



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
19 JULY 2023

Report Title: Alexandra Park and Palace (APP) 2023-33 Vision & Goals
Report of: Emma Dagnes, Chief Executive
Purpose: To formally approve the reimagined Vision and 10-year Goals presented at the inquorate meeting on 3 May 2023.

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

1. Recommendations

- 1.1 To approve the 2023-2033 Vision and Goals and delegate authority to the Chief Executive to finalise, for roll out during the summer 2023.

2. Executive Summary

- 2.1 Whilst supportive of the Vision and Goals for the next ten years, presented at the Trustee Board meeting on 3 May 2023, the meeting had been inquorate, and the Board was unable to make a formal decision. At this meeting the CEO provided a presentation and the feedback received during consultation with partners and stakeholders.
- 2.2 In 2022 as APP headed towards its 150th year, the Trustees identified the need to explore a reimagined Vision for the Charity taking us through the next ten years. The work would ensure that APP would have a roadmap for the future that ensures it can continue to build on success to date and inspire, enrich and support generations to come.
- 2.3 An Impact Study was commissioned to establish an evidence base for the cultural, social, and economic impact of the Charity as it is today and establish a baseline from which to track progress of the Charity going forwards. The Study evidenced that the Charity is a significant entity on the cultural and economic landscape of Haringey and London, contributing £60 million a year in economic impact and generating thousands of job opportunities across the entertainment, cultural and leisure sectors.
- 2.4 In parallel with the Impact Study a Fundraising Report was undertaken to assess APP's position within the context of the evolving and highly competitive fundraising climate. The report was comprehensive and recommended that having established, via the Impact Study, that the 2016 Vision had been achieved APP therefore to consider its Vision for the future.
- 2.5 The report identified that while progress had been made during the pandemic, the fact that Alexandra Park and Palace is a charity that has significant impact for the good of society needs to be better and more widely understood. The report

recommends that identifying a single unifying cause that is emotionally engaging would enable APP to maximise capital and revenue fundraising potential and therefore strengthen the Charity's ability to self-generate funds for the future.

2.6 Utilising these two reports and their recommendations the Trustees and the Alexandra Park and Palace Leadership Team, together with input from stakeholders and partners, have developed a Reimagined Vision. This is underpinned by 10 ambitious Goals which set the direction of travel for the Charity over the next 10 years.

3. Background: Development of the Draft Vision & 10 Year Goals

3.1 APP has no shortage of potential. With a seven-acre Palace, extensive and beautiful parkland, a rich history, range of leisure opportunities, a myriad of popular entertainment and millions of visitors, it truly offers something for everyone. *"It's been part of our lives – and our children's lives – forever* (testimonial for fundraising report).

3.2 However, the eclectic programme and overwhelming abundance of opportunity also make it challenging to articulate a single compelling Vision that is required for a developing a successful case for support. This Vision statement should unify our diversity under a headline message that is relevant, transformational, and credible.

3.3 In developing the new Vision statement the Trustees were conscious that it needed to be a bold statement of intent that traversed across all pathways of activity at APP and should inspire stakeholders, partners and potential supporters to take specific action to become part of our exciting future.

3.4 A number of workshops were held with Trustees and feedback sought from partners, stakeholders (internal and external) and the Committees that are part of APP's governance. The Draft Vision and Goals have been well received and APP have gathered significant insights and feedback which have informed the evolution of the development of the Vision and Goals, a draft of which will be presented alongside this report.

4. Background: The Draft Vision & Goals APP 2023 – 2033

4.1 The re-imagined Vision springs APP from achieving our 2016 vision *"to become a year-round cultural destination"* to *"achieving a sustainable home for all that we do"*. We believe that as custodians of this extraordinary asset, we have a responsibility to ensure that it is here for generations to come. The only way to achieve this is for Alexandra Park and Palace to work towards a sustainable future, both environmentally and financially, across all that we do.

4.2 The Vision is underpinned by 10 ambitious Goals. These are not being presented in any order of importance and we consider them all to be as important as each other to achieve our Vision.

- **Build Climate Change Resilience**
- **Safeguard our Green Lung for London**
- **Protect Our Heritage Assets**
- **Restore Derelict Spaces**
- **Provide Great Entertainment & Culture For All**
- **Protect Our Archives and share our stories in innovative ways**
- **Inspire and Engage our communities**
- **Create A Great Place To Work**
- **Strengthen Our Overall Resilience**
- **Establish New Exciting Partnerships**

5. Equality, Diversity, Inclusion and Accessibility (EDIA)

5.1 EDIA runs as a golden thread through all that we do at Alexandra Park and Palace and each of the Goals has been developed with the requirement of contributing to driving our Equality, Diversity, Inclusion and Accessibility Action Plan forward at pace.

5.2 Over the last decade the organisation has significantly evolved, and we believe that APP can be a sector leader by utilising our unique position as an egalitarian organisation with a highly diverse offer. We will challenge not only ourselves but also those in the sectors in which we operate to do and achieve more, quicker.

6. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?

6.1 The reimagined Vision was developed in consideration of the Charity's Mission, Purpose, and Values. The 10-year Goals will be underpinned by a Strategic Plan which will supersede the 5 Year Plan that was developed to support the 2016 Vision. The Strategic Plan is in development and will be presented to Trustees later in the year.

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

9. Use of Appendices

Appendix 1 – Vision & Goals Case For Support

10. Background Papers

None