

**The Corporation
of the Hall of
Arts and Sciences**

**Annual Report and
Consolidated Accounts**

31 December 2024
Charity Registration Number 254543

Elected Council members:

<i>President</i>	Ian McCulloch
<i>Honorary Treasurer & Vice President</i>	Stuart Newey MBA FCBI
<i>Vice President</i>	Leon Baroukh MA CFA
<i>Vice President</i>	Linda Craig
<i>Vice President</i>	James Max BSc Hons SFDR MRICS
Peter B M Lim FCA MBA	Harry Handelsman
Dr Monica Bloch PhD	Robert Lipson
Thomas Borwick MBA	Jeremy Marsden (appointed 23 May 2024)
Stephen Brandon MA MBA CEng	Iain McNay
Lucinda Case (until 31 January 2024)	Anthony Ratcliffe FRICS FRSA
John Cooper FCA CTA	Robert Shennan (appointed 1 February 2024)
Lauren Ekon (until 23 May 2024)	Mark T Schnebli FInstD FBIM
Nigel Hamway	The Hon. Alice Walpole OBE MA (Cantab)

Appointed Council members:

Richard Harrington, Baron Harrington of Watford
(Appointed by the Secretary of State for Digital, Culture, Media and Sport)

Jim Eyre OBE BA(Hons) AA Dip Arch RIBA (until 31 December 2024)
 Professor Chris Wise (appointed 1 January 2025)
(Appointed by the Royal Commission for the Exhibition of 1851)

Sir Michael Dixon BSc (Sp Hons) ARCS MA (Oxon) DPhil DSc FCGI DL
(Appointed by the Trustees of the Natural History Museum)

Kevin Porter
(Appointed by the Council of the Royal College of Music)

Professor Ian Walmsley
(Appointed by the Governors of the Imperial College of Science and Technology on 27 September 2024)

Secretary to the Corporation

Susan Gent

Honorary Vice Presidents

C P Fairweather FCA	Mrs Anthony Travis BA (Hons)
H Gould OBE JP BA DL FCA	

Executive

Chief Executive	James Ainscough OBE
Chief Operating Officer	Dan Freeman (until 30 September 2024)
Finance Director	Dan Lill (appointed 01 November 2024)
Director of Programming & Engagement	Matt Todd
Director of Audiences	Louise Halliday
Director of Buildings & Facilities	Neal Hockley
Director of People & Culture	Nigel Wilson
Director of Development	Darranda Rowswell

None of the members of the Executive Team are Directors of the Corporation under the Companies Act 2006

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Solicitors

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Charity registration number 254543

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Report of the Council Year to 31 December 2024

Report of the Council Year to 31 December 2024

The Council presents its statutory report together with the consolidated accounts of the Corporation of the Hall of Arts and Sciences, known as the Royal Albert Hall, ("the Corporation" or "the Hall") for the year ended 31 December 2024.

The accounts have been prepared in accordance with the accounting policies set out on pages 50 to 57 of the attached accounts and the provisions of the Corporation's Constitution, namely its Royal Charters and the Royal Albert Hall Act 1966, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Information on structure, governance and management, including details of the Hall's constitution, Members (or Seatholders), Council responsibilities, organisational structure and risk management are provided under Structure, Governance and Management on pages 21 to 42.

Charitable Objectives

Since 1871, the Royal Albert Hall's purpose has been to promote the Arts and Sciences as well as to maintain our Grade I listed building, held in trust for the nation.

The charity achieves these charitable objectives by:

- hosting up to 400 performances each year in the main auditorium and hundreds more performances, events, exhibitions and workshops elsewhere inside and outside the building which, together with guided tours, and attracted around 1.7 million visitors in 2024; and
- utilising the financial surpluses generated by these charitable activities and associated trading activities, plus financial support from philanthropists and the Hall's Members or Seatholders, to support:
 - an Engagement programme which aims to change lives through music of people of all ages and backgrounds who wouldn't otherwise get the opportunity; and
 - a multi-million-pound rolling programme of planned maintenance and building projects to preserve and enhance the Grade I listed building.

The report of the Council sets out how these charitable objectives have been met in the year, the financial results and implications for the charity from this activity and what the charity expects to achieve in the following year.

Overview

Since we opened our doors in 1871, the Royal Albert Hall has been home to the world's leading figures in music, entertainment, dance and debate. From Elgar to Ella, the Beatles to Adele, the Suffragettes to Churchill... icons grace our stage.

A charity known and loved across the globe, we are home to dreams and determination, contemplation and celebration – bringing people together to lift their spirits and inspire. In 2024 £1.7m people enjoyed unforgettable experiences in our spectacular building, with millions more joining us online and through broadcast worldwide.

Report of the Council Year to 31 December 2024

We are home to the future-famous – working tirelessly to enable talent to thrive. We embrace change as well as tradition, inviting the new, the radical and the bold. We are open to all, a committed force for good, connecting people and communities.

We are the Royal Albert Hall – the home of breathtaking moments and lasting memories, for everyone.

Together, we create the amazing.

Originally the brainchild of Prince Albert as part of his master plan for the entire Albertopolis site, and incorporated by Royal Charter, the Hall is one of the world's best-loved and busiest performance venues. The Hall is held in trust for the nation, and unlike many other venues, operates without any recurrent government funding. It generates revenue from three key sources:

- revenue from its operational activities
- funds raised through philanthropy
- the Members' annual contribution

In recent years, other than in years affected by the pandemic, the Hall has produced an annual surplus, all of which is reinvested in our charitable purposes.

In 2023, the Executive Team developed four Strategic Objectives for the charity which were retained in 2024:

- **To diversify and develop** our programme, audiences and engagement activities
- **To strengthen** our finances and operational resilience
- **To enhance** the experience in a modernised Victorian venue
- **To nurture** a talented and engaged team

We also have four ethical principles which lie at the heart of our decision-making:

- Equity, Diversity and Inclusion
- Accessibility
- Sustainability
- Health and Safety, Safeguarding and Wellbeing

Within these strategic objectives and principles, our focus on public benefit through operational excellence is clear.

The direction and control of the Corporation is determined by its Council who ensure that the charity continues to develop plans to meet its charitable objects. Members of Council, as the charity Trustees, confirm that they have complied with the requirements set out in the Charities Act 2011 having due regard to the Charity Commission's published general guidance on public benefit. The Hall's charitable objectives, and the manner in which these are pursued, are set out in summary form on page 4. A detailed explanation of how these objectives have been achieved in 2024 is set out in the following section.

REVIEW OF 2024

The Royal Albert Hall's achievements for 2024 are set out below and correspond to our charitable objectives outlined above.

DIVERSIFYING AND DEVELOPING OUR PROGRAMME, AUDIENCE AND ENGAGEMENT ACTIVITIES

Performances and events

In 2024, we achieved our targets to have more younger and ethnically diverse headline acts than in 2023 – 28 headline artists under the age of 35, and 22 headline artists from minority ethnic backgrounds.

Highlights of the year included the Hall debut for three times GRAMMY and seven times BRIT Award-winning pop superstar, **Dua Lipa**, whose concert was broadcast on ITVX and also in the US. Rock legend **Roger Daltrey** curated his last season of concerts in aid of Teenage Cancer Trust, culminating in a celebration of 24 years of Teenage Cancer Trust shows. Pink Floyd alumnus **David Gilmour** joined us for six performances - his first live shows in London for eight years. And **Bob Dylan** brought his Rough and Rowdy Ways World tour to the Hall for three unforgettable nights in November.

Fully embracing our vision of being the home of breathtaking moments and lasting memories, for everyone, we continued to be the home of ceremony and celebration with key lynchpins of the programme intact – including the **Festival of Remembrance**, **Cirque du Soleil** with 30th anniversary performances of Alegria from January to March, and a triumphant final year for David Pickard as Director of the **BBC Proms**. Alongside classical stars including Vasily Petrenko and Sir Simon Rattle, highlights from the Proms season included packed auditoriums for Florence + the Machine's Symphony of Lungs, Sam Smith and the fun-filled CBeebies prom.

2024 brought a series of 'firsts' – **The Sound of Philadelphia** hosted by Lenny Henry, the genre-defying **Orchestral Qawwali Project** which brought Sufi music to the Hall and **How Sweet the Sound**, a competition celebrating Europe's most gifted gospel artists. We hosted stars from around the world this year too. Icelandic-Chinese singer-songwriter **Laufey** brought her unique blend of jazz, classical and pop to a sold-out concert in May. Norwegian art-pop superstar **AURORA** also made her Hall debut and was joined on stage by our associate artist organist **Anna Lapwood**. Renowned Japanese composer, **Joe Hisaishi** conducted the Royal Philharmonic Orchestra in a night of his own symphonies alongside his iconic Studio Ghibli film scores. Also joined by a full orchestra, American rapper **Nas** put on a huge show in celebration of the 30th anniversary of his debut album, *Illmatic*.

Our Films in Concert series included Disney's **The Lion King**'s 30th anniversary with Chineke! Orchestra and the London Community Gospel Choir. The World Premiere of **Top Gun: Maverick** in concert saw an appearance from Hollywood royalty **Tom Cruise**, who said "I've always wanted to experience a film like this with a live full symphony orchestra in front of a packed audience in the grandeur of a classic movie palace... thank you for making this dream come true". **James Cameron** and screen icon **Sigourney Weaver** introduced **Avatar** Live in Concert.

Other standout events included Mountbatten Festival of Music in March, Royal Variety Performance in November; Schools' events supporting talent development and opportunity throughout the year, graduation ceremonies and our Country and Americana festival, **Highways**.

Spoken word and poetry took centre stage with **The Poets' Revival** presented by our associate artist LionHeart, **CogX Leadership Summit**, **Letters Live** presented with the Women's Prize Trust for International Women's Day and a host of podcasts: **The Rest is History**, **The Rest is Entertainment**, **The Girls Bathroom**, and **The News Agents Live**.

English National Ballet's epic **Swan Lake** in-the-round returned in June, and Birmingham Royal Ballet's **Nutcracker** returned between Christmas and New Year.

The Hall has established itself as the **Home of Christmas** in London, and 2024 gave weight to that status, as the venue lit up with people of all ages, genders and creeds celebrating Christmas – from Trevor Nelson's Soul Christmas to Rick Astley's Swinging Christmas, with plenty of Carols to top off the season.

Beyond the Main Stage

The Beyond the Main Stage programme leads our work to promote new artists and audiences at the Hall, keeping an equal gender balance and ensuring we reflect the ethnic diversity of artists in line with the make-up of London.

This future-focussed engine for artistic expression at the Hall exists to invite and inspire new artists and audiences to the Hall through a diverse, inclusive, accessible and forward-looking programme of events.

Notable events in 2024 included:

- **Unstoppable Voices** – providing a platform for a diverse mix of emerging artists and new cultural perspectives including headline shows from hip hop singer-songwriter Emmeline, as well as rising soul star Amahla.
- **Late Night Jazz** – pushing boundaries with young up-and-coming artists such as Epiphany 3, as well as Relaxed events
- **Song Queen: A Pidgin Opera** – by Helen Epega, a dynamic Nigerian-British composer, performer, and visual artist, offering a unique, multicultural experience presented through an Afro-Futuristic lens.
- **Steinway Series** – featuring Alexandra Stréliski, a major artist in the alternative classical space, and a trailblazing woman in the modern classical world.
- **Drag RoyalTea** with Kate Butch, along with guest curations such as Sounds Queer for Late Night Jazz, building upon our offering for LGBTQIA+ representation in the BTMS programme.
- **Daytime Storytelling** for young children and family half term programming which included **Comedy Club 4 Kids**.

These events make a central contribution to the diversity and development of our audience.

Engagement

The programme is currently divided into three main strands of activity:

- Engaging with Music
- Supporting Communities
- Discovering Careers

Notable projects and initiatives for 2024 included:

- **Sensory Access** programme for students with Special Educational Needs generously supported by John Lyon's Charity. We held seven tours attended by 71 people in total, comprising young people with special educational needs and disabilities and their families or teachers.

"The class and all of the adults had such a lovely time - learnt so much, still laughing ... The visual presentation to support communication was fantastic... kept the children so engaged, it was a fantastic opportunity." – Teacher, Sensory Tour

- **Young Producers** – a new cohort has been selected and started working towards their own public event in April 2025.
- **Friendship Matinee Relaxed Ghostbusters in Concert** – over 2,700 tickets for those who would not otherwise be able to come to the Hall.

"... so memorable, our visit with my son and his friends was welcoming, inclusive, and incredibly special. You have some exceptional people in your team, thank you so much for making it happen for my son and his friends yesterday. That meant everything to us all." – Audience member, Ghostbusters Friendship Matinee

- **Future Makers** – an annual showcase concert featuring talented musicians from 14-19 performing their original compositions to an audience of 3,500 schoolchildren. The winning act, Gracée, received a year of support from the Hall to develop her musical journey.

Digital and Physical Audiences

In 2024 we invested in video creation as a way to tell the Hall's story. As part of our new 'Backstage with...' YouTube series, we had exclusive access to AURORA's soundcheck, her dressing room preparations and the moment she finally hit the stage. And our 'In the Archive with...' YouTube series has seen guests including Stephen Fry, Katie Melua, Lindsey Stirling and Hak Baker delving into the Hall's unparalleled archive of performance to uncover stories that resonate with artists and audiences today.

Phase 2 of the website project has seen a focus on increasing visibility of our engagement and commercial activity. We have been working towards getting Access bookings online, improving our Select Your Own Seat and hospitality online bookings process. These developments are due to go live in 2025.

On social media, TikTok saw a 12.4% engagement rate, an increase of 580%, with a net follower growth of +23%. Instagram saw a 20% net follower growth and 2.4m story impressions.

Collaborative Instagram posts feel like a natural inclusion to our feed and highlight amazing moments at the Hall – in 2024 we produced collaborative posts with channels including British Legion, Sounds Queer and Ekin Su. We continue to engage with Anna Lapwood, whose TikTok following has now surpassed 1m.

Audience levels in 2024 returned to pre-pandemic levels, with 87% of available tickets issued – 1.69m in 2024 compared with 1.66m in 2019. Over three-quarters of a million tickets were issued for orchestral performances – from purely classical concerts including the BBC Proms, to the 30th anniversary of Illmatic by Nas with an orchestra.

During 2024 we recruited an Access Manager who started work in 2025 so that we can fully focus on ensuring that the Hall is accessible for everyone.

STRENGTHENING OUR FINANCES AND OPERATIONAL RESILIENCE

We continued to focus on artistic excellence, audience experience and the commercial viability of events. Events – both the number and the type – drive the Hall's additional income streams, including Catering, Merchandise, and Technical Services.

We undertook a full security tender, resulting in our new security providers, SecuriGroup, taking over at the end of maintenance week, 22 April 2024.

There is a variety of major risks to our operational resilience including cyber-attacks. We have therefore continued to invest in training, support and practical interventions to reduce the likelihood and/or impact of such an attack.

We have a new investment strategy which is delivering over £2m a year in interest. The first repayment on the Government's £20.7m Covid loan to the Hall is due in March 2025. The loan has given us the opportunity to put the Hall back onto a secure financial footing, to rebuild our reserves and to undertake essential work in order to safeguard the Hall's future.

The Royal Albert Hall Bill continued its progress through Parliament, having received its Third reading in the House of Lords in January 2025. In April 2024, an Opposed Bill Committee was appointed to hear a petition against the Bill by a former President of the Hall and two bodies with which he was associated. Shortly before the hearing the former president acknowledged he had no locus standi and withdrew. Then the Committee decided that the other two petitioners had locus standi either, so the Bill proceeded to an Unopposed Bill Committee, where it was scrutinised and passed. However, the Opposed Bill Committee issued a Special Report recommending that subjects not in the Bill – namely differences concerning the Hall's governance – should be drawn to the attention of the House and the Government.

The Bill's provisions, particularly around putting in place a procedure for designating Ordinary and Exclusive lets at the Hall (i.e. the performances from which Members are or are not excluded) are vital for the charity. The Bill has now had its first reading in the House of Commons and a date is awaited for its second reading.

ENHANCING THE EXPERIENCE IN A MODERNISED VICTORIAN VENUE

Our ambitious Estate Plan will enable us to develop opportunities for people of every age and background to benefit from the power of music and culture, through opening our unsurpassable building to new opportunities for everyone. They will ensure that the next generation of artists and audiences are inspired, just as our forefathers were inspired, by a welcoming, accessible, sustainable hub for inspiration.

The Hall's Estate Plan lays out the direction of travel for the building as a whole, with each individual project to then be refined and agreed in the future. This ambitious capital project will cost in the range of £300m, and will be funded through operating surplus, voluntary income and income generated from Seatholders. In order to raise approximately £50m from voluntary income, the first phase of a Capital Appeal will be launched in Autumn 2025.

In 2024, we started work on the auditorium plasterwork repair project, major security updates including CCTV and fire doors, replacement of a new arena lift, and other show-critical infrastructure including hoist control system and show relay.

We continued the WC refurbishment, and recruited a Carbon and Environment Manager, alongside an energy usage reduction plan and continued engagement with the joint Exhibition Road carbon zero project, South Ken ZEN+.

NURTURING A TALENTED AND ENGAGED TEAM

The fit-out of the South West Basement staff accommodation was set to commence in 2024 but has been delayed to 2025. Staff whose roles require them to have proximity to the stage and backstage areas will be able to move into this new state-of-the-art office facility, giving them custom-designed spaces to work and collaborate which are fit-for-purpose.

We are undertaking a review of our existing HR system with a view to implementing an integrated HR and payroll platform in 2026.

A 3% pay increase from January 2025 and a commitment to paying London Living Wage is a demonstration of the value we put on our staff. The increase in Employers' NI contributions and London Living Wage from April 2025 will see a £600k increase in our cost base, but we are absolutely committed to fair pay for our team. The work on a transparent, benchmarked role and pay framework continued through 2024 and it is hoped that the framework will be delivered in April 2025. Given the financial results from 2024, we paid staff a bonus in March 2024 and will do so again in March 2025.

Our apprenticeship programme was relaunched with a strong emphasis on practical experiences and having a mix of production and non-production apprenticeships. We attracted and have been training individuals who may not have previously considered the Hall as a potential employer.

We will update our Employee Handbook, incorporating key policies and procedures, to ensure that all staff are aware of our culture and ways of working.

The Hall values diversity, promotes inclusion, and prioritises the well-being and professional growth of our employees. To that end, in 2024 we appointed our first ever Wellbeing Manager to ensure our ways of working, and the support we offer to staff, are planned to promote wellbeing, which is to the benefit of the charity and to our passionate and dedicated

team members. As we look ahead to 2025, our commitment to these principles remains steadfast, and we will continue to adapt and evolve our strategies to meet the dynamic needs of our workforce. Our investment in upskilling our staff and managers will continue in 2025, reinforcing our commitment to nurturing and developing staff at all levels.

Energy and emissions report

The data in this document shows the Royal Albert Hall's energy usage from 1 January 2024 to 31 December 2024.

Our emission levels have increased this year, with a significant increase in gas consumption in January 2024 compared with January 2023 due to a colder month and an increase in shows. Our profiling on the gas usage vs degree days appear to map as expected. Work on a gas regression project to decrease the gas usage will be underway in 2025.

There were warmer days in August which resulted in an increased cooling demand.

Electricity consumption data for the reporting year has been collated from half hourly data available on the Drax portal.

Gas consumption data for the same period has been provided from invoicing data from Total Energies for the main plant meter.

Summary

	2024	2023	2022	2016 Baseline
Energy consumption used to calculate emissions in kWh	Electricity 5,241,684 kWh	Electricity 5,154,767 kWh	Electricity 5,498,290 kWh	Electricity 5,443,803 kWh
	Gas 4,506,907 kWh	Gas 4,276,840 kWh	Gas 4,719,574 kWh	Gas 5,110,376 kWh
i) Emissions from combustion of gas tCO ₂ e (Scope 1)	824	782	862	940
ii) Emissions from purchased electricity tCO ₂ e (Scope 2, location based)	1,085	1,067	1,063	2,243
iii) Emissions from water supply and treatment tCO ₂ e (Scope 3)	11	12	N/A	N/A
Total gross CO ₂ e based on above (tCO ₂ e)	1,920	1,861	1,925	3,183

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iii) Intensity ratio: tCO ₂ e gross figure based on mandatory fields (tCO ₂ e/m ²)	0.063	0.062	0.064	0.106
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Methodology

i) Emissions from combustion of gas tCO ₂ e (Scope 1)	tCO ₂ e calculated from the product of the gas consumption in kWh during the reporting period and the UK Government GHG Conversion Factors for Company Reporting 2024 for 'Fuels, Natural Gas, kWh (Gross CV)'.
ii) Emissions from purchased electricity tCO ₂ e (Scope 2, location based)	tCO ₂ e calculated from the product of the electricity consumption in kWh during the reporting period and the UK Government GHG Conversion Factors for Company Reporting 2024 for 'UK Electricity, Electricity Generated, UK'
iii) Emissions from water supply and treatment tCO ₂ e (Scope 3)	tCO ₂ e calculated from the product of the water consumption and water treatment in cubic meters during the reporting period and the UK Government GHG Conversion Factors for Company Reporting 2024 for 'Water Supply, Cubic Meters' and 'Water Treatment, Cubic Meters'
iii) Intensity ratio: tCO ₂ e gross figure based on mandatory fields	The intensity ratio stated above has been calculated as tonnes of carbon dioxide equivalent per total square metres of property owned (30,077m ²)

Energy efficiency

During 2024, the Hall has engaged in a number of energy efficiency measures and investigations in order reduce consumption and subsequent carbon emissions, including:

- The programme to replace lights with energy efficient LED bulbs continued throughout 2024
- Work on a metering strategy to enable effective measurement and monitoring of usage and ensure we are using equipment efficiently
- Appointment of a Carbon and Environment Manager
- Development of a draft environment policy which sets out commitments to reduce the Hall's environment impacts including energy and associated action plan

FINANCIAL REVIEW

The Royal Albert Hall had a very successful year in 2024 with a full calendar of events. In 2024 total income of £60.5m was generated from performances, commercial activity, bank interest and philanthropic support (2023: £54.4m). With total expenditure of £47.0m (2023: £42.7m), this resulted in a net surplus of £12.2m for the year (2023: £11.7m).

An operating surplus was generated in both 2023 and 2024 meaning we have continued to boost our reserves. Our general fund shows a surplus of £2.3m (2023: surplus £0.7m) with a further £17.1m designated in other non-asset-based funds (2023: £7.5m). Our priority now is to generate annual surpluses over the coming years which are sufficient to continue rebuilding reserves, investing in our Grade I listed building, and enable repayment of the loan. We are grateful to the DCMS and Arts Council England for their support in 2021 in providing a £20.7m loan, without which we would have had insufficient operating cash flow to re-open the Hall after the pandemic and progress the backlog of essential maintenance projects required to preserve and maintain our Grade I listed building.

Event income and expenditure

Event income in 2024 was £51.7m, an increase of £5.0m on the £46.7m achieved in 2023.

Rental and ticket commission was £41.2m, an increase of 27% from 2023 (2023: £32.3m).

Other event income, which includes items such as ticket booking fees and merchandise sales, was up by 11% to £7.3m for the year (2023: £6.6m), catering income up by 14% and income from corporate partnerships by 6%.

At £35.3m event expenditure was up £3.1m, an increase of 10% (2023: £32.2m). Direct show costs include show management, production, programming, ticketing and visitor services, accounted for £24.3m of total expenditure this year (2023: £21.7m), up 12% on the prior year. Support costs were £10.7m (2023: £10.6m).

Event profits continued to generate a surplus, with event income running £16.4m ahead of event expenditure, an increase of 13% on the prior year (2023: £14.5m).

Other income and expenditure

At £8.7m, other income was up 13% from the prior year (2023: £7.7m) mainly owing to an increase in interest from cash placed on deposit. Philanthropy remains at the heart of all that we do at the Royal Albert Hall. It represents a major source of income, generating £3.3m inclusive of gift aid (2023: £3.2m) and we have ongoing plans for a significant uplift in this area in the coming years. Our Members' contribution through the seat rate, plus other miscellaneous items added £2.1m to income (2023: £2.5m).

At £11.8m, other expenditure increased by 12% (2023: £10.5m) due to an increase in building costs. In 2024 £4.8m (2023: £4.1m) was spent on building maintenance and refurbishment. A further £7.0m (2023: £6.4m) of other costs, including support costs, security, housekeeping, fundraising and other overheads, were incurred during the year.

Staff costs

Staff costs, at £16.5m, made up 34% of total expenditure, an increase of £2m or 13% over 2023. This reflects the Corporation's ongoing commitment to the London Living Wage, cost of living challenges and additional headcount to reflect increased activity in the Hall.

Loan

In March 2021, DCMS and Arts Council England funded the Hall with a £20.7m loan on a 20-year repayment term. The loan accrues interest at 2% over the life of the term which is added to the loan on the balance sheet, with an initial four-year repayment holiday. This loan and associated accrued interest remains on the Hall's balance sheet at its carrying value of £22.3m (2023: £21.9m). Repayments commence in March 2025.

Reserves

Total reserves held at 31 December 2024 were £74.6m (2023: £62.4m) of which £3.4m (2023: £2.7m) were restricted funds (note 21). The remaining £71.3m (2023: £59.7m) forms the Hall's unrestricted funds (note 22). After setting aside £68.9m in designated funds (2023: £59.0m), general funds improved over the year from £0.7m at the end of 2023 to £2.3m at the end of 2024.

The Hall's reserves are essential to fund ongoing operations, provide a contingency for unforeseen events, and to ensure that we adequately provide for long-term maintenance and improvement. In determining the appropriate level of funding for both designated funds and free reserves, the Council has adopted the reserves policy set out below:

- ◆ To retain a Fixed Asset Fund, comprising funds invested in fixed assets which allow the organisation to carry out its work. At 31 December 2024 the level of this reserve was £51.9m (2023: £51.5m).
- ◆ The Engagement Fund aims to change lives through music of people of all ages and backgrounds, who would otherwise not have the opportunity. We have not needed to draw down on this fund during the year, so there is no movement of the balance of this fund in 2024 (2023: £0.6m was designated). All engagement activity in the year took place in the restricted Engagement fund.
- ◆ During the year the previously-held Plant and Fabric Sinking Fund and Major Building Development Fund were merged to form The Estate Plan Fund. This fund exists to ensure that the Hall has sufficient resource to meet the cost of major expenditure (to the extent that it is not capitalised under the Hall's tangible fixed asset policy) necessary to maintain the fabric of the building and to replace plant and equipment over the long term and also to fund the Hall's Major Building Development fund where needed. The Estate Plan Fund currently has a balance of £nil.

- ◆ A Pension Fund of £1.5m was established in 2023 as the Trustees explored the opportunity of a buy out of the defined benefits pension (See note 24). During 2024, the corporation transferred a special contribution to the pension scheme of £1.3m to fund the shortfall in the pension fund and facilitate the initial bulk annuity purchase by the third-party insurer. The balance of £0.2m on the fund is held to cover the cost of any further associated fees until the buy-out.
- ◆ The Business Interruption Contingency Fund was re-established following the the Covid-19 pandemic which had a significant impact on the reserves of the Hall. The Trustees believe it is prudent for the charity to hold a Business Interruption Contingency Fund equivalent to 6 months of operating expenditure, to ensure the Hall can react proactively should a future scenario have a similar impact on the Hall's operations. In 2024 a further £9.9 million was set aside for this fund (2023: £5.4m). The closing balance on this fund of £15.3m is equal to 6 months of operating expenditure for the Hall; the fund is therefore at level agreed by the Finance Audit and Risk committee.
- ◆ During the year a Project Expenditure fund with a balance of £1.0 million was set up to cover the cost of projects delayed from 2024 into 2025.

Investment policy

The Hall's policy is to hold cash and investments to protect the Hall's assets from any losses that might otherwise arise. Cash investments are held to fund the Hall's long-term commitment to maintaining and developing the building and to ensure that the risk of unforeseen circumstances does not prevent the Hall from taking a long-term view when planning activities, including the Engagement programme.

At the balance sheet date, £43.5m of cash and £21.5m of short-term cash deposits (shown as current assets) (2023: £38.1m of cash and £25m of deposits) were held in current assets. A further £11.5m (2023: nil) was held in non-current investments as these deposits will mature over 12 months after the year end. This balance includes the £20.7m loan described above and an approximate £14.5m (2023: £13.9m) of cash held in respect to ticket sales for future performances hosted by third parties which is held on their behalf and will be passed on to promoters in due course as part of the show settlement process. A further £3.4m of cash (2023: £2.7m) is held in restricted funds for spending on future projects as agreed with the donor. Investment income in the year of £3.3m (2023: £2.0m) was due to the decision to move additional cash into longer dated cash investments, taking advantage of strong interest rates. A revised investment policy was approved by the trustees in December 2024.

Pension fund

The Corporation has previously taken steps to limit future pension funding risk. The final salary section of the Scheme was closed to new entrants in 1997, and rates of contribution by the Corporation and its employees had been increased. To further alleviate funding difficulties, the benefits accruing to members of this section of the Scheme in respect of future service were reduced at the beginning of 2003, following consultation with active members of the Scheme, the Trustees and actuaries. Then, during 2014 the Corporation consulted with the 10 remaining active members of the Scheme, as a result of which they voluntarily transferred out of the Scheme into the Hall's Stakeholder scheme. Therefore as at

31 December 2014 the Scheme became a frozen scheme, meaning that from 2015 onwards no further benefits accrued to any of the members. For more information, please see note 24 of the accounts. As noted above, during 2024, the corporation transferred a special contribution to the pension scheme of £1.3m to fund the shortfall in the pension fund and facilitate the initial bulk annuity purchase by a third-party insurer.

MAJOR OBJECTIVES FOR 2025

We have a new three-year rolling business plan that starts in 2025 – our major objectives are set out below.

- **Driving progress on the Hall’s Vision:** To be the home of breathtaking moments and lasting memories for everyone, driven through our programming and audience development initiatives.
- **Generating funds for the Estate Plan and other projects:** The Estate Plan will transform the impact that our building can deliver. In addition, there are projects to enhance Security and to invest in IT, Production & Technical and other business needs, whilst also ensuring the charity builds and retains strong financial reserves and is able to service its CRF loan repayments (which start from March 2025).
- **Investing in people and systems:** To continue investing in people, processes, and systems to ensure the Hall remains an efficient and effective organisation, and an attractive employer with a strong reputation for developing talent across all roles.
- **Building the Hall’s reputation as a Force for Good** (particularly in the music industry, the wider creative industries, Albertopolis, and society at large), working collaboratively to shape our collective future. We will use our voice to encourage and support positive change, built on authentic progress here at the Hall. Our strategic priorities in this regard are for the Hall to be:

A Home for Everyone	– Equity, Diversity and Inclusion
A Home for Thriving Creativity	– Principally our reimagined Engagement programme
A Home for A Sustainable Future	– Greening the Royal Albert Hall towards achieving net-zero and enhancing local biodiversity

PROGRAMMING

In 2025, we will continue to broaden inclusion within the Hall’s programme, across Hires, Own and Co-promotes (Royal Albert Hall Presents / RAHP) and Beyond the Main Stage (BTMS). We will increase talent development through BTMS, and develop new content – concert productions, festivals, sports, and science-specific strands of programming.

We will work with new Associate and Resident Artists, introduce a new annual charity partner programme, streamline our contracts and agreements process and continue to push for increased revenue.

Highlights of the 2025 programme include the Grand Sumo Tournament – the second elite five-day Basho tournament outside of Japan in the sport’s 1500-year history. The first Basho

tournament outside Japan was in 1991, also at the Royal Albert Hall, so it is a huge privilege to be hosting the tournament once more.

The Hall's ambitions for more traditional programming are equally stretching. Cirque du Soleil bring their production of **Corteo** in a unique traverse staging that cuts the auditorium in half, reducing the capacity by 15% and leading to an entirely new experience for audiences as they look through the performers to see almost a mirror image of the audience.

The first six months of 2025 features programming around International Women's Day including **Annie Lennox, Women of the World at 15, Women's boxing** and **Barbie the Movie** in concert with an all-female orchestra. Films in Concert include Indian historical epic **RRR** and **Crouching Tiger, Hidden Dragon**; the **Olivier Awards**; **Eric Clapton, The Rest is History** live (this time focusing on Tchaikovsky and Wagner) and a headline concert from one of our Associate Artists and TikTok million-follower organist **Anna Lapwood**. We also have concerts from stars including **Gary Barlow, Father John Misty, Holly Johnson, Sophie Ellis-Bextor** and **Gregory Porter**.

Ludovico Einaudi returns for the longest continuous headline run by a pianist in the history of the Royal Albert Hall, with five shows in Summer 2025.

The BBC Proms returns for a summer of the world's greatest classical music, alongside stalwarts the Royal British Legion's **Festival of Remembrance** and the **Mountbatten Festival of Music**.

Sigur Rós, performing with London Contemporary Orchestra, have a run of four concerts in October. British music icon **Sir Cliff Richard** returns for two very special nights in concert at the age of 85.

The Christmas season brings the sparkle year after year and 2025 promises to be another stellar year, with **Carols** having sold 25,000 tickets by January 2025, and **Nutcracker** returning between Christmas and new year once more.

A new role of **Head of Engagement** is introduced in 2025, with a remit to revolutionise the reach and remit of the Hall's Engagement programme. The role will establish an impact framework for Creative Wellbeing and the roll-out of our newly-focused ambition, identifying and developing new engagement projects in support of Creative Wellbeing.

For Programming and Technical, Production & Technical, 2025 will be focussed on embedding a restructure of the Technical Operations team. Systems upgrades will include the **core-stage lift; organ lighting; mushroom lighting replacement; and dinners terrace**. Projects to be focused on in-year are the **stage risers; technical infrastructure; and PA Audio works**. We will be looking to make significant improvement in **backstage facilities / environment for artists**.

The Tours Manager role will expand to incorporate a Visitor Experience brief in 2025, thinking about **retail and customer experience** more widely in addition to tours. We will identify revisions and improvements to the tours experience, increase marketing and tours awareness – public and B2B – and return visitor figures to pre-pandemic levels

AUDIENCES

2025 will see the next stage of our investment in **Security**, with the move towards the building control room and the associated cultural change, training and empowering of internal teams, and embedding of our new security provider, Securigroup. We will introduce and establish a new Incident, Health & Safety and Building Services Management System, a visitors and contractor management system, and convert Stage Door into a staff and visitor reception (with Artist Stage Door moving permanently to Door 11). We will also review and implement a public-facing Security posture online and through external communication, in order to reassure customers and deter bad actors, whilst retaining appropriate levels of confidentiality. We are also working towards upgrading our Hostile Vehicle Mitigation (HVM) outside Door 11.

Duty Managers will transition to a more holistic Venue Manager Role, and we will undertake a strategic review of the entire **Visitor Services structure**. We will also introduce comprehensive testing and exercising for **Emergency Procedures and Incident Management**, and focus on providing a better experience for customers with **access** needs.

IT remains at the heart of everything we do, and the risk of cyberattack remains a concern, with bot attempts on our website reaching ever-higher levels. In 2025 we will upgrade Tessitura (our Customer Relationship Management - CRM) and replace our iSCSI switches (which connect our servers to storage) as they reach the end of their useful life. The basement development will facilitate the long-overdue movement of our **server room** and the upgrading of the on-premises server and movement to the Cloud where we can demonstrate business benefit. As data becomes ever-more-central in our decision-making, we will continue to invest in software to facilitate **data-driven decisions**.

Over the course of the three years, we will also expand our **wired and wireless network** to support customer facing services in the auditorium, boxes, corridors and outside the Hall; and to allow the expansion of our CCTV and access control systems.

The focus for the **Marketing and Communications** team is on reputation, revenue and reach. Work will be undertaken on building a stronger and consistent brand and shaping the reputation of the Hall as a **force for good** amongst different stakeholders, inspiring people across the UK and the world with what the Hall does online, even if they can never attend in person. In 2025 we will roll out a **visual and brand voice refresh** and **bring the vision to life** across the building.

The themes of Engagement activity, sustainability, accessibility and diversity will be the focus on all the Hall's communications through video, in-house editorial and press.

Our ambitions for **Ticketing Services** for 2025 include the launch of **access bookings online**, **Members' website** improvements, improvements on **View From Your Seat**, and a further review of **phone bookings**. We will continue to review our **CRM**, Tessitura, and consider whether alternative systems may be able to deliver better speed of sales without increasing our operating costs. We will also introduce **dynamic barcodes** for tickets, in an effort to reduce the number of tickets that are touted on secondary ticketing websites.

The new **Archives** store has given us a fantastic springboard from which to tell the Hall's story, as seen already through the video series "In the Archive with..." In 2025, engagement activities such as tours and schools' workshops, as well as online content, will drive further engagement. We are working towards **Archive Service Accreditation** and a **Digital Preservation system**, with collection data and databases migrated by 2027.

Report of the Council Year to 31 December 2024

Retail remains a small part of the Hall's operations, but we are streamlining our products and introducing new ranges which have appeal and longevity, such as a Royal Albert Hall Top Trumps.

BUILDING AND FACILITIES

The focus is the completion and development of both Capital and Maintenance projects within the Estate Plan for the period 2025-27.

The purpose of the Estate Plan is to transform the impact of the building by enhancing our ability to:

- **Throw open the doors** so all feel welcome
- Improve lives through the power of music supporting our **Engagement** work
- Nurture **brehtaking talent** on and off the stage
- Sustain the Hall's future enhancing **commercial and operational** opportunities
- Green our Grade I listed building getting closer to **net zero** and adding to local **biodiversity**

The Hall has recently developed an environmental sustainability policy, and to support these commitments we have developed a sustainability action plan to drive continuous improvement in all our environmental impacts. Our action plan has also been developed to help achieve the relevant UN's Sustainable Development Goals (SDGs). This action plan will be regularly reviewed and updated, and we will report progress at least annually.

In 2025, we will continue to work with our neighbours in the Exhibition Road Cultural Group to reduce our emissions, including on the **South Ken ZEN+** (Zero Emissions Neighbourhood) plans. This year we will continue with the work to get our Building lighting converted to **LED**.

To ensure best value and service across our supplier group, the **Life Safety** system maintenance contract will be re-tendered as with our security offering increasing, we need to ensure that we have the best contractor for this critical system.

PEOPLE AND CULTURE

In 2025, we will continue to implement people-related initiatives aimed at enhancing the employee experience:

- Introducing and embedding a new **pay structure** that provides a mechanism for pay progression, ensures our people feel valued and rewarded and have clarity on how pay decisions are made
- The employee **benefits package** will further be enhanced with a new dental care benefit and potentially other health-related initiatives.
- To improve internal communication, we will commence a review of our **intranet** with a view to streamline content and procure a new platform. We will also work with Internal Comms to review our contracts, policies, and procedures to ensure consistency in messaging, tone of voice, and greater alignment with our culture and values.
- A review of our **systems** (including Backstage (our staff intranet), iTrent (payroll), Staff Savvy (staff management) and our recruitment portal.
- An overhaul of the employee **induction** and onboarding process.
- A focus on the **Employment Rights Bill** to ensure that we comply with new legal requirements.
- **Work experience** program to be re-established, offering young people valuable exposure to the arts.

- A new **Equity, Diversity, and Inclusion** (EDI) policy will be developed to embed EDI principles, including with employees, audiences, partners, and suppliers.

These initiatives will help strengthen the Hall's ability to attract, develop, and retain talented individuals, supporting its long-term growth and success.

PARTNERSHIP AND HOSPITALITY

The focus in 2025 will be securing vital revenue and ensuring we provide all customers with the best possible experiences that meet their expectations and requirements.

We aim to establish the Hall's first "Principal Partner" partnership.

DEVELOPMENT

The 3-year goals for the Philanthropy Team are that by the end of 2027 we have raised:

- £19m towards the Capital Appeal,
- £300k per annum for Engagement
- £2.3M per annum in Unrestricted income.

The major priorities for 2025 to help us achieve these goals are to recruit a Chair and the rest of the Capital Appeal board and launch the 'Quiet Phase' of the capital appeal; to secure initial gifts from potential donors to the Capital Appeal; and to review the costs and benefits of the Friends and Patrons scheme.

GOVERNANCE AND MEMBERS

The Hall's Governance and Members team is at the centre of the Hall's governance and its relationship with the Hall's Members. Its mission is to assist the Hall in achieving its charitable and strategic objectives by running and maintaining appropriate legal, statutory, governance and administrative/company secretarial systems to support the organisation; being the central point of communication and administration with the Hall's Members; and providing legal and governance advice and oversight as required by the organisation.

In 2025 we will continue to ensure the smooth running of the Hall's governance with an emphasis on Council and Committees working at a strategic level, pursue the constitutional reforms agreed by Council, transition to the new President in May, work towards the Hall's Private Bill being taken to Royal Assent by the end of the year, and continue to build up good working relationships with the Hall's Members, particularly engaging the Corporate Members.

FINANCE

Goals for 2025 include:

- finalising and implementing the Hall's investment strategy, one that balances the Hall's various cash requirements whilst delivering a return on cash balances at the right level of risk.
- reviewing the content and impact of monthly management accounts as well as generally increasing the timeliness and quality of financial information with the aim of better supporting decision making.

- developing a set of team KPIs for the Finance team and consolidate existing/new KPIs that will provide insight on the Hall's performance at many levels.
- process improvement, in particular, accounts payable, and how to reduce the number of days we take to settle shows.

Longer term goals include increasing the level of automation in the department through system interfaces as well as encouraging training and professional studies to improve the level of expertise within the team, increase employee retention and ultimately, the level of service offered to the organisation.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Corporation of the Hall of Arts and Sciences was incorporated under a Royal Charter dated 8 April 1867. Its governing documents now consist of two further supplemental Charters and four Acts of Parliament. The Corporation is also a registered charity (charity registration No. 254543). The Members of the Corporation are the Hall's Seatholders. There are currently 315 Seatholders who have access to 1,256 seats in the Hall. The consolidated constitution of the Hall is set out in Schedule 2 of the Royal Albert Hall Act 1966.

Background

The Hall's history and its legal position are unique. The Royal Albert Hall was the brainchild of Prince Albert, part of his master plan for the entire Albertopolis site. It is a Grade I listed building and receives no recurrent public funding for its running costs.

The Hall has always had charitable objectives and was registered as a charity in 1967. Funding for the building of the Hall in the 1860s was contributed to by a group of private individuals and corporations, and by the Royal Commission for the Exhibition of 1851 (on land which is leased by the Corporation from the Royal Commission for the Exhibition of 1851 at a peppercorn rent for 999 years). These original founders or Members not only had access to seats for the term of the Corporation's lease, but also took on the obligation to govern the Hall for the nation's benefit and these arrangements continue to this day.

The Hall's Council, which is its governing body, is made up of a maximum of 24 members which include 18 Seatholders and the President (who is also a Seatholder), 6 of whom are elected by the Members annually at the Corporation's AGM. The remaining members of Council are appointed members from the Natural History Museum, the Royal College of Music, Imperial College, the 1851 Commission and the Department for Digital, Culture, Media and Sport.

By acquiring the right to use permanent seats at the Hall, the Seatholders have private property rights (personal estate, not real estate) as set out in the Hall's Royal Charter, which can be given or sold by one party to another and which are distinct from the charity. The charity exists subject to these private property rights. In other words, the Corporation was only ever entitled to its 999-year leasehold interest subject to the property rights of the Seatholders and pursues its charitable objectives only with the assets it has at its disposal.

Understanding the correct legal basis underpinning the Hall is vital to understanding the true nature of the relationship between the charity and its Members or Seatholders. The implications of this legal basis include:

- When the Corporation hires the Hall to a promoter, or promotes a performance itself, as an “Ordinary letting” (explained below), it is not hiring out the entire Hall. It is instead letting the Hall less the Seatholders’ seats. The Seatholders can use or sell their tickets for such performances.
- When the Corporation hires the Hall to a promoter, or promotes a performance itself as an “Exclusive letting” (explained below), it hires the entire Hall. Exclusive lettings are governed by s14 of the Royal Albert Hall Act 1966.
- Seatholders do not pay for their tickets. There is no transaction between the charity and Seatholders when they receive their tickets and no money changes hands. The Hall is meeting the pre-existing obligations and enabling Seatholders to take up their personal rights.
- Given that the charity has never had a right to the Seatholders’ tickets for Ordinary lettings, Seatholders are not depriving the charity by exercising their rights to use their tickets. Therefore, the Hall and the promoters of events have not forgone any ticket income by virtue of the Seatholders’ attendance at certain performances.
- Neither the Hall nor the promoter can determine a face value price for Seatholders’ tickets, nor restrict their use (other than as provided for in the Hall’s constitution), given that Seatholders’ seats are not a subset of the Hall’s or the promoter’s.
- By virtue of their private legal rights over their assets (i.e. access to seats), the Seatholders have the right to use their tickets as they choose for Ordinary performances subject to the Hall’s constitution. These rights include the right to attend the performance, give the ticket to someone else to attend the show (whether a friend, relative, charity etc.), sell the ticket through the Hall’s box office via the Ticket Return Scheme (see below), or sell the ticket through any other channel (whether open market or not) other than ‘in the Hall or in the vicinity thereof’, (according to a 1967 byelaw) at any price they wish.
- The sale of the tickets by a Seatholder is not a ‘secondary sale’ but in fact the disposal of primary rights (even if that sale is made via a website which is better known for enabling secondary ticket sales).

Seat Rate

Initially, the Seatholders had no obligation to make any financial contribution towards the annual costs of the Hall. However, from the Royal Albert Hall Act 1876 onwards and as the Hall has evolved over the decades, the Seatholders have financially supported the Hall’s charitable objectives by agreeing at each year’s Annual General Meeting to pay an Annual Contribution, or “seat rate”, per seat to the Hall.

The current form of the seat rate, as set out in the 1966 Act, is a minimum annual £10-per-seat compulsory payment, plus an additional amount which is binding on the Seatholders if approved by a two-thirds majority at the AGM. The Hall's Council determines the total amount of the seat rate to be proposed at the AGM each year, based on a recommendation by the Seat Rate Committee. This Committee comprises the five appointed Council members plus the Treasurer as non-voting chairman (please see page 24 for the terms of reference and membership).

At the 2024 AGM, the Seatholders voted for a seat rate of £1,690 per seat plus VAT (£1,538 plus VAT in 2023) towards the Hall's annual costs. In total the Seat Rate generated an annual contribution to the Hall of £2,142,920 in 2024.

Ordinary and Exclusive Lets

Over time, the Seatholders have also assisted the Hall by giving up their right to attend many performances by voting at the AGM to allow the Hall to go beyond s14 of the Act.

Seatholders now exclude themselves from performances on up to 110 days during the year, which amount to approximately 130 performances each year.

The Hall is able to hire a greater number of seats to a promoter for an Exclusive performance and can therefore attract more performers and charge a higher rental fee. The difference in the rental fee is then paid to the Seatholders by means of a reduction in their annual seat rate, known as the "rebate". The rebate is defined in the 1966 Act as "any additional rent received in respect of the letting of the hall on any occasion on which the Seatholders are excluded from the hall".

In 2024 the rebate paid to Seatholders was £735,360 plus VAT, totalling £882,432, this value relates to shows from the prior year, the effect of which was to reduce the annual contribution by £580 per seat (£580 in 2023).

The performances that the Seatholders have access to, known as "Ordinary" lets, accounted for 246 of the 386 lettings in 2024. In total, the Seatholders therefore had access to 311,928 tickets. These figures include Community Ordinaries.

Other ways in which the Seatholders support the charity

Donations

In 2024, 18 Seatholders (not including council members) made donations to the Hall totalling £1,609 comprising gift with ticket, online donations and Friends and Patrons memberships.

The Hall also enables the promoters of charity events to write to the Seatholders to ask if they would like to donate their tickets to these charities. There were 9 such letters of appeal to Members in 2024 covering 12 events, from which 3032 tickets were donated to the respective charities. Members also donated 746 tickets to the Hall out of which 438 seats were sold.

Community Ordinaries

A Community Ordinary is a type of Ordinary Let only available to promoters of community events. In the case of Community Ordinaries, Seatholders are asked in advance whether they would like to give up their seats for that performance, thus allowing increased access for more participants to take part in the event. The vast majority of Seatholders give up their seats in support of the Hall and these community events. In 2024, there were 19 such performances.

The Hall's Ticket Return Scheme (TRS)

The TRS was launched in 1983. Its purpose is to provide a means through which Seatholders can sell the tickets they do not want to use and give the public the best possible opportunity to purchase from the Hall's own box office all available Seatholders' tickets for each "Ordinary let" performance and in particular to avoid as much as possible the sight of empty seats in an otherwise packed house, at sold-out concerts. All tickets returned to the TRS are sold to the public at the same price as the Hall sells equivalent promoter tickets.

Today the TRS is used by most of the Hall's Seatholders, with around 68% of tickets issued to Seatholders returned to the Hall's box office each year, greatly increasing public access to events staged in the main auditorium. The features of the Ticket Return Scheme are set by the Hall's Council and the Scheme is entirely voluntary for Seatholders. The Hall operates the TRS for any Seatholders who choose to use it (administering the Scheme through the ticketing system that the Hall already operates for Promoters' ticket sales). The Hall does not charge any fee to the Seatholders for this service and is only an intermediary between the Seatholders and the public who are purchasing their tickets. But the Hall does generate a direct income by charging the standard booking fee and levy to the public who purchase tickets. If the TRS did not exist, it is likely that there would be more empty seats in the auditorium and a higher portion of Seatholders' tickets would be put up for sale on third party websites, in some instances at prices greater than the equivalent promoter face value and in many cases at prices lower than the equivalent promoter face value.

The Members' Ticket Return Scheme is advantageous to the charity not only because it fills Members' seats when they are not being used by the Members and enables the charity to generate a direct income via the standard booking fee levied on the ticket sales, but also because the TRS buyout compensates promoters for sales of tickets displaced by Members' ticket sales. It also allows the Hall to communicate directly with the customers who buy these Members' tickets through the Hall's box office.

We estimate that the operation of the TRS, from the direct booking fee income and the indirect impact on rental revenue, was worth £1.4m to the charity in 2024 (£1.2m in 2023). A Seatholder who returned all of their tickets to the TRS would have received a gross financial return of £11,518 per seat in 2024 excluding rebate

Seatholders' rights and obligations

Being a Seatholder of the Corporation carries with it certain functions. These include:

- voting annually (usually at the AGM) to elect a President, the Treasurer and individual Council Members;

- adoption of the Annual Report and Accounts;
- the appointment of the Hall's auditors;
- the approval of the Annual Contribution (the 'seat rate'); and
- voting (as and when) to alter the Hall's constitution.

Seatholders and the Hall's financial surplus

All of the Hall's financial surplus is retained by the Hall (the Hall's charter expressly prohibits any dividend being paid to Seatholders) and is re-invested by the charity into delivering its charitable objectives, including growing a vibrant, varied and diverse programme, as well as preserving and developing a world-renowned listed building, and providing arts and education initiatives within the local London community and beyond.

The Hall estimates that its annual income benefitted by some £4.5m in 2024 (£4.4m in 2023) due to the ongoing support of the Seatholders and as a result of the various initiatives explained previously in relation to seat rate, exclusive lettings, and the operation of the Ticket Return Scheme etc. This contribution enables the charity, which receives no recurring financial support from the Arts Council or government, to fulfil its public benefit obligations to a greater degree than would otherwise be the case.

The Hall has benefited over its first 150 or so years from its distinctive model whereby capital from Seatholders was used to contribute to the building of the Hall and their continued support has enabled the Hall to continue to flourish. The confluence of interest, whereby private individuals have an in-built incentive to support the charity, is unique, visionary and in the Hall's case has proven over time to be highly successful.

Charity Governance Code and governance measures enacted in 2024

The Council of the Royal Albert Hall has considered the Charity Governance Code in detail and continues to review its compliance with it. The Council and Hall abide by and support the Code's seven principles of organisational purpose: leadership, integrity, decision-making, risk and control, board effectiveness, diversity and openness and accountability. The Trustees have debated how to apply the Code's recommendations and note that the intention is that the Code is aspirational, and a tool for continuous improvement towards the highest standards. The Hall's four ethical principles of Equity, Diversity and Inclusion; Accessibility; Sustainability; and Health and Safety, Safeguarding and Wellbeing are central to the Hall's three- year rolling Business Plan.

The Hall's constitution, in several Royal Charters and Acts of Parliament, prescribes the majority of the processes which the Council and the Hall's Executive Team must follow, including the election and membership of the Council of the Hall, giving a governance structure for the Hall which is already of the highest standard. The Council applies the Code's recommendations where appropriate, and where they do not contradict or affect the Hall's constitution itself.

There are some recommendations in the Code that cannot be applied, because the charity's constitution specifies otherwise. These include the size of the Hall's Council, and its

composition – the Hall’s constitution requires up to 24 Council members, not the ‘maximum of 12’ recommended by the Code; and three-year terms for Council member appointments, at which time a Council member can be re-elected. The charity already goes further than some recommendations – for example, it has a Conflicts Committee and a published Conflicts Policy, as well as applying the recommendations for identifying, dealing with and recording conflicts of interest.

The Corporation’s AGM held in May 2024 was held both in person and virtually, following the byelaw introduced in 2020 to enable virtual General Meetings, electronic voting and the service of formal notices electronically.

The Good Governance Institute conducted an extensive Board Effectiveness Review for the Hall in 2022 and the Council continues to enact the recommendations in this report. In particular the Hall refreshed its strategic objectives and restated its vision and purpose in 2023, leading to the introduction of a three-year rolling Business Plan in 2024.

During 2024 the Hall has continued the process of amending its constitution by means of a private Bill which was lodged in Parliament at the end of November 2022 and has now passed to the House of Commons. The contents of the Bill are:

Seat Rate Proposal

1. To drop the six-year cap on increases in the seat rate.
2. Increase the voting threshold for the annual approval of the seat rate to a 75% majority.

Exclusives Proposal

3. Provide for the Hall to seek the agreement of the Members to a variation of the provisions of section 14 of the Royal Albert Hall Act 1966 for any of the three calendar years following the year in which such a resolution may be passed.
4. Provide for such a variation to require consent by a 75% majority.

The Bill now contains amendments agreed by the House of Lords at its third reading in that House.

Report of the Council Year to 31 December 2024

Council members

Members of Council constitute the Trustees of the Corporation for the purposes of the Charities Act 2011. The following Council members served during 2024:

Council members

President of the Corporation:

Ian McCulloch

Other elected members:

Leon Baroukh MA CFA
Dr Monica Bloch PhD
Stephen Brandon MA MBA CEng
Thomas Borwick MBA
Lucinda Case (resigned 31 January 2024)
John Cooper FCA CTA
Linda Craig
Lauren Ekon (resigned 23 May 2024)
Nigel Hamway
Harry Handelsman
Peter B M Lim FCA MBA
Robert Lipson
Jeremy Marsden (appointed 23 May 2024)
James Max BSc Hons SFDR MRICS
Iain McNay
Stuart Newey MBA FCBI
Anthony Ratcliffe FRICS FRSA
Robert Shennan (appointed 1 February 2024)
Mark T Schnebli FInstD FBIM
The Hon. Alice Walpole OBE MA (Cantab)

Appointed members:

Sir Michael Dixon BSc (Sp Hons) ARCS NA (Oxon) DPhil DSc FCGI DL (*appointed by the Trustees of the Natural History Museum*)

Jim Eyre OBE BA(Hons) AA Dip Arch RIBA (*appointed by the Royal Commission for the Exhibition of 1851*) (*resigned 31 December 2024*)

Lord Harrington (*appointed by the Secretary of State for Digital, Culture, Media and Sport*)

Kevin Porter (*appointed by the Council of the Royal College of Music*)

Professor Ian Walmsley (*Appointed by the Governors of the Imperial College of Science, Technology and Medicine*)

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Professor Chris Wise (*Appointed by the Royal Commission for the Exhibition of 1851*)
(appointed 1 January 2025)

Secretary to the Corporation:
Susan Gent

Seatholders as Council members

The majority of Council members are also Members of the Corporation who own seats in the Hall. As such they pay the Members' Annual Contribution (or seat rate), receive the rebate for Exclusive performances where they return their tickets to the Hall, receive tickets for Ordinary lets and generally enjoy Seatholders' rights on exactly the same terms as the other Members of the Corporation.

For all Council members who served during the year and up to the date of this report: the total number of seats directly or jointly owned by the 15 individual Council members is 43, with a further 70 owned by their related parties. During the period there have been eight representatives of Corporate seatholders on the Hall's Council and these Corporate seatholders own 50 seats. Two of the appointing bodies own 6 seats. In total the number of seats owned by Council members is therefore 43, with a further 108 owned by their related parties, out of the total number of seats owned by Members in 2024 of 1,268, (now 1,256). This does not include the 2 council members who resigned before (or at) the 2024 AGM.

During 2024 the Annual Contribution payable to the Hall by each Seatholder was £1,690 per seat plus VAT (2023: £1,538 plus VAT). The 'rebate' that Seatholders were entitled to during 2024, relating to prior year lettings where Seatholders were excluded, was £580 per seat plus VAT (2023: £580). Therefore, in total in 2024 Council members and their related parties paid a seat rate to the Hall of £255,190 and, offset against this, a total rebate from the Hall of £87,571.

The Hall's Council members actively supported the operation of the Ticket Return Scheme (TRS - please see page 25 for a full explanation of how the TRS works). For the 151 seats owned by the Hall's Council Members and their related parties (see above), 22,082 tickets were returned to the TRS (being 64% of the total tickets they received). The Hall put these tickets on sale on behalf of the Seatholders and, in total, this generated a payment to them of £869,584 (equivalent to approximately £5,759 per seat) for those Seatholders (paid to them during 2024, relating to the performance period November 2023 to October 2024), equivalent to £39.38 per ticket returned to the TRS.

No member of Council received any remuneration from the Corporation during the year (2023 - £nil). One member of Council received £943.48 of out-of-pocket expenses in 2024 (2023 - £52). There were no additional expenses reimbursed to Council in 2024 (2023: £2,041 reimbursed for meals with Council members or the Hall's Members). Other than the transactions noted above, no member of Council had any beneficial interest in any contract with the Corporation or its subsidiary undertakings during the year.

During the year 8 Trustees provided donations to the charity and the Royal Albert Hall Trust to carry out its charitable objectives during 2024 totalling £66,494 (2023: £21,471).

As well as giving their time freely to serve on the Hall's Council and its committees, Council members assist the Hall by hosting guests who are supportive of, or in other ways helpful in promoting the work of the Hall. In these circumstances those who entertain on the Hall's behalf will have access to seats in the Kirby Laing Box (Grand Tier 29) for themselves, for Hall guests and for one personal guest.

Council members are also encouraged to attend a variety of performances at the Hall in order to experience the range of charitable activities undertaken by the Hall and the policy for the use of the Kirby Laing Box in the Grand Tier and the provision of tickets to Council members generally (known as the GT29 policy) was amended in October 2021 to facilitate this.

For this purpose, all Council members can request complimentary tickets in the Kirby Laing Box (or stalls if the Kirby Laing Box is full) for themselves and a guest on up to ten occasions throughout the year. If Council members wish to buy additional seats in the Kirby Laing box for such performances and there are tickets available, they are able to do so. When using the Box for an Ordinary performance, Council members who are seatholders, are invited to swap a number of their own tickets for the same number in the Kirby Laing Box or the stalls, returning their tickets to the Hall (for its own use and sale), but are not obliged to do so.

During the year Council members were given 69 (2023: 81) complimentary tickets under the Hall's policy with a face value of £7,848.72 (2023: £10,364). Council members can access the staff discount on food and beverage available at the Hall. In 2024 this totalled £2,553 (2023: £3,762).

Throughout the year the Corporation secured indemnity insurance under a policy covering the members of Council and the Hall's officers, Trustees and officers of the subsidiary company and related Royal Albert Hall Trust. The total premium charged to the Corporation was £18k (2023 - £19k) and the cover provided totalled £5million (2023 - £5 million).

Election and appointment of members of Council

In accordance with the Hall's constitution, the Council, which is the Hall's governing trustee body, comprises the President and up to 18 Members of the Corporation (i.e. they are all Seatholders) and five independent members, one being appointed by each of the Secretary of State for Digital, Culture, Media and Sport; the Trustees of the Natural History Museum; the Governors of the Imperial College of Science, Technology and Medicine; the Council of the Royal College of Music and the Royal Commission for the Exhibition of 1851.

Six out of the 18 members of Council who are also Seatholders are elected annually by rotation at the Hall's Annual General Meeting. The Members of the Corporation, also at the AGM, appoint the President who is eligible to stand for re-election every year for a maximum term of six years, at which point the President retires from office. The Treasurer (who is one of the 18 members elected by Seatholders) is also elected annually at the AGM.

The Hall's Governance and Ethics Committee considers how the Council should fill any casual vacancies on Council¹, having regard to the need to achieve a balance of skills, experience and specialist knowledge within the Council. The Members of this Committee then meet potential candidates before putting their recommendations to Council for approval. Historically the Council undertakes an annual Board Effectiveness Review which has been either carried out by the Hall's auditors, or internally by the President meeting with each Committee Chair to review that Committee. As described above, in 2022, the Council carried out an in-depth external Board Effectiveness Review using the Good Governance Institute and is currently enacting the recommendations from this Review.

The Council appoints the Secretary to the Corporation, who is responsible for all charity, governance and administrative aspects of the Corporation's and Council's affairs and for company secretarial duties. Susan Gent has been the Secretary to the Corporation since December 2018.

Council members' Induction and Training

The Secretary to the Corporation provides all new members of Council, the Hall's subsidiary trading companies and the RAH Trust with an induction programme which includes a full briefing on the purposes of the Charity and its provision of public benefit, the Corporation's constitutional structure, their obligations as Trustees under charity law and the Corporation's Scheme of Delegation and decision-making processes. This is supplemented by an induction session with the Hall's Executive team.

Statement of Council's responsibilities

The Council is responsible for preparing the annual report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Council to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Corporation and the group and of their incoming resources and application of resources for that period. In preparing these accounts, the Council is required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities SORP;
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any departures disclosed and explained in the financial statements;

¹ Royal Albert Hall Act 1966 Schedule 2(8): Power for Council to fill up casual vacancies

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- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Corporation will continue in operation.

The Council is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the Corporation and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008 and the provisions of the Corporation's constitution. It is also responsible for safeguarding the assets of the Corporation and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Organisation

The direction and control of the Corporation is determined by Council, which meets at least five times a year. The role of Council is to oversee the Corporation's strategy in pursuit of its charitable objectives, to set policies and to ensure that the Charity is properly and effectively managed.

The following committees of Council have been established to deal with specific aspects of the work of the Corporation as defined in their terms of reference, which are set out in abridged form below. Meetings of the Council and of various Committees are attended by the Hall's Chief Executive, the Secretary to the Corporation, and variously by other members of the Executive team.

Since 2016, Mrs Lin Craig has been the Trustee with safeguarding responsibility and through the Chief Executive, Nigel Wilson (Director of People and Culture) is responsible for the implementation of the procedures and policy as Child Protection Officer.

The Safeguarding Committee acts as a forum for the Safeguarding Officers and other key personnel to ensure the Hall's Safeguarding Policy is up to date and operational activities are effective and in line with best practice. It reports annually to Council via the Chief Executive's report to Council. The Safeguarding Committee and the Trustee with safeguarding responsibility receive training on the policy and their roles and responsibilities. Training for other key personnel is ongoing.

Stuart Newey is the Trustee with specific oversight for matters of security.

◆ *Conflicts Committee*

The Committee considers and responds to any decision of Council which involves a Designated Collective Conflict (a conflict that involves all seatholding members of Council) as referred to it under paragraph 19 of the Conflicts Policy (published on the Hall's website), to determine whether such decisions have been made in the best interests of the charity. The Committee also considers and responds to any decision referred to it by the President or Secretary to the Corporation.

At the request of the President, it also advises individual Trustees, the Council, all committees, the boards of subsidiary companies, and, where appropriate, staff, generally, on conflicts of interest. The Committee also monitors the implementation of the Conflicts Policy; recommends appropriate systems for promoting and monitoring compliance with this policy; reviews annual and other declarations of interest and briefs the Council or the President on any difficult individual cases referred to it. The minutes of the Committee are provided to the Auditors throughout the year and the Secretary to the Corporation prepares an annual report of the working of the Conflict Committee for the Committee and the auditors.

The Committee was chaired by a non-voting Seatholder, Lucinda Case until 31 January 2024. Subsequently the Committee has been chaired by Sir Michael Dixon during 2024. Voting members of the Committee during the year have been Sir Michael Dixon, Kevin Porter, Monica Bloch, Prof Ian Walmsley and The Hon. Alice Walpole, none of whom have personal seatholdings.

◆ *Finance, Audit and Risk Committee*

The Committee considers and makes recommendations to the Council on: the annual income and expenditure budget; longer term business plans and capital expenditure programmes; the Hall's Investment Policy and the Auditors' Annual Report. It is responsible for monitoring the financial performance of the Corporation against budget and business plans; ensuring proper financial and accounting controls; compliance with statutory requirements and risk management. It is also responsible for making recommendations to Council with respect to the appointed Auditors, the approval of external and internal audit plans and the consideration of any matters raised by the auditors. The Committee is also responsible for the oversight of the Hall's security. The Finance, Audit and Risk Committee has a delegated authority of up to £500,000.

The Honorary Treasurer, Stuart Newey, chairs this Committee, which meets at least four times a year. Other members during the year were Leon Baroukh, Peter Lim, John Cooper, Nigel Hamway and Jeremy Marsden.

◆ *Seat Rate Committee*

The Seat Rate Committee has two purposes:

1. to review the purpose of the Seatholders' seat rate, as set out in the 1966 Act, and the consequent principles upon which it should be calculated, and to advise Council accordingly; and
2. annually, to recommend to Council the level of the seat rate that the Seatholders will be invited to approve at the next Annual General Meeting.

The Committee's members during the year have been the Honorary Treasurer, Stuart Newey (non-voting Chairman) and the current independent Appointed Members of Council: Richard Harrington, Sir Michael Dixon, Jim Eyre and Kevin Porter. Prof Ian Walmsley and Prof Chris Wise join this Committee in 2025.

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◆ *Fabric Committee*

The Committee advises Council on all matters relating to the preservation, maintenance and further improvement of the Hall and its setting. It also oversees the Hall's sustainability work and its Carbon Management Plan. During 2024, Anthony Ratcliffe chaired this Committee. The Committee meets four times a year. Other members during the year were Harry Handelsman, Jim Eyre, Stephen Brandon and the Hon Alice Walpole OBE. Nigel George, Martin Williams, Tanvir Hassan and Lady Moynihan serve as co-opted non-voting members on this Committee.

◆ *Development Committee*

This Committee oversees all aspects of the Hall's philanthropy and fundraising, including the outcomes of fundraising events and on the resources expended, giving a broad overview of the Hall's fundraising. The Committee also reviews and reports on the Hall's sponsorships and partnerships. The Committee is chaired by Nigel Hamway. Other members during the year were Robert Lipson, James Max, Richard Harrington, Stephen Brandon and Thomas Borwick.

◆ *Programming, Archives and Marketing Committee*

Council appoints a Chief Executive who, together with the Executive Team, is responsible for all aspects of the day-to-day running of the Hall, including programming the annual calendar of performances. The Programming Committee advises Council and monitors on its behalf the Hall's Programming strategy (including its Engagement Work and performances on and off the main stage), the extent to which they meet the Hall's charitable objects and financial objectives and to ensure they comply with the Hall's constitution and the Hall's Programming Policy. Section 14 of the 1966 Act specifies the number of occasions on which Seatholders may be excluded from the Hall (Exclusives as explained above) – each year at the AGM, the Members of the Corporation agree to more or different Exclusives than the 1966 Act allows, enabling the Hall to operate with more latitude than the Act would otherwise allow, to the benefit of the charity. The Programming Committee oversees the allocation of Exclusive and Ordinary performances and the shows promoted by the Hall itself.

During 2024 James Max chaired this Committee. The Committee meets at least four times a year. Other members during the year were Leon Baroukh, Robert Lipson, James Max, Iain McNay, Monica Bloch and Bob Shennan.

◆ *Governance, Ethics and Reputation Committee*

The Committee advises Council on the conduct of the affairs of the Corporation, in compliance with:

- Its constitutional documents which include its Royal Charters, Acts of Parliament and Byelaws, in combination colloquially referred to as 'The Blue Book', having particular regard to the consolidated constitution of the Corporation as set out at Schedule 2 of the Royal Albert Hall Act 1966;
- Legislation, regulation and guidance on best practice in relation to registered charities.
- Best practice on corporate and charity governance.

It also advises Council on due diligence on major donors and sponsors, the structure and membership of Council Committees, reviews nominations for membership of Council (for casual vacancies) and makes recommendations accordingly, and reputational issues generally. The Committee is chaired by the President and meets at least 4 times per year, and as necessary to consider appointments and due diligence. Members during the year were Leon Baroukh, Mrs Lin Craig, Sir Michael Dixon, James Max, Kevin Porter, Mark Schnebli, the Hon Alice Walpole and Jeremy Marsden.

◆ *Members' Liaison Committee*

The Committee advises the Council on all matters relating to the role of the Members in the conduct of the affairs of the Corporation. It also provides a means of communication between the Members and the Hall, promotes Member support for Hall activities and oversees communications to the Members. Mrs Lin Craig chairs this Committee which meets at least four times a year. Other members during the year were Monica Bloch, Stephen Brandon, John Cooper, Mark Schnebli and Thomas Borwick. Larry Viner, Ed Milner and Verity Waterbury (who are also seatholders) served as co-opted members.

◆ *Remuneration and HR Committee*

The Committee is chaired by the President and deals with HR matters together with the salary and performance of direct reports to the President (the Chief Executive and the Secretary to the Corporation), the salary and performance of the Directors and succession planning. Ian McCulloch chaired the committee and the Members during the year were Mrs Lin Craig, Sir Michael Dixon, Michael Jackson, , Lauren Ekon and Bob Shennan.

◆ *Sustainability Working Group*

During 2024, the Sustainability Working Group continued to oversee the production of the Hall's Carbon Management Plan. This Working Group is chaired by Stephen Brandon. The Carbon Management Plan was presented to Council in February 2024.

Hall Staff

♦ *The Executive Team*

The day-to-day management of the Corporation is the responsibility of the Chief Executive, James Ainscough OBE.

The Chief Executive is supported by the Executive Team who throughout 2024 were:

Chief Operating Officer	Dan Freeman (until September 2024)
Finance Director	Dan Lill
Director of Programming	Matthew Todd
Director of Building & Operations	Neal Hockley
Director of Audiences	Louise Halliday
Director of People and Culture	Nigel Wilson
Director of Philanthropy	Darranda Rowsell

The Chief Executive, supported by the Executive Team, is responsible for the development and implementation of strategy and business plans for the Corporation, for policy recommendations to Council, for the development and implementation of appropriate controls and procedures and for the day-to-day management of its operations. The Directors and the Secretary to the Corporation meet at least twice a month to monitor operational and financial progress against plans approved by Council and to discuss strategic objectives. A wider group comprising all Heads of Department meets on a weekly basis with the Executive to exchange information on operational issues.

♦ *Employees*

The Corporation strives to be an equal opportunities employer. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are reviewed regularly to ensure that individuals are selected, trained, promoted and treated on the basis of their relevant merits and abilities.

Remuneration Policy

The Hall's approach to remuneration is designed to ensure it can attract and retain the talented and motivated people needed to achieve its vision and values. The policy is applied consistently across the organisation, with the aim of paying competitively in the not-for-profit sector within the context of affordability. Each year the Hall's Executive team (with approval from the HR & Remuneration Committee and Council) set a rate of increase for Hall-wide salaries and hourly pay to take account of the impact of general inflation. Above-inflation pay increases are only awarded to individuals for changes in role/responsibility, exceptional performance or with regard to changes in industry norms for comparable roles. These are determined on a case-by-case basis, within the constraints of the annual budget. The remuneration of the Executive team is set annually by the HR & Remuneration Committee.

The Hall does not use volunteers.

Connected charities and related parties

The accounts consolidate financial information of the Corporation of the Hall of Arts and Sciences and its wholly owned trading subsidiaries, Royal Albert Hall Developments Ltd (company number 01539294) and RAH Concerts Ltd (company number: 10664172 which was dissolved in 2024) and a related charity, the Royal Albert Hall Trust (charity number: 285111). This requires the line-by-line consolidation of the operating results of these subsidiary undertakings in the statement of financial activities.

Royal Albert Hall Developments Limited (RAHDL) is responsible for the Hall's trading activities, namely catering, merchandising, tours, retail, licensing boxes for corporate use and selling hospitality packages. For further details of RAHDL please see note 15.

The Board of RAHDL meets at least 4 times per year. RAHDL is chaired by Leon Baroukh and other Directors during 2024 were James Ainscough, Peter Lim, Stuart Newey, John Cooper, Nigel Hamway, Mark Schnebli and Dan Freeman. The independent Director on the Board of RAHDL is Charles Gilkes. The Secretary to the Corporation is the Company Secretary of RAHDL.

The Royal Albert Hall Trust raises funds from donations and other fundraising events in order that it may make donations to the Corporation. The Trustees have reviewed procedures in place to ensure that all funds received, are properly utilised by the Corporation in line with donors' restrictions or wishes, on projects which are efficiently managed and fully completed. The Trustees of the Royal Albert Hall Trust, (Registered Charity No: 285111), a connected charity, are the President and additional trustees appointed to the Trust following the amendment of the Trust Deed for the RAH Trust in 2019/2020. The Trust donated £1.2m to the Corporation in 2024 (2023 - £2.1m). Prior to 2023, the trustees of the Trust also included the Vice-President of the Corporation, but the Trust Deed was further amended in 2023 so that this requirement was removed. During the year, the Trust received the bequest of a seat in the Hall which is currently held by the Trust to produce income.

Fundraising

The Corporation does not engage any third parties in its fundraising efforts and all approaches and relationships are managed by our internal Philanthropy team with introductions or referrals being affected by our Philanthropy Advisory Board and other close contacts or through our database and legitimate online research.

The Philanthropy Board performs an introductory function, allowing the team to meet more potential supporters with an interest in the Royal Albert Hall. The efforts of the Philanthropy

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Board are monitored by the Development Committee which is the conduit between the Philanthropy Board and the Hall's Council.

During the year the Corporation did not receive any complaints regarding Fundraising. The Hall is a member of the Fundraising Regulator and adheres to the Fundraising Code and all good standards of practice.

As set out in our Philanthropy Policy, the Hall's fundraising team adheres to Section 1.2 of the Code of Fundraising Practice and is committed to protecting vulnerable donors. We comply with all legal requirements relating to data protection, under the Data Protection Act 2018 and the UK GDPR and do not share any data for the purposes of fundraising with third parties or data sharing schemes. We regularly carry out data protection impact assessments to ensure that we comply with the UK GDPR and we do not engage in intrusive practices.

Risk management

The Council has established a process for identifying and reviewing the major strategic and operational risks (including financial, reputational, health and safety, and security risks) to which the Corporation is exposed. The Council is satisfied that systems and controls have been established and are functioning to mitigate and manage those risks. The current Risk Management Policy Framework was approved by Council in 2018. The framework ensures that major risks are identified on a regular basis, and progress is monitored against mitigating actions.

The Executive review the strategic risks every quarter and the divisional risk registers are reviewed by the senior management team and the respective Heads of departments. The risk registers score risks according to probability of occurrence and the impact on the organisation (the "gross risk"). The registers also note the "net risks" and "residual risks" after taking into account existing controls and further mitigating actions respectively. The Executive's risk appetite to strategic risks is generally low.

The Hall ensures a multi-year programme of regular internal audits is maintained. Internal Audit reports are presented to the Finance, Audit and Risk Committee.

The principal risks and uncertainties to the Hall are detailed below.

Risk	Management
<p>Major Emergency or Incident</p> <p>Fire</p> <p>Terror attack</p> <p>Crowd surge</p> <p>Major Security breach, protest or demonstration</p> <p>Accident at work</p>	<ul style="list-style-type: none"> ◆ Fire alarm system in place with relevant mechanical controls, sprinkler system and detection. ◆ All Visitor Service staff and Duty Managers trained in evacuation at induction level and twice-yearly including practice drills. ◆ Ongoing fire and evacuation drills done through the year with staff. Scenario training for Duty Managers, DSMs and Event Managers. ◆ Fire lane access kept clear for attendance by Fire brigade ◆ CCTV System, Access Control system ◆ Intruder alarm ◆ Security Search and screen for public. ◆ ACT and Scan training for all staff ◆ Limited capacities in standing areas. ◆ Standing area accreditation system in place ◆ Age restrictions for standing areas. ◆ Correct barriers in place. ◆ Trained and experienced staff in standing areas. ◆ Limited capacities for building occupancy ◆ External Security Patrols, searches on entry ◆ Pre event assessments, information gathering ◆ Accreditation system in place ◆ Security response teams, Stage Security ◆ Evacuation and invacuation procedures, documented ◆ Regular staff training, permits to work, 'Toolbox' talks, ◆ PAT and servicing of equipment ◆ Regular Risk assessments carried out ◆ Accident and near misses logged and investigated
<p>Major Systems or Equipment Failure</p> <p>Cyber attack</p> <p>Data Breach</p> <p>Website or email failure</p> <p>Server Room fire or flood</p> <p>Utility supply failure</p>	<ul style="list-style-type: none"> ◆ Gold, Silver, Bronze command and control structure ◆ Disaster recovery plan in place ◆ Adherence to ICO protocols and procedures ◆ Immutable daily backups stored on and offsite ◆ Cyber insurance policy ◆ Ability to take manual bookings ◆ Compulsory cyber security awareness training for new starters and all staff annually. ◆ All redundant equipment containing sensitive data is securely destroyed using specialist provider ◆ Show stop, pause and delay procedure ◆ Managed egress procedure ◆ Standalone/manually deployed CO2 extinguisher

Sustained lighting and audio failure	<ul style="list-style-type: none"> ◆ Staff in key locations during performance ◆ Incident Management procedure ◆ Back-up power supply and power switching system ◆ Equipment procurement and replacement plan ◆ Critical spares in place ◆ Staff training in place for use of equipment
Structural damage or collapse Impact of major building project Lack of funds or income for maintenance or repair Staging, flooring or set collapse Fire, flood or extreme weather impact or damage	<ul style="list-style-type: none"> ◆ Structural Engineer appointed to review projects or abnormal event weight loadings ◆ Insurance inspections, temperature monitoring ◆ Safe working loads signed off ◆ Three-year business plan and long-term estate plans to ensure the correct level of financial resources are allocated towards maintaining the Grade I listed building ◆ Designs and build plan pre-approved by RAH Event Managers ◆ In house technical and events team supervising external productions. ◆ Equipment stored and locked in safe locations ◆ Controls locked via key and access code system ◆ Risk assessments for all events and new activity in place ◆ Good level of fire protection in place ◆ Emergency and evacuation procedures in place ◆ Monitoring and repair of weather-related damage
Significant Loss of Revenue or Funding Major projects overspend Sustained low ticket sales and audience attendance Major financial fraud/theft Sudden loss of major partner or contractor, e.g. caterer, promoter, building contractor Sudden long-term closure of venue	<ul style="list-style-type: none"> ◆ Robust internal controls and processes to mitigate major overspends ◆ Focused approach to resourcing for under performance of ticket sales ◆ Robust controls in place for payment and cost reporting ◆ Monthly management accounts reviewed by leadership team ◆ Limited access to the Hall's finance and banking systems ◆ Well established and effective relationship with current partners, contractors and key service providers ◆ relationships maintained with other providers in the market ◆ Key third party contracts identified and extended to ensure business continuity, i.e. Catering, Security, Promoters ◆ Business interruption fund in free reserves, equivalent to six months of operating expenditure ◆ Business interruption insurance

<p>Significant Staff Shortages</p> <p>High turnover of staff due to short supply and wage inflation</p> <p>Inability or delay in recruiting key positions</p> <p>Inability of contractors and agencies to provide staff</p> <p>Low availability given from casual and part time staff to cover shifts</p>	<ul style="list-style-type: none"> ◆ Remuneration and employee benefits is benchmarked regularly ◆ Existing flexible working request procedure in place. ◆ Recruitment is prioritised when needed by People and Culture for specific teams with high vacancies. ◆ Key partners have contingency plans and enhanced initiatives to secure the quantity and calibre of temporary staff required to work at the Hall. ◆ Effective scheduling, as far in advance as possible ◆ Regular reviews of teams' resources ◆ Relationship with multiple agencies
<p>Major Safeguarding Breach</p>	<ul style="list-style-type: none"> ◆ Robust code white procedure for reported incidents or missing children and adults at risk. ◆ Show stop, pause and delay procedure. ◆ Violence at work procedure ◆ Mental Health first aid programme. ◆ Working PA system ◆ In house events and programming teams to manage artist liaison. ◆ Director on duty function. ◆ On call safeguarding leads ◆ Local police contacts ◆ Hall safeguarding committee and officers in place to assess risks
<p>Significant Reputational Damage</p> <p>Inappropriate behaviour or statement from an associated person, group or organisation</p> <p>Large scale negative press coverage about governance and the conflation of secondary ticketing</p> <p>Major accident or incident resulting in loss of life or life changing injuries</p>	<ul style="list-style-type: none"> ◆ Well-developed and good relationships with major artists, their managers and promoters ◆ Reputational and liability clauses in contracts ◆ Policies and procedures in place to deal quickly and effectively with any incidents of this nature ◆ Successful Partner and Donor schemes ◆ Charity Commission whistleblowing process ◆ Documentation and statements have been prepared in response to queries. ◆ Monitor secondary websites ◆ Robust Emergency Procedures in place and clear roles and responsibilities for key staff members to help mitigate the recover

Going Concern

This report sets out a review of financial performance and the charity's reserve position. We have adequate financial resources and are well placed to manage the business risks.

Our planning process, including financial projections, has taken into consideration the current economic climate of inflation, changing energy prices and the current cost of living challenges and its impact on the various sources of income and planned expenditure. We believe that there are no material uncertainties that call into doubt the charity's ability to continue. The accounts have therefore been prepared on the basis that the charity is a going concern.

2024 has built on the strong performance in 2023, and again was not hindered by any enforced closures seen in previous years. Ticket sales were strong throughout the year, culminating in an excellent Christmas season. Expenditure continued to be tightly controlled and the year proved to be the Hall's strongest financial performance in its history, for the second consecutive year. This has allowed its general and designated funds to be replenished in line with the Hall's (See note 22) reserves policy after the negative impact of Covid-19.

On 24 February 2021, the Hall obtained a loan of £20.74m from the government's Cultural Recovery Fund as security against future losses and, if necessary, to fund essential maintenance works (although our plan is to do so out of operating surpluses). The loan is repayable over 20 years and carries an interest rate of 2%. The Hall is in a strong position to start repayments as planned, starting March 2025.

In 2024, our organisation embarked on a new three-year business planning process, including financial projections for 2025-2027. It has taken into consideration current uncertainties. The directors have reviewed the current financial position of the Hall for the foreseeable future and have taken action as necessary to manage risks arising from different scenarios.

It is reasonable to expect the Corporation to generate adequate income to continue in operation for the foreseeable future, being the period of at least 12 months from the date of approval of these financial statements. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Related Parties

Subject to the items set out in this report, none of the Trustees receives remuneration or other benefit from their work with the charity. The relationship between Seatholders, Council members and the Hall is described in full on pages 27 to 37.

Any connection between a Trustee or senior manager of the charity with a promoter, contracted performer or exhibitor must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party and recorded in the Hall's register of related party transactions.

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Approved by the Council on 1 April 2025 and signed on its behalf by

A handwritten signature in black ink, reading "Ian McCulloch". The signature is written in a cursive style with a large initial 'I'.

Ian McCulloch President

Independent Auditor's Report to the Members of the Corporation of the Hall of Arts and Sciences

Opinion

We have audited the financial statements of The Corporation of the Hall of Arts and Sciences for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of affairs of the charity and the group as at 31 December 2024, and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 32, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.



Moore Kingston Smith LLP

Statutory auditor
9 Appold Street
London
EC2A 2AP

24 April 2025

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

The Corporation of the Hall of Arts and Sciences

Consolidated statement of financial activities Year to 31 December 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	2023 Total funds £'000
Income:					
Donations and legacies	1	1,858	1,457	3,315	3,248
Income from charitable activities:					
Operation of Hall	2	41,174	-	41,174	32,480
Investment income and interest		3,266	-	3,266	1,976
Income from other activities:					
Commercial trading operations	3	12,770	-	12,770	16,659
Total income		59,068	1,457	60,525	54,363
Expenditure:					
Costs of raising funds		642	-	642	553
Expenditure on charitable activities:					
Maintaining and developing the Hall	4	10,714	47	10,761	9,581
Promoting the arts and sciences	4	34,612	593	35,205	32,143
Interest repayable		415	-	415	415
Total expenditure		46,382	640	47,022	42,692
Net income		12,686	817	13,503	11,671
Transfer between funds	21/22	173	(173)	-	-
Actuarial loss on pension scheme	25	(1,320)	-	(1,320)	
Net movement in funds		11,538	644	12,182	11,671
Reconciliation of funds:					
Fund balances brought forward at 1 January		59,722	2,706	62,428	50,757
Fund balances carried forward at 31 December		71,260	3,350	74,610	62,428

All of the group's activities derived from continuing operations during the two financial periods above.

For the parent charity alone, total income for the year was £54.9m (2023: £47.2m) and net income was £11.4m (2023: £12.1m).

The notes on pages 50 to 82 form an integral part of these financial statements.

The Corporation of the Hall of Arts and Sciences

Balance sheet 31 December 2024

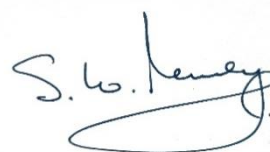
	Notes	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Fixed assets					
Tangible assets	11	51,415	51,415	51,069	51,069
Intangible assets	12	312	442	453	453
Investments	15	11,500	11,500	-	-
Investment in subsidiary	16	25	-	25	-
		63,252	63,357	51,547	51,522
Current assets					
Stock	17	-	216	-	154
Debtors	18	4,840	8,486	15,431	6,935
Short-term deposits		21,500	21,500	15,000	25,000
Cash at bank and in hand		42,086	43,521	31,678	38,132
		68,426	73,723	62,109	70,221
Current liabilities					
Creditors: amounts falling due within one year	19	39,706	41,724	31,876	37,401
		39,706	41,724	31,876	37,401
Net current assets		28,720	31,999	30,233	32,820
Total assets less current liabilities		91,972	95,355	81,780	84,342
Creditors: amounts falling due after one year	21	20,745	20,745	21,914	21,914
Total net assets		71,227	74,610	59,866	62,428
Represented by					
Funds and reserves					
Restricted funds	22	97	3,350	144	2,706
Unrestricted funds	23	71,130	71,260	59,722	59,722
		71,227	74,610	59,866	62,428

The notes on pages 51-83 form an integral part of these financial statements.

Approved by the Trustees and authorised for issue on 1 April 2025 and signed on their behalf by:



Ian McCulloch
President



Stuart Newey
Honorary Treasurer

The Corporation of the Hall of Arts and Sciences

Consolidated cash flow statement Year to 31 December 2024

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities	A	13,524	19,668
Cash flows from investing activities	B	(8,135)	(29,061)
Cash flows from financing activities	C	-	-
Changes in cash and cash equivalents in the reporting period		5,389	(9,393)
Cash and cash equivalents at the beginning of the reporting period		38,132	47,525
Cash and cash equivalents at the end of the reporting period		43,521	38,132
Comprising			
Cash at bank and in hand		43,521	38,132
Total cash and cash equivalents at the end of the reporting period		43,521	38,132

Notes to the cash flow statement for the year to 31 December 2024

A Reconciliation of cash flows from operating activities	2024 £'000	2023 £'000
Net income for the reporting period (as per the statement of financial activities)	13,503	11,671
Adjustments for:		
Pension loss	(1,320)	-
Depreciation charges	2,760	2,559
Amortisation	141	150
Disposal of tangible assets	26	34
Dividends, interest and rents from investments	(3,266)	(1,976)
(Increase)/decrease in stock	(62)	(44)
(Increase)/decrease in debtors	(1,282)	(957)
Decrease/(increase) in creditors	3,154	8,231
Donated asset	(130)	-
Net cash provided by (used in) operating activities	13,524	19,668

B Cash flows from investing activities	2024 £'000	2023 £'000
Dividends, interest and rents from investments	2,997	1,558
Purchase of property, plant and equipment	(3,132)	(5,599)
Purchase of intangible assets	-	(20)
(Increase) in cash deposits	(8,000)	(25,000)
Net cash (used in) investing activities	(8,135)	(29,061)

C Cash flows from financing activities	2024 £'000	2023 £'000
Proceeds from new loans	-	-
Repayments on borrowings	-	-
Net cash provided by (used in) financing activities	-	-

D Net funds reconciliation	1 January 2024 £'000	Cashflow £'000	Other non- cash changes £'000	31 December 2024 £'000
Cash at bank and in hand	38,132	5,389	-	43,521
Borrowings	(21,914)	-	(415)	(22,329)
	16,218	5,389	(415)	21,192

Principal accounting policies Year to 31 December 2024

Company information

The Corporation of the Hall of Arts and Sciences (“the Corporation”), its wholly-owned subsidiary, Royal Albert Hall Developments Limited (RAHDL) and subsequent wholly owned subsidiary RAH Concerts Limited, and its related charity, Royal Albert Hall Trust (RAHT) all serve to promote the Arts and Sciences and the preservation and enhancement of the Grade I listed building which is held in trust for the nation. The Royal Albert Hall constitutes a public benefit entity as defined by FRS 102.

The Corporation is a registered charity (registered number: 254543) which is incorporated and domiciled in the UK. The address of the registered office is Royal Albert Hall, Kensington Gore, London, SW7 2AP, UK.

Basis of accounting

These financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK Generally Accepted Practise. The accounts (financial statements) have been prepared to give a ‘true and fair’ view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a ‘true and fair view’. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The group accounts consolidate on a line-by-line basis the accounts of The Corporation of the Hall of the Arts and Sciences (“the Corporation”), its wholly-owned subsidiary Royal Albert Hall Developments Limited (RAHDL) and its connected charity Royal Albert Hall Trust (RAHT). In 2024 RAHDL’s wholly owned subsidiary RAH Concerts Limited (RAHCL) was wound up.

The individual entity accounts of Royal Albert Hall have taken advantage of the disclosure exemption under FRS 102 from preparing its own cash flow statement and to separately disclosure categories of financial instruments and items of income, expenses, gains or losses relating to instruments as these have been presented on a group basis in the notes to the accounts.

Going concern

The Hall derives its surpluses primarily from performances and commercial activity directly related to performances, as well as bank interest and philanthropic support, and relies on its own reserves for working capital requirements.

Principal accounting policies Year to 31 December 2024

Going concern (continued)

In 2024 the Hall was able to build on the success of 2023, with strong ticket sales throughout the year, culminating in an excellent Christmas season. Expenditure continued to be tightly controlled and 2024 proved to be the Hall's strongest financial performance in its history.

Whilst the Hall was financially weakened during the pandemic, we have since returned to full time business and financial surplus and have been able to replenish our general and designated funds (see note 23). Our planning process, including financial projections, has taken into consideration the current economic climate of inflation, high energy prices and the current cost of living crisis and its impact on the various sources of income and planned expenditure. A designated fund relating to 6 months of operating expenditure has been established to ensure the Hall is in a strong financial position, should any significant future event impact the organisation.

On 24 February 2022, the Hall obtained a loan of £20.74m from the government's Cultural Recovery Fund as security against future losses and, if necessary, to fund essential maintenance works (although our plan is to do so out of operating surpluses). The loan is repayable over 20 years and carries an interest rate of 2% with repayments starting March 2025.

The Trustees have reviewed the current financial position of the Hall for the foreseeable future and have taken action as necessary to manage risks arising from different scenarios. We believe that there are no material uncertainties that call into doubt the charity's ability to continue. It is reasonable to expect the Charity to generate adequate income to continue in operation for the foreseeable future, being the period of at least twelve months from the date of approval of these financial statements. Accordingly, the going concern basis of accounting continues to be adopted in preparing the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described below, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Principal accounting policies Year to 31 December 2024

Critical accounting judgements and key sources of estimation uncertainty (continued)

Pension liabilities – The charity recognises its liability to its defined benefit pension scheme which involves a number of estimations as disclosed in note 24.

Fixed assets – decisions are taken by the charity in determining whether expenditure meets the criteria for being capitalised and also in determining the useful life of assets as set out in the applicable accounting policy notes and notes 11 – 13 in the accounts.

Financial instruments

If the Corporation has any basic financial instruments, they are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash and bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors. Investments in subsidiary undertakings are held at cost less impairment.

Cash and cash equivalents include cash in hand, deposits at call with banks, other short-term liquid investments with original maturities of 3 months or less. Short-term liquid investments with original maturities of 3 months or more are included in short-term investments.

Short-term liquid investments with original maturities of 12 months or more following the end of the accounting period are included within fixed term investments. See investments accounting policy for further detail.

Stock is included at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis.

Accounting for income

Income is recognised in the period in which the charity is entitled to receipt of the funds if performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Accordingly, rental income, ticket sales and commission, income from trading activities and other show-related income is recognised as income on the day that each show takes place. Income from licensing of boxes and Members' annual contributions is recognised over the period to which it relates.

Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Legacies are recognised on the earlier of the receipt of funds or the receipt of final agreed estate accounts which shows that the income is probable, and the amount can be measured reliably. Donated assets are recognised at their market value.

Principal accounting policies Year to 31 December 2024

Accounting for income (continued)

Income which is derived in exchange for donated goods and services is recognised as income in the period in which the charity is entitled to receipt of the funds, a matching expense is recognised at the same point in time. The income is recognised at the cost to the Hall of providing those services.

Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- a. Costs of raising funds comprise the direct costs and overheads associated with generating donated income and holding fundraising events.
- b. Expenditure on charitable activities includes the Corporation's primary charitable purposes of maintaining the Royal Albert Hall and, through its use, promoting the arts and sciences.

Allocation of support costs

- a. Support costs are for those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include personnel development, financial procedures and management, provision of office services and equipment and a suitable working environment. The bases on which support costs have been allocated are set out below in note 5.
- b. Governance costs comprise: 100% of the cost of the Secretary to the Corporation and their assistant; 12.5% of the cost of the Chief Executive and their assistant; audit fees; and the annual general meeting, legal fees and council meeting expenses.

Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The charity recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy or (iii) the employee's contract is terminated and payment has been made in full.

Pension costs

The Corporation has two pension schemes, the Royal Albert Hall Stakeholder Pension Plan and the Royal Albert Hall Pension Scheme. It also uses The Peoples' Pension to fulfil its auto-enrolment obligations.

Principal accounting policies Year to 31 December 2024

Pension costs (continued)

All staff are entitled to join the Royal Albert Hall Stakeholder Pension Plan, which with effect from 1 September 2006 is the only scheme open to new entrants.

The Royal Albert Hall Pension Scheme has both a defined contribution section and a defined benefit section. The defined benefit section was closed to new entrants in 1997 and ceasing of accrual on 31 December 2014; the defined contribution section was closed to new entrants on 31 August 2006.

◆ *Stakeholder Pension Plan and The Peoples' Pension*

Pension costs for the Royal Albert Hall Stakeholder Pension Plan and The Peoples' Pension are charged to the statement of financial activities as they become payable.

◆ *Defined contribution section*

Pension costs for the defined contribution section of the Royal Albert Hall Pension Scheme are charged to the statement of financial activities as they become payable. The cost is split by department depending on the role of the individual. In 2020, the Scheme's trustees transferred responsibility for the defined contribution section funds from the Scheme into the Legal & General (L&G) Mastertrust, which is run by a board of professional trustees independent of L&G.

◆ *Defined benefit section*

Pension scheme assets are measured using market values. Pension scheme liabilities are measured using the projected unit actuarial method and are discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability. Any increase in the present value of the liabilities within the Corporation's defined benefit section of the Scheme expected to arise from employee service in the period is allocated to the respective expense category (as outlined above) in respect to staff costs.

Tangible fixed assets

All assets costing more than £10,000 (other than heritage assets – see below) which have an expected useful life exceeding one year are capitalised.

Freehold land comprising car parking spaces and those assets included in the art collection are included in the accounts at their deemed cost having taken advantage of the transitional rules of the previous accounting standard, FRS15: Tangible Assets (see note 11 for details). All other assets are included at cost.

Tangible fixed assets are depreciated at the following annual rates in order to write them off over their estimated useful lives (see note 5):

- | | |
|-------------------------------------------|------------------------------------|
| ◆ Property costs | 5% - 10% per annum based on cost |
| ◆ Basement | 1% per annum based on cost |
| ◆ Plant, fixtures, fittings and equipment | 5% - 20% per annum based on cost |
| ◆ Computers and office equipment | 20 - 33.3% per annum based on cost |

Principal accounting policies Year to 31 December 2024

Tangible fixed assets (continued)

Expenditure on the general upkeep of the building and 'like for like' replacements (which allows for some technological developments and other advancements) is expensed. Expenditure on the building is capitalised if it fits within the criteria for capitalisation highlighted within FRS102 which refers generally to the recognition of an "asset" if and only if:

- a) it is probable that future economic benefits associated with the item will flow to the entity; and
- b) the cost of the item can be measured reliably.

Assets under construction are not depreciated until complete and operational.

No depreciation is charged on freehold land.

No depreciation is provided on the Hall's Art Collection as its expected useful life is indefinite. Annual impairment reviews are undertaken and provision is made accordingly.

Intangible fixed assets

In accordance with FRS 102 website and digital costs have been recognised as intangible assets as they can be identified with a project anticipated to produce future benefits. On initial recognition, assets are measured at cost and include all costs directly attributable to bringing them into working condition.

Intangible fixed assets are amortised at the following annual rates in order to write them off over their estimated useful lives (see Depreciation and amortisation in note 5):

- ◆ Website / Software 20-33% per annum based on cost
- ◆ Property rights 10% per annum based on cost,

Heritage assets

The land and buildings comprising the Royal Albert Hall have been classified as heritage assets. The Hall is an asset of acknowledged historic importance and must be held indefinitely in direct furtherance of the Corporation's charitable objects i.e. to maintain the Hall and, through its use, to promote the arts and sciences.

Following the creation of the Archive room in 2023, Council has reviewed the classification of the Archival collection in the financial statements and has determined that it should be regarded as a Heritage asset given its unique status documenting the history and development of the Hall.

Principal accounting policies Year to 31 December 2024

Heritage assets (continued)

The collection is held primarily for its contribution to knowledge and culture and is now accessible to the public and for academic research. Where valuations have been easily ascertainable, items in the collection have been recognised in the financial statements at their estimated value on adoption of FRS102 which has been treated as deemed cost. Other items in the Archival collection have not been accorded a value in these financial statements as their original cost or value on accession occurred many years ago and is therefore no longer available, and in many cases would not be material to the financial statements.

As reliable cost information is not available and conventional valuation approaches lack sufficient meaning given that certain aspects of the building and its historic significance are irreplaceable, no value is included on the balance sheet in respect of the Hall.

As explained fully within note 13 of the accounts, all subsequent expenditure incurred on the land and buildings of the Royal Albert Hall is reviewed to determine whether it meets the criteria set out in FRS 102 for capitalising subsequent expenditure on an asset. Where the criteria is not met the expenditure is accounted for through the statement of financial activities.

Investments

Investments relate to cash deposits held for investment purposes. These are held at their fair value.

Fund accounting

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose or contributions, subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects – based on decisions made by Trustees

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the Corporation's charitable objects.

Government loan

The £20.7m loan from Arts Council England and the Department of Culture, Media and Sport is considered to be a public benefit entity concessionary loan as the interest rate of the loan is below the prevailing market rate.

The loan is valued at amortised cost using the effective interest method. Interest is accrued annually at 2% and is repayable over 20 years, with a repayment holiday for the first four years. The interest is accrued and added to the initial £20.7m loan.

As at 31 December 2024, the loan remained fully drawn down. Repayments commence in March 2025.

Principal accounting policies Year to 31 December 2024

Taxation – subsidiary

Theatre tax relief credits payable to the trading subsidiary in relation to eligible expenditure on theatrical productions are recognised as a credit within the tax charge in the company and as a gain in the consolidated financial statements.

Notes to the accounts 31 December 2024

1 Donations and legacies

	2024 Restricted funds £'000	2024 Unrestricted funds £'000	2023 Restricted funds £'000	2023 Unrestricted funds £'000
Donations	1,457	1,728	1,691	1,532
Legacies	-	130	-	25
	1,457	1,858	1,691	1,557

2 Income from charitable activities

	2024 Restricted funds £'000	2024 Unrestricted funds £'000	2023 Restricted funds £'000	2023 Unrestricted funds £'000
Rentals	-	4,311	-	3,764
Ticket commission	-	29,555	-	23,870
Members' contribution	-	2,143	-	2,476
Restoration / Recovery levy	-	1,494	-	1,494
Other	-	3,671	-	876
	-	41,174	-	32,480

3 Income from other activities

	2024 Restricted funds £'000	2024 Unrestricted funds £'000	2023 Restricted funds £'000	2023 Unrestricted funds £'000
Rental	-	53	-	718
Ticket sales and commission	-	1,901	-	3,909
Concessions and licences granted	-	8,637	-	7,836
Other show-related income	-	989	-	2,766
Other income	-	1,190	-	1,430
	-	12,770	-	16,659

Please see note 15 for information on the Corporation's wholly owned trading subsidiary, Royal Albert Hall Developments Limited.

4 Analysis of expenditure on charitable activities

	Maintaining and developing the Hall £'000	Promoting the arts and sciences £'000	2024 Total £'000	2023 Total £'000
Building maintenance	2,587	-	2,587	2,167
Building refurbishment and improvements	2,194	-	2,194	1,955
Security and housekeeping	2,654	1,977	4,631	4,040
Archives	131	-	131	110
Ticketing	-	3,126	3,126	2,551
Show management and production	-	13,231	13,231	12,266
Front of house services	-	4,824	4,824	4,084
Programming, marketing and PR	-	2,028	2,028	1,954
Engagement activities	-	393	393	398
Miscellaneous	-	2,140	2,140	1,564
Support costs (see note 5)	3,195	7,486	10,681	10,635
	10,761	35,205	45,966	41,724

5 Support costs

	Maintaining and developing the Hall £'000	Promoting the arts and sciences £'000	2024 Total £'000	2023 Total £'000
Finance and information systems	356	2,072	2,428	2,291
Administration and human resources	331	1,527	1,858	1,659
Overheads and insurance	605	585	1,190	1,019
Utilities	286	1,012	1,298	2,063
Depreciation and amortisation	703	2,199	2,902	2,709
General Office	16	91	107	111
Governance costs (note 6)	898	-	898	783
	3,195	7,486	10,681	10,635

Support costs that can be directly attributed to an activity have been allocated accordingly. Where support costs relate to more than one activity the cost has been allocated on a head count basis, with the exception of depreciation costs which have been allocated on an analysis of usage.

6 Governance costs

	Maintaining and developing the Hall £'000	Promoting the arts and sciences £'000	2024 Total £'000	2023 Total £'000
Salaries, wages and related costs	223	-	223	257
General office	255	-	255	237
Audit fees	69	-	69	69
Legal and other professional fees	351	-	351	220
	898	-	898	783

7 Auditor's remuneration

	2024 £'000	2023 £'000
Group audit	69	69
Taxation services	5	10
Other services	-	2

8 Staff costs

	2024 £'000	2023 £'000
Salaries	14,367	12,688
Social security costs	1,227	1,099
Pension costs	705	590
Staff benefits	194	159
	16,493	14,536

The Council Members were not paid and did not receive any other benefits from employment with the Corporation or its subsidiaries in the year (2023: £nil). One member of Council received out of pocket expenses in the year of £943 (2023: One member of £53). Additional expenses were incurred by Council in the sum of £2,553 for meals with Council members or the Hall's Members (2023: £2,041). No Council Member received payment for professional or other services supplied to the Corporation (2023: £nil).

Ex gratia and termination payments in the year totalled £42k (2023: £12k). Of this amount, at the year-end £nil (2023: £nil) was still to be paid.

The key management personnel of the Corporation comprise the Council Members and members of the Executive. The total employee benefits of the key management personnel of the Corporation were £1,336k (2023: £1,154k).

8 Staff costs (continued)

The average number of employees during the year, analysed by function, was as follows:

	2024 Number	Full-time equivalent 2024 Number	2023 Number	Full-time equivalent 2023 Number
Generating funds	6	6	7	7
Maintaining the Hall	51	44	53	44
Promoting arts and sciences	364	246	320	238
Administration and support	40	40	37	37
Governance	2	2	2	2
	463	338	419	328

The number of employees whose total emoluments were £60,000 or more (including taxable benefits but excluding employer's pension contributions) during the year was as follows:

	2024 Number	2023 Number
£60,001 - £70,000	8	9
£70,001 - £80,000	6	8
£80,001 - £90,000	3	1
£90,001 - £100,000	2	3
£100,001 - £110,000	3	2
£110,001 - £120,000	1	1
£120,001 - £130,000	2	1
£140,001 - £150,000	-	-
£170,001 - £180,000	-	1
£190,001 - £200,000	-	-
£200,001 - £210,000	1	-
	26	26

Emoluments include remuneration, benefits-in-kind and (where relevant) redundancy payments. There are no employees accruing benefits under the Corporation's defined benefit scheme whose emoluments exceeded £60,000 (2023: none). Total employer's pension contributions for the provision of money purchase benefits for employees whose emoluments exceeded £60,000 were £196K (2023: £170k).

Throughout the year the Corporation secured indemnity insurance under a policy covering the members of Council and the directors, Trustees and officers of the subsidiary company and related trust. The total premium charged to the Corporation was £18k (2023: £19k) and the cover provided totalled £5m (2023: £5m).

9 Related party transactions

During the year the Royal Albert Hall Trust, a related charity, made a donation to the Corporation of £1.2m (2023: £2.1m). As summarised in note 17, at the year-end there was an intercompany creditor between the Corporation and Royal Albert Hall Developments Limited of £1.6K (2023: £14.1m creditor), nil owing between the Corporation and RAH Concerts due to the closure of RAH Concerts Ltd during 2024 (2023: £0.1m debtor) and an intercompany debtor between the Corporation and Royal Albert Hall Trust of £3.3m (2023: £2.5m debtor).

In accordance with the Corporation's Charter, elected Council members (which exclude appointed Council Members) are required to be seatholders. For a detailed explanation of the relationship and transactions between Council members and the Corporation, please see under 'Council members', within "Structure, governance and management" section, on pages 21 to 42.

At the year-end there was a total of £29k (2023: £25k) due to Council Members in respect of rebate income collected during 2024 which will be paid across in 2025. At the year-end there was a total of £nil (2023: £nil) due from Council Members in respect of annual contributions and supplementary seat rate charged during 2024.

The key matters are summarised in the table below:

	2024 Number	2023 Number
Number of seats owned by Council members	43	43
Number of seats owned by parties related to Council members	108	126
Number of tickets returned by Council members and related parties through ticket return scheme	22,082	25,112
Number of complimentary tickets requested by Council members under the GT29 policy	69	81
	2024 £	2023 £
Total seat rate amount paid by Council members and related parties	255,190	330,057
Total rebate amount received by Council members and related parties	87,639	98,020
Amount distributed to Council members & related parties for returned Tickets	869,584	770,229
Face value of complimentary tickets requested by Council members under the GT29 policy	7,849	10,364
Value of discount received on food and beverage available at the Hall	2,553	3,762
Donations from Council members	66,494	21,471

Notes to the accounts 31 December 2024

10 Taxation

The Corporation is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities

Notes to the accounts 31 December 2024

11 Tangible fixed assets

	Freehold land £'000	Leasehold land £'000	Art Collection £'000	Archival Collections £'000	Property Costs £'000	Plant, fixtures, fittings & equipment £'000	Computers & office equipment £'000	Assets under construction £'000	TOTAL £'000
Cost or valuation									
As at 1 January 2023	1,575	629	537	959	29,088	27,828	1,515	6,482	68,613
Additions	-	-	-	-	-	508	-	2,623	3,131
Disposals	-	-	-	-	-	(146)	(67)	-	(213)
Transfers	-	-	-	-	3,073	550	-	(3,623)	-
As at 31 December 2023	1,575	629	537	959	32,161	28,740	1,448	5,482	71,531
Valuation 2001	1,575	629	537	959	-	-	-	-	3,700
Cost	-	-	-	-	32,160	28,741	1,448	5,482	67,831
	1,575	629	537	959	32,160	28,741	1,448	5,482	71,531
Depreciation									
As at 1 January 2023	-	-	-	606	2,564	13,203	1,170	-	17,543
Depreciation charge for year	-	-	-	-	703	2,011	46	-	2,760
Disposals	-	-	-	-	-	(146)	(41)	-	(187)
As at 31 December 2024	-	-	-	606	3,267	15,068	1,175	-	20,116
Net book values									
As at 31 December 2024	1,575	629	537	353	28,894	13,672	273	5,482	51,415
As at 1 January 2024	1,575	629	537	353	26,524	14,625	345	6,482	51,070

11 Tangible fixed assets (continued)

As permitted under FRS 102, the Corporation has continued a policy of not revaluing its tangible fixed assets. The book values of tangible fixed assets held are derived as follows:

- ◆ Freehold land comprising car parking spaces situated below the Royal Albert Hall, London, SW7 are being carried at a deemed cost of £1.6m. This is based on advice received from Messrs Stile Harold Williams, Surveyors and Valuers during 2001, the Corporation having taken advantage of the transitional accounting rules available at the time.
- ◆ Leasehold land comprising the purchase of additional land in 2016, valued at cost, to enable the basement development work to the southwest of the building.
- ◆ The Corporation's art collections are included in the accounts at a deemed cost. This was following a valuation made by Messrs King Sturge, Chartered Surveyors in 2001, the Corporation having taken advantage of the transitional accounting rules available at the time. A subsequent valuation by Christie's took place in March 2022 and net book value for the art collection as at 31 December 2024 is now £537k. An impairment review was carried out to assess whether there were any factors which had impacted the valuation of the collection at year end.
- ◆ The Archival Collection relates to £353k of assets which form part of the Hall's Archive material. These are now classified as heritage assets and further information is provided in note 13.
- ◆ Fixtures and fittings, equipment, computers and office equipment are all included in the accounts at cost less depreciation.
- ◆ Subsequent expenditure on the building that meets the criteria for capitalisation under FRS102 is capitalised at cost.

The historical cost of assets included above at a valuation is not available. Many of the assets were acquired a significant number of years ago and the expense associated with researching their original cost outweighs any benefit derived from having such information.

At 31 December 2024 the Corporation had capital commitments of £4.5m (2023: £0.6m).

Notes to the accounts 31 December 2024

12 Intangible fixed assets

Charity

	Property rights £'000	Computer & Office Equipment £'000	TOTAL £'000
Cost or valuation			
As at 1 January 2024	890	1,394	2,284
Additions	-	-	-
Disposals	-	(331)	(331)
As at 31 December 2024	890	1,063	1,953
Depreciation			
As at 1 January 2024	547	1,284	1,831
Charge for year	89	52	141
Disposals	-	(331)	(331)
As at 31 December 2024	636	1,005	1,641
Net book values			
As at 31 December 2024	254	58	312
As at 1 January 2024	343	110	453

Property rights consist of seats which the Corporation purchased from Members and receives income in respect of. The property rights from the purchase of the RNIB second tier box entitle the seller to a right to five hundred complimentary tickets, for 10 years from August 2017, which are currently based at an estimated value of £nil.

Group

INTANGIBLE ASSETS

	Property rights £'000	Computer & Office Equipment £'000	TOTAL £'000
Cost or valuation			
As at 1 January 2024	890	1,394	2,284
Additions	130	-	130
Disposals	-	(331)	(331)
As at 31 December 2024	1,020	1,063	2,083
Depreciation			
As at 1 January 2024	547	1,284	1,831
Charge for year	89	52	141
Disposals	-	(331)	(331)
As at 31 December 2024	636	1,005	1,641
Net book values			
As at 31 December 2024	384	58	442
As at 1 January 2024	343	110	453

All intangible fixed assets were acquired, none were internally developed.

Included in the group intangible fixed assets are the rights to a seat in the Hall which was bequeathed to the subsidiary charity during the year.

13 Heritage assets

The land and buildings comprising the Royal Albert Hall are defined as heritage assets for the purposes of these accounts. Under the Corporation's Royal Charter the Hall, which is an asset of acknowledged historic importance, must be held indefinitely so as to fulfil the Corporation's primary charitable objectives of maintaining the Hall and, through its use, promoting the arts and sciences.

The nature of the land and buildings means that any meaningful and/or conventional valuation of the Royal Albert Hall is not possible. The historic importance of the Hall means that certain aspects of the building and its historic significance are irreplaceable. The land and buildings, therefore, appear at nil value on the Corporation's balance sheet.

The assets comprise the land and buildings known as the Royal Albert Hall, situated at Kensington Gore, London SW7 and demised under a 999-year lease dated 25 March 1872.

The Hall is valued for insurance purposes only at a gross reinstatement cost of £484m, (2023: £459m) based on a surveyor's valuation as at October 2024 by Ecclesiastical.

While not shown in the accounts, the operating expenditure includes the ground rent of one shilling (5p) a year payable to the owners of the Hall's freehold, The Royal Commission for the Exhibition of 1851.

The Hall capitalises expenditure on removable fittings, computers and equipment. Expenditure on the general upkeep of the building and 'like for like' replacements (which allows for some technological developments and other advancements) is expensed.

Fixed asset additions to heritage assets in 2024 totalled £2.0m (2023: £5.2m). This included installation of a lift system and various works to the roof and glazing.

In addition to the Hall itself, the Corporation owns an Archival Collection of over 100,000 items which provide a unique insight into the history and development of the Hall. During 2023 a new Archive room was created in order to make the collection more accessible to the public and for research. Certain items have been recognised at a valuation (total £353k) where this can be easily established. However, the majority of items (documents, paintings, memorabilia etc) are unique to the Hall and therefore cannot be valued according to conventional valuation techniques. The collection has been built up since the Hall's inception and is continually added to in order to provide a permanent record of the Hall's activities. In many cases the items have little or no intrinsic value and their original cost would not be material to the financial statements.

13 Heritage Assets (continued)

	2024 £'000	2023 £'000	2022 £'000	2021 £'000	2020 £'000
Expenditure on heritage assets					
Capital expenditure					
Facilities for performers and the public	2,034	4,956	1,067	1,001	1,903
Other building works and fees	28	219	58	4,082	3,121
	2,062	5,175	1,125	5,083	5,024
Revenue expenditure					
Facilities for performers and the public	1,214	1,278	576	7	575
The building's structure	470	-	29	247	2,677
The auditorium	19	-	64	-	-
Other building works and fees	95	36	64	406	2,139
	1,798	1,314	733	660	5,391
	3,860	6,489	1,858	5,743	10,415

The above table shows that £2.1million of the total tangible fixed asset additions in the year relate to heritage assets. A further £1.8 million of non-capital spend was incurred in relation to heritage assets.

14 Leases

The Corporation had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Not later than one year	12	12	12	12
Between one and five years	32	32	35	35
Later than five years	-	-	2	2
	44	44	49	49

The above leases relate to office equipment.

15 Investments

The corporation holds cash deposits maturing in greater than 12 months as follows:

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Cash deposits	11,500	11,500	-	-
	11,500	11,500	-	-

16 Investment in subsidiary undertakings

Royal Albert Hall Developments Limited

The Corporation's subsidiary is Royal Albert Hall Developments Limited (RAHDL) which is incorporated in England (company number 1539294). During the year RAHDL wound up its subsidiary company RAH Concerts Limited which was incorporated in England (company number 10664172). The principal activities of Royal Albert Hall Developments Limited are the licensing of the Royal Albert Hall to third parties, the licensing of boxes to corporate clients, the receipt of income from catering and services provided to patrons of the Royal Albert Hall by concessionaires appointed by the company, tours, a shop, merchandise sales, a car parking concession, and events which are outside of the Hall's charitable objectives. The Corporation's investment in Royal Albert Hall Developments Limited comprises 25,000 ordinary shares of £1 each, being the entire issued share capital of that company.

A summary of the financial results of the company is shown below.

Statement of Comprehensive Income	2024 £'000	2023 £'000
Turnover	12,770	16,432
Cost of sales	(5,746)	(9,159)
Operating profit	7,024	7,273
Net interest receivable	731	650
Profit on ordinary activities before taxation	7,755	7,923
Tax on ordinary activities	-	-
Profit on ordinary activities after taxation	7,755	7,923
Retained earnings at the start of the period	-	361
Deed of Covenant payable to the Corporation	(7,755)	(8,284)
Retained earnings at the end of the period	-	-
Summarised balance sheet	2024 £'000	2023 £'000
Current assets	5,129	19,324
Creditors: amounts falling due within one year	(5,104)	(19,299)
Net assets	25	25
Called up share capital	25	25
Profit and loss account	-	-
	25	25

15 Investment in subsidiary undertakings (continued)

RAH Concerts Limited

The subsidiary company (RAHDL) wound up its subsidiary entity, RAH Concerts Limited, in October 2024, which was incorporated in England (company number 10664172). The principal activity of RAH Concerts Limited was the licensing of the Royal Albert Hall to third parties.

A summary of the financial results of the company in its final year of trading is shown below.

Statement of comprehensive income	2024 £'000	2023 £'000
Turnover	-	226
Cost of sales	-	(192)
Operating profit	-	34
Net interest receivable	-	-
Profit on ordinary activities before taxation	-	34
Tax on ordinary activities	-	-
Profit on ordinary activities after taxation	-	34
Retained earnings at the start of the period	-	-
Deed of Covenant payable to the Corporation	-	(34)
Retained earnings at the end of the period	-	-
	2024 £'000	2023 £'000
Summarised balance sheet		
Current assets	-	12
Creditors: amounts falling due within one year	-	(12)
Net assets	-	-
Called up share capital	-	-
Profit and loss account	-	-
	-	-

17 Stock

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Stock	-	216	-	154
	-	216	-	154

18 Debtors

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Rentals and concession income receivable	2,371	5,100	1,732	4,367
Other debtors	112	1,016	149	182
Amounts due from subsidiary	-	-	11,413	-
Prepayments and accrued income	2,357	2,370	2,137	2,386
	4,840	8,486	15,431	6,935

19 Creditors: amounts falling due within one year

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Other loans	1,584	1,584	-	-
Trade creditors	3,918	3,926	2,822	3,579
Other creditors	18,424	20,005	16,473	17,339
Social security and other payroll taxes	379	379	368	368
Accruals	5,683	6,913	3,847	4,762
VAT	858	1,162	560	1,225
Amounts due to subsidiary	3,250	-	-	-
Deferred Income (see note 20)	5,612	7,755	7,806	10,128
	39,706	41,724	31,876	37,401

Included within other creditors are amounts of £15.9m (2023: £13.9m) held in respect to ticket sales for future performances hosted by third parties which is held on their behalf and will be passed on to promoters in due course as part of the show settlement process. Included in other creditors is £39k of unpaid pension contributions (2023: £34k).

20 Deferred Income

	Corporation 2024 £'000	Group 2024 £'000
Balance as at 1 January	7,806	10,128
Amount released to incoming resources	(7,559)	(8,670)
Amount deferred in year	5,365	6,297
Balance as at 31 December	5,612	7,755

Deferred income for the Corporation comprises deposits on future lettings of £3.1m (2023: £3.3m) and advance ticket sales on RAH presents performances of £2.5m (2023: £4.5m) relating to performances after the balance sheet date. Deferred income for the Group comprises deposits on future lettings of £3.1m (2023: £3.3m), advance ticket sales on RAH presents performances of £2.9m (2023: £5.7m) and other advance income £1.2m (2023: £1.1m) relating to performances after the balance sheet date.

Notes to the accounts 31 December 2024

21 Creditors: amounts falling due over one year

	Corporation 2024 £'000	Group 2024 £'000	Corporation 2023 £'000	Group 2023 £'000
Other loans (see below)	20,745	20,745	21,914	21,914
	20,745	20,745	21,914	21,914

Government Loan

	2024 £'000	2024 £'000
Amounts payable:		
Under 1 year	1,584	-
1 – 5 years	6,335	6,335
Over 5 years	14,409	15,579
	22,328	21,914

In March 2022, the Hall received a loan of £20.7m from Arts Council England and the Department of Culture, Media and Sport as part of the Culture Recovery Fund. The loan incurs an annual interest charge of 2%, which has been accrued and added to the total amount payable, and is repayable over 20 years, with a repayment holiday for the first four years. Repayments of the loan commence March 2025.

22 Restricted funds

	Balance at 1 January 2024 £'000	Income £'000	Expenditure* £'000	Transfers £'000	Balance at 31 December 2024 £'000
Engagement Fund:					
Engagement	106	477	(546)	-	37
Total Engagement Fund	106	477	(546)	-	37
Production Fund:					
Associated Artists	356	-	(47)	-	309
Total Production Fund	356	-	(47)	-	309
Building Fund:					
Artists Bar	1,000	830	-	327	2,157
Creator Space	500	-	-	(500)	-
Door 6 restoration	600	150	-	-	750
Total Building Fund:	2,100	980	-	(173)	2,907
Royal Albert Hall Trust	2,562	1,457	(593)	(173)	3,253
Public Realm Grant	144	-	(47)	-	97
Corporation	144	-	(47)	-	97
Group	2,706	1,457	(640)	(173)	3,350

22 Restricted Funds (Continued)

** Please note: donations are received by the Royal Albert Trust and then granted to the Corporation to fund the delivery of each initiative.*

	Balance at 1 January 2023 £'000	Income £'000	Expenditure* £'000	Transfers £'000	Balance at 31 December 2023 £'000
Engagement Fund:					
Engagement	111	471	(476)	-	106
Total Engagement Fund	111	471	(476)	-	106
Production Fund:					
Associated Artists	424	-	(68)	-	356
Total Production Fund	424	-	(68)	-	356
Building Fund:					
Artists Bar	1,000	-	-	-	1,000
Creator Space	500	-	-	-	500
Door 6 restoration	450	150	-	-	600
150th Statues	112	-	-	(112)	-
Archive Project	-	908	-	(908)	-
Total Building Fund:	2,062	1,058	-	(284)	2,100
Royal Albert Hall Trust	2,597	1,529	(544)	(1,020)	2,562
Public Realm Grant	-	162	(18)	-	144
Corporation	-	162	(18)	-	144
Group	2,597	1,691	(562)	(1,020)	2,706

Restricted funds in the group comprise the Building Fund, Engagement Fund and Production Fund.

The Engagement Fund represents donations received in respect of specific education projects to be delivered by the Corporation. This engagement programme is helping to change lives through music and is divided into three main strands of activity through supporting communities, engaging with music and discovering careers in music.

The Production fund's associated artist scheme is committed to developing talent and diversifying our artists and audiences. The introduction of this scheme allows us to put the forefront of artistic innovation, and positively challenge people's perception of the Royal Albert Hall.

22 Restricted Funds (Continued)

The Building fund contains a number of projects including a plan to create a modern Artist bar and backstage space. Works started on the Artists Bar during 2024. The Creator space is no longer a proposed project and funds were transferred to the Artists Bar fund during the year by agreement of the donor. Also included is a fund to complete the restoration of Door 6. This is the door that faces the Prince Albert memorial.

The Royal Albert Hall Trust is a separately constituted Trust with charitable status whose Trustees include the current President of the Corporation. Its purpose is to raise funds for future maintenance and preservation of the fabric and facilities of the Royal Albert Hall and to help fund its Engagement Programme. It periodically makes donations to the Corporation.

During the year the Trust made a grant of £0.5m to the Corporation's Engagement Programme (2023: £0.5m). It also made a grant of £0.2m (2023: £1.0m), to the restricted Building Fund (which comprises grants and donations raised from companies and individuals), in order to fund improvements to the building. A further grant of £0.1m (2023: £0.1m) was made to the Production Fund to fund the Hall's Artistic Development programme. These funds were received by the Corporation and spent in the year.

During the year a transfer of £0.2m (2023: £1.0m) was made from the Building Fund to unrestricted reserves. This represents the transfer of assets as the money has been used for the purpose for which it was given.

Notes to the accounts 31 December 2024

23 Unrestricted funds

Corporation	Tangible & intangible fixed assets fund	Engagement fund	Project expenditure fund	Pension Buyout fund	Business Interruption fund	Total designated funds	General fund	Total unrestricted funds
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 January 2024	51,522	600	-	1,500	5,400	59,022	700	59,722
Income	-	-	-	-	-	-	54,937	54,937
New Designations	3,132	-	1,000	-	9,900	14,032	(14,032)	-
Transfer	173	-	-	-	-	173	-	173
Utilisation/expenditure	(3,100)	-	-	(1,320)	-	(4,420)	(39,282)	(43,702)
Balance at 31 December 2024	51,727	600	1,000	180	15,300	68,807	2,323	71,130

Group	Tangible & intangible fixed assets fund	Engagement fund	Project fund	Pension Buyout fund	Business Interruption fund	Total designated funds	General fund	Total unrestricted funds
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 January 2024	51,522	600	-	1,500	5,400	59,022	700	59,722
Income	-	-	-	-	-	-	59,068	59,068
New Designations	3,132	-	1,000	-	9,900	14,032	(14,032)	-
Transfer	303	-	-	-	-	303	(130)	173
Utilisation/expenditure	(3,100)	-	-	(1,320)	-	(4,420)	(43,283)	(47,703)
Balance at 31 December 2024	51,857	600	1,000	180	15,300	68,937	2,323	71,260

Corporation	Tangible & intangible fixed assets fund	Engagement fund	Pension Buyout fund	Business Interruption fund	Total designated funds	General fund	Total unrestricted funds
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 January 2023	48,646	-	-	-	48,646	(846)	47,800
Income	-	-	-	-	-	45,513	45,513
New Designations	4,599	600	1,500	5,400	12,099	(12,099)	-
Transfer	1,020	-	-	-	1,020	-	1,020
Utilisation/expenditure	(2,743)	-	-	-	(2,743)	(31,868)	(34,611)
Balance at 31 December 2023	51,522	600	1,500	5,400	59,022	700	59,722

Group	Tangible & intangible fixed assets fund	Engagement fund	Pension Buyout fund	Business Interruption fund	Total designated funds	General fund	Total unrestricted funds
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 January 2023	48,646	-	-	-	48,646	(486)	48,160
Income	-	-	-	-	-	52,672	52,672
Other gain/(losses)	-	-	-	-	-	-	-
	4,599	600	1,500	5,400	12,099	(12,099)	-
Transfer	1,020	-	-	-	1,020	-	1,020
Utilisation/expenditure	(2,743)	-	-	-	(2,743)	(39,387)	(42,130)
Balance at 31 December 2023	51,522	600	1,500	5,400	59,022	700	59,722

23 Unrestricted funds (continued)

The Tangible and Intangible Fixed Asset Funds represent the net book value of the Corporation's fixed assets. A decision was made to separate this fund from the general fund in recognition that the tangible and intangible fixed assets are essential to the day-to-day work of the Corporation and as such their value should not be regarded as funds that are realisable to meet future contingencies. The net increase in the fund of £0.3m represents the level of capital additions during the year (net of depreciation).

The Engagement Fund (formerly the Education & Outreach fund) exists to protect such initiatives from any adverse short-term financial performance issues the Corporation may encounter. There was no movement on this fund in the year (2023: £0.6m added).

Previously the Hall maintained a Plant and Fabric Sinking Fund and a Major Building Development Fund. These were merged during 2024 to create the Estate Plan Fund. There is currently nil held in this fund.

The trustees set aside £1.5m in 2023 for the Pension Fund as they began to explore the opportunity of a buy out of the defined benefits pension (See note 24). During 2024 the corporation transferred a special contribution to the pension scheme of £1.3m to fund the shortfall and facilitate the initial bulk annuity purchase by the third-party insurer. The balance of £0.2m will be used to fund any further associated fees until the buy-out of the scheme. This is expected in late 2025 / early 2026.

The Business Interruption Contingency Fund was set up in response to the covid-19 pandemic which had a significant impact on the Hall and its finances. The Trustees believe it is prudent for the charity to hold a Business Interruption Contingency Fund, equivalent to 6 months of operating expenditure, to ensure the Hall can react proactively should a future scenario have a similar impact on the Hall's operations. During the year £9.9m was transferred to this fund (2023: £5.4m). The closing balance held of £15.3m is therefore considered to be 6 months of operating expenditure so the fund is at its desired level.

The Project Expenditure fund was set aside in 2024 to meet the cost of proposed project and building expenditure originally planned for 2024 but has been rolled over into 2025. During the year £1m was transferred to this fund to meet the cost of works during 2025.

Notes to the accounts 31 December 2024

24 Analysis of net assets between funds

Corporation	Unrestricted fund			2024 Total £'000
	Designated funds £'000	General fund £'000	Restricted funds £'000	
Tangible & Intangible fixed assets	51,727	-	-	51,727
Fixed Asset Investments	-	11,525	-	11,525
Net current assets	17,080	11,543	97	28,720
Creditors over 1 year	-	(20,745)	-	(20,745)
Total net assets	68,807	2,323	97	71,227

Group	Unrestricted fund			2024 Total £'000
	Designated fund £'000	General fund £'000	Restricted Funds £'000	
Tangible & Intangible fixed assets	51,857	-	-	51,857
Fixed Asset Investments	-	11,500	-	11,500
Net current assets	17,080	11,568	3,350	31,998
Creditors over 1 year	-	(20,745)	-	(20,745)
Total net assets	68,937	2,323	3,350	74,610

Corporation	Unrestricted fund			2023 Total £'000
	Designated funds £'000	General fund £'000	Restricted funds £'000	
Tangible & Intangible fixed assets	51,522	-	-	51,522
Investments	-	25	-	25
Net current assets	7,500	22,589	144	30,233
Creditors over 1 year	-	(21,914)	-	(21,914)
Total net assets	59,022	700	144	59,866

Group	Unrestricted fund			2023 Total £'000
	Designated fund £'000	General fund £'000	Restricted Funds £'000	
Tangible & Intangible fixed assets	51,522	-	-	51,522
Investments	-	-	-	-
Net current assets	7,500	22,614	2,706	32,820
Creditors over 1 year	-	(21,914)	-	(21,914)
Total net assets	59,022	700	2,706	62,428

25 Pension commitments

The Royal Albert Hall offers a Stakeholder Pension Plan which comprises a series of individually owned personal pension accounts, arranged on a group basis, the provider of which is Aviva. Each member and, in respect of eligible members, the Corporation contribute amounts determined by either an age related or a matching scale into a personal account for each member, which is held and invested by Aviva.

For staff who choose not to join the Stakeholder Pension Plan, or are not eligible to join, the Hall uses “The People’s Pension” scheme to comply with the requirements of automatic enrolment.

The Royal Albert Hall Pension Scheme has two sections. The defined benefit section was closed to new members on 30 September 1997 and ceased accruals on 31 December 2014. A defined contributions section commenced on 1 October 1997, and was closed to new entrants and future contributions on 31 August 2006. Both sections are externally funded and contracted out of the State Second Pension. In 2020, the Scheme’s trustees transferred responsibility for the defined contributions section into the Legal & General Mastertrust. The defined benefit section remains held in a separate trustee administered fund.

The defined benefit section is valued every three years by a professionally qualified actuary using the attained age method, the rates of contribution payable being recommended by the Scheme’s Trustees and agreed by the Corporation on the advice of the actuary. In the intervening years, the actuary reviews the progress of this section. Under the projected unit method, current service costs for the defined benefit section will increase as members of the scheme approach retirement.

During the year the corporation transferred a special contribution to the pension scheme of £1.3m to fund the shortfall in the pension fund and facilitate the initial bulk annuity purchase by the third-party insurer.

A full actuarial valuation of the defined benefit section was carried out as at 31 March 2021. The valuation findings indicated a market value of the defined benefit section assets of £15.3m, sufficient to cover 105.8% of the benefits which had accrued to Scheme Members; and a past service surplus of £0.8m.

The unrestricted surplus, as calculated under the accounting standard FRS 102, was £0.04m as at 31 December 2024, down from £0.7m as at 31 December 2023. The main reason for the decrease in the surplus over the period is the Scheme’s assets performing worse than expected and negative inflation experience. This has been partially offset by increases in corporate bond yields leading to a higher discount rate and a lower value being placed on the liabilities.

25 Pension commitments (continued)

However, the surplus in the disclosures below has been restricted to £nil. This is because the Corporation is only allowed to recognise a surplus in its balance sheet to the extent that it can generate a future economic benefit for itself. As regards the Stakeholder Scheme, the Corporation and each member contribute amounts determined by an age related or a matching scale into a personal account for each member, which is invested by investment managers appointed by the Scheme's Trustees.

Pension expenses have been split between maintaining and developing the Hall and promoting the arts and sciences based on allocation of staff within unrestricted funds.

The contributions made by the Corporation over the financial year in respect of each section of the scheme were as follows:

	2024 £'000	2023 £'000
Defined benefit section	-	-
Defined contribution section / Stakeholder Scheme	705	579

The Hall expects to pay no contributions in the year to 31 December 2025 as there was a surplus in the Scheme at the last actuarial valuation. The Hall will meet directly any administrative costs and other expenses incurred by the Scheme.

FRS 102 requires the surplus or deficit on the Scheme as at 31 December 2024, calculated in accordance with the requirements of FRS 102, to be included on the balance sheet. For the purpose of FRS 102, the assets of the scheme have been taken at market value and the liabilities have been calculated by a qualified independent actuary using the following principal assumptions (which differ from those used for the triennial actuarial valuation):

	2024 %	2023 %
Inflation	3.5%	3.3%
Salary increases	-	n/a
Rate of discount	5.5%	4.6%
Pension increases	3.2%	3.0%

Assumed life expectancy in years at age 65:	2024	2023
Retiring today – Males	21.5	22.2
Retiring today – Females	24.2	24.7
Retiring in 20 years' time – Males	23.1	23.9
Retiring in 20 years' time – Females	25.8	26.4

Notes to the accounts 31 December 2024

25 Pension commitments (continued)

	Value at 31 December 2024 £'000	Value at 31 December 2023 £'000
The assets in the scheme were:		
Assets		
Gilt Fund	-	2,306
Index-Linked Gilts	-	3,565
Cash	41	81
Multi Asset Credit	-	3,903
Insured assets	8,711	629
Total market value of assets	8,752	10,484
Actuarial value of liability	(8,710)	(9,799)
Surplus in Scheme	42	685
Unrecognised asset	(42)	(685)
Recoverable surplus	-	-

The Scheme has in the past secured annuities with an insurance company for members on their retirement. An allowance has been made for these members in both the asset and liability figures at 31 December 2024.

In total, the movement in the Scheme's assets during the year is made up as follows:

	2024 £'000	2023 £'000
Fair value of assets at 1 January	10,484	10,681
Interest on assets	503	516
Company contributions	1,320	-
Benefits paid	(489)	(316)
Return on plan assets less interest	(3,066)	(397)
Fair value of assets at 31 December	8,752	10,484

In total, the movement in the Scheme's liabilities during the year is made up as follows:

	2024 £'000	2023 £'000
Actuarial value of liabilities at 1 January	9,799	9,407
Current service cost	-	-
Contributions by Scheme participants	-	-
Past service cost	-	-
Interest cost	437	453
Benefits paid	(489)	(316)
Experience (gain) on defined benefit obligation	58	300
Changes to demographic assumptions	(170)	(396)
Changes to financial assumptions	(925)	351
Actuarial value of liabilities at 31 December	8,710	9,799

25 Pension commitments (continued)

In accordance with FRS 102 the following components of pension charge have been recognised in the statement of financial activities for the year ended 31 December 2024.

	2024 £'000	2023 £'000
Analysis of the amount charged within resources expended		
Current service cost	-	-
Past service cost	-	-
Total amount included within resources expended	-	-
Analysis of net return on scheme		
Interest assets	503	516
Interest on liabilities	(437)	(453)
Interest on effect of asset ceiling	(32)	(63)
Net return	34	-
Analysis of amount recognised as an actuarial loss within the statement of financial activities		
Gain/(loss) on scheme assets in excess of interest	(3,066)	(397)
Experience losses on liabilities	(58)	(300)
(Losses)/gains from changes to demographic assumptions	170	396
(Losses)/gains from changes to financial assumptions	925	(351)
Adjustment in respect of restriction of surplus	675	652
Actuarial loss recognised within statement of financial activities	(1,354)	-
Amount recognised in Statement of Financial Activities		
Actuarial (losses) on liabilities	(1,354)	-
Actuarial gains on net return on scheme	34	-
Total (loss) recognised in Statement of Financial Activities in the period	(1,320)	-

26 Prior year consolidated statement of financial activities

The statement of financial activities for 2023 is shown here for comparison purposes. The 2024 statement of financial activities is shown on page 49.

	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000
Income:				
Donations and legacies	1	1,557	1,691	3,248
Income from charitable activities:				
Operation of Hall	2	32,480	-	32,480
Investment income and interest		1,976	-	1,976
Income from other activities:				
Commercial trading operations	3	16,659	-	16,659
Total income		52,672	1,691	54,363
Expenditure:				
Costs of raising funds		553	-	553
Expenditure on charitable activities:				
Maintaining and developing the Hall	4	9,563	18	9,581
Promoting the arts and sciences	4	31,599	544	32,143
Interest repayable		415	-	415
Total expenditure		42,130	562	42,692
Net income		10,542	1,129	11,671
Transfer between funds	21/22	1,020	(1,020)	-
Net movement in funds		11,562	109	11,671
Reconciliation of funds:				
Fund balances brought forward at 1 January		48,160	2,597	50,757
Fund balances carried forward at 31 December		59,722	2,706	62,428