

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Monday, 4th November, 2024, 7.30 pm - GRACIE FIELDS ROOM,
Alexandra Park and Palace Way, London, Greater London, N22 7AY**

Members: Councillors Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair), Nick da Costa, Sarah Elliott, Ahmed Mahbub and Anne Stennett

Co-optees/Non Voting Members: Jason Beazley (Three Avenues Residents Association (TARA)) (Co-Optee), Duncan Neill (Muswell Hill and Fortis Green Association) (Co-Optee) and Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

Quorum: 3

1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business.
(Late items will be considered under the agenda item where they appear. New items will be dealt with at items 15 & 23 below)

4. DECLARATIONS OF INTERESTS

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B paragraph 29 of the Council's Constitution.

6. NEW ITEMS OF URGENT BUSINESS

7. MINUTES (PAGES 1 - 6)

To approve 15th July minutes as correct record.

8. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEE (PAGES 7 - 14)

To note the minutes of the Advisory & Consultative Committee meetings held on 7th October 2024.

(The SAC minutes are to follow)

9. GENERAL UPDATE (PAGES 15 - 22)

To note the CEO's general update report.

10. FRRAC CHAIR'S REPORT (PAGES 23 - 26)

11. FINANCE REPORT (PAGES 27 - 30)

12. SAFEGUARDING POLICY REVIEW (PAGES 31 - 60)

To approve the updated Safeguarding Policy and the amended Trustee Code of Conduct.

13. 2023/24 TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS (PAGES 61 - 116)

To approve the 2023/24 Trustees' Annual Report and Financial Statements for submission to the Charity Commission.

14. DECISION TRACKER (PAGES 117 - 118)

15. NEW ITEMS OF URGENT BUSINESS

16. EXCLUSION OF THE PUBLIC AND PRESS

Items 17 - 23 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

17. EXEMPT MINUTES (PAGES 119 - 122)

To approve 15 July 2024 exempt minutes as correct records.

18. EXEMPT AUDIT FINDINGS REPORT (PAGES 123 - 154)

19. EXEMPT PROPERTY REPORT (PAGES 155 - 158)

20. EXEMPT RISK REGISTER (PAGES 159 - 162)

To consider and approve the risk register.

21. EXEMPT RISK DEEP DIVE: SITE SECURITY

To receive a presentation by the Head of Security.

22. EXEMPT APTL CHAIR'S REPORT (PAGES 163 - 168)

To note the trading subsidiary update.

23. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

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Friday, 25 October 2024

**MINUTES OF THE ALEXANDRA PARK & PALACE
CHARITABLE TRUST BOARD MEETING**

MONDAY 15 JULY 2024

PRESENT: Councillors Emine Ibrahim (Chair), Nick da Costa, Anne Stennett, Sean O'Donovan

Co-Optees: Jason Beazley (Chair of the Statutory Advisory Committee), Nigel Willmott (Chair of the Consultative Committee (CC)), John Chilton (CC Member), Duncan Neill (CC Member)

Also present from Alexandra Park & Palace: Emma Dagnes, OBE (CEO), Richard Paterson (Director, Finance & Resources), Catherine Solomon (Director, HR & Organisational Development), Natalie Layton (Charity Secretary)

1. FILMING AT MEETINGS

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

2. APLOGIES FOR ABSENCE

Apologies had been received from Councillor Sarah Elliot.

3. URGENT BUSINESS

There was no urgent business.

4. DECLARATIONS OF INTEREST

There were none.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were none.

6. NEW ITEMS OF URGENT BUSINESS

There were none.

7. MINUTES

RESOLVED: That the minutes of the meeting held on 26 February 2024 be agreed and signed as a correct record.

8. VERBAL FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEES

Mr Nigel Willmott had been re-elected as Chair at the last meeting of the Consultative Committee. The Committee had noted the 151 tonnes of rubbish collected in the Park last year and requested a future report on the latest developments including planning applications in the surrounding area

Mr John Chilton highlighted that the Friends of The Park had raised concern that the Trust did not have the powers to close the park for more than 14 days for events

Post meeting note: *The Trust's legal advisors had confirmed that there were sufficient powers under the governing Acts of Parliament for all of the events held in the Park fuller information will be provided to the Consultative Committee.*

RESOLVED:

That the feedback be noted.

9. APOINTMENTS TO COMMITTEES

The meeting heard it would be useful to have the word "Chair" stated somewhere next to the names of the individuals who had been appointed Chair. This would be useful for members of the public and the action had already been agreed in previous meetings.

The reduction of the number of Consultative Committee members would not take place before the nominations. The next nominations would take place at the next meeting in October 2024 and those occupying the current positions would continue until then.

RESOLVED:

- i. To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1.
- ii. To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1.
- iii. To approve the proposed reduction in the number of Consultative Committee co-opted board members (from three to two) and make the subsequent amendment to the Consultative Committee Constitution.
- iv. To approve the proposed amendment to Part Three, Section B, section 4, paragraph 2 of the Council's Constitution to reduce the Consultative Committee members from 7 to 6 and; that the Council's Constitution Working Group and the Council's Standards Committee be requested to take the recommendation forward (for Full Council approval).
- v. The Lead Trustee for Whistleblowing would be Councillor Nick da Costa. The Lead Trustee for Sustainability would be Councillor Sean O' Donovan. The Lead Trustee for Safeguarding would be Councillor Anne Stennett. The Lead Trustee for Safeguarding would be Equality, Diversity and Inclusion (EDI) Councillor Ahmed Mahbub

10. GENERAL UPDATE

The Board congratulated the CEO, Emma Dagnes on receiving an OBE in the King's birthday honours, in recognition for her services to heritage .

RESOLVED:

To note the content of the report.

11. WETLANDS PROJECT

RECEIVED the report of the Head of Park and Environmental Sustainability on the award of £50,000 from the Greater London Authority (GLA) (Rewild London fund) towards a phase 1 of a wetlands project in the southeast corner of the Park. The grant followed a feasibility study (also funded by the GLA) to determine how to manage surface water and create a new reed bed habitat.

RESOLVED:

To note the contents of the report.

12. SPORTS CLUB SOLAR PANEL & SOUTH TERRACE LEDS PROJECTS

RECEIVED the report of the Head of Park and Environmental Sustainability on the Haringey Council awarded Community Carbon Fund grants for two carbon reduction projects at Alexandra Park and Palace:

- Installation of Solar Panels on the sports pavilion
- Installation of LED lights on the South Terrace

RESOLVED:

To note the contents of the report.

13. FRRAC CHAIR'S REPORT

RECEIVED the report of the Chair of the Finance, Resource, Risk and Audit Committee (FRRAC) setting out considerations at the June FRRAC meeting, including:

- Alexandra Park and Palace's economic impact had been assessed at circa £90 million. The details of this in terms of jobs created were available to members. Assessment of social benefits were being investigated as part of discussions with a funder to use Alexandra Park and Palace as a case study.
- A report would be submitted back to the board and the Committee as and when details of the progress became more available.

RESOLVED:

To note the contents of the report.

14. FINANCE REPORT

RECEIVED the report of the Director of Finance and Resources setting out the Trust's financial position for the year ending March 2024, in which the Trust was reporting unrestricted revenue of £5,164,000 (Budget: £5,150,000) with operating expenditure of £5,680,000 (Budget: £5,689,000) and an operating deficit of £516,000 (Budget: £539,000); £20,000 better than budget.

In relation to a query regarding CCTV updates, the Board was informed that strategic upgrades to the infrastructure were being made and, that it was possible to disaggregate parking charges and donations.

RESOLVED: To note the report.

15. HEALTH & SAFETY REPORT

RECEIVED the annual summary report of the Head of Health & Safety. Trustees highlighted concerns raised about the small trees that were used by children for climbing and swinging from. The team could be asked to consider a resolution for this, which could include a 'no climbing' sign.

RESOLVED: To note the report

16. HUMAN RESOURCES REPORT

RECEIVED the annual summary report of the Head of Human Resources and Organisational Development.

RESOLVED: To note the report.

17. DECISION TRACKER

RESOLVED: The decision tracker was noted.

18. NEW ITEMS OF URGENT BUSINESS - There were none.

19. EXCLUSION OF PRESS AND PUBLIC

Items 20 - 26 were subject to a motion to exclude the press and public from the meeting as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

20. EXEMPT MINUTES

RESOLVED: That the exempt minutes of the meeting held on 26 February 2024 be agreed and signed as a correct record.

21. EXEMPT INFORMATION

RESOLVED:

That the exempt information be noted.

22. EXEMPT PROPERTY UPDATE

The recommendations were approved.

23. EXEMPT RISK REGISTER

RESOLVED:

That the exempt risk register be noted.

24. EXEMPT RISK DEEP DIVE: FUNDRAISING APPROACH

The presentation was noted.

25. EXEMPT WEST YARD TENANCY

The recommendations were approved.

26. EXEMPT APTL CHAIR'S REPORT RESOLVED: That the update be noted.

27. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

There was no other exempt business.

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The Minutes of the Alexandra Park and Palace Consultative Committee (APCC).

Meeting held on Monday 7th October 2024 at 8:00pm – 8.41pm. Location: George Meehan House, 294 High Road N22 8JZ

Attendees

- Mr Nigel Willmott (Chair)
- Councillor Emine Ibrahim
- Councillor Sean O'Donovan
- Councillor Anne Stennett
- Councillor Sarah Elliot
- Councillor Nick da Costa.
- Ms Etain Casey (Warner Estate Resident Association (WERA))
- Mr Hugh Williams (Palace View Resident's Association).
- Mr John Wilkinson (Alexandra Palace Allotments Association.)
- Mr Donald McKenzie Alexandra Palace Organ Appeal
- Ms Natalie Rusby Campsbourne Community Collective

Officers

- Emma Dagnes OBE (Chief Executive Officer of Alexandra Park and Palace).
- Ayshe Simsek (Democratic and Scrutiny Manager – London Borough of Haringey).
- Serena Shani (Interim Principal Committees Co-ordinator – London Borough of Haringey).

Also attending: Natalie Layton (Charity Secretary Alexandra Park and Palace).

1 Filming

The Committee noted that the meeting was not being filmed or recorded.

2 Welcome and apologies for absence.

Apologies for absence were received from:

- Mr Duncan Neil (Muswell Hill and Fortis Green Residents' Association).
- Mr John Thompson (Alexandra Palace Television Group).
- Mr Jason Beazley (Advisory Committee Member and Chair of SAC).
- John Chilton – Friends of Alexandra Park
- Cllr Mahbub – Councillor Haringey Council

3. Declaration of interest.

Cllr Ibrahim and Cllr O'Donovan, both declared an interest by virtue of being members of the Planning Sub Committee. In accordance with the terms of reference of the Planning Sub Committee, comments could be given but no opinions put forward.

4. Urgent Business

The Committee noted that a tabled document outlining the Alexandra Palace Summer Events for 2025 had been tabled and would be discussed in more depth in Item 8.

5. Nomination of Co-optees.

The Democratic Services Manager advised the Committee that the constitution of the Alexandra Park and Palace Board had been updated to provide two non-voting representatives from the Consultative Committee (co-optees) . A third position was held by the Chair of the Statutory Advisory Committee (SAC) in an 'observer' capacity. This was Jason Beazley who had been agreed as Chair of the SAC on 1 July 2024.

There was a further need to appoint two members of the Consultative Committee to the Board as non-voting co-opted members for the remainder of the municipal year.

Members noted the eligibility criteria for members of the Consultative Committee in the terms of reference. This required fulfilling obligations in section 2 of the Consultative Committee terms of reference.

The Democratic Services Manager sought nominations and:

Cllr Elliott proposed Nigel Willmott. This was seconded by Cllr Ibrahim.

Cllr Ibrahim proposed Duncan Neil (who had sent apologies) and this was seconded by Cllr da Costa.

The Committee agreed the nominations subject to Duncan Neill's agreement to sit on the board as a co-optee. Subsequently, Nigel Willmott proposed and Cllr Ibrahim seconded that John Chilton be offered the position of second non- voting co-optee on Trustee Board in the event that the second position was not taken up by Duncan Neill.

Following a vote,

RESOLVED

To AGREE that Nigel Willmott and Duncan Neill act as non -voting co-optees to the Board and,

Subject to Duncan Neill not wishing to take up the position, AGREED that John Chilton be invited to take up the position.

6. Minutes and Matters Arising.

The Committee considered the tabled amended version of the Consultative Committee Minutes for the 1st of July 2024, and

RESOLVED

- To approve the tabled amended version of the Alexandra Park and Palace Consultative Committee Meeting held on 1st July 2024.
- To note The Alexandra Palace Trustee Board minutes held on 15th July 2024.
- To note the tabled amended minutes of the Alexandra Park and Palace Statutory Advisory Committee Meeting held on 1st July 2024.

7. The CEO's General Update Report.

The CEO of Alexandra Park and Palace introduced the report updating on activities since last reported. The Committee noted:

Planned Repairs and Maintenance.

- The North East Office Building application had been approved by Haringey and the emergency works, funded by Historic England , were expected to complete in Mid- November. Further funding would be sought for fitting out the building.
- The Changing Places Facility had been formally launched. This was viewed as a big step in making the Palace and Park as accessible as possible for all parts of the community. The aim was to move towards the Gold Standard in 'Attitude is Everything' accreditation scheme. The facilities were located in the corridor that had previously served as the main Ice Rink entrance from the South Terrace.
- The need for bollards on 330 metres of Alexandra Palace Way was discussed. The CEO explained that the bollards stopped cars mounting the pavement and were a mitigation against antisocial behaviour. However, the Committee's objection to the look of the plastic bollards originally used had been noted and new iron bollards had been sourced. These were yet unfunded, but feedback was being sought from the Committee to ensure that there were no objections to the look and feel of the proposed bollards.
- A concern was raised that motorbikes could still get through the bollard barriers. The CEO responded that this would always be the case although she

emphasised the team had done a lot of work to stop cars and mopeds mounting the pavement.

- The Chair asked about the condition of the North Bridge. The CEO responded that repairs were significant and remedial work would be carried out until a permanent scheme was brought to the Trustees

Repairs and maintenance.

- The Palace had employed a full-time bricklayer to improve the look of the exterior of the building.
- Over one hundred electrical distribution boards were upgraded as part of the Environmental Sustainability programme. Fire alarm panels have been updated.
- The globe lights on the South Terrace had been replaced with LEDs after a successful award from the Mayor's Greener London Fund through Haringey Council's. It was noted that the lighting replicated the warm glow of the Victorian era.
- A 760 kg ammonia cooling tank had been replaced in the Ice Rink.
- Aesthetic work had been carried out in the Phoenix Bar and Pizzeria. The toilets had been upgraded to resolve drainage issues and had been redecorated in the same style as the Theatre toilets. This style would eventually be rolled out across all the toilets on site. It was noted that an economy of scale would be achieved in terms of repairs if all the bathrooms were the same style.

A further question was raised about the safeguarding and practical challenges to school children when visiting the gender-neutral toilets in the East Court. It was also highlighted that doors of the toilets comply with floor to ceiling safeguarding principles. The CEO acknowledged the issues and responded that these toilets had since been closed for refurbishment. The CEO also clarified that these particular toilets were intended for park visitors and had not been designed for use by large numbers of people. Theatre visitors were directed to the theatre toilets.

The CEO continued to report that:

- Repairs in the Phoenix Bar & Pizzeria included replacement of the wooden bar and, and sash windows were in the process of being restored. Significant savings had been achieved in restoring and not replacing the bespoke fixtures.
- Work had commenced to scope repairs to the boundary wall of the boating lake. Clarification was sought around where the boundary wall was located, and the CEO explained that it was a wall in the actual lake.
- Other minor repairs were being undertaken to the doors in the East Court.
- Despite significant progress, there was still much to be completed.

Park & Environmental Sustainability.

- The Park's noticeboards were being refurbished one at a time and would include a new site map.
- The Park's team and volunteers had improved areas in the park – including the wildflower display in the summer.
- The North London Hospice Owls trail project had also been a success.

Creative Learning.

The CEO highlighted the below.

- The high levels of engagement with teachers and young people.
- The Community Radio project for young people was now on the Alexandra Palace website. More funding was being sought to grow the project further.
- Good media coverage had been achieved for the 150 Lifetimes Exhibition.
- Creative camps had been held over the summer and were funded through external grants.
- Café Palais (an event for those with dementia), Singing for the Brain a choir for vulnerable and elderly people had been held over the summer. Nineteen residential homes were engaged, and the team were looking to expand the programme.
- The CEO highlighted that the Creative Learning workstream is almost totally reliant on external funding.

There was a positive comment from the Committee on The Grove engagement work undertaken in June and attendance had exceeded all expectations. There were particular thanks for the notice board work and also the wildflower displays in the summer.

The Chair commented that he had noticed that the beds in the Thames Water facilities were dry and enquired whether this was the jurisdiction of Alexandra Palace. The CEO replied that the site belonged to Thames Water and were keen to understand any future plans for this area.

Noted the Events update:

- Two days of fireworks are planned on the 1st and 2nd of November
- The volume of noise complaints was relatively stable – there was no upwards or downward trend to note.

The Committee were reminded that the most up to date information on events was listed on the 'What's On' pages on the Alexandra Palace website.

8. Matters raised by interested groups.

The CEO provided a presentation requested by the Committee at the previous meeting, that explained further the theatre usage for the past few years.

In addition, a list of the Alexandra Palace and Park Summer Series 2025 was handed out and then discussed.

The main points of discussion were summarised below.

- The CEO noted that the theatre was going from strength to strength and contributing to the charity. The events were wide ranging and catering to all parts of the community.
- Later with Jools Holland was being hosted at Alexandra Palace and had been for the past three years. The CEO noted that bands who play with Later... tended to rebook the theatre and Palace for tours.
- Recent successes were:
 - An Inspector Calls which had 21,000 visitors – 92 schools visited.
 - The Glass Menagerie was critically acclaimed.
 - The World Squash Tournament was very successful and had been rebooked for next year.
 - Alexandra Palace was to host to Friday Night is Music Night and the BBC Concert Orchestra.
 - Biblio-buzz – a literary festival for 9–12-year-olds. An event held in partnership with Library Services, which included workshops with children's authors.
 - Jamacia Love musical – would be rebooking next year for another run.
 - Disability Dance, Kids Week, and comedy events.
- Future events were discussed. The CEO noted that the Palace was becoming a gateway to the west end for plays and was getting a good reputation for music and comedy.
- The CEO asked the Committee to note the new metal arches constructed for concerts. These were scanners and part of the Palace's counter terrorism measures.

There were positive comments from Committee members about the events programme and the Christmas offer.

9. Non-Voting Board Members feedback.

The Chair highlighted:

- The launch of the Changing Places Facility and the People's Project

- 150 Lifetimes Mural on display in the East Court and;
- An Inspector Calls which had been attended by some Trustees. The Chair was pleased that the NEOB was being made watertight.

10. Views and questions from the public.

None

11. Suggestions for future agendas.

- Agreed a further Theatre presentation update at a future meeting (**Action**)
- Agreed that the Noise monitoring protocol be considered at the Next Meeting (**Action**)

12. New items of urgent business.

None

13. The Dates of Future Meetings.

20th January 2025, 8.30pm

17th March 2025, 7:00 pm

Meeting closed at 8.41

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING

4 NOVEMBER 2024

Report Title: General Update

Report of: Emma Dagnes OBE, Chief Executive, Alexandra Park & Palace

Purpose: To inform the Trustee Board of Alexandra Park and Palace Charitable Trust activities and the events programme.

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

1. Recommendations

- 1.1 To note the content of this report and any advice from the Advisory and Consultative Committees.

2. Executive Summary

- 2.1 This report provides Trustees with a general update on activities and the events programme. including Creative Learning, Park, Property and Events activity.
- 2.2 The information was provided to the Advisory and Consultative Committees at their respective meetings on 7 October and were invited to provide advice or feedback to the Trustee Board accordingly.

3. Planning and Strategic Project Updates

3.1 Park Projects: The Grove, SE Corner and Playground/Skate Park

Following a review of the feedback received on the Grove public engagement project and the Playground/ Skate Park survey, the team are working on a plan for next steps for further engagement and co-collaboration. All Park projects will be part of a wider capital fundraising campaign.

3.2 North East Office Building (NEOB) Repair Project

The amended Listed Building Consent application was approved by the Council in early September.

Work on site has continued to progress – brickwork construction and repairs are nearing completion, and works to the new roof begin imminently.

The latest programme indicates a mid-November finish. The contractor will be keen to claw some of this time back.

3.3 Changing Places Facility

Works are now complete, and the Changing Places facility was officially opened on 11 September.

3.4 EC Cafe Restaurant

Following the completion of RIBA (Plan of Work) Stage 2 (concept design) and a cost estimate exercise, a soft market test will take place later this month. Prospective catering partners will be invited to site for a tour.

3.5. Bollards on Alexandra Palace Way

Currently red and white blocks are in place along Alexandra Palace Way to prevent drivers parking on the pavement which leads to anti-social behaviour, littering and damage to the paving. Consideration is being given to using bollards as a permanent solution. A permanent installation is likely to require planning permission and/or listed building consent so the Advisory and Consultative Committee are asked to consider the proposal and whether they have any advice for Board.

The scheme is currently unfunded, but the details are being finalised so the project can be costed and then broken into phases to be carried out over several years a funds become available. The bollard proposed is a standard type available 'off the shelf' to ensure that replacement of damaged bollards in future is possible. The bollards will be placed 2.25m apart to prevent vehicle access and the final number will depend on the gaps between exiting street furniture (such as lamp columns and bus stops).

Figure 1: example bollard



3.6 North bridge structural remedial works

Extensive surveys have been conducted to establish the current condition of the North Yard bridge, a scheme has been planned and we aim to submit our proposals to Haringey planning department imminently.

4. **Maintenance, Repairs & Improvements Since Last Reported**

4.1 General Maintenance

A recently appointed bricklayer has made a fantastic start on tackling fabric repairs, beginning with the rebuilding of the North Yard retaining wall, which is now weatherproofed and ready to last another 150 years.

Other significant efforts include upgrading the fire alarm panel in the Palm Court security office, enhancing the WiFi connectivity completion of the Ice Rink referee changing room refurbishment.

Various other repairs and upgrades across the site included replacing broken steps, fixing bollards, moving staff from the Theatre into the South East office building and installing new pumps in the boiler room.

4.2 Safety Upgrades

Upgrades to our Electrical Distribution boards and emergency lighting system continue across the estate.

4.3 Energy Efficiency

Our buildings showed potential for energy efficiency improvement in various areas including continual work on our BMS controls and heating system infrastructure, LED lighting upgrades and feasibility studies to support future progress. We have recently installed two new Grundfos pumps in our boiler room, which will dramatically increase the efficiency of our heating system, continue to replace light fittings with LED replacements and have started work on our south terrace lighting upgrade while keeping the look and feel the same.

4.4 Ice Rink

A hefty 760Kg compressor was replaced in the Ice Rink Ammonia Plant. Plus, we've revamped the ventilation system with specially designed "socks" to improve air movement without melting the ice, aiming to eliminate condensation and fog issues that posed poor visibility on the ice. An additional 56Kg of Ammonia was added to the system as an ongoing maintenance regime.

5.5 Other projects

5.5.1 **Phoenix Bar toilet upgrade project:** Work has started to take place to upgrade these toilets to ensure a more welcoming environment for our visitors; a strip out of the 1980 sanitaryware has been completed.

5.5.2 **Phoenix Bar window restoration:** Essential work has taken place to the windows and doors on the West side of the building. Repairs have been undertaken, and joinery has been prepped for a change of colour – the same dark bronze green (a heritage colour) that has been used on the East.

5.5.3 **Phoenix Bar upgrade:** The maintenance team have removed the internal timbers of the aging 1980's bar, replacing them with steel frames and hygienic services. This upgrade also includes new stainless steel shelving throughout, enhancing both functionality and aesthetics.

5.5.4 **The Johnson servery:** A strip out of the Johnson servery has taken place after a leak from the upstairs toilets saturated the kitchen below. The full strip out has been followed by replacement of electrics and a new floor has been laid. We aim to instal a new stainless-steel bar in its place.

5.6. Long-Term Planning/ Plant Machinery

5.6.1 **Box Office re-roofing:** The long-standing leak in the box office is to be addressed. The ageing Air Handling Unit (AHU) that was in the way has been renewed and is awaiting delivery and will be refitted on the new roof.

5.6.2 **Palm Court Suites:** Major upgrades include a new A/C unit and enhanced emergency lighting, ensuring comfort and safety. The emergency lighting and distribution boards in the kitchenette have been upgraded

5.7 Emergency Works

5.7.1 **Water main replacement:** We have undertaken a full replacement of our galvanised steel water main (which burst last year) into a new poly pipe with adequate isolation and service points along the run.

5.7.2 **Boating Lake boundary wall:** Planning works for the boundary wall are in hand.

5.7.3 **North Bridge Phase 1:** Works will be starting to stop current water ingress and prevent further deterioration of the steel fabric.

5.8 Routine services and special projects continue including smoke vent repairs, ammonia plant maintenance, sprinkler system servicing, lift maintenance while meticulous attention to standards are being upheld.

5.9 Looking ahead:

- October routine servicing to our fire detection and door entry systems, water treatment systems, emergency lighting inspections and we are constantly exploring improvements to our current systems to maximize energy efficiency.
- We have some minor works planned that will make significant difference to our Visitor Services team by ensuring their place of work in the East Court is more comfortable, while also looking at the issue we have with the East Court toilets.
- Decorations will commence on the East Court doors and brick work repairs will continue to move around from the East Court entrance towards to south terrace.

6. Park & Environmental Sustainability

6.1 Wetlands Project

A contractor has been appointed to undertake Phase 1 of the project to manage surface water and create a new reed bed habitat. The £50,000 is an initial amount to fund phase 1 of the project. The commencement date is not confirmed at the time of writing, but the project will be completed by the end of March 2025. This project will involve creating and re-landscaping ditches to improve ground conditions, increasing aquatic habitats by making the channel system more sinuous (curvy) and by removing trees to increase light penetration.

6.2 Notice Boards

Refurbishment of Park notice boards is underway, at the time writing two have been completed and a third is being worked on. Repairing the timber in the existing boards was chosen as a more sustainable option than replacing them with new ones. The Park map and surrounding information is undergoing a redesign and these will start appearing in the refurbished boards in due course. The side panels are being overhauled so the information can be kept up to date more easily in future.

6.3 Grounds Maintenance

The Park team have continued to work in all weathers over the summer to maintain the Park. The annual meadow cutting has taken place and the arisings removed from site. This operation is intended to reduce nutrient levels in the soil to allow more opportunities for wildflowers to bloom among the dominant species. The Park team have been reviewing the outcome of the engagement work in the Grove to identify short term actions that can address some of the issues raised. The first of these is to give the pedestrian entrance to the Grove at Muswell Hill (gate 9) some attention this autumn to make it more welcoming.

6.4 **Gardening volunteers**

The volunteers again prepared the ground and sowed the seeds for the wild flower display alongside the golf course. They have also been involved in rose pruning and caring for the plants in the theatre courtyard.

6.5 **North London Hospice Owls**

The Park hosted four Owls as part of the North London Hospice trail. These colourful statues were designed by various people, including Matt Lucas and were located at the East Court, Garden Centre, Boating Lake and the Grove.

7. **Creative Learning**

7.1 **Creativity Camps**

4 Creativity camps were delivered over August, including DJ workshops, puppet making, comic book and video game design, with 43 young people attending over this time.

7.2 **Exhibition: By the People: 150 Lifetimes**

- Key initiatives still to be completed: timeline, audio trail, digital online platform launch, and staff/volunteer training
- Online digital learning resource launching on 25/09, including a teacher training webinar aimed at Haringey primary schools to increase school visits

7.3 **By the People: Volunteer Contributions**

- 950 hours delivered by volunteers in roles such as curation, tour guiding, workshop support, and program ambassadorship
- 2,000 images and stories captured for the archive, enhanced by new images from the exhibition's supporting materials
- Engagement target: 300 school pupils; currently achieved: 387 pupils and 48 teachers directly engaged, with an additional 1,120 indirectly

7.4 **By the People: Media Coverage**

- Significant media presence: Funding announcement featured on BBC News, The Evening Standard, and Time Out; unveiling covered by ITV London and local newspapers
- Short film showcased at Smile Charity Film Awards: 86,453 views on TikTok, 800 attendees at the ceremony, 2.7 million via live stream, and 5,115 directed to the Unit website

7.5 **Tours and volunteers**

- BBC studios identified as growth area
- Over the past year we have grown our tour offer with our dedicated group of tour guides and stewards delivering a series of tours around the Theatre and also the BBC Studios.
- The tours have been part of our ongoing 150th celebrations and give visitors a behind-the-scenes look at spaces not normally accessible to the public. Approximately 34 delivered over the year

7.6 Young Creatives Network

- Community radio project currently being planned – key partners include DICE, Jessica Sammut, BBC Learning, Bruce Castle and more.
- Currently working on application for further 3 years of funding from Esmée Fairbairn; key theme placemaking, local people affecting policy and change.

7.7 Café Palais Initiative

- Monthly gatherings for older adults (50+) and those with dementia, offering activities like Singing for the Brain and Kaos Choir – sessions begin again in September
- 430 opportunities provided annually (excluding Kaos and U3A data)
- Outreach to 19 residential homes planned, with an application to the National Lottery Community Fund for expansion

8. Human Resources

8.1 People Strategy – Alexandra Palace took part in the Best Companies B-Heard staff engagement survey and was accredited with *Ones to Watch* accreditation with good levels of engagement. This is an exciting baseline as we launch our three year people strategy that has been developed in line with our new Vision and Goals.

8.2 Alexandra Palace will be signing as members of the CIISA (the Creative Industries Independent Standards Authority). It's a new organisation that exists to uphold standards of behaviour across the creative industries and to prevent and tackle bullying and harassment. (ciisa.org.uk).

9. Events

9.1 Alexandra Palace has been nominated in the London Venue and Catering Awards for Most Versatile Space and Best Unusual or Unique Venue.

9.2 We hosted a series of shows over the bank holiday weekend on the Terrace including Gok Wan – Isolation Nation, Norman Jay's Good Times and more recently Fred Again... Album Launch Performance on Friday 6 September.

9.3 The Terrace also hosted a free Haringey Library Service community event called La Feria Family & Culture on Saturday 31 August.

9.4 The Theatre ends its three week tenancy of *An Inspector Calls* on Saturday 21 September

9.5 Fireworks Festival – Friday 1st November and Saturday 2nd November 2024

Details of the Fireworks event build have been shared with the Advisory and Consultative Committee and local stakeholders. The build will begin in the Park on Friday 25th October.

The Park and Alexandra Palace Way will be **closed from 2pm on Thursday 31st October until 3pm on Sunday 3rd November**, except for The Grove, which will remain open throughout. More detail can be found at <https://www.alexandrapalace.com/fireworks-festival-information-for-neighbours/>

- 9.7 Event Noise Complaints: The table below displays noise complaints for the current year to date.

Noise complaints recorded for the 2024/5 Year, since 1 st April 2024		
Date	Event	No. of complaints
8 June	The Grove Community Event	3
12 July	Bombay Bicycle Club	2
13 July	Kaleidoscope	6
18 July	Suede+Manic street preachers	6
19 July	Tom Odell	8
20 July	Noel Gallagher's High Flying Birds	2
25 August	Gok Wan	3
26 August	Norman Jay's Good Times	5
August	Summer Series in general	3
Total noise complaints 2024/25 to date		39

- 9.8 Members are encouraged to regularly review on our *What's On* pages at <https://www.alexandrapalace.com/whats-on/> and may still ask questions during or in advance of meetings.

10. Legal Implications

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

11. Financial Implications

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

12. Use of Appendices – None

13. Background Papers – None



ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING

15 JULY 2024

Report Title: Finance, Resource, Risk and Audit Committee (FRRAC)
Chair's Feedback report

Report of: Cllr Sean O'Donovan, FRRAC Chair.

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

1. Introduction

- 1.1 FRRAC is a non-decision-making committee established by the Trustee Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 This report highlights recent considerations of the FRRAC and makes relevant recommendations to the Trustee Board.
- 1.3 Present at the FRRAC meeting held on 18 September 2024 were Cllr Sean O'Donovan (Chair), Cllr Ahmed Mahbub, Cllr Sarah Elliott, Claire Pape, Emma Dagnes (CEO), Richard Paterson (Director of Finance & Resources), Catherine Solomon (Director of HR & OD), Cllr Emine Ibrahim (observer), and Natalie Layton.

2. Recommendation

To note the feedback from FRRAC and approve:

- i. The Trustees Annual Report and Financial Statements at Agenda item 13;
- ii. The updated Safeguarding Policy at agenda item 12;
- iii. The Risk Register at Exempt Agenda Item 20.

3. 2023/24 Audit Findings Report

- 3.1 We met the Audit Partner and received a thorough presentation of the Group Audit Findings Report (included at exempt agenda item 18), which had been issued with the expectation of an unqualified opinion on the financial statements.
- 3.2 The audit opinion had been issued subject to review of final documentation. (Trading Company Directors' report, final consolidated accounts and cashflows), which had since been received.

- 3.3 Based on the audit partner's confirmation of satisfactory documentation and evidence, FRRAC was satisfied with the going concern status for each entity and noted the Audit Findings Report.

FRRAC RESOLVED to recommend that the respective letters of representation are signed by the APTL and Trustee Board Chairs following their consideration of the Financial Statements.

4. 2023/24 Annual Report and Accounts

4.1 Trustees' Annual Report

We remarked positively on the clear and informative nature of the report including the images and data graphics. We suggested that some of this content could be very usefully employed in other literature to inform local residents and organisations, as well as supporters and potential funders, about the work undertaken by Alexandra Palace.

We noted the intention of the CEO and Director of Finance & Resources to re-produce the document in simple Word format with additional key components. Therefore, two documents would be produced; in Word format for filing with the Charity Commission and the image heavy Annual Review to bring the year's achievements to life.

FRRAC RESOLVED to recommend that the Trustee Board approve the final version of the 2023/24 Trustees' Annual Report.

4.2 2023/24 Financial Statements

We received the 2023/24 Financial Statements and noted the risk of reducing levels of unrestricted funding.

We acknowledged the importance of the trading subsidiary's contribution of a record £3m (including licence fee and restoration levy) and the challenges of sustaining that level of contribution in the current climate (increasing cost of living and energy prices).

FRRAC RESOLVED to recommend that the APTL Board and Trustee Board approve the Financial Statements, respectively.

5. Q2 Finance Report

We received the Group's current financial performance including the Trust's improved position. The car park charging scheme was now generating the levels of income set out in the original business case and contributed to a reduction in the Trust's budgeted deficit.

FRRAC noted the improved position and remarked on the success of the current Theatre production (An Inspector Calls) and levels of engagement by schools and AP volunteers.

6. Safeguarding Policy

FRRAC received the updated Safeguarding Policy and associated procedures and expressed support for the updated Code of Conduct.

RESOLVED to recommend approval of the Safeguarding Policy and appendices to the APTL Board and the Trustee Board for approval.

7. Other items considered

- a. We received a verbal update on Counter Terrorism Risk Management measures and were assured that the organisation was working towards compliance in advance of the Terrorism (Protection of Premises) Bill becoming a statutory requirement.
- b. We reviewed the Q2 Strategic Risk Register, included at Exempt Agenda Item 20 and recommend its approval by the Trustee Board.

8. Legal Implications

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

9. Financial Implications

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

10. Appendices – None

11. Background documents:

Minutes of FRRAC meetings are available to Trustees in the shared-drive.

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ALEXANDRA PARK & PALACE CHARITABLE TRUST
BOARD MEETING
4 NOVEMBER 2024

Report Title: Finance Report

Report of: Richard Paterson, Director of Finance and Resources

Purpose: This report seeks to inform the Trustees of the current financial performance of the Trust.

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

1. Recommendations

- 1.1 To note the forecasted full year position for the Trust.

2. Alexandra Park and Palace Charitable Trust

- 2.1 For the financial year to March 2025, the Trust is forecasting unrestricted revenue of **£5,625,000** (Budget: £5,072,000) with operating expenditure of £5,879,000 (Budget: £5,540,000) and an operating deficit of **£254,000** (Budget: -£468,000); £214,000 better than budgeted.
- 2.2 The financial position is improving as the year progresses and the predicted deficit is forecasted to reduce.
- 2.3 The biggest variance in income occurred through the Gift Aid contribution from the trading subsidiary (paid to the Trust in 2024/25 for FY 2023/24). APTL produced a much improved financial performance in 2023/24 that delivered over £545,000 more in Gift Aid than was originally anticipated.
- 2.4 This year income is starting to deliver the levels of income expected and the forecast is up £53,000 against budget. Other income is slightly down against budget.
- 2.5 Salary and wages costs are expected to be £72,000 below budget.
- 2.6 Other Admin costs are £279,000 higher than budgeted and the main reason for this variance is the North East Office Building. Although the funding received from Historic England was substantial, a condition of the grant is that the Trust funds 15% of the total works and associated professional fees and that is currently forecasted to be £182,000.

Table 1 – 2024/25 Trust End of Year Forecast

TRUST	Forecast	2024/25 Budget	Variance
Grants	1,755,000	1,755,000	0
Gift Aid	2,545,333	2,000,000	545,333
Leases	234,633	246,319	(11,686)
AP Licence	300,000	300,000	0
Other Income	83,616	117,380	(33,764)
Turnover	4,918,582	4,418,699	499,883
Car Park Income	666,267	613,501	52,766
Donations	40,369	40,000	369
Total Income	5,625,218	5,072,200	552,649
Cost of Events (Learning / Fundraising)	(13,171)	(16,350)	3,179
Interest Receivable	0	0	0
Salaries & Wages (admin)	(1,311,515)	(1,239,442)	(72,073)
Other Admin Expenses	(4,208,863)	(3,939,053)	(269,811)
Energy Costs	(345,178)	(345,400)	222
Total Overheads	(5,878,728)	(5,540,245)	(338,483)
Surplus / (Deficit)	(253,510)	(468,044)	214,165

3. Capital Expenditure

- 3.1 The Trust's current fabric and infrastructure repair backlog is estimated at £30m.
- 3.2 The Corporate Trustee continues to provide the Trust with a general Capital Grant of £470,000.
- 3.3 In addition to the above grant, the Trust has been awarded £2,187,000 for Capital Expenditure for the financial year 2024/25. This covers expenditure on security measures together with critical expenditure where there is a risk to life, injury and compliance.
- 3.4 Projects include:
- (i) A hostile vehicle mitigation system
 - (ii) Emergency lighting upgrades
 - (iii) Additional smoke vent renewals
 - (iv) Additional glazing repairs
 - (v) Improved perimeter/security fencing
 - (vi) Structural emergency works required Emergency Exit bridge Great Hall, Public Foot Bridge Park
 - (vii) Renewal of fire staircases and roof access
 - (viii) Renewal of steps into the park

4. Cashflow

- 4.1 The financial projections shown above for both Trust and APTL have an impact on cashflow. In particular, the cash position of Trust improves greatly with the additional £545,000 in predicted Gift Aid.
- 4.2 The outline cashflow for Trust and APTL is shown in Appendix 1 below. At this stage, it is not anticipated that APTL will have a significant cash issue between now and the end of the financial year but this will need to be monitored regularly. The improved financial performance will have a material positive impact on cash balances.
- 4.3 The Trust is still in a difficult period with regards to cash but due to the forecasted improvements, cashflow isn't as challenging as presented previously but work is still required to ensure it is in a position to pay all its debts in the financial year.

5. Risks

- 5.1 The risks are largely unchanged since the last meeting and include:
- (i) Cost of living crisis and the impact this will have on consumer confidence, ticket sales and spend per head.
 - (ii) Energy costs increase beyond the levels being forecasted.
 - (iii) Ongoing inflationary pressures and the impact this will have on suppliers and the cost base.
 - (iv) Recruitment and retention of staff if the Group is unable to afford reasonable pay increases.
 - (v) Recruitment and retention of casual workers given the difficulties seen in the sector.
 - (vi) Capital funding not at the levels required to ensure investment into the building, park and core infrastructure is maintained. Nor will it enable the major infrastructure programmes planned to be started.

6. Legal Implications

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

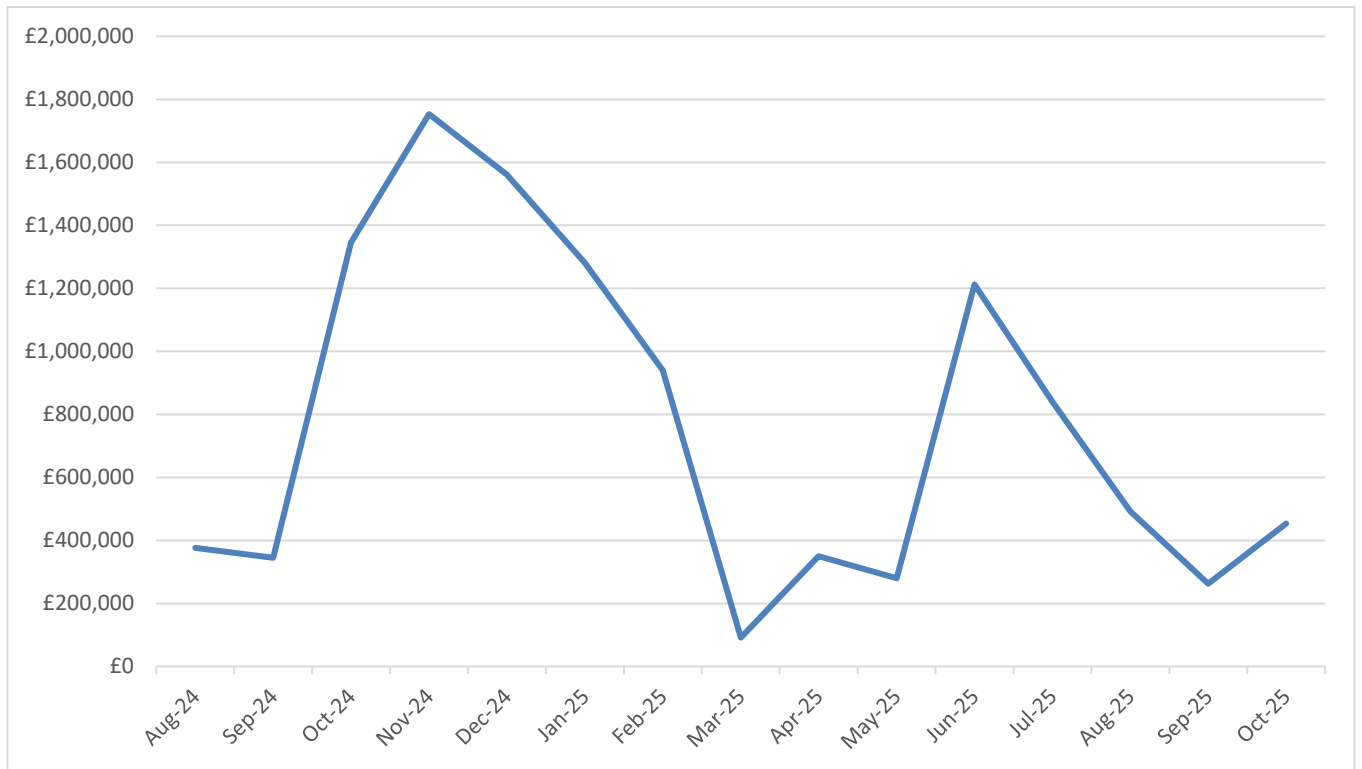
7. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report. The continued improvement in the Trust's position is welcomed as is the trading position of APTL. Continued focus on reducing expenditure and increasing income is also welcome.

8. Appendices: Appendix 1 – Cashflow

APPENDIX 1

Cashflow for Trust (including energy uplift and pay award)





**ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING - 7 NOVEMBER 2024**

Report Title: Review of Safeguarding Policy
Report of: Catherine Solomon (Director of HR & Organisational Development)
Purpose: To review the updated Safeguarding Policy and appendices.
Local Government (Access to Information) Act 1985 N/A

1. Recommendations

To approve the Safeguarding Policy and appended Code of Conduct subject to any feedback from FRRAC and the APTL Board.

2. Executive Summary

- 2.1 This report informs trustees of updates made to the Safeguarding Policy, attached at Appendix 1, in response to legislative updates, specifically:
- Statutory Guidance Working together to safeguard children 2023 (updated February 2024)
 - Charity Commission guidance (updated 1 June 2022)
 - Keeping Children safe in Education (updated 24 May 2024)
 - Care Support Statutory Guidance (updated 28 March 2024)
- 2.2 One material change had been made to the timeframe for staff to report safeguarding concerns to a manager, from 'within 24 hours' to 'without reasonable delay'.
- 2.3 Further amendments were made following peer review by the NSPCC and the Ann Craft Trust:
- Duty of care expanded to cover all adults in line with advice.
 - Photography and Filming Adults Policy added
- 2.4 The Trustee Board Member Code of Conduct Declaration Form, which Trustees are asked to review and sign annually, has been updated and is attached at Appendix 2. This is to comply with a requirement for Trustees to confirm annually that there were no circumstances which may impact on their suitability to act as trustees (and with overall responsibility for safeguarding).

3. The Finance, Resource, Risk and Audit Committee (FRRAC) were consulted on the Policy on 18 September and recommended approval by the APTL and Trustee Boards. The Policy was tabled at the APTL Board meeting on 23 September for feedback outside of the meeting and no comments had been received at the time of writing this report.

4. **Legal Implications**

The Council's Assistant Director of Legal & Governance has been consulted in the preparation of this report and, in noting that the Trust has taken legal and professional advice on the policy review, has no comments.

5. **Financial Implications**

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

6. **Use of Appendices**

Appendix 1 – Safeguarding Policy

Appendix 2 – Code of Conduct Policy and Declaration (amended)

7. **Background Papers** None



SAFEGUARDING POLICY

1. Introduction

- 1.1 This document sets out the policy and procedures of Alexandra Park and Palace Charitable Trust and its trading subsidiary APTL (hereafter known as **Alexandra Palace**) to ensure a safe environment for children, adults, and all those benefiting from or working with Alexandra Palace. Alexandra Palace is committed to protecting the welfare and preventing the abuse of children and adults with whom it comes into contact and in addition, ensuring that all those benefiting from or working with Alexandra Palace are not harmed in any way through contact with it.
- 1.2 Alexandra Palace recognises that all organisations providing activities for children and adults share a commitment to their welfare and are required to comply with the Government's Statutory Guidance Working Together to Safeguard Children (2023) (Last updated February 2024) to minimise risks to children and Making Safeguarding Personal (MSP) guide for adults who visit and take part in activities in the Park and Palace.
- 1.3 Where safeguarding concerns are raised, we will take swift action to ensure that concerns are acknowledged, correctly managed and reported.
- 1.4 Alexandra Palace recognises its duty to protect members of staff from bullying harassment and discrimination. Alexandra Palace also recognises its responsibilities to protect staff and volunteers against unfounded allegations of abuse. Staff who have concerns about bullying, harassment and/or discrimination should refer to the following policies, which are available from HR.
 - Bullying and Harassment policy and procedure,
 - Equality, Diversity and Inclusion Policies
 - Whistleblowing policy.
- 1.5 This policy aims to ensure that children and adults, and all those who work with them, are safe and supported within Alexandra Palace and its organised activities.

2. Policy Statement

- 2.1 Alexandra Palace acknowledges a duty of care to safeguard and promote the welfare of children and adults and is committed to ensuring that its safeguarding practice reflects statutory responsibilities, relevant and complies with best practice.
- 2.2 It aims to ensure that regardless of age, gender, sex, religion or belief, race, ethnicity, disability, pregnancy, sexual orientation, marital status or socioeconomic background, all children, and adults:
 - have a positive and enjoyable experience at Alexandra Palace in a safe environment; and
 - are protected from abuse.
- 2.3 Alexandra Palace acknowledges that some children and adults, including disabled people, those with special educational needs or those from ethnic minority communities, can be at increased risk of harm and abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare.
- 2.4 It is our policy that we will;
 - promote and prioritise the safety and wellbeing of children and adults;
 - ensure all members of staff understand their roles and responsibilities in respect of safeguarding and are provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other safeguarding concerns relating to children and adults;
 - ensure appropriate action is taken in the event of incidents/concerns of abuse or risk of harm and provide support to the individual/s that raise or disclose the concern;
 - ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored;
 - do our utmost to prevent the employment/deployment of unsuitable individuals;
 - ensure robust safeguarding arrangements and procedures are in operation.

- 2.5 Failure by an employee to comply with this policy and procedures may result in disciplinary action under the Alexandra Palace Disciplinary process.

3. Confidentiality and Information Sharing

- 3.1 Alexandra Palace has a responsibility to share relevant information about the protection of children and adults. If a child or adult confides in a member of staff and requests that the information is kept secret, it is important that the member of staff tells the child or adult sensitively that he/she has a responsibility to refer cases of alleged abuse to the Designated Safeguarding Lead for their own sake. Within that context, the child or adult should, however, be assured that the matter will be disclosed only to people who need to know about it. Members of staff who receive information about children and their families in the course of their work should share that information only within appropriate professional contexts. Staff can contact the Designated Safeguarding Lead for guidance and clarification.

4. Definitions

- 4.1 For the purposes of this policy and procedure, the following definitions apply:

- a. 'Designated Safeguarding Lead' means the Director of HR and OD.
- b. 'DBS' means the Disclosure and Barring Service, the body that carries out functions previously undertaken by the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA).
- c. 'Member of staff' - The term 'Member of staff' shall mean any permanent, temporary or fixed-term employee, casual worker. It also covers individuals providing services or performing work, such as agency workers and contractors, contracted services, partners as well as volunteers.
- d. 'Child' - a 'Child' is anyone who has not yet reached their 18th birthday
- e. 'Adult' – an adult is anyone aged 18 or over
- f. 'Adult at risk' is any person aged 18 or over who;
 - has needs for care and support (whether or not the local authority is meeting any of those needs); and is experiencing, or is at risk of, abuse or neglect;
 - as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

Adults at risk could include:

- older people;
- people with a visual or hearing impairment, physical disability;
- people with learning disabilities;
- people with mental health conditions.

In some cases, adults at risk may lack the capacity to make certain decisions for themselves. The Mental Capacity Act 2005 helps to protect people where this is the case, makes clear who can make decisions, in which circumstances and how they should go about doing this.

- g. 'Responsible adult' - Any adult, not being a parent of the Child, who, for the time being, has legitimate care, custody or control of that Child.
- h. 'Child Abuse' - Child Abuse is any action by another person – adult or child – that causes harm to a child. The consequences of the pain of Child Abuse are frequently more harmful than most people realise, and unresolved abuse issues may follow the child into adulthood. See **Appendix1** for detailed definitions. For further information, visit <https://learning.nspcc.org.uk/research-resources/briefings/definitions-signs-child-abuse>

i. Abuse of adults can include:

- physical abuse including hitting, slapping, pushing, kicking, restraint, misuse of medication
- sexual abuse including acts to which the adult has not consented
- psychological abuse including emotional abuse, threats of harm or abandonment, humiliation, intimidation, verbal abuse.
- financial or material abuse, including theft, fraud, exploitation, pressure in connection with wills or property.
- neglect and acts of omission
- discriminatory abuse
- bullying and harassment
- Other – honour-based violence, forced marriage, human trafficking, extremism and radicalisation, exploitation by radicalisers who promote violence, female genital mutilation, domestic violence.

5. Legal expectations and requirements:

5.1 Alexandra Park and Palace Charitable Trust is a registered charity and complies with guidance published by the Charity Commission for England and Wales on safeguarding and serious incident reporting, including:

- Guidance – safeguarding and protecting people for charities and trustees (published 6 December 2017 and last updated 1 June 2022)
- Guidance – how to report a serious incident in your charity (published 2 June 2014 and last updated 14 June 2019)
- Guidance - reporting a serious incident in your charity when it involves a partner (published 19 December 2019)

5.2 Alexandra Palace does not at present deliver registerable services under the Care Act or under the Children Act as such. Nevertheless, it is a provider of 'teaching, training and instruction' (as defined in the guidance on Regulated Activity) to children and sometimes to adults at risk. Some of these fall within the definitions of Regulated Activities within the meaning of the Safeguarding Vulnerable Groups Act and the Department for Education (DFE) definitions of Regulated Activity.

5.3 The Charity has significant contact with children, has a duty to prevent abuse, to listen to children when they express concerns and to take the right action to protect them. We recognise that Section 11 of the Children Act 2004 and Working Together to Safeguard Children¹ (July 2018: Chapter 2) apply to us generally and apply specifically when engaged in Regulated Activity. Whilst we are not (in the legal sense) a school or college we do provide education and instruction and therefore seek to work to the standards set out in Keeping Children Safe in Education 24 May 2024. We recognise documented definitions of types of child abuse and provide a senior manager (Director of HR and OD), who has the full support of the CEO and the Board, who performs the role of 'Designated Safeguarding Lead' who implements this policy and is there to advise staff, volunteers and colleagues and to manage referrals to safeguarding authorities. We also have an appointed Trustee as Safeguarding Lead.

5.4 In relation to adults at risk, we recognise Care and Support Statutory Guidance (Updated 28 March 2024), the Safeguarding Vulnerable Groups Act 2006.

5.5 Above all Alexandra Palace recognises that the prevention of child abuse and the protection of adults is everybody's business. It will continuously seek to achieve the best standards in its safeguarding practices.

See **Appendix 2** for further detail on relevant legislation.

6. Scope of our work

6.1 Staff and volunteers expected to be involved in Regulated Activity as defined in law will be recruited, selected and trained in accordance with the proper standards and all staff will receive appropriate safeguarding training that is professionally delivered and up to date. Staff and volunteers delivering Regulated Activity will also receive proper supervision. For further information on safer recruitment training visit www.saferrecruitmentconsortium.org.

6.2 The current contexts in which Alexandra Palace works with children and adults at risk are:

6.3 Creative Learning Programme: includes work with schools, people with special educational needs and learning disabilities, social and mental health needs, older people, people with dementia, young carers and more. We

¹ DofE Statutory guidance on inter-agency working to safeguard and promote the welfare of children

provide onsite and offsite workshops, digital learning, indoor and outdoor events, tours, handling collections and presentations, master classes and work experience placements.

We also have a safeguarding responsibility to our funders as stakeholders

- 6.4 Ice rink: Skating coaches and judges are required to apply to BISA annually for a membership license, the license requires them to be DBS checked attend safeguarding training, Alexandra Palace holds copies of all licenses and renewal documentation. NISA require coaches to follow a good practice guide. In addition, we engage licensed and registered Chaperones during Pantomime performances.
- 6.5 Within Alexandra Palace's Venue Management Plan (VMP) protocols are established detailing how a report of a lost child or adult at risk should be managed. A similar protocol exists as to how the venue will act when a child or adult at risk is found to be separated from their carer.
- 6.6 For ticketed events such as concerts, age restrictions for unaccompanied children are assessed and agreed with promoters, before being made clear to customers at point of sale. Such age restrictions are enforced by Security Personnel on entry to the building.
- 6.7 Alexandra Palace sources security personnel and stewards from SIA Licensed companies. All SIA licensed security personnel have DBS checks as part of their licensing arrangements.
- 6.8 All medical staff supplied to the venue have DBS checks, this is a requirement of contract.
- 6.9 Alexandra Palace is working to achieve the White Ribbon Music award which aims to eliminate Violence against Women and Girls. This work aims to establish an environment whereby any complaints of harassment, violence or assault are received and managed by Alexandra Palace team members in a sensitive and appropriate manner.
- 6.10 Alexandra Palace is signed up to the safety initiative 'Ask for Angela' that is being rolled out to bars, clubs and other licensed businesses across London. People who feel unsafe, vulnerable or threatened can discreetly seek help by approaching venue staff and asking them for 'Angela'. This code-phrase will indicate to staff that they require help with their situation and a trained member of staff will then look to support and assist them. This might be through reuniting them with a friend, seeing them to a taxi, or by calling venue security and/or the police. The first point of contact should be our visitor services team.
- 6.11 We follow the Code of Fundraising Practice, relating to treating donors fairly – especially those who might be at increased risk of abuse <https://ciof.org.uk/events-and-training/resources/treating-donors-fairly>

Our legal obligations are covered by the Charities Act 2016, and in addition we pay an annual levy to The Fundraising Regulator and have signed up the Fundraising Code of Practice.

The Regulator can investigate complaints and escalate them as appropriate.
<https://www.fundraisingregulator.org.uk/directory?name=281991>

- 6.12 Safeguarding legislation places duties on organisations to co-operate to safeguard and promote the welfare of children. Alexandra Palace requires its leaseholders, Friend Groups, Societies contractors and partners, when working in partnership within the Park (a public space, open 24/7) and Palace, to safeguard and promote the welfare of children and adults and to be committed to ensuring that their safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice.

7. Partnership working

Alexandra Palace will ensure that any formal or contractual relationships with partners, individuals, groups or organisations which involve contact with children or adults at risk include an obligation on the partner to:

- have appropriate safeguarding policies and procedures in place; and
- comply with its statutory and regulatory safeguarding obligations.

Contracts must clearly outline procedures and standards including:

- who has overall responsibility for safeguarding concerns;
- who is responsible for reporting and investigating safeguarding concerns; and
- the procedure to be following for dealing with safeguarding concerns.

Contracts with partners, individuals, groups or organisations must be in place before commencement of the work involving children or adults at risk.

8. Operating Safely Online

Alexandra Palace recognises that operating online carries specific safeguarding risks connected to protecting people from abuse and protecting sensitive information. We have in place measures to manage these risks, including:

- ensuring that all content on our website and/or social media accounts is suitable;
- limiting the number of people who are authorised to edit or post information on our website and social media accounts and changing passwords regularly;
- having controls on our social media accounts limiting who can post comments;
- monitoring what people do, say and share when using our online services;
- having in place policies and training for staff on keeping themselves safe online
- clearly explaining how users can report online concerns

We use advanced threat protection across devices and networks to mitigate risk of personal data breaches. As well as providing strict content filtering across all of our networks to prevent users from accessing explicit or inappropriate material on the internet. Our Free Wi-Fi Service is subject to terms and conditions and includes a usage policy.

The Charity Commission guidance sets out the requirements for charities to protect people from abuse when operating online <https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees#operating-online>.

9. Photography and Filming

Our photography and filming policy sets out our approach to protect children and young people who take part in Alexandra Palace services, events and activities, specifically those where photographs and videos may be taken. It includes the overarching principles that guide our approach to photographs/videos being taken of children and young people during our events and activities. Its purpose is to ensure that we operate in line with our values and within the law when creating, using and sharing images of children and young people.

10. Safeguarding roles and responsibilities

10.1 The Board of Trustees has ultimate responsibility for ensuring Alexandra Palace complies with its safeguarding duties and obligations and safeguarding is a governance priority for the Trust.

10.2 Trustees receive training on safeguarding and trustee responsibilities and the Board reviews this policy every year. The Board maintains and regularly reviews the Risk Register, which includes risks relating to safeguarding.

10.3 The Designated Safeguarding Lead is responsible for:

- adopting safeguarding guidelines through procedures and a Code of Conduct (**Appendix 3**) for staff and volunteers;
- following carefully the procedures for recruitment and selection of staff and volunteers;
- providing effective management for staff and volunteers through induction, supervision, support and training;
- reporting information about concerns
- sharing information about child protection and good practice with staff and volunteers;
- reviewing its policies and practice at regular intervals,
- Dealing effectively with any allegations made against staff and volunteers.
- Making safeguarding reports to the appropriate agency or agencies (including social services, the LADO, Local Safeguarding Children Board and Local Safeguarding Adult Board, the police, the DBS and/or the Charity Commission)
- the maintenance of and timely entries being made to the risk register.

10.4 All staff have a role to play in delivering the aims of the Safeguarding Policy, but specific responsibility has been allocated to named staff as outlined below.

10.5 The CEO has responsibility for safeguarding and ensuring compliance with Charity Commission requirements and ensuring the Board and Executive team have ownership of safeguarding issues.

10.6 The Board will appoint a safeguarding trustee on the Board.

10.7 Director of HR and OD and Head of Creative Learning are responsible for ensuring that appropriate DBS checks are undertaken, up to date records maintained, appropriate checks and references are taken up for staff offered employment and ensuring that staff receive safeguarding training.

10.8 The Safeguarding Working Group is responsible for steering work in relation to safeguarding, reviewing the Safeguarding Policy and making recommendations to the Executive Team for any actions that need to be taken to maintain compliance and good practice.

10.9 All staff have a responsibility to report any concerns to their manager or Designated Safeguarding Lead. In event mode any concerns should be reported to event control and Venue 1 will take the operational lead for managing the response to safeguarding issues on site during event operation mode in line with venue protocols within the venue management plan. Venue 1 will be responsible for facilitating a timely response and or escalation to the Designated Safeguarding Lead.

11. Recruitment, vetting, induction and training of staff and trustees

11.1 Alexandra Palace recognises the need to adopt a consistent and thorough recruitment process in order to ensure that people who are unsuitable to work with children and adults at risk are prevented from doing so.

11.2 Alexandra Palace complies with an on-going duty to notify DBS with any relevant information regarding the conduct of any individual which the Alexandra Palace considers to have caused harm or pose a risk of harm to at risk groups.

11.3 Alexandra Palace will ensure that all trustees are subject to appropriate checks to ensure they are suitable for the role, in line with Charity Commission guidance. All new trustees will be provided with a copy of this policy and will be given information about safeguarding and protecting people. All existing trustees must complete an annual declaration confirming that there are no circumstances which may impact on their suitability for the role.

11.4 Alexandra Palace will implement appropriate recruitment procedures for members of staff working on activities with children and/or adults at risk, having substantial access to children and/or adults at risk, access to children's personal information or images, or who through the course of their work are liable to find themselves in a position of trust. These procedures will include:

- DBS checks carried out by HR Department on the offer of a post which is likely to have regular contact with children and/or adults at risk.
- Two reference checks which confirm their suitability to work with children.
- Ensuring all existing staff regularly in contact with children, or unsupervised and or regulated activity, will have completed updated DBS checks.
- All staff contracts will refer to this policy about protecting children and adults at risk, and by signing contracts, staff will be confirming that they have received and read a copy of this policy.
- Members of staff are required to inform Alexandra Palace if they, their spouse or partner or their child is subject to a child protection investigation. Failure to do so could result in Disciplinary action;
- It is essential that all staff who have access to children and adults at risk understand their safeguarding responsibilities and what to do in the event a disclosure is made to them, or they suspect risk of harm or abuse. To aid this, all staff working with students, with children or likely to be in regular contact with adults at risk will receive training on safeguarding.

11.5 For its widening participation, and outreach work Alexandra Palace will take the following steps:

- Only employ staff, where possible, who have actually been observed working with children or adults at risk (as appropriate)
- Ensure that a teacher, youth worker, care worker or other group leader from the host organisation is present during workshops delivered by Alexandra Palace.
- Provide visiting professionals with a copy of this policy.

12. Procedure for Managing a disclosure

12.1 Disclosing abuse is difficult for variety of reasons. Some children and adults do not disclose because they feel they will not be believed or be taken seriously. It is very important that staff actively listen and respond sensitively. Creating a safe space to talk is crucial in breaking down barriers to disclosure.

12.2 The chart below shows some things to do and those not to do when speaking to someone making a disclosure

Do	Don't
<ul style="list-style-type: none"> • Listen carefully • Stay calm; • Recognise your feelings, but keep them to yourself; • Use language that the person can understand; • Reassure the person: telling them they are doing the right thing, they are not to blame, you believe that they are telling the truth; • Record what the person says and keep these notes; • Explain what you will do next (i.e., tell your manager or Designated Safeguarding Lead) in a simple and clear way • Follow the procedure set out in this policy in telling your manager or Designated Safeguarding Lead as soon as possible and within 24 hours and seeking advice and support for yourself. 	<ul style="list-style-type: none"> • Panic or delay in reporting the disclosure; • Express strong feelings of upset or anger; • Use jargon or express opinions; • Probe deeply for information; • Use leading questions; • Make them repeat the story; • Promise unconditional confidentiality; • Approach the person against whom the allegation has been made, or discuss the disclosure with anyone other than your manager or the Designated Safeguarding Lead.

13. Reporting a concern / disclosure against an Alexandra Palace staff member or volunteer

13.1 This procedure below will be followed whenever a disclosure has been made, or there is a suspicion that a child or adult is at of harm or has been abused. If in doubt, or you have any question or concern you can contact the Designated Safeguarding Lead. If the line manager or Designated Safeguarding Lead fails to take appropriate action the matter should be escalated to the CEO.

13.2 The member of staff will make a detailed written record of the matter, using, if possible, the Safeguarding Report Form at **Appendix 4**, and report it without reasonable delay to their line manager / safeguarding lead. In the case of an urgent concern, the member of staff will communicate the matter as soon as possible, and complete the written report afterwards.

13.3 The Designated Safeguarding Lead will seek advice from the Local Authority Designated Officer (LADO) where required to inform decision making about the appropriate course of action to be taken, sharing necessary information as appropriate to best protect the child or adult, with their consent wherever possible.

13.4 Where risk of harm or abuse is identified, we will take action to best protect the child or adult.

13.5 Alexandra Palace will involve the child or adult in decision making and act with their consent where possible. The Designated Safeguarding Lead will take action without consent where this is considered to be in the best interests of the child or adult.

13.6 If the matter is the subject of a criminal investigation Alexandra Palace is entitled to pursue its own or complementary confidential enquiries and disciplinary action. The Designated Safeguarding Lead will consult with the relevant agencies in such cases.

13.7 To maintain the integrity of the investigation, individuals who face an allegation may be advised to only discuss the substance of the allegation with his or her union or legal representative, immediate family or as directed by the investigating officer.

13.8 Following an investigation, disciplinary action may be taken as appropriate.

13.9 Information is shared and discussed between staff and relevant agencies on a need to-know basis only.

Appendix 5 provides a Flowchart for Reporting Safeguarding concerns.

14. Responding to Concerns

14.1 Deal with any immediate needs:

- Take all reasonable steps to ensure the child or adult is in no immediate danger;
- Seek medical treatment if required as a matter of urgency.
- If you believe someone is at imminent risk of significant harm, you should call the police and/or an ambulance by ringing 999 and then report the matter in accordance with section 13 of this policy.

14.2 Listen carefully if a child or adult discloses abuse to ensure that they are heard and not discouraged from reporting abuse. Clarify the bare facts of the reported abuse or grounds for suspicion of abuse but:

- It is not your role to interview the child or adult;
- Do not discuss in any circumstances the allegation of abuse with the alleged perpetrator.

14.3 Explain:

- That you must inform your line manager;
- Tell the victim that others will have to be informed, e.g. Designated Safeguarding Lead, Local Authority Designated Officer (LADO) and the police;
- Find out how the victim of abuse feels about informing others who might help, in particular LADO and the police.

14.4 Record:

Using the Safeguarding Report Form at **Appendix 4**, make an accurate factual written record of the allegation, or the grounds for suspecting abuse, including:

- The date and time of the incident;
- What was said by the victim of abuse in their own words;
- The appearance and behaviour of the victim;
- Any injuries witnessed;
- Anyone who was present at the time.

14.5 Inform:

- Your line manager as soon as possible and without reasonable delay.
- In the absence of your line manager, a senior manager, Event Control Designated Safeguarding Lead or Lead Site Security team member, or emergency services in an emergency. During an event, Venue 1 any concerns should be reported to event control and Venue 1 will take the operational lead for managing the response to safeguarding issues on site during event operation mode in line with venue protocols within the venue management plan. Venue 1 will be responsible for facilitating a timely response and or escalation to the Designated Safeguarding Lead.

14.6 What you should not do

- **Do not** confront the person you think is responsible for the abuse in the case of an event you should contact Lead Site Security Team Member;
- **Do not** destroy the evidence;
- **Do not** start to investigate the situation;
- **Do not** ignore even if the person does not want it to be disclosed.

15. Responsibilities of the line manager

15.1 Once the allegation or suspicion of abuse has been raised with the line manager (or other manager to whom a report is made under this policy), he or she must decide without delay, on the most appropriate course of action.

15.2 It is the duty of the line manager to:

a. Deal with any immediate needs:

- Ensure the victim of the alleged abuse is safe;
- Ensure that any necessary emergency medical treatment is arranged;
- Ensure that no forensic evidence is lost.

b. Clarify:

- The facts stated by the member of staff but **do not** discuss in any circumstances the allegation of abuse with the alleged perpetrator or if possible the victim;
- That the circumstances fall within the safeguarding procedures, i.e., meeting the definition of abuse as defined in this policy and procedures;
- Questions of consent and confidentiality as far as possible, e.g., has an assessment of capacity been made, is the alleged victim of abuse able to decide who should be informed

c. Refer by completing the Safeguarding Report Form (Appendix 4) and submitting to the Designated Safeguarding Lead who informs the Local Authority Designated Officer (LADO)

15.3 In the event of an accident or non-safeguarding related incident the standard Health and Safety reporting procedures should be followed. In regard to potential safeguarding incidents there are four main scenarios where the need to report is necessary.

15.4 If line managers have:

- a. Concern that a child or adult attending Alexandra Palace event or Alexandra Palace related projects (including those in community-based settings) is being abused but by somebody not connected to Alexandra Palace.
- b. Concern that a child or adult is being abused by an Alexandra Palace member of staff.
- c. A disclosure from a child or adult that they are being abused by somebody not connected to Alexandra Palace.
- d. An allegation that somebody working at Alexandra Palace has abused a child or adult.

they should inform their manager or Designated Safeguarding Lead.

15.5 If the circumstances involve a member of staff or volunteer the Designated Safeguarding Lead will seek advice from the Local Authority Designated Officer (LADO) and inform the CEO.

15.6 Do not inform parents if the abuse allegation concerns what is happening in the child's or adult at risk's home, seek advice from the Designated Safeguarding Lead.

15.7 Because it can be very difficult for a child to report that they are being abused, particularly while it is happening, it is important that any allegation is taken seriously, and everything is recorded factually and on the same day.

15.8 With regard to the action that should be taken when direct allegations are made, prior to the investigation, the Designated Safeguarding Lead may make a recommendation or obtain specialist independent advice on whether the allegation is one where suspension is necessary. If the decision is made to suspend an individual, this will not imply that the individual is guilty of any misconduct.

15.9 Alexandra Palace is aware that we have a responsibility both to the children / adult and to the member of staff who has been accused. To be accused of abuse or inappropriate behaviour is an extremely traumatic experience for all concerned. The HR Department can arrange for counselling through our EAP package. All investigations will be undertaken fairly and without undue delay.

15.10 If the allegation about a member of staff is made to another member of staff it is important that this information is reported to the HR Department as soon as possible. Because of the rules of evidence with regard to criminal investigation, it is important that staff do not seek to interview the child, influence the parents or seek to stop the child from informing the statutory agencies. Such action can also be seen as conspiring to pervert the course of justice.

15.11 Failure to refer promptly may mean that vital evidence will be lost and result in more suffering to the child concerned, as well as potentially leaving other children at risk.

15.12 In certain circumstances it may not be appropriate for a member of Alexandra Palace staff to investigate an alleged incident themselves, in which case investigations must be left to appropriate professionals who will carry out an external investigation.

15.13 On occasion, the evidence needed to secure a conviction may not be available. The court requires allegations to be proven 'beyond reasonable doubt'. This is a high standard of proof. Following an allegation and investigation, a prosecution may not take place and even if a prosecution goes ahead, the person prosecuted may be acquitted. Employees need to be aware that regardless of whether a

prosecution takes place, behaviour may still be in breach of our standards of conduct, and the allegations may be subject to an internal disciplinary process, subject to the advice of the LADO.

16. Whistleblowing

- 16.1 Alexandra Palace encourages all members of staff to raise any concerns that they may have about the conduct of others in the organisation in relation to any suspected instances of fraud, misconduct or wrongdoing. The Whistleblowing Policy and Procedures sets out Alexandra Palace position in these matters and lays out a procedure for individuals to raise any concerns and how those concerns will be dealt with.

17.Children Attending events / tours

- 17.1 Children attending events/tours / learning programmes at the park are the responsibility of their parents, carers, guardians, Responsible Adult, teachers or other persons who accompany them. Unaccompanied minors under the age of 14 will not be admitted. In the event that a child is reported as being separated from their adult carer, this should be reported to AP Control via radio or extension 2222 who will initiate the appropriate Alexandra Palace Lost Child / Adult at Risk protocol.
- 17.2 Children attending performances/events/tours and the park as part of a school or community group are the responsibility of the adult group leader at all times. A ratio of adults to children is required for all large groups.
- 1: 3 for Early Years and Foundation students (2 to 5 years)
 - 1: 6 for Years 1,2 and 3 (5-8 years)
 - 1: 10 for Year 4 and above (9 upwards)

18. Procedure for lost children / adult at risk attending a performance, event or tour.

- 18.1 In the event that a child or adult at risk is found having been separated from their carer, the member of Alexandra Palace staff should contact AP Control via radio or extension 2222 who will implement Alexandra Palace's Found Child / adult at risk protocol. At all times, where practicable, we undertake that any lost child / adult at risk will be with at least two members of staff, preferably including one SIA licensed site security and in a public and visible place covered by CCTV.
- 18.2 The matter should be recorded and reported using the Control Daily Occurrence Book.

19. 'Abandoned' Children

- 19.1 If a child under the age of 14 is found in the building, and they are unaccompanied by an adult, it should be established if that child has been abandoned, if this is the case it should be reported to Alexandra Palace Control via radio or extension 2222 and the Found Child protocol as detailed in Venue Management plan should be initiated. The matter should be recorded and reported in the control Daily Occurrence Book.
- 19.2 NB: This procedure should only be used if the adult is not in the building, not if a parent and child have become separated.
- 19.3 No member of staff should accept responsibility for a child under any circumstances.

20. Unaccompanied Minors

- 20.1 Each event will have established through risk assessment and agreement with promoters/client, a lower age limit under which unaccompanied children will not be admitted to the venue.
- 20.2 Alexandra Palace Ice Rink does not admit unaccompanied minors to public sessions who appear to be 12 years or less. For patch ice or ice rink lessons, where a minor is below the public session age limit, children 12 and under can be left at the discretion of parent, guardian or responsible adult.
- 20.3 Unaccompanied minors in public areas of the building such as Palm Court, East Court and other public areas of the Palace and Park are left at the discretion of parent, guardian or responsible adult.
- 20.4 During daytime opening hours, security on duty should be alert for any unaccompanied minors entering the building.

21. Work Experience

- 21.1 Alexandra Palace considers applications for Work Experience on a case-by-case basis subject to the needs of the business.
- 21.2 The manager hosting a work experience placement must liaise with the HR Department to ensure there is an awareness of under-18 and over-18 work experience students in the building. This ensures risks can be managed and a standardised approach to ensure insurances, risk assessments and learning programmes are in place.
- 21.3 The manager / HR Department is responsible for ensuring, prior to the placement commencing, that the school, parent, carer or guardian of the child has completed a permission form for attendance on the work experience, and has been provided with an appropriate risk assessment and all documentation relevant to the placement.
- 21.4 The manager in whose department the young person is to undertake the work experience must ensure that the department has an up-to-date Risk Assessment for work experience placements and, for under-18s, an individual risk assessment which is signed, dated and specific to the individual young person.
- 21.5 HR is responsible for collecting emergency contact details from the parent, carer or guardian identified in the work experience application form. The supervising manager is responsible for advising the Work Experience Coordinator of any accidents or emergencies, and HR will inform the parent, carer or guardian or school in liaison with Head of Health Safety.
- 21.6 The manager in whose department the young person is to undertake the work experience must ensure that the members of staff who are working with or supervising that young person are briefed on their responsibilities and are competent to undertake that role.
- 21.7 Under DBS rules, staff supervising or working alongside children on work experience would not normally be required to undertake a DBS check. However, all staff must be aware of and must follow the code of conduct for dealing with children outlined above.
- 21.8 The manager in whose department the young person is to undertake the work experience must ensure he/she receives a Health and Safety induction and Health and Safety Risk Assessment. The manager must ensure that the young person is supervised at all times.

22. Sexual relationships

- 22.1 Under the Sexual Offences Act 2003, it is a criminal offence for a person to engage in a sexual relationship with a person under the age of 18 when they are in a position of trust in relation to that person. All staff are considered to be in a position of trust for this purpose. The Sexual Offences Act 2003 also makes it an offence for those engaged in providing care, assistance or services to an adult at risk to engage in sexual activity with that person.

23. Alcohol

- 23.1 It is illegal for alcohol to be sold to or bought by people who are under the age of 18 years. Alexandra Palace takes reasonable steps to seek to ensure that the law is not broken in relation to licensed premises and operates a Challenge 25 policy.

24. Associated documentation and further information

This document provides only a basic guide to safeguarding. Further advice and guidance can be obtained from the HR Department. The policy should be read in conjunction with the following documents:

- Code of conduct
- Capability policy and procedure
- Disciplinary policy and procedure
- Whistleblowing policy
- Bullying and harassment policy and procedure
- Recruitment and selection policy and procedure
- Training and induction policy
- Health and Safety policy
- Lone Working policy
- Equality, Diversity and Inclusion Policy
- Serious Incident Reporting
- Social Media Policy
- Data Protection Policy
- Photography and Filming Policy

25. Equality statement

Alexandra Palace is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, responsibilities for dependents, age, physical/mental disability or offending background.

We work to ensure that no one is unduly excluded through barriers to involvement, training, information and advice adapting our approach as required.

26. Data Protection

- 26.1 When an individual makes a disclosure or reports a concern under this Policy, Alexandra Palace will process any personal data collected in accordance with our data protection policy. Data collected from the point at which the individual makes the report is held securely and accessed by, and disclosed to, individuals only for the purposes of dealing with the disclosure.

27. Status of policy

This procedure is a statement of current Alexandra Palace policy taking into account current legislation. Alexandra Palace therefore reserves the right to amend the procedure as necessary to meet any changing requirements.

Date	Version	Author	Amendments
02.10.18	V2	Catherine Solomon	Policy updated in light of legislative changes. Section 26 on Data Protection
09.01.19	V3		Policy updated in light of Charity Commission Guidance 25/10/2018
14.02.19	V4		Policy updated in light of legislative changes
06.03.20	V5		Section 1 – A third paragraph was removed as it repeated what was already in the second paragraph.
			Section 5 – Dates have been updated to reflect updated publications of Charity Commission Guidance.
			6.9 – reworded to reflect obligation on ‘partners’ to commit to safeguarding and to also reflect that Alexandra Palace is open 24 hours a day, 7 days a week.
29.04.22	V6		Policy updated in light of legislative changes
23.07.24	V7	Catherine Solomon	Policy updated in light of following legislative changes: Statutory Guidance Working together to safeguard children 2023 (last updated February 2024) Charity Commission guidance last updated 1 June 2022 Keeping Children safe in Education last updated 24 May 2024 Care Support Statutory Guidance last updated 28 March 2024 Requirement for Trustees to complete Annual Declaration confirming that there are no circumstances which may impact on their suitability for the role. Timeframe for staff to report to manager changed from within 24 hours to without reasonable delay. Duty of care expanded to cover all adults in line with advice. Photography and Filming Adults Policy added.

APPENDIX 1: Detailed definitions

Child Abuse Definitions

There are four types of child abuse. They are defined in the Working Together to Safeguard Children 2018 **Appendix A** as follows:

1. Physical abuse
2. Emotional abuse
3. Sexual abuse
4. Neglect

Bullying is not defined as a form of abuse in Working Together but there is clear evidence that it is abusive and will include at least one, if not two, three or all four, of the defined categories of abuse. For this reason, it has been included in this factsheet.

The NSPCC's working definition of Child Abuse in this document - <https://learning.nspcc.org.uk/research-resources/briefings/definitions-signs-child-abuse>

Physical abuse

Physical abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

Emotional Abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyberbullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual Abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- protect a child from physical and emotional harm or danger;
- ensure adequate supervision (including the use of inadequate care-givers);
- or ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Radicalisation and extremism

Radicalisation is a process by which an individual or group comes to adopt increasingly extreme political, social, or religious ideals and aspirations that reject or undermine the status quo or reject and/or undermine contemporary ideas and expressions of freedom of choice. The threats to children take many forms, not only the high-profile incidents of those travelling to countries such as Syria and Iraq to fight, but on a much broader perspective also. The internet, in particular social media, is being used as a channel to promote and engage. Often this promotion glorifies violence, attracting and influencing many people including children and in the extreme cases, radicalising them. Children can be trusting and not necessarily appreciate bias that can lead to them being drawn into these groups and adopt these extremist views, and in viewing this shocking and extreme content may become normalised to it.

A definition of extremism can be found in Working Together to Safeguard Children 2018 **Appendix A**.

Bullying

Bullying may be defined as deliberately hurtful behaviour, usually repeated over a period of time, where it is difficult for those bullied to defend themselves. It can take many forms, but the three main types are physical (e.g., kicking, hitting, theft), verbal (e.g., racist or homophobic remarks, threats name calling) and emotional (e.g., isolating an individual from the activities and social acceptance peer group). The damage inflicted by bullying can frequently be underestimated. It can cause considerable distress to children to the extent that it affects their health and development or, at the extreme, cause them significant harm (including self-harm). All settings in which children are provided with services or are living away from home should have in place rigorously enforced anti – bullying strategies.

Definitions taken from the document NSPCC Child Protection Fact Sheet - Definitions and signs of child abuse.

APPENDIX 2: Key Legislation

Children Act 2004

Section 10 requires each local authority to make arrangements to promote co-operation between the authority, each of the authority's relevant partners, and such other persons or bodies who exercise functions or are engaged in activities in relation to children in the local authority's area, as the authority considers appropriate. The arrangements are to be made with a view to improving the wellbeing of children in the authority's area – which includes protection from harm and neglect alongside other outcomes.

Section 11 places duties on a range of organisations and individuals to make arrangements for ensuring that their functions, and any services that they contract out to others, are discharged with regard to the need to safeguard and promote the welfare of children.

Children Act 1989

The intention of the Children Act is to protect children and ensure that their welfare and development is paramount and promoted. The Act allows for provision of services to support children and their families and for the compulsory intervention of the state to protect children. The act also gives local authorities a responsibility for ensuring that this happens by working together with all the relevant agencies. It states that only the Police, Social Services and the NSPCC have the legal right and responsibility to investigate concerns about child abuse.

For any updated modifications from 2004 onwards go to www.legislation.gov.uk - Children Act 1989.

Principles

- Paramount – the child's welfare is paramount – the most important consideration;
- Parental Responsibility – parents have a duty to care for their child and meet their needs;
- Partnership – professionals and families are to work together for the welfare of the children;
- Participation – children's wishes and feelings should be ascertained so that they can contribute appropriately;
- Prevention and Provision of Services – services may be necessary to safeguard and promote the welfare of a 'child in need';
- Protection – a child must be protected from serious harm. The Local Authority has a duty to investigate any report that a child is suffering or likely to suffer, 'Significant Harm'.

Section 17 – Child in Need

Under the Children Act (1989) a child is considered to be in need if:

- he/ she is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him/her of services by a local authority under this Part;
- his/her health or development is likely to be significantly impaired, or further impaired, without the provision for him/her of such services; or
- he/she is disabled.

Section 47 – Child at Risk of Significant Harm/In need of protection

Places a statutory duty on the local authority to investigate

Where a local authority has reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm, the authority shall make, or cause to be made, such enquiries as they consider necessary to enable them to decide whether they should take any action to safeguard or promote the child's welfare.

Significant Harm

In relation to children:

The Children Act 1989 introduced Significant Harm as the threshold that justifies compulsory intervention in family life in the best interests of children.

Physical Abuse, Sexual Abuse, Emotional Abuse and Neglect are all categories of Significant Harm.

Harm is defined as the ill treatment or impairment of health and development. This definition was clarified in section 120 of the Adoption and Children Act 2002 (implemented on 31 January 2005) so that it may include, "for example, impairment suffered from seeing or hearing the ill treatment of another".

Suspensions or allegations that a child is suffering or likely to suffer Significant Harm should result in an Assessment incorporating a Section 47 Enquiry

There are no absolute criteria on which to rely when judging what constitutes significant harm. Sometimes a single violent episode may constitute significant harm but more often it is an accumulation of significant events, both acute and longstanding, which interrupt, damage or change the child's development.

The impact of harm upon a person will be individual and depend upon each person's circumstances and the severity, degree and impact or effect of this upon that person.

Police protection powers

Under section 46 of the Children Act 1989, where a police officer has reasonable cause to believe that a child would otherwise be likely to suffer significant harm, the officer may:

- remove the child to suitable accommodation and keep him there; or
- take reasonable steps to ensure that the child's removal from any hospital or other place in which the child is then being accommodated is prevented.

No child may be kept in police protection for more than 72 hours.

Emergency protection powers

The court may make an emergency protection order with respect to a child under section 44 of the Children Act 1989 on application by any person, if it is satisfied that there is reasonable cause to believe that a child is likely to suffer significant harm if the child:

- is not removed to different accommodation (provided by or on behalf of the applicant); or
- does not remain in the place in which the child is then being accommodated.

An emergency protection order may also be made by the court on the application of a local authority or an authorised person (i.e., a person authorised to apply to the court for care orders or supervision orders under section 31 of the Act) if the court is satisfied that:

- enquires being made with respect to the child (in the case of a local authority, under section 47 (1) (b) of the Act) are being frustrated by access to the child being unreasonably refused to a person authorised to seek access, and
- the applicant has reasonable cause to believe that access is needed as a matter of urgency.

In addition, where the applicant is an authorised person, the court must be satisfied that the applicant has reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm.

An emergency protection order gives authority to remove a child to accommodation provided by or on behalf of the applicant and place the child under the protection of the applicant, amongst other things.

Working Together to Safeguard Children

This document sets out how all agencies and professionals in the statutory, voluntary and independent sectors should work together to promote children's welfare and protect them from abuse and neglect and requires those agencies to share information. This document was updated in July 2018.

The United Nations Convention on the Rights of the Child

The United Nations Convention sets out the rights of all children, including their right to be protected from harm.

Making Safeguarding Personal (MSP) guide – for adults

<https://www.local.gov.uk/sites/default/files/documents/Making%20Safeguarding%20Personal%20-%20Guide%202014.pdf>

Rehabilitation of Offenders Act 1974

This act allows people not to declare convictions to employers. People who are involved in situations where they have sustained or prolonged access to children are exempt from the Rehabilitation of Offenders legislation. This means that prospective employees, self-employed workers and volunteers must declare all criminal convictions relating to children, however long ago: and that these will be taken into account when deciding on their suitability for working with children. NB: verification of Criminal Records will be obtained in all cases from the DBS.

Health and Safety at Work Act 1974

The Health and Safety at Work Act gives all organisations a legal responsibility to prevent injuries and ill health to employees and others, including members of the public. Much of this responsibility is delegated to managers who have control of work activities, but the legislation also provides all employees with an obligation to take reasonable care of themselves and others.

Youth Justice and Criminal Evidence Act 1999

Working together to achieve best evidence in relation to vulnerable and intimidated witnesses, which includes children. NB: all young people under 17 are always classed as vulnerable witnesses in cases of violent and sexual offences.

Safeguarding Vulnerable Groups Act 2006

This piece of legislation was created following the UK Government accepting recommendation 19 of the inquiry headed by Sir Michael Bichard, which was set up in the wake of the Soham Murders.

The Safeguarding Vulnerable Groups Act establishes the legal basis for the two DBS managed lists of people barred from working with children and/or adults at risk replacing the current barred lists (List 99, the Protection of Children Act 1999 (PcCA), the scheme relating to the Protection of Vulnerable Adults (PoVA) and Disqualification Orders). The Safeguarding Vulnerable Groups Act also places a statutory duty on all those working with at risk groups to register and undergo an advanced vetting process with criminal sanctions for non-compliance.

The Sexual Offences Act 2003

Introduced the offences of:

- causing or inciting a child to engage in sexual activity
- engaging in sexual activity in the presence of a child
- causing a child to watch as sexual act
- meeting a child following sexual grooming
- arranging or facilitating a child sexual offence

Abuse of Position of Trust

The Sexual Offences Act (2003) re-enacts and extends the abuse of position of trust to include;

An offence for any person aged 18 or over, who is in a 'position of trust', to have a sexual relationship with a young person under 18 if their role is one identified within the Act. These include staff working in;

- Institutions looking after children detained under a court order
- Accommodation provided by local authorities / voluntary organisations under statutory provision
- Hospitals, clinics, children's homes and residential family centres
- Education institutions

Protection of Freedoms Act 2012

- Formed DBS in 2012 from ISA and CRB
- Safer recruitment for public, private and voluntary sectors by identifying candidates unsuitable for working with children and adults at risk
- Covers England and Wales
- 'Regulated Activity' employers legally required to refer safeguarding concerns
- Illegal for a person barred by DBS to apply or work within the sector or for an employer to knowingly employ someone barred by the DBS.

Female Genital Mutilation Act 2003

Female Genital Mutilation [FGM] is a form of violence against women and girls. It involves the ritual cutting or removal of some or all of the external female genitalia.

It is illegal for anyone to perform FGM in the UK. The Act makes clear that it is an offence for any person regardless of their nationality or residence status, to perform FGM in England and Wales, assist a girl to carry out FGM on herself or assist a non-UK national or UK resident to carry out FGM outside of the UK on a UK national or UK resident. In addition, there is also a separate offence of failing to protect a girl from the risk of FGM.

All types of FGM constitute Significant Harm as defined in the Children Act 1989.

A girl or a relevant party (such as a local authority) can apply to the court for a Female Genital Mutilation Protection Order. This is an order which can protect a girl at risk of FGM.

Child Sexual Exploitation

CSE is defined in the Department of Education Guidance entitled 'Child Sexual exploitation Definition and guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation' published in February 2017 and it says:

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online.

Some children and young people are trafficked into or within the UK for the purpose of sexual exploitation. Sexual exploitation can also happen to young people in gangs.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g., food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example, being persuaded to post sexual images on the Internet/mobile

phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

This definition of child sexual exploitation was created by the UK National Working Group for Sexually Exploited Children and Young People (NWG) and is used in statutory guidance for England.

Counter-Terrorism and Security Act 2015

The Counter-Terrorism and Security Act 2015 introduced a new duty on regulated higher education bodies to have due regard to the need to prevent people from being drawn into terrorism. This is known as the Prevent Duty. The aim of the Prevent strategy is to reduce the threat to the UK from all forms of terrorism by stopping people becoming terrorists or supporting terrorism.

Radicalisation refers to the process by which a person comes to support terrorism and forms of extremism leading to terrorism. Radicalisation is usually a process not an event. During this process, there will inevitably be opportunities to intervene in order to reduce the risk of the individual being attracted to extremist ideology and causes and safeguard him/her from the risk of radicalisation. It is important to be able to recognise the factors that might contribute towards the radicalisation of an individual. Indeed, some of the factors that lead an individual to becoming radicalised are no different to those that might lead individuals towards involvement with or being vulnerable to other activity such as gangs, drugs and sexual exploitation for example.

Those involved in extremist activity come from a range of backgrounds and experiences.

There is no single profile of what an extremist looks like or what might drive a young person towards becoming radicalised. It can affect impressionable young boys and men and also impressionable young girls and women.

Mental Capacity Act 2005

An assessment to establish whether a person lacks capacity should take place whenever there is a concern that an individual might lack the mental capacity to make a proposed decision (including safeguarding).

Processes for people who lack capacity should be different in significant respects from processes undertaken with people who have capacity (e.g., in relation to sharing information and consent).

The principles of the Mental Capacity Act make it clear that a person is not to be treated as unable to make a decision unless all practical steps have been taken to help them do so, and that no one should be deemed to lack capacity on the grounds that their decisions appear to be unwise.

Care Act 2014

The Act sets out the legal framework for the provision of adult social care. It includes the general responsibility of local authorities to promote the wellbeing of adults in need of care and support and with his partners, to safeguard such adults from abuse or neglect. Local authorities must make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. The duty applies to adults who have care and support needs (regardless of whether they are currently receiving support, from the local authority or indeed anyone); and who are at risk of or experiencing neglect or abuse, including financial abuse; but are unable to protect themselves.

Care and Support Guidance

Care and Support Statutory Guidance (Updated January 2022) Chapter 14 provides guidance to agencies on the requirements and arrangements for safeguarding adults at risk of or experiencing abuse or neglect.

Statutory Guidance:

Working Together to Safeguard Children (July 2018);
Keeping Children Safe in Education (Updated September 2021);

Charity Commission Guidance: Safeguarding and protecting people for charities and trustees (published 6 December 2017 and last updated 17 November 2021)

How to report a serious incident in your charity (published 2 June 2014 and last updated 14 June 2019)

Reporting a serious incident in your charity when it involves a partner (published 19 December 2019)

APPENDIX 3: Code of Conduct

No member of staff shall engage in sexual contact or in any relationship with a child other than a properly conducted staff-to-young person relationship. This condition applies regardless of the age of the child and, even if they are over the age of consent.

No member of staff shall engage in conduct towards a child or adult that is intended to be oppressive, threatening, manipulative or in any way improper or with a view to causing the child or adult physical or emotional harm or sexual harm.

It is the primary duty of every member of staff to ensure the safety and wellbeing of every child and adult whilst on site. Each member of staff must ensure that all reasonable steps are taken to minimise risk of harm or injury to any child or adult and must abide by the policies, procedures and guidelines set out in this document.

Where there is any reason for believing that a child or adult has been abused, is being abused or is at risk of being abused, in any way arising as a result of that person's association with Alexandra Palace, it shall be the duty of any member of staff to whom that information is made known to take action at once, according to the reporting procedures section 13.

Any instance of inappropriate behaviour towards a child or adult, by any person employed by Alexandra Palace will be the subject of an enquiry, which may involve external statutory authorities. Alexandra Palace will always seek and adhere to advice from the Local Authority Designated Officer (LADO). The report of any enquiry will be presented to the CEO who will decide what further action is necessary and whether there are sufficient grounds to institute disciplinary proceedings. This will take place whether the Police choose to prosecute or not.

A member of staff who finds him/herself alone with a child must exercise particular care. There should be no apprehensiveness in the mind of either person if such a situation arises, but physical contact should be avoided or appropriate to the nature of work and the situation whenever possible and the presence of an additional person sought as soon as reasonably practicable.

Children must at all times be treated with respect in attitude, language and behaviour. Sexual innuendo whether by word or gesture is prohibited.

No person under the age of 18 years shall have the responsibility for supervising any other child.

Alexandra Palace works with a variety of media to promote understanding and engagement with its work. Children should not be photographed or filmed without prior permission from their teacher, parent or guardian. In use of this material the following guidelines should be considered:

- Photographs of children must be retained and stored in an appropriate manner and only used for legitimate Alexandra Palace purposes;
- The use of both a child's first and last name in photographs, captions and file names, identifiable logos e.g. school badges should be avoided;
- Group pictures rather than individuals should be used wherever possible;
- Only images of children in suitable dress should be used to reduce the risk of inappropriate use;
- A media consent form should be completed.

Relevant Heads of Department who are involved in media activities are responsible for developing departmental procedures to ensure that these guidelines are implemented in their area of responsibility.

Staff should not accept children below 18 years of age who they have met through their work as 'friends' on social networking sites. Neither should they divulge private email addresses or telephone numbers to these children. Staff should not publish pictures on social networking sites of their work that involves children.

In working with children staff should be aware of the Good Practice guidelines below. Good practice creates a positive child protection climate and assists in protecting staff from false allegations of abuse.

Good Practice:

- Always working in and encouraging an open environment (e.g., no secrets)
- Treating all children and adults at equally, with respect and dignity;
- Always putting the welfare of children and adults first;
- Maintaining a safe and appropriate distance except where it is an essential part of the process;
- Building a balanced relationship based on mutual trust which empowers children and adults;
- Ensuring that any form of manual assistance or physical support is provided openly. Children and parents, guardians or carers should be consulted and their agreement gained.
- Involve parents, guardians, carers and chaperones wherever possible;
- If groups have to be supervised do so in pairs where practicable;
- Being an excellent role model, this includes not smoking or drinking alcohol in the company of children;
- Record any injuries sustained accurately in line with Alexandra Palace accident reporting policy.

Practice to be avoided:

- Avoid spending time alone with children and adults away from others;
- Avoid association (outside the work environment) with children and adults you have met at work;

Practice never to be allowed:

- Engage in rough, physical or sexually provocative games, including horseplay;
- Allow or engage in any form of inappropriate touching;
- Allow children to use inappropriate language unchallenged;
- Allow adults to use inappropriate language in the presence of children or adults at risk unchallenged;
- Make sexually suggestive comments to a child or adult, even in fun;
- Reduce a child to tears as a form of control;
- Allow allegations made by a child or adult to go unchallenged, unrecorded or not acted upon;
- Do things of a personal nature for children or adult that they can do by themselves;
- Invite or allow children or adult to stay with you at your home unsupervised.

APPENDIX 4 SAFEGUARDING REPORTING FORM

This form is to be used to report all safeguarding concerns about a child or adult

If a child or adult is in immediate danger call 999
Take all reasonable steps to remove the child or adult out of immediate danger
Seek medical assistance if required as a matter of urgency

For all cases complete this form and refer to **Designated Safeguarding Lead**

SECTION 1 – CHILD / ADULT DETAILS

Name _____

Date of Birth _____ (dd/mm/yy)

Gender Male ☐ Female ☐

Address _____

Contact number _____

Where relevant

Name of Parent / Carer _____

SECTION 2 – DETAILS OF THE SAFEGUARDING CONCERN

Date of alleged abuse _____ (dd/mm/yy)

Please describe what happened including: who was there, who raised the concern, what was said, what was done and by whom, and any other specific factors or information that you know of e.g., Location and or name of event or activity

Manager's signature: _____

Date: _____

To whom did you disclose the details of the incident?

Does the child / adult know that this report has been made?

Yes ☐ No ☐

Does the child / adult consent to this report being made?

Yes ☐ No ☐

SECTION 3 – YOUR DETAILS

Employee's name: _____

Department: _____

Contact number _____

I confirm that the information and details given above are an accurate reflection of the issues and concerns raised

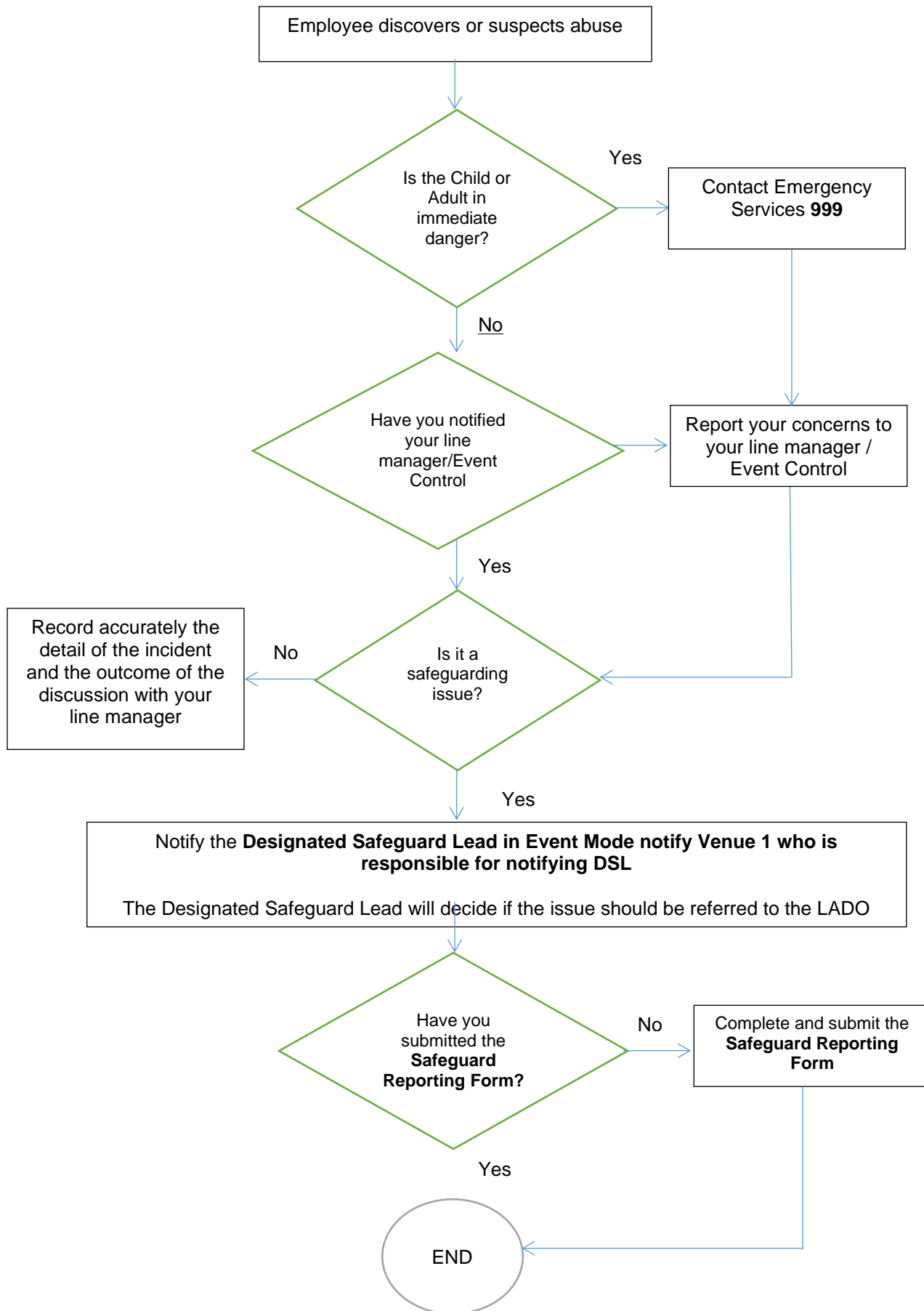
Signed employee: _____ Date: _____

FOR HR USE ONLY

Received by Designated Safeguarding Leader

Signed _____ Date: _____

APPENDIX 5 Safeguarding Reporting – Flowchart





APPCT Trustee & Independent Member Code of Conduct

1. Introduction

- 1.1 This policy applies to Trustees and Independent Members ('the members') of Alexandra Park and Palace Charitable Trust (APPCT), hereafter known as 'Alexandra Palace'.
- 1.2 The Code of Conduct sets out the standards of behaviour expected of those charged with the governance of Alexandra Palace.
- 1.3 The Code also refers to procedures for declaring and managing conflicts of interest, in particular, personal and financial activities, and provides clear guidance on the boundaries of acceptable conduct.

2. Principles and Structure of the Code

The Code of Conduct is in two parts. A preamble, which is based on the [Charity Ethical Principles developed by the NCVO](#) and the seven principles of public life established by the Nolan Committee (<http://www.public-standards.gov.uk>) and the Code itself.

3. Coverage

The Code of Conduct applies to voting and non-voting members of Alexandra Palace boards and committees, who will also complete declarations of interest forms and maintain the Register of Interests.

4. Scrutiny

Members should **sign the declaration at the end of this policy** once they have read the Code of Conduct and completed the Declaration of Interests forms. All signed copies of the code and completed forms will be held by the Charity Secretary.

5. Liabilities

Charity Trustees and, in some cases, the members, are personally liable for the debts and liabilities of their charities, regardless of whether the board has acted inappropriately or not. Alexandra Palace purchases trustee indemnity insurance, to cover loss arising in the event of a claim made against a member, however, the Charities Act 2011 states that such insurance must exclude any liability:

- to pay a criminal fine, or a penalty for non-compliance with a regulatory requirement;
- for defending criminal proceedings in which the trustee is convicted of an offence arising out of any fraud or dishonesty, or wilful or reckless misconduct; or
- any liability that arises out of any conduct which the trustee knew (or must reasonably be assumed to have known) was not in the interests of the charity, or did not care whether or not it was in the best interests of the charity.

6. [NCVO CHARITY ETHICAL PRINCIPLES](#)

Beneficiaries first

Charities have a responsibility to carry out their purposes for the public benefit. The interests of their beneficiaries and the causes they work for should be at the heart of everything charities and those who work and volunteer in and with them do.

Integrity

Charities, and those who work and volunteer in and with them should uphold the highest level of institutional integrity and personal conduct at all times.

Openness

Charities should create a culture and space where donors and supporters, as well as the wider public, can see and understand how they work how they deal with problems when they arise and how they spend their funds.

Right to be safe

Every person who volunteers with works for or comes into contact with a charity should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

All charities have a responsibility to create an inclusive culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, volunteers with, or comes into contact with the charity.

Charities should also be places where people's wellbeing and mental health are valued and promoted so that anyone working in the charity or coming into contact with the charity is encouraged to value and invest in their own health and wellbeing.

7. THE NOLAN PRINCIPLES

SELFLESSNESS

Alexandra Palace members have a general duty to act in the best interest of the Charity as a whole. They should not do so in order to gain financial or other material benefits for themselves, their family, their friends or any organisation of which they are a member with which they are associated.

INTEGRITY

Members:

Should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role;

As well as avoiding actual impropriety, should avoid any appearance of improper behaviour;

Should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.

OBJECTIVITY

Members must operate under a high duty of care and should exercise at least the same degree of care in dealing with the administration of Alexandra Palace as a prudent business person would exercise in managing their own affairs or those of someone for who they were responsible.

In carrying out their role, including making appointments, awarding contracts, recommending individuals for rewards and benefits or transacting any other business, board members should ensure that decisions are made solely on merit.

ACCOUNTABILITY

Members have a duty to comply with the requirements of charity and company law in accounting for the use and application of Alexandra Palace's assets and should meet the statutory requirements in accounting for those assets.

Members should submit themselves to whatever levels of scrutiny are required to maintain member and public confidence in the management and administration of Alexandra Palace.

OPENNESS

Members must strike a balance between a commitment to be open and accountable for the decisions they make and the requirement to handle confidential material with discretion. They should restrict information only when the wider interest of the charity demands it.

Members must ensure that they understand the status of the information that they receive and should ensure that confidential material, including information about individuals and material which could affect the business success of Alexandra Palace is handled with due care. In all other matters board members should be as open as possible about their decisions and decision making procedures.

HONESTY

Members have a duty to declare any interests relating to their role and to take steps to resolve any conflicts that may arise. Where private interests of a member conflict with their member duties, the conflict must be resolved in favour of the member role. A private interest in this context includes memberships or other relationships with other charities and non-profit making organisations, as well as directorships of, employment by or shareholdings of more than 1% of the issued share capital of a private business.

LEADERSHIP

Members should: promote and support the principles enshrined in the Code of Conduct through leadership and example; respect the role of the CEO and management. There will be circumstances under which members will be working directly with staff and must take care not to use their role to influence staff other than in the implementation of agreed policy. Any discourtesy or harassment of staff could lead to a vote of no confidence resulting in removal from the Board.

CODE OF CONDUCT – MEMBER DECLARATION FORM

Code	Guidance Note
Mission As a guardian of the Charity and steward of the assets I will support Alexandra Palace's mission (the Charitable Purposes) and values	To support and guard the mission the member will actively participate in the following governance activities: <ul style="list-style-type: none"> • Direction: providing leadership, setting strategy and being clear about what the organisation is aiming to achieve and how it is going to do it. • Effectiveness: making good use of financial and other resources to achieve the desired outcomes. • Supervision: establishing and overseeing controls and risk management, and monitoring performance to make sure that the Charity is on track to achieve its goals, making adjustments where necessary and learning from mistakes. • Accountability: reporting to those who have an interest in what the organisation is doing and how it is doing it.
I will demonstrate appropriate Boardroom Behaviours	Members are expected to: understand the role of the board and prepare effectively for meetings; use their skills, knowledge, experience and own judgement, question assumptions/ established views and encourage diversity.
Conflicts of Interest and Loyalty I will always strive to act in the best interests of Alexandra Palace and I will declare and register my private interests in accordance with Alexandra Palace's Conflicts of Interest policy and procedures . I will declare my interests in a political party in the Member Register of Interests.	Members must register and declare their private interests in the Register of Interests. Not all interests registered will necessarily lead to a conflict of interest or the exclusion a member from participating in decision making. A member should raise concerns they have about deciding if a potential conflict of interest exists with the Chair and the Charity. The Charity Secretary will produce an annual report on conflicts of interest showing any relevant contracts or grants awarded or decisions made, affecting board member interests and the occasions when members have declared conflicts of interest at Board meetings. Complaints about a member's failure to register or declare an interest or to manage a conflict of interest properly will be referred to the Charity Secretary for consideration and/or resolution and may be reported to the Charity Commission. While the recruitment process should have identified and resolved any potential political conflicts before a board member is appointed to the board, it is best practice for members to record any details of political office, statement of political support or donations exceeding £5,000 in the Register of Interests.
Persons to Person I will always seek to act in accordance with Alexandra Palace values and policies in my relationships with fellow members, staff, volunteers, supporters, partners and beneficiaries, or anyone I come into contact within my role.	The Alexandra Palace expects its members to own and uphold its values and ethos in their relationships with all Stakeholders.
Protecting APPCT's reputation I will not speak as a member of Alexandra Palace to the media or in any other public forum without first informing Alexandra Palace. When I am speaking as an Alexandra Palace board member within or outside the organisation, my comments will reflect current policies and organisational views even when these do not agree with my personal opinion.	If you are approached by the media for a statement or are invited to speak at a public meeting on an issue relating to the Charity, please notify the Chair and contact the CEO who will provide advice on whether to accept the invitation and will arrange a briefing should one be required. Dissenting views can and indeed should be aired in discussions at Board meetings. However, when speaking for Alexandra Palace outside of the confines of the Board meetings, members must represent the official position of the Board. Every effort should be made by board members, and by those preparing them to speak to the public, to represent these views accurately and consistently. In cases where an issue has not yet been decided or, if necessary, come to vote or a decision reached, members should consult the Chair.
Political Affiliation I will not use my board member role for either personal political advantage or to gain advantage for any political party of which I am a member.	Members should not use their position in Alexandra Palace to advance their political career or seek political or electoral advantage through their association with Alexandra Palace. For example, their member role in Alexandra Palace may be referenced in election material but not exploited in such a way as to imply endorsement by Alexandra Palace of their candidature. They should not seek to impose their personal or political views or their political party's views or policies on Alexandra Palace.

<p>Personal Gain I will not personally gain materially or financially from my role as a member, nor will I permit others to do so as a result of my actions or lack of action.</p> <p><i>Alexandra Palace's Member Expenses Policy is available from the Charity Secretary.</i></p>	<p>I will document expenses and seek reimbursement according to Alexandra Palace's Member Expenses Policy. Aggregate member expenses are reviewed by Alexandra Palace's external auditors and declared in the Annual Report and Accounts.</p> <p>Members should not accept gifts or hospitality that might reasonably be thought to be an attempt to influence their judgement as a member. In case of doubt please contact the Charity Secretary.</p> <p>Members must declare at each Board meeting any remuneration they (or a person connected with APPCT) have received from Alexandra Palace.</p>
<p>At Board Meetings I will strive to attend all Board meetings, giving apologies ahead of time to the Chair and Company Secretary if unable to attend.</p> <p>I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinion of others while making my voice heard.</p> <p>I will maintain confidentiality about the business conducted in Board meetings unless authorised by the Chair or the Board to speak of it.</p>	<p>Members are required to attend at least 50% of Board meetings. If a member is absent from more than three consecutive meetings, the Board may call upon that member to step-down from the committee.</p> <p>The Board is made up of a group of individuals with different views. However, all members should have in common a commitment to Alexandra Palace and the Board's governance process. To engage in this process, members must express their views clearly when it is their turn to speak, and then listen to others in turn. They must not attempt to silence minority opinions nor, for instance, talk over others, use their mobile phones or other technology inappropriately in meetings or leave the room unnecessarily when others are speaking.</p> <p>Following debate by the Board, if it is not possible to obtain consensus on an issue then the Chair may call for a vote. BMembers vote according to procedure. In case of a tied vote, the Chair has a casting vote. A majority is sufficient for an issue to be resolved save for some constitutional matters. Members have the right to have their opposition to a decision made part of the record, but they are duty bound to uphold all decisions of the Board as policy.</p> <p>At times the Board will deal with sensitive issues and confidential information, board members must maintain confidentiality about Board business unless authorised to speak of it by the Chair or by a decision of the Board.</p>
<p>Enhancing Governance I will participate in induction training and development activities for board members and support stakeholder engagement activities where a board member presence is required.</p>	<p>An induction programme is provided for newly-elected members. Other training and development courses are provided as required/ requested and members may request additional meetings with staff on specific issues. All such meetings should be arranged through the Charity Secretary unless the member is invited by the staff member to contact them in which case the Charity Secretary should be informed.</p> <p>Alexandra Palace is aware of its accountability to all stakeholders and has in place a number of mechanisms for engaging with stakeholders. Members are expected to support these initiatives wherever possible.</p>
<p>Change in circumstances</p>	<p>I will notify the Charity of any change in circumstances that could impact my suitability for the role of trustee/ independent member.</p>

I declare that:

- I am over 18
- I have read and will comply with Alexandra Palace 's Code of Conduct for Members
- I will declare and register my private interests in accordance with the Code of Conduct

Name: _____

Signed: _____

Date: _____



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
4 NOVEMBER 2024

Report Title: Trustees' Annual Report & Accounts 2023-24

Report of: Richard Paterson, Director of Finance & Resources

Purpose: To approve the draft Trustees' Annual Report and Financial Statements for signing and submission to the Charity Commission.

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

1. Recommendations

- 1.1 To approve the Annual Report and Financial Statements;
- 1.2 To note the haysmacintyre End of Year Audit report (Exempt Agenda Item 18);
- 1.3 In case of any further minor amendments, to delegate powers for a final approval and signing off of the Annual Review to the Chief Executive and Chairs of the Trustee and APTL Boards.

2. Executive Summary

- 2.1 The end of year reports were presented to the Finance Resource, Risk and Audit Committee (FRRAC) and APTL Board at their respective meetings in September, where the Audit Partner also presented the audit findings report.
- 2.2 Feedback is provided in the FRRAC Chair's report at agenda item 10 including the recommendation that the respective letters of representation are signed by the APTL and Trustee Board Chairs following their consideration of the Financial Statements.
- 2.3 The APTL Chair's report is included at exempt agenda item 22. The APTL Board approved the signing of the Letter of Representation (completed) and discussed amendments to the APTL End of Year Report and Financial Statements, which was recirculated to the APTL Board on 25th October for final approval by written resolution. A verbal update will be provided to Trustees on 4th November.

3. Legal Implications

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

4. Financial Implications

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

5. Appendices

Appendix 1 – Trustees' Annual Report & Financial Statements

Appendix 2 – Letter of Representation

ALEXANDRA PARK & PALACE CHARITABLE TRUST

Charity Registration Number 281991

TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDING 31st MARCH 2024

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Primary Offices	Alexandra Palace Way, Wood Green, London, N22 7AY
Bankers	Barclays Bank PLC
Auditors	Haysmacintyre LLP

CHAIR'S FOREWORD

We are pleased to present this year's annual report, celebrating a remarkable period of achievement and resilience for Alexandra Park and Palace Charitable Trust during the Palaces 150th anniversary.

As stewards of this historic site, we are committed to preserving its legacy while adapting to meet the needs of today's audiences. Over the past year, we have successfully balanced heritage preservation, conservation, and innovation to ensure the site remains vibrant, relevant, and accessible to all.

This year has been one of significant growth. Our diverse program of events—including world-class music, sports, exhibitions, and community engagements—has enriched the visitor experience and further established our position as a leading destination for heritage, wellbeing, and entertainment.

Our 150th anniversary also provided a moment to reflect on our past, present. As part of the celebrations, 20,000 people joined us for a free 150th Birthday Party, and thousands shared their memories of the Park and Palace, which culminated in the "By The People" exhibition currently on display in the East Court.

This milestone was not only a celebration of the past but also a time to look ahead. This year we unveiled our ambitious vision for the future: **A Sustainable Home For All That We Do.**

Preservation and sustainability remain at the core of our mission. We have made significant strides in sustainability, including green energy initiatives and efforts to reduce our environmental footprint. These commitments to both heritage and environmental responsibility will be vital as we move forward.

Our trading subsidiary exceeded expectations, delivering its largest-ever Gift Aid contribution to the Trust. We have also forged new partnerships and diversified our revenue streams, strengthening our resilience while encouraging growth and innovation.

None of this success would have been possible without the dedication of our staff, volunteers, partners, and supporters. Their passion and expertise have allowed us to offer exceptional experiences to our visitors. We extend our deepest thanks to our Trustees and stakeholders for their ongoing guidance and support.

Looking ahead, we are excited about the opportunities on the horizon. We will be launching a new visitor experience that highlights the Palace's unique vantage point while continuing to foster strong community connections and expand our educational outreach.

As we embark on this next chapter, we remain committed to protecting and enhancing this extraordinary place for future generations. It is a privilege to lead this effort, and we look forward to all that we will accomplish together in the coming year.

Thank you for your continued support of the People's Palace.

Cllr Emine Ibrahim
Chair of the Trustee Board

Emma Dagnes, OBE
Chief Executive

ABOUT US

Alexandra Park opened in 1863 as a leisure destination and was followed in 1873 with the opening of Alexandra Palace, built as a 'People's Palace'.

Alexandra Park & Palace Trust was created by Act of Parliament in 1900 (with further powers being conferred by subsequent acts and orders) and became a charitable trust in 1967; registered with the Charity Commission in 1981.

The Alexandra Park and Palace Acts and Orders 1900–2020 set out the Trustees functions and duties to “uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.”

More information is available at: <https://www.alexandrapalace.com/about-us/the-charity/>

ALEXANDRA PALACE TRADING LTD (APTL)

The Charity maintains its original enterprising spirit by hosting and producing an eclectic mix of events, entertainment, leisure, catering and learning activities throughout the year to generate income to pay for the repairs, maintenance and running costs of the Trust. The activities are deemed commercial in nature and are delivered through the Charity's wholly owned trading subsidiary, APTL.

APTL plays a vital role in delivering our charitable purposes by enlivening the Park and Palace for the purposes of its creation and encouraging a broad cross section of the public to access, enjoy and derive benefit from them.

GOVERNING DOCUMENTS

Our governing documents are collectively known as the **Alexandra Park and Palace Acts and Orders 1900—2004**.

Alexandra Park and Palace was created as a Trust by Act of Parliament in 1900, with further powers being conferred by subsequent acts in 1903, 1905 and 1913. In 1967 the organisation was recognised as a Charitable Trust and was registered with the Charity Commission in 1981.

A further Act was passed in 1985 amending the previous legislation. Finally, the Charities (Alexandra Park and Palace) Order was passed in 2004.

ACTIVITIES

The Charity maintains its original enterprising spirit by hosting and producing an eclectic mix of events, entertainment, leisure, catering and learning activities throughout the year to generate income to pay for the repairs, maintenance and running costs of the Trust.

The activities are deemed commercial in nature and are contained within a trading subsidiary, **Alexandra Palace Trading Ltd (APTL)**. The activities of APTL play a vital role in delivering our charitable purposes by enlivening the Park and Palace for the purposes of its creation and encouraging a broad cross section of the public to access, enjoy and derive benefit from them.

OUR PURPOSE

Enriching lives, through great experiences, forever.

OUR MISSION

To repair, restore and maintain the park and palace for the recreation and enjoyment of the public forever.

OUR VISION

To Create A Sustainable Home For All That We Do

Enabling everyone to experience inspirational culture, world-class entertainment, unique heritage, life-enriching creative and educational opportunities and restorative green space

PUBLIC BENEFIT

The 1985 Act defines our principal objects as "*To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.*"

In approving the Trust's plans and priorities, the Trusts Board has adhered to the Charity Commission's guidance on public benefit.

The beneficiaries of the Alexandra Park and Palace Charitable Trust are the public, regardless of their location. The Trust is committed to ensuring the Park and Palace remain accessible to all. While we do not collect detailed data on individual visitors, surveys and ticket sales show that in 2023/24, the Park and Palace welcomed over 4.8 million visits.

We are dedicated to engaging with diverse communities and showcasing the wide range of benefits we offer. We recognise that a grand Victorian building or a large green space may not naturally appeal to everyone, so our programs are designed to reach and inspire as many people as possible.

Currently, about two-thirds of the Palace is open to the public. A key aim of our restoration program is to reopen historic areas that have long been closed. Through our Creative Learning program, the public can access some of these derelict spaces at specific times, and we also hold events in certain areas where it is safe to do so, while carefully protecting their heritage.

The Trustees consider the fees we charge, ensuring we provide enjoyment and recreation to all, including those on lower incomes. Each year, we offer free activities to encourage visits to the Park and Palace.

However, without an endowment, maintaining the building and keeping it open safely is a significant financial challenge. Therefore, fees are charged for certain activities to cover costs and generate income that supports our charitable objectives. These fees apply to premium events, while general access to the Park and Palace for recreation remains free, in accordance with our governing Acts and Orders.

This report outlines how we have utilised our resources to deliver public benefit while preserving and protecting our unique heritage for future generations.

2023/24 OUTCOMES AND IMPACT

THE PARK

The Park received three gold London in Bloom awards and its 16th Green Flag award thanks to the grounds maintenance team who added some extra overnight shifts to keep the park clean and tidy this year.

Park improvements included refreshed Alexandra Palace Way line markings, new signage to improve traffic safety and a new project commenced to standardise bollards, creating a more uniformed look throughout the park. We installed six new litter bins, 30 new bird and bat boxes, eight new memorial benches and four new 'don't feed bread to the birds' signs installed around the Boating Lake to educate visitors.

The Friends of Alexandra Park exists to promote the use of the park, encourage the conservation of wildlife and protect the park from unwanted development. This year the Friends have worked with the park management and other teams to deliver **73** activities including butterfly, fungus, history, nature, wildflower, bird, bat and tree walks, family bug hunt, Bands in the Grove and Art in the Park.

To get children involved with nature at an early age Family Art in the Park was piloted and its success has led to the **Friends** funding five more sessions next year.

The Friends of the Park open the Park Visitor Centre every weekend, welcoming **969** visitors in 2023/24, and held work parties to protect and promote wildlife. The focus has been to encourage the plant diversity of the Anthill Meadow by replicating the work of grazers: reducing the number of brambles, cutting and removing the grass and planting yellow rattle. The Friends have contributed funds towards reducing the canopy of trees around the Anthill Meadow to increase the amount of sunlight it receives. In the Grove, work parties also reduced the amount of holly to allow more light to reach the ground, laid the hedge around the Spinney to protect the spring-flowering bulbs.

The Community Payback team have focussed on clearing around the Sports Club Grounds and the area around the Newland Road entrance. The Tree Conservation Volunteers (TCV) have continued to regularly visit with a focus on the Old Blandford Hall site and the conservation area.

Looking to the future a 10-year Parks Management Plan will be produced which will outline how the park will be maintained, developed and managed over the next decade in line with the Charities Vision and Goals. The plan will ensure that the park is well-maintained, safe and continues to provide social, environmental and economic benefit to society.

ENVIRONMENTAL SUSTAINABILITY

Trustees adopted an [Environmental Sustainability Policy](#) in July 2022, setting out the Charity's five strands of work to ensure the Park and Palace can continue to evolve and grow in a sustainable way.

REDUCE FIRST

Reduce energy use, waste creation and consumption of materials and water across the site

OUR PEOPLE'S COMMITMENT

Listen to, empower and upskill our people to champion green practices in all that we do

CIRCLE OF COLLABORATION

Work with clients, artists, suppliers, service partners, contractors and our visitors and communities to ensure we work towards a more sustainable Park and Palace in a truly collaborative way

BEING BOLD AND AMBITIOUS

Set ambitious targets and investigate innovative solutions with funders and partners and showcase best practice to our peers

CONTINUOUSLY IMPROVING

Develop and improve our strategy and action plan, communicating our progress in a transparent way. We have a 25-year Strategic Vision for Alexandra Park and Palace, setting out a framework for decision making and potential projects to protect and develop the site, to keep it relevant to our society and deliver value and impact, both now and for future generations.

The Environmental Sustainability Strategy provides more detail on our commitments to progress the five key strands, underpinned by an action plan divided into eight programmes, containing 91 actions ranging from large, complex projects to simple, small-scale fixes.

FUNDRAISING

Following completion of a renewed three-year fundraising strategy – commissioned from Nicole Newman Associates – a new Head of Development was appointed to lead our charitable fundraising in July 2023. The new role will support the growth of donations and grant income towards our mission to repair, restore and maintain the Park and Palace for public benefit, alongside vital income raised through our events and commercial activity.

Donations and grants received in this financial year included:

- The Mayor of London's Rewild London Fund supported the first phase of delivering new wetlands in the Campsbourne area of the Park with a grant of £50,000, following feasibility studies for the project supported by the fund in 2022.
- The National Heritage Lottery Fund supported our 150th anniversary celebrations with a grant of £89,000 to create *By the People*, an exhibition and archive project collecting images and memories of the Palace from members of the public.
- Our Creative Learning programme has been generously supported through grant funding from Matchroom Charitable Foundation, Esmée Fairbairn Foundation, Tottenham Grammar School Foundation, The D'Oyly Carte Charitable Trust and John Thaw Foundation.
- £550,000 grant funding was awarded by Historic England to undertake urgent restoration to our **North East Office Building**, preparing for the transformation of the space into a public volunteering and archive centre.

INTERPRETATION

This year saw a variety of significant achievements. A key accomplishment was the digitisation of the 1875 plan of the park, preserving an invaluable historical asset for future generations. We presented this work at the Material Ecologies of Media symposium, hosted by the Urban Research Humanities Lab (URHL) at Senate House, using the AP transmitter to share our findings.

New acquisitions were another highlight, with notable additions such as a program from May 1880, the Art Spectrum catalogue, and the Lewis Hawke collection, which documents the history of the AP Operatic & Dramatic Society. We also marked an important milestone by celebrating 50 years since the first Open University (OU) graduation and took a moment to reflect on the passing of OU Producer Nick Levinson, who was instrumental in the programme's early years.

Contributions to the wider historical community remained a focus, with two articles submitted to the Hornsey Historical Society Newsletter and another two to the HHS Bulletin, in collaboration with archive volunteers. We also partnered with Creative Learning to curate content for the *By The People* exhibition, enhancing the narrative of our local history for public display. Media engagement was strengthened through the production of an archive and community piece for BBC London, increasing our visibility and outreach.

The team contributed to the NEOB project with heritage assets and content, further supporting our collaboration on strategic initiatives. We also established contact with a former Greater London Council (GLC) archivist from the 1970s, capturing their oral history to enrich our understanding of local government history. In addition, we organised a reunion of architects from the 1980s Haringey Development Team, reconnecting key figures from the borough's past.

Tours and site visits continued to play a significant role in our engagement strategy. A highlight was leading a tour of the BBC wing for higher education physics teachers, showcasing the historic importance of the space. Finally, we extended our digital presence by contributing to 20 heritage blogs and social media posts, helping us reach new audiences and share our work with the wider public.

CREATIVE LEARNING

Creative Learning continued to deliver the regular program for people of all ages as well as 150th bespoke celebratory events. Creative staples such as Wild in the Park outdoor learning, Singing for the Brain, Cafe Palais and Young Stars were supplemented with new events such as the North London Book Fest and the By the People: 150 Lifetimes exhibition. Supported by a range of community partners including Haringey Music Services, Elite Transformations, Kaos, Haringey Create, [Alzheimer's Society](#) and many more.

Biblio-Buzz

Biblio-Buzz 2024 saw more young people aged nine to 12 years old reading for pleasure with 900 young readers attending the ceremony. Young readers were challenged to read six shortlisted texts – before taking on a range of literary challenges and voting for their favorite book. Biblio-Buzz 2024 culminated at an award ceremony on Friday 22 March in the Theatre at Alexandra Palace, plus a ceremony for the Haringey Library Service Award, where young people met authors, got their books signed, took part in workshops and Q&As, and found out who the winners were at a very special ceremony.

North London Book Fest

Taking inspiration from the success of our Children's Book Award, this year we launched an ambitious new festival to connect readers with iconic authors and up-and-coming writers, creating a feast of readings, panel discussions, Q&As, workshops and book-signings for readers of all genres and ages.

Its stimulating and diverse program included Natalie Haynes, Lemony Snicket, Erin Kelly, Michael Rosen, Leo Vardiashvili and Stuart Turton, as well as much-anticipated new titles from bestselling novelists and showcased some of the year's most exciting debuts, such as Leo Vardiashvili who was in conversation with Cecile Pin. The festival also included the very best children's writers giving workshops and featured fiction written and set in Haringey. Around 3000 people took part in the festival in its first year.

Wild in the Park Programme

Forest School: Wild in the Park's Forest School offers outdoor learning education sessions, with dedicated experienced educators, in a secure environment for children to engage with the natural world that's rich in biodiversity.

Skate Jam: Skate Jam is a daylong celebration of skating with a 2-hour skate jam for all ages. The day starts with workshops for beginners and intermediates with the after-lunch jam for competent skaters only. Despite a rival Skate Jam happening on the same 500 people attended the event.

[By The People: 150 Lifetimes](#) was an ambitious project to preserve thousands of people's memories and connection to Palace. Through the year we have collected images and stories sent us by the public including images of family days out, first steps, marriage proposals and life-affirming cultural experiences.

These images were interwoven with pictures from our archive highlighting the individuals from the key moments of history, world firsts, innovation and London life that have been part of Ally Pally's unique century and a half.

Alongside this, a community curatorial team met weekly with heritage sector experts to create a complimentary exhibition to the mosaic which would celebrate some of the lesser-known people who made a significant contribution to the ongoing success of the palace.

VOLUNTEERING

The enthusiastic and growing team of volunteers—now numbering 92—continues to play a vital role across various departments at Alexandra Park and Palace. Volunteers support numerous Creative Learning events, including Biblio-Buzz, the North London Book Fest, and Café Palais. In the Park, a dedicated group meets monthly to work on projects such as maintaining the wildflower area, tending the planters in the Theatre Courtyard, and preserving the historic rose garden. Their contributions were recognised by the judges of London in Bloom, who noted the significant impact of their efforts on the site.

With the involvement of volunteers, the tour program has expanded, with a dedicated group of tour guides and stewards now delivering volunteer-led tours of the Theatre and BBC Studios. A small team of volunteers also collaborates with the Fundraising and Development department to identify opportunities for community engagement, while one volunteer provides valuable IT expertise, advising the executive leadership team on technology initiatives.

In the Archive, volunteers assist with various research projects, contributing to the preservation of the Palace's rich history. The largest group of volunteers is based in the Theatre, where they serve as ambassadors, ensuring visitors have a welcoming and memorable experience.

The By The People: 150 Lifetimes project has further inspired volunteers, resulting in increased engagement and a renewed passion for the Palace and their work. Through their participation in this multidisciplinary program, volunteers have undertaken specialist training and are now helping design future projects that will deepen knowledge of the Palace and its surrounding communities.

Volunteers remain connected and informed through a newsletter, which provides updates on opportunities and the latest news from Alexandra Park & Palace, alongside regular social events.

Volunteering Statistics for 2023-2024 (financial year):

606 volunteering events

1,164 volunteering shifts

3,890 hours spent volunteering (a 65% increase from 2022-2023)

92 current volunteers (a 33% increase from 2022-2023)

94% increase in the number of active volunteers compared with 2022-2023

PROPERTY MANAGEMENT & FABRIC REPAIR

A Fabric Maintenance Plan (FMP) was produced in 2014 and provided a schedule for building fabric and services repairs and renewals, over a ten-year timeframe. Due to limited resources this plan has not been possible to strategically deploy and the Trust is significantly behind the milestone of the FMP for 23/24.

The Trust's capital budget and project funds do not cover all the scheduled works and focus continues to be on upgrading safety systems and building resilience. However, this is simply creating a problem further down the road as though these works are lower priority now, left unmanaged they will develop into critical issues in the future. Regular programmed inspections of glazing and masonry take place throughout the year.

Examples of works undertaken in 23/24

- Bedford Road path, retaining walls & railings rebuilding
- Great Hall/North Service Yard Bridge staircase repairs
- Bus shelter renewal – Palm Court Bus Bay
- South Elevation Brick renewals and render repairs
- CUFOS roof repairs and asphalt renewal
- North Service Yard – Fencing renewal and upgrade and resurfacing and filling voids to roadway
- South Elevation Brick renewals and render repairs
- Basement south elevation brick renewal and render repairs
- South and West Terrace paving & step repairs and drainage/resurfacing works
- South Terrace pot holes and sunken areas repairs
- NE Office Building Emergency Repair Project commenced

Improving Visitor Experience

- Car parking signage and shelter installation by ECP
- East Court Visitor Services office door brick works
- East Court: installation of new bar and new visitor services desk
- Ice Rink Bar installation
- Palm Court box office power reinstatement
- Panorama Room lobby roof renewal
- Theatre redecoration of doors, walls to auditorium, foyer and corridor

SECURITY

This year, £90,000 has been spent on the installation of speed tables on Alexandra Palace Way whilst there have been various improvements to the CCTV infrastructure and new CCTV cameras installed across the site.

We introduced new technology this year to enhance the security of the public visiting events. Evolv Express event security system is a state of the art contactless security screening system that allows us to scan visitors and identify potential threats. In addition, a new venue management system, Halo has been implemented across the site.

Trustees and directors regularly reviewed and monitored health, safety and risk management throughout the year.

RESTORATION PROGRAMME

This year, significant progress was made on several key projects. The RIBA Stage 2 design work for the East Court Café Restaurant project was completed, moving us closer to transforming this space. In addition, a public engagement exercise, led by Unit 38 and Studio Hyte, explored potential long-term improvements to the Grove in the Park. This initiative included a family open day, offering free music, arts, and crafts activities, co-created with young people from Alexandra Palace's Young Creatives Network.

We also received planning and advertising consent for signage improvements across the site, enhancing the overall visitor experience. Construction began on a Changing Places Facility, designed to provide larger bathroom spaces with specialized equipment to support individuals who require assistance and we hope to open this facility later in 2024.

Our rooftop adventure project, in partnership with Wire and Sky Limited, continues to develop and is expected to generate new income streams for the organization.

Additionally, we commenced the development phase to stabilize and repair the North East Office Building, with plans to secure further funding in 2024 to restore the building to full use.

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

Our People

At the end of the year we had 100 permanent employees (79 full time / 21 part time). 184 casual staff work in our Visitor Services and Catering Teams (2023/24: 169) as part of our longer-term strategy to provide continuity with multi skilled staff working across multiple areas. This aims to reduce costs, reliance on agencies and contractors as well as improve customer service and the overall visitor experience. Trustees continue to monitor Equality, Diversity & Inclusion (EDI) with data collected for 90% of staff.

A new handbook was designed and launched to staff this year including updated policies.

Our Leadership Development Programme has continued in addition to e-learning modules for our mandatory training in Action Counter Terrorism, Equality & Diversity, GDPR (General Data Protection Regulations), and Safeguarding Vulnerable Adults as well as specialist compliance training.

Our People Strategy has been produced and we will move into a three-year implementation plan. It is aligned to our new vision and 10-year goals specifically to **CREATE A GREAT PLACE TO WORK**: An inclusive environment where staff are happy are proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff to act and lives by its Values and Behaviours. Staff are supported to grow and develop to achieve their potential.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CORPORATE TRUSTEE AND DELEGATION OF TRUSTEE RESPONSIBILITIES

In 1980 the functions of the Trustees were transferred to Haringey Council, making Haringey Council the sole Corporate Trustee. The Council delegates all of its responsibilities to a committee that acts as the Trustee Board. The Trust is subject to charity law and Charity Commission Regulation. The Charity's subsidiary company, Alexandra Palace Trading Limited (APTL) is a company limited by guarantee governed by the APTL board, appointed by the Trustee Board, and Memorandum and Articles of Association, dated 29th July 1999

TRUSTEE BOARD MEMBER APPOINTMENTS

The Corporate Trustee appointed councillors are **voting members**, appointed annually to reflect the political composition of the Council. The Council members step down for local government elections and, if re-elected, may be re-appointed at the annual general meeting of the Council held in May each year.

The Members of the Trustee Board must act exclusively in the best interests of the Trust when dealing with Trust matters. They have overall responsibility, representing the Corporate Trustee, for ensuring that the charitable objectives are met and adequate systems of control are maintained to safeguard the Trust's assets, to provide reasonable assurance that it is operating efficiently and effectively, that it complies with relevant laws and regulations and that it maintains proper records. To support the executive management team's operations, the Board reviews and approves the annual budget and appoints an auditor.

Non-voting co-optees are appointed by the local stakeholder advisory and consultative committees and, next year, the Board will appoint **Youth Trustees** and a **Fundraising Lead Trustee**.

The **Trustee Board** meets formally every quarter and informally throughout the year as required for development sessions and workshops.

INDUCTION AND TRAINING

At the beginning of each municipal year an induction meeting is arranged and Board members are provided with the governing documents together with key reports, minutes, budgets and audited accounts. Further training is considered on an individual basis during the year.

COMMITTEES

Finance, Resource, Risk and Audit Committee (FRRAC)

Advises the Trustee Board on the organisation's financial and human resource policies, performance, and risk management and oversees the appointment of internal and external auditors, reviews the management accounts, provides oversight of the budget process, and scrutinises the annual accounts and internal audit programme. The FRRAC has no decision-making powers. As of 23/24 FRRAC are also cited on matters relating to APTL to allow them to take an holistic approach when providing the main board with consideration and recommendations.

The Charity's trading subsidiary, **Alexandra Palace Trading Limited (APTL)**, is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 29th July 1999. The subsidiary operates within a framework set by the Trust and donates its taxable profit from these activities to the Trust.

Trustees and Directors consider risk management on a quarterly basis. Whilst APTL has a medium level risk appetite, the Trust's appetite for risk is low with the financial sustainability being the Trust's principle risk and the impact of this on the extent to which we can deliver our charitable purposes.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustee Board is responsible for preparing the annual report and financial statements in accordance with Charities Statement of Recommended Practice, (SORP), FRS 102 (The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland') and the reporting requirements of the Charities Act 2011.

FUNDRAISING DISCLOSURE

We do not employ agents to fundraise on our behalf. However, we do accept voluntary assistance from community groups that wish to fundraise on our behalf, if they satisfy our criteria and enable us to comply with our Fundraising Policy.

The Trust is registered with the Fundraising Regulator and therefore abides by the Code of Fundraising Practice, summarised in the 'Fundraising Promise', which is reflected in our Fundraising Policy.

On occasion, other charities may undertake fundraising activities at Alexandra Palace or within the Park, with permission. We expect them to uphold the same standards as set out by the Fundraising Regulator.

COMPLAINTS

430 complaints were received in 2023/24 (2022/23: 375). Although not distinguished between charitable and trading activities, they can be broken down as: 356 customer complaints (2022/23: 295), 25 related to noise from events (2022/23: 45), 49 around other issues in the Park (2022/23: 49).

No complaints or concerns were received from the Fundraising Regulator and the Charity did not report any serious incidents to the Charity Commission.

SERIOUS INCIDENTS

The Charity did not report any serious incidents to the Charity Commission in the year and there were no other serious incidents that were not reported to the Charity Commission (involving the Charity, Trading Subsidiary, leaseholders and partners).

TRUSTEES

Appointed by London Borough of Haringey (Corporate Trustee):

- Cllr Emine Ibrahim - Trust Chair, & APTL Director
- Cllr Sean O'Donovan - Vice Chair & APTL Director - *from Nov 2023*
- Cllr Lotte Collett - Vice Chair, FRRAC Chair, APTL Director – *resigned Oct 2023*
- Cllr Anne Stennett - FRRAC Member & APTL Director
- Cllr Nick da Costa - APTL Director
- Cllr Ahmed Mahbub - FRRAC Member
- Cllr Sarah Elliott - FRRAC Member

Appointed by the Consultative Committee:

- Nigel Willmott (*since 2017*)
- Duncan Neill (*since 2017*)
- John Chilton (*since 2023*)

Independent Members

- Claire Pape - Independent member of FRRAC, *since 2019*
- Andrew Morton - Independent Non-Executive Director, APTL, *since 2019*
- Jamie Copas - Independent Non-Executive Director, APTL, *since 2019*

EXECUTIVE LEADERSHIP TEAM

- Emma Dagnes, OBE - Chief Executive
- Richard Paterson- Director of Finance & Resources
- Lucy Fenner - Commercial Director
- Simon Fell - Director of Event & Leisure Operations
- Catherine Solomon - Director of Human Resources & Organisational Development

KEY STAKEHOLDERS

Statutory Advisory Committee (SAC) – established by the 1985 Act of Parliament advises the Trustee Board on the general policies for events permitted in the Park and Palace, and the effects on local residents and the environment.

The Consultative Committee (CC) – established by the Corporate Trustee as a forum for discussion between the Trustee Board and appropriate organisations on general matters affecting the Park and Palace.

The London Borough of Haringey (Haringey Council) became the Corporate Trustee of the Charity in 1980. LBH provide both a revenue and capital grants which cover the basic costs of insurance, estate security and capital emergency works which are required to meet a criteria of risk to life, risk to compliance and risk of injury.

Charity Commission for England and Wales - is the non-ministerial government department that regulates registered charities in England and Wales. As a registered Charity the Trust must comply with charity law.

Special Interest Groups and Volunteers - The Trust benefits from the expertise, passion and time of several voluntary interest groups and individual volunteers. The interest groups are; Friends of Alexandra Palace Theatre, Alexandra Palace Television Society, Friends of Alexandra Park, Alexandra Palace Television Group, Alexandra Palace Organ Society, The Conservation Volunteers, The Alzheimer's Society, Haringey Library Service, Haringey Music Service.

Local Community - Whilst the local community is an important audience for the activities and facilities provided within the Park and at the Palace. We recognise that it is also our neighbour. We work hard to minimise the impact of our activities on the local community aiming to ensure that the benefits we provide outweigh the difficulties of living close to a major entertainment and recreation venue.

The National Lottery Heritage Fund - as the main funder of the East Wing restoration programme NLHF is a major stakeholder in Alexandra Palace. NLHF have previously funded projects in the Park, the conditions of the funding are still being discharged.

Historic England, an executive non-departmental public body, is tasked with protecting the historical environment of England by preserving and listing historic buildings, ancient monuments and advising central and local government. Alexandra Palace is one of the largest buildings on Historic England's buildings at risk register. As the Palace is a listed building it is important that we maintain a strong and collaborative relationship with Historic England in undertaking repair and restoration works to the Palace, including the East Wing restoration programme.

The British Broadcasting Corporation (BBC) - partner to create wider national access to the BBC's programmes and collections through telling the AP television story and delivering a learning programme in relation to broadcast history, and to add coherence and longevity to the national broadcast story.

OUR FUNDERS AND DONORS

In addition to the core funding from our Corporate Trustee and the programme funding from NLHF, the Trust is now an active fundraising Trust. Our stakeholders therefore include members of the public who have donated, trusts, foundations and large donors. We have a responsibility to communicate effectively so that we are open and transparent when both seeking funding and reporting on how that funding is spent.

DECLARATION

This report was approved by the Trustee Board on _____ and signed on its behalf:

Signature(s)		
Full Name(s)	Cllr, Emine Ibrahim	Emma Dagnes OBE
Position	Chair, Alexandra Park & Palace Charitable Trust Board	CEO, Alexandra Park & Palace

DIRECTORS' STRATEGIC REPORT

2023/24 Trading Performance

APTL performed exceptional well delivering the best results in the history of the trading subsidiary. £20.8 million in turnover from events, hospitality and leisure activities achieving an increased level of Gift Aid contribution of £2.7m for the Charitable Trust. With the restoration levy and licence fee the total contribution from the Trading subsidiary was £3.0m. Our economic impact was £83m.

In our 150th year we were also recognised for our ability to adapt and reimagine our spaces for world-class events and viral entertainment moments, we were honoured with the Event Venue Space of the Year award at the Event Production Awards 2024 and were also nominated for Best Venue Team at the Association of Event Organisation (AEO) Awards. Our commitment to accessibility was recognized with the Access All Areas Event Venue of the Year Award, where judges praised us as *“a remarkable event space celebrating a big anniversary to much acclaim—independent, charitable, and sustainable.”*

Commercial Activities

- Live music continued to grow with a significant highlight from Fred...Again achieving a sellout crowd of 50,000 over a 5-night residency.
- Other notable high-profile acts included Little Simz, Four Tet and Jessie Ware. Overall, the Palace hosted 54 nights of music across our venues. With the palace solidifying its place on the residencies landscape
- Summer Series was plagued by high winds with the anchor festival Kaleidescope having to be cancelled. The team worked tirelessly with the loss adjustors to ensure that our claim was successful. Bastille, Hozier and Ben Howard all took place welcoming over 30,000 gig goers to the park
- Fireworks returned for 2 nights since the pandemic with a healthy level of tickets sold including sell out of the bier festival
- The theatre continued to rebuild its programme post the Pandemic hosting 159 performances and showcasing everything from theatrical productions to musicals, comedy, family entertainment, corporate awards, creative learning & community events to feature film shoots. Notable names include Badly Drawn Boy, Lenny Henry & Romesh Ranganathan, Ricky Gervais, The Quatermass Experiment, London African Gospel Choir, Treason The Musical, Charles Dickens A Christmas Carol. The theatre also play host to a second season of Later with Jools Holland and continued to host the BBC Concert Orchestra for both public performances and rehearsals
- The Ice Rink continues to go from strength to strength building on key investments made over recent years from Plexi glass which has taken the ice rink to a professional level for ice hockey to the bespoke barrier system allowing for a large Christmas tree to be centred in the middle of the ice rink for our first “Festive Skate” offering a “real ice” rival to the temporary plastic ice pop-ups which appear around London over the festive season.
- The PDC World Darts Championships enjoyed the Luke Littler effect with sellout crowds and reaching a record breaking audience of over 4.8m people who tuned in to watch the 2023/24 Paddy Power World Darts Championship final between Luke Humphries and Luke Littler
- Masters Snooker also recorded record crowds and the Professional Squash Association held the London Squash Classic in the theatre showing the versatility of the venues that are within the 7.5 acre Palace
- EE selected the Palace and Park to launch the world’s largest holographic performance marking a new Brand era for EE and achieving significant press coverage

Looking to the future the Trading Subsidiary will continue to strengthen its alignment with the Mission and Vision of the Charity through robust business planning, budgeting and reporting.

DECLARATION

This report was approved by Directors of the Alexandra Palace Trading Limited Board on _____ and signed on its behalf:

Signature(s)		
Full Name(s)	Nick da Costa	Emma Dagnes, OBE
Position	Chair, APTL Board	CEO, Alexandra Palace

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES

Opinion

We have audited the financial statements of Alexandra Park and Palace Charitable Trust year ended 31 March 2024 which comprise Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 the group's and of the parent charity's affairs as at 31 March 2024 and of the group's net movement in funds 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 have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. 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 group 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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report and the Chair's statement. 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.

In connection with our audit of the financial statements, 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 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 or a material misstatement of the other information. 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 in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement [set out on page 11], 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 group's and the parent 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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to income and grant recognition. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the group relevant to the preparation of the financial statements to ensure these were in place throughout the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions;
- Challenging assumptions and judgements made by management in their critical accounting estimates, in particular donation recognition, recognition of grant income and provisions for bad and/or doubtful debts; and
- Reviewing the assumptions and judgements used by the professional actuary in relation to the charity's pension valuations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 anyone other than the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP
10 Queen Street Place
Statutory Auditors
London
EC4R 1AG

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

FINANCIAL SUMMARY

This report outlines Alexandra Palace's financial performance for the reviewed year and its financial standing as of the Balance Sheet date. Specifically, the Statement of Financial Activities (SOFA), encompassing both unrestricted and restricted funds, reflects the group's performance throughout the year.

The Board of Trustees reviewed the Management Accounts at each meeting throughout the year.

Despite the challenges posed by increased energy prices, inflationary pressures, and the cost of living crisis, our teams have diligently worked to mitigate these impacts on the organisation. Their efforts have resulted in a commendable positive outcome, demonstrating the dedication of all involved.

Looking ahead, we remain acutely aware of the ramifications of the cost of living crisis, inflation, the ongoing war in Ukraine, and the conflict in the Middle East on our corporate partners and consumers. We are continually exploring innovative approaches to ensure that visitors to the Park and Palace receive value for money. Our mixed funding model, which combines public support from our Corporate Trustee with diverse commercial activities, remains vital in these times of economic uncertainty.

While a significant portion of our income is self-generated, we are committed to seeking new commercial opportunities for both the Charity and its subsidiary. We will reassess our assets to unlock additional value, all while remaining true to our core vision and strategic goals.

To support the fulfilment of our charitable objectives, the Trust's financial strategy focuses on income growth and operational efficiencies across the organisation. By doing so, we aim to further reduce costs or enhance our output using the same financial resources.

UNRESTRICTED FUNDS

A significant portion of our unrestricted funding stems from Haringey Council, our Charity's Corporate Trustee. In addition, we generate income from the Park and Palace through long-term lease agreements with our tenants. We extend our gratitude to these tenants for consistently fulfilling their financial commitments.

Another vital source of unrestricted funding comes from a charitable donation made by Alexandra Palace Trading Limited (APTL). This year, APTL generously contributed £2.3 million through Gift Aid.

Despite facing challenges such as the cost of living crisis and the energy crisis, as well as stiff competition, our Trading Company thrived. With a turnover of £20.8 million (2023: £17.9m) and an operating profit of £2.5 million (2023: £2.4m), the Company's exceptional financial performance was driven by a robust sales and growth strategy, alongside the success of numerous events throughout the year.

Throughout this period, both the Trust and the Trading Company diligently managed the Group's cash flow within a tightly controlled environment. Our goal is to achieve a minimum level of free cash reserves, ensuring financial stability. Moving forward, we remain committed to closely monitoring budgeted costs and prioritising revenue projects to fulfil our financial responsibilities.

RESERVES POLICY

The funds generated by the organisation are allocated, at the discretion of the Trustee Board, to further the charitable objectives of the Trust.

The Trust aims to establish unrestricted reserves sufficient to cover the running costs of the Park and Palace, as well as staff costs, for a period of six months. This reserve is intended to provide a financial buffer in the event of a significant decrease in funding or a downturn in the Charity's own fund-generating activities, whether conducted by the Trust or its Trading Company. A key priority is to ensure the ability to meet non-cancellable commitments, including loan servicing.

The consolidated unrestricted reserves at the 2024 year-end amounted to £24.5m (2023: £25.8m). This included designated capital funds of £21.5m (2023: £22.1m) representing, to the fullest extent possible, the net book value of the Charity's capital assets.

GOING CONCERN

The financial statements have been prepared on a going concern basis.

The Trustees consider that there is a reasonable expectation that the Group has sufficient resources to continue in operational existence for the foreseeable future and for this reason they have adopted the going concern basis in preparing the financial statements.

INVESTMENT POLICY

The Group maintains bank accounts with Barclays Bank plc and seeks to maintain all current accounts in credit. Cashflow has been challenging over the last few years, but as and when the Group has surplus funds these are placed in longer term call deposit accounts with the bank.

FINANCIAL RISK

The Financial Risks of the Group are monitored regularly by the Board and their impact and mitigating actions are being continuously evaluated and assessed.

The risks considered to be of highest likelihood and impact during the year are:

- Loss of income - In 2024/25 we are hoping to see a recovery from the financial and operational uncertainty caused by the cost of living crisis and inflation. We remain hopeful that consumer sentiment will not change materially and they continue to visit and spend money whilst on site.
- The Protect Duty – the impact on the organisation of Martyn's Law and the financial, legal and reputational impact caused by a lack of planning.
- Recruitment and Retention of Staff - the availability of good staff in the market also represents a challenge to the business. It is well documented that staffing shortages are affecting the wider economy, and the Group is no different. The Group continues to look at innovative ways to both attract and retain staff.
- Financial Sustainability - the Charity has developed a long term financial planning approach to help achieve longer term financial stability and will continue its journey to achieve a long term sustainability.
- Fundraising support - from individuals as well as Trusts, Foundations and corporates is critical during these uncertain times and we will continue in our efforts to expand this income stream for the Charity.
- Reduction of key grants from the Corporate Trustee

2023/24 FINANCIAL STATEMENTS**Alexandra Park and Palace Charitable Trust – Consolidated Statement of Financial Activities for the year ended 31 March 2024**

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Income from:							
Donations and Grants	3	1,833	973	2,806	1,985	1,675	3,660
Charitable activities	5	656	4	660	503	6	509
Other trading activities	4	20,770	-	20,770	17,881	-	17,881
Investments	6	150	-	150	24	-	24
Total income		23,409	977	24,386	20,393	1,681	22,074
Total expenditure							
Raising funds							
Charity		66	-	66	84	-	84
Other trading activities		17,865	-	17,865	15,206	-	15,206
Charitable activities		7,459	486	7,945	6,271	323	6,594
Total expenditure	7,8	25,390	486	25,876	21,561	323	21,884
Net (expenditure) / income for the year		(1,981)	491	(1,490)	(1,168)	1,358	190
Transfers between funds	20, 21	803	(803)	-	761	(761)	-
Taxation		-	-	-	-	-	-
Other recognised (losses)							
Actuarial loss on Pension Scheme	24	(92)	-	(92)	(145)	-	(145)
Net movement in funds		(1,270)	(312)	(1,582)	(552)	597	45
Reconciliation of funds							
Total funds brought forward		25,790	1,030	26,820	26,342	433	26,775
Net movement of funds for the year		(1,270)	(312)	(1,582)	(552)	597	45
Closing fund balance as at 31 March	22	24,520	718	25,238	25,790	1,030	26,820

All activities relate to continuing operations.

The notes on pages 25-46 form an integral part of these financial statements

Alexandra Park and Palace Charitable Trust – Trust Statement of Financial Activities
For the year ended 31 March 2024

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Income from:							
Donations and Grants	3	1,833	973	2,806	1,985	1,675	3,660
Charitable activities	5	699	4	703	545	6	551
Investments	6	2,631	-	2,631	1,650	-	1,650
Total income		<u>5,163</u>	<u>977</u>	<u>6,140</u>	<u>4,180</u>	<u>1,681</u>	<u>5,861</u>
Total expenditure							
Raising funds		66	-	66	84	-	84
Charitable activities		7,459	486	7,945	6,271	323	6,594
Total expenditure	7, 8	<u>7,525</u>	<u>486</u>	<u>8,011</u>	<u>6,355</u>	<u>323</u>	<u>6,678</u>
Net (expenditure) / income for the year		(2,362)	491	(1,871)	(2,175)	1,358	(817)
Transfers	20, 21	803	(803)	-	761	(761)	-
Net movement in funds		<u>(1,559)</u>	<u>(312)</u>	<u>(1,871)</u>	<u>(1,414)</u>	<u>597</u>	<u>(817)</u>
Reconciliation of funds							
Total funds brought Forward		22,103	1,030	23,133	23,517	433	23,950
Net movement in funds for the year		<u>(1,559)</u>	<u>(312)</u>	<u>(1,871)</u>	<u>(1,414)</u>	<u>597</u>	<u>(817)</u>
Closing fund balance as at 31 March	22	<u>20,544</u>	<u>718</u>	<u>21,262</u>	<u>22,103</u>	<u>1,030</u>	<u>23,133</u>

The notes on pages 26-48 form an integral part of these financial statements. All of the above amounts are derived from continuing activities. There were no other recognised gains or losses in either year except for those dealt with above.

Alexandra Park and Palace Charitable Trust – Consolidated and Trust Balance Sheets
As at 31 March 2024

	Notes	Group 2024 £'000	Group 2023 £'000	Trust 2024 £'000	Trust 2023 £'000
Fixed assets					
Tangible fixed assets	12	592	558	86	132
Heritage assets	13	27,457	28,232	27,457	28,232
Investments	14	-	-	-	-
		<u>28,049</u>	<u>28,790</u>	<u>27,543</u>	<u>28,364</u>
Current assets					
Stocks	15	203	144	-	-
Debtors: due within one year	16	2,802	1,502	793	254
Cash at bank and in hand	16.1	6,180	7,004	989	1,797
		<u>9,185</u>	<u>8,650</u>	<u>1,782</u>	<u>2,051</u>
Creditors: amounts falling due within one year	17	<u>(6,413)</u>	<u>(4,668)</u>	<u>(2,480)</u>	<u>(1,330)</u>
Net current assets / (liabilities)		<u>2,772</u>	<u>3,982</u>	<u>(698)</u>	<u>721</u>
Total assets less current liabilities		<u>30,821</u>	<u>32,772</u>	<u>26,845</u>	<u>29,085</u>
Creditors: amounts falling due after more than one year	18	<u>(5,583)</u>	<u>(5,952)</u>	<u>(5,583)</u>	<u>(5,952)</u>
Net assets excluding pension scheme liability		<u>25,238</u>	<u>26,820</u>	<u>21,262</u>	<u>23,133</u>
Defined benefit pension scheme	24	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net assets including pension scheme liability		<u>25,238</u>	<u>26,820</u>	<u>21,262</u>	<u>23,133</u>
Accumulated funds					
Unrestricted funds		3,063	3,727	-	40
Designated capital funds		21,457	22,063	20,544	22,063
Pension deficit funds		-	-	-	-
Unrestricted funds	20	<u>24,520</u>	<u>25,790</u>	<u>20,544</u>	<u>22,103</u>
Restricted funds	21	<u>718</u>	<u>1,030</u>	<u>718</u>	<u>1,030</u>
Total funds	22	<u>25,238</u>	<u>26,820</u>	<u>21,262</u>	<u>23,133</u>

Approved by the Board of Trustees on _____ and signed on its behalf by:

Cllr Emine Ibrahim, Chair

The notes on pages 26-48 form an integral part of these financial statements.

Alexandra Park and Palace Charitable Trust – Consolidated Statement of Cash Flows
For the year ended 31 March 2024

	Group 2024 £'000	Group 2023 £'000
Net cash provided by operating activities – See note below	518	1,793
Cash flows from investing activities		
Interest received	150	24
Purchase of property, plant and equipment	(1,063)	(895)
Net cash used in investing activities	(913)	(871)
Cash flows from financing activities		
Loan repayments	(429)	(98)
Net cash used in financing activities	(429)	(98)
Net (decrease) / increase in cash and cash equivalents	(824)	824
Cash and cash equivalents at beginning of year	7,004	6,180
Cash and cash equivalents at end of year	6,180	7,004
Reconciliation of cash and cash equivalents:		
Cash at bank and in hand	6,180	7,004
Cash and cash equivalents	6,180	7,004
Note to the consolidated cash flow statement		
	Group 2024 £'000	Group 2023 £'000
Reconciliation of net (expenditure) / income to net cash flows from operating activities		
Net (expenditure) / income	(1,490)	190
Depreciation	1,803	1,729
Actuarial movement on pension scheme	(92)	(145)
Taxation Charged	-	-
Interest receivable	(150)	(24)
(Increase) / Decrease in stocks	(59)	47
(Increase) / Decrease in debtors	(1,220)	508
Increase / (Decrease) in creditors	1,726	(512)
Net cash provided by operating activities	518	1,793

	At 1 April 2023 £'000	Cash Flows £'000	Other non-cash changes £'000	At 31 March 2024 £'000
Analysis of changes in net debt	£'000	£'000	£'000	£'000
Cash and cash equivalents	7,004	(824)	-	6,180
Borrowings				
Debt due within one year	(428)	428	(464)	(464)
Debt due after one year	(5,952)	-	369	(5,583)
Total	624	(396)	(95)	133

**Alexandra Park and Palace Charitable Trust – Notes for the Financial Statement
For the year ended 31 March 2024**

1. Basis of accounting

Alexandra Park and Palace, a public benefit entity, is a charity registered with the Charity Commission in 1981. The Charities Order 2004 gave the Trustees power to lease the whole or part of the Palace, subject to the consent of the Charity Commission, without changing the purposes for which the Park and Palace are held. The Charity's wholly-owned subsidiary, Alexandra Palace Trading Limited, operates under a licence on the Charity's premises. Profits generated from its commercial activities are gift-aided to the Trust to aid the delivery of its charitable objectives. There are currently four Trustees who are also Directors of the Trading Company.

The financial statements have been prepared under the historical cost convention (with the exception of pension assets which are held at fair value) and have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), second edition effective 1 January 2019 UK Generally Accepted Accounting Practice and the Charities Act 2011.

The 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 Trust meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

The Trust is a Public Benefit Entity under FRS 102.

Preparation of financial statements – going concern basis

The financial statements are approved during a period where the cost of living crisis has replaced the uncertainty following the coronavirus (COVID-19) pandemic Trustees continue to review forecasts and drive new income generating projects to protect against material effects on income.

The Trading Company has operated compliantly within the government regulations and has managed to deliver a financial return for the group.

Having reviewed the funding facilities available to the Charity together with the expected future cash flows, the Trustees have a reasonable expectation that Charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the Charity's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements.

Alexandra Park and Palace Charitable Trust is a going concern due to the ongoing financial support of the corporate trustee, the Mayor and Burgesses of Haringey acting through Haringey Council. It is the Council's current policy to continue to provide funding to the Alexandra Park and Palace Charitable Trust until such time as the support of the Council is no longer required. The Council has confirmed in writing that it has considered and approved within its budgets funding, including grants, for the Trust for a period of not less than twelve months from the date of signing the accounts.

2. Accounting policies

Basis of consolidation

The consolidated financial statements comprise those of the Trust and its wholly-owned subsidiary, Alexandra Palace Trading Limited. The results of the subsidiary are consolidated on a line by line basis and the results of the subsidiary undertaking are disclosed in note 14.

Income

All income is included in the Statement of Financial Activities when the Trust is legally entitled to the income, it is probable that the income will be received and the amount can be measured reliably. The financial statements therefore reflect income due to the Group but not received by the end of the year.

Grants receivable are recognised and accounted for when conditions are met. No grants are considered to be performance related. Restricted grants are expensed for a restricted purpose only.

Government Grant Income – Furlough represents the total amount claimed from HMRC under the CJRS. The income is accounted for in the period in which the associated salary payments are made to furloughed staff.

Other grant income is recognised in the period in which the Group has entitlement to the income and the amount can be measured reliably and it is probable the income will be received. Income is deferred only when the Group has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future accounting period.

Income from events and trading activities is recognised at the date of the event. Income from leases is recognised over the period of the lease.

Funds received for the purchase of fixed assets are accounted for as restricted income. Once the acquisition discharges the restriction of the grant, the assets will then be held in designated funds. A transfer of the fixed assets from restricted funds will therefore be made to the designated fund in the year of purchase.

Deferred income within creditors is made up of advance lease payments, together with payments that have been received for events that will take place in future years. The bulk of this sum relates to the Charity's trading company, Alexandra Palace Trading Limited.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to this category. Where costs cannot be attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Allocated costs have been allocated on the average of floor area basis and headcount basis.

Support costs are those costs incurred in support of the expenditure on the objects of the Trust. These support costs are allocated across the categories of charitable expenditure and the cost of raising funds.

Fund accounting

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Trust for a particular purpose. The aim and use of each restricted fund is set out in the notes to the financial statements.

The designated capital fund at 31 March 2024 and 2023 represents the net book value of assets purchased with capital grant funding from the Council since 2009/10, together with assets purchased / constructed with other restricted funds and own funded assets. A transfer has been made to the designated capital fund at 31 March 2024 so that the fund value matches, to the fullest extent possible, the net book value of all fixed assets owned by the Trust.

£803,000 (2023: £761,000) was transferred from restricted to designated funds in 2023/24 in relation to this.

The unrestricted fund represents the accumulated surpluses and deficits of the Group. The funds generated by the Trust are available for use at the discretion of the Trustees in furtherance of the general objectives of the Trust.

Taxation

Alexandra Park and Palace Charitable Trust is a registered charity. As such its sources of income and gains, received under Part 10 of the Income Tax Act 2007 or Section 256 of the Taxation of Chargeable Gains Act 1992, are exempt from taxation to the extent that they are applied exclusively to its charitable objectives. The trading subsidiary donates its taxable profits to the Trust under Gift Aid. No tax charge has arisen in the year.

Investments

Fixed asset investments are shown at cost less provision for impairment in value in the Trust's accounts.

Heritage assets

The assets of the Trust include the Grade II listed Victorian Palace building and its contents, including the Willis organ, the archive collection and the 196 acres of parkland.

The asset is upheld and maintained as a place of public resort and recreation and for other public purposes. The Park is accessible to the public without restrictions. The Palace is opened for recreation and enjoyment where the space is safe to be used although 29% of the Palace remains derelict a decrease of 10%. The derelict spaces are being brought back into public use through an extensive capital improvements and maintenance programme (Fabric Maintenance Plan).

In the past no value has been put on the Park and Palace as this is deemed to be an inalienable asset as the Act of Parliament places restrictions on its disposal. This policy has been continued as reliable cost information is not available, conventional valuation approaches lack sufficient reliability and significant costs would be involved in obtaining a valuation which would be onerous compared with the additional benefit derived by users of the accounts.

In terms of the archive a Collections Development Policy covers acquisitions and disposal.

Capital improvements to the Palace and Park, which are integral to the heritage asset, are capitalised at cost, and depreciated on a straight-line basis over 10 to 25 years.

Tangible fixed assets

All tangible fixed assets are shown at cost, less accumulated depreciation to date. Depreciation is provided on all tangible fixed assets and is calculated at rates designed to write off the cost of fixed assets over their expected useful lives. The rates applied are as follows:

Improvements to Palace and Park:	-	on a straight-line basis over 10 to 25 years
Plant and machinery:	-	on a straight-line basis over 10 to 25 years
Motor vehicles:	-	on a straight-line basis over 5 years
Office equipment, furniture and fittings:	-	on a straight-line basis over 5 years

The minimum capitalisation threshold is £500.

Valuation of stocks

Stocks consist of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value on a first in first out basis.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity.

Related party transactions

Because of the close and unique relationship between Haringey Council and Alexandra Park and Palace, there are a significant number of transactions between the two parties. The extent of this relationship is detailed in Note 26 to the financial statements.

The Trust has taken advantage of the exemption contained within FRS 102 from disclosing transactions with its wholly-owned subsidiary.

Operating leases

All leases are operating leases and the annual rentals are charged to the Statement of Financial Activities over the period in which the cost is incurred.

Pension contributions

The Group operates a defined benefit pension scheme on behalf of certain employees of Alexandra Palace Trading Limited ('APTL'). The scheme is administered by Haringey Council, although the pension funds relating to the APTL employees are held in a separately managed pool within the overall Haringey scheme.

The difference between the fair value of the assets held in the defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the Group's balance sheet as a pension scheme asset or liability as appropriate.

Changes in the defined benefit pension scheme assets or liabilities arising from other factors than cash contributions by the Group are charged to the Statement of Financial Activities in accordance with FRS 102: Section 28 "Employee Benefits".

The Group also operates a defined benefit pension scheme on behalf of certain employees of Alexandra Park and Palace Charitable Trust (APPCT), also administered by Haringey Council. However, the pension funds relating to the APPCT employees are not included in a separate pool and as such, it is not practical for a full FRS 102: Section 28 "Employee Benefits" valuation for the Trust staff to be disaggregated from the Haringey Council pension fund. For this reason, the scheme has been treated as a defined contribution scheme for the purpose of the financial statements.

A liability for deficit contributions in line with FRS 102 has been recognised within accruals.

The Group also operates a defined contribution pension scheme on behalf of certain employees. For defined contribution schemes the amount charged to the Statement of Financial Activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Financial instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. With the exception of concessionary loans, basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Concessionary loans are accounted for as social investments. The loan is initially recognised and measured at the amount received, with the carrying amount adjusted in subsequent years to reflect payments, interest and impairment.

Trade and other debtors are recognised at the settlement amount due after any discount offered and net of the bad debt provision. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Trust's accounting policies the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated 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 ongoing 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 both current and future periods.

During the year there were no occasions arising where accounting judgements or estimates have been applied except for the actuarial assumptions used in valuing the Pension Fund Surplus and recognition of restricted grants as non-performance related grants and therefore accounted for as income in full in 2023-24.

3. Analysis of income from Donations and Grants

Group	Unrestricted £'000	Restricted £'000	2024 £'000	Unrestricted £'000	Restricted £'000	2023 £'000
Ordinary Grants	1,755	972	2,727	1,755	1,675	3,430
Donations	78	1	79	230	-	230
	<u>1,833</u>	<u>973</u>	<u>2,806</u>	<u>1,985</u>	<u>1,675</u>	<u>3,660</u>

4. Analysis of income from other trading activities

	2024 £'000	2023 £'000
Income from trading activities	<u>20,770</u>	<u>17,881</u>

5. Analysis of income from charitable activities

Group	2024 £'000	2023 £'000
Income from the Palace	364	193
Income from the Park	249	278
Income from Creative Learning	44	32
Income from Ticketed Restricted Activities	4	6
	<u>661</u>	<u>509</u>

Trust	2024 £'000	2023 £'000
Income from the Palace	406	235
Income from the Park	249	278
Income from Creative Learning	44	32
Income from Ticketed Restricted Activities	4	6
	<u>703</u>	<u>551</u>

6. Analysis of income from investments

Group	2024 £'000	2023 £'000
Bank interest	<u>150</u>	<u>24</u>
Trust only		
Gift aid from subsidiary	2,331	1,450
Licence fee from subsidiary	300	200
	<u>2,631</u>	<u>1,650</u>

7. Analysis of expenditure

Group	Direct costs £'000	Support costs £'000	Total 2024 £'000
Expenditure on raising funds			
Expenditure of trading subsidiary	17,865	-	17,865
Raising donations and grants	66	-	66
	<u>17,931</u>	<u>-</u>	<u>17,931</u>
Expenditure on charitable expenditure			
Running and maintaining the Palace	5,781	444	6,225
Strategic and Heritage Development	864	29	893
Running and maintaining the Park	723	56	779
Creative Learning	45	3	48
	<u>7,413</u>	<u>532</u>	<u>7,945</u>
Trust only			
Expenditure on raising funds:			
Raising donations and grants	66	-	66
	<u>66</u>	<u>-</u>	<u>66</u>
Expenditure on charitable expenditure			
Running and maintaining the Palace	5,781	444	6,225
Strategic and Heritage Development	864	29	893
Running and maintaining the Park	723	56	779
Creative Learning	45	3	48
	<u>7,413</u>	<u>532</u>	<u>7,945</u>

Included within Strategic and Heritage Development is the amount of £487,000 relating to restricted expenditure incurred in the year.

2023 Comparatives - Analysis of expenditure

Group	Direct costs £'000	Support costs £'000	Total 2023 £'000
Expenditure on raising funds			
Expenditure of trading subsidiary	15,206	-	15,206
Raising donations and grants	84	-	84
	<u>15,290</u>	<u>-</u>	<u>15,290</u>
Expenditure on charitable expenditure			
Running and maintaining the Park	634	50	684
Running and maintaining the Palace	4,895	378	5,273
Creative Learning	31	2	33
Strategic and Heritage Development	584	20	604
	<u>6,144</u>	<u>450</u>	<u>6,594</u>
Trust only			
Expenditure on raising funds:			
Raising donations and grants	84	-	84
	<u>84</u>	<u>-</u>	<u>84</u>
Expenditure on charitable expenditure			
Running and maintaining the Park	634	50	684
Running and maintaining the Palace	4,895	378	5,273
Creative Learning	31	2	33
Strategic and Heritage Development	584	20	604
	<u>6,144</u>	<u>450</u>	<u>6,594</u>

Included within Strategic and Heritage Development is the amount of £323,000 relating to restricted expenditure incurred in the year.

8.0 Analysis of support costs

	Total 2024 £'000	Total 2023 £'000
Group and Trust		
Wages and salaries	282	259
Overheads	250	191
	<hr/>	<hr/>
	532	450
	<hr/>	<hr/>

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Creative Learning	Strategic & Heritage Development	Total 2024
		£'000	£'000	£'000	£'000	£'000
Support costs allocated to activities						
Governance	Pro rata to charitable expenditure	8	64	-	4	76
General Office overheads	Pro rata to charitable expenditure	26	208	2	14	250
Office Management incl. Finance and HR	Pro rata to charitable expenditure	22	172	1	11	206
Total support costs		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		56	444	3	29	532

Cost allocation includes an element of judgement and the Charity has had to consider the cost benefit of detailed calculations and record keeping. To ensure full cost recovery on projects the charity adopts a policy of allocating costs to the respective cost headings through the year. This allocation includes support costs where they are directly attributable. Therefore, the support costs shown are a best estimate of the costs that have been so allocated.

2023 comparatives:

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Creative Learning	Strategic & Heritage Development	Total 2024
		£'000	£'000	£'000	£'000	£'000
Support costs allocated to activities						
Governance	Pro rata to charitable expenditure	8	59	-	4	71
General Office overheads	Pro rata to charitable expenditure	21	160	1	9	191
Office Management incl. Finance and HR	Pro rata to charitable expenditure	21	159	1	7	188
Total support costs		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		50	378	2	20	450

8.1 Net income / (expenditure) for the year

	2024 £'000	2023 £'000
Net income / (expenditure) is stated after charging:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	35	25
The audit of the charity's subsidiary, pursuant to legislation	14	14
Tax & other compliance services	6	6
Operating lease rentals - land and buildings	6	6
Operating lease rentals - plant and machinery	55	12
Depreciation	1,803	1,729

9. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key Management Personnel

	Group		Trust	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Wages and salaries	4,566	4,086	951	858
Termination payments	-	17	-	17
Social security costs	437	401	106	102
Pension costs – Defined Benefit scheme	19	19	13	13
Pension costs – Defined Contribution scheme	202	189	50	48
Agency staff costs	1,069	1,053	21	8
Apprentice Levy	7	6	-	-
	6,300	5,771	1,141	1,046

The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 were:

Group	2024 Number	2023 Number
£60,000 - £70,000	4	4
£70,000 - £80,000	3	2
£80,000 - £90,000	-	1
£90,000 - £100,000	2	2
£100,000 - £110,000	-	1
£110,000 - £120,000	1	-
£130,000 - £140,000	1	1

The average number of employees, analysed by function, including both permanent employees and casual staff was:

	Group		Trust	
	2024 Number	2023 Number	2024 Number	2023 Number
Cost of generating funds	157	131	1	1
Running the Park	1	1	1	1
Running the Palace	6	5	6	5
Creative Learning	4	4	4	4
Strategic and Heritage Development	3	3	3	3
Management and administration	17	16	4	4
	188	160	19	18

10. Analysis of staff costs, Trustees remuneration and expenses, and the cost of key Management Personnel (continued)

The total remuneration (including pension contributions and employer's NIC) of the key management personnel of the Charity for the year was £162,667 (2023: £214,156).

The key management personnel of the Group comprise those of the Charity and key management personnel of its wholly-owned subsidiary Alexandra Palace Trading Ltd. The total remuneration (including pension contributions and employer's NIC) of the key management personnel of the Group for the year was £618,554 (2023: £637,205).

Trustees' remuneration

The trustees did not receive any remuneration or reimbursement of expenses during the year (2023: £nil).

11. Tax on profit on ordinary activities of trading subsidiary

The trading subsidiary has a tax charge / refund for the year of £Nil (2023: £Nil). The tax assessed for the period is lower than that resulting from applying the UK rate of corporation tax. The differences are explained below:

	2024 £000	2023 £000
Profit on ordinary activities before taxation	2,712	2,457
Tax on profit on ordinary activities at 25% (2023: 19%)	678	466
Fixed asset differences		
Expenses not deductible for tax purposes	-	-
Amounts (charged / credited) directly to STRGL or otherwise transferred	(23)	(28)
Adjustments to brought forward values	(636)	(448)
Adjustments to tax charge in respect of previous periods	-	-
Adjustments to deferred tax	-	(4)
Deferred tax not recognised	(19)	14
Tax (refund) / charge	<u>-</u>	<u>-</u>

A deferred tax liability of £84,000 (2023: £103,000) has not been recognised in respect of timing differences.

12. Tangible fixed assets

Group	Trust Office equipment, furniture and fittings £'000	Trust Total £'000	Group Plant and machinery £'000	Group Office equipment, furniture and fittings £'000	Group Total £'000
Cost					
At 1 April 2023	298	298	524	733	1,257
Additions	7	7	150	39	189
Disposals	(57)	(57)	-	(57)	(57)
At 31 March 2024	248	248	674	715	1,389
Depreciation					
At 1 April 2023	166	166	245	454	699
Charge for the year	53	53	35	120	155
Disposals	(57)	(57)	-	(57)	(57)
At 31 March 2024	162	162	280	517	797
Net book value					
At 31 March 2024	86	86	394	198	592
At 31 March 2023	132	132	279	279	558

13. Heritage assets

Trust and Group	Improvements to Palace and Park £'000	Asset under construction £'000	Plant and machinery £'000	Total £'000
Cost				
At 1 April 2023	34,539	119	1,883	36,541
Additions	540	315	18	873
Disposals	(148)	-	(215)	(363)
Transfers	230	(230)	-	-
At 31 March 2024	35,161	204	1,686	37,051
Depreciation				
At 1 April 2023	7,521	-	788	8,309
Charge for the year	1,488	-	160	1,648
Disposals	(148)	-	(215)	(363)
At 31 March 2024	8,861	-	733	9,594
Net book value				
At 31 March 2024	26,300	204	953	27,457
At 31 March 2023	27,018	119	1,095	28,232

The £204,000 shown under Assets under construction mostly represents the amount spent to date on refurbishments on the North East Office Block.

The assets of the Trust include the Grade II listed Victorian Palace building and its contents, including the Willis organ, and the 196 acres of parkland. These are not held on the balance sheet as reliable cost information is not available, conventional valuation approaches lack sufficient reliability and significant costs would be involved in obtaining a valuation which would be onerous compared with the additional benefit derived by users of the accounts.

	2024 £'000	2023 £'000	2022 £'000	2021 £'000	2020 £'000
Additions at cost	873	811	1,851	359	2,059
Disposals at book value	(363)	-	(396)	(353)	-
Disposals proceeds	-	-	-	-	-
Depreciation / impairment	1,648	1,570	1,573	1,543	1,563

14. Fixed asset investments

	2024 £	2023 £
Trust only		
Shares in trading subsidiary		
At 1 April and 31 March	2	2

The Trust owns the entire share capital of its trading subsidiary Alexandra Palace Trading Limited, a company with registration number 3819988, registered in England and Wales. Alexandra Palace Trading Limited raises funds for Alexandra Park and Palace Charitable Trust through the hiring of halls and catering for exhibitions, banquets, conferences, weddings and other events and the running of The Bar and Kitchen and the Ice Rink.

Alexandra Palace Trading Limited gift aid paid to Alexandra Park and Palace Charitable Trust for 2024 was £2,331,490, a contribution distributed from accumulated taxable reserves (2023: paid £1,450,624). The net income attributable to the group is consolidated on a line by line basis in the consolidated statement of financial activities. A summary of the results is shown below:

	2024 £'000	2023 £'000
Turnover	20,770	17,881
Cost of sales	(17,035)	(14,241)
Gross Profit	3,735	3,640
Administrative expenses	(1,242)	(1,216)
Other operating income	-	-
Operating profit	2,493	2,424
Interest receivable and other similar income	150	24
Other finance costs	69	9
Profit payable via gift aid to the trust	(2,331)	(1,450)
Result for the financial year	381	1,007
Corporate Taxation Charged	-	-
Retained profit brought forward	3,687	2,825
Actuarial loss on pension fund	(92)	(145)
Retained profit carried forward	3,976	3,687

15. Stocks

	Group		Trust	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Food and beverages	168	95	-	-
Disposables	35	46	-	-
Gift items for sale	-	3	-	-
	<u>203</u>	<u>144</u>	<u>-</u>	<u>-</u>

16. Debtors: amounts falling due within one year

	Group		Trust	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade debtors	2,110	1,359	125	21
Other amounts due from subsidiary undertaking	-	-	379	154
Other debtors	404	68	252	65
Prepayments and accrued income	288	75	37	14
	<u>2,802</u>	<u>1,502</u>	<u>793</u>	<u>254</u>

16.1 Cash & Cash Equivalent

	Group		Trust	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Cash at bank and in hand	6,180	7,004	989	1,797

The Trading Subsidiary has an overdraft facility of £1,000,000 which is secured by a debenture over its assets.

17. Creditors: amount falling due within one year

	Group		Trust	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade creditors	1,491	1,343	745	587
Amounts due to subsidiary undertaking	-	-	1,062	95
Taxation and social security	347	268	-	-
Other creditors	2,755	1,957	427	383
Accruals	844	679	121	141
Deferred income	876	322	25	25
Salix Loan	100	99	100	99
	<u>6,413</u>	<u>4,668</u>	<u>2,480</u>	<u>1,330</u>

18. Creditors: amount falling due after more than one year

	Group		Trust	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Ice rink refurbishment loans	573	713	573	713
West Yard Storage Loan	3,720	3,805	3,720	3,805
Other Creditors	1,045	1,089	1,045	1,089
Salix Loan	196	296	196	296
Accruals	49	49	49	49
	<u>5,583</u>	<u>5,952</u>	<u>5,583</u>	<u>5,952</u>

The Ice Rink refurbishment loan is an unsecured long-term loan from Haringey Council to refurbish the ice rink facility. The original terms included that this loan was to be repaid by annual instalments of £164,000 until 31 March 2028 at an interest rate of 3.32%. The instalment for 31st March 2020 was repaid during 23-24, and the instalment for 31st March 2021 is due to be repaid by 31st March 2025. The instalments for 31st March 2022, 31st March 2023 and 31st March 2024 have been deferred until after April 2025.

The lighting loan from the Sustainable Investment Fund was also advanced from Haringey Council. The loan is repayable over 7 years until April 2022 at zero interest at an annual repayment of £44,417. The instalment for 31st March 2020 was repaid during 23-24 and the instalment for 31st March 2021 is due to be repaid by 31st March 2025. The last instalment, 31st March 2022 has been deferred until after April 2025 and is shown in Other Creditors.

The West Yard Storage Loan comprises of two unsecured long-term loans from Haringey Council to facilitate the building of a storage and office block in the West Yard location of Alexandra Palace.

Loan 1 was an amount of £2,500,000 repayable by 35 annual instalments of £122,000 each August at an interest rate of 3.32%. The instalment for August 2020 was repaid during 23-24, and the instalment for August 2021 is due to be repaid by 31st March 2025. The instalments for August 2022, August 2023 and interest to 31st March 2024 have been deferred until after April 2025.

Loan 2 is made up of two further amounts that were advanced during February and April 2020 totalling £1,670,000. This loan is repayable by 30 annual instalments of £84,100 payable 31st March each year at an interest rate of 2.9%. The instalment for 31st March 2021 is due to be paid by 31st March 2025, the instalments for 31st March 2022, 31st March 2023 and 31st March 2024 have been deferred until after April 2025.

The Salix loan was taken via London Borough of Haringey from the Government Salix Sustainable Investment Fund for £493,000 to replace old lighting infrastructure. This loan is repayable interest free over 5 years. Instalments totalling £99,000 were paid in 23-24 and are due to be made within the next 12 months as planned.

Interest applied in the year is calculated based on the original schedule of agreed payments. As all loan payments were in fact deferred by London Borough of Haringey, they appear above, under creditors.

19. Deferred income

	Group		Trust	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Reconciliation of movement:				
Balance brought forward	322	629	25	21
Amount released to SOFA during the year	(322)	(629)	(25)	(21)
Amount deferred during the year	876	322	25	25
Balance carried forward	876	322	25	25

20. Accumulated unrestricted funds

	Balance 1 April 2023 £'000	Income £'000	Expenditure £'000	Others £'000	Transfers £'000	Balance 31 March 2024 £'000
Group						
Unrestricted	3,727	23,409	(23,545)	(92)	(436)	3,063
Designated capital fund	22,063	-	(1,845)	-	1,239	21,457
	25,790	23,409	(25,390)	(92)	803	24,520

21. Restricted funds – Group and Trust

	Balance 1 April 2023 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2024 £'000
Heritage Lottery Fund Regeneration - Activity Plan	92	-	(81)	-	11
Heritage Lottery Fund - 150 years of the People's Palace	-	45	(19)	-	26
Haringey Council capital grant	815	470	(129)	(607)	549
Tottenham Grammar School Foundation	12	13	(7)	-	18
Friends of Ally Pally Organ	7	-	-	-	7
Esmee Foundation	40	100	(89)	-	51
Matchroom Sport Charitable Foundation	47	62	(74)	-	35
HP Community	7	-	-	-	7
Greater London Authority Energy Fund	-	81	(81)	-	-
Historic England	-	198	-	(196)	2
Other Restricted funds (under £5k each)	10	8	(6)	-	12
	1,030	977	(486)	(803)	718

The restricted funds balance at 31 March 2024 is represented by net current assets of £718,000 (2023: £1,030,000).

	Balance 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2023 £'000
Comparative 2023:					

Heritage Lottery Fund Regeneration - Activity Plan	144	-	(52)	-	92
Haringey Council capital grant	80	1,565	(69)	(761)	815
Tottenham Grammar School Foundation	7	11	(6)	-	12
Friends of Ally Pally Organ	26	-	(19)	-	7
C Field Construction	10	-	(9)	-	1
Esmee Foundation	50	15	(25)	-	40
Matchroom Sport Charitable Foundation	89	64	(106)	-	47
Kirby Lang Foundation	7	-	(3)	-	4
HP Community	13	-	(6)	-	7
Wetland	-	18	(17)	-	1
Other Restricted funds (under £5k each)	7	8	(11)	-	4
	<u>433</u>	<u>1,681</u>	<u>(323)</u>	<u>(761)</u>	<u>1,030</u>

The National Heritage Lottery Fund (NHLF) Regeneration Project grant represents funds for the Learning and Participation Activity Plan.

The Heritage Lottery Fund (150th) grant was awarded in celebration of the Palace's 150th birthday and is being used for events and the Peoples 150th Mural display.

The Haringey Council capital grant represents funds received for the purchase of fixed assets.

The Chapman Charitable Trust is a donation specifically for the Changing Places Capital Project that will be completed in June / July 2024.

The Tottenham Grammar School Foundation is a grant towards specific Learning and Participation School projects. Income of £13,000 for the same purpose was received in 23-24.

The Friends of Alexandra Palace Organ represents a grant received that is specifically for major repairs to the Henry Willis Organ. The works are planned to be completed in early 2024.

The Esmee Foundation is of a grant for the provision of children's educational activities. During the year an additional £100,000 was received.

The Matchroom Sport Charitable Foundation awarded funds to deliver a 3-year outdoor learning programme for children and young people. During 23-24 further income of £63,000 was received.

The HP Community grant was awarded to purchase IT equipment to support schools learning provision.

The Greater London Authority Local Energy Fund is a grant received towards making the Palace more sustainable and was used towards a feasibility report into energy improvements.

The Historic England Grant of £198,000 is part of a larger award for the restoration and reopening of a part of the Palace known as the North East Office Block.

Other funders whose balance is less than £5,000 each as at 31st March 2024 are shown within "Other Restricted funds".

Alexandra Park & Palace Charitable Trust also enjoys significant value-in-kind support from a range of businesses.

22. Net assets between funds

	Unrestricted £'000	Designated £'000	Restricted £'000	Total funds £'000
Fixed assets	506	86	-	592
Heritage assets	-	27,457	-	27,457
Stocks	203	-	-	203
Cash	5,306	10	864	6,180
Other current assets	2,712	-	7	2,719
Current liabilities	(5,664)	(513)	(153)	(6,330)
Creditors due after one year	-	(5,583)	-	(5,583)
	<hr/>	<hr/>	<hr/>	<hr/>
Closing fund balance	3,063	21,457	718	25,238
	<hr/>	<hr/>	<hr/>	<hr/>

Comparative 2023:

	Unrestricted £'000	Designated £'000	Restricted £'000	Total funds £'000
Fixed assets	426	132	-	558
Heritage assets	-	28,232	-	28,232
Stocks	144	-	-	144
Cash	5,778	100	1,126	7,004
Other current assets	1,501	-	1	1,502
Current liabilities	(4,122)	(449)	(97)	(4,668)
Creditors due after one year	-	(5,952)	-	(5,952)
	<hr/>	<hr/>	<hr/>	<hr/>
Closing fund balance	3,727	22,063	1,030	26,820
	<hr/>	<hr/>	<hr/>	<hr/>

23. Financial commitments

Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases:

	Group		Trust	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
- Within one year	102	11	5	5
- Between one and five years	220	4	-	2
	<u>322</u>	<u>15</u>	<u>5</u>	<u>7</u>

Capital commitments

Capital commitments are as follows:

	Group		Trust	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Contracted for but not provided for:	<u>189</u>	<u>317</u>	<u>189</u>	<u>317</u>

Capital commitments relate to non-cancellable contracts for works relating to various works planned for 2024-25.

24. Pension scheme

(a) Trust Defined benefit scheme

The Trust operates a defined benefit pension scheme for the benefit of its employees. The assets of the Scheme are in a fund independent from the Trust and are administered by Haringey Council under the provisions of the Local Government Superannuation Act of 12 June 2000. The pension fund assets and liabilities relating to the employees of the Trust are included within the overall Haringey fund and as such, it is not practical or relevant to produce a full FRS17 valuation at the balance sheet date. For this reason, the scheme is treated as a defined contribution scheme for the purposes of the Trust financial statements. This treatment is consistent with previous years.

The Fund is independently valued every three years by a firm of actuaries to assess the adequacy of the Fund's investments and contributions to meet its liability. The last triennial valuation took place as at 31 March 2022. The valuation was carried out in accordance with Guidelines GN9: Funding Defined Benefits – Presentation of Actuarial Advice published by the Board for Actuarial Standards. The valuation was carried out using the Projected Unit Method.

Economic and statistical assumptions were used. The assumptions which have the most significant effect on the results of the valuation are:

	Nominal % per annum
Rate of pensionable salary increases (excl. increments)	3.70 % per annum compound
Rate of price inflation / pensions increases	2.70 % per annum compound
Discount rate	1.70 % per annum compound

Following this valuation, the Actuary agreed that the Trust's contribution would be 23.50% for the year ending 31 March 2025 (31 March 2024: 23.00%).

(b) Trading Company Defined benefit scheme

The trading company operates a defined benefit pension scheme for the benefit of scheme members who transferred to the trading company, from Alexandra Park and Palace Charitable Trust, on 1 November 1999. There is one (2023: one) scheme members still in the employment of the trading company as at 31 March 2024. The assets of the Scheme are in a fund independent from the trading company and are administered by Haringey Council under the provisions of the Local Government Superannuation Act. The Scheme is accounted for in accordance with FRS 102: Section 28 "Employee Benefits".

The Fund is independently valued on a regular basis by a firm of actuaries. The purpose is to assess the adequacy of the Fund's investments and contributions to meet its liability. The last actuarial valuation took place as at 31 March 2022. The valuation was carried out in accordance with the Guidelines GN9: Funding Defined Benefits – Presentation of Actuarial Advice published by the Board for Actuarial Standards. The valuation was carried out using the Projected Unit Method.

Economic and statistical assumptions were used. The assumptions which have the most significant effect on the results of the valuation are:

Nominal % per annum

Rate of pensionable salary increases (excl. increments)	3.70 % per annum compound
Rate of price inflation / pensions increases	2.70 % per annum compound
Discount rate	1.70 % per annum compound

Alexandra Palace Trading Limited employer's contribution is 49.20% of salary for 23/24 (2023: 49.20%). The pension contribution for the year was £23,000 (2023: £21,000). No additional payment was made by APTL towards reducing the fund (2023: £115,000). The latest Actuarial valuation indicates that there are no additional payments to be made for the next 2 years.

The actuarial valuation described above has been updated at 31 March 2024 by a qualified actuary using revised assumptions that are consistent with the requirements of FRS 102: Section 28 "Employee Benefits". Investments have been valued, for this purpose, at fair value using the current bid price.

Composition of plan assets:

	2024	2023
	£'000	£'000
Equities	3,381	3,389
Bonds	1,127	786
Property	563	589
Cash	51	147
	<hr/>	<hr/>
Total plan assets	<u>5,122</u>	<u>4,911</u>

Recognition in the statement of financial activities

	2024	2023
	£'000	£'000
Current service cost	14	20
Interest cost	144	104
Interest income on plan assets	(227)	(133)
	<hr/>	<hr/>
	<u>(69)</u>	<u>(9)</u>

Reconciliation of defined benefit obligation

	2024	2023
	£'000	£'000
Opening Defined Benefit Obligation	3,168	3,886
Current and past service cost	14	20
Interest cost	144	104
Contributions by members	3	3
Actuarial (gains)	(13)	(730)
Benefits paid	(308)	(115)
Closing defined benefit obligation	3,008	3,168

Reconciliation of fair value of employer assets

	2024	2023
	£'000	£'000
Opening fair value of employer assets	4,911	4,900
Interest income on plan assets	227	133
Contributions by members	3	3
Contributions by the employer	23	136
Actuarial gains / (losses)	266	(146)
Benefits paid	(308)	(115)
Closing fair value of employer assets	5,122	4,911

The major assumptions used for the actuarial valuation were:

	Nominal % per annum	
	2024	2023
	%	%
Rate of price inflation / pensions increases	2.80	3.00
Salary increases	3.80	4.00
Discount rate	4.80	4.75

Assumptions relating to the average future life expectancy of members at age 65 were as follows:

	Males	Females
Current pensioners	20.9 years	23.5 years
Future pensions	23.0 years	25.2 years

Analysis of amount recognised within net movement in funds in the SOFA:

	2024	2023
	£'000	£'000
Actuarial gain	279	584
Irrecoverable defined benefit surplus not recognised	(371)	(729)
Actuarial Loss	(92)	(145)

Net pension assets

	2024 £'000	2023 £'000
Assets	5,122	4,911
Liability	(3,008)	(3,168)
Irrecoverable pension surplus	(2,144)	(1,743)
	<hr/>	<hr/>
Net assets	-	-
	<hr/>	<hr/>

(c) Auto-enrolment pension scheme

Since June 2014 the Trust and Trading Company has operated the auto-enrolment pension scheme for all employees who joined after September 1999 and qualify to join the scheme. The scheme is operated at a minimum level of required contribution for all joiners after October 2018 and is administered by Scottish Widows. For the joiners prior to October 2018 the scheme operated at a higher level of contributions capped at 10%. The Trading Company's employer's contribution for the year was £152,000 (2023: £141,000). The Trust's contribution to the scheme was £50,000 (2023: £48,000).

25. Contingent liabilities

(a) Historic Debt Contingent liability

In February 2015 the Corporate Trustee, and the Trust agreed that the amount of revenue support (contribution) from the Borough advanced to the Trust since 1980 and up to 31 March 2015 will not be repayable in whole or in part by the Trust unless and until full financial provision has been made for the obligations and contractual commitments of the Trust for the foreseeable future. Any assessment of these obligations and commitments must be to the satisfaction of both the Trust and the Borough before any such repayment is initiated.

The amount of this contingent liability as at 31 March 2015 was £51,032,000. As the basis of funding provided by the Corporate Trustee has now changed to annual grant the value of this contingent liability remains unchanged as at 31st March 2024.

Prior to this agreement the deficit incurred each year formed part of the provision due to the Borough and was shown as a creditor on the Balance Sheet.

The amount accumulated up to March 2015 is recognised as income and shown as 'Other income' in the Statement of Financial Activities for the year ended 31 March 2015.

(b) Defined Benefit Pension Scheme contingent liability – McCloud Case

The McCloud case relates to age discrimination in the judges public sector pension scheme, this ruling will be applicable to all other public sector schemes, such as the LGPS, teachers and NHS schemes, of which Haringey has staff members who participate in. When the public service pension schemes moved from final salary to career average revalued earnings (CARE), members approaching retirement were given protected benefits, which has been challenged due to the differential treatment based on the age of members in the scheme. The Government intends to appeal this ruling, however, should it stand, this has the potential to increase the liabilities in any of the public service pension schemes, increasing the costs for employers, and for Haringey, increasing the pensions deficit which is reflected in the balance sheet in these accounts for the Haringey Local Government Pension Fund. The precise size and scale of such liabilities are estimated by the Government Actuary's Department (GAD) to be an additional 0.5% - 1% of total scheme liabilities, which equates to £19,000 - £38,000. This is a source of uncertainty nationally, and the Council will follow developments closely.

26. Related Party Transactions

The Mayor and Burgesses of Haringey acting through Haringey Council, is Trustee of the Trust. The Council delegates the entire function of trustee to the Alexandra Park and Palace Board. The Council elects individual members to sit on the Alexandra Park and Palace Board to act as the charity trustees. The charity trustees are those persons having the general control and management of the administration of the Trust.

Due to the nature of the relationship between the Trust and Haringey Council there are a number of significant related party transactions. These amounts are consolidated into the Trust's financial statements. However, due to the unique nature and structure of the relationship it is thought appropriate to disclose the amounts paid by Alexandra Park and Palace Charitable Trust to Haringey Council

Payments were made for the following services:

Exhibition licences £61,335 (202£: £55,733), legal and professional fees £7,428 (2023: £13,469), printing and other sundry items £Nil (2023: £1,467), Lighting Repairs £Nil (202£: £33,073).

During the Year, the Group received grants to the value of £1,755,000 (2023: £1,755,000) for unrestricted purposes and £470,000 (2023: £1,564,424) for designated Capital Projects.

Balances as at 31st March

	2024	2023
	£'000	£'000
Payroll Due to Haringey from Trust	33	9
Ledger Balances Due to Haringey Trading & Trust	-	-
Vat Due from Haringey to Trust	(285)	(75)
Loan Payments & Interest due to Haringey from Trust	1,507	1,469
Due To Haringey Council	1,255	1,403

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Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Date:

Dear Sirs,

During the course of your audit of our financial statements for the period ended 31 March 2024, the following representations were made to you by management, the Corporate Trustee Board and the Sole Trustee on behalf of the Charity.

1. We have fulfilled our responsibilities as directors under the Charities Act 2011 for preparing financial statements, in accordance with FRS102 and the Act, that give a true and fair view and for making accurate representations to you as auditors.
2. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the company have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management and board meetings, have been made available to you. We have given you unrestricted access to persons within the company in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.
3. We confirm that the methods, significant assumptions and source data used by us in making accounting estimates and their related disclosures are appropriate to ensure compliance with the recognition, measurement and disclosure requirements of FRS102.
4. We confirm that all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to the auditor and accounted for and disclosed in accordance with FRS102 and the Act.
5. We confirm that we have informed you of the details of all correspondence with the charitable company's regulators during the year and, in particular, the details of all Serious Incident Reports that we have made to the Charity Commission.
6. We confirm that there have been no events since the balance sheet date which require disclosing or which would materially affect the amounts in the accounts, other than those already disclosed or included in the accounts.
7. We confirm that we are aware of the definition of a related party set out in FRS102. We confirm that the related party forms have been completed by all trustees and made available to you as part of the audit.

8. We confirm that the related party relationships and transactions set out in the declarations provided to you are a complete list of such relationships and transactions and that we are not aware of any further related parties or transactions, and have been accounted for and disclosed in accordance with FRS102 and the Act.
9. We confirm that the financial statements correctly disclose the Trustees' remuneration and reimbursement of expenses, and are drawn up in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities*.
10. We confirm that the company has not had, at any time during the year, an arrangement, transaction or agreement to provide credit facilities (including advances and credits granted by the company) for directors, nor to provide guarantees of any kind on behalf of the directors, except as disclosed in the financial statements.
11. We confirm that the company has not contracted for any capital expenditure other than as disclosed in the financial statements.
12. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the company conducts its business.
13. We acknowledge our responsibility for the design and implementation of controls to prevent and detect fraud. We confirm that we have provided you with a copy of our latest risk assessment, and confirm that we have considered the risk of fraud and have disclosed to you any actual or suspected instances of fraud involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements. We also confirm that we are not aware of any allegations of fraud by former employees, regulators or others.
14. We confirm that, in our opinion, having considered the cashflows and supported by the letter of confirmation from the Council that they will provide sufficient funding to ensure that the Charity remains a going concern that the charity and group are a going concern as at the date of this letter, as per the attached documents.
15. We confirm that, having considered our expectations and intentions for the next twelve months and the availability of working capital.
16. We confirm that in our opinion the effects of unadjusted misstatements, as disclosed in the Audit Findings Report are immaterial, both individually and in aggregate, to the financial statements as a whole
17. We confirm that there has been no movement following discussions with Haringey Council with regards to the contingent liability and therefore no change in its value as at year-end.
18. All grants, donations and other incoming resources, receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms and conditions in the application of such incoming resources.

19. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that:

- so far as each trustee is aware, there is no relevant audit information of which you as auditors are unaware; and
- each trustee has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that you are aware of that information.

20. We confirm that there is no audit information of which you as auditors are unaware, and that each board member has taken steps to make themselves aware of any relevant information and to establish that you are aware of that information.

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and expertise (and, where appropriate, of supporting documentation) sufficient to satisfy ourselves that we can properly make these representations to you and that to the best of our knowledge and belief they accurately reflect the representations made to you by the directors during the course of your audit.

Yours faithfully

Signed on behalf of the Board of Trustees by:

Trustee

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**Alexandra Park and Palace Charitable Trust
2024/25 Board Decisions Tracker**

DATE	DECISION	Completed	Category
15 July 2024	<u>Committee Appointments</u> i. Approved recommendations to full Council to reduce Consultative Committee co-optees from 3 to 2. ii. FRRAC : Cllrs Sean O'Donovan (Chair), Anne Stennett, Ahmed Mahbub, Sarah Elliott, Claire Pape. iii. APTL : Cllrs Nick da Costa (Chair), Emine Ibrahim, Anne Stennett, Sean O'Donovan, Emma Dagnes, Jamie Copas, Andrew Morton. iv. Programme Board: Cllrs Ibrahim and da Costa v. Lead Trustees: Safeguarding : Anne Stennett Whistleblowing : Nick da Costa EDI : Ahmed Mahbub Environment & Sustainability : Sean O'Donovan	Lead Trustee visits TBA	Governance
	Approved the lease recommendations set out in the Exempt Property Report.	Ongoing	Financial & Governance
	Approved the Risk Register.	N/A	Governance
	West Yard Building Tenancy - Approved recommendations	Ongoing	Financial & Governance

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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