



Date: 14th 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 24th & Sunday 25th 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 20th 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 150th 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