

**ALDGATE  
CONNECT**

Welcome everyone

# Annual Review

2022/2023

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**ALDGATE  
CONNECT**

Welcome everyone

*Supporting Aldgate's businesses, locals,  
workers and everyone in between.*



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## Welcome from the BID Chair

On behalf of the Board and the entire team, I am delighted to present our annual report for the year 2022-2023. This report highlights many of our fantastic achievements from the past year and very much reflects the ambitions which were set out in our previous operational plan.

Aldgate Connect BID remains committed to delivering the best outcomes for all our stakeholders, businesses, their employees, residents, tourists and the wider public who all, hopefully, benefit from our shared efforts. We recognise the importance of working strategically with both Tower Hamlets and the City of London, alongside the other City BIDs, to deliver more impactful lobbying on cross-cutting issues and to raise the profile of the area with our year-round activity.

Post-pandemic hybrid working patterns remained a challenge to navigate for some of our eco-system businesses within Aldgate who rely on weekday City workers. But it is promising to see a steady return to work and an increased number of workers and visitors across the City. Numbers of visitors, especially on weekends, to Aldgate neared pre-pandemic levels by spring of 2023. Aldgate will be well prepared for this growth with the strong pipeline of development across student living, residential and hotel use; development that is centred around people engaging in economic activity locally.

However, this year has remained difficult for many as they are faced with financial uncertainty due to the cost of living crisis and service disruption of varying types. The BID has remained agile during this changing landscape and has continuously met the needs of our stakeholders. As an example, we were able to quickly respond to the needs of local homeless charity Providence Row, who faced exponential demand for their services and increased delivery costs in their food provision – the BID was able to provide a significant financial contribution to support them.

In September, Aldgate Connect launched the Aldgate Public Realm Vision and Strategy. The strategy draws together existing projects and regeneration schemes and layers new

improvements to knit the area together, enhancing heritage aspects. Aldgate is an area diverse and rich in culture; through this Strategy we seek to improve the quality and accessibility to spaces that make Aldgate the vibrant and historically important area that it is.

Aldgate has a wonderful community which is celebrated through our cultural events and activations. The Aldgate in Winter Festival is a much-loved event which is co-curated with the local community, and now in its sixth year has become a staple in the winter calendar across the City. For the first time Aldgate Connect managed the full delivery of the event bringing back key aspects including the lantern parade, community feast, performances and lantern exhibition.

Creating a stronger area is one of the BID's core themes, this year we set up the Aldgate Community Fund awarding small grants funding to local community groups' projects that addressed issues around climate change and supported employability programmes for a more sustainable environment and neighbourhood.

Aldgate Connect BID is confident that these initiatives will help to make Aldgate an even more attractive and successful area. We would like to say a special thank you to our partners and the wider community who work with us to make Aldgate a great place to live, work, and visit.

**Liam Hayes**  
Aldgate Connect BID Board Chair



# Our Spotlight Programmes

The following programmes are of particular significance and relevance to all in our local community; our impact story goes from meeting immediate needs of the most vulnerable to providing joy and culture for all, to looking ahead strategically at what the area needs for future sustainable growth.



## Spotlight Programme:

KEY PUBLICATION: ALDGATE PUBLIC REALM VISION AND STRATEGY

The BID launched a key document presenting a comprehensive vision and strategy for Aldgate's cross-borough public realm. It considers street and space upgrades that work towards achieving the wider Vision for the Aldgate Connect BID area.

The study provides a robust foundation of Project Objectives and Framework Principles to guide public realm interventions that enhance the overall public realm quality, and allow for activation and extension of cultural life for everyone. It is aimed at joining all the various dots and creating a strategy that serves all community stakeholders who live, work, study and visit the area every day.

A series of strategic interventions are identified across the BID area that suggest long-term major projects, a series of projects around key character areas, and smaller temporary activation projects, all aimed at achieving the same Vision... **to establish Aldgate in its iconic location as a well connected, cohesive community known for its intricate network of green spaces, and celebration of its unique artistic and cultural heritage**.



## 2022/2023 Live Interventions in Aldgate's Nominated Character Areas

### Character area: Aldgate / Whitechapel High Street

Objective: Creating a cohesive commercial artery and strengthening its civic and cultural importance for the community

Outcome: Braham Street Park landscaping upgrade

### Character area: Vine Street

Objective: Reinventing and reconnecting a historic route to the Tower and the river that celebrates the area's heritage

Outcome: Improved North / South route with tree planting and the opening of the Roman Wall and Museum attracting tourists

### Character area: Petticoat Lane

Objective: Creating a hub for cultural and creative exchange

Outcomes:

- Started a feasibility study to look at a shared space scheme for alfresco dining in the southern end of Middlesex St
- Started a digital programme to give Petticoat Lane an online presence and profile
- Ran a volunteering programme to improve the resident gardens
- Had a pop up garden called the Mobile Arboretum on Middlesex St during the summer
- Ran workshops and themed markets and events through the summer to celebrate food and fashion in the area



## Spotlight Programme:

DESTINATION ALDGATE

Throughout the year, we have showcased Aldgate as a destination to be in and enjoy, whether it is through our free public events programme, bespoke marketing campaigns, our shop local initiatives, including the In The City App and the City Gift Card, and key promotional partnerships, including One City London, City Matters and Central London Alliance.

### Aldgate Events

18 free public events

3 City-wide business networking events

2 events with nationwide reach



### City Gift Card



£71,745 invested back into local businesses

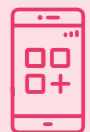
3,165 City Gift Cards in circulation

### In The City App

1,491 registered users

130 local businesses & organisations

154 events showcased



### Marketing Campaigns

Combined 469 posts across Instagram, Twitter & LinkedIn, with 215,467 impressions 4,728

engagements and 889 post link clicks.

17 digital newsletters to 993 subscribers

### Partnerships

**City Matters:** 8 bespoke features. **One City London:** 23 newsletter features, reaching 4k subscribers + 24

Instagram features reaching 108,8k followers. **London**

**Love Affair:** 422 Love Letters for London submitted + 3 post boxes in the Aldgate footprint



I volunteered at the Aldgate in Winter Festival in December 2022 along with one of my colleagues. We both thoroughly enjoyed our time helping at the local school, sticking lanterns together which the children had made. I felt lucky to be able to experience this volunteering opportunity which was so expertly organised by Aldgate Connect BID. They have plenty of volunteering initiatives throughout the year to suit people's different needs, making it easy to participate and help where and when you can. I look forward to the next Aldgate in Winter Festival and volunteering more in the future.

**Maddie Newell, Marketing Manager at The Shipowners' Club**



## Spotlight Programme: ADDRESSING EMERGENCY NEEDS

Through the BID, the business community has been instrumental in supporting those at greatest risk. With specialist partners Providence Row, we have funded a full-time position to run the Welcome Area & Resource Centre. This helps Providence Row offer services and meet the immediate health and emotional wellbeing needs of people that need it most. The cost of living crisis has also had an effect on food costs and those needing to access it. The BID also funded the Food Distribution Service that was run from the centre.

### In the Welcome Area

924  
people experiencing  
homelessness supported



The washing facilities were  
accessed 929 times



294  
new referrals were received for  
people known to be rough sleeping;  
they are now being supported by  
the Advice and Support team to  
begin their road to recovery



### In the Resource Centre and Food Service

385  
uses of IT facilities; clients use  
computers to contact family and  
friends, check their universal  
credit journal and emails and  
apply for jobs



228  
people made use of the  
Needle Exchange service  
performing 579 exchanges



2,937 breakfasts and  
6,813 lunches provided  
by the Food Service



## Spotlight Programme: CLEANER & MORE WELCOMING ALDGATE

### The Aldgate Ambassadors

The Aldgate Ambassadors are dedicated street wardens working 5 days a week reporting issues to authorities, sharing business intelligence and neighbourhood communication, as well as providing a welcome service to visitors, locals and workers.

### Cleansing & Environmental Reporting

598  
street waste issues



44  
street cleaning issues



197  
graffiti &  
flyposting issues



31  
signs, bollards & street  
furniture issues



### Visitor Welcomes and Business Visits

9,992  
visitors welcomed



466  
businesses engaged



22  
ASB incidents reported



# Four Strategic Themes and Alignment to the Sustainable Development Goals

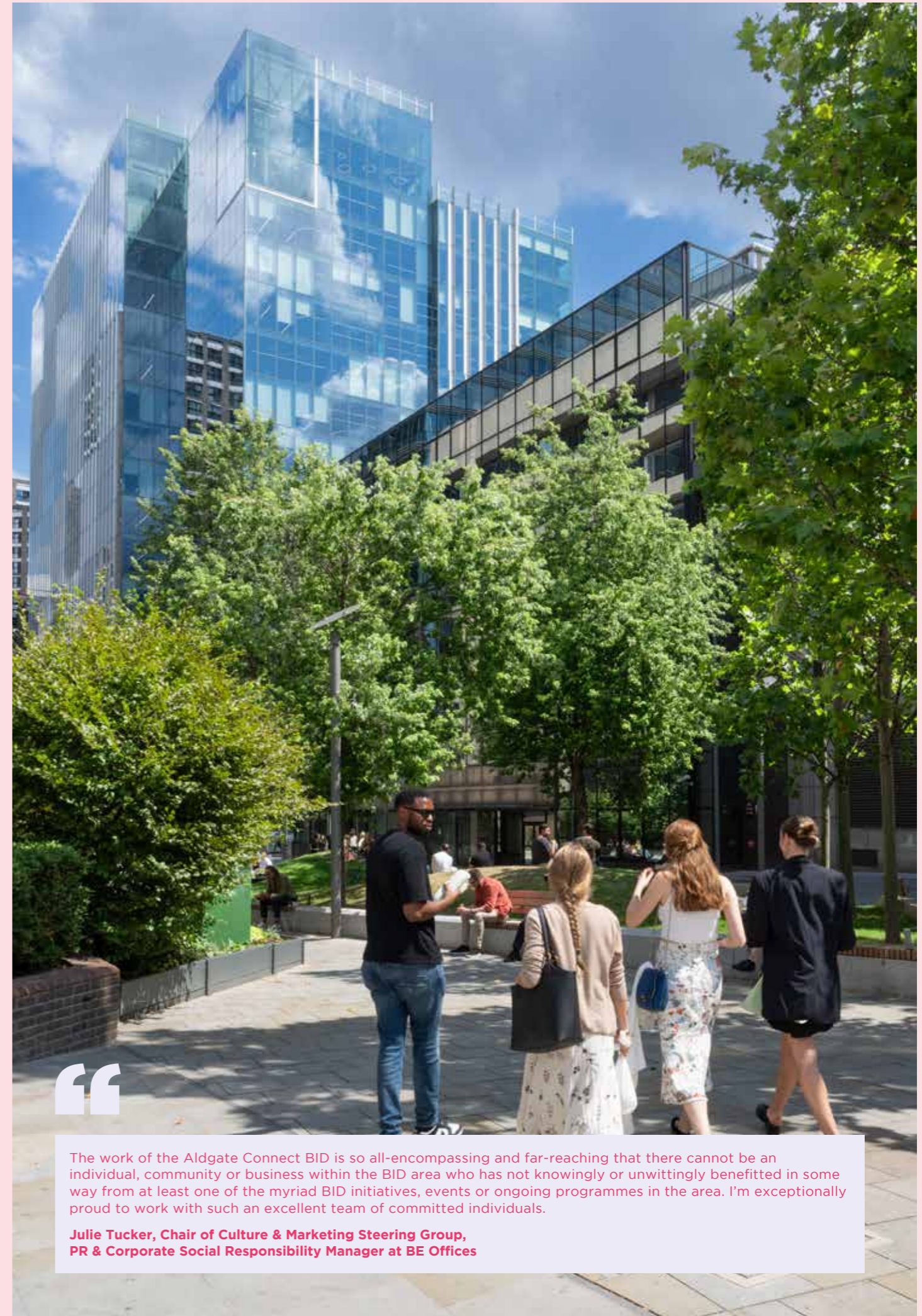
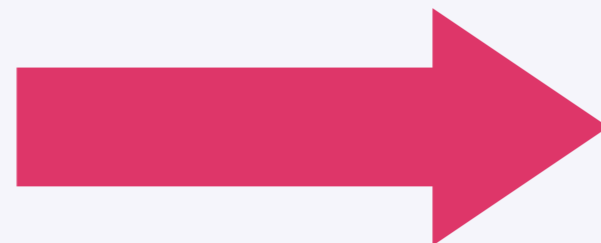
All our BID projects fulfill the ambitions of our strategic themes, to make Aldgate a more **appealing, welcoming, stronger and protected area for everyone**.

We began mapping our breadth of activity against the United Nations Sustainable Development Goals (UNSDGs) this year. As you read this document you will see how we have aligned to them in each BID theme.

Through the BID, Aldgate's businesses had enormous impact on Aldgate as a place and the wider London community aligned with these selected Goals.



Read on to see our key achievements  
and insights from 2022/2023.



The work of the Aldgate Connect BID is so all-encompassing and far-reaching that there cannot be an individual, community or business within the BID area who has not knowingly or unwittingly benefitted in some way from at least one of the myriad BID initiatives, events or ongoing programmes in the area. I'm exceptionally proud to work with such an excellent team of committed individuals.

**Julie Tucker, Chair of Culture & Marketing Steering Group,  
PR & Corporate Social Responsibility Manager at BE Offices**



## Making the District More Appealing

**OUR YEAR'S AMBITION:** Promote and implement public realm improvements that suit the businesses and community. Help restore and reshape the area to be fit for people to move around safely and securely, whilst enlivening it as a fantastic place to spend time in and relax. This year saw the publication of the Public Realm Vision and Strategy which will act as our binding delivery plan for this key strategic theme listing out interventions that can be delivered in the short term and longer catalyst projects.

Total Spend: £196,630

### ACTIVATION OF ALDGATE'S GREEN & OPEN SPACES

**Placemaking:** We produced a varied cultural programme to enliven and enrich the green & open spaces in the area. Aldgate Sounds brought a summer of live music to Aldgate Square; whilst Petticoat Lane Thursdays provided entertainment and seating improving the profile and dwell time at the lunchtime food market. We partnered with London Festival of Architecture and hosted a site specific installation providing greening and seating. This Mobile Arboretum is now rehomed in Vine Street, activating the street for students and visitors. This is the first moveable park as identified in the Public Realm Vision and Strategy.

**Sculpture:** The BID commissioned a piece of community-inspired sculpture as part of the Sculpture in the City trail to improve connections between Aldgate and the rest of the City.

**Awards:** The BID also took part in the London in Bloom awards, showcasing Aldgate's green spaces and community gardens, and was awarded the Silver Gilt prize.

### PETTICOAT LANE DINING QUARTER - PHASE 2 ALFRESCO FEASIBILITY

Building on the successful trial of alfresco in Middlesex St, the BID commissioned a feasibility study with Tower Hamlets Council to look at the long-term viability of the street supporting a shared environment for businesses, market traders and other access requirements. This will help inform next steps of investment between the BID and the local authorities.

### CLIMATE AND NET ZERO

The BID promoted and aligned with the local authorities' climate change strategies and air quality aspirations, events and seminars. We sponsored the City of London's Plastic Free Awards, encouraging companies to be innovative in the way they implement plastic free business practices. With a number of underfunded grassroots climate action projects, we launched the Aldgate Community Fund which has enabled us to support 8 climate action projects that aim to bring forward climate education, local sustainable environments and challenge the fast fashion industry.

### CLEANSING AND ENVIRONMENTAL REPORTING

Our Aldgate Ambassadors have continued to report cleansing and environmental issues directly to the local authorities, so they can be actioned. These include uncollected waste, overflowing bins, graffiti, gum, street furniture, abandoned vehicles, broken paving and unkempt roadworks.

### PETTICOAT LANE GOES DIGITAL

We commissioned and began developing a dedicated website, social media channels and marketing strategy for Petticoat Lane. This project will be transformational for the area's online presence and visitor traffic. We are priming the Petticoat Lane area to thrive with its iconic historic reputation and location in the inner East End.



1 moveable park established

Planted in Middlesex St, rehoused to Vine St



Aldgate district awarded London in Bloom Silver Gilt prize



Aldgate Community Fund launched: Invested into 8 local climate action and employability projects



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS





Total Spend: £216,593



Welcoming People in

**OUR YEAR'S AMBITION:** Aldgate carries forward its intervention to be a strong, creative and entrepreneurial area for residents and businesses; a hotbed for new and emerging talent and businesses. Its creativity and vibrancy will blossom as people start moving around the area once more. As hybrid working became more established, we saw commuting days on Tuesday, Wednesday and Thursday back to pre-pandemic levels. Building on the experience of providing support and events for workers and the existing community throughout Covid restrictions, we have worked with local businesses to implement 'draw back programmes' to entice and excite people back in to the area.



**£71,745**  
invested into local  
businesses through the  
City Gift Card



**17** newsletters  
**4** seasonal campaigns



**2.2%** engagement  
level across  
**3** channels

**HUB FOR ALL THINGS ALDGATE**

We continued to keep the Aldgate Connect website updated, showcasing local events, news updates, BID initiatives and relevant content from our partners including the local authorities and police forces, to keep everyone in Aldgate informed and up to date.

In 2022/23, we saw 11,633 users visit the website, with 27,542 overall page views. Our top user acquisitions were 45% through direct link, 18.8% organic search and 18.3% through social media.

Our most frequently visited pages are the About Us page with 2,089 and Events page with 1,678 and our most frequently visited news posts included the Aldgate in Winter Festival with 4,625 visits and Aldgate Gardening Club with 1,569.

**DIGITAL MARKETING & COMMUNICATIONS**

Our three Social Media channels: Instagram, Twitter & LinkedIn, have continued to see a steady growth in audience and engagement across the board, with the total audience of 2,969 and engagement rate of 2.2%. Across the period we posted a combined 469 posts, which received 215,367 impressions, 4,728 engagements and 889 post link clicks.

In the same period, we have sent out 17 digital newsletters to a total of 993 subscribers. This includes the monthly news & events updates, as well as 5 special editions for major initiatives, including Summer in Aldgate Programme, Aldgate in Winter Festival and International Women's Day feature. Our average statistics were 672 total opens and 471 total clicks per newsletter, with Aldgate in Winter Festival and Aldgate Gardening Club Christmas Wreaths being the most popular stories.

**THE ALDGATE AMBASSADORS**

The Aldgate Ambassadors provide a dedicated street steward service, which includes an on-ground welcoming presence, five days a week. In 2022/23, the ambassadors welcomed and informed 9,992 visitors and conducted 466 business visits.

**CITY GIFT CARD**

We continue to work with the other City BIDs on the development of the City Gift Card programme, which encourages businesses to reward staff, whilst promoting local spending. In total, we now have 3,165 cards in circulations, totalling to the value of £71,745 being invested back into the local businesses.

**IN THE CITY APP**

The In The City App provides offers & discounts to local businesses in Aldgate and the rest of the City, whilst also featuring events and blogs to promote the offer to local workers and residents.

In 2022/23, we saw 1,491 new users register on the app, 130 local businesses & organizations provided 49 offers and we showcased 154 events across the City.

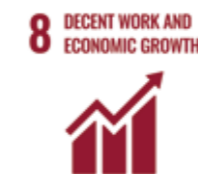
Working with the other City BIDs, we started to develop a bespoke 'Go To Market' campaign to support and enhance the experience for the users and businesses alike, which will go live in the next BID year 2023/24.

**ALDGATE PROMOTION & ENGAGEMENT**

The BID developed bespoke marketing campaigns to promote the offer of Aldgate's businesses, including 'Get Festive in Aldgate', 'Dining Outdoors in Aldgate', 'Royal City: Marking the Jubilee' and 'Valentine's Day in Aldgate'.

We continued to promote Aldgate as a destination and its businesses across our media partnerships, including One City London, City Matters, Evening Standard & The Guardian promoting the area to a wider audience.

We also took part in London-wide campaigns including Love Letters for London with Central London Alliance, and partnered with Whizz Kidz on Morph's Epic Art Adventure coming Summer 2023.







Total spend: £107,531



## Creating a Stronger Community

**OUR YEAR'S AMBITION:** Promote inclusive and sustainable economic and community growth, support equality of opportunities for SMEs and local people.

World events and pressures shone a brighter light on the need for an inclusive approach on recovery, health and wellbeing of the residents, employees, and economy of the area. Capitalising on Aldgate's diverse and mixed communities and economy, we've been able to implement programmes that level up and benefit all in the society, but also provide an opportunity for further corporate social responsibility and encouraging a liveable and accessible neighbourhood.

The 'Joy Factor' was introduced in 2021 and is aimed for in every project we support or implement. This emphasis drove forward a sense of fun and creativity for the community, returning workers and new visitors alike.

### A VOICE FOR ALDGATE

We acted as a collective voice for Aldgate's business members and the community to help guide and improve our area.

In 2022/23, we responded to 2 national consultations, 2 planning permissions and have been involved in strategy, economic and planning forums helping guide and plan for our area.

### SEASONAL EVENTS

We worked collaboratively with the community and businesses to cover the whole year with a calendar of events and activities.

Aldgate in Winter Festival returned for its 6th edition which saw the return of the Lantern Parade, Community Feast, Live Performances, Winter Market, Lantern Exhibition and more! The festival saw 807 people engaged in the preproduction and an approximate audience of 1,000 took part on the day, with around 400 people taking part in the Lantern Parade.

Adding to our own summer cultural programme, the BID supported Whitechapel Gallery's Nocturnal Creatures arts festival, as well as the local community in the BaLaCo Festival which blended local cultures and the Queen's Platinum Jubilee.

In 2022 we also launched the Aldgate Egg Hunt initiative, a scavenger hunt style activity across 10 businesses in Aldgate, with the final stop distributing chocolate eggs to participants. In total we gave out 300 chocolate eggs as part of the hunt, including to the Aldgate Egg Hunt participants and to the local Food for Aldgate Foodbank.

### SCHOOLS ENGAGEMENT

We also took part in the Lord Mayor's Show with a second Aldgate community float. The 'Aldgate Counts' themed float was co-created by 3 local primary schools, and saw around 50 students, parents and community members take part in the parade on the day.

### DIVERSE & INCLUSIVE CREATIVITY

We supported the creation of 'Escape the Slick', created by Whitechapel Gallery's local youth collective called Duchamp and Sons. 'Escape the Slick' is an immersive environment which embraces comfort and self-expression, whilst blurring the lines between public and private spaces. The project wanted to showcase Whitechapel Gallery as a public place where everyone is welcome by using creativity.

### LOCAL VOLUNTEERING AND GIVING BROKERAGE

We provided a brokerage service for employee volunteering and donations to Aldgate charities and food banks. 10 businesses were put in touch with local organisations to volunteer or direct charitable giving in the neighbourhood. We also joined in the City Giving Day which raised £510k.

### WELLBEING AND MENTAL HEALTH

We continued our Aldgate Gardening Club workshops, targeting at boosting wellbeing and morale by providing a mindful lunchtime activity for local workers and the community. In 2022/23, we ran 12 sessions and had a total of 306 participants sign up to take part in the workshops. The workshops have become very popular with eager gardeners selling out the workshop within an hour of launching!

We provided the opportunity for local workers to take part in our Mental Health First Aid course to become certified Mental Health First Aiders in their workplace. The course had 12 participants take part, and saw great support of further 24 people on the waitlist. We are planning on running more of these sessions in the next BID year due to their popularity.

### NEIGHBOURHOOD TOURS

We support new hospitality staff members by running monthly neighbourhood tours, to encourage them to get to know the local area. In 2022/23, we ran a total of 12 neighborhood tours to support our hospitality businesses.

### CONNECTING AND NETWORKING

We continued our Aldgate Eats initiative to encourage networking, whilst supporting local businesses. We held 2 events last year, including our breakfast event with Artsadmin and experience evening at The Gunpowder Plot followed by Aldgate Eats reception at Cento alla Torre.

We also partnered with the other City BIDs on 3 networking events, including Summer Drinks at Mansion House, the Ceremony of the Keys event at the Tower of London and Routemaster Bus Tour, showcasing the City's key developments.





Total Spend: £107,478



## Keeping Everyone Protected

**OUR YEAR'S AMBITION:** Through a safe and secure network of businesses and community organisations coming together with the authorities, we will start to look at Aldgate being an owned space by the community; sharing knowledge and reporting crime to help support the area as one that people feel safe to be in and return to.

Over the past year, there has been some additional pressures on the safety, security and wellbeing of the area with an increase in strikes, protests and a slight increase in low level crime with people coming back into the office. We continued to work with the City of London and Metropolitan police forces, British Transport Police, Transport for London and the local authorities: City of London & Tower Hamlets, to providing training, joint patrols, increase the surveillance, and improve the lighting of key hot spot areas.

It is vital that the BID works alongside these agencies by sharing information and with this partnership method create a safer neighbourhood that we can all feel comfortable and protected in.

### ALDGATE INSTANT ALERTS PLATFORM

We've launched a free message sharing platform to disseminate urgent and crisis messaging from the authorities or on the ground intelligence. We've issued road closures information; fire alerts; avoid the area incidents and travel advice.

### PARTNERSHIP WORKING

The BID has run 3 Safe and Secure Steering Groups, formed of local businesses and City of London Police, Met Police and British Transport Police to facilitate information sharing.

We've introduced WAVE Training, Cyber Griffin and anti corruption workshops to local businesses.

We invited the City of London Police to host 3 crime and bike marking surgeries at our events.

### PROVIDENCE ROW'S WELCOME AREA AND RESOURCE CENTRE

The BID funded Providence Row's Welcome Area and Resource Centre for the 2nd year, providing immediate and focused care for the most vulnerable in society. This has supported over 1,200 people. Clients were provided with a warm safe space, where they were able to make contact with staff and volunteers, receive information and guidance and experience a sense of community. During the cold snap over the winter, the Centre has been transformed into a temporary dormitory as part of severe weather measures.

### BRAHAM PARK WORKING GROUP

We have a standing agenda item on the Safe and Secure Steering groups to collectively place attention to crime and ASB in Braham Park.

A memorial for Transport for London workers who lost their lives to Covid-19 is being placed in the western end, which hopes to make the space more contemplative and alleviate some of these issues.

### NIGHT SAFETY

The BID is part of the GLA's Women's Night Safety Charter and has offered the business community best practice, training and advice to support employers and businesses to help keep their employees safe day to day, travelling and leaving work.



Aldgate BID provide the enablement for an integrated, community approach to the safety and security of Aldgate. There is a shared sense of ownership and empowerment for businesses and individuals in the area to contribute to a safer Aldgate. The BID leads on connecting the residents, business and frequenters of the area with formal support through Tower Hamlets, Met and City Police. This creates a cohesive framework through which to develop, validate and support initiatives. There's a tangible, positive difference to working in Aldgate.

**Alex Conkleton, Chair of Safe and Secure Steering Group, Head of Workplace at BT**



BT HQ moved to Braham Street:  
2,400 new employees to the area



**Braham Park**  
selected for full surface upgrade



New North/South cycle lane added on Mansell St



1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



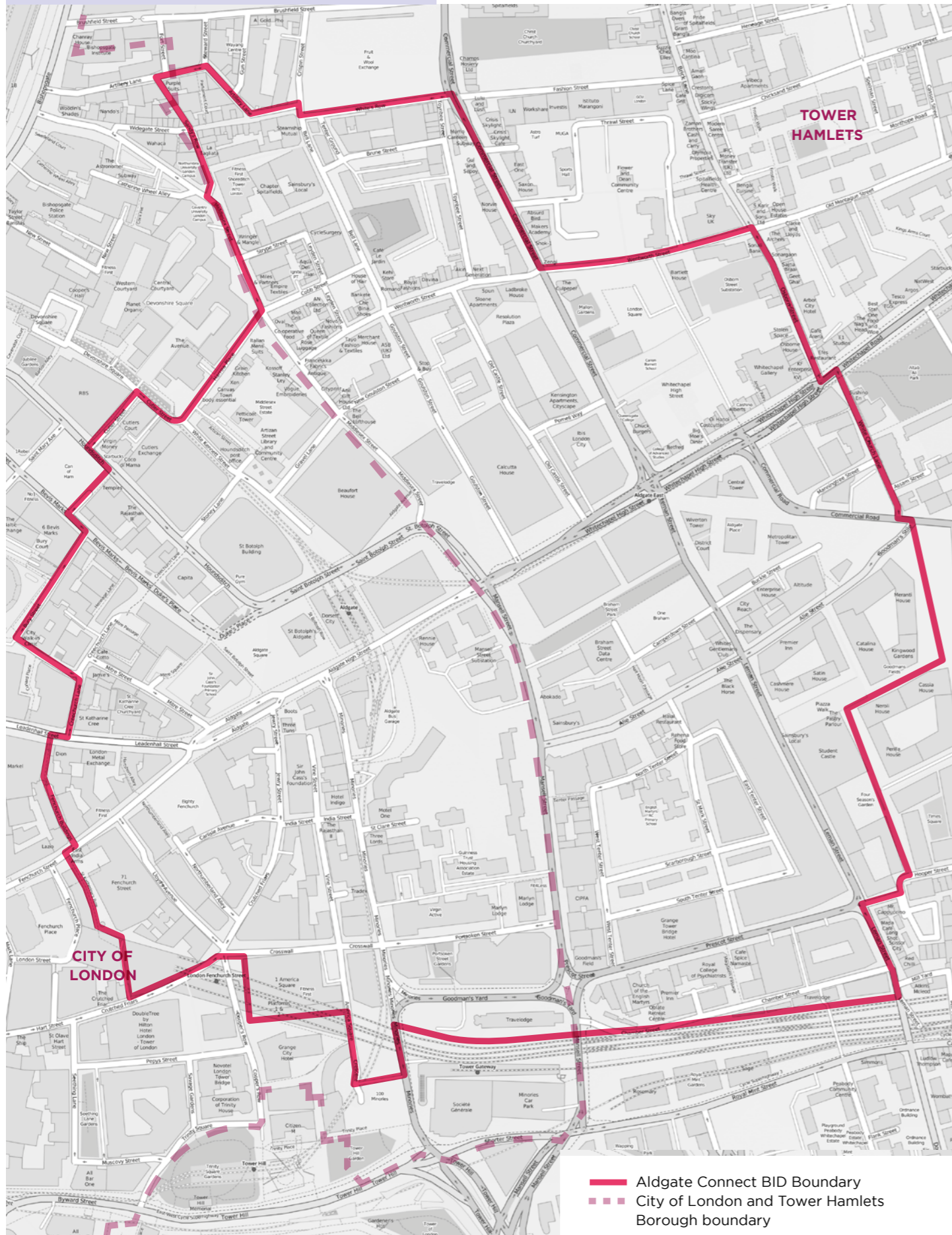
10 REDUCED INEQUALITIES



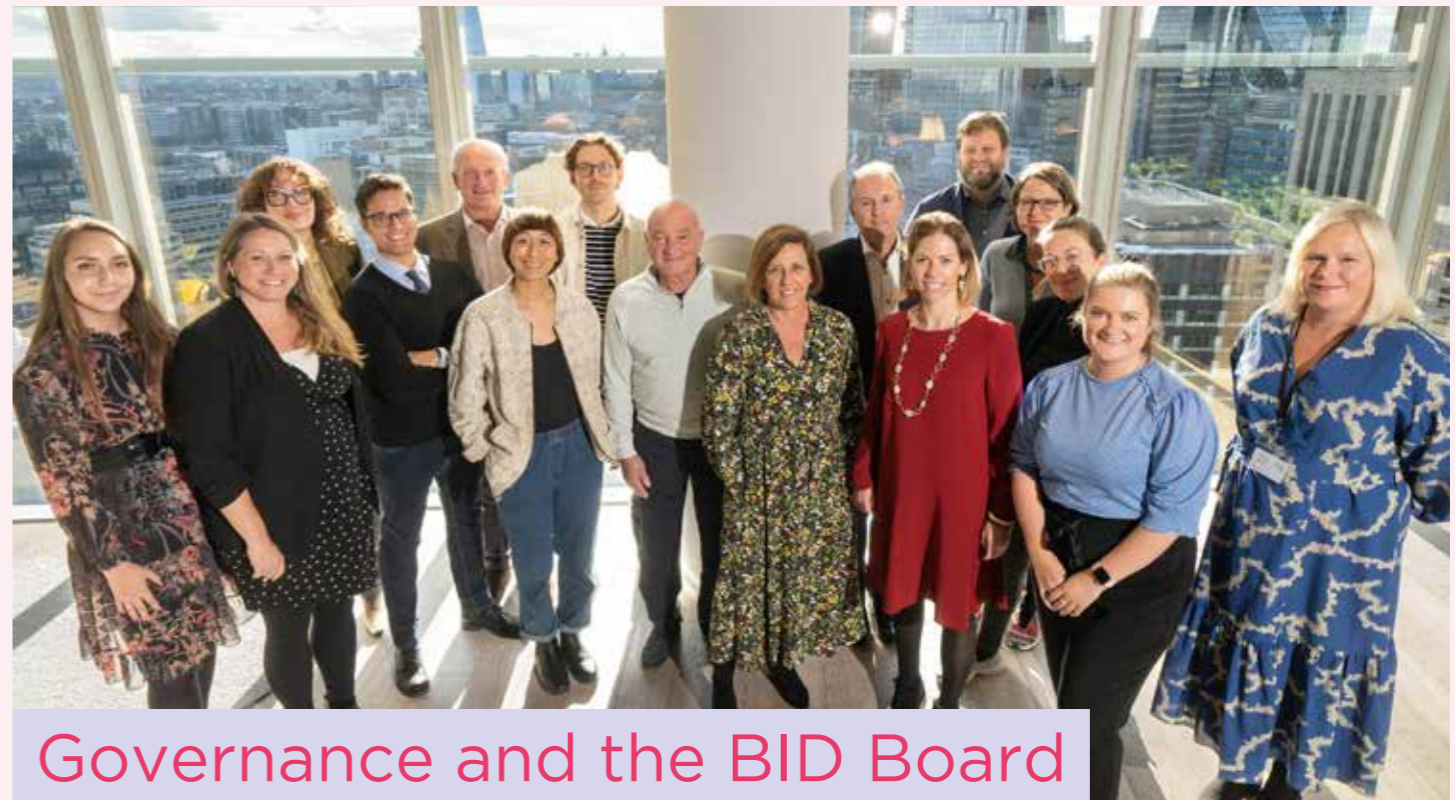
17 PARTNERSHIPS FOR THE GOALS



# The BID Boundary



— Aldgate Connect BID Boundary  
- - - City of London and Tower Hamlets Borough boundary



## Governance and the BID Board

### Governance

The BID is a not-for-profit company limited by guarantee, led by a Board of Directors made up of representatives from across sectors within the BID area. The BID term started on the 1st April 2020 and runs until 31st March 2025. The BID's activities are driven by a set of steering groups leading each key strategic theme of the BID. The Executive Team manages the projects that deliver the BID's ambitions.

### The BID Board

- |                                      |                          |
|--------------------------------------|--------------------------|
| <b>Liam Hayes</b> Chair of the Board | FT Squared               |
| <b>Ben Campion</b> Vice-chair        | Toynbee Hall             |
| <b>Karen Cook</b> Vice-chair         | Spice Design             |
| <b>Lisa Recker</b>                   | AECOM                    |
| <b>Gina Van Dort</b>                 | Arcadis                  |
| <b>Beatriz Orta</b>                  | Canopy by Hilton         |
| <b>Ben Ridgwell</b>                  | CDL                      |
| <b>Konstantina Diamantidi</b>        | David Game College Group |
| <b>Julien Deslanges-Blanch</b>       | General Assembly         |
| <b>Annie Sutton</b>                  | Howden Group             |
| <b>Mark Kelly</b>                    | PLP Architecture         |
| <b>Monica Yam</b>                    | Whitechapel Gallery      |

## Income and Expenditure 2022/23

| INCOME              |                 |
|---------------------|-----------------|
| Levy Income         | £690,001        |
| Other Income        | £65,728         |
| <b>TOTAL INCOME</b> | <b>£755,729</b> |

| EXPENDITURE              |                 |
|--------------------------|-----------------|
| Appealing Area           | £188,769        |
| Welcoming Area           | £201,770        |
| Protected Area           | £104,799        |
| Stronger Area            | £108,525        |
| Staffing and Overheads   | £162,203        |
| <b>TOTAL EXPENDITURE</b> | <b>£766,066</b> |

|  |           |
|--|-----------|
| Post Tax Surplus (Deficit)               | (£10,337) |
| Closing 21 –22 Reserves                  | £476,436  |
| Surplus to be carried forward to 2023-24 | £466,099  |

## Contact



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