the East Court. Services such as power and water have been routed in a flexible, modular way, enabling potential layout changes in the future without major disruption.
- 5.9 This project marks a significant step forward in the ongoing enhancement of our visitor amenities, delivering a clean, modern café environment that remains true to the spirit of conservation-led improvement across the Palace estate.
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 The prolonged spell of hot and dry weather has had an impact on the Park with water levels in the lakes and ponds reducing. The aerators in the boating lake were serviced by contractors to ensure an adequate oxygen supply in the water during the hot period. A new set of 'no BBQ' signs has been distributed around the Park to help manage fire risk.
- 6.2 The Park Team has been continuing maintenance through the hot weather; visitors number have increased and the team collected 14 tons of rubbish from the Park in June 2025.
- 6.3 Michael Conway, the John O'Conner contract manager recently celebrated 30 years working at Alexandra Palace. Michael raised the Park's 18<sup>th</sup> Green Flag in June to celebrate.
- 6.4 Maintenance work is planned in the play area and skate park in September and a closure will be required. The rubber safety surfacing around the play equipment will be repaired and patch repairs will be made to the surface of the skate park. The oak trees in the play area will be reduced as part of their ongoing maintenance.
- 6.5 Sensitive tree safety work has continued around the site and the oak processionary moth control program was carried out to reduce the numbers of this invasive pest.
- 6.6 A colony of bee orchids flowered near the paddock car park. These delightful plants appeared in 2023 and following a change to the mowing regime have

flowered twice. The hummingbird hawk-moth has also been spotted patrolling the meadow and bramble near the pitch and putt course.

- 6.7 As part of the Savanta market research work, a focused set of questions around Park users have been created and will be part of our qualitative research - these surveys will take place over a couple of days in the Park, Boating Lake and East Court to capture people when they're visiting (rather than attending an event).

**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 Three new archive volunteers have enlisted this year and one has just completed the listing of Val Paley's collection which was accessioned in 2021. Our ambition is to create a display and interpretation of Val's contribution as a Trustee since 2017 and her activism dating back to the 1970s. The papers and memorabilia give us a very personal insight into the last 50 years of AP history from a local stalwart supporter of the Park and Palace.
- 7.2 We were encouraged to submit an application for the Business Archives Council cataloguing grant, having come a "close second" in 2024. If successful, the project will begin in September and will further increase access to vital historic company records.
- 7.3 The archives were used successfully in the first quarter to enable Facilities in responding to external queries as well as for ongoing maintenance and restoration projects.
- 7.4 We are working with volunteers on articles to be submitted jointly by Hornsey Historical Society to the Ham & High paper for their regular heritage feature.
- 7.5 Project plan and collation of assets and stories for the celebration of 35 years of the Ice Rink to engage all the current skaters and encourage community participation, has been submitted to the Leisure Operations Manager and IR General Manager for approval. A temporary display in the East corridor and skate hire is planned for install this Autumn.
- 7.6 Sales and Curatorial teams are collaborating to commission a virtual tour from Headbox, of the historic BBC Wing. It will replace the previous BBC Taster app (*Civilisations*) VR tour created by EEVO. This will allow public to access the studios when guided tours are not available, sold out, or not suitable for visitors with some mobility needs.

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 **Projects:** All these projects were successfully delivered by the end of Q1. Highlights include the outdoor Shakespeare performance *As You Like It* on 28th June in the outdoor learning area, followed by *Green Creates* on 2nd July. On 5th July, the PAS end-of-year showcase and the YAC performance (15 Actors in a Time of War) were both held in the theatre. *Palace Uncovered* took place on 7th and 8th July, offering immersive learning experiences for secondary schools exploring the Belgium Refugee crisis in 1914.
- 8.2 **Young Creatives Network** Eight network members participated in DJ Masterclasses at DICE headquarters on 30th July. On 7th August, a table reading of a new play by emerging playwrights was held in CPAV. YCN members also led the creation of the annual Skate Jam festival on 26th July, which drew an impressive crowd of 500 attendees.
- 8.3 **Wild in the Park - Outdoor Learning Programme** On 12th August, Community Focus sessions were delivered in the outdoor learning area, supporting young adults with disabilities. These sessions were led by Laura Fox and formed part of our inclusive learning initiatives.
- 8.4 **Biblio Buzz 2025** The winner of the libraries award facilitated creative writing workshops at Wood Green and Marcus Garvey libraries. The Biblio Buzz Library Ceremony was held on 2nd August to celebrate young readers.
- 8.5 **Pinhole London** On 21st August, a pop-up camera obscura installation was set up on the south terrace. The event encouraged audience engagement and feedback, blending art, science, and public interaction.
- 8.6 **Looking Ahead to September** We're preparing for several exciting community events. *La Feria*, a Latin community festival, will take place on 13th September outside the Phoenix Pub. On 20th September, we'll be part of the **Haringey Age Well** Festival, with a specially curated Alexandra Palace zone.
- 8.7 **Volunteering** July saw continued momentum in volunteering across the site, with a small group supporting the Fundraising & Development department's **Summer Celebration**, assisting when we hosted **Green Creates**, and helping set the scene for the workshops for **Palace Uncovered** by sharing the story of Belgian refugees at the Palace. Our gardening group kicked off a new project in the Campsbourne area, transforming raised beds and engaging with the local community. Café Palais volunteers welcomed visitors and joined in crafting

activities, while our Theatre Assistants supported the children's theatre programme. Looking ahead, August remains busy with volunteers for the first time joining the panel to shortlisting books for **Biblio-Buzz 2026**, ongoing archive projects, and for the **Open House Festival** in September, where volunteers will lead BBC Studio tours. We'll also be holding our annual **volunteer social**, hosted by Emma, to bring the team together and share updates on future plans.

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** Launch of the new individual giving programme has progressed this summer, aiming to increase investment in the Park and Palace. Initial launch of our **Founding Ally Pally Patrons** scheme in June to current supporters saw members join at each of our three membership levels, giving from £600 a year upwards. Promotion for **Name a Bench and Name a Seat** dedication schemes and **Gifts in Wills** is planned for Autumn 2025. This will be followed the relaunch of our regular donors' programme, giving from £3 a month, as **Ally Pally Supporters** in Spring 2026.
- 9.2 **Trusts and Statutory Grants** Trust and Statutory fundraising continues towards both Creative Learning programming and small-scale capital projects supporting Creative Learning in a challenging grant fundraising climate.
- 9.3 **Capital Fundraising** The next phase of the Trust's capital fundraising will renew sites across both the Park and Palace, ensuring that Ally Pally can bring joy to future generations. Potential capital projects for the next phase of the restoration of the Park and Palace have been scoped and prioritised according to their potential to impact towards the Trust's Vision and Goals in four areas:
- **Community:** increasing wellbeing of North London communities
  - **Climate:** bringing the Park and Palace to Net Zero
  - **Conservation:** repairs to sustain the fabric of the Palace and Park against the impacts of climate change
  - **Commercial:** updating essential facilities serving the events programme and income generation
- 9.4 **Strategic Plan** Work is underway to develop the charity's Strategic Plan. The Plan will consider the potential capital measures included in the next phase of our restoration and set out our delivery programme, alongside targets for social and economic impact. A draft plan will be available to Trustees to review towards the end of the year.

- 9.5 **Improving Connectivity** EE will be deploying 5G infrastructure across the site to enhance connectivity for all users. This same approach is being taken with other service providers, who will be deploying similar infrastructure.
- 9.6 **Rooftop Adventure** Construction has begun for the venue's new attraction "Summit, Alexandra Palace Rooftop Adventure". This is a partnership between Alexandra Palace and the operator Wire and Sky. A ten-year lease has been agreed. Subject to the completion of the works, the attraction is planned to open in the Autumn.
- 9.7 **IT and Network Resilience** We continue to improve our IT capabilities by replacing older systems with more modern solutions which create new opportunities and efficiencies:
- Our event planning system Artifax is being replaced by a new system called Infor which is currently in the installation and data load phase. Infor will improve business continuity, consistency, communication, overall management and delivery of events and other activities.
  - Our HALO reporting and checking system has been rolled out further and a number of improvements were implemented.
- 9.8 In our plan to improve our use of Office365 capabilities and remove our reliance in on-site IT hardware we have started the migration of the organisation to SharePoint/OneDrive.
- 9.9 **Improving digital security** We have established a project with a project manager to gain Cyber Essentials accreditation from the UK Government scheme; our Cyber Virus protection solution was reviewed and uplifted; and we have improved physical access controls to our main Server and Communications equipment room.
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 **Boating Lake Project – Phase One Completion** We are pleased to confirm the successful delivery of Phase One of the Boating Lake improvement programme a foundational upgrade focused on enhancing safety, functionality, and the overall visitor experience.
- 10.2 This phase centred on the complete rewiring of the boat hire facilities, ensuring all electrical systems meet current safety standards. As part of the works, new general and emergency lighting was installed throughout the operational areas, significantly improving visibility, safety and energy efficiency.

- 10.3 In parallel, we undertook a full refurbishment of the public toilet facilities. This included updated fixtures, improved lighting and refreshed finishes, all aimed at elevating the customer experience and supporting increased visitor numbers during peak boating season.
  - 10.4 These upgrades represent a critical first step in the wider transformation of the Boating Lake area. By addressing core infrastructure and customer-facing amenities, we are laying the groundwork for a more welcoming, reliable, and enjoyable lakeside environment.
  - 10.5 Work continues to build the case for an Expression of Interest application to the National Lottery Heritage Fund for a major grant towards the next phase of the North East Office Building Project.
- 
- 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 **Haringey Music Service Relocation:** Mark Civil (Head of Creative Learning) and Louise Johnson (Head of Strategic Planning and Projects) are currently working with core Alexandra Palace teams to finalise lease arrangements for the relocation of Haringey Music Service, with a move-in date confirmed for 30th October 2025.
  - 11.2 **Council Lease Progress:** Dan Early (Head of Haringey Music Service) recently toured the site with the Haringey Council lease team. The lease has been informally signed off, pending final documentation.
  - 11.3 **Partnership Development:** A strategic meeting is scheduled for September between AP, North London Music Hub and BBC Concert Orchestra to explore joint programming opportunities and establish a two-year roadmap for collaborative initiatives. Updates will be provided to Trustees at future meetings.
  - 11.4 **Governance and Representation:** Mark Civil (Head of Creative Learning) and Melanie Fry (BBC CO) are set to join the North London Music Hub Board once it is formally established. Dates for board curation are to be confirmed.

- 11.5 Haringey Music Service was named as a secondary partner in a recent capital funding application submitted to Arts Council England. The bid proposes the redevelopment of the Transmitter Hall to support a broader range of partnership-led activities. In addition to enhancing collaborative provision, the redevelopment is designed to unlock increased commercial use of the space, generating sustainable income to support the Creative Learning department's long-term growth and impact.

**13. Legal Implications**

The Council's 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

**15. Use of Appendices – None**

**16. Background Papers – None**



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

### **Agenda Item 10**

**18<sup>th</sup> September 2025**

**Report Title:** Finance Report

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

**Purpose:** To present forecast against budget 2025/26 for Alexandra Park and Palace Charitable Trust.

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

#### **1. Recommendations**

To Note Forecast against Budget 25/26

#### **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 indicates that the Charity is on track to meet this target. This position includes 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, however this came in at 5%
- 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 potential recruitment freeze in the final two quarters of the financial year 2025/26
- 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 Alexandra Park and Palace Charitable Trust Forecast 25/26:

## 6.1 2025/26 APPCT (Trust) Forecast

	Forecast at	Final	Variance	Variance
APPCT (Trust)	June	Budget		
Unrestricted Income Statement	2025/26	2025/26	£	%

**Income**

1 Restoration Levy*	978,354	978,354	0	0%
2 Gift Aid - APTL Op Profit	1,367,728	1,299,754	67,974	5%
3 Grants	1,755,000	1,755,000	0	0%
4 Car Parking	863,947	860,258	3,689	0%
5 Leases	277,064	272,016	5,049	2%
6 APTL Licence	300,000	300,000	0	0%
7 Creative Learning	29,833	29,833	(0)	0%
8 Donations	77,573	75,000	2,573	3%
9 Other new leases and licences	94,497	85,000	9,497	10%
<b>Total Income</b>	<b>5,743,996</b>	<b>5,655,216</b>	<b>88,780</b>	<b>2%</b>

**Expenditure**

10 Operating costs	(954,989)	(943,650)	(11,339)	-1%
11 Salaries	(1,317,025)	(1,308,783)	(8,242)	-1%
12 Maintenance	(1,075,617)	(1,072,282)	(3,334)	0%
13 Security	(968,306)	(964,248)	(4,059)	0%
14 Insurance	(628,441)	(646,032)	17,591	3%
15 Utilities	(358,080)	(367,525)	9,445	3%
<b>Total Expenditure</b>	<b>(5,302,458)</b>	<b>(5,304,521)</b>	<b>63</b>	<b>0%</b>
<b>Surplus / (Deficit)</b>	<b>441,539</b>	<b>350,695</b>	<b>88,843</b>	<b>20%</b>

## 6.2 Notes on Forecast:

**Unrestricted income:**

**Income within the Trust is ahead of target by 2%, £88.8k. This is mainly due to the operating profit for APTL for 2024/25 ending up higher than budgeted.**

1. Restoration Levy: The 2025/26 in year Restoration Levy remains as budgeted at this stage of the year
2. Gift Aid: This is forecast to increase by 5%, £68k, as operating profit from APTL for 2024/25 landed £91k above budget, net by a £23k bad debt provision adjustment . Accounts are currently being audited, but we do not expect any changes.
3. Grants: There is no inflationary increase in the amount to be received from the Corporate Trustee per the agreed terms.
4. Car Parking: Increases went ahead as planned on the 1<sup>st</sup> of April and income is currently in line with budget
5. Leases: 2% ahead of budget, due to Cricket Club lease free period end not being budgeted.
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: On target for 2025/26.

8. Donations: This is an emerging income stream which requires the foundations to be built to see larger sums in future years. Progression is slow but positive we anticipate ending the year being slightly ahead of budget.
9. New licences and leases are showing as 10% up vs budget for 2025/26, but this favourable variance is due to a one-off recharge to a tenant. This has been net by the same spend within maintenance costs. Licence and Lease income is as expected for 2025/26.

**Unrestricted expenditure:**

**Overall expenditure is on target vs budget. Operating costs are running slightly behind, but this has been net by savings made in other areas of the business**

10. Operating costs: Operating costs are higher than budget by 1%. This is mainly due to an unexpected increase in rates. Discussions are being had with the Business Rates team to see if we can reduce this cost.  
There has also been some additional unbudgeted investment expenditure in IT. This is to strengthen our IT infrastructure e.g Upgrade of the Firewall.
11. Salaries are currently running 1% behind budget. This is mainly due to agency staff covering vacant full time roles, as well as unrestricted funds currently covering one role usually covered by restricted funds. As projects emerge and funds are secured throughout the year, this role will be covered by those restricted funds.
12. Maintenance: Remains largely on target for 2025/26, but there is a challenge to remain within budget with inflationary increases, where grant funding from Corporate Trustees remains at the same level and grants cannot be used for all aspects of Park and Palace maintenance.
13. Security: Slightly down vs budget. Security for car parking is a variable cost. Costs were slightly higher in April due to more events taking place.
14. Insurance: Small saving made against budget, as insurance for 2025/26 came in less than budgeted.
15. Utilities: 3% up against budget due to a prior year credit note being received for gas.

## **7 Risks**

- 7.1 As set out above the Trust has worked hard to ensure effective financial management and taken a proactive approach to identifying and mitigating potential budgets risks. However, that does not mean there are no risks, and the Trustees should note the following:
  - 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.
- 7.2 While budget risks are inherent, the Trust remains committed to sound financial management and reporting and will continue to keep all stakeholders and trustees apprised of shifts in risk through our risk management reporting.

**8. Legal Implications**

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

**9. Financial implications**

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

**10. Appendices**

None

**11. Background Papers**

None

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST****BOARD MEETING****Agenda Item 11****18 September 2025**

**Report Title:** Trustees' Annual Report & Financial Statements 2024 – 25

**Purpose:** To present the Trustees' the Draft Annual Report and Financial Statements for signing and submission to the Charity Commission.

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

**1. Recommendations**

- 1.1 To approve the Draft Annual Report and Financial Statements
- 1.2 In case of any further minor amendments, to delegate powers for a final approval and signing off the Annual Report and Financial Statements to the Chief Executive and Chairs of the Trustee and APTL Boards.
- 1.3 To delegate powers for the Chair of the Trustees to sign the Letters of Representation

**2. Executive Summary**

- 2.1 The end of year reports were presented to the Finance Resource, Risk and Audit Committee (FRRAC) and APTL Board at their respective meetings in September, where the Audit Partner also presented the audit findings report.
- 2.2 Feedback is provided in the FRRAC Chair's verbal update report including the recommendation that the respective letters of representation are signed by the APTL and Trustee Board Chairs following their consideration of the Financial Statements.
- 2.3 The APTL Chair's report will be provided as a verbal update due to the proximity of the meetings, under the exempt section of this meeting.

**3. Legal Implications**

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

**4. Financial Implications**

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

**5. Appendices**

Appendix 1 – Draft & Unsigned Trustees' Annual Report & Financial Statements

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

Document is exempt

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