NOTICE OF MEETING

AGENDA FOR THE ALEXANDRA PARK AND PALACE BOARD

Thursday, 30th July, 2026, 7.00 pm - Creativity Pavillion, East Court, Alexandra Park and Palace Way, London, Greater London, N22 7AY.

Members of the public are welcome to attend this meeting. If you wish to speak at the meeting please register by emailing the Democratic Services Officer. Contact details can be found at the end of the agenda front sheet.

Elected Members: Melanie Gingell (Chair), Daniela Parry (Vice-Chair), Rosie Latchford, Nick da Costa, Marie Kristensen and Eva Bell

Independent/Co-Opted Members: Jason Beazley (Chair of SAC - Three Avenues Residents Association) (Co-Optee), Duncan Neill (Chair of CC - 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 agenda item where they appear. New items will be dealt with at items 14 & 19 below)

6. MINUTES (PAGES 1 - 18)

i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 11th June 2026 as an accurate record of the proceedings.

ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 18th June 2026 and to consider any recommendations from that Committee.

iii. To receive the minutes of the Alexandra Palace and Park Consultative Committee held on 18th June 2026, and to consider any recommendations from that Committee

7. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE TO NOTE THE MINUTES OF THE ADVISORY & CONSULTATIVE COMMITTEE MEETINGS HELD ON 18 JUNE 2024

8. CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT (PAGES 19 - 34)

9. TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS 2025 - 2026 + ANNUAL REPORT AS APPENDIX (PAGES 35 - 96)

10. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

11. FINANCE REPORT (PAGES 97 - 104)

12. POLICY UPDATES TO APPROVE: SAFEGUARDING POLICY + SAFEGUARDING POLICY AS APPENDIX (PAGES 105 - 134)

13. BBC TELEVISION SERVICE BROADCASTING AT 90 PROGRAMME REPORT (PAGES 135 - 140)

14. NEW ITEMS OF URGENT BUSINESS

If any have been declared at point 5.

15. EXCLUSION OF PRESS AND PUBLIC

Items 16 & 17 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.

16. EXEMPT CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT (PAGES 141 - 152)

17. EXEMPT FINANCE REPORT (PAGES 153 - 208)

18. EXEMPT APTL CHAIR'S VERBAL UPDATE

19. FUTURE MEETINGS

Democratic Services Contact: Chris Liasi - Committee and Governance Officer
Telephone: 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, 22 July 2026

Public Questions
Any resident, council tax payer or national non domestic rate payer of the Borough may ask the Chair of any Committee or its sub bodies any question on anything for which the Committee is responsible at any ordinary meeting. Notice of questions must be given in writing to the Democratic Services Manager by 10 a.m. on such day as shall leave three clear days before the meeting (e.g. Tuesday for a meeting on the following Monday). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

Deputations
A deputation may only be received by a Committee or its sub bodies if a requisition signed by not less than ten residents of the Borough, stating the object of the deputation, is received by the Democratic Services Manager not later than 10am to leave three clear days prior to the Committee meeting.

Accessibility Requirements
If you would like to attend and you have any special requirements, please email Chris Liasi - Committee and Governance Officer at Chris.liasi@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests
Information on declaring an interest is set out in the Council’s Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.
If you need advice, you can contact:
• Monitoring Officer
• the Legal Adviser to the Committee; or
• Democratic Services.
If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

MINUTES OF THE Alexandra Park and Palace Board HELD ON Thursday, 11th June, 2026, 7.00 - 7.40 pm

PRESENT:

Councillors: Melanie Gingell (Chair), Daniela Parry (Vice-Chair), Rosie Latchford, Evan Bell, Nick da Costa, Jason Beazley (Chair SAC & Co-optee), Duncan Neil (Chair of CC and Co-optee), Nigel Wilmott (Co-optee).

ALSO ATTENDING:

Chris Liasi – Committee and Governance Officer, Emma Dagnes – CEO of AP

110. FILMING AT MEETINGS

The Board noted the arrangements regarding filming at meetings.

111. APOLOGIES FOR ABSENCE

Apologies were received from Cllr Marie Kirstensen.

112. DECLARATIONS OF INTERESTS

The following declarations of interest were noted:

- Nick da Costa – Chair of Licensing Committee.
- Eva Bell – Member of the Licensing Committee.
- Daniela Parry – Member of the Licensing Committee. It was also noted that she had resigned from the CC.
- The Chair – Chair of the Planning Committee.

113. QUESTIONS, DEPUTATIONS OR PETITIONS

114. URGENT BUSINESS

An update was provided on the BBC programme. It was confirmed that a plan would be presented at the July Board meeting, together with a summary of ongoing work through the CC and SAC.

An update on the Panorama Room project confirmed that work was progressing as planned. Engagement with the Planning Team and the Consultation Officer had resulted in valuable recommendations, which had slightly extended the project timeline.

115. MINUTES

The unrestricted minutes of the Alexandra Palace and Park Board held on 12th March 2026 were approved as an accurate record of the proceedings.

The minutes of the Alexandra Park and Palace Advisory Committee held on 9th March 2026 were noted.

The minutes of the Alexandra Palace and Park Consultative Committee held on 9th March were noted.

116. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE (VERBAL)

The Board noted previous discussions regarding the potential merger of committees. It was agreed that the committees would remain separate for the present, while discussions continued how greater efficiencies could be achieved in the future.

117. APPOINTMENTS TO COMMITTEES

The Board considered the appointments report. The Board agreed to maintain the independence of the Appointments and FRACC Committees due to the unprecedented level of Board turnover, ensuring continuity in governance.

Recommendations:

1.1 Cllr Eva Bell was nominated for the role of Chair, with the nomination seconded by Daniela Parry. Cllr Rosie Latchford was nominated for the FRACC Committee by Cllr Daniela Parry. Cllr Daniela Parry was nominated by Cllr Eva Bell and Seconded by Cllr Da Costa.

1.2 Cllr Eva Bell was nominated for the role of Chair, with the nomination seconded by Daniela Parry

1.3 It was agreed extend the term of office for Claire Pape Independent Financial Advisor (voluntary role) for 1 year.

1.4 Appointed four Trustee Board members to act as APTL Company Directors;
- Cllr Da Costa
- Cllr Melanie Gingell
-Cllr Daniela Parry
- Cllr Marie Kirstensen

1.5 Agreed which member of APTL is proposed to act as Chair of the APTL Board:

Nick da Costa was nominated for Chair by Daniela Parry and seconded by Eva Bell. The nomination was approved.

1.6 It was agreed to extend the terms of office for APTL Non-Executive Directors, Andrew Morton and Jamie Copas for an additional period of one yea

1.7 The Committee appointed two trustee board members to the capital programme board:

Cllrs Eva Bell and Nick da Costa were appointed to the Capital Committee.

1.8 The following appointments were noted:

- Rosie – Safeguarding Lead.
- Nick da Costa – Whistleblowing Lead.
- Marie Kirstensen – Equality, Diversity and Inclusion Lead.

1.9 The Committee noted membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1;

1.10 The Committee noted the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1;

118. CO-OPTED DEVELOPMENT TRUSTEE REPORT

The Head of Development presented the report regarding the recruitment of a Co-opted Development Trustee. The purpose of the report was to provide a background of approvals received thus far towards the recruitment of a Co-opted Development Trustee and to provide an update on next steps.
The Board noted that the proposal had originally been approved in October 2022 but had been paused. The revised proposal included changes to the role, including:

- Chairing a volunteer advocacy group.
- Supporting fundraising activities through engagement with funders.
- Reducing the term of office from three years to two years.
- Attending at least two APPB meetings each year.

It was confirmed that recruitment was expected to commence in June, led by the internal HR team, with recommendations to be presented to the July Board meeting and formal approval sought in September.

The Board discussed the importance of improving diversity within fundraising recruitment.

An update was also provided on the Youth Trustee role. It was noted that further development work was required, with ongoing engagement through the Young People's Network. The Board was advised that the programme was likely to be developed over the next recruitment cycle.

The Board approved the proposed changes and delegated responsibility for the recruitment process to the Appointments Panel.

Recommendations:

2.1 Noted the revised role description which has been updated since 2022 to reflect the Charity's new Vision, Goals, Fundraising Strategy and Strategic Plan. Changes are detailed below and include the responsibility for the co-optee to chair a working group of volunteer advocates raising support and awareness of Alexandra Palace projects in relevant sectors.

2.2 Confirmed the approval from the Board to delegate recruitment and appointment of the Co opted Development Trustee to the selection panel comprised of the Chair, Chief Executive and Head of Development.

119. STRATEGIC PLAN

The Board noted that the Strategic Plan had been agreed at the previous meeting.

Members discussed the restoration of the BBC studios and expressed disappointment that the project had effectively been deferred until 2030. It was noted that a new BBC Director General had been appointed and that there may be opportunities to reopen discussions.

The Board heard that while positive relationships with the BBC continued, the organisation had confirmed that it was unable to provide capital funding. It was recognised that restoration costs were estimated at approximately £50 million.
The Board agreed that securing £5 million through the National Lottery Heritage Fund for the Transmitter Hall would provide a catalyst for future discussions regarding the wider BBC Wing restoration. A phased approach was considered the most realistic strategy.

Recommendations:

1.1 The new Board noted the background of the process to create a ten-year Strategic Plan for APPCT.

1.2 The Chair approved the Foreword to the Strategic Plan prior to publication

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

There were none.

121. FUTURE MEETINGS

The next Board meeting was confirmed for 30 July.

122. EXCLUSION OF THE PUBLIC AND PRESS

Items 14 & 15 were 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.

123. EXEMPT MINUTES

The exempt minutes of the Alexandra Palace and Park Board held on 12th March 2026 were approved as an accurate record of the proceedings.

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

No further exempt business was raised.

CHAIR: Councillor Melanie Gingell

Signed by Chair ………………………………..

Date …………………………………

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MINUTES OF THE Alexandra Park and Palace Consultative Committee HELD ON Thursday, 18th June, 2026, 6.00 - 7.00 pm

PRESENT:

Councillors: Melanie Gingell, Nick da Costa, Marie Kristensen and Eva Bell

ALSO ATTENDING:

Nigel Willmott (Friends of the Alexandra Palace Theatre), Duncan Neill (Chair of CC - Muswell Hill and Fortis Green Association), Jason Beazley (Three Avenues Residents Association)

63. FILMING AT MEETINGS

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

64. APOLOGIES FOR ABSENCE

Apologies of absence were received by:

Patricia Moody

Cllr Rosie Latchford

Cllr Daniela Parry

65. DECLARATIONS OF INTEREST

There were none.

66. URGENT BUSINESS

There were none.

67. ELECTION OF CHAIR

The Committee agreed that a chair was elected in the October 2025 meeting which meant this item would be moved to the October 2026 meeting.

68. ELECTION OF VICE-CHAIR

The Committee stated a vice- chair needed to be elected.

Duncan Neill proposed Nigel Wilmott and Cllr Da Costa Seconded.

69. MINUTES

Approved the minutes of the Alexandra Park and Palace Advisory Committee held on 9th March 2026.

Noted the minutes of the Alexandra Palace and Park Consultative Committee held on 9th March.

Noted unrestricted minutes of the Alexandra Palace and Park Board held on 12th March 2026.

70. PLANNING, ADVERTISING AND LISTED BUILDING CONSENT

Emma Dagnes stated there was no new updates to report on this item.

71. RESPONSE TO TRAFFIC-RELATED ANTI-SOCIAL BEHAVIOUR ON ALEXANDRA PALACE WAY

This report provided an update on traffic-related anti-social behaviour affecting Alexandra Palace Way and the surrounding area. It summarised the issues reported, the partnership response to date, the legal and enforcement context, and the additional measures under consideration to reduce nuisance, improve safety, and respond to residents' concerns.
Concerns had been raised about a rise in traffic-related anti-social behaviour, including dangerous driving, street racing, excessive noise, and behaviour causing alarm or distress to residents and visitors. These issues had the potential to affect public confidence, the enjoyment of the area, and the safety of those using Alexandra Palace Way.

The Trust had been working with key partners to respond to these concerns, including Haringey Council, the Metropolitan Police, local Safer Neighbourhood Teams, Alexandra Palace security, residents, and community groups. Police were notified promptly when incidents were reported, and additional patrols were requested, particularly during evenings, weekends, and other higher-risk periods. Alexandra Palace security was deployed to provide a visible deterrent and, where appropriate, to collect vehicle registration details and CCTV evidence; however, as the team's primary responsibility was the 7.5-acre building, they were not always able to remain on Alexandra Palace Way. A traffic management sergeant was asked to attend the site and review potential traffic-calming and enforcement options, and existing traffic management arrangements, barriers, signage, and other site controls were reviewed.

In the enforcement context, the police had powers to respond to anti-social vehicle use where driving was careless, inconsiderate, or caused alarm, distress, or annoyance, including behaviours such as street racing and burnouts. The Metropolitan Police indicated that such activity could be addressed through warnings and, where appropriate, the seizure of vehicles. Local authorities were also able to use wider anti-social behaviour powers where legal thresholds were met, including

Public Spaces Protection Orders (PSPOs), provided these were justified and proportionate. Haringey Council had introduced a borough-wide PSPO from 1 May 2025, covering anti-social use of bicycles, mopeds, e-scooters and e-bikes, which could be enforced by police, council officers and authorised personnel.

A range of operational, enforcement and infrastructure measures had been explored to reduce the attractiveness of the route for anti-social driving and improve deterrence and response. These included increased police and security presence during higher-risk periods, reviews of CCTV coverage and potential monitoring technologies, signage and speed reduction measures, and the possible use of noise-monitoring technology. Consideration had also been given to seasonal or time-limited traffic management interventions, encouraging residents to report incidents, and strengthening cross-agency coordination.

Further work had been planned with relevant partners to assess the feasibility, proportionality, cost and legal basis of these measures, alongside continued engagement with the Metropolitan Police and Haringey Council, further review of available evidence, and consideration of whether additional interventions were required to protect residents' amenity and maintain safe use of Alexandra Palace Way.

RESOLVED:

The update was noted and the ongoing partnership work to address traffic-related anti-social behaviour.

72. ALEXANDRA PARK OUTDOOR EVENTS REPORT

This report outlined the delivery of Alexandra Palace's outdoor events programme for 2026, supported by a clear licensing framework and established operational controls. The Summer Series, Kaleidoscope Festival, Redbull Soapbox and the Fireworks Festival were highlighted, with detailed information provided for each.

Overall, the programme reflected a balanced approach to commercial performance and responsible management of the Park, ensuring events were delivered safely and with consideration for residents.

Kaleidoscope Festival, produced in-house since 2018, formed the cornerstone of Alexandra Palace's outdoor events programme, offering live music, comedy and a family-focused programme to broaden its multi-generational appeal. Following Board approval in 2019, the Summer Series was expanded to maximise infrastructure and commercial return, growing into a key annual component delivering both revenue and audience development.

In 2026, the programme included six outdoor concerts alongside Kaleidoscope, each with a capacity of up to 14,500. Post-event surveys consistently recorded Excellent or World Class Net Promoter Scores, indicating strong customer satisfaction. The schedule ran across July with headline acts including The Maccabees, Wet Leg, Super Furry Animals, The Streets and Richard Ashcroft, alongside Kaleidoscope

Festival. Contingency plans were also in place to screen FIFA World Cup matches indoors if England progressed.

Operationally, event delivery required temporary closures of parts of the Park, road restrictions, and bus diversions, while most areas remained accessible. Event finish times were generally earlier than the licensed curfew to reduce local impact. A second entrance was introduced to improve crowd management following resident feedback, alongside revised transport arrangements developed with TfL to reduce disruption.

Red Bull Soapbox, a separate biennial event held in June 2026, was managed outside the Park licence with its own controls, requiring limited Park and road closures and temporary bus diversions. The Fireworks & Drone Festival remained a flagship event, attracting up to 45,000 attendees per night and combining fireworks, a drone show and wider festival activity. In 2026, the format was revised from Friday–Saturday to Saturday–Sunday to increase family attendance, with dates set for 7–8 November. Operational details for this event were to be confirmed and communicated in advance.

RESOLVED:

The report was noted.

73. CHARITABLE TRUST - PROGRESS REPORT

The report summarised progress in FY 2026/27 against the Trust’s vision to create a sustainable home for all its activities, highlighting key achievements and delivery across its strategic goals.

Delivery of entertainment and cultural programming remained strong, with a diverse and high-quality offer across concerts, theatre, exhibitions and corporate events. Major performances and a varied theatre programme attracted broad audiences, while the ABTT Theatre Show returned with increased attendance and exhibitor growth. Leisure and ancillary activities, including the Ice Rink, Boathouse and rooftop experiences, continued to perform well, supporting year-round visitor engagement.
Progress was made in building climate resilience through energy efficiency improvements and infrastructure upgrades, including secondary glazing works, planned solar generation and ongoing decarbonisation planning.
Work to protect heritage assets advanced through maintenance and refurbishment projects across the estate, including road repairs, safety improvements, upgraded facilities and enhanced connectivity. Electrical and safety compliance programmes also continued.

The Park remained a well-used and valued green space, with ongoing efforts to maintain biodiversity, enhance habitats and encourage public engagement. Volunteer contributions continued to play a significant role, supporting conservation and receiving external recognition.

Further progress was made in developing future plans for the Park, alongside infrastructure works and preparations for major utilities projects.

Activity to protect archives and share heritage expanded through the Creative Campus project, partnership development and archive acquisitions, improving access to collections and strengthening engagement with Alexandra Palace's history.

Preparations for the Wood Green x Alexandra Palace Neighbourhood Programme as part of the London Festival of Architecture were completed, delivering a diverse programme of tours, talks, workshops and community activities that highlighted the site's broadcast heritage and future Creative Campus plans. Events included BBC Studios tours, a heritage crafts panel, skills workshops, SkateJam and a range of creative and community-led activities involving local partners.

The Charity's 10-year Strategic Plan was finalised, setting out priorities across the Park and Palace based on stakeholder feedback, asset condition and funding opportunities. Early fundraising activity was successful, including a crowdfunding campaign for accessibility improvements in the Park Wetlands which exceeded its target.

Progress was made in restoring and repurposing underused spaces, including planning work for the Panorama Room replacement and continued development of the Creative Campus project, supported by initial National Lottery Heritage Fund engagement.

Partnership working remained central to delivery, with collaborations across education, heritage and community sectors supporting participation, skills development and public engagement. Key activity included hosting sector groups and engagement with the Mayor's Cultural Leadership Board.
Work also continued to strengthen the organisation as an inclusive and supportive workplace, with a focus on staff wellbeing, development and maintaining capacity to deliver both operational and strategic priorities.

RESOLVED:

The report was noted.

74. CONSULTATIVE COMMITTEE FEEDBACK

There was no feedback to report.

75. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

76. DATE OF THE NEXT MEETING

The date of the next meeting was scheduled for 17 September 2026.

CHAIR:

Signed by Chair …………………………………..

Date …………………………………

MINUTES OF THE Alexandra Park and Palace Statutory Advisory Committee HELD ON Thursday, 18th June, 2026, 7.00 - 8.00 pm

PRESENT:

Councillors: Nick da Costa, AJ Egemonye, Marc Jenner, Emily Arkell, Dawn Barnes, Luisa Brands, Karolina Braun, Erin Wolson and

Also Attending: Jason Beazley (Chair of SAC), Duncan Neil (Chair of CC).

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE

Apologies of absence were received by Joyce Rosser.

3. DECLARATIONS OF INTEREST

There were none.

4. URGENT BUSINESS

There were none.

5. ELECTION OF CHAIR

The Committee agreed that a chair was elected in the October 2025 meeting which meant this item would be moved to the October 2026 meeting.

6. ELECTION OF VICE-CHAIR

The Committee stated a vice- chair needed to be elected at the next meeting.

7. MINUTES

Approved the minutes of the Alexandra Palace and Park Consultative Committee held on 9th March and to consider any recommendations from that Committee.

Noted the minutes of the Alexandra Park and Palace Advisory Committee held on 9th March 2026 and to consider any recommendations from that Committee.

Noted unrestricted minutes of the Alexandra Palace and Park Board held on 12th March 2026 as an accurate record of the proceedings.

Haringey LONDON

8. PLANNING, ADVERTISING AND LISTED BUILDING CONSENT

Emma Dagnes stated there was no new updates to report on this item.

9. RESPONSE TO TRAFFIC-RELATED ANTI-SOCIAL BEHAVIOUR ON ALEXANDRA PALACE WAY

This report provided an update on traffic-related anti-social behaviour affecting Alexandra Palace Way and the surrounding area. It summarised the issues reported, the partnership response to date, the legal and enforcement context, and the additional measures under consideration to reduce nuisance, improve safety, and respond to residents' concerns.
Concerns had been raised about a rise in traffic-related anti-social behaviour, including dangerous driving, street racing, excessive noise, and behaviour causing alarm or distress to residents and visitors. These issues had the potential to affect public confidence, the enjoyment of the area, and the safety of those using Alexandra Palace Way.

The Trust had been working with key partners to respond to these concerns, including Haringey Council, the Metropolitan Police, local Safer Neighbourhood Teams, Alexandra Palace security, residents, and community groups. Police were notified promptly when incidents were reported, and additional patrols were requested, particularly during evenings, weekends, and other higher-risk periods. Alexandra Palace security was deployed to provide a visible deterrent and, where appropriate, to collect vehicle registration details and CCTV evidence; however, as the team's primary responsibility was the 7.5-acre building, they were not always able to remain on Alexandra Palace Way. A traffic management sergeant was asked to attend the site and review potential traffic-calming and enforcement options, and existing traffic management arrangements, barriers, signage, and other site controls were reviewed.

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RESOLVED:

The update was noted and the ongoing partnership work to address traffic-related anti-social behaviour.

10. ALEXANDRA PARK OUTDOOR EVENTS REPORT

This report outlined the delivery of Alexandra Palace's outdoor events programme for 2026, supported by a clear licensing framework and established operational controls. The Summer Series, Kaleidoscope Festival, Redbull Soapbox and the Fireworks Festival were highlighted, with detailed information provided for each.

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In 2026, the format was revised from Friday–Saturday to Saturday–Sunday to increase family attendance, with dates set for 7–8 November. Operational details for this event were to be confirmed and communicated in advance.

RESOLVED:

The report was noted.

11. CHARITABLE TRUST - PROGRESS REPORT

The report summarised progress in FY 2026/27 against the Trust's vision to create a sustainable home for all its activities, highlighting key achievements and delivery across its strategic goals.

Delivery of entertainment and cultural programming remained strong, with a diverse and high-quality offer across concerts, theatre, exhibitions and corporate events. Major performances and a varied theatre programme attracted broad audiences, while the ABTT Theatre Show returned with increased attendance and exhibitor growth. Leisure and ancillary activities, including the Ice Rink, Boathouse and rooftop experiences, continued to perform well, supporting year-round visitor engagement.

Progress was made in building climate resilience through energy efficiency improvements and infrastructure upgrades, including secondary glazing works, planned solar generation and ongoing decarbonisation planning.

Work to protect heritage assets advanced through maintenance and refurbishment projects across the estate, including road repairs, safety improvements, upgraded facilities and enhanced connectivity. Electrical and safety compliance programmes also continued.

The Park remained a well-used and valued green space, with ongoing efforts to maintain biodiversity, enhance habitats and encourage public engagement. Volunteer contributions continued to play a significant role, supporting conservation and receiving external recognition.

Further progress was made in developing future plans for the Park, alongside infrastructure works and preparations for major utilities projects.
Activity to protect archives and share heritage expanded through the Creative Campus project, partnership development and archive acquisitions, improving access to collections and strengthening engagement with Alexandra Palace's history.

Preparations for the Wood Green x Alexandra Palace Neighbourhood Programme as part of the London Festival of Architecture were completed, delivering a diverse programme of tours, talks, workshops and community activities that highlighted the site's broadcast heritage and future Creative Campus plans. Events included BBC Studios tours, a heritage crafts panel, skills workshops, SkateJam and a range of creative and community-led activities involving local partners.

The Charity's 10-year Strategic Plan was finalised, setting out priorities across the Park and Palace based on stakeholder feedback, asset condition and funding opportunities. Early fundraising activity was successful, including a crowdfunding campaign for accessibility improvements in the Park Wetlands which exceeded its target.

Progress was made in restoring and repurposing underused spaces, including planning work for the Panorama Room replacement and continued development of the Creative Campus project, supported by initial National Lottery Heritage Fund engagement.

Partnership working remained central to delivery, with collaborations across education, heritage and community sectors supporting participation, skills development and public engagement. Key activity included hosting sector groups and engagement with the Mayor's Cultural Leadership Board.

Work also continued to strengthen the organisation as an inclusive and supportive workplace, with a focus on staff wellbeing, development and maintaining capacity to deliver both operational and strategic priorities.

RESOLVED:

The report was noted

12. STATUTORY ADVISORY COMMITTEE FEEDBACK

There was no feedback.

13. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

14. DATES OF FUTURE MEETINGS

The date of the next meeting was scheduled for 17 September 2026.

CHAIR:

Signed by Chair ………………………………..

Date …………………………………

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

Agenda Item 8

30 July 2026

Report Title: Chief Executive Charitable Trust Progress Report

Report Author: Emma Dagnes OBE, Chief Executive APPCT

Purpose: To update the Trustees on progress of Alexandra Park and Palace Charitable Trust during FY 2026/2027

1. Recommendations

1.1 To note the contents of this report.
1.2 To note designs for Wetlands Broadwalk scheme Appendix One

2. Executive Summary

2.1 This report summarises progress to date in FY 2026/27, 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. Provide Great Entertainment and Culture for All: *Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.*

3.1 Delivery remains strong across both the commercial and cultural programme, with a varied and high-quality schedule spanning concerts, theatre, corporate events and exhibitions. Several high-profile concerts have performed well while the Theatre programme continues to attract audiences through a diverse mix of spoken word, comedy, sporting events and rehearsals. Highlights in the Great

Hall have included performances from Chris Stussy, Marina, PinkPantheress and three nights of Empire of the Sun. The Theatre programme has delivered a broad range of activity, including the London Bollywood Orchestra, Ellen Kent Opera, *Friday Night is Music Night*, filming for *North London Laughs* and *Later… with Jools Holland*, as well as hosting the National Badminton League Finals in partnership with Badminton England. June also saw the return of the highly regarded ABTT Theatre Show, which experienced increased visitor numbers alongside a growth in exhibitor participation. The Red Bull Soapbox Race returned to Alexandra Palace for its seventh edition, attracting thousands of spectators to our iconic hillside for a vibrant celebration of creativity, engineering ingenuity and entertainment.

3.2 Leisure and ancillary offers continue to play an important role in the year-round visitor experience. The Ice Rink has maintained strong performance across both public skating sessions and course provision, building on a successful spring period. The Hockey seasons came to an end, in May for the Huskies and the Greyhounds, female hockey team who won the league. Food and beverage outlets have continued to maximise trading opportunities linked to event and Ice rink footfall.

3.3 The Boathouse Opening hours are weekdays 10:00–16:00, weekends 09.00-17.00. A targeted local marketing campaign is now live, to support with footfall and increase awareness. The pedalos on the boating lake reopened in April and have proven extremely popular.

3.4 The Summit Rooftop Experience continues to attract both local and national audiences, establishing itself as an important additional year-round attraction. A summer campaign is now live to attract more footfall.

3.5 We are supporting the Government's Great British Summer campaign. Alongside the wide range of free family activities available across the Park, we are also helping families make the most of their visit with a series of Summer Savings offers across Alexandra Palace. These include discounted boat hire on the lake, reduced price skating sessions, money off children’s meals at both the Boathouse and Phoenix Bar & Kitchen, and discounted tickets for our iconic Summit experience.

3.6 The team is now focused on preparations for the upcoming outdoor Summer Season events programme in July. Concert from The Maccabees, Wet leg, Kaleidoscope festival, Super Furry Animals, two nights of the Streets and Richard Ashcroft. Indoor football screenings will be held in the West Hall should the England team progress to the quarterfinals, semi-finals and final.

3.7 Following Emma Rice’s successful reimagination of North by Northwest staged in 2025 at Alexandra Palace theatre, Emma returns with Malory Towers as a coproduction. Tickets are selling extremely fast and audiences will be treated to high jinks, high drama performance, all set to sensational live music. Malory Towers will run from 22nd July until 2nd August.

3.8 Planning has now commenced for the Alexandra Palace Fireworks & Drone Festival, which will take place on Saturday 7th and Sunday 8th November 2026. Full information for local residents and the wider community will be circulated and published on our website in due course. Tickets are expected to go on sale in September, with further details to be announced nearer the time.

4. Build Climate Change Resilience: *Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.*

4.1 Work has continued to embed climate resilience across the estate through a combination of energy efficiency improvements, infrastructure upgrades and operational planning. The installation of secondary glazing within the Old Station (CUFOS) building, together with wider electrical and building services improvements, is expected to reduce heat loss and support lower energy consumption. These works complement the longer-term ambition set out in the Strategic Plan to reduce environmental impact and improve the resilience of the Palace and Park in the face of changing climate conditions.

4.2 The work in the Old Station was funded by the Haringey Community Carbon Fund (HCCF) and will improve thermal performance and occupant comfort. Also funded by HCCF is a solar PV project at the Boat House which is currently at the planning stage. We are waiting for the planning application to be validated. Once installed, the system is projected to generate around 8,000kWh per annum, supporting the Trust’s energy resilience objectives. The Haringey Carbon Community Fund has now funded three projects on site, the two mentioned above and low energy lighting replacement on Terrace. They showcase how retrofitting projects can help reduce energy consumption and increase green credentials in a community setting.

4.3 The information required for the 2025/26 carbon footprint report is being compiled and will be shared at a future meeting. We are working with engineering consultants to develop a delivery plan for decarbonisation alongside a funding master bid template. This consultancy work is funded by the Mayor of London's *Zero Carbon Accelerator* scheme, and the final report is due at the end of June. This document will assist short, medium and long term planning for carbon reduction measures.

5. Protect Our Heritage Assets: ***Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.***

5.1 A significant section of Alexandra Palace Way was renewed following ongoing settlement issues within the carriageway. Approximately 60 metres of road was excavated, reconstructed and resurfaced, improving access and reducing the risk of further deterioration. Additional sections of road across the estate have been identified for future review as part of the ongoing maintenance programme.

5.2 Improvements have also been made to the heating vent grilles within Palm Court. Following concerns regarding movement within the existing grilles, steel threshold bars have been installed to secure them in place, improving safety for visitors during ingress and egress.

5.3 To support food safety requirements, pigeon deterrent measures have been installed above the East Court Café. In addition, pigeon netting has been installed around the Boating Lake Café building to prevent roosting birds and improve the visitor environment around the recently refurbished facility.

5.4 Good progress has been made on the EE connectivity project across The West Hall, West Corridor, Palm Court, the Londesborough Room and the Phoenix Bar. Significant planning, coordination and listed building consent work has been undertaken to facilitate the installation of new telecommunications infrastructure. Once fully complete, the project will significantly improve mobile phone coverage across areas of the Palace that have historically experienced poor signal strength.

5.5 The programme of Electrical Installation Condition Reporting (EICR) inspections and associated remedial works continues across the estate. Upgrades to distribution boards and electrical infrastructure remain a key focus, supporting compliance and improving the resilience of critical building services.

5.6 An upgrade to one of the Palace's central battery emergency lighting systems has also been completed. The works improve the reliability and resilience of the emergency lighting network and support ongoing compliance requirements.

5.7 As part of the ongoing programme of safety improvements across the estate, surveys of the Great Hall gantry and walkway systems have been completed. Works have subsequently been undertaken to improve handrail protection within key roof-level access routes, enhancing safety for staff and contractors undertaking maintenance and operational activities.

5.8 A full refurbishment of the Roman Bar has been completed in preparation for upcoming events. Works included alterations to the bar layout, new flooring and full redecoration, creating a significantly improved environment for visitors and event operations.

5.9 The Willis Bar has also been refurbished, with new flooring and redecoration completed. These improvements form part of the wider programme of investment in visitor-facing areas across the estate and support the delivery of major events at Alexandra Palace.

6. Safeguard Our Green Lung for London: We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.

6.1 The Park continues to provide an important green space for local communities and visitors, with ongoing work focused on maintaining its accessibility, biodiversity and overall environmental quality. Seasonal activity, including the reopening of the boating lake pedalos and continued use of the parkland for recreation and cultural activity, has supported strong public engagement with the outdoor estate. Alongside this, the organisation continues to consider opportunities to enhance habitats, improve interpretation and ensure that the Park remains both welcoming and resilient as a significant green asset for London.

6.2 Our various volunteer groups continue to help us care for the Park. The Conservation Volunteers have been making improvements to the Blandford Woodland by constructing dead-hedges, keeping glades open and removing invasive laurel bushes. The Gardening volunteers meet monthly to care for the Theatre Courtyard and rose garden. Groundwork London have been working with corporate volunteers to construct the new herb garden in the outdoor learning area. The Friends of the Park have organised work parties for tasks such as bramble control in the ant-hill meadow and pruning and mulching of the orchard trees. This volunteer effort was recognised by the Judges from the Green Flag

Award scheme this year who said they were very impressed by the community engagement in the Park.

6.3 Thames Water are planning a large project to *slip-line* the two large water mains that run through the Park. This technique will restore the integrity of the pipes without the need for extensive excavations. Several trial holes were excavated this spring to investigate the condition of the pipe and its exact location. The main project will involve large excavations next year to allow the lining to take place. The Thames Water team are working on their timelines and to minimise disruption to Park users and the events programme.

6.4 A new Park Management Plan is being developed for the next ten years. This document is being writing in line with our Vision to be a sustainable home for all that we do, and contributes to our ten goals. The plans for 2026-27 include:

- Completion of the Herb Garden on the outdoor learning area
- Construction of the boardwalk following the successful crowdfunder
- Creation of swales to manage surface water and control soil erosion
- Review horticultural beds and plan an improvement scheme
- Adopt a boating lake improvement plan

More details will be reported at a future meeting.

6.5 The Trust has been working with the Friends of the Park to celebrate their 20th Anniversary. A joint crowdfunder was launched in May to raise money for a new boardwalk in the southeast corner of the Park.

This Boardwalk forms part of a larger project to deliver phase 2 of the wetland improvement works. Sketches of the Boardwalk are shown in Appendix One.

The crowdfunder was a huge success and passed its target of £10,000 in just two days. The donations continued to flood in and the total of £24,337 from 427 supporters was achieved! With gift aid this will come to over £27,000.

The boardwalk will require planning permission, and the Advisory and Consultative Committee members have been asked to provide feedback on the proposal. This feedback will be reported at verbally at the meeting.

7. Protect Our Archives and Share Our Stories In Innovative Ways: Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.

7.1 Work to protect and share the Trust's collections and stories continues through the development of the Creative Campus project and wider heritage activity across the estate. The project's first phase, focused on the Northeast Office Building, is intended to create improved conditions for creative activity, learning and public engagement, while supporting the longer-term ambition to make more of Alexandra Palace's heritage accessible to broader audiences. This sits alongside ongoing interpretation, programming and partnership work which continues to strengthen understanding of the site's significance and increase opportunities for audiences to engage with its history in meaningful and contemporary ways.

7.2 Additional progress has been made in relation to archive development and partnership activity. The Business Archives Council funded report and recommendations for the AP Archive have been completed. Planning has also been prepared for the BBC 90th TV anniversary and the World Origin Site plaque proposal for approval. Potential partnership collaborations have been initiated with the National Science & Media Museum, BFI, Royal Television Society, BBC FWD, British Vintage Wireless & Television Museum, EMI Archive Trust, universities and special interest groups already engaged. Further detail is provided in a separate report at this Board meeting.

7.3 Between May and June, the Nancy McMillan archive transfer from Mary Wells was received, listed and rehoused. The Archive also received a donation of an original photographic print of the Handel Festival Concert of 3 June 1939. A TownsWeb Digitisation grant application was submitted, with winners due to be announced in August. University of North Texas media students were hosted, and a display loan was arranged with Campsbourne Community Collective for the London Festival of Architecture, held at the Kurdish Centre from 19 to 21 June.

8. Inspire And Engage Our Communities: Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.

8.1 **North London Book Fest and Biblio-Buzz Children's Book Awards**

The North London Book Fest and Biblio-Buzz Children's Book Awards took place from 23 to 26 April, alongside a dedicated school's event on 16 May celebrating Michael Rosen's birthday. The festival programme featured a wide range of authors, illustrators and speakers across events for families, schools and adult audiences.

The festival achieved strong audience engagement, with approximately 3,400 attendees across all events. Delivery was supported by a committed volunteer cohort, including 14 volunteers supporting Biblio-Buzz and a further 18 supporting the wider festival.

The programme generated strong media coverage, including broadcast coverage on BBC Breakfast featuring Carrie and John Grant, alongside listings coverage across a range of London and national outlets.

The Biblio-Buzz Library Ceremony provided a more intimate celebration, attended by award-winning author Patrice Lawrence. Young readers were recognised with prizes including books and ice-skating tickets at Alexandra Palace, reinforcing the programme's focus on participation and reading for pleasure.

8.2 **Talent Development Programme – Drill Baby Drill**

As part of the Talent Development Programme, *Drill Baby Drill* supports artists at different stages of their careers through access to rehearsal space and opportunities to share work in development.

On 5 June, Frank Wurzinger and John Wright presented early-stage work on a new show exploring climate change through clowning. The piece combines humour and playfulness with urgent themes, aiming to provoke thought and discussion rather than moralise.

8.3 **Young Actors Company**

The Young Actors Company working towards *Wanna Play? The Playground on 13th June*, a site-responsive reimagining of Kay Adshead's work.
Set within the Alexandra Palace playground and skate park, the performance explores the space as a shared social hub for the wider community. The young company transformed everyday play structures into a theatrical environment, encouraging families to reflect on the future of local play and the importance of inclusive, high-quality public space.

8.4 **Leaves and Laughter Exhibition**

Leaves and Laughter was a 10-day exhibition in the Creativity Pavilion led by the Forest School teacher-artists. The programme brought together film, photography, talks and participatory workshops, offering a reflective and multisensory exploration of nature, creativity and wellbeing. The exhibition created a welcoming space for families and participants to engage more deeply with the natural environment through artistic practice.

8.5 **Young Creatives Network**

Across May, the Young Creatives Network delivered a series of twice-weekly workshops supporting young people to develop creative and technical skills. Activity focused on podcast production and broadcasting, alongside talent development for emerging musicians seeking to enter the music industry. This strand continues to skills and pathways into the creative industries for young participants.

9. Strengthen Our Overall Resilience: Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.

9.1 Preparations for the **Wood Green x Alexandra Palace Neighbourhood Programme in the London Festival of Architecture** were completed in May. Programme highlights include exclusive behind-the-scenes BBC Studios Tours at Alexandra Palace on Tuesday 09 and Thursday 11 June, exploring the site's pioneering broadcast history and future plans as a new Creative Campus - this November marks 90 years since the BBC launched the world's first high-definition television service from Alexandra Palace. AP Sounds, a podcast curated especially for the Festival, will be available from 01 June - including at the Festival Hub, The London Centre - where you can download and listen as you head from the Hub to Alexandra Palace.

9.2 **The Heritage Crafts Panel Talk at The London Centre** on Wednesday 03 June featured Alexandra Palace's Head of Property and Engineering, Iain McDonald discussing careers, skills and knowledge-sharing in heritage crafts and listed buildings, alongside architects, conservation specialists and historians. On Monday 22 June, visitors to Alexandra Palace will be able to take part in a heritage skills workshop, where ticket holders can try out traditional making and restoration techniques.

9.3 The LFA programme also saw the return of A**lly Pally SkateJam** in partnership with North London Skate Club at Alexandra Palace Skatepark on Saturday 13 June, bringing together skaters of all ages for a day of skating, music and youth led design workshops by RIBA Youth Learning Forum.

9.4 Taking place alongside the event was **Wanna Play?**, an afternoon of creative activities, including food, graffiti art, dance, and a new performance from Ally Pally's Young Actors Company. Architectural design collective Unit 38 will also lead hands-on making and imaginative play, alongside a **public consultation inviting children, families and the local community** to share ideas to help reimagine the future of Alexandra Palace Playground.

9.5 Additional events include a **local history tour and mapping project led by residents of Campsbourne Estate,** food-growing activities at Wood Green Library with Eat Wood Green, and a series of creative events exploring ideas of identity and belonging through walking, sound, food and performance, led by other partners at Haringey Council, Wolves Lane Centre, Alexandra Gate (Berkeley Group), and Collage Arts.

9.6 The Charity's **10-year Strategic Plan** is now complete. The Plan looks ahead for 10 years and covers projects in both Park and Palace for the first time. Projects have been prioritised following visitors' and residents' feedback to surveys and committees over the last five years, urgency (particularly where our heritage is at risk) and availability of funding, among other factors.

10. Restore Derelict Spaces: ***Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.***

10.1 Panorama Room Replacement Project: A pre-application meeting with the Local Planning Authority took place in late February. Following review of their feedback, the Trust has requested a formal Planning Performance Agreement (PPA) to be formulated. The purpose of the PPA is to provide a structured framework for the preparation, submission and determination of the planning application (and associated listed building consent), ensuring a coordinated approach to addressing design, heritage and planning considerations identified at preapplication stage.

10.2 Development work continues to advance our Creative Campus Project, with the potential to support conversation works and/or adaptive re-use of the Northeast Office Building, Transmitter Hall and Theatre Courtyard. We were successful in our Expression of Interest to the National Lottery Heritage Fund for the project and will submit bid for funding for Development Phase this financial year.

11. Establish new, Exciting Partnerships*:* Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.

11.1 Partnership working continues to be central to delivery across the Trust's charitable, cultural and skills-based activity. Recent programme delivery has involved a wide range of partners, including schools, artists, community organisations, local authority colleagues and sector specialists, helping to broaden reach and deepen impact. These collaborations continue to create opportunities for participation, learning and career development, while also supporting the Trust's longer-term ambitions around heritage, creativity and public benefit.

11.2 In May, the Trust hosted 54 members of SPAB (Society for Protection of Ancient Buildings), creating a bespoke itinerary to showcase the previous East Wing project as well as the current craftsmanship taking place outside the East Court (repairs to the brickwork and mouldings). SPAB will likely be a key partner in the Trust's ambition to become a heritage skills centre.

11.3 On 30 April the Mayor's Cultural Leadership Board attended the Palace for their quarterly meeting. This allowed the Trust a rare opportunity to showcase the work that has been taking place and talk about the ambitions set out in the Strategic Plan. Feedback was complimentary and we hope to continue the conversation with key individuals.

12. Create A Great Place to Work: An inclusive environment where staff are happy and proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff and lives by its Values and Behaviours. We will support our staff to grow and develop to achieve their potential.

12.1 Work continues to strengthen the organisation as an inclusive and supportive place to work, with focus on staff engagement, development and wellbeing alongside delivery of a demanding operational programme. As activity across the estate remains high, teams across the organisation continue to demonstrate commitment, flexibility and collaboration in delivering both day-to-day operations and strategic priorities. Maintaining capacity, supporting professional development and ensuring staff feel recognised and connected to the Trust's values remain important to sustaining delivery over the remainder of the year.

13. Legal Implications

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

14. Financial Implications

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

15. Use of Appendices

- Appendix One: Boardwalk sketches

16. Background Papers - None.

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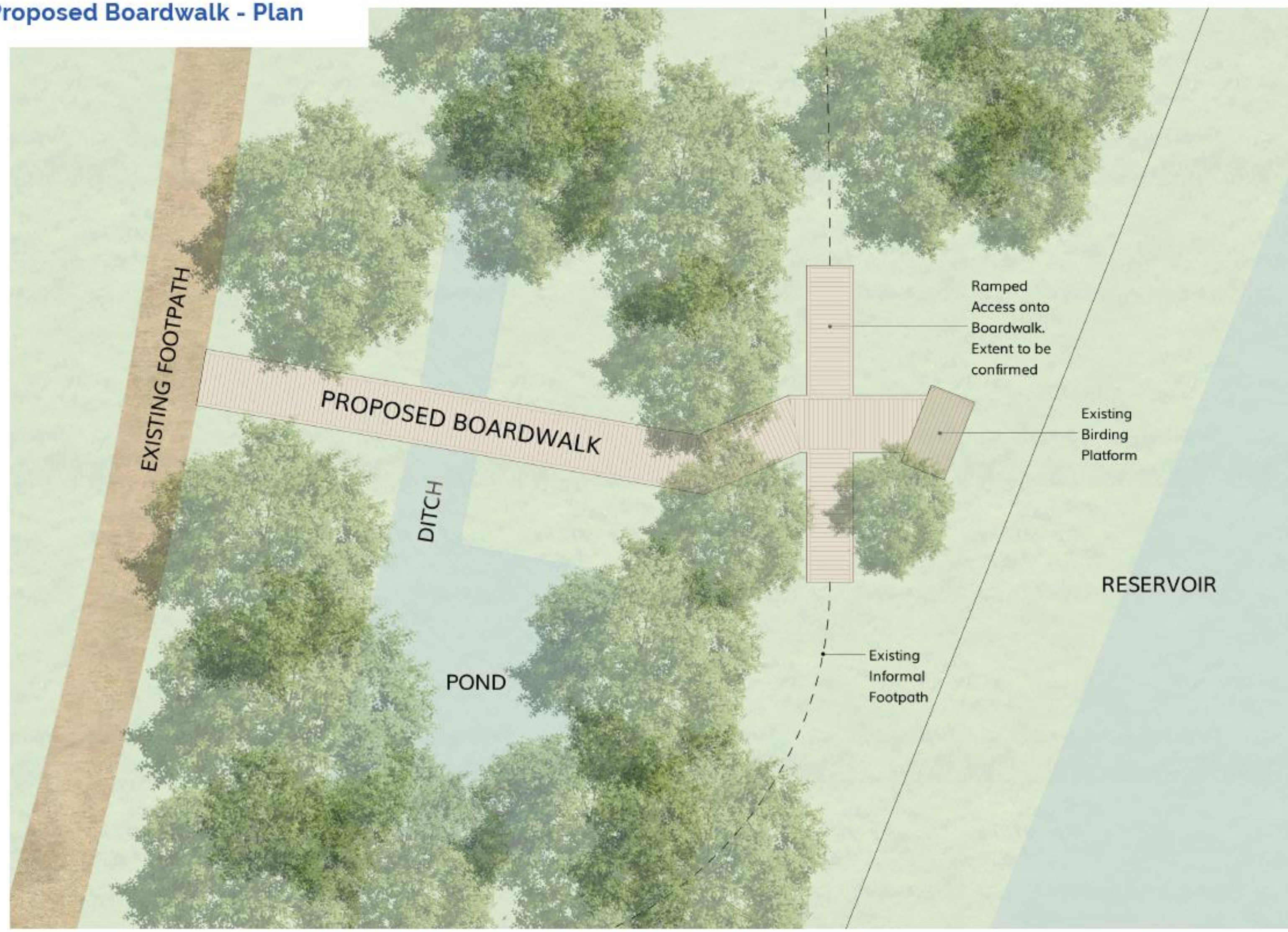
Appendix One: Boardwalk sketches

2. Proposed Boardwalk - Plan



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ALEXANDRA PALACE

ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING
Agenda Item 9

30 July 2026

Report Title: Trustees' Annual Report & Financial Statements 2025 – 26

Purpose: To present the Trustees' the Draft 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 Draft Annual Report and Financial Statements

1.2 In case of any further minor amendments, to delegate powers for a final approval and signing off the Annual Report and Financial Statements to the Chief Executive and Chairs of the Trustee and APTL Boards.

1.3 To delegate powers for the Chair of the Trustees to sign the Letters of Representation

2. Executive Summary

2.1 The end of year report was presented to the Finance Resource, Risk and Audit Committee (FRRAC) and APTL Board at their respective meetings in July, where the Audit Partner also presented the audit findings report.

2.2 Feedback is provided in the FRRAC Chair's verbal update report 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 will be provided as a verbal update due to the proximity of the meetings, under the exempt section of this meeting.

3. Legal Implications

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

4. Financial Implications

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

5. Appendices

Appendix 1 – Draft & Unsigned Trustees' Annual Report & Financial Statements

ALEXANDRA PALACE

Alexandra Park & Palace
Charitable Trust

Trustees' Annual Report & Financial Statements

For The Year Ending
31 March 2026

Charity Registration Number 281991

Contents

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

Chair and CEO'S Forward

We are pleased to present our 2025/26 Annual Report, marking a year of significant progress for Alexandra Park and Palace. Through our continued care and restoration of the Park and Palace, we deliver public benefit to millions of people each year, providing access to green space, culture, heritage and learning.

Alongside a dynamic programme of events and activity, we have strengthened our resilience and partnerships to support our long-term charitable objectives.

Despite ongoing external pressures, including inflation and the cost-of-living crisis, the charity has delivered positive financial and operational outcomes, with clear progress against our organisational Goals.

This year, we completed the restoration of the Northeast Office Building, the final previously inaccessible area of the Palace, supported by Historic England.

We also launched Summit – Ally Pally Rooftop Adventure, introducing a distinctive new visitor experience and further strengthening our position as a leading destination.

Partnerships are central to our future. We were pleased to welcome Haringey Music Service as our new partner and tenant and the BBC Concert Orchestra as our first Associate Orchestra, marking important progress towards our ambition to establish a Creative Campus enabling collaboration, participation and creative production across all levels of the sector.

Our partnership with the Professional Darts Corporation (PDC) also reached a significant milestone, with confirmation that the World Darts Championship will remain at Alexandra Palace until at least 2031. Plans to expand the event into the Great Hall will secure a vital income stream for the charity while delivering wider economic benefit.

This partnership has also supported investment through the Matchroom Charitable Foundation in our Creative Learning programme, which now engages more than 13,500 people annually.

We continue to deliver a broad cultural and events programme, attracting audiences nationwide, with ticket bookers from 99% of England's postcode districts.

In the Park, we maintained Green Flag status for the 18th consecutive year and progressed environmental initiatives, including the development of a wetlands area to enhance biodiversity and improve flood resilience supporting our role as London's green lung.

We have also strengthened the organisation through investment in digital infrastructure, progress towards our net zero ambitions, and expanded access to our archive. We were proud to achieve Platinum status from Attitude is Everything, recognising our commitment to accessibility.

We thank our staff, volunteers, Trustees and partners for their continued dedication and support. We remain focused on the future, with ambitious plans to ensure Alexandra Park and Palace continues to deliver increasing public benefit for our communities, London and beyond.

While we are proud of our achievements, we are even more excited by what the future holds. Our plans are bold, innovative and collaborative. And all the time we are delivering public benefit for our visitors, community, our city and beyond, like never before.

Cllr Melaine Gingell — 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 – 2004 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."

Today the Park and Palace are run by our charity, the Alexandra Park and Palace Charitable Trust. The Charity includes a trading subsidiary, Alexandra Palace Trading Ltd (APTL), which leads commercial activities including delivering our eclectic mix of events, entertainment, leisure and catering offers throughout the year. The activities of APTL play a vital role in supporting our charitable purposes by enlivening the Park and Palace for the benefit of all and, alongside our philanthropic work and other earned income, help to generate the finances required for the maintenance, improvements and running costs of the Park and Palace.

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

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

Governing Documents

Our governing documents are collectively known as the **Alexandra Park and Palace Acts and Orders I900—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 I903, I905 and I9I3. In I967 the organisation was recognised as a Charitable Trust and was registered with the Charity Commission in 198I.

A further Act was passed in l985 amending the previous legislation. Finally, the Charities (Alexandra Park and Palace) Order was passed in 2004.

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.

Our Purpose

Enriching lives, through great experiences, forever.

Our Values

We are Resourceful / We are Bold
We are Collaborative
We are Passionate & Fun / We are Open & Genuine

Financial Year at Alexandra Park and Palace

Performance is measured against our organisational goals as follows:

Protect Our Heritage Assets and Restore Derelict Spaces

The financial year saw us complete our major project to save our North East Office Building (NEOB) – the last truly inaccessible area in the Palace. The project, which is the next phase of the East Wing and Theatre restoration that was completed in 2018, was made possible thanks to funding support from Historic England and Haringey Council. It demonstrates our commitment to bringing more of our derelict spaces back into use, and we are now exploring exciting options to enliven this space for the public.

Our ability to reimagine our heritage spaces saw us realise a long-standing ambition to bring a roof walk to the Palace. *Summit – Ally Pally Rooftop Adventure* - opened to acclaim in February, enabling people to experience the highest rooftop walk in the country. The attraction – which celebrates our history and standing as an iconic London heritage building - is an important part of ensuring the Palace is a go-to visitor destination in the capital.

This year has seen strong progress in protecting and stabilising the Palace's historic fabric, with a clear focus on compliance, safety, and long-term resilience. A more structured approach to contractor management and statutory compliance has been embedded across all works, ensuring that projects are properly planned, risk assessed, and delivered in line with the requirements of a complex, live, Grade II listed environment. This has strengthened governance, improved consistency, and reduced operational risk across the estate.

A key milestone has been the development and implementation of a Fabric Maintenance Plan, providing a comprehensive assessment of the building and identifying areas of highest priority. This has given the team a clear, evidence-based framework to focus works where they are most needed, enabling a more strategic and proactive approach to maintenance and conservation. The plan is now being used to inform programming, prioritisation, and long-term investment decisions across the estate.

Alongside this, a wide-ranging programme of conservation and infrastructure works has been delivered to address long-standing issues and protect the building for future use. This has included critical upgrades to electrical systems, emergency lighting, and distribution boards, alongside the protection of key services infrastructure such as roof-level cabling and water compliance. These works are essential in maintaining a safe, compliant, and operational environment, while ensuring that core building systems are resilient and fit for purpose for the long term.

Targeted fabric repairs have also been undertaken across the estate, including ongoing monitoring and replacement of high-level glazing within the Great Hall. These works, delivered by specialist access teams within constrained operational windows, are vital in maintaining the weather-tightness, safety, and presentation of one of the Palace's most prominent and heavily used spaces. We have also secured Listed Building Consent for a number of major projects in the future, including the Great Hall bridge and truss replacements required to support the delivery of the Darts programme in December 2026. In addition, consent has been obtained to upgrade the East Court entrance, which includes a prominent change to lead cap our external scrolls that will protect the building fabric beneath. These approvals represent a significant step forward in enabling the next phase of conservation and capital works.

Investment in people and skills has been a key part of this year's progress. The Property and Engineering team has been strengthened through a number of key appointments, alongside the development of in-house heritage trade capabilities. This approach is establishing a more sustainable model for conservation, reducing reliance on external contractors while improving quality, consistency, and long-term stewardship of the Palace.

Safeguard Our Green Lung for London and Build Climate Change Resilience

The Park has continued to provide vital green space for our community and visitors, with an estimated 3.7 million visits over the last 12 months.

Our grounds maintenance contractor continues to work year-round, in all conditions to care for our 196 acres of meadows, woodlands, parkland and horticulture. We have improved public engagement with new signs and information in the Park to explain more about the benefits of the habitat improvement works. These works include a staff session sowing wildflower seeds for a new display, scraping soils from the ant hill meadow to provide opportunities for new species to develop, and cutting back encroaching brambles from delicate grasslands to benefit butterflies and moths.

The Park is well supported by volunteers including our Gardening Volunteers and Friends of the Park alongside corporate volunteers engaged by our partnerships with Groundwork London and The Conservation Volunteers. Together they have rebuilt a bird watching platform that had been vandalised last year, installed new dead hedges to replace broken fencing, cut back scrub and bramble and planted spring bulbs.

We continue to manage our stock of over 7,500 trees. Safety surveys are carried out and around 40 trees were felled and another 60 were pruned, pollarded or had dangerous branches removed. The issues are caused by many factors, including stress from more extreme weather conditions that occur due to climate change. With support from the Friends of the Park, the value of our woodlands were scored with a new quality assessment tool. This has allowed us to prioritise the best areas to undertake improvement works to increase the habitat quality and biodiversity.

We continue work towards our Vision to become 'a sustainable home for all that we do'. In the last year we have achieved the Theatre Green Book's basic level. The Theatre Green Book is the industry guidance for sustainable operations and this achievement shows we have plans in the place and are making positive improvements.

We have been working on two projects to improve our Park buildings supported by the Haringey Carbon Community Fund. The first is installation of secondary double glazing on the 160-year-old former railway station building. This project will increase the building's thermal efficiency and reduce carbon emissions. Listed building consent has been granted. The second is to install solar panels on the roof of the Boat House to generate over 8,000kWh of electricity a year.

Our carbon footprint for 2024-25 (the most recent data available) has increased over the last year, but still remains below the 2019/20 baseline. This is driven by a 10% increase in electricity consumption and a 34% increase in gas consumption. We continue to engage with the Mayor of London's Zero Carbon Accelerator Scheme. This scheme provides fully funded consultancy support to work through the challenges faced when trying to decarbonise a seven-acre Victorian building. The main funding source, the Public Sector Decarbonisation Scheme was closed, so the consultants are reviewing alternative pathways by breaking the work into phases and reviewing the funding landscape,

Establish New, Exciting Partnerships

We have created new partnerships across the sectors in which we operate, including welcoming two new onsite tenants to the Palace.

Firstly, in May, the BBC Concert Orchestra became Alexandra Palace's first ever Associate Orchestra. The partnership is part of an ongoing collaboration between the Orchestra and ourselves. It also extends the BBC's presence at the Palace, which began with the first public television transmission in 1936 and continued as the BBC broadcast their ground-breaking programmes from the former studios here.

The Palace will host London events for BBC Radio 3's *Friday Night is Music Night*, a range of live performances from the Orchestra, and we will remain their rehearsal home.

Secondly, in October, we welcomed Haringey Music Service to its new permanent base here at the Palace, marking an exciting new chapter for music education across Haringey. This long-term partnership provides access to our rehearsal, performance and learning spaces, including the Transmitter Hall and Creativity Pavilion, enabling Haringey Music Service to expand its programmes, strengthen SEND provision and create more progression routes into ensembles and youth orchestras. After two years of working together, this new agreement formalises our partnership and opens-up wider opportunities for collaboration, from joint funding bids to larger events and direct connections with the wider music industry.

We have also strengthened our partnership with Matchroom Sports, with Matchroom's Charitable Foundation now providing funding for our Creative Learning programme. We also secured a ground-breaking partnership with the Professional Darts Corporation which will see one of the country's most popular events – the World Darts Championship – remain at the Palace until at least 2031, and move the tournament into the Great Hall.

Ongoing collaboration with partners and clients has also seen us work with the London Festival of Architecture, National Trust, Society for the Protection of Ancient Buildings (SPAB), Cathedral Workshop Fellowship and Historic England, among many others.

Inspire and Engage Our Communities

This year's Creative Learning programme was significantly strengthened by unrestricted financial support from the Matchroom Sports Charitable Foundation. This backing, which covers three years until 2028, has given us far greater freedom to utilise funds across a broader range of programmes. As a result, we have seen not only an increase of around 3,000 participants, bringing total engagement with our learning programmes to approximately 13,500, but has also enabled us to revive activities and events designed specifically to support some of Haringey's most vulnerable residents, particularly older adults.

April 2025 began with Biblio-Buzz: Alexandra Palace Children's Book Award, which welcomed nearly 800 school pupils to the Theatre for the finale of our four month long reading challenge for schools and library visitors aged 9-12. We introduced a new curatorial model for this year's programme that we hope will secure the future of the award for many years to come. Shortlisting also adopted a refreshed approach, involving volunteers, educators, publishing industry professionals, and children's authors.

Our outdoor learning programme, Wild in the Park, continues to grow. The programme has expanded to include performances in the Park, forest school sessions, exhibitions and festivals. In June 2025, Green Creates brought participating schools to the Palace to explore climate literacy and caring for parks in urban environments, with two new outdoor learning festivals programmed for 2026–27.

In late winter and spring 2026, Café Palais returned, once again offering a warm, sociable and irreverent space for older residents to come together, celebrate ageing, and enhance well-being. This forms part of a wider suite of projects supporting this age group, including our second year partnering with Haringey's Age Well Festival, for which we provided programming for the festival's main stage.

Our Young Creatives programme for participants aged 16–24 remained focused on supporting pathways into the music industry. Talent development strands explored music production, self-promotion and freelancing within the sector, with opportunities to showcase work later in 2026. Alongside this, we supported young fine artists and theatre-makers to produce new exhibitions and performances in the Creativity Pavilion, with several works progressing to venues such as Soho Theatre and the Edinburgh Festival. The Young Actors Company also premiered their first bespoke production, Transmission, written and directed by Martin Murthy, in winter 2025.

Our dedicated volunteers continued to play a vital role in supporting operations across the Park and Palace. From enhancing the Theatre Courtyard planters through our volunteer-led gardening group to safeguarding our heritage by delivering guided tours, running school workshops, curating exhibitions, and contributing to our archive, their contributions are far-reaching. Volunteers also engaged the public through consultation campaigns, stewarded events and theatre productions, supported our community led events and assisted the fundraising team with research and meeting donors. Currently, approximately 87 volunteers are regularly engaged, contributing an estimated 4,414 hours of their time in the 2025–2026 reporting period. Their commitment and enthusiasm are an invaluable asset to the wider Alexandra Palace team.

Strengthen Our Overall Resilience

We are immensely grateful to those of have made donations to the Charity this year, helping us to both restore and maintain our 196-acre heritage site and offer our skills and well-being programming with people from across our North London communities. Donations are essential to our work to improve the Park and Palace and ensure everyone is able to benefit from this special place.

The 2025-6 financial year saw the introduction of new ways for individuals to give towards Alexandra Palace's work, including monthly giving through Ally Pally Supporters (from £5/month) and annual gifts through Ally Pally Patrons (from £480). Trust and foundation support makes our restoration and learning programmes possible. This year's gifts included the aforementioned major multi-year commitment from Matchroom Charitable Foundation. Renewed support from Tottenham Grammar School Foundation helped broaden the impact of our Biblio-Buzz reading challenge. The award of the Business Archives Council Cataloguing Grant 2026 has allowed us to complete the high-level cataloguing of archive materials held at the Palace. Support from Chapman Charitable Trust and the Groundwork UK Royal London Fund will enable the creation of a community herb garden on our site next year.

In-depth research and analysis work has continued through the financial year to put us a position to launch a new 10-year Strategic Plan for the charity, at the start of the 2026/27 financial year. The Strategic Plan explains how we plan to deliver of our Vision and Goals to 2035. It will guide us through a complex decade of fundraising and investment, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact. Key projects for the coming year include: renovation and upgrade of our main playground; progression of our wetlands project; fit out of the North East Office Building and upgrade to the Transmitter Hall; and installation of a replacement Panorama Room.

Create a Great Place to Work

We recognise that our people are at the heart of everything we do. Over the past year, we have continued to build a workplace where colleagues feel valued, supported, and empowered to grow, guided by our organisational Values: Collaborative, Passionate & Fun, Resourceful, Open & Genuine, and Bold.

Our People Strategy, developed in alignment with our Vision and 10-year Goals lays the foundation for meaningful change and long-term cultural growth.

We continue to make good progress against our three year implementation plan, which focuses on attracting, retaining and developing talent. Insight from staff engagement surveys directly informs our People Strategy workplan and delivery, ensuring activity remains relevant and impactful.

Our results demonstrate that Alexandra Palace is an organisation where people feel they belong, can grow, and contribute to something bigger than themselves. We are proud to have developed a resilient, inclusive and values-led culture, particularly within one of the most challenging sectors in the UK.

This year, we have made new strides with our Learning and Development programme. We were pleased to launch our first apprenticeship pilot, supporting a trainee building surveyor through a construction management degree, funded via the Apprenticeship Levy. This pilot marks an important step in strengthening career pathways and building future capability, with plans to expand the scheme further in 2026/27. We have also increased mandatory training rates and updated our Employee Handbook.

Protect Our Archives and Share Our Stories in Innovative Ways

We sourced new funding to further protect our archives, and conducted research and embraced new technologies as we continue to share the story of the Park and Palace with our community, city and visitors from across the world.

Business Archives Council (BAC) funding enabled us to appoint a project archivist to support high-level cataloguing and strengthen our work with The National Archives Discovery platform, Haringey Archive and Museum Service, and the Hornsey Historical Society. Fundraising contributions have also supported ongoing volunteer-led cataloguing of the archive, helping to bring new archival treasures to light.

We have enabled access to the archives for PhD and Masters students. This demonstrates the unique position our charity is in, to be able to inspire and inform academic research. The potential for our onsite and online collections to become a resource, particularly for underrepresented voices, is an area of growth for the future.

We have continued to hold a variety of heritage talks and tours, with particular focus on our BBC Heritage.

Provide Great Entertainment and Culture for All

During the year, the Park and Palace hosted 340 live event days spanning concerts, theatre, sport, comedy and exhibitions, an extraordinary breadth of programming that attracted 714,000 attendees to ticketed events. A further 150,000 visitors enjoyed the Ice Rink, with 100,000 guests visiting the Phoenix Bar & Pizzeria and East Court.

Highlights of our event programme included landmark performances from Four Tet, Fatboy Slim, Iggy Pop, The Black Keys, CMAT, Turnstile and Louis Dunford, alongside a four-night residency by Fred Again.., attracting global recognition. Our Summer Series of outdoor concerts continued to be a core part of the annual calendar, with performances from Alex Warren, The Teskey Brothers, Leon Bridges and Kaiser Chiefs.
In the Great Hall, Max Richter marked ten years of *Sleep* with an extraordinary overnight performance, reflecting our commitment to ambitious, innovative and audience responsive programming.

Major televised sporting fixtures returned, including the PDC World Darts Championship, Mosconi Cup and World Snooker Masters. A landmark five-year agreement was secured with the Professional Darts Corporation, extending the partnership to at least 2031 and increasing future event capacity to 180,000 attendees.

We continued to expand our in-house events programme, delivering inclusive, memorable experiences. Flagship events included: London's largest Fireworks & Drones Festival (56,000 attendees); Kaleidoscope Festival headlined by Faithless (10,000 attendees); Norman Jay's Good Times, which returned over the August Bank Holiday weekend; and a much-loved Christmas Programme of activity. These events demonstrated our ability to bring diverse communities together through shared cultural celebration.

Alongside this, the Palace hosted a range of popular exhibitions including the Knitting & Stitching Show, The Art Fair, ABTT Theatre Show, and the Model Railway Show, which celebrated its 25th anniversary.

Our Theatre welcomed 107,000 attendees, hosting 15 weeks of theatre productions, including *A Christmas Carol*, *Sunny Afternoon*, *The Woman in Black*, *Kids Fest*, and a co-production of Alfred Hitchcock's *North by Northwest adapted by Wise Children's acclaimed Emma Rice*. The Theatre again served as the studio for *Later… with Jools Holland*, achieving viewing figures in the millions across broadcast and digital platforms. The BBC Concert Orchestra, Alexandra Palace's newly appointed Associate Orchestra, continued to stage recognised events including BBC Radio 3's *Friday Night Is Music Night*. An eclectic programme of live music, comedy and sport included Blood Orange, Zain Zohaib, Jamaica Love, Rhys Darby, a two-week residency from Stewart Lee, and the return of the London Squash Classic, staged in one of the capital's most atmospheric venues.

The Ice Rink remained a major hub for participation and progression. Festive skating sessions broke attendance records, alongside the Christmas panto *Sleeping Beauty on Ice*. Our hockey programme continued to grow, with the Huskies male team performing strongly and the women's team, The Greyhounds, achieving record-breaking attendances and winning the league cup. The continued rollout of British Ice Skating's Learn to Skate programme reaffirmed our commitment to inclusive grassroots development.

Accessibility remains central to our operations. The venue was awarded Platinum status by Attitude Is Everything, and a new Changing Places facility was delivered, one of only two facilities located within Grade II listed buildings nationally.

To diversify income streams, new attractions and facilities were launched. The Boathouse Café was refurbished and reopened in December, providing a new community focused destination beside the boating lake; and we launched the Gracie Fields Lounge, alongside the existing Jack Daniel's Lounge, providing a new upgrade experience for event-goers.

Our events and trading activity was recognised by our industry peers, including: Best Events Venue at the Access All Areas (AAA) Production Awards; winner of the Disability Smart Customer Experience Award; and nominations for Best Independent Festival (AAA Awards) and Best Venue (Music Week Awards).

Governance And Management

Corporate Trustee And Delegation Of Trustee Responsiblities

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 29'" July I999.

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

Every 4 years following the Local Government elections, a thorough induction is provided to Board members delivered by our solicitors. Additional trustee training is provided as deemed appropriate within those 4 years on a group or individual basis to ensure Board members are provided with appropriate knowledge and understanding of their responsibilities. At the beginning of year financial year Board members are provided with the governing documents together with key reports, minutes, budgets and audited accounts.

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. It 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 a 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 29 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 financial sustainability, potential shortfalls in income alongside cyber security being the Trust's principal risks, and the impact of this on the extent to which we can deliver our charitable purposes.

Fundraising Discosure

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 and Serious Incidents

553 complaints were received in 2025/2026:
56 of those were complaints related to noise.
86 were non-event related complaints - i.e. park users and other issues.
411 complaints were related to events/ Ice rink.

No complaints or concerns were received from the Fundraising Regulator and the Charity did not report any serious incidents to the Charity Commission (involving the Charity, Trading Subsidiary, leaseholders and partners.

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.

Executive Leadership Team

- Emma Dagnes, OBE - Chief Executive
- Lucy Fenner - Commercial Director
- Simon Fell - Director of Events, Festivals & Leisure Operations
- Catherine Solomon - Director of Human Resources & Organisational Development
- Niki Cornwell – Interim Director of Finance (appointed August 2025)
- Richard Warner – Fractional Chief Technology Officer (appointed February 2025)

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 (LBH) became the Corporate Trustee of the Charity in 1980. LBH provide both revenue and capital grants which cover the basic costs of insurance, estate security and capital emergency works which are required to meet 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 Appeal, The Conservation Volunteers, The Alzheimer's Society, Haringey Library Service.

Local Community - local communities are an important audience for the activities and facilities provided within the Park and at the Palace, and are neighbours to our site, using the Park and Palace as a daily amenity. We work hard to minimise any negative local impacts from our activities and to ensure that local communities benefit from employment, skills, wellbeing and learning opportunities offered by our venue.

Greater London Authority (GLA) – we work closely with the Mayoral Strategic Authority as a regulatory and advocate body for the cultural, leisure and tourism sectors in our city. We also benefit from GLA funding and support, currently focused on our work to reach Net Zero and conservation projects in our Park.

The National Lottery Heritage Fund (NLHF) - NLHF is a major stakeholder in Alexandra Palace, as the main funder of the East Wing restoration programme (2015-18) and funder of projects to document and celebrate the Palace's 150th anniversary and previous capital programmes in our.Park.

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 Heritage 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 Alexandra Palace television story and delivering a learning programme in relation to broadcast history, and to add coherence and longevity to the national broadcast story.

Partnerships and Tenancies – we have a number of tenanted properties across the 196 acre site including the Garden Centre and over the last 12 months we have secured partnerships with Haringey

Music Service and the BBC Concert Orchestra. This mix of community groups and cultural organisations enhance our offering and ability to meet our charitable objectives.

Funders and donors - in addition to core funding from our Corporate Trustee and income gift aided to the charity from the activity of our trading arm, the Trust is now an active fundraising organisation. Our stakeholders therefore include members of the public who have donated, trusts foundations and corporate supporters.

Declaration

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

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

Directors' Strategic Report

2025/26 Alexandra Palace Trading Ltd - Performance

Alexandra Palace was established in 1873 as the "People's Palace" a place of entertainment, creativity, and wonder. Over the course of the 2025/26 financial year, we have remained steadfast in fulfilling this founding vision, while operating at scale and pace that reflects both the ambition and resilience of the organisation.

During the year, the Park and Palace hosted 340 live event days spanning concerts, theatre, sport, comedy and exhibitions, an extraordinary breadth of programming that attracted 714,000 attendees to ticketed events. A further 150,000 visitors enjoyed the Ice Rink, with 100,000 guests visiting the Phoenix Bar & Pizzeria and East Court.

Highlights of our event programme included landmark performances from Four Tet, Fatboy Slim, Iggy Pop, The Black Keys, CMAT, Turnstile and Louis Dunford, alongside a four night residency by Fred Again., attracting global recognition. Our Summer Series of outdoor concerts continued to be a core part of the annual calendar, with performances from Alex Warren, The Teskey Brothers, Leon Bridges and Kaiser Chiefs.

In the Great Hall, Max Richter marked ten years of Sleep with an extraordinary overnight performance, reflecting our commitment to ambitious, innovative and audience responsive programming.

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Alongside this, the Palace hosted a range of popular exhibitions including the Knitting & Stitching Show, The Art Fair, ABTT Theatre Show, and the Model Railway Show, which celebrated its 25th anniversary.

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The Ice Rink remained a major hub for participation and progression. Festive skating sessions broke attendance records, alongside the Christmas panto Sleeping Beauty on Ice. Our hockey programme continued to grow, with the Huskies male team performing strongly and the women's team, The

Greyhounds, achieving record breaking attendances and winning the league cup. The continued rollout of British Ice Skating's Learn to Skate programme reaffirmed our commitment to inclusive grassroots development.

Accessibility remains central to our operations. The venue was awarded Platinum status by Attitude Is Everything.

The Boathouse Café was refurbished and reopened in December, providing a new community focused destination beside the boating lake; and we launched the Gracie Fields Lounge, alongside the existing Jack Daniel's Lounge, providing a new upgrade experience for event-goers.

Our events and trading activity was recognised by our industry peers, including: Best Events Venue at the Access All Areas (AAA) Production Awards; winner of the Disability Smart Customer Experience Award; and nominations for Best Independent Festival (AAA Awards) and Best Venue (Music Week Awards)

Our work to make Alexandra Palace a sustainable home for all that we do continues. In the last year we have achieved the Theatre Green Book's basic level. The Theatre Green Book is the industry guidance for sustainable operations and this achievement shows we have plans in the place and are making changes. The organisation continues to invest in digital transformation, audience insight, and operational resilience. Strategic initiatives this year included:

Implementation of Infor cloud-based event management platform;

Major upgrades to cyber security, digital infrastructure, and systems via the Technology Programme Board;

A continue strengthening or our security and counter terrorism measures.

These achievements reflect our continued focus on growth, innovation, and public value. We are delivering against our company objectives while building a sustainable business model that ensures Alexandra Palace remains a home for creativity, entertainment, and community for generations to come.

Principal Risks and Uncertainties

The Directors are responsible for assessing the principal risks and uncertainties facing the organisation and for ensuring that appropriate systems and controls are in place to manage and mitigate those risks. Alexandra Palace operates a diverse and complex business model, combining commercial activity, charitable purpose, and the stewardship of a historic asset. In a challenging external environment, the Directors remain focused on ensuring the long-term resilience, compliance, and sustainability of the Trading Subsidiary and in doing so fulfil its Company Objectives to procure profits and gains for the purpose of paying them to Alexandra Park and Palace Charitable.

Financial risk remains one of the most significant areas of focus. The organisation is exposed to cost pressures arising from inflation, energy prices, and the broader economic climate, which could affect discretionary consumer spending and, by extension, event attendance and commercial revenues. In response, the Directors continue to strengthen financial oversight, and implemented conservative budgeting practices to ensure the subsidiary is aligned with its strategic objectives.

Operational and commercial risks are inherent in the delivery of a high-volume, year-round events programme. These include risks related to artist availability, event cancellations, adverse weather, and shifts in audience demand. The Palace's in-house events capability, proactive programming strategy, and strong industry relationships provide a degree of control and agility to mitigate these uncertainties.

The Trading Subsidiary operations also face asset and infrastructure risks, given the age and condition of the Grade II listed building, and the scale of the estate. Unplanned maintenance, compliance obligations, or major capital requirements could disrupt operations or impact financial planning. To address this, the

Trading company works closely with the Trust to oversee a long-term asset management strategy and regularly assess the condition and risks associated with the estate, supported by external professionals and funders.

Security and health & safety remain paramount given the scale of public engagement and event footfall. A comprehensive counter-terrorism risk assessment was completed during the year. These measures are supplemented by detailed event safety planning and continuous staff training.

As digital systems become more central to operations—from ticketing and marketing to IT infrastructure—technology and cyber security risk has increased. The organisation has responded embedding the Technology Programme Board, continuing to upgrade its cyber resilience protocols.

The Palace's reputation as a trusted and inclusive cultural venue is critical to its success. Accordingly, the Directors maintain oversight of reputational risk, supported by strong internal governance, transparent communications, and a commitment to accessibility and audience engagement. Our 2025 survey result showed that we have improved our BCI score and we are accredited as Ones To Watch which means good levels of engagement. We are listed in the top 100 employers and top 20 companies in Leisure and Hospitality to work for. Feedback from the survey informed our People Strategy Action Plan.

Finally, the organisation is actively responding to environmental and sustainability risks, including climate change and regulatory developments. Initiatives such as the elimination of single-use plastics, adoption of paperless ticketing, investment in low-carbon events, and improvements to venue infrastructure form part of an evolving strategy to manage environmental impact and meet future obligations.

The Directors are satisfied that these risks are being appropriately managed and regularly reviewed as part of the organisation's strategic planning and operational oversight.

Cllr Nick Da Costa

Chair APTL

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 2026 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 2026 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 20, 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.

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

Date:

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 but also the impact the changes to the Employer National Insurance rate and phasing in of new Business Rates for the Sector will have. 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 £2.6 million through Gift Aid.

Despite facing challenges such as those stated above, as well as stiff competition, our Trading Company increased their turnover by 19.5% in 25/26 to £26.4m million (2025: £22.1m). Operating profits however increased by 60% to £3.8 million (2025: £2.3m) despite an increase in IT investments from £51K to £403K. The Company's financial performance is 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 2026 year-end amounted to £26.3m (2025: £25.3m). This included designated capital funds of £XXXm (2025: £22.4m) 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.

Alexandra Park & Palace operates a diverse and complex business model, combining commercial activity, charitable purpose, and the stewardship of a historic asset. In a challenging external environment, the Trustees remain focused on ensuring the long-term resilience, compliance, and sustainability of the group.

Financial risk remains one of the most significant areas of focus. The organisation is exposed to cost pressures arising from inflation, energy prices, and the broader economic climate, which could affect discretionary consumer spending and, by extension, event attendance and commercial revenues. There is also the impact of fluctuating interest rates which in turn impacts the Trust and Foundations whose grants are a key component to the Trusts fundraising efforts. There is also the risk associated with the critical funding provided by the Corporate Trustee. In response, the Group has strengthened financial oversight, implemented conservative budgeting practices and invested in a dedicated fundraising team.

Operational and commercial risks are inherent in the delivery of a high-volume, year-round heritage, entertainment and cultural destination. These include risks related to artist availability, event cancellations, adverse weather, and shifts in audience demand. The Trading subsidiary's in-house events capability, proactive programming strategy, and strong industry relationships provide a degree of control and agility to mitigate these uncertainties.

The Park & Palaces operations also face asset and infrastructure risks, given the age and condition of the Grade II listed building and the scale of the estate. The Trust oversees a long-term asset management strategy and regularly assesses the condition and risks associated with the estate, supported by external professionals and funders.

Security and health & safety remain paramount given the scale of public engagement and destination footfall. A comprehensive counter-terrorism risk assessment was completed during the year. These measures are supplemented by detailed safety planning and continuous staff training.

As digital systems become more central to operations from ticketing and marketing to IT infrastructure technology and cyber security risk has increased. The organisation has responded by launching a Technology Programme Board, upgrading its cyber resilience protocols, and introducing a cloud-based service management platform to improve IT incident handling and system integrity.

Alexandra Park and Palace's reputation as a trusted and inclusive cultural, heritage and entertainment destination is critical to its success. Accordingly, the Trustees maintain oversight of reputational risk, supported by strong internal governance, transparent communications, and a commitment to accessibility and audience engagement.

2025/26 Financial Statements

Alexandra Park and Palace Charitable Trust – Consolidated Statement of Financial Activities for the year ended 31 March 2026

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2026 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000
Income from:							
Donations and Grants	3	1,834	2,304	4,138	1,917	3,416	5,333
Charitable activities	5	1,133	8	1,141	1,084	3	1,087
Other trading activities	4	26,438	-	26,438	22,115	-	22,115
Investments	6	59	-	59	91	-	91
Total income		29,464	2,312	31,776	25,207	3,419	28,626
Total expenditure							
Raising funds							
Charity		108	-	108	71	-	71
Other trading activities		22,347	-	22,347	19,455	-	19,455
Charitable activities		7,018	1,227	8,245	7,074	890	7,964
Total expenditure	7,8	29,473	1,227	30,700	26,600	890	27,490
Net (expenditure) / income for the year		(9)	1,085	1,076	(1,393)	2,529	1,136
Transfers between funds	21,22	1,144	(1,144)	-	2,295	(2,295)	-
Taxation		-	-	-	-	-	-
Other recognised (losses)							
Actuarial loss on Pension Scheme	25	(166)	-	(166)	(113)	-	(113)
Net movement in funds		969	(59)	910	789	234	1,023
Reconciliation of funds							
Total funds brought forward		25,309	952	26,261	24,520	718	25,238
Net movement of funds for the year		969	(59)	910	789	234	1,023
Closing fund balance as at 31 March	23	26,278	893	27,171	25,309	952	26,261

All activities relate to continuing operations.

The notes on pages 37-58 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 2026

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2026 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000
Income from:							
Donations and Grants	3	1,834	2,304	4,138	1,917	3,416	5,333
Charitable activities	5	1,133	8	1,141	1,084	3	1,087
Investments	6	2,933	-	2,933	3,727	-	3,727
Total income		5,900	2,312	8,212	6,728	3,419	10,147
Total expenditure							
Raising funds		108	-	108	71	-	71
Charitable activities		7,018	1,227	8,245	7,074	890	7,964
Total expenditure	7, 8	7,126	1,227	8,353	7,145	890	8,035
Net (expenditure) / income for the year		(1,226)	1,085	(141)	(417)	2,529	2,112
Transfers	21,22	1,144	(1,144)	-	2,295	(2,295)	-
Net movement in funds		(82)	(59)	(141)	1,878	234	2,112
Reconciliation of funds							
Total funds brought Forward		22,422	952	23,374	20,544	718	21,262
Net movement in funds for the year		(82)	(59)	(141)	1,878	234	2,112
Closing fund balance as at 31 March	23	22,340	893	23,233	22,422	952	23,374

The notes on pages 37-58 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 2026

	Notes	Group 2026 £'000	Group 2025 Restated £'000	Trust 2026 £'000	Trust 2025 Restated £'000
Fixed assets					
Tangible fixed assets	12	754	706	50	46
Heritage assets	13	27,609	28,341	27,609	28,341
Investments	14	-	-	-	-
		28,363	29,047	27,659	28,387
Current assets					
Stocks	15	238	201	-	-
Debtors: due within one year	16	3,400	2,732	917	496
Cash at bank and in hand	17	11,346	6,911	1,685	1,841
		14,984	9,844	2,602	2,337
Creditors: amounts falling due within one year	18	(12,613)	(8,618)	(3,465)	(3,338)
Net current assets / (liabilities)		2,371	1,226	(863)	(1,001)
Total assets less current liabilities		30,734	30,273	26,796	27,386
Creditors: amounts falling due after more than one year	19	(3,563)	(4,012)	(3,563)	(4,012)
Net assets excluding pension scheme liability		27,171	26,261	23,233	23,374
Defined benefit pension scheme	25	-	-	-	-
Net assets including pension scheme liability		27,171	26,261	23,233	23,374
Accumulated funds					
Unrestricted funds		-	-	-	-
Designated funds		26,278	25,309	22.340	22,422
Pension deficit funds		-	-	-	-
Unrestricted funds	21	26,278	25,309	22,340	22,422
Restricted funds	22	893	952	893	952
Total funds	23	27,171	26,261	23,233	23,374

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

Cllr Melanie Gingell, Chair

The notes on pages 37-58 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 2026

	Group 2026 £'000	Group 2025 £'000
Net cash provided by operating activities – See note below	6,013	4,151
Cash flows from investing activities		
Interest received	59	91
Purchase of property, plant and equipment	(1,317)	(2,907)
Net cash used in investing activities	(1,258)	(2,816)
Cash flows from financing activities		
Loan repayments	(409)	(469)
Interest payable	(127)	(135)
Net cash used in financing activities	(536)	(604)
Net (decrease) / increase in cash and cash equivalents	4,435	731
Cash and cash equivalents at beginning of year	6,911	6,180
Cash and cash equivalents at end of year	11,346	6,911

Note to the consolidated cash flow statement

	Group 2026 £'000	Group 2025 £'000
Reconciliation of net (expenditure) / income to net cash flows from operating activities		
Net (expenditure) / income	910	1,023
Actuarial loss on pension scheme	156	113
Depreciation	2,001	1,909
Actuarial movement on pension scheme	(166)	(113)
Interest receivable	(59)	(91)
Interest payable	127	135
(Increase) / Decrease in stocks	(37)	2
(Increase) / Decrease in debtors	(667)	70
Increase / (Decrease) in creditors	3,749	1,103
Net cash provided by operating activities	6,013	4,151

Analysis of changes in net debt	At 1 April 2025 £'000	Cash Flows £'000	Other non-cash changes £'000	At 31 March 2026 £'000

Cash and cash equivalents	6,911	4,435	-	11,346
Borrowings				
Debt due within one year	(513)	381	(152)	(284)
Debt due after one year	(5,180)	-	152	(4,519)
Total	1,218	4,816	-	6,543

Alexandra Park and Palace Charitable Trust – Notes for the Financial Statement For the year ended 31 March 2026

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 economic uncertainty and inflation has had an impact on our corporate partners and consumers. This year the changes to Employer National Insurance contributions and the phasing in of new Business Rates for the sector has added pressure to our bottom line despite this demand for our services has continued to grow. Trustees continue to review forecasts regularly 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.

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. No grants are considered to be performance related. Restricted grants are expensed for a restricted purpose only.

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 2026 and 2025 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 2026 so that the fund value matches, to the fullest extent possible, the net book value of all fixed assets owned by the Trust.at 31 March 2026 so that the fund value matches, to the fullest extent possible, the net book value of all fixed assets owned by the Trust.

£1,144,000 (2025: £1,538,000) was transferred from restricted to designated funds in 2025/26 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 £2,500.

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 27 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 2024-25.

3. Analysis of income from Donations and Grants

Group	Unrestricted £'000	Restricted £'000	2026 £'000	Unrestricted £'000	Restricted £'000	2025 £'000
Ordinary Grants	1,755	2,299	4,054	1,755	3,413	5,168
Donations	79	4	83	162	3	165
	1,834	2,303	4,137	1,917	3,416	5,333

4. Analysis of income from other trading activities

	2026 £'000	2025 £'000
Income from trading activities	26,438	22,115

5. Analysis of income from charitable activities

Group	2026 £'000	2025 £'000
Income from the Park	236	206
Income from the Palace	869	834
Income from Creative Learning	28	44
Income from Ticketed Restricted Activities	8	3
	1,141	1,087

Trust	2026 £'000	2025 £'000
Income from the Palace	236	206
Income from the Park	869	834
Income from Creative Learning	28	44
Income from Ticketed Restricted Activities	8	3
	1,141	1,087

6. Analysis of income from investments

Group	2026 £'000	2025 £'000
Bank interest	59	91

Trust only		
Gift aid from subsidiary	2,633	3,427
Licence fee from subsidiary	300	300
	2,933	3,727

7. Analysis of expenditure

Group	Direct costs £'000	Support costs £'000	Total 2026 £'000
Expenditure on raising funds			
Expenditure of trading subsidiary	22,347	-	22,347
Raising donations and grants	108	-	108
	22,455	-	22,455
Expenditure on charitable expenditure			
Running and maintaining the Palace	735	61	796
Strategic and Heritage Development	6,250	521	6,771
Running and maintaining the Park	130	11	141
Creative Learning	517	20	537
	7,632	613	8,245

Trust only

Expenditure on raising funds:			
Raising donations and grants	108	-	108
	108	-	108
Expenditure on charitable expenditure			
Running and maintaining the Palace	735	61	796
Strategic and Heritage Development	6,250	521	6,771
Running and maintaining the Park	130	11	141
Creative Learning	517	20	537
	7,632	613	8,245

Included within Strategic and Heritage Development is the amount of £890,000 relating to restricted expenditure incurred in the year.

2025 Comparatives - Analysis of expenditure

Group	Direct costs £'000	Support costs £'000	Total 2025 £'000
Expenditure on raising funds			
Expenditure of trading subsidiary	19,455	-	19,455
Raising donations and grants	71	-	71
	19,526	-	19,526
Expenditure on charitable expenditure			
Running and maintaining the Palace	737	81	818
Strategic and Heritage Development	5,862	641	6,503
Running and maintaining the Park	105	11	116
Creative Learning	522	5	527
	7,226	738	7,964
Trust only			
Expenditure on raising funds:			
Raising donations and grants	71	-	71
	71	-	71
Expenditure on charitable expenditure			
Running and maintaining the Palace	737	81	818
Strategic and Heritage Development	5,862	641	6,503
Running and maintaining the Park	105	11	116
Creative Learning	522	5	527
	7,226	738	7,964

Included within Strategic and Heritage Development is the amount of £486,000 relating to restricted expenditure incurred in the year.

8.0 Analysis of support costs

Group and Trust	Total 2026 £'000	Total 2025 £'000
Wages and salaries	303	344
Overheads	310	394
	613	738

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Creative Learning	Strategic & Heritage Development	Total 2026
Support costs allocated to activities		**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Governance	Pro rata to charitable expenditure	5	47	1	2	55
General Office overheads	Pro rata to charitable expenditure	31	263	5	10	309
Office Management incl. Finance and HR	Pro rata to charitable expenditure	25	211	5	8	249
Total support costs		61	521	11	20	613

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.

2025 comparatives:

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Creative Learning	Strategic & Heritage Development	Total 2025
Support costs allocated to activities		**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Governance	Pro rata to charitable expenditure	9	70	1	1	81
General Office overheads	Pro rata to charitable expenditure	38	306	5	3	352
Office Management incl. Finance and HR	Pro rata to charitable expenditure	33	265	5	2	305
Total support costs		80	641	11	6	738

8.1 Net income / (expenditure) for the year

	2026 £'000	2025 £'000
Net income / (expenditure) is stated after charging:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	26	29
The audit of the charity's subsidiary, pursuant to legislation	17	18
Tax & other services	21	9
Operating lease rentals - land and buildings	6	6
Operating lease rentals - plant and machinery	158	139
Depreciation	2,001	1,909

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

	Group		Trust	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Wages and salaries	5,900	5,360	1,102	1,105
Termination payments	29	-	18	-
Social security costs	706	515	144	125
Pension costs – Defined Benefit scheme	25	45	-	13
Pension costs – Defined Contribution scheme	278	232	75	54
Agency staff costs	1,346	950	70	45
Apprentice Levy	13	11	-	-
	8,297	7,113	1,409	1,342

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

Group	2026 Number	2025 Number
£60,000 - £70,000	6	7
£70,000 - £80,000	4	3
£80,000 - £90,000	2	2
£90,000 - £100,000	-	1
£100,000 - £110,000	1	2
£110,000 - £120,000	1	-
£140,000 - £150,000	-	1

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

	Group		Trust	
	2026 Number	2025 Number	2026 Number	2025 Number
Cost of generating funds	199	175	2	2
Running the Park	1	2	1	2
Running the Palace	10	8	11	8
Creative Learning	4	4	4	4
Strategic and Heritage Development	1	1	1	1
Management and administration	20	22	6	6
	235	212	25	23

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 £163,271 (2025: £176,487).

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 £599,779 (2025: £666,874).

Trustees' remuneration
The trustees did not receive any remuneration or reimbursement of expenses during the year (2025: £nil).

11. Tax on profit on ordinary activities of trading subsidiary

The trading subsidiary has a tax charge / refund for the year of £Nil (2025: £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:

	2026 £000	2025 £000
Profit on ordinary activities before taxation	3,850	2,452
Tax on profit on ordinary activities at 25% (2024: 25%)	963	613
Fixed asset differences	10	-
Expenses not deductible for tax purposes	4	2
Deferred tax not recognised	(8)	(34)
Amounts (charged / credited) directly to STRGL or otherwise transferred	(44)	-
Charitable donations	(925)	(581)
Tax (refund) / charge	-	-

A deferred tax liability of £115,000 (2025: £137,000) 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 2025	254	254	847	840	1,687
Additions	35	35	12	214	226
At 31 March 2026	289	289	859	1,054	1,913
Depreciation					
At 1 April 2025	208	208	355	626	981
Charge for the year	31	31	76	102	178
At 31 March 2026	239	239	431	728	1,159
Net book value					
At 31 March 2026	50	50	428	327	754
At 31 March 2025	46	46	492	214	706

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 2025	37,798	22	1,840	39,660
Additions	730	-	361	1,091
Transfers	-	(22)	22	-
At 31 March 2026	38,528	-	2,223	40,751
Depreciation				
At 1 April 2025	10,436	-	883	11,319
Charge for the year	1,656	-	167	1,823
Disposals	-	-	-	-
At 31 March 2026	12,092	-	1,050	13,142
Net book value				
At 31 March 2026	26,436	-	1,173	27,609
At 31 March 2025	27,362	22	957	28,341

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.

	2026 £'000	2025 £'000	2024 £'000	2023 £'000	2022 £'000	2021 £'000
Additions at cost	1,091	2,609	811	1,851	359	2,059
Disposals at book value	-	-	-	(396)	(353)	-
Disposals proceeds	-	-	-	-	-	-
Depreciation / impairment	1,807	1,725	1,570	1,573	1,543	1,563

14. Fixed asset investments

Trust only	**2026 £**	**2025 £**
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 2026 was £2,632,899 which includes Restoration Levy collected by Alexandra Palace Trading Limited during the year of £1,173,936, both contributions distributed from taxable reserves profits post any tax due (2025: paid £3,427,408). 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:

	2026 £'000	2025 £'000
Turnover	26,438	22,115
Cost of sales	(20,885)	(18,453)
Gross Profit	5,553	3,662
Administrative expenses	(1,903)	(1,390)
Operating profit	3,650	2,272
Interest receivable and other similar income	59	91
Other finance income/(costs)	141	89
Profit payable via gift aid to the trust	(2,633)	(3,427)
Result for the financial year	1,217	(975)
Corporate Taxation Charged	-	-
Retained profit brought forward	2,888	3,976
Actuarial loss on pension fund	(166)	(113)
Retained profit carried forward	3,939	2,888

15. Stocks

	Group		Trust	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Food and beverages	214	153	-	-
Disposables	24	48	-	-
	238	201	-	-

16. Debtors: amounts falling due within one year

	Group		Trust	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade debtors	2,425	1,896	47	163
Other amounts due from subsidiary undertaking	-	-	284	141
Other debtors	422	378	288	163
Prepayments and accrued income	553	458	298	29
	3,400	2,732	917	496

17. Cash & Cash Equivalent

	Group		Trust	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Cash at bank and in hand	11,346	6,911	1,685	1,841

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

Due to the nature of the business, it is common for the company to hold cash from ticket sales for events that have not yet taken place, most of which will be transferred to promotors after the event. At the balance sheet date this totalled £5,155,000 (2025: £2,465,000). The associated liability is shown within note 17 Creditors: amounts falling due within one year, in the lines 'Other Creditors' and 'Deferred income'.

£1,211,000 of the Trust and Group cash balances related to restricted cash balances, to only be used for specific capital projects (2025: £1,549,000)

18. Creditors: amount falling due within one year

Group		Trust	
2026 £'000	2025 Restated £'000	2026 £'000	2025 Restated £'000

Trade creditors	1,647	1,694	957	905
Amounts due to subsidiary undertaking	-	-	269	338
Taxation and social security	1,425	567	-	-
Other creditors	5,647	2,631	185	35
Accruals	1,614	2,018	803	873
Deferred income	1,040	564	11	43
Loans	1,240	1,144	1,240	1,144
	12,613	8,618	3,465	3,338

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

	Group		Trust	
	2026 £'000	2025 Restated £'000	2026 £'000	2025 Restated £'000
Loans	3,563	4,012	3,563	4,012
	3,563	4,012	3,563	4,012

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 2022 was repaid during 25-26, and the instalment for 31st March 2023 is due to be repaid by 31st March 2027, The instalments for 31st March 2024, 31st March 2025 and 31st March 2026 have been deferred until after April 2027 and all instalments are shown within Other Creditors.

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 2022 was partly paid during 25-26 with a balance of £11,878 remaining as at 31st March 2026. The balance is shown within 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 2022 was repaid during 24-25, and the instalment for August 2023 is due to be repaid by 31st March 2027.The instalments for August 2024, August 2025 and interest to 31st March 2026 have been deferred until after April 2027 and all instalments are shown within Other Creditors and accruals respectively.

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 2023 is due to be paid by 31st March 2027, the instalments for 31st March 2024, 31st March 2025 and 31st March 2026 have been deferred until after April 2027 and all instalments are shown within Other Creditors.

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 25-26 and next instalment is 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.

20. Deferred income

	Group		Trust	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Reconciliation of movement:				
Balance brought forward	560	876	43	25
Amount released to SOFA during the year	(560)	(876)	(43)	(25)
Amount deferred during the year	1,040	560	11	43
Balance carried forward	1,040	560	11	43

21. Accumulated unrestricted funds

Group	Balance 1 April 2025 £'000	Income £'000	Expenditure £'000	Others £'000	Transfers £'000	Balance 31 March 2026 £'000
Unrestricted	-	29,464	(27,619)	(166)	(1,679)	-
Designated funds:						
Trading subsidiary	2,888	-	-	-	1,051	3,939
Designated capital fund	22,421	-	(1,854)	-	1,772	22,339
	25,309	29,464	(29,473)	(166)	1,144	26,278

Comparative 2025:

Group	Balance 1 April 2024 £'000	Income £'000	Expenditure £'000	Others £'000	Transfers £'000	Balance 31 March 2025 £'000
Unrestricted	3,063	25,207	(24,829)	(113)	(3,328)	-
Designated funds:						
Trading subsidiary	-	-	-	-	2,888	2,888
Designated capital fund	21,457	-	(1,771)	-	2,735	22,421
	24,520	25,207	(26,600)	(113)	2,295	25,309

22. Restricted funds – Group and Trust

	Balance 1 April 2025 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2026 £'000
Heritage Lottery Fund Regeneration - Activity Plan	-	10	(17)	7	-
Heritage Lottery Fund - 150 years of the People's Palace	5	-	(1)	-	4
Heritage Lottery Fund capital grant	888	2,132	(1,081)	(1,141)	798
Tottenham Grammar School Foundation	17	8	(4)	-	21
Friends of Ally Pally Organ	7	-	(1)	-	6
Esmee Foundation	6	-	(9)	3	-
Matchroom Sport Charitable Foundation	16	107	(84)	-	39
HP Community	6	-	-	-	6
Groundwork London – Wetland	-	25	(4)	(13)	8
Business Archives Council	-	6	(6)	-	-
Claiming of People Need Parks: Funding	-	16	(16)	-	-
Other Restricted fund (under £5k each)	7	8	(4)	-	11
	952	2,312	(1,227)	(1,144)	893

The restricted funds balance at 31 March 2026 is represented by net current assets of £893,000 (2025: £952,000).

The transfers of £1,144,000 (2025: £1,756,000) represents capital spending during the year and is reclassified as designated at the year end. The transfer of £551,000 is split between the capital expenditure in the year of £757,000 less the £206,000 which represents the Trust's contribution towards the restricted capital project.

Comparative 2025:	Balance 1 April 2024 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2025 £'000
Heritage Lottery Fund Regeneration - Activity Plan	11	-	(11)	-	-
Heritage Lottery Fund - 150 years of the People's Palace	26	44	(65)	-	5
Heritage Lottery Fund capital grant	549	2,705	(610)	(1,756)	888
Tottenham Grammar School Foundation	18	11	(12)	-	17
Friends of Ally Pally Organ	7	-	-	-	7
Esmee Foundation	51	-	(45)	-	6
Matchroom Sport Charitable Foundation	35	62	(81)	-	16
HP Community	7	-	(1)	-	6
Historic England	2	549	-	(551)	-
Other Restricted fund (under £5k each)	12	48	(65)	12	7
	718	3,419	(890)	(2,295)	952

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 Tottenham Grammar School Foundation is a grant towards specific Learning and Participation School projects. Income of £12,305 for the same purpose was received in 25/26.

The Friends of Alexandra Palace Organ represents a grant received that is specifically for major repairs to the Henry Willis Organ. The works is now planned to be completed in 2026/27.

The Esmee Foundation is of a grant for the provision of children's educational activities.

The Matchroom Sport Charitable Foundation awarded funds to deliver a 3-year outdoor learning programme for children and young people. During 25-26 further income of £61,620 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 £549,000 is part of a larger award for the restoration and reopening of a part of the Palace known as the North East Office Block. The work concluded in 25-26 and was match funded by the Trust.

Other funders whose balance is less than £5,000 each as at 31st March 2026 are shown within "Other Restricted funds". Alexandra Park & Palace Charitable Trust also enjoys significant value-in-kind support from a range of businesses.

23. Net assets between funds

	Unrestricted £'000	Designated £'000	Restricted £'000	Total funds £'000
Fixed assets	-	754	-	754
Heritage assets	-	27,609	-	27,609
Net current assets	-	1,478	893	2,371
Creditors due after one year	-	(3,563)	-	(3,563)
Closing fund balance	-	26,278	893	27,171

Comparative 2025:

	Unrestricted £'000	Designated £'000	Restricted £'000	Total funds £'000
Fixed assets	-	706	-	706
Heritage assets	-	28,341	-	28,341
Net current assets	-	274	952	1,226
Creditors due after one year	-	(4,012)	-	(4,012)
Closing fund balance	-	25,309	952	26,261

24. Financial commitments

Operating lease commitments

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

	Group		Trust	
	2026 £'000	**2025 £'000**	**2026 £'000**	**2025 £'000**
- Within one year	142	1	-	-
- Between one and five years	67	414	-	-
	209	415	-	-

Capital commitments

Capital commitments are as follows:

	Group		Trust	
	2026 £'000	**2025 £'000**	**2026 £'000**	**2025 £'000**
Contracted for but not provided for:	243	275	243	275

Capital commitments relate to non-cancellable contracts for works relating to various works planned for 2025-26.

25. 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 2025. 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)	3.30 % per annum compound
Rate of price inflation / pensions increases	2.30 % per annum compound
Discount rate	6.10 % per annum compound

Following this valuation, the Actuary agreed that the Trust's contribution would be 21.00% for the year ending 31 March 2027 (31 March 2026: 23.50%).

(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 (2025: one) scheme members still in the employment of the trading company as at 31 March 2026. 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 2025. 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)	3.00 % per annum compound
Rate of price inflation / pensions increases	4.00 % per annum compound
Discount rate	6.10 % per annum compound

Alexandra Palace Trading Limited employer’s contribution is 49.2% of salary for 25/26 (2025: 49.20%). The pension contribution for the year was £25,000 (2025: £24,000). No additional payment was made by APTL towards reducing the fund (2025: £Nil). 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 2025 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:

	2026 £’000	**2025 £’000**
Equities	2,813	2,991
Bonds	1,544	1,574
Property	552	577
Cash	607	105
Total plan assets	5,516	5,247

Recognition in the statement of financial activities

	2026 £’000	**2025 £’000**
Current service cost	11	13
Interest cost	148	140
Interest income on plan assets	(300)	(242)
	(141)	(89)

Reconciliation of defined benefit obligation

	2026 £'000	2025 £'000
Opening Defined Benefit Obligation	2,622	3,008
Current and past service cost	11	13
Interest cost	148	140
Contributions by members	3	3
Actuarial gains and losses	(150)	(359)
Benefits paid	(173)	(183)
Closing defined benefit obligation	2,461	2,622

Reconciliation of fair value of employer assets

	2026 £'000	2025 £'000
Opening fair value of employer assets	5,247	5,122
Interest income on plan assets	300	242
Contributions by members	3	3
Contributions by the employer	25	24
Actuarial gains / (losses)	114	39
Benefits paid	(173)	(183)
Closing fair value of employer assets	5,516	5,247

The major assumptions used for the actuarial valuation were:

	Nominal % per annum	
	2026 %	2025 %
Discount rate	6.10	5.80
Rate of pensionable salary increases (excluding increments)	4.00	3.80
Pension increase rate	3.00	2.80

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

	Males	Females
Current pensioners – 2026	21.7 years	24.5 years
Future pensioners – 2026	22.8 years	25.9 years
Current pensioners – 2025	20.9 years	23.4 years
Future pensioners – 2025	22.9 years	25.1 years

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

	2026 £'000	2025 £'000
Actuarial gain	264	398
Irrecoverable defined benefit surplus not recognised	(430)	(511)
Actuarial Gain/(Loss)	(166)	(113)

Net pension assets

	2026 £'000	2025 £'000
Assets	5,516	5,247
Liability	(2,461)	(2,622)
Irrecoverable pension surplus	(3,055)	(2,625)
Net assets	-	-

(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 £203,000 (2025: £170,000). The Trust's contribution to the scheme was £75,000 (2025: £55,000).

26. 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.

27. 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 £59,976 (2025: £54,985), legal and professional fees £9,887 (2025: £1,062), repairs £5,772 (2025: £5,772), advertising £1,200 (2025: £nil) and business rates £73,830 (2025: £30,281).

During the Year, the Group received grants to the value of £1,755,000 (2025: £1,755,000) for unrestricted purposes and £2,704,910 (2025: £2,704,910) for designated Capital Projects and £17,200 (2025: £15,000) from Haringey Carbon Community Fund.

Balances as at 31st March

	2026	**2025**
	£'000	**£'000**
Payroll Due to Haringey from Trust	184	20
Ledger Balances Due to Haringey Trading & Trust	-	-
Vat Due from Haringey to Trust	(315)	(183)
Loan Payments & Interest due to Haringey from Trust	1,420	1,438
Due To Haringey Council	1,289	1,275

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
Agenda Item 11

30th July 2026

Report Title: Finance Report

Report of: Niki Cornwell, Interim Finance Director

Purpose: To present the 2026/27 forecast against budget for Alexandra Park and Palace Charitable Trust.

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

1. Recommendations

To note the 2026/27 forecast against budget.

To request that Trustees approve the current forecast as the revised budget, to be used for the remainder of the year.

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.

2.2 Across all the sectors in which we operate, we are vulnerable to external shocks, such as war impacting utilities and supply chains, and climate change, which we are experiencing first hand across the estate through adverse weather conditions, event cancellations, low f footfall and shorter dwell time/reduced spend.

2.3 The competitor landscape across all the Trust's subsidiaries — Food & Beverage, Events, Theatre and Ice Rink — 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 Adapting to these challenges requires discipline and focus on our Strategic Vision and Goals, exemplary strategic planning, digital transformation, and a strong policy for f fundraising and support. These are set out in the Trust's Vision, Goals 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 a 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 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 and Engage Our Communities; Create A Great Place To Work; Provide Great Entertainment & Culture For All; and 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; and We are Open & Genuine.

4. Operational Business Plan 2026/27

4.1 Ahead of the 2026/27 financial year, Alexandra Park and Palace (APP) updated the Three Year Operational Business Plan to provide clear direction for what will be a demanding year for the Charity and its subsidiaries. The Operational Business Objectives remain the same and, 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 are not an exhaustive list.

Example KPIs

- 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 2026/27 forecasts build on the success achieved in 2025/26, indicating that the Charity is on track to achieve a strong surplus after meeting its loan repayment obligations.

5.2 During the development of the 2026/27 Trust Budget, a sustainable position was achieved through increases in income, primarily through restoration levy and Gift Aid from the trading subsidiary. This puts the Trust in a position where 76% of its income is self-generated/fundraised income and 24% is from the grant from the Corporate Trustee, Haringey Council. Nonetheless, 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 including London Living Wage there is a continued impact on the Trusts 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 approved reasonable increases to take effect on 1st April 2026 and 1st April 2027.
- 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 was undertaken.
- 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, including investing in a new accounting system.
- 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 has no reserve therefore 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 and historic attractions to help fund restoration, maintenance and repairs. At Alexandra Palace, restoration levy is typically between £1.95 and £2.50 depending on the event. The Restoration Levy helps the Trust to cover essential works to enhance the visitor experience and preserve the historic building.

7. Alexandra Park and Palace Charitable Trust Forecast 2026/27

7.1 2026/27 APPCT (Trust) Forecast

	APPCT (Trust) Unrestricted Income Statement	Forecast at May 2026/27	Budget 2026/27	Variance £	Variance %
	Income				
1a	Restoration Levy in year (26/27)	1,200,000	1,200,000	0	0%
1b	Restoration Levy in year (25/26)	48,853	0	48,853	
2	Gift Aid PY (25/26)	2,448,124	1,518,128	929,996	61%
3	Grants	1,755,000	1,755,000	0	0%
4	Car Parking	889,617	907,608	(17,991)	-2%
5	Leases	357,017	438,990	(81,973)	-19%
6	APTL Licence	300,000	300,000	0	0%
7	Creative Learning	50,209	30,000	20,209	67%
8	Donations	101,684	105,000	(3,316)	-3%
	Total Income	7,150,505	6,254,726	895,778	14%
	Expenditure				
9	Operating costs	(1,216,489)	(1,119,428)	(97,061)	-9%
10	Salaries	(1,501,952)	(1,591,897)	89,945	6%
11	Maintenance	(1,076,707)	(1,081,809)	5,102	0%
12	Car Parking Traffic Management	(259,053)	(259,560)	507	0%
13	Security	(719,160)	(719,102)	(58)	0%
14	Insurance	(591,304)	(628,564)	37,260	6%
15	Utilities	(343,409)	(344,337)	928	0%
16	Loan Repayments	(503,531)	(503,531)	0	0%
	Total Expenditure	(6,211,604)	(6,248,228)	36,624	1%
	Surplus / (Deficit)	938,901	6,499	932,402	

7.2 **Notes on Forecast:**

Unrestricted income:

Income within the Trust is ahead of target by 14%, £896k. This is mainly due to the operating profit for APTL for 2025/26 ending up higher than budgeted, as well as the final month of 25/26 in year Restoration Levy owed, being recognised in 26/27.

1. Restoration Levy: The 2026/27 in year Restoration Levy remains as budgeted at this stage of the year. The remaining £49k of 25/26 Restoration Levy owed to APPCT was paid and therefore recognised in 26/27.
2. Gift Aid: Against APCCT 26/27 original budget, this was 61%, £930k, favourable, as operating profit from APTL for 2025/26 ended up £1.58m above the Q1 25/26 revised budget. This was due to the success of Darts in December, additional gigs being scheduled in the February (including 4 nights of Fred Again, Fatboy slim and Solomon),

as well as Festive skate, Huskies Tickets and Ice Rink courses throughout the year being more successful than anticipated.

3. Grants: There is no anticipated change in the amount to be received from the Corporate Trustee per the agreed terms.
4. Car Parking: Down 2% compared to budget due to PCN revenue coming in circa 50% less than this time last year for both April 26 and May 26, £18k will continue to review as we move through the year. It is possible that a further reforecast down may be required if this trend continues.
5. Leases: Income is currently £82k below the original budget set, reflecting a slower than anticipated take up of the Summit, in its first three months. Revenue for AP is currently generating £2–2.5k per month. As a new income stream, forecasting demand has been challenging; however, steps are now in place to strengthen performance, including the appointment of a new marketing agency by the tenant. We anticipate increased interest over the summer period as awareness and demand build.
6. APTL licence: There is no change to the budgeted position. Any uplift would have a corresponding negative impact on future gift aid. It is more critical to secure third-party income.
7. Creative Learning: Income is up £20k vs budget. This is due to Bookfest not being budgeted for 26/27. This is an event we currently run every second year.
8. Donations: We are tracking 3%, £3k, behind budget. This is still an emerging income stream which requires the foundations to be built to see larger sums in future years. Progression is positive and are confident we can make this up throughout the year with our Patron scheme and other new fundraising initiatives.

Unrestricted expenditure:

Expenditure within the Trust is 1%, £37k, favourable vs budget.

9. Operating costs: Operating costs are higher than budget by 9%. This is due to an unbudgeted cost of £100k for a Fire strategy and consultant Fire officer now being included as a result of the findings of the fire assessment.
10. Salaries are showing a 6% positive variance of £90k. Post budget setting, We reviewed the cost sharing agreement between Trust and APTL. This had not been reviewed since 2019. We have realigned salaries per the agreement.
11. Maintenance: Remains predominantly on target at this point of the year.
12. Car Parking and Traffic management: Remains as budgeted at this point in the year. We are however in the process of reviewing the traffic management and security contracts with the aim to save £2-3k per month to further support the business.
13. Security: Remains as budgeted at this point in the year. However, as above, we are currently in the process of reviewing the contract with aim to make costs savings in 26/27.
14. Insurance: On retender of the insurance contract for 26/27, we have made a saving of £37k vs budget.
15. Utilities: Remains as budgeted at this point in the year.
16. Loan Repayments: Loan repayments as budgeted. After Loan repayments there is a surplus of £939k, £932k above budget, mainly due to the operating profit from APTL for 25/26 being higher than anticipated as previously mentioned.

Given the material variance in gift aid we would like trustees to approve the use of the current Forecast, as the revised budget for 26/27, which we will then use as the benchmark for the remainder of the year.

8. Risks

8.1 As set out above, the Trust has worked hard to ensure effective financial management and has taken a proactive approach to identifying and mitigating potential budget risks. However, that does not mean there are no risks, and 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 mitigate some of the price increases we have seen in energy contracts recently as well as to try to move to a greener tariff.

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 appraised of shifts in risk through risk management reporting.

9. Legal Implications

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

10. Financial Implications

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

11. Appendices

None

12. Background Papers

None

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ALEXANDRA PALACE

ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING – 30 July 2026

Report Title: Review of Safeguarding Policy

Report of: Catherine Solomon Director of HR & Organisational Development

Purpose: This report informs trustees of updates made to the Safeguarding Policy

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

1. Recommendations

To approve the Safeguarding Policy subject to any verbal 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 June 2025);
- Keeping Children Safe in Education (updated 1 September 2025);
- Care and Support Statutory Guidance (Updated 22 July 2025);
- Addition of Making Safeguarding Personal Toolkit;
- Updates to abuse definition.

2.2 Other changes a new section on contractor, partner and volunteer responsibilities. Amendments to DSL responsibilities to include responsibility for managing records and referrals.

3. The Policy was tabled at Finance, Resource, Risk and Audit Committee (FRRAC) 21 July 2026 and the APTL Board meeting on 29 July for feedback. Any feedback will be provided verbally at the meeting.

4. Legal Implications

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

5. Financial Implications

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

6. Use of Appendices

Appendix 1 – Safeguarding Policy

7. Background Papers None

ALEXANDRA PALACE

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 June 2025) 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. Failure by a contractor or volunteer to comply with this policy and procedures may result in the termination of engagement with Alexandra Palace.

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 at risk 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, or otherwise causing physical harm
- sexual abuse including acts to which the adult has not consented, including indecent exposure, exposure to pornographic material, sexual teasing or innuendo and inappropriate touching
- 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 Children[1] (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 1 September 2025. 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 a Safeguarding Trustee for the Board.

5.4 In relation to adults at risk, we recognise Care and Support Statutory Guidance (Updated 22 July 2025), and 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.

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

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

- 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 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.
- 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.
- 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.
- 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.
- 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.
- All medical staff supplied to the venue have DBS checks, this is a requirement of contract.
- 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.
- 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. Stay with the person and keep them in sight, ask them not to leave. Contact control.
- 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

6.3 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

6.4 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.

If a safeguarding report is made to Alexandra Palace about a partner organisation, we will contact the partner and will expect them to respond appropriately. We will provide reasonable assistance to the partner.

Alexandra Palace will require partner organisations to provide information on the outcome of safeguarding investigations (as permitted under data protection laws). If we have reason to believe that an allegation has not been dealt with appropriately by the partner organisation and/or if the investigation uncovers serious issues relating to the governance or management of the organisation, Alexandra Palace may end the partnership and/or cease to fund the organisation.

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,
- acting as a point of contact within Alexandra Palace for safeguarding questions, concerns or complaints
- Dealing effectively with any allegations made against staff and volunteers and maintaining a record of all safeguarding incidents, concerns, reports and referrals.
- 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 is 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 Director of HR and OD 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
• 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.	Do not ignore even if the person does not want it to be disclosed. • 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. • Do not start to investigate

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 risk 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 / Designated 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.

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.
17.02.26	VS		Policy updated to reflect legislative changes. Section added on contractor and Volunteer responsibilities. Updates to abuse definition. Section added on Partner organisations. Update to DSL responsibilities to include responsibility for managing records and referrals.

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".

Suspicions 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 June 2025.

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

Making Safeguarding Personal toolkit | Local Government Association

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

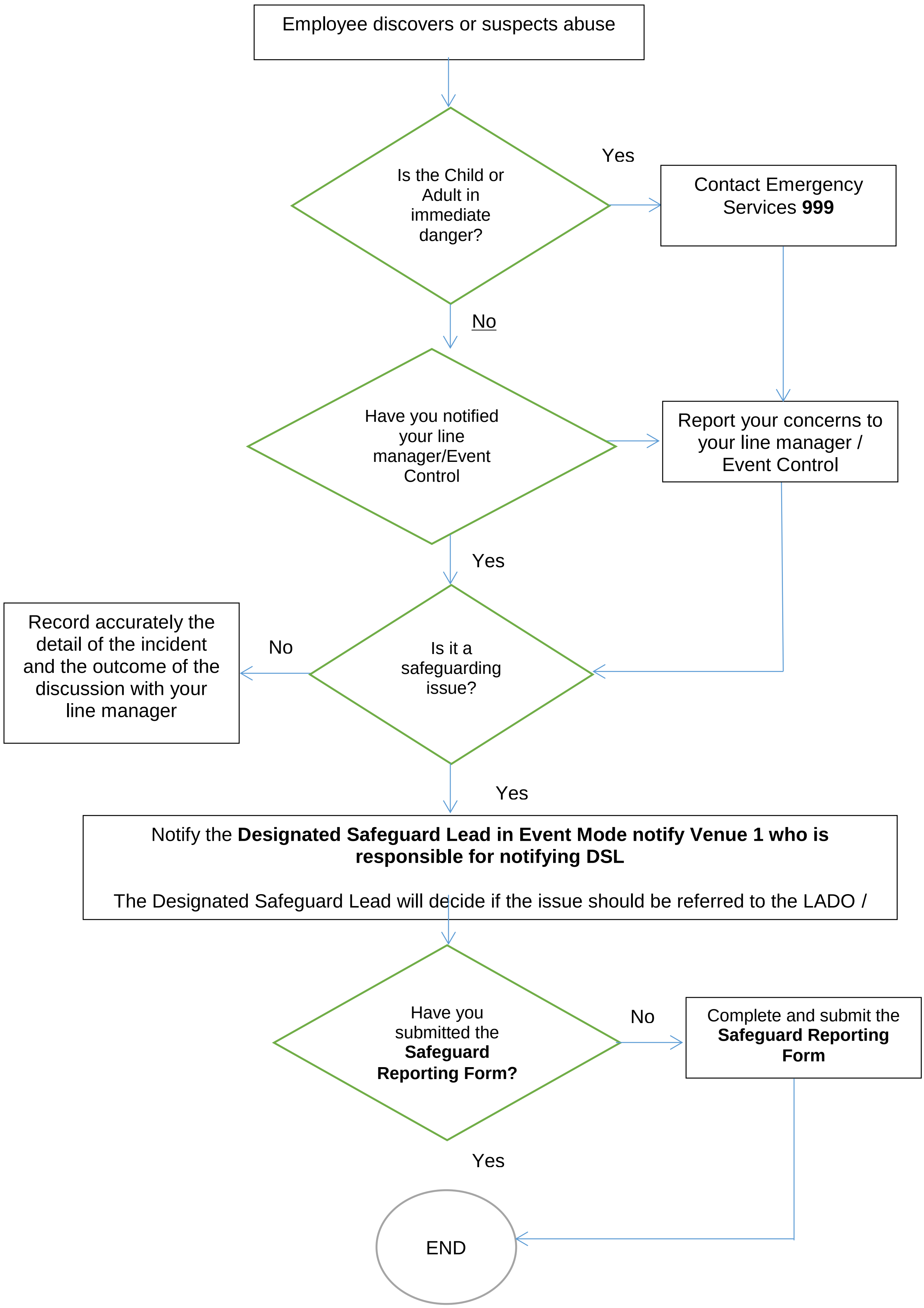
Signed employee: ______________________ Date:

FOR HR USE ONLY

Received by Designated Safeguarding Leader

Signed ______________________ Date:

APPENDIX 5 Safeguarding Reporting – Flowchart



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Alexandra Park and Palace Charitable Trust
Board Meeting

30th July 2026

Report Title: BBC Television Service Broadcast 90th Celebration Programme Report

Report of: Kirsten Forrest, Interpretation and Curatorial Manager

Purpose: To inform the Trustee Board of the plans to celebrate 90 years since the first Television Service Broadcast took place from Alexandra Palace

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

1.1 To note the contents of this report.

2. Executive Summary

"*If being in at the birth of television isn't exciting, I don't know what is*." Grace Wyndham Goldie one of the most influential of television's pioneers

Celebrating 90 years since the launch of the BBC television service from Alexandra Palace and marking the significance of the site of the first television station with a programme of talks, screenings and performance leading up to the 2 November anniversary. To capitalise on the opportunity and engage a broader audience with a relatively unknown part of the Palace's history in line with our Strategic Plan and goal to share our stories.

3. **Television Heritage Season**

3.1 In September/ October 2026, Ally Pally plans to host a television heritage season for public engagement with interested groups and individuals, focusing on the important roles AP played in television history. Areas of the Palace including the East Court, Creativity Pavilion, Theatre and former BBC wing will be used to celebrate the 90th anniversary of public service broadcasting.

Under an overarching theme of **Innovation**, topics such as Children's TV, BBC News, LGBTQIA+, Black representation and education media in broadcasting will be explored. Talks, Screenings, Displays, Tours and Learning Activities will make up a broad range of visitor experiences aimed at family and inter-generational audiences. A list of proposed speakers and partners can be found under **Appendix One.**

3.2 This season creates an ideal opportunity to raise the profile of AP in terms of TV history, with academics, broadcasters and with the various organisations and societies that support television history and archives. By ticketing these events we can gather data on audiences and engagement levels. We already know that tours of the South-East wing and former studios are very popular, but we need to learn more about the appetite for different types of heritage engagement for the future.

3.3 An exciting addition to the programme will bring audiences closer to the Palace's television heritage through tours of the historic BBC studios, a new virtual tour of the spaces and a behind-the-scenes look into the BBC at Ally Pally and APTS archive collections. New dedicated website pages will also extend the reach of the programme, helping to share the story of BBC heritage at Alexandra Palace with wider audiences before, during and after the anniversary season.

4. Collaboration with Creative Learning

4.1 Collaborating with the Creative Learning dept., two new pieces will be created for performance by **AP Young Actors Company (16–28)** and the **Ally Pally Ensemble (50+)**, offering intergenerational perspectives on media, memory and the changing nature of public discourse.

4.2 Shareable content encouraging reminiscence across social media channels will focus on BBC heritage at Ally Pally as the UK's first television station as well as the site of many other global media firsts. Looking to future technological advances, **BBC FWD** are to partner with the **Trust's Young Creative Network**, exploring new technologies for the creative industries.

5. World Origin Site Plaque

5.1 Unveiling of a World Origin Site plaque on 2nd November with an invited audience of television personalities, supporters, academics and organisations creates a "moment" which can be shared with the press and social media, raising the profile of AP as a cultural heritage site. (See **Appendix Two** for a mockup of what the plaque will look like.

5.2 A World Origin Site is somewhere unique. It marks the place, people and when something truly groundbreaking was invented, discovered or first used.

This includes where and when some of the world's most significant cultural events, brands and companies originated. Only one place on the planet can ever lay claim to these landmark moments in the development of the modern world. **World Origin Site .Org** sets out to record, recognise and celebrate these sites whether they are marked by a monument, museum or are just a humble house, shed or street corner. Every World Origin Site matters.

5.3 This type of recognition is important to Alexandra Palace as a site of global historic significance. The positioning of the plaque in a public place where visitors can easily access and engage with it, is crucial in raising the profile and awareness of the story. Similar prominence has been achieved in other locations e.g at Bar Italia in Frith Street, London where the first demonstration of John Logie Baird's experimental tv system took place in January 1926.

5.4 The opportunity to attract new audiences and to have this history on social media for a more diverse and younger public is part of the planned engagement strategy as outlined in our recent audience survey.

6. Legal Implications

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

7. Financial Implications

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

8. Use of Appendices

Appendix One : Speakers and Partners for the 90th BBC Television anniversary
Appendix Two: World Origin Site Plaque

9. Background Papers

None

Appendix One: Speakers and partners for the 90th BBC television anniversary:
(below represents examples of speakers and is not a definitive list)

John Wyver – (author of "Magic Rays of Light"), Ian Christie – (historian and author), Kate Murphy - (Pioneering women of the BBC), Stephen Bourne – (author), Iain Baird – (John Logie Baird's grandson), Simon Vaughan – (Archivist of APTS), Sue Maldon/Justin Smith/John Franklin (the "Film is Fabulous" team)

- National Media Museum & Science Museum Group – (EMI archive)
- APTS – (vintage footage/photographs/exhibits)
- History of the BBC (website and Veterans magazine)
- BFI - (vintage programming)
- BBC R+D (new technology/ future of broadcasting)
- Kaleidoscope - (vintage programming)
- British Vintage Wireless and Television Society
- British Heritage Television – (broadcasting on 405-line)
- Broadcasting Engineering Conservation Group – (vintage BBC OB unit)
- Talking Pictures TV – (vintage programming e.g. "Television Comes to London" & monthly magazine *Intermission*)
- Film is Fabulous (based at De Montfort University in Leicester)
- Tech-Ops – retired BBC employees.
- Google Arts and Culture

Appendix Two: Mock Up World Origin Site Plaque


World Origin Site
Plaques for TV 90
at Alexandra Palace
2nd Nov 2026
WORLD ORIGIN SITE.ORG
TELEVISION STATION
ALEXANDRA PALACE
1936
WORLD ORIGIN SITE.ORG
TV 90
1936 2026
ALEXANDRA PALACE

By virtue of paragraph(s) 1, 2, 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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