

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Thursday, 12th March, 2026, 7.30 pm - Gracie Fields Room,
Alexandra Park and Palace Way, London, Greater London, N22 7AY
(the recording [here](#))**

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

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**

3. **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.

4. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

5. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. Late items will be considered under the items they appear; new items will be dealt with under item 12.

6. MINUTES

MINUTES TO FOLLOW

7. CHIEF EXECUTIVE REPORT (PAGES 1 - 10)

8. FINANCE REPORT (PAGES 11 - 18)

9. STRATEGIC PLAN REPORT (PAGES 19 - 22)

10. POLICY UPDATES (PAGES 23 - 42)

11. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

12. EXCLUSION OF THE PUBLIC AND PRESS

Items 13-19 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.

13. EXEMPT MINUTES

TO FOLLOW

14. EXEMPT CHIEF EXECUTIVE REPORT (PAGES 43 - 54)

15. EXEMPT FINANCE REPORT (PAGES 55 - 64)

16. EXEMPT FINANCIAL REGULATIONS REPORT (PAGES 65 - 68)

17. EXEMPT FRRAC CHAIR'S REPORT (VERBAL UPDATE)

18. EXEMPT APTL CHAIR'S REPORT (VERBAL UPDATE)

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

Chris Liasi - Principal Committee Coordinator
Tel – 020 8489 4323
Email: Chrisovalantis.liasi@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 4th March 2026

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Alexandra Park and Palace Charitable Trust Board Meeting

Date: 12th March

Report Title: Non Exempt Chief Executive Report

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

Purpose: To inform the Trustee Board of Alexandra Park and Palace Charitable Trust on progress in the financial year 25/26

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

1.1 To note the contents of this report.

2. Executive Summary

2.1 This report summarises progress to date in FY 2025/26, aligned to the Trust's Vision to "**Create a Sustainable Home for All That We Do.**" Updates under each strategic goal highlight the most material delivery milestones, issues, and achievements since the previous report.

3. **Extraordinary Recognition:** At Prime Minister's Questions on the 11th February 2026 Alexandra Park and Palace was given national recognition. Referring to the People's Palace, Keir Starmer highlighted our importance as an iconic British venue and a vital part of our nation's cultural life, in response to a question from our local MP Catherine West on the need for sustained investment to secure our future for the next 100 years.

It was a significant moment for the Charitable Trust where on a national stage it was recognised that all income generated through our world class events and activities goes to directly funding our mission to care for our Grade II listed Park and Palace, for the public forever.

It is important to note that we are more than a single venue. Set within 196 acres of award-winning public parkland, we welcome over 4 million visitors each year and in 2024/25 generated £108m in economic impact for London with £79m captured within the Borough of Haringey, who we are proud to have as our Corporate Trustee.

We were able to share this significant moment with all our colleagues at the staff meeting the following day. It was a chance to reflect on what their hard work delivers not just locally but nationally.

We are looking forward to the future of working with all our Stakeholders, funders and supporters to ensure the People's Palace continues to deliver lasting social, cultural and economic benefit for all.

4. ***Provide Great Entertainment and Culture for All: Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.***

- 4.1 Delivery remains strong across the commercial and cultural programme, with a varied schedule of concerts, theatre, sport and exhibitions. A number of high-profile concerts and residencies have performed well and supported national profile, including significant critical recognition for the Fred Again.. residency. The Theatre programme has continued to attract audiences through a combination of touring product, residencies and one-off performances, alongside screen production activity.

Highlights in the Great Hall include Solomon, Lorna Shore, Fatboy Slim, Pawsa, Motionless in White. Highlights from the Theatre was a major production of Sunny Afternoon The Kinks musical, which received excellent feedback from audiences. Other high profile theatre events included Kyla Cobbler, Whitney Queen of the Night and Steward Lee Vs The Man-Wulf who had a highly successful two-week residency.

January saw the return of the highly acclaimed Fresh Art Fair with increased visitors as well as galleries and artists exhibiting.

- 4.2 Leisure and ancillary offers have continued to contribute to the year-round visitor experience. The Ice Rink has sustained strong performance across public skating and courses, following its most successful festive period to date. Food and beverage outlets have continued to maximise trade linked to event footfall.

The Boat House continues to receive positive feedback since opening in December. Opening times are 0900 – 16:00. Extended opening times will be announced in the Spring, in line with the reopening of the boating lake in April.

- 4.3 The Summit rooftop experience opened with extensive media coverage on 14 February 2026 with sessions sold out across the opening weekend, demonstrating strong demand and providing an additional year-round visitor offer.
- 4.4 Alexandra Palace has been shortlisted as a finalist for Venue of the Year at the Music Week Awards 2026.
5. **Build Climate Change Resilience:** *Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.*
 - 5.1 Listed Building Consent has been secured for secondary glazing at the former station building (CUFOS), funded through the Haringey Community Carbon Fund. The project will improve thermal performance and occupant comfort.
 - 5.2 A planning application has been submitted for solar PV at the Boat House. Once installed, the system is projected to generate in excess of 8,000kWh per annum, supporting the Trust's energy resilience objectives.
6. **Protect Our Heritage Assets:** *Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.*
 - 6.1 Conservation-led masonry works continue in East Court as part of the rolling repair and maintenance programme. The works are removing inappropriate historic cement repairs that have contributed to trapped moisture and accelerated decay, replacing them with breathable materials consistent with best-practice conservation methodology.
7. **Safeguard Our Green Lung for London:** **We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.**
 - 7.1 The Park Maintenance Team have been undertaking winter jobs including gritting icy surfaces, clearing shrub beds of dead vegetation and fallen leaves. They've been painting over graffiti around the site and disposing of around 30 tonnes of rubbish.
 - 7.2 Safety work to remove dead, dying and dangerous trees has been ongoing across the Park. Around 40 trees were felled and another 60 were pruned, pollarded or had dangerous branches removed. The issues are caused by many factors,

including increasing numbers of pests and diseases and stress from more extreme weather conditions that occur due to climate change.

- 7.3 Contractors have undertaken repairs and maintenance around site including footpaths repairs, replacement of damaged gate posts and bollards. The boating lake outflow pipe was partially blocked and has been cleared to prevent the water levels getting too high.
- 7.4 More volunteer activity has been taking place in the Park including the gardening volunteers pruning the plants in the rose garden, the TCV cutting back bramble and scrub near Redston Field and the Friends of the Park giving the orchards in the Grove some TLC.
- 7.5 Thames Water are undertaking a project in the Park from late February through to early May. This project involves seven trial holes along the Lower Road that will determine the location and size of their two trunk mains. This work will require a welfare and storage compound near the pétanque area, plus working compounds for the seven trial holes. These will be excavated sequentially, so there will be no more than two holes open at a time. Some tree work is required to facilitate work including lifting the canopy of the trees along the lower road and removal of two lime trees near the Hornsey Gate. Any trees removed will be replaced. This is preparatory work ahead of a much bigger project to slip line the pipe to reduce leakage.
- 7.6 The Alexandra Park Sports Club are intending to install a new sign near the junction of the lower road and Alexandra Palace Way. This will improve the club's visibility and make wayfinding easier for visitors not familiar with the site. The Club are working towards an application for advertising consent.
8. **Protect Our Archives and Share Our Stories In Innovative Ways: Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.**
- 8.1 In January the BAC funded project archivist completed his survey of the Park and Palace's records in the SE Pavilion. This room houses approx. 100 linear metres or 300 to 400 archive boxes, mainly containing the AP Development Team plans and documentation from 1980 – 89. Items identified for disposal as confidential waste include HR documents and finance records.
In February, Borough archivist Julie Melrose led a popular, well-attended archive workshop at Bruce Castle Museum for AP volunteers.

Focus of the project for end of March 2026: to complete the high-level catalogue descriptions and upload these to The National Archives' Discovery; reduce the

volume of records weeding out personal data, copies or papers not relevant to the AP archive; institute a basic location system; update retention schedules.

Next steps for the archive are to repackage and move to new shelving in a more accessible East wing ground floor room.

- 8.2 Archive images and historical information were provided for Summit staff, to enhance the visitor experience and bring AP&P heritage to a new audience.
- 8.3 Planning for the 90th anniversary of BBC television at the Palace began. Volunteer and community curators will be working with our partners at BBC, BFI, NSMM, APTS, AP Television Group and universities over the next 6 months, to create temporary displays in the East Court and Studio A, complementing a wide-ranging public engagement programme of activity.
- 8.4 Behind the scenes tour of the BBC wing for AIFS led by the Curator with Media students from Baltimore, USA. Another tour was provided for the company of "Sunny Afternoon" the Kinks story. For the second year, history students from UCL visited as part of their Civil Internment project, to see the First World War archive and AP internment camp areas. Heritage tours conducted in this quarter were for Enfield National Trust Association, and U3A groups from Cheshunt, Croydon and Northwood.
- 8.5 AP contributed to the centenary celebrations of John Logie Baird's first public demonstration of television to the Royal Institution on 26 January 1926, with an interview recorded in Studio B and transmitted as part of the ITN news coverage.
9. **Inspire And Engage Our Communities: Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.**
- 9.1 Members of the Young Creative Network are progressing through a three- month artistic development programme. The programme concludes in summer 2026, with participants focusing on music- video production, brand identity development, and the launch of a record label. Network members have also taken part in podcasting training sessions in March
- 9.2 Café Palais relaunched in January 2026, offering monthly creative and social activities for older residents. Recent sessions included Drag Bingo with Crystal Bollacks and candle- painting workshops, both of which received positive participant feedback

- 9.3 AP Sounds will return in March 2026 with a new focus on engaging older residents, including members of the Purple Parade Collective and groups from sheltered housing. Participants will learn skills in radio broadcasting and produce their own documentary recordings before mounting a live broadcast – date tbc.
- 9.4 Delivery continues for Palace Uncovered, supporting secondary school pupils studying history or performing arts through curriculum- linked workshops and site-based learning. New resources have been created for the project by sound artists Jessica Sammut recording leading academics working on the history of the Belgium refugee crisis
- 9.5 Regular volunteering opportunities remain active across gardening, archives, guided tours and theatre stewarding.
- 9.6 Seventeen volunteers received specialist training at Bruce Castle Museum, led by archivist Julie Melrose.
- 9.7 Volunteer- led public tours are scheduled for 10 March as part of National Lottery Heritage Open Week
- 9.8 Volunteers recently delivered tours for secondary school pupils from the Into University education charity, highlighting career pathways in the heritage and creative sectors.
- 9.9 Baroness Louise Casey visited Alexandra Palace to attend a partner event with the Alzheimer’s Society, held in the Creativity Pavilion.
10. **Strengthen Our Overall Resilience: Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.**
- 10.1 We end this quarter with promotion for our full range of individual giving opportunities, including new onsite poster and leaflets and online promotions. This campaign also marks the launch of our regular donors' programme, **Ally Pally Supporters**, supporting the Park and Palace from £5 a month. Our founding **Ally Pally Patrons** enjoyed a founders talk at Fresh Art Fair in January and were the first customers to experience new roof walk Summit in February.

- 10.2 We prepared engagement with trust and government funders ahead of the launch of new Strategic Plan for the organisation this Spring.
- 10.3 At the start of the calendar year Alexandra Palace and Wood Green were announced as a [Neighbourhood](#) and will take part in the [2026 edition](#) of the London Festival of Architecture. This is the third year in a row that the teams have joined together for the Festival. Running throughout the month of June, the Festival provides a capital-wide platform to showcase the work and activity both the Council and the Charity are doing. This year's theme is Belonging, and the teams will be finalising the programme of activity in the coming weeks.
- 10.4 IT resilience improvements continue, including network planning, bedding-in of core systems, cloud migration, and internal communications development.
- 10.5 Cyber security improvements remain a priority, the organisation is working towards Cyber Essentials accreditation, with timing dependent on managing complexity and avoiding operational disruption.
- 11. ***Restore Derelict Spaces: Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.***
- 11.1 The Boating Lake Café project has completed installation of new branded awnings, improving presentation and supporting seasonal trading through shade provision.
- 11.2 We are pleased to confirm that we have formally instructed a Main Contractor for the delivery of the new Panorama Room at Alexandra Palace. Following a thorough procurement process, the contractor has now taken responsibility for progressing the scheme under a Pre-Construction Services Agreement (PCSA).

We are proposing a modern, replacement semi-permanent structure, which will sit on the footprint of the existing Panorama Room. The use will remain the same (events space/ ancillary events space for VIP, banqueting, conferences etc.) and we are looking to maximise the footprint by going up to a second storey. There will be minimal interventions into the listed fabric above, and there will be conservation repairs and strengthening belowground level in the basements.

We are currently in the PCSA design stage, working collaboratively to refine and develop the final layout and technical design of the space. This stage has allowed us to carefully shape how the new Panorama Room will function operationally while respecting the historic fabric of the building. The proposed design has now been established and provides clarity on how the space will look and operate once complete.

A pre-application meeting with the Local Planning Authority is taking place in late February, with a view to submit planning and Listed Building Consent applications for both works above ground and below (in the basements) to be submitted shortly after. We are engaging positively through the planning process and look forward to progressing this exciting project to the next stage, with the ambition of delivering a transformative new event space for the Palace.

- 11.3 The Security Room reconfiguration has progressed to tender stage and will repurpose adjacent underused space to provide a more resilient and scalable control environment for major events.
- 11.4 Creative Campus Project (Phase One North East Office Building): Development work continues on the Creative Campus project, with designs, budgets and activity planning nearing completion. A draft has been shared with the National Lottery Heritage Fund, with an Expression of Interest planned for submission in Q1 2026/27, subject to feedback.
- 12. **Establish new, Exciting Partnerships: Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.**
 - 12.1 Alongside our active programme of conservation repair works, we are continuing strategic conversations with a range of leading heritage organisations including the National Trust, Society for the Protection of Ancient Buildings (SPAB), Cathedral Workshop Fellowship and Historic England to strengthen our long-term ambition of embedding learning within the repair of the Palace.
 - 12.2 These discussions are focused on how Alexandra Palace can act not only as a canvas for conservation-led repair, but also as a place of active skills transfer creating opportunities for apprenticeships, workshops and live learning environments that support traditional and increasingly rare heritage trades.
 - 12.3 Through these partnerships, we are working toward a model where the careful repair of the building fabric directly supports sector-wide skills development, helping to safeguard knowledge in trades that are at risk of decline while ensuring the Palace continues to be maintained using appropriate, conservation-led techniques.
- 13. **Create A Great Place to Work: An inclusive environment where staff are happy and proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff and lives by its Values and Behaviours. We will support our staff to grow and develop to achieve their potential.**

- 13.1 We continue to embed the People Strategy and deliver on Year 1 objectives of the three-year implementation plan focussing on 4 pillars: Attract, Recruit and Select Talent, Engage and Inspire our Employees, Develop and Grow our Employees and Retain Our Employees. Everything we do is underpinned by our Values: We are Collaborative, We are Passionate & Fun, We are Resourceful, We are Open & Genuine, We are Bold.
- 13.2 Our 2025 survey results showed that we have improved our BCI score and we are accredited as Ones to Watch which means good levels of engagement. We are now listed in the top 100 employers and top 20 companies in Leisure and Hospitality. Executive and Heads of Levels have received briefing on results and we will now provide full details to individual team managers. Feedback from the survey is fed into our People Strategy Workplan for the year.

14. Legal Implications

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

15. Financial Implications

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

16. Use of Appendices

16. Background Papers

None.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

12 March 2026

Report Title: 2026/27 APPCT Charitable Trust Budget

Report of: Niki Cornwell, Finance Director

Purpose: This report seeks approval for the 2025/26 Budget for Alexandra Park and Palace Charitable Trust.

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

1. Recommendations

- 1.1 To approve the APPCT (Trust) Unrestricted Budget for 2026/27
- 1.2 To approve the increase in car park charges

2. Introduction

- 2.1 Like many charities operating in the cultural, heritage, and hospitality sectors, Alexandra Park and Palace Charitable Trust is encountering several significant challenges. These include economic uncertainty, rising operational costs, and increasing pressures within the labour market. Collectively, these factors create difficulties in maintaining a balanced budget for the Trust while also striving to grow the profit margin (Gift Aid) within the trading company and invest in the restoration and conversation of the site.
- 2.2 Across all the sectors that we operate in, we are vulnerable to external shocks, such as war impacting utilities and supply chain, climate change which we are experiencing first hand with the entire estate coming under significant pressure and impact from adverse weather conditions leading to cancellation of events or low footfall due to customers not wishing to attend in bad weather, and shorter dwell time / reduced spend.
- 2.3 The competitor landscape across all the Trusts subsidiaries Food & Beverage, Events, Theatre, Ice Rink also continues to grow and strengthen. Additionally, evolving customer, client, visitor and stakeholder expectations, particularly regarding sustainability and digital experiences, require significant investment in innovation.
- 2.4 Therefore, adapting to these challenges requires discipline and focus on our Strategic Vision and Goals, exemplary strategic planning, digital transformation and a strong policy for fundraising and support. All of which are set out in the Trusts Vision, Goals Strategic Plan (to be approved) and Operational Business Plan.

3. Vision, Mission, Purpose, Goals & Values

- 3.1 When preparing the annual budgets, APPCT adheres to its established strategic framework, as outlined below at high level.

- 3.2 Our Vision is 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. Forever.*
- 3.3 Our Mission as set out in our 1985 Act of Parliament is to **“To Repair, Maintain, Restore for the enjoyment of the public”**
- 3.4 Our Purpose is to **“Enrich lives, through great experiences, forever”**
- 3.5 Our 10 ambitious goals are: Build Climate Change Resilience, Safeguard Our Green Lung for London, Protect Our Heritage Assets, Restore Derelict Spaces, Strengthen Our Overall Resilience, Establish New, Exciting Partnerships Inspire, Engage Our Communities, Create A Great Place To Work, Provide Great Entertainment & Culture For All, Protect our Archives and Share our Stories in Innovative Ways.
- 3.6 Underpinning all our strategic aims are our Values; We are Collaborative, We are Passionate & Fun, We are Resourceful, We are Bold, We are Open & Genuine.

4. **Operational Business Plan 26/27**

- 4.1 Ahead of the 2026/27 financial year, Alexandra Park and Palace (APP) updated the Three Year Operational Business Plan aligned to provide clear direction on what will be a demanding year for the Charity and its subsidiaries. The Operational Business Objectives remain the same for the purposes of this report are outlined below:
- Ensure the achievement of financial and fundraising targets by fostering a culture of collaboration.
 - Develop and implement a structured process for the collaborative planning, development and delivery of strategic projects and programs.
 - Implement and enhance the "Brilliant Basics" framework to set and elevate standards across all areas and aspects of the organisation.
 - Embed organisational strategies and policies by fostering a culture of empowerment and recognition.
- 4.2 Measures and metrics are set out in the Business Plan in detail; the following are examples for the purposes of the report and not an exhaustive list.

Example KPI's

- Trust to achieve a sustainable budget
- Revenue Growth Rate
- Gross Margin / Net Margin
- Donations per paying customer
- Basket donations
- Staff Turnover
- Mandatory Training Completion rate
- Net Promoter Score

5 **Financial Performance and 2026/27 Budget Considerations**

- 5.1 An important key performance indicator (KPI) in the Operational Business Plan is achieving a sustainable budget position for the Trust, following multiple years of operating at a deficit. The financial year 2025/26 forecasts indicate that the Charity is on track to achieve a small surplus after meeting its loan repayment obligations.
- 5.2 During the development of the 2026/27 Trust Budget, achieving a sustainable position has been achieved as a result of increases in income primarily through restoration levy and gift aid from the trading subsidiary. This puts the Trust in a position where now 70% of its income is self-generated fundraised income and 30% is from the grant from the Corporate Trustee,

Haringey Council. Nonetheless, the financial challenges remain, necessitating ongoing mitigation strategies.

5.3 Financial Challenges and Mitigation Strategies

Financial Challenges: Increases and unavoidable cost pressures, including:

- Business rates increases: Business rates have increased by over 350% over the last 2 years, as a result of removal covid relief measures and revaluations. The Government has acknowledged these pressures on venues and we are currently working to understand the current impact.
- General Cost Inflation: The trust continues to feel the impact of the increase in employers NIC in 25/26. Added to this rising construction and wage costs continue to affect the Trust's repairs and maintenance budgets.
- General Cost Inflation: Impacts on both gross and net profit margins of the subsidiary in turn impacting gift aid to the charity.

Mitigation Strategies: To mitigate a worsening deficit position, the Trust is implementing several strategies, including:

- Car Park Charges: The Trustee Board are asked to approve reasonable increases to take effect on 1st April 2026 and 1st April 2027, outlined in Appendix 1.
- Fundraising: Increased fundraising targets, including the introduction of a Patron Scheme, installation of Tap to Donate terminals, and the launch of a significant capital campaign targeting trusts and foundations.
- Insurance: New insurance brokers were appointed in December and a full review of insurance cover is being undertaken ahead of renewals for FY 26/27, a target for a reduction in premiums has been included in the budget.
- New Leases and Tenants: The new visitor attraction, Summit opened on 14th February '26, meaning a full years commission is represented in the budget for 26/27. The inhouse Boating Lake Café, opened in December '25.

Operational Efficiencies: In parallel, the Trust has undertaken a rigorous review of its operational costs to identify efficiencies and savings:

- Traffic Management review: A review of the operating model has identified a number of savings which are being worked through.
- Cost Reassignment: Redistribution of certain operating expenses under the cost-sharing agreement with the trading subsidiary.
- Process Reviews: A streamlining of processes is being undertaken in preparation for new business systems technologies.

Strategic Investments: Despite financial constraints, the Trust remains committed to strategic investments in alignment with its long-term objectives:

- People: Continued investment in staff and volunteer development, well-being to attract and retain talent within available resources.
- Technology & IT: Enhancing digital capabilities to drive operational efficiency and support the Trust's charitable mission.
- Repairs, Restoration, and Maintenance: Prioritising essential estate maintenance to support the needs of approximately five million annual visitors.

5.4 While achieving a sustainable budget for 2026/27, the Trust is committed to proactively addressing cost pressures through revenue generation, operational efficiencies, and targeted investments. Ongoing strategic measures will continue to strive towards a future of financial stability for the Trust.

5.5 The Trust currently has a reserves policy that states that 6 months of operating costs should be held in reserve. Currently there is no reserve held, so it is imperative that the trust builds surpluses over the next 5 years in order to put itself in a more financial sustainable position and ensure appropriate compliance with the Charity Governance code.

6 Restoration Levy

- 6.1 Restoration Levy is charged on tickets across the country at venues, museums historic attractions to help fund restoration, maintenance and repairs. At Alexandra Palace restoration levy is typically between £1.95 to £2.25 depending on the event. The Restoration Levy helps the Trust to cover essential works to enhance the visitor experience and preserve the historic building.
- 6.2 In 2025/26 the standard charge for the Restoration levy was £2.25, this was increased to £2.50 on 1st January 26.

7 Alexandra Park and Palace Charitable Trust Budget 26/27:

7.1 2026/27 APPCT (Trust) Budget

	2026/2027 Budget	25/26 Forecast Dec 25	Variance 26/27 Budget vs Forecast 25/26	Variance %
Income				
1.Restoration Levy in year	1,200,000	1,116,082	83,918	7%
2.Gift Aid PY (25/26)	1,518,128	1,275,597	242,531	16%
1.Restoration Levy in year (24/25)		91,324	(91,324)	
3.Grants	1,755,000	1,755,000	0	0%
4.Car Parking	907,608	814,835	92,773	10%
5.Leases	268,367	253,460	14,907	6%
6.AP Licence	300,000	300,000	0	0%
7.Creative Learning	30,000	30,521	(521)	-2%
8.Donations	105,000	81,407	23,593	22%
9.Other Income; Wire in the Sky, BBC Truck	170,624	69,502	101,122	59%
			0	
Total Income	6,254,726	5,787,727	466,999	7%
Expenditure				
10.Ops Costs	(1,119,428)	(951,901)	(167,527)	-15%
11.Salaries	(1,591,897)	(1,280,239)	(311,658)	-20%
12.Maintenance	(1,081,809)	(1,076,227)	(5,582)	-1%
13.Security	(978,662)	(1,002,268)	23,606	2%
14.Insurance	(628,563)	(633,845)	5,282	1%
15.Utilities	(344,337)	(324,712)	(19,626)	-6%
Total Expenditure	(5,744,696)	(5,269,193)	(475,504)	-8%
Surplus / (Deficit)	510,030	518,534	(8,504)	-2%
Loan Repayments	(503,531)	(503,531)		
Surplus / (Deficit) affter Loan repayments	6,499	15,003		

7.2 Assumptions:

Unrestricted income:

Overall, income within the Trust is increasing by 7%, £467k year on year largely due to the growth in Gift Aid and Restoration Levy alongside the new income stream generated by the Summit attraction.

1. Restoration Levy: The table above shows a £84k, 7% increase in Restoration Levy, we are reasonably confident in this given the Darts in 26/27 will see an increased capacity of 70,000 and restoration levy is accounted for in year.
2. Gift Aid: This is assumed to increase by 16% from £1.276m received in 2025/26 to £1.518m being received in 2026/27 due to the Trading performance of APTL during 2025/26. **This figure is still subject to audit and therefore could go up or down.** The increase in performance is mainly driven by an increase in the number of Darts sessions in 25/26 which also performed better than expected.
3. Grants: There is no inflationary increase in the amount to be received from the Corporate Trustee per the agreed terms.
4. Car Parking uplift of 10% is driven by price increases as outlined in Appendix 1, subject to Board approval.
5. Leases: An increase of 6% overall. This is an assumed 3% uplift on all contracts, plus £6k additional income from The Cricket Club due to their lease free period coming to an end.
6. APTL licence: There is no inflationary uplift assumed. Any uplift would have a corresponding negative impact on future gift aid. It is more critical to secure third-party income.
7. Creative Learning: Targets set to an achievable level based on 2025/26 income.
8. Donations: Targets have been increased by 22% to account for the introduction of a Patron Scheme and installation of Tap to Donate terminals.
9. Other new licences and leases: Increase of 59% is primarily due to the new attraction, Summit which opens in February '26.

Unrestricted expenditure:

Overall expenditure has increased year on year by £476k, 8% to cover inflationary increases, increases in rates and to make strategic investments in technology and key roles, which have been held for some time as a result of the previous challenging financial circumstances.

10. Operating costs: increase of 15% is mainly due to a £62K increase in Business Rates, inflationary increases in contracts such as IT.
11. Salaries are increasing by 20% due to the annual uplift of 3%, the inclusion of some new critical roles that had been held while the financial position was challenging.
12. Maintenance: Increase of 1% due to inflationary increase in some Fixed maintenance contracts, net by other efficiencies within building repairs and maintenance, such as equipment hire.
13. Security: 2% saving budgeted. Although there will be inflationary increases in the contract.
14. Insurance: A small decrease due to a softening of the insurance market has been included in the budget, our brokers are reasonably confident that this can be achieved as market conditions have improved.
15. Utilities: the current utilities contract, is on a further year's extension until Spring '27. Therefore the budget uplift reflects inflation assumptions of 3%,

8 Risks

- 8.1 As set out above the Trust has worked hard to ensure effective financial management and taken a proactive approach to identifying and mitigating potential budgets risks. However, that does not mean there are no risks, and the Trustees should note the following:

- Income shortfalls: Potential underperformance in fundraising and car park charging which are predicated on footfall and spend per head.
- Cost overruns: Unexpected increases in costs due to unforeseen emergencies in particular relating to the building and its infrastructure.
- Economic Challenges: Impact of external economic factors such as inflation, war, global turmoil impacting supply chains and utilities.
- Regulatory and Compliance Changes: Changes increasing financial obligations and pressures.
- Supplier & Contractual Dependencies: The material contract which is coming up for tender is the utilities contract. The aim will be to keep costs in line with past expenditure, and try to move to a greener tariff however there may be increases which to mitigate would require service cuts elsewhere.

8.2 While budget risks are inherent, the Trust remains committed to sound financial management and reporting and will continue to keep all stakeholders and trustees apprised of shifts in risk through our risk management reporting.

9. Car Parking Charges

In March 2025, Board approved a recommendation to increase parking charges to £2/hour. Several options were presented, and it was agreed that the £2/hour charge would yield the highest increase in income, whilst simplifying the tariff structure for customers and disincentivise customers from leaving their cars for prolonged periods or overnight. An increased Fee of £15 was also agreed and introduced in the paddocks for event & concert parking,

Given the financial position of the Trust and the fact it needs to provide a balanced financial position for 26/27 in light of the risks described above and generate a reserve we propose a 10% increase in car parking fees, as set out in Table 1.

Table 1 **Comparison Table**

	Old	New
	£2/hr	£2.20
1 Hour	£2.00	£2.20
2 Hours	£4.00	£4.40
3 Hours	£6.00	£6.60
4 Hours	£8.00	£8.80
5 Hours	£10.00	£11.00
6 Hours	£12.00	£13.20
7 Hours	£14.00	£15.40
8 Hours	£16.00	£17.60
9 Hours	£18.00	£19.80
10 Hours	£20.00	£22.00
11 Hours	£22.00	£24.20
12 Hours	£24.00	£26.40
24 Hours	£48.00	£52.80

The fee in the paddocks from 17:30 for event parking will be charged at £5 per hour at the discretion of APP. An hourly rate, is more effective than a flat fee and easier to manage and communicate to customers.

The rationale behind the increase is as follows:

A 20p increase across the tariff represents a 10% increase, which ensures the tariff structure remains in line with other car parks in the local area and to comparison destinations (see appendix one). It ensures those parking more than 4 hours pay a fair price for every hour they park.

The simplification of the tariffs and the information that will be displayed across the site remains. It will continue to disincentivise car drivers from leaving their car overnight or for long periods of time as this presents a security risk to the site.

The new tariffs would be presented as per the below table

Tariff	Cost
30 mins	Free
30 mins to 1 hour	£2.20
per hour thereafter	£2.20
Paddock Event parking after 17:30 per hour	£5.00

By applying the 10% hourly increase and continue with an increased rate in the paddocks, an additional income of £70,000 is forecast versus the forecast outturn for 25/26.

Risks

The risks include:

- If the charge increases are not approved, the Trust’s budget will be in deficit and the Trust’s ability to achieve its mission to ‘restore, repair and maintain’ will be in jeopardy;
- Negative stakeholder perception - there is a risk that stakeholders, including staff and visitors, may perceive the increase in parking charges as an additional financial burden, leading to dissatisfaction or resistance.

The mitigation is:

- to ensure that our communication is effective, highlighting that for every pound spent at Alexandra Park and Palace the visitor is supporting a charity and the preservation of a cultural heritage site for generations to come;
- Continue to proactively promote public transport, our shuttle bus service on certain events and carpooling where appropriate;

10. Legal Implications

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

11. Financial implications

The development of a Trust budget that broadly shows a balanced budget is to be welcomed. However, there are a number of assumptions about external factors (such as inflation, labour market pressures, changes in consumer sentiment) that if not realised could adversely impact the trusts financial performance. The budget and the assumptions underpinning it will need to be closely monitored during the coming year.

12. **Appendices**
Appendix One: Comparison Table
13. **Background Papers**
None

Appendix One: Comparable sites as of 08.01.2026

Site	Rate
Alexandra Palace CPZ	£2.31/hour
Dukes Avenue	£3.63/hour
Muswell Hill Broadway	£3.63/hour
Seven Sisters Road (Finsbury Park) event day	£6.30/hour
Royal Air Force Museum	0-3 hour - £8.50 3-6 hour - £11
Wembley Park, non-event day (red or pink parking)	0-1 hour - £2.50 1-2 hour - £3.50 2-3 hour - £4.50 3-4 hour - £5.50 4-5 hour - £6.50 5-6 hour - £7.50 6-8 hour - £11.50 8-12 hour - £15.50 12-24 hour - £28
OVO Arena Wembley event-day parking	Starts from £16.25/day
Wembley Stadium event-day parking	Starts from £40/day
O2 Arena event-day parking	£27 (pre-book) or £32.50/day
Any other O2 activity (shopping, cinema, skywalk)	0-2 hour - £7 2-4 hour - £11 4-6 hour - £15 6-9 hour - £17 9-12 hour - £18 12-14 hour - £22 14-18 hour - £28 18-24 hour - £52 (equivalent hourly rate of £3.5)



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD MEETING

12 March 2026

Report Title: Draft Strategic Plan

Report of: Louise Johnson, Head of Strategic Planning and Projects

Authorised by: Emma Dagnes OBE, Chief Executive

Purpose: This report provides a recap of the Strategic Plan process to date and seeks sign off on the final draft version

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

- i. To note the principles of the Strategic plan and
- ii. To delegate authority the Chief Executive and Chair to finalise the Strategic Plan and publish the final version as and when designed.

2. Executive Summary

- 2.1 Over the past year, the Trust team has been working up a Strategic Plan – a 10-year forward-look, combining Park and Palace projects into one document.
- 2.2 The purpose of the Strategic Plan is to clearly articulate the ambition of the Charity, and in particular the step-change the Charity can make in terms of its impact for people, both locally and further afield.
- 2.3 The primary audience for the Plan is key stakeholders and funders, including government departments and national funders like National Lottery Heritage Fund, as well as donors and patrons at a more personal level.

3. Background

The process has included:

- Numerous conversations with key stakeholders, including Haringey Council, trusts and foundations, the GLA, Historic England etc.;
- Extensive strategic mapping exercises, researching and aligning key policy areas with the Trust's priorities;
- A detailed market research project, which included questions around the needs and aspirations for APP visitors;
- Updating the Conservation Management Plan;

- Utilising data gathered in other consultations and surveys (including the Grove engagement project and the play/skate/lake survey);
- Refreshing work on impact in 2022 to create a new Impact Study Framework;
- Analysis of other plans including the Creative Learning Plan and the Clean Energy Masterplan.

3.2 The Strategic Plan explains how we will deliver a step change in the Charity's impact against our Vision and Goals over 2025 to 2035. It will guide us through a complex decade of fundraising and delivery of conservation works and upgrades, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact.

3.3 To assist the team, Alex Homfray Cultural Destinations was brought on board to help shape and guide the process. Alex brings a wealth of experience, having worked on similar assignments at places like the National Theatre, The V&A, Theatre Clwyd and the Museum of London.

4. Board input

4.1 A presentation was provided at the November 2025 Board meeting, where Trustees were presented the work to date, and given the opportunity to feed back.

4.2 Comments and requests included the following:

- i. Overall, the Board were broadly happy with the direction of travel;
- ii. They asked that some additional thought was given around the title/positioning – is this a strategic plan / investment plan / change plan?
- iii. A request to more clearly articulate the future for the BBC Wing and how the BBC heritage informs the plan – as an inspiration for contemporary activity;
- iv. The next version to provide greater clarity around 1st five years/well-articulated works vs. 2nd five years/less certain works

4.3 This feedback was taken on board, and at the Trustee Strategy Day in early December, updates were provided:

- i. Confirmed this is a Strategic Plan with implications for the whole organisation – all areas will receive investment, strengthening their visitor offer and operations; Updated version includes a tightened structure with 6 Strategic Objectives (SOs), with outline timeline included;
- ii. BBC heritage has a more prominent voice within the document, particularly around the Creative Campus Objective;
- iii. We have built in further evidence from the market research project and Impact Study 2025 update; and from a desk review of visitor market and economic trends/outlook;
- iv. Included a pack of technical appendices for internal and partner use.

6. Next Steps

6.1 Once the final Strategic Plan is produced and designed the APP team are working on a stakeholder communication and engagement plan. This plan will include Bespoke methods of communication for each key stakeholder, which includes Residents associations, interest groups, tenants, staff, local and regional government departments, funders and quangos.

7. Legal Implications

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

8. Financial Implications

The creation of a strategic plan is to be welcomed as the strategic plan will provide a framework for the development of shorter time frame plans such as annual budget plans and a 5-year business plans.

9. Use of Appendices

10. Background Papers - *None*

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Alexandra Park and Palace Charitable Trust Board Meeting

Date: 12th March (location TBC)

Report Title: Serious Incident Reporting Policy Update

Report of: Niki Cornwell, Finance Director

Purpose: This paper presents the Serious Incident Reporting (SIR) Policy (Version 1.2, March 2026) for Board consideration and endorsement. It outlines the requirements placed on the Alexandra Park and Palace Charitable Trust (APPCT), summarises the responsibilities of trustees and staff, and highlights the governance measures in place to ensure compliance with Charity Commission guidance.

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

- 1.1 Approve the revised Serious Incident Reporting Policy (Version 1.2).
- 1.2 Note the delegation arrangements for operational submission of Serious Incident Reports.
- 1.3 Note plans for staff and trustee training to support consistent implementation

3. Background

- 3.1 APPCT is required to maintain a clear and robust approach to identifying, escalating, and reporting serious incidents. The Charity Commission expects charities to promptly report serious incidents that result in, or risk, significant harm to people, property, reputation, finances, or operations.

The policy has been reviewed and updated to reflect current Commission guidance, including expectations around safeguarding, financial crime, governance failures, reputational matters and incidents affecting partner organisations.

4. Summary of the Policy

4.1 Definition of a Serious Incident

A serious incident is defined as an actual or alleged event that poses significant risk of harm to beneficiaries, staff, volunteers, partners or the public; loss or misuse of funds; damage to property; or reputational harm. Categories include (but are not limited to):

- Safeguarding concerns
- Fraud, theft, cyber-crime, and financial irregularities
- Major data breaches
- Criminal proceedings involving trustees or senior staff
- Governance failures affecting charity operation
- Incidents involving partners where APPCT's reputation or operations could be impacted
- Extremism, terrorism, and other major risks

4.2 Staff Responsibilities

All staff, volunteers and contractors must report any concerns *internally* and must not contact the Charity Commission directly. The policy aligns with APPCT's existing procedures (Safeguarding, Data Protection, Finance Regulations, Business Continuity & Disaster Recovery, Whistleblowing).

Incidents not covered elsewhere must be reported to the Finance Director/CEO within 24 hours.

4.3 Escalation and Trustee Oversight

If the incident involves the Relevant Officer or Finance Director/CEO, it must be escalated to the Chair or Trustee Lead. The Finance Director/CEO (or Relevant Officer) must assess incidents promptly and refer potential serious incidents to the Chair and Trustee Lead within 24 hours.

A record will be kept of whether an incident was deemed reportable or not.

4.4 Reporting to the Charity Commission

Trustees retain ultimate responsibility for ensuring APPCT reports serious incident to the Charity Commission promptly. Reports must include:

- Factual account of the incident
- Impact on APPCT and individuals
- Immediate and planned actions
- Whether external authorities (police, ICO, Action Fraud, NCA) have been notified
- Media and communications considerations
- Insurance implications
- Any governance or procedural reviews underway

Where facts are still emerging, an initial report may be submitted with updates provided as investigations progress.

4.5 Follow-up Actions

After reporting, APPCT will:

- Prepare communications plans
- Obtain external legal/comms support where appropriate
- Conduct internal reviews to prevent recurrence
- Implement changes to strengthen controls
- Ensure learning is documented and shared with trustees

4.6 Ongoing Monitoring

The Charity Commission may follow up with requests for further information or guidance. In very serious cases, it may consider enforcement powers.

5. Policy Review Cycle

The policy must be reviewed every two years or sooner whenever the Charity Commission updates its SIR guidance.

6. Risks and Mitigations

Risk	Mitigation
Failure to identify or report a serious incident	Clear internal policy, mandatory reporting lines, training
Reputational damage	Prompt reporting, communications planning, transparency
Regulatory action due to late or incomplete reports	Escalation within 24 hours, trustee oversight, documented decision-making
Staff uncertainty about process	Alignment with existing policies, regular awareness training

7. Implications

Governance: Strengthens trustee oversight and compliance assurance.

Operational: Requires timely internal reporting and consistent policy implementation.

Legal/Regulatory: Ensures compliance with Charity Commission guidance and reduces risk of enforcement action.

Reputational: Demonstrates APPCT's commitment to safeguarding, probity, and transparency.

8. Legal Implications

The Council's Director of Legal and 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. Use of Appendices

Appendix One: Serious Incident Reporting Policy

11. Background Papers

None. However further information can be found on the Charity Commission Website

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Serious Incident Reporting Policy

March 2026

1. Introduction

1.1 The purpose of this policy is to ensure that staff colleagues and trustees of APPCT (Alexandra Park and Palace Charitable Trust) are able to identify serious incidents, escalate them as appropriate and report them internally so that the trustees can exercise adequate oversight and consider whether to make a serious incident report to the Charity Commission for England and Wales (the “**Commission**”) among other potential actions.

1.2 In particular, this policy sets out how APPCT seeks to ensure compliance with the Serious Incident Reporting (“**SIR**”) requirements of the Commission which are set out in guidance available on its website¹ (the “**SIR Guidance**”).

1.3 This policy applies to all those working on behalf of APPCT including trustees, staff colleagues, volunteers, agency staff, freelancers and contractors. Failure to adhere appropriately to the policy will be treated as a very serious matter and may result, in the case of staff colleagues, in disciplinary action for gross misconduct or, in the case of agency staff, freelancers and contractors, in contract termination. If you are not working under a contract (for example, you are a volunteer or trustee), a breach of this policy may mean that we have to ask you to cease being a volunteer or trustee.

1.4 Although APPCT trustees may delegate the responsibility for making reports of serious incidents to someone else within APPCT, such as a member of the Executive team, the trustees remain ultimately responsible for ensuring that APPCT reports any serious incidents and that it does so in a timely manner.

2. The duty to report a serious incident

2.1 Although there is no statutory requirement under charity law for charities to report serious incidents as they occur, registered charities with an income over £25,000 per year must confirm in their annual return that there have been no serious incidents or other matters that trustees should have reported to the Commission but have not done so. The Commission also considers that, as a matter of good practice, all charities regardless of size or income should report serious incidents to the Commission promptly.

2.2 APPCT trustees and the Executives take serious incidents and threats to APPCT very seriously and consider that reporting serious incidents to the Commission and other relevant

¹ The current guidance (updated 14th June 2019) ‘How to report a serious incident in your charity’ is accessible here: <https://www.gov.uk/guidance/how-to-report-a-serious-incident-in-your-charity> which may be updated from time to time.

authorities comprises an important part of the effective and appropriate response to any such incident.

2.3 In particular, APPCT understands that reporting a serious incident to the Commission demonstrates that it has the appropriate processes in place to manage risk and take the correct action. Where a report is made, it can also limit the likelihood that the Commission will take any formal regulatory or enforcement action.

2.4 If APPCT fails to report a serious incident that subsequently comes to light, the Commission may consider this to be indicative of mismanagement in the administration of APPCT and may ask APPCT to explain why it was not reported at the time. The failure to report a serious incident could prompt or add to the seriousness of regulatory action, particularly if further abuse or damage has arisen following the initial incident.

2.5 The potential for reputational damage can also be lessened if APPCT is able to show that any serious incident has been handled appropriately.

3. **What is a serious incident?**

3.1 The Commission defines a serious incident in its SIR Guidance as an adverse event, whether actual or alleged, which results in or risks significant:

- (a) harm to a charity's beneficiaries, staff, volunteers or others who come into contact with the charity through its work
- (b) loss of a charity's money or assets
- (c) damage to a charity's property, and/or
- (d) harm to a charity's work or reputation.

"Significant" means significant in the context of the charity, taking account of its staff, operations, finances and/or reputation.

3.2 The SIR Guidance identifies the following main categories of reportable incidents:

- (a) protecting people and safeguarding incidents – incidents that have resulted in or risk significant harm to beneficiaries and other people who come into contact with the charity through its work (this includes incidents of abuse or mistreatment (actual or alleged) and a breach of procedures or policies which has put people who come into contact with the charity at risk, including failure to carry out checks which would have identified that a person is

disqualified in law from holding their position within the charity e.g. under safeguarding legislation, from working with children or adults)²;

- (b) financial crimes -fraud, theft, cyber-crime and money laundering
- (c) large donations from an unknown or unverifiable source, or suspicious financial activity using the charity's funds
- (d) other significant financial loss
- (e) links to terrorism or extremism, including 'proscribed' (or banned) organisations, individuals subject to an asset freeze, or kidnapping of staff, and
- (f) other significant incidents, such as:
 - (i) a trustee or a senior manager being disqualified from holding that position
 - (ii) something has happened to force the charity into insolvency or to wind up
 - (iii) forced withdrawal of banking services and difficulties securing alternative accounts
 - (iv) the charity is subject to a police investigation or a significant investigation by another agency/ regulator (the SIR Guidance states that a charity does not need to report routine regulatory inspections unless they resulted in significant adverse findings that place the future of the charity in doubt, are likely to damage the charity's reputation or public confidence in the charity, or relate to any of the other categories of serious incidents)
 - (v) major governance problems, such as mass resignation of staff or trustees, or other events, leaving the charity unable to operate
 - (vi) the charity's trustees or employees are the subject of criminal proceedings, in connection with the charity or their role in it
 - (vii) there has been a significant data breach or loss within the charity, and
 - (viii) an incident has occurred involving one of the charity's partners in the UK or internationally which materially affects the charity, its staff, operations, finances and/or reputation (this includes delivery partners, subsidiary companies, funding recipients and organisations linked to the charity (for example as part of a federated structure).

² The Commission's guidance '*Safeguarding and protecting people for charities and trustees*' (updated 1 June 2022) is available here: <https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees>

3.3.1 The Commission has made clear that any allegations or incidents arising in other organisations within a federated structure within which a charity sits, over which a charity has any control, provides funding or other resources or in relation to which an incident may result in reputational damage to the whole group or movement, may also comprise a serious incident for the purposes of reporting, even where the other entities within the structure are incorporated and regulated separately and/or in another jurisdiction. Where two or more of the organisations are registered charities, the incident should be reported by each charity, although the charities may agree to authorise one charity to make the report on behalf of all of them.

3.3.2 Where other organisations are closely connected to APPCT and/or permitted to use or share its logo, branding and resources e.g. Haringey Council, incidents affecting it are likely to have an impact on APPCT due to the public nature of the association.

3.4 The Commission recommends that any incident or matter which could get into the public domain or be reported in the media is reported to it as soon as possible (even if initially on an interim basis) so that the Commission can prepare its own public response and be in a position to say that it is already liaising with a charity in relation to it.

3.5 The SIR Guidance provides more details about the types of matters that should be reported and also includes a table of examples of matters that usually should or should not be reported:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752170/RSI_guidance_what_to_do_if_something_goes_wrong_Examples_table_deciding_what_to_report.pdf

3.6 This Policy and the SIR Guidance are not exhaustive, and matters may still constitute serious incidents if they do not fall within any of the categories identified above.

3.7 If in doubt as to whether something constitutes a serious incident, you should discuss it with the Relevant Officer where applicable (see below) or otherwise with the **Finance Director/CEO**.

4. Reporting principles and procedures

4.1 APPCT will provide training to those who work for it (including trustees, staff colleagues and volunteers) so that they can identify serious incidents and know what to do if one occurs.

Internal reporting by employees

4.2 Staff colleagues or volunteers should not seek to make a serious incident report to the Commission themselves. Instead, they should report their concerns internally in accordance

with the relevant policy so that appropriate action can be taken.

4.3 The following APPCT policies relate to contexts in which serious incidents may arise:

- (a) Safeguarding
- (b) Data Protection
- (c) Finance Regulations
- (d) Business Continuity and Disaster Recovery
- (f) Whistleblowing

4.4 Where a serious incident is covered by one of these policies, staff colleagues and volunteers should use the mechanism set out in the relevant policy and report the incident to the individual named in that policy (the “Relevant Officer”). In the event that an incident is not covered by one of the above-listed policies, staff colleagues and volunteers should report the incident to the **Finance Director/CEO**, whose contact details are at the end of this Policy, as soon as possible and in any event within 24 hours.

4.5 Where an incident or allegation relates to the Relevant Officer or **Finance Director/CEO**, the staff colleague or volunteer should report the incident or allegation directly to the Chair of the Board of APPCT, or the relevant Trustee Lead, (as defined in paragraph 4.8), or another member of the Board, if neither are available or would be subject to a conflict of interests or loyalty in relation to its subject matter.

4.6.1 Upon receiving a report, the Relevant Officer or **Finance Director/CEO** will assess whether they think it may potentially be a serious incident and if so, will promptly (and within 24 hours) report the incident or allegation to the Chair and the relevant Trustee Lead or another member of the Board if neither is available, or would be subject to a conflict of interests or loyalty in relation to its subject matter.

4.6.2 The Chair will meet with the relevant Trustee Lead, if any, and refer the matter to the Board, taking account of any relevant guidance, policies and procedures and taking advice from relevant members of the Executive and/or externally as appropriate, in order to determine next steps.

4.7 A record of the reasons why a Serious Incident Report is or is not submitted shall be made in the minutes of the relevant meeting(s).

4.8 In this Policy, ‘Trustee Lead’ means the Chair of any relevant Committee or appointed as Trustee Lead e.g. for Safeguarding, or otherwise nominated to a lead role in relation to any applicable policy.

Reporting to the Commission

4.8 The trustees will respond to serious incidents promptly, in a comprehensive and systematic manner; will assure themselves that all appropriate steps have been or are in process; and will seek to prevent or minimise any further harm, loss or damage.

4.9 Assessing whether a reportable serious incident has occurred is a matter for the trustees, to determine, having reviewed and considered the SIR Guidance and any related Commission documents or other guidance, and they may seek advice from professional advisers before doing so.

4.10 The trustees will ensure that serious incidents are reported to the Commission promptly. The urgency of reporting will depend on factors including the nature and seriousness of the incident, the potential impact on APPCT and whether it is likely that there will be media coverage of the incident.

4.11 The SIR Guidance notes that it is important to provide enough detail in the report to give the Commission a clear picture of what happened and when, the extent of any loss or harm, how a charity is dealing with it and the planned/possible next steps (see below for further details of the information to provide in the report). The trustees will liaise with relevant member of the Executive Team to gather the appropriate information required to report the matter to the Commission.

4.12 It is important to balance the fact-finding exercise with the need to report incidents promptly. Some discretion may need to be exercised in these circumstances. It will always be open to APPCT to make an initial report to the Commission covering those facts that are known

to APPCT to date and provide further updates to the Commission following internal investigation or as matters develop, including regarding the actions which have been taken to respond to and manage the incident. APPCT notes that the SIR Guidance says that if, having submitted a report to the Commission, a charity becomes aware of any material changes to the facts reported or significant developments, the charity must inform the Commission as soon as it becomes aware of them.

4.13 The board, may delegate operational responsibility for submitting an SIR to a senior member of staff. Any delegation should be clear about the scope of the report (the substance having been approved by the board), and the deadline for submission. The SIR Guidance makes it clear that decisions made by others should be reported back to trustees, particularly where incidents were 'borderline' and a charity considered making a report but decided not to.

4.14 The serious incident report should be filed by emailing RSI@charitycommission.gsi.gov.uk or such other address or method of reporting as the Commission may from time to time require.

4.15 Unless a specific reporting framework has been agreed with the Commission, the following information should be included in the report:

- (a) the individual submitting the report and their connection to APPCT
- (b) the authority they have to report on behalf of the trustees
- (c) who within the trustee body is aware of the incident, for example all trustees, some of them or specific trustees
- (d) what happened and when APPCT first became aware of it – to the extent that information may identify individuals in sensitive circumstances, the level of detail may be tailored accordingly. It is not necessary to provide names of individuals involved in the initial report – the Commission will request this information if it needs it. However, the account should otherwise be fully candid and should not be expressed in general terms or euphemistically
- (e) the effect of the incident on the charity or its beneficiaries or both
- (f) action being taken to deal with the incident and prevent consequential risks and future occurrences (this will likely include details of any investigations by APPCT (whether complete or underway); whether APPCT has any policies or procedures that apply to the incident in question and whether they were followed including any reasons why they were not followed (if applicable); and whether as a result the trustees have determined that current policies or procedures need to be revised, or new ones put in place if they do not already exist)

(g) whether and when it was reported to the police or another regulator/statutory or other agency (including official reference numbers) and any action taken, whether any guidance was offered and the extent to which it has been followed. In circumstances where, upon careful risk assessment, it has been determined that it would not be appropriate to report to external authorities (such as, but not limited to, the wishes of the victim/survivor/complainant; potential harm to the victim/survivor/complainant; justifiable concerns in relation to the due process with which the matter would be treated), a summary of the reasons for that determination should be included in the report and the decision and reasons should otherwise be carefully documented

(h) media/donor/patron/public relations handling plans that have been or will be prepared by APPCT, if any,

(i) insurance coverage, if any, and notification to and/or correspondence with the insurers where relevant

(j) any other review or investigation that will take place as a result of the incident or allegation, including in respect of governance arrangements, contracts with third parties or policies and procedures, and

(k) specifying whether the information is confidential and/or may risk identification of individuals if disclosed externally.

Other actions to take

4.16 APPCT will prepare a communications plan covering what it will say to staff colleagues, volunteers, beneficiaries, members, supporters, patrons, the public and the media.

4.17 Consideration should be given to whether it is appropriate to obtain external advice, such as legal and/or communications advice.

4.18 APPCT will review what happened and identify and take steps to prevent it from happening again - this may include strengthening internal controls and procedures, and/or seeking appropriate help from professional advisers.

4.19 Consideration must also be given to whether a serious incident should be reported to APPCT insurers in accordance with the relevant insurance policy (if any).

4.20 In addition to making a serious incident report to the Commission, if the incident occurred in the UK, it may be necessary to inform or make reports to other relevant regulators or agencies. APPCT should report:

- (a) crime, or suspected crime, to the police and obtain a crime reference number
- (b) any incidents of harm or risk of harm to children or vulnerable adults (including any concerns, suspicions or allegations) to the relevant local authority and obtain a reference number
- (c) incidents of fraud and cyber-crime that take place in connection with the Charity to Action Fraud and obtain a crime reference number
- (d) data breaches to the Information Commissioner's Office in accordance with its requirements, and
- (e) any incidents relating to possible terrorist financing offences, links to terrorism or extremism to police or the National Crime Agency ("NCA") and obtain a reference number.

4.21 There is no requirement to report any breaches of the Code of Fundraising Practice or fundraising complaints to the Fundraising Regulator, although SGT may decide to report to the Fundraising Regulator if it is sensible in the circumstances.

4.22 Where there is actual or suspected criminal activity or other serious incident that has occurred in another country, APPCT will ensure that it is made aware of the requirements of local law and regulation, including in respect of reporting. APPCT will carefully consider and risk assess the making of such a report to the police and/or to any other regulators or authorities to which APPCT is accountable or which otherwise have jurisdiction in relation to the matter.³ This will include consideration of the risk of harm to others (such as the victim and alleged offender) if the incident is reported and cultural differences and sensitivities. To the extent that it is determined, after careful consideration, not to report an incident to the national or regional authorities of another country, the decision will be carefully documented and reasons provided to the Commission when the serious incident report is made. Where an alleged offender is a UK national or resident, consideration will be given to reporting to the NCA.

APPCT must carefully consider and have due regard to any and all advice given by statutory or other bodies in relation to its handling of the incident or allegation. It must be carefully and securely documented and explained to the Commission in the serious incident report made.

³ The Charity Commission has issued guidance on reporting criminal incidents in the UK and overseas, accessible here: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749335/guidance_on_criminal_reporting_inc_overseas.pdf.

5. What happens next?

The Commission will typically acknowledge receipt of the report. It is understood that it will assess the risk and look at how APPCT is dealing with the incident, and may take steps to verify the details, for example and where relevant, by contacting the police. The Commission may also follow up if it:

- (a) needs more information about the incident
- (b) considers APPCT needs regulatory advice and guidance
- (c) has to use its legal powers to protect APPCT and/or the people who come into contact with it through its work
- (d) decides to request updates on future development
- (e) needs to monitor APPCT progress in dealing with it.

5.2 In very serious cases the Commission may take steps to exercise its enforcement powers, for example, issuing a warning or opening a statutory inquiry into APPCT, though it is rare that it would do so without some form of preliminary communication or dialogue.

6. Data protection and confidentiality

6.1 When trustees report serious incidents, some of the information provided may be of a sensitive nature. The Commission is obliged to handle this responsibly, with care and only for the purposes of carrying out its statutory functions.

6.2 As a public authority and a 'controller', the Commission is subject to the Freedom of Information Act 2000, the Data Protection Act 2018, and the General Data Protection Regulation (EU) 2016/679 (and any other law and related guidance as may subsequently be in force).

6.3 The Commission's SIR Guidance states that the Commission does not routinely guarantee that information provided will be kept confidential, because information sharing is often necessary in order for the Commission to further its statutory functions and objectives and in some cases, it is required by law to share information (e.g. to other relevant public authorities).

6.4 Despite this, all serious incident reports should be marked as confidential (unless the information is already wholly available in the public domain, which is highly unlikely). In addition:

- (a) any personal data should be removed to the greatest extent possible and, if appropriate, the risk of identification of individuals (though unnamed) should be highlighted
- (b) any particularly sensitive information in the report should be identified
- (c) any specific exemptions from disclosure (such as an exemption under the Freedom of Information Act) should be specifically referred to and relied upon, and
- (d) the report should contain a request that it is not disclosed to third parties and that the Commission notifies the Charity if it receives a request to disclose information to third parties (e.g. the media or individuals).

Partners and recipients of funds or other resources

- 6.5 APPCT will enter into an agreement on UK Serious Incident Reporting with each of its, partners, affiliates and entities in receipt of APPCT funds and other resources. These outline the requirements for prompt notification to APPCT regarding any serious incidents within or likely to impact UK-funded programmes or where incidents may have an adverse impact on APPCT.

7. Learning from serious incidents

7.1 It is important that APPCT appropriately manages and responds to a serious incident. This includes learning from the incident and taking steps to minimise further harm in consequence of the incident and to prevent similar incidents from occurring in the future.

7.2 The Directorate and trustees should consider whether APPCT has taken appropriate steps to respond to a serious incident and ensure that sufficient controls and procedures are put in place to mitigate and manage any future risks to APPCT, its people and beneficiaries. This should be documented and a report given to the Board on the implementation of the measures taken.

8. Reporting to the Board

Where an SIR has been made, or an incident has taken place which falls short of the threshold for reporting, however, it is or is potentially material, and/or there are significant lessons to be learnt, trustees shall be informed as soon as possible, and in the case of the latter situation, the steps in paragraph 7 shall be taken.

9. Review of this policy

This policy will be subject to review by the board of trustees every 2 years upon the Commission issuing updated guidance in relation to serious incident reporting, whichever occurs first, or as otherwise appropriate.

	Email:	
	Telephone:	

Date of policy:

Version 1.2

Date for review:

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of the Local Government Act 1972.

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