

Alexandra Park and Palace Charitable Trust

Annual Accounts and Report

2017/18

DRAFT

Published xxxx 2018

Contents

- 1 About us
- 2 Message from the Chair
- 3 Governance, structure & management
- 4 Organisation
- 5 Public Benefit
- 6 Our Stakeholders
- 7 Strategic Priorities
- 8 Report on 2017/18 Delivery Priorities and Activity
- 9 Performance Impact Matrix
- 10 Delivery priorities 2018/19
- 11 Fundraising Disclosure
- 12 Financial Overview
- 13 Auditor's Report
- 14 Financial Statement 2018

1. About Us

Alexandra Park was opened in 1863 as a leisure destination for Londoners. The original 220 acres of parkland were landscaped by Alexander McKenzie as a centre for education and entertainment and to provide a green oasis for Londoners.

Alexandra Palace was opened in 1873. Built as the 'People's Palace', this remarkable seven-acre Grade II listed building remains one of London and the UK's most iconic structures and enjoys global recognition as the birthplace of television.

Today Alexandra Palace is surrounded by 196 acres of Grade II listed parkland and offers unprecedented views of the city. The multi-award winning destination maintains its original enterprising spirit by hosting an eclectic mix of live music, sport, cultural and leisure events throughout the year.

Alexandra Park and Palace is a registered charity (Charity Registration Number 281991) responsible for maintaining, restoring and repairing the charitable assets of the Park and Palace that are held in Trust for the public, by Act of Parliament.

Alexandra Park and Palace Charitable Trust (APPCT) is responsible for the care and maintenance of the Park and the Palace. It is a challenging task, repairing and maintaining both, to keep them safely open for the public to enjoy whilst raising funds and delivering projects to overcome the dereliction of decades, much of which was caused by a devastating fire in the 1980s.

The Trustees have a clear vision to regenerate the charitable assets that have been entrusted to us, in the pioneering spirit of the Victorian founders. We want to safeguard this proud and iconic London destination and ensure that it remains a successful, valuable and sustainable asset for all, including the local community.

The charity delivers events, entertainment, leisure and catering activities to generate income to pay for the repairs, maintenance and running costs of the Trust. These activities also play a vital role in delivering our charitable purposes by enlivening the venue for the purposes of its creation and encouraging a broad cross section of the public to access, enjoy and derive benefit.

These activities are deemed commercial in nature and as required by charity law and regulation are contained within a trading subsidiary of the Trust, Alexandra Palace Trading Ltd, (APTL). The subsidiary operates within a framework set by the Trust and donates its taxable profit from these activities, to the Trust in the form of Gift Aid.

2. Chairs Foreword

As the new Chair I am proud that Alexandra Park and Palace continues to be destination enjoyed by the people of Haringey and the wider community.

Every year we take a step forward in our mission to restore this amazing landmark. This year we have taken an enormous leap with two major construction projects really taking shape on the East Wing and West Yard. There has been palpable excitement in the entertainment industry, the local community and the wider public as we have seen the East Court and Theatre take shape.

As the building restoration works have progressed, we have also looked to the future and what comes next for the Charity, assessing our own ability as an organisation to take the next steps forward. In October 2017 we held a Strategy Day and focused on a review of governance, the Strategic Vision for the Park and Palace for the next 25 years, an organisational strategy for the next 10 years, the long term financial outlook and future income generation opportunities.

Our new Strategic Vision was completed in 17/18 and we now have a clear vision statement, objectives and an implementation approach that provides a clear framework for our future plans. The work produced a dynamic list of potential projects that we will now work on to prioritise the next projects when the East Wing is completed. We set out to achieve a clear direction for the future, prepared to challenge the Act of Parliament if needed and preconceptions about the Palace, yet the work reinforced that our mission and value remains the same now as in the Victorian age – The Vision reinforces what the original Act set out to create and protect ‘a place for public enjoyment and recreation’ - rearticulated for the modern era.

The Governance Review has required the Trustees to review the status quo and seek out alternatives for how our charitable purposes could be delivered differently, to be more effective and to achieve the highest standards of governance for our Charity.

Our long term aim to become more financially self-sustaining will be helped by the new attractions we are creating. In 2017/18 our trading subsidiary introduced a restoration levy on tickets for the first time. This will provide vital new resources to deliver our charitable purposes for the benefit of our customers and beneficiaries. Achieving a stronger financial position will continue to be an area of focus for the Trustees.

Our fundraising for the East Wing Restoration Programme has not been easy but it has been successful, we must not forget that as a Trust with little fundraising capacity or background we have raised £26m. We have learned much along the way and will be taking this learning forward into our post East Wing fundraising approach.

We have been working hard to capture the impact of our work beyond the historic repair and maintenance programmes. As Trustees we are mindful of our need to demonstrate public benefit. We are beginning to capture the extent and range of our public impact and I hope that in reading this report you will begin to understand the wider impact and benefits of our work, for the local community and the general public. I am particularly proud of our creative learning programme and the benefits provided to hundreds of school children by taking part in our out of classroom learning activities. These programmes make us accessible to and provide enjoyment for a diverse range of the public such as those living with Alzheimers and their carers through our weekly ‘Singing for the brain’ sessions.

As always we are immensely grateful for the dedication of our Board members, the expertise of our executive team, the hard work of our staff team, and the time and skills donated to us by our volunteers and voluntary and Friends groups who are all critical in helping us to overcome the challenges and deliver our many achievements.

We have an exciting time ahead and look forward to welcoming you all. Alexandra Palace will grow and develop but will remain true to what I will always refer to as the People’s Palace.

3 Governance, structure & management

3.1 Governing document

Our governing documents are collectively known as the Alexandra Park and Palace Acts and Orders 1900–2004. Alexandra Park and Palace was created as a trust by Act of Parliament in 1900, with further powers being conferred by subsequent acts in 1903, 1905 and 1913. In 1967 the organisation was recognised as a Charitable Trust and was registered with the Charity Commission in 1981. A further Act was passed in 1985 amending the previous legislation. Finally, the Charities (Alexandra Park and Palace) Order was passed in 2004.

3.2 The Corporate Trustee and delegation of Trustee responsibility

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

3.3 Appointment of the Members of the Corporate Trustee Board

The Alexandra Park and Palace Board is appointed by the Council and meets quarterly. Voting members are Haringey councillors, elected annually to reflect the political composition of the Council; non-voting members are appointed by local stakeholder committees. Members of the Trustee Board, who are also councillors, step down for local government elections and those who are re-elected may be re-appointed at the annual general meeting of the Council held in May each year.

The Members of the Corporate 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.

3.4 Induction and Training of the Members of the Corporate Trustee Board

At the beginning of each municipal year an induction meeting is arranged and Board members are provided with the governing documents together with key reports, minutes, budgets and audited accounts. Further training is considered on an individual basis during the year. To ensure that the best possible governance arrangements are in place for the Trust the Board instigated a governance review in 2016/17 to ensure that robust and effective governance procedures are in place. This concluded in 2017/18 and recommended the establishment of a Charitable Company limited by guarantee to deliver the charitable purposes. In 2018/19 the Trust will design and test this model.

3.5 Statement of Trustee's responsibilities

The Trustee Board is responsible for preparing the Trustee's Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the

Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing these financial statements, the trustee is required to: select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charities SORP (Statement of Recommended Practice); make judgments and estimates that are reasonable and prudent; state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The members of the Trust Board serving during the year and since the year end were as follows:

Trustee Board Members

Cllr Joanna Christophides (Chair) since June 2014 (*attendance 5/5*)

Tim Gallagher (Vice Chair) until May 2017 (*attendance 1/1*)

Cllr Ann Waters (Vice Chair) since May 2017 (*attendance 4/4*)

Cllr Bob Hare since June 2014 (*attendance 5/5*)

Cllr Anne Stennett since May 2015 (*attendance 5/5*)

Cllr Liz McShane until May 2017 (*attendance 1/1*)

Cllr Jennifer Mann since January 2017 (*attendance 4/5*)

Cllr Charles Wright since May 2017 (*attendance 4/4*)

Non Voting Members

Gordon Hutchinson (Consultative Committee) until May 2017 (*attendance 1/1*)

Colin Marr (Consultative Committee) until May 2017 (*attendance 1/1*)

Duncan Neill (Consultative Committee) since June 2017 (*attendance 2/4*)

Val Paley (Consultative Committee) Representative since June 2017 (*attendance 4/4*)

Nigel Willmott (Consultative Committee) since June 2014 (*attendance 4/5*)

Jason Beazley (SAC Representative - observer) since June 2017 (*attendance 4/4*)

3.6 Committees

The Board has three committees that meet separately on a quarterly basis.

The Finance, Risk and Audit Committee (FRAC) has delegated responsibility on behalf of the Board for overseeing the organisation's financial policies, performance, plans and risk and resource management.

The FRAC provides assurance to the Board on key issues around risks related to financial planning, capacity and reporting; internal control and compliance. The FRAC approves the appointment of the internal and external auditors, reviews the management accounts, provides oversight of the budget process, and scrutinises the annual accounts and internal audit programme.

Our principal risk is the financial sustainability of the Trust and the impact of this on the extent to which we can deliver our charitable purposes.

In 2017/18 FRAC met 5 times (April 2017, June 2017, October 2017, February 2018 and March 2018) and Membership is detailed in table 1 below:

Table 1 – FRAC Members

Members:	Position	Annual Attendance record
Cllr Joanna Christophides	Director (APPCT Board Member & FRAC & APTL Chair)	5/5
Cllr Anne Stennett	Director (APPCT Board Member)	2/5
Cllr Bob Hare	Director (APPCT Board Member)	5/5
Cllr Jennifer Mann	Director (APPCT Board Member)	4/5
Louise Stewart (LS)	Director (APPCT CEO - Employee)	5/5

The Statutory Advisory Committee (SAC) was established by the 1985 Act of Parliament to provide advice from a defined list of organisations. It advises the APP Board on the general policies for events permitted in the Park and Palace, and the effects of such activities upon local residents and environment. The SAC appoints an observer onto the APPCT Board.

The Consultative Committee (CC) provides an opportunity for discussion between the Alexandra Palace and Park Board and appropriate local/ national organisations on general matters affecting Alexandra Palace and Park. The Consultative Committee appoints three of its members on to the APPCT Board in a non-voting capacity.

The wholly owned trading subsidiary, Alexandra Palace Trading Limited (APTL), is governed by a separate Board appointed by the Trust.

4. Organisation

4.1 Risk Management

The Board has identified the major risks to which the Trust is exposed. A formal process is in place to ensure that risks are managed and a strategic risk register is kept up to date and reported on at each Finance, Risk and Audit Committee meeting and Board Meeting.

The Board's risk statement is:

The Board members of the Alexandra Park and Palace Charitable Trust have set the Charity's risk tolerance which is articulated and communicated so that personnel understand that they need to pursue objectives within acceptable limits. The Risk Management Programme is governed by the Board with processes in place for the identification, evaluation and management of significant risks faced by the Alexandra Park and Palace Charitable Trust. This information is embodied in a strategic risk register which is reviewed at Executive Team and used as a key reporting mechanism to the Board.

The strategic risk register identified;

- *a need to develop a long term financial plan to overcome the over dependency on the Corporate Trustee for grant funding.* The key element in the management of financial risk is to develop the strategic direction and forward planning for the Charity. The work on a Strategic Vision for Alexandra Park and Palace completed in 2017/18. The Trust is now in a better position to develop a 10 year strategy and 5 year plan for the organisation in 2018/19. A long term financial projection was produced in October 2017 that highlighted rising costs and liabilities and the necessity for the Trust to generate new income streams.
- *a need to ensure that the Corporate Trustee Board has the skills and experience suited to the needs of the Charity.* The Governance Review included a skills gap analysis between

existing skills and those required. This will be refreshed on the appointment of any new Trustee Board members.

- *a need to carefully monitor and manage the East Wing Restoration* to ensure that the costs do not increase beyond the funding available. The East Wing restoration project is overseen by the Board. The detail has been overseen by the Programme Board and Cost Control panel. Regular reporting has ensured that issues are raised and remedied quickly. The project remains within the envelope of available funding.
- *the risk of failure to progress towards the fundraising targets for the East Wing.* In 16/17 the Board reinvigorated its fundraising programme and recruited a Director of Fundraising. A strategy for fundraising beyond the East Wing is being finalised, using the experience of our fundraising activities to date and the feedback from our partners and potential funders.

4.2 Our Commitment

The Trust is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment and against customers.

The Trust aims to treat all people with dignity and respect regardless of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership. This is embedded in all of the Trust's policies.

4.3 Pay Policy for senior staff

The executive team, led by the Chief Executive with delegated authority from the Trust Board, comprise the key management personnel of the Charity, which is in charge of directing and controlling, running and operating the Trust and its trading subsidiary on a day to day basis. No member of the Trust Board has received remuneration from the Charitable Trust or trading subsidiary in the year. Details of the Trust Board members' expenses are disclosed in note 10 of the accounts and related party transactions are in note 26. The pay of the senior staff is reviewed annually and, subject to available resources, normally increased in accordance with average earnings if it is affordable for the Trust to do so.

Table 2 – Executive Team Members

Member	Position
Louise Stewart	Chief Executive
Emma Dagnes	Deputy Chief Executive
Dorota Dominiczak	Director Finance & Resources
Lucy Fenner	APTL Commercial Director
Simon Fell	APTL Event Operations Director
James Atkinson	Director Fundraising

5. Public Benefit.

The 1985 Act defines our principal object as “To uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.” In approving the Trust’s plans and priorities, the Board have given due regard to the Charity Commission’s guidance on public benefit.

The beneficiaries of Alexandra Park and Palace Charitable activities are the public. This means the general public regardless of their place of residence.

The Trust makes the Park and Palace available to all members of the public. Whilst we lack detailed evidence on our individual beneficiaries, from sampling surveys and ticket sales, we estimate that the Park and Palace directly benefited at least 3.7 million beneficiaries in 17/18 visitors per year.

In its current condition, approximately two-thirds of the Palace can safely be opened to the public, but a key focus of our restoration programme is to make historic and long-closed parts of the Palace accessible to the public once again.

The Park remains open 24 hours a day throughout the year. Our Creative Learning programme includes the opportunity for the public to access some of the derelict areas at scheduled times throughout the year.

The learning programme aims to provide richer opportunities for the public to derive deeper and more long lasting benefit. We have been able to expand this programme, increasing our engagement with local community groups to reach a wider cross section of the public thanks to the HLF funded Activity Plan, part of the East Wing Restoration programme.

We are a destination for recreation and enjoyment. People choose to come and enjoy the Park and Palace in many different way informally, or formally through events and activities organised or hosted by us, our partners or other community, family or social groups. When funding allows we deliver programmes and design activities to reach a broader spectrum of the public. Of particular note in 2017/18 were the following projects:

- event for children in care and young carers (attendance: 20)
- SEND (Learning & Disabilities) project (18 participants over 4 sessions)
- Obesity Alliance event (attendance: 80)
- Singing For the Brain (20-30 people with dementia engaged weekly over 40 weeks/year)

The Trust does not have an endowment to call upon and has a considerable financial challenge to keep the building open, safe and in a good state of repair. The Trust therefore charges for specific activities to cover the costs of delivery including overheads and to generate income towards the charitable purposes. On the occasions that charges are made it is for premium activities above the daily provision of the Park and Palace for general recreation, in accordance with our Acts and Orders.

The Trust takes into account the level of any fees charged to reflect the need to provide enjoyment and recreation to the public as a whole and not exclude those on lower incomes. Not all of our additional activities are charged for; we stage several events each year to attract the public to the Park and Palace that are free to attend.

The summary impact matrix in section 9 details what we have delivered in terms of our charitable purposes and wider impacts in 2017/18.

The Trust leases several of its properties on the estate. The delivery of public benefit of leaseholder activities is not fully captured. However from the information gathered so far we can

determine that the contribution is significant.

Sporting activities

The Alexandra Sports Club hosts the:

- Football Academy – Soccer School and Multi-sports. These are paid for activities for around 5,500 boys and girls of mixed ability (some with special educational needs) aged between 5-14, during school holidays and other special events throughout the year.
- Alexandra Park Youth Football Club and Cricket Club deliver sports training sessions and matches for 5-18 year olds. There is also a senior Football Club. The club received 20,500 visitors.

Educational activities

The Friends of Alexandra Park deliver a range of activities in support of the charitable purposes – undertaking conservation tasks and projects on site, events and tours. In 17/18 650 people attended Friends of Park events. They arranged 40 events including walks and talks and welcomed 1,030 visitors to the Friends of Alexandra Park Information Centre.

There are 2 educational establishments on site providing pre-school education and 1 soft play centre. The Alexandra Palace Garden Centre delivers a small number of gardening education workshops.

Community & social use

The old station building is leased to a separate charity, CUFOS, that hires the building to local community groups who provide various activities such as arts, music, language courses and provides a meeting point for community groups.

6. Our Stakeholders

Haringey Council (HC) – In 1980 Haringey Council became the Corporate Trustee of the Charity, it is therefore a major stakeholder in the work of the Trust. It is also an important source of funding, providing an annual grant to meet a proportion of the Trust's operating costs and a grant to tackle the backlog of repairs.

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.

Our Special Interest Groups and Volunteers - The Trust and the Charitable Assets benefit 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 and Alexandra Palace Organ Society.

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

The Heritage Lottery Fund (HLF) uses money from the National Lottery to support a wide range of projects involving the local, regional and national heritage of the UK. As the main funder of the East Wing restoration programme HLF is a major stakeholder in Alexandra Palace. HLF have previously funded projects in the Park and the conditions of which are still being discharged.

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

The Theatres Trust is the national advisory public body for theatres and promotes the quality and design of existing and new theatres, protecting important historic theatres and ensuring buildings meet the needs and demands of the theatre industry and audiences. We are pleased to receive endorsement from the Theatres Trust.

The British Broadcasting Corporation (BBC) and Alexandra Park and Palace have a shared history and entered into a ten-year partnership agreement, in 16/17, to create wider national access to the BBC's programmes and collections through allowing the AP television story to be told with objectivity and perspective, to deliver an engaging and sustainable learning programme in relation to broadcast history, and to add coherence, dynamism and longevity to the national broadcast story.

Our funders and donors

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

We are increasingly working more in partnership to help deliver our strategic aims and add value, expertise and profile to the programmes of work we are undertaking (particularly in the fields of Creative Learning and Interpretation). Our stakeholders therefore include local, national and international partners including other charities, global business and Higher Education Institutes.

7. Strategic Priorities

The strategic priorities of APPCT are:

- To maintain and develop the Park and Palace as a leisure, cultural, and entertainment destination;
- To achieve long-term financial sustainability for the charitable assets whilst respecting the historic and natural environment;
- To bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes;
- To improve awareness and understanding of the Trust, its assets and activities;
- To deliver quality customer and visitor experiences across all areas.

7.1 Achievements against strategic priorities in year

Strategic Priority	Progress
To maintain and develop the Park and Palace as a leisure, cultural, and entertainment destination	<ul style="list-style-type: none"> • 100% of grounds maintenance planned work achieved • Park event monitoring framework implemented • £810,000 invested to ensure building fabric remains safe and watertight • 32% of Fabric Maintenance Plan completed (cumulative over 4 years) • Upgraded fire systems & 4th boiler replaced
To achieve long-term financial sustainability for the charitable assets whilst respecting the historic and natural environment	<ul style="list-style-type: none"> • Completed the Strategic Vision work • Governance review completed and next steps agreed • Restoration levy introduced • £698k total fundraised in year¹ • Green Flag Award, Green Heritage Award, London in Bloom Award (3 awards in different categories) achieved • 3,954 donated volunteer hours
To bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes	<ul style="list-style-type: none"> • East Wing restoration project being successfully implemented • 3,688 pupil visits, 66 schools engaged • 517 tours of east wing project areas and other inaccessible areas
To improve awareness and understanding of the Trust, its assets and activities	<ul style="list-style-type: none"> • Communication Manager appointed • 134 pieces of positive and on message media coverage of the BBC studios and AP history • 2 new exhibitions prepared for Google Arts & Culture platform • New communication channel the AP blog was launched and has received over 17k unique views
To deliver quality customer and visitor experiences across all areas	<ul style="list-style-type: none"> • Customer satisfaction training provided for 84% of customer facing staff

¹ Including actual and pledged amounts

8 Report on 2017/18 Delivery Priorities and Activity

To deliver its charitable purposes and deliver against the strategic priorities the Trust delivers programmes of work to:

- restore the derelict areas of the Park and Palace to rejuvenate the assets for audiences now and in the future;
- repair the building fabric to ensure it remains safe and watertight and gradually overcomes the historic backlog of repairs;
- improve and upgrade the critical support infrastructure across the Park and Palace;
- conserve the Trust's historic records and make them accessible to the public;
- engage a broad audience in the history and heritage of the Park and Palace;
- raise and generate funds to support the restoration and development of the Park and Palace;
- deliver a calendar of events, quality leisure experiences and activities throughout the year that bring the charitable assets alive for the purposes of their creation - entertainment and recreation (through its trading subsidiary);
- manage the impact of the organisation and its activities on the environment and community.

The delivery priorities for 17/18 and progress achieved against these is summarised in the table below.

	Delivery priority	Status
1	Finalise the long term strategic vision for the charitable assets	Achieved
2	Finalise the development of a 10 year strategy for the Trust, including the long term financial plan	Partial
3	Agree and implement the recommendations of the 16/17 Governance Review	Partial
4	Improve performance and impact reporting	Achieved
5	Make progress against the Fabric Maintenance Plan	Achieved
6	Improve consumption, efficiency and resilience of our energy supply	Achieved
7	Develop and implement a Monitoring Framework for Parkland events	Achieved
8	Prepare for the opening of the East Wing in 2018	Partial
9	Complete the West Yard Storage Project	Partial
10	Start to establish the Alexandra Palace archive as a credible, authoritative, and accessible resource	Achieved
11	Develop the project plan for the future development of the Television Studios	Achieved
12	Increase the visibility of the Learning & Participation (renamed Creative Learning) programme locally through effective communications, profile raising and partnership work	Achieved
13	Increase the momentum of our fundraising activities	Achieved
14	Recruit and manage a diverse team of volunteers to enrich the delivery of learning opportunities and to act as ambassadors for the Trust	Achieved
15	Review the Licence of the Trading Subsidiary to take into account its future expanded operation in the Palace and the Park.	Partial

8.1 2017-18 Activity Highlights

8.1.1 Strategic Leadership and Governance

The Strategy Day for Trustee Board members in October provided a dedicated session to discuss the strategic and longer term issues facing the charity. Setting a clear direction for the future for the Park and Palace and for the organisation, understanding the longer term financial challenges and identifying potential solutions to explore. In March 2018 the Trustee Board approved the Strategic Vision for the assets putting in place a clear vision for the future and a framework for future projects to be measured against.

Further to an internal review of our governance arrangements, the Board informed the Corporate Trustee of the Governance Review findings and obtained support to proceed with the next steps to test the viability of the proposal to change the structure of governance to a Charitable Company limited by guarantee.

An outline of, and expectations for, the ten year Trust Strategy were discussed and this will now be developed alongside the viability and testing of the new governance model.

8.1.2 Fundraising & Income Generation

In addition to the grants received from the Corporate Trustee, the Trust generated additional income which includes: rental income from leases, licence income and sundry park activities.

The Trading Subsidiary generated a profit of £1.748m (see note 14), which includes a restoration levy on ticket sales. This profit will be gift-aided in 2018/19.

The total generated was £2.583m.

In addition to the above the total fundraised amount (including commitments secured) was £698k. Our fundraising activities have:

- Secured funding to build a Creative Learning Centre in the East Court
- Raised awareness, engagement and donations from our local community including advocacy and support from local people with links to the entertainment industry such as Sandi Toksvig and Neil Morrissey.
- Achieved grant funding which has included:
 - Garfield Weston Foundation towards the restoration of the theatre ceiling
 - Tottenham Grammar School - supporting our Big Schools Day held in partnership with BAFTA, for a second year
 - John Thaw Foundation for Creative learning
 - Rose Foundation building and maintenance projects

Our volunteers have given 545 hours to support the Charity's fundraising activities. These hours have helped us to host theatre tours, create relationships with commercial businesses for donations, raise substantial amounts towards our fundraising targets and sell Theatre seats. In addition they have provide excellent administrative support to ensure our record keeping and donor relations are appropriate and in line with the Fundraising regulations.

The Friends of the Theatre have been actively raising awareness of the Theatre, arranging tours for their members of the works in progress, fundraising, contributing to our knowledge and the archive and donating hours of time.

8.1.3 Communications

Communications has always been challenging. We have so much public facing promotional activity of events and activity happening on site that sometimes our underlying messages about the charity and our mission is diluted. With the support of a communications agency and the appointment of a Communications Manager the Marketing and Communications Team have been able to achieve press coverage across local, London and national press including live broadcasting and a behind the scenes tour of the Theatre Restoration. Six Alexandra Palace films were created during the year, generating 205,568 views. The level of activity has delayed the launch of a planned new website which will now be delivered in 2018/19. However a new communications channel the Alexandra Palace blog was launched. To date 41 blog posts have been created and they have received 17,057 unique visits and a total of 58,930 page views.

8.1.4 Park Management

The Trustees approved a Park Monitoring Framework to monitor and assess the effect of events in the Park following the granting of an event licence for the Park. The framework has short and long term measures.

Investment in the Park in 2017/18 included:

- £12,000 of capital expenditure reconstructing a part of Alexandra Palace Way to prevent the ongoing formation of a sinkhole.
- £12,000 was spent investigating and making repairs or installing solutions (such as mini-SUDs schemes) to tackle the continuing challenge of drainage. Due to the nature of the topography the water issuing from 'springs,' blocked drains or leaking water mains travels long distances and in particularly wet weather frequently makes paths impassable in multiple locations.

The ongoing repairs were undertaken as planned to address the repair and maintenance of outdated infrastructure and damage from vandalism.

The threats facing our tree stock continue to increase. Recently discovered Massaria disease of Plane and Oak Processionary Moth, both of which require resources to manage and more surveys to be undertaken.

Work has progressed throughout the year on the scheduled lease renewal for the Old Station Building, and scheduled rent review processes. Work commenced on the new lease for the Actual Workshop (Little Dinosaurs).

Attractions in the Park have been enhanced with a new course added to the Go Ape attraction. Unfortunately the reinstatement work was not undertaken due to poor weather and ground conditions, but this should start in early summer 2018.

The implementation of the Park Management Plan made good progress with the work of the Grounds Maintenance Contractor being enhanced through by input from partners such as Capel Manor College, Friends of Alexandra Park and The Conservation Volunteers.

Volunteers play a huge role in keeping Alexandra Park maintained to its award winning standard. The Park benefited from over 1,412 volunteer hours from the Friends of the Park, Capel Manor College and volunteers from our Park maintenance contractor John O'Connor.

8.1.5 Facilities Management

In 2017-18 the updating of the infrastructure of the Palace building has included replacement of fire panels, fire suppression systems and emergency and LED lighting in priority areas. The fourth boiler was replaced, completing the boiler replacement plan. All of these will help us safeguard the building and improve our energy efficiency.

8.1.6 Property Management

We continue to make progress in delivering the Fabric Maintenance Plan. We are now in our fourth year of plan delivery and have achieved completion level of 32% of the total plan. In 2017/18 £810,000 was invested in repair and maintenance and £13.5m in restoration. This is a significant investment for the Trust and was only possible because of the external funding provided by Heritage Lottery Fund, Haringey Council and donations from the public, trusts and foundations.

This year we also completed a specification for basement structural repairs and damp proofing. This work will be undertaken in 2018/19 and is critical if we are to bring this area back into use.

Alexandra Palace remains on the Theatres Trust 'Theatres at Risk Register', but we are now at the lowest level of risk on the scale. It is expected that when the theatre opens in 2018/19 the Alexandra Palace Theatre will no longer be considered at risk.

The Palace remains listed as poor in terms of condition on the Historic England 'Buildings at Risk Register'. It is not expected that this will change upon the opening of the refurbished East Wing due to the condition of other areas of the building and level of backlog of repairs. We remain one of the largest buildings on the register. However, in terms of priority category, we are the lowest at F. We appear low on the priority list because there is a repair scheme in progress and the building has a clearly identifiable use.

8.1.7 East Wing Restoration Programme

The re-scoped East Wing restoration project has progressed well. The Victorian Theatre and East Court are due to complete in 2018. The spaces have been transformed through the unblocking and opening up of key spaces particularly in the theatre foyer and the north tower that opens up key views over the north of the Park and provides new spaces for audiences and performers to enjoy.

We have worked with historic paint specialists to establish a new paint scheme for the East Court so that it is relevant for today's audiences but also pays respect to the building's heritage and we have benefitted from a range of stakeholder input and support to successfully restore and consolidate the historic theatre ceiling to allow for the eventual opening of the space for the public enjoyment (including Theatres trust and Historic England and Haringey Council Conservation Team).

Work began on the Theatre backstage dressing rooms, the ground floor of which is fully accessible to allow opportunities for a range of performers and visiting companies.

Despite the many challenges that this project has raised, the systems of control and project management employed have meant that key relationships have been maintained, reporting requirements have been met and all consents obtained and all drawdowns of payments received.

Whilst we remain disappointed that the re-scoped project does not include the studio spaces, the work to interpret the story of television at Alexandra Palace has continued. A forward Plan has been agreed for when the Trust is ready to take a studio project forward. In addition we have successfully obtained building consent to light the mast for commemorative events.

8.1.8 Interpretation

In 17/18 more than 10 collaborations have been brokered to raise the profile and awareness of the historic significance of Alexandra Palace and its rich archive of entertainment heritage, including BBC Research & Development and Google with online exhibitions and virtual tours providing an authentic AP perspective on the television history.

Materials are available online for the public to access including items owned by partners such as Alexandra Place Television Society, Hornsey Historical Society and Bruce Castle.

The historical timeline displayed on the hoardings around the Theatre has also created high levels of interest and discussions among the visiting public and our stakeholders.

Our volunteers have donated nearly 300 hours to our interpretation activities.

8.1.9 Creative Learning

The Learning and Participation team were strengthened and renamed the Creative Learning Team during the year. With a strengthened team delivery has been happening at pace to deliver the Activity Plan.

Relationships have been strengthened with Haringey Shed, Middlesex University, BBC Learning, Alzheimer's Society, and Haringey Music Services.

New partnership opportunities are currently being discussed with Discovery, BBC Proms Learning, The Guardian, Border Crossing, Mama Quilla and The National Circus School and 10 new partnerships towards the end of the year projects with Million Minutes, Inspire, The London Grid, National Circus School, Netherlands Institute for Leisure and Events Management, Emergency Exit Arts, Chicken Shed, Haringey Obesity Alliance, GFest and Collage Art.

The team have also secured delivery partnerships with local social and community organisations resulting in ten creative learning delivery partnerships, including care homes and cultural organisations in addition to the 66 local schools we engage with. Our volunteers have donated 1,078 hours of their time to Creative Learning programmes.

8.1.10 Volunteering

Our team of regular volunteers has grown to 63. The number of hours donated to the Charity was 3,954 hours. The volunteers continue to amaze us with their enthusiasm, passion and dedication to our mission. The highlights from the volunteers directly managed by AP include, researching and creating connections with archivists (resulting in collaborations), writing a blog on our blog pages, providing administrative support and working on the summer festival.

Our volunteer coordinator alone has contributed over 300 hours of time to ensure that our volunteers are supported in their roles effectively.

Delivery area	AP managed volunteers	Partner (e.g. friends of the park, JoC, Capel Manor)	total
Park		1,412	1,412
Fundraising	545	-	545
Creative learning	1,078	-	1,078
Collections/interpretation	300	-	300
Other (admin, promotion)	319	300	619
total	2,242	1,616	3,954

8.1.11 Financial Management

The finance team was strengthened last financial year which has allowed the team to focus on improving the delivery of financial management for the Trust and its trading activities including management practices and procedures. Working with the catering team a stock management audit was completed and an action plan agreed, with implementation already underway. A review of financial policies and procedures was commenced and will be finalised in the coming financial year.

8.1.12 Human Resource Management

Our work to complete the HR action plan resulting from the HR audit in 2016/17 made good progress. 100% of legally required HR policies have been reviewed, updated and are now in operation. We have put in place new providers for the provision of Occupational Health and Employee Assistance Programme as part of our commitment to employee welfare and have new employment law insurance providers in place.

We devised a formal induction programme for all new employees and revised and improved our recruitment and selection processes. We have put in place a HR document retention plan and file categorisation in line with the General Data Protection Regulations that came into force in May 2018.

8.1.13 Health and Safety

Our Health and Safety team was strengthened in 17/18 which has allowed us to strengthen our approach across the organisation.

- The Board approved the new Health and Safety Policy in February 2018.
- The Executive Leadership Team received dedicated Health and Safety Training.
- A new accident and incident reporting system was tested for launching early in 2018.
- Health and safety briefings became a regular occurrence including briefings from partner organisations such as metropolitan police service on issues of relevance to the Park and Palace.

8.1.14 Trading Activity

The Trading Subsidiary put in a strong performance in 2017/18 though some areas of business did not achieve target, events exceeded expectation with live music in particular performing a critical role in securing an overarching increase in both revenue and net profit (gift aid) for the Charitable Trust.

The Sales Strategy and Growth Plan developed in the previous financial year provided the foundation for the business to move forward. 'Kaleidoscope', an initiative identified within the growth plan, is our first Arts & Music Festival. Following thorough research, development and due diligence assessments it received approval for delivery in 2018/19, a significant step in the organisations history.

2017/18 was also a year of firsts for Alexandra Palace with new and high profile events such as the Drone Racing League, the Skepta gig which broadcast live on Apple, yet again positioning Alexandra Palace at the heart of pioneering broadcast technology. Spotify's first ever festival in the UK was held at Alexandra Palace in November, 'Who We Be' celebrated the best of urban, grime and hip hop bringing together the likes of Bugzy Malone, Cardi B, Dizzee Rascal, Giggs, J Hus and Stefflon Don, who between them have had over half a billion streams on Spotify.

In the final quarter of the year, the Palace also played host to music legends such as LCD Soundsystem, Liam Gallagher, Fat Boy Slim and Morrissey whilst The Maccabees took their final bow in the Great Hall. New artists to Alexandra Palace such as Lorde and Rag n Bone man entertained the crowd to great acclaim.


Our own Alexandra Palace team produced and promoted events including the 90,000 attendance Fireworks Festival, StrEATLife - Street food and craft beer festivals.

The Ice Rink received over 90,000 visitors across the range of activities from ice skating lessons, to junior hockey attracting visitors from a broad spectrum of the public including local schools and disability groups. Participation levels show a high percentage of female participation and a wide age range from 2.5 years to 80 and a mix of nationalities from Eastern European to North American.

Following a procurement process we awarded Heineken a new contract. New deals were negotiated with – Professional Darts Corporation, Master Snooker, Royal Yachting Association and Country Living Exhibition securing foundation business for the future.

The proactive approach to sales has resulted in a high proportion of revenue being generated from new business. The investment made in APTL in 2016/17 has assisted in the trading subsidiary realising an improved outturn on its 2017/18 targets.

9. Performance Impact Matrix 2017/18²

				
Aims <i>Strategic priorities</i>	Inputs <i>Our resources</i>	Delivery activities <i>What we do</i>	Charitable outputs <i>What we deliver</i>	Impact <i>Wider public benefits³</i>
1. Maintain and deliver the Park and Palace as a leisure, cultural and entertainment destination.	Board time & Expertise Staff time & expertise	<ul style="list-style-type: none">Deliver a repair programme to overcome the historic backlogEnsure the building fabric remains safe and watertight	<ul style="list-style-type: none">The Park is open as a public space 365 days providing valuable green open space for recreation and enjoyment	Health & Wellbeing impact <ul style="list-style-type: none">provision of site for low cost physical activity - contributes to reducing mental health distress and depression, obesity and supports and improves wellbeingimproved mental health and happiness through connection with nature
2. Achieve long term financial sustainability for the charitable assets whilst respecting the historic and natural environment.	In kind support from partners and stakeholders Self-generated and fundraised income in year £2.3m	<ul style="list-style-type: none">Improve and upgrade critical support infrastructure across the Park and PalaceDeliver quality events, leisure experiences and activities throughout the year to bring the venue to life for the purposes it was createdManage the environmental impact of the organisation's and leaseholders' activities in the Park and the wider environment	<ul style="list-style-type: none">£810,000 invested in the repair and maintenance of the Park and Palace in year£13.5m invested in restoring the Park and Palace in year3,734,205 beneficiaries⁴0% of derelict areas of the Palace restored out of dereliction in year^{5 6}	Economic Impact <ul style="list-style-type: none">£150m of spending in the local area⁷ equating to an estimated economic impact locally of £50mProvider of local employment, at different entry levels and across a range of skill setsAttraction of private investment and business due to environmental quality of area
3. Bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes.	Corporate Trustee Revenue Grant £1.95m	<ul style="list-style-type: none">Raise and generate funds to support the restoration and development of the charitable assets	<ul style="list-style-type: none">5 (Park) designations/awards achieved for the historic & natural environment	Environmental Impact <ul style="list-style-type: none">Improvement in wider visual amenity of Park and Palace engenders local pridePollution amelioration and cleaning of air of natural environment in urban areasProvision of habitat for wildlife
4. Raise awareness and understanding of the Trust, its assets and activities amongst stakeholders and beneficiaries.	Corporate Trustee Capital Grant £470k	<ul style="list-style-type: none">Improve the energy efficiency of the buildingDeliver a programme of restoration of the derelict areas of the Park and Palace	<ul style="list-style-type: none">517 visitors on tours to derelict/ normally inaccessible areas101 Creative Learning events and activities provided	Educational impact <ul style="list-style-type: none">Educational resource and venue for school outings positive impact on child physical and cognitive development
	Volunteer hours 3,954	<ul style="list-style-type: none">Deliver a programme of creative learning activities to engage a broad audience in the history and heritage of the Park and Palace.	<ul style="list-style-type: none">134 unique pieces of press coverage raising awareness and understanding of the Trust	Profile Raising impact <ul style="list-style-type: none">Contribution to raising the profile of Haringey and North London as a cultural destination
5. To deliver quality customer and visitor experiences across all areas to our beneficiaries.		<ul style="list-style-type: none">Record our history, conserve our historic records and make them accessible to the public	<ul style="list-style-type: none">66 schools and 3,688 pupils engaged with local history	Social Impact <ul style="list-style-type: none">Visual and physical amenity for local people and visitorsReaching diverse groups and communities formally and informally - creating social opportunities to improve sense of inclusion in societyVenue for community events and meeting other people63 individuals regularly volunteering and engaged in activities

² Note that the matrix does not count the activities undertaken in leasehold properties
³ These are impacts that we cannot yet quantify or evaluate but are generally accepted outcomes of activities across the fields of expertise that we deliver
⁴ members of the public engaged with the assets (3.4m park users, 140k events, 3688 learners, 517 tours)
⁵ Space brought back into use/ back into public or operational use
⁶ However work was underway on 10% of the building for completion in 2018
⁷ Independently assessed in 2016 BOP consulting

10. Delivery priorities for 18/19

Strategic Leadership and Governance

- Develop projects to implement the long term vision for the Park and Palace
- Prepare detailed proposals and implementation plan for agreed governance changes

Fundraising, Sponsorship & Income Generation

- Widen the scope of the 'case for funding' for the charity
- Identify new income generation opportunities and test their implementation potential

Performance Management

- Implement the HLF evaluation plan

Property & Estate Management

- Complete the West Yard Storage Project
- Draft a Park infrastructure investment plan

Development Programmes

- Complete the East Wing restoration programme
- Develop a programme of online exhibitions to showcase our heritage and collection with resonance to the present day
- Increase the visibility of the Creative Learning programme locally through effective communications, profile raising and partnership work
- Increase engagement of volunteers in the development of APPCT creative learning programme and activities

Resource Management

- Update and issue a complete set of financial policies and procedures
- Develop a consistent approach to pay and reward

Health and Safety

- Implement a H&S reporting tool for incidents and accidents
- Review the H&S assessments for Alexandra Palace Way and car parks
- Review the annual H&S metrics for the Trust

Trading subsidiary

We are expecting 2018/19 to be challenging but ground breaking trading year. The delivery of our first major own brand festival Kaleidoscope in July 2018 is a calculated risk to develop a new income stream. Therefore we plan to focus on areas of the existing business such as the Ice Rink that present significant opportunities for growth that have yet to be realised. 2018/19 will also be the first full financial year for the newly introduced restoration levy that will provide much needed funds for the Trust to invest in key customer facing facilities and infrastructure.

11. Fundraising Disclosure

The Fundraising activity of the Charity in 2017 has focussed on raising funds in support of the East Wing Restoration. The Trust employs a Director of Fundraising to lead our fundraising activities and is supported by a project assistant and our volunteers.

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, such as The Friends of the Alexandra Palace Theatre.

The Trust is registered with the Fundraising Regulator and signed up to its Fundraising standards, which are reflected in our Fundraising Policy.

In 2017/18 we have received no complaints about our fundraising activities.

12. Financial Overview

The 2017-18 was a successful and operationally busy year for the Trust and the Group as we continue to work toward our long-term goal of financial sustainability and a delivery of a major capital project.

12.1 Unrestricted funds

As in previous years our main sources of funding were from:

- our corporate trustee - Haringey Council. The grant from the Council accounts for at least half of the funding available to the Trust to carry out its charitable activities. Despite its own financial pressure the Corporate Trustee has provided the Trust with funding at the previous years' level of £1.95m (2017: £1.95m).
- Alexandra Palace Trading Limited, a wholly owned subsidiary of the Trust, which donates all its profits to the Trust in a form of Gift Aid. The Trust and the Trading are together known as "the Group".

We are pleased to report that the Group's accumulated unrestricted funds reached a total of £22m (2017 -: £7.3m) as at 31 March 2018. This demonstrates a good financial position for the Group and reflects robust management of financial resources.

The Trading Company contributed significantly to this result as its success in the Entertainment, Event and Leisure industry continued, measured by the financial results as well as the number of customers attending the events including music nights, conferences, trade shows, exhibitions and events in the Park. The financial success of all commercial activities has been achieved despite decreasing customer confidence reported in the retail and entertaining industry.

The Trading Company achieved a turnover of £13.8m (2017: £11.5m) and will be able to gift aid profits of £1,700,000 (2017: £920,000) to the Trust to support the charitable activities and to enable the Trust to undertake new projects. The strong financial performance was a result of the sales and growth strategy as well as the investment in the trading company in recent years.

Throughout the year both the Trust and the Trading Company continued to monitor the Group's cash flow and operated in a tightly controlled environment as the Group is working towards achieving a minimum level of free cash reserves available.

Monitoring of budgeted costs and prioritising of revenue projects will remain in place for the foreseeable future to ensure that the Group meets its financial obligation including the annual loan repayments of £330,000.

12.2 Reserves Policy

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

Furthermore, the Trustee Board have the objective of establishing unrestricted reserves sufficient to cover the Park and Palace running costs and staff costs for a period of 6 months in case of a significant decrease in funding or a downturn of the Charity's own fund-generating activities, whether undertaken by the Trust or by its Trading Company.

The funds necessary to cover a 6 month period of running and maintaining the Park and Palace are estimated to be £1.8 million. These include non-cancellable commitments including servicing of the loan commitments.

The consolidated unrestricted reserves at the 2018 year end amounted to £22m (2017: £7.3m). This included designated capital funds of £19.1m (2017: £6.6m) representing, to the fullest extent possible, the net book value of the Charity's capital assets.

At 31 March 2018 the Trust's consolidated free reserves, being unrestricted, undesignated funds not held in fixed assets, were negative £(3.2)m, as the Charity currently has committed all funds into maintaining and improving the palace and park for the next financial year.

A key task for the Trust in 18/19 remains the development of a Long Term Financial Plan to move towards financial sustainability. It will need to identify measures to increase free reserves and unrestricted funds.

12.3 Restricted Funds

The East Wing Restoration Project. During the year the East Wing Restoration Project progressed well with completion estimated in August 2018. The Project will deliver a refurbished East Court and a fully functional previously derelict Victorian Theatre. During the construction works a number of matters have occurred which were not in the control of the project team; they required immediate remedial works due to health and safety concerns, delays with design matters and several requirements for design changes as the building presented complex issues. The combination of these discoveries and cost of the delay is likely to result in a slight overspend on the overall budgeted construction costs of £20m; the funding solutions are already in place to fully meet the overspend as the construction works are approaching completion. As at the end of March 2018 the remaining restricted funding for the Project is recognised in the Restricted Funds of £7.1m and is considered to be sufficient to complete the Project.

Capital Repairs and Maintenance Programme. Every Year the Trust faces the challenge of maintaining the Palace building which has a vast fabric maintenance and repairs plan due to ageing, wear and tear and historic infrastructure and facilities. These capital projects are funded by the Corporate Trustee annual grant of £470,000. From 2018/19 repairs and maintenance projects are also going to be funded by the restoration levy charged on sales of tickets on events held within the park and palace. This will enable us to make greater progress towards long term repairs and maintenance programme currently estimated at £10m, and to ensure that operational areas, facilities and infrastructure in the Park and at the Palace remain opened and fully accessible to the public as part of our charitable objectives. The funds for capital repairs and maintenance are ring-fenced for their purpose and recognised in the Restricted Funds of £7.1m.

12.4 Financial Risk

The opening and operation of the Theatre and the East Court comes with a financial risk to the Trust. The costs of operating these spaces will need to be carefully managed to control the overheads of the Trust and to ensure the existing operation of the trading subsidiary is not subsidising the use of the new spaces, potentially reducing the level of gift aid to the Trust. 2018/19 will be the year that the business model and plan for these spaces will be fully tested.

13 **Independent Auditors' Report to the Trustee of Alexandra Park and Palace Charitable Trust**

13.1 Audit opinion

We have audited the financial statements of the Alexandra Park and Palace Charitable Trust for the year ended 31 March 2018 which comprise the Consolidated and Charity Statements of Financial Activity, the Consolidated 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 2018 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.

13.2 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.

13.3 Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement [set out in section 3.5 above] 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 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 to cease operations, or have no realistic alternative but to do so.

13.4 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.

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.

13.5 Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

13.6 Other information

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

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.

13.7 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.

13.8 Use of our report

This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

haysmacintyre
Statutory Auditors
[date]

10 Queen Street Place
London
EC4R 1AG

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

14. Financial Statement 2018

Alexandra Park and Palace Charitable Trust – Consolidated statement of financial activities For the year ended 31 March 2018

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2017 £'000
Income from:							
Donations and Grants	3	3,044	668	3,712	1,901	677	2,578
Charitable activities	5	492	-	492	281	-	281
Other trading activities	4	13,809	-	13,809	11,524	-	11,524
Investments	6	6	-	6	6	-	6
Total income		17,351	668	18,019	13,712	677	14,389
Total expenditure							
Raising funds							
Charitable activities		96	-	96	154	-	154
Other trading activities		11,724	-	11,724	10,350	-	10,350
Charitable activities		3,580	1,371	4,951	3,743	585	4,328
Total expenditure	7,8	15,400	1,371	16,771	14,247	585	14,832
Net income/ (expenditure) for the year		1,951	(703)	1,248	(535)	92	(443)
Transfers between funds	20, 21	12,614	(12,614)	-	4,048	(4,048)	-
Other recognised gains							
Actuarial gain on Pension Scheme	24	86	-	86	81	-	81
Net movement in funds		14,651	(13,317)	1,334	3,594	(3,956)	(362)
Reconciliation of funds							
Total funds brought forward		7,258	20,405	27,663	3,664	24,361	28,025
Net movement of funds for the year		14,651	(13,317)	1,334	3,594	(3,956)	(362)
Closing fund balance as at 31 March	22	21,909	7,088	28,997	7,258	20,405	27,663

All activities relate to continuing operations.

The notes on pages 27 to 44 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 2018

	Note	Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2017 £'000
Income from:							
Donations and Grants	3	3,044	668	3,712	1,901	677	2,578
Charitable activities	5	535	-	535	281	-	281
Investments	6	300	-	300	1,220	-	1,220
Total income		3,879	668	4,547	3,402	677	4,079
Total expenditure							
Raising funds		96	-	96	154	-	154
Charitable activities		3,580	1,371	4,951	3,743	585	4,328
Total expenditure	7, 8	3,676	1,371	5,047	3,897	585	4,482
Net (expenditure)/ income for the year		203	(703)	(500)	(495)	92	(403)
Transfers	20, 21	12,614	(12,614)	-	4,048	(4,048)	-
Net movement in funds		12,817	(13,317)	(500)	3,553	(3,956)	(403)
Reconciliation of funds							
Total funds brought Forward		6,646	20,405	27,051	3,093	24,361	27,454
Net movement in funds for the year		12,817	(13,317)	(500)	3,553	(3,956)	(403)
Net movement in funds for the year	22	19,463	7,088	26,551	6,646	20,405	27,051

The notes on pages 28 to 46 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 2018

	Notes	Group 2018 £'000	Group 2017 £'000	Trust 2018 £'000	Trust 2017 £'000
Fixed assets					
Tangible fixed assets	12	527	627	41	44
Heritage assets	13	22,601	9,293	22,601	9,293
Investments	14	-	-	-	-
		<u>23,128</u>	<u>9,920</u>	<u>22,642</u>	<u>9,337</u>
Current assets					
Stocks	15	154	131	-	-
Debtors: due within one year	16	10,469	19,703	9,195	19,788
Cash at bank and in hand		<u>6,903</u>	<u>7,857</u>	<u>3,089</u>	<u>4,913</u>
		17,526	27,691	12,284	24,701
Creditors: amounts falling due within one year	17	<u>(7,502)</u>	<u>(5,703)</u>	<u>(3,651)</u>	<u>(2,320)</u>
Net current assets		<u>10,024</u>	<u>21,988</u>	<u>8,633</u>	<u>22,381</u>
Total assets less current liabilities		<u>33,152</u>	<u>31,908</u>	<u>31,275</u>	<u>31,718</u>
Creditors: amounts falling due after more than one year	18	<u>(4,110)</u>	<u>(4,053)</u>	<u>(4,724)</u>	<u>(4,667)</u>
Net assets excluding pension scheme liability		<u>29,042</u>	<u>27,855</u>	<u>26,551</u>	<u>27,051</u>
Defined benefit pension scheme liability	24	<u>(45)</u>	<u>(192)</u>	<u>-</u>	<u>-</u>
Net assets including pension scheme liability		<u>28,997</u>	<u>27,663</u>	<u>26,551</u>	<u>27,051</u>
Accumulated funds					
Unrestricted funds		2,800	804	309	-
Designated capital funds		19,154	6,646	19,154	6,646
Pension deficit funds		<u>(45)</u>	<u>(192)</u>	<u>-</u>	<u>-</u>
Unrestricted funds	20	<u>21,909</u>	<u>7,258</u>	<u>19,463</u>	<u>6,646</u>
Restricted funds	21	<u>7,088</u>	<u>20,405</u>	<u>7,088</u>	<u>20,405</u>
Total funds	22	<u>28,997</u>	<u>27,663</u>	<u>26,551</u>	<u>27,051</u>

Approved by the Board of Trustees on 19th July 2018 and signed on its behalf by:

Councillor Anne Stennett

The notes on pages 27 to 44 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 2018

	Group 2018 £'000	Group 2017 £'000
Net cash provided by operating activities – See note below	12,973	8,009
Cash flows from investing activities		
Interest received	6	6
Purchase of property, plant and equipment	(13,735)	(5,081)
Net cash used in investing activities	(756)	(5,075)
Cash flows from financing activities		
Loan repayments	(198)	(125)
Cash inflows from new loans	-	2,500
	(198)	2,375
Net (decrease) / increase in cash and cash equivalents	(954)	5,309
Cash and cash equivalents at beginning of year	7,857	2,548
Cash and cash equivalents at end of year	6,903	7,857
Reconciliation of cash and cash equivalents:		
Cash at bank and in hand	6,903	7,857
Overdraft	-	-
Cash and cash equivalents	6,903	7,857
Note to the consolidated cash flow statement		
	Group 2018 £'000	Group 2017 £'000
Reconciliation of net income to net cash flows from operating activities		
Net income	1,248	(443)
Depreciation	527	530
Actuarial movement on pension scheme	86	81
Interest receivable	(6)	(6)
Decrease in stocks	(23)	(31)
Decrease in debtors	9,234	6,401
Increase in creditors	2,054	1,606
Decrease in provisions	(147)	(129)
Net cash provided by operating activities	12,973	8,009

**Alexandra Park and Palace Charitable Trust – Notes for the Financial Statement
For the year ended 31 March 2018**

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 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.

Basis of accounting

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), effective 1 January 2016, 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

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

2. Accounting policies

Basis of consolidation

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

Income

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

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

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 then the assets will 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 2017 and 2018 represents the net book value of assets purchased with capital grant funding from the Council since 2009/10. A transfer has been made to the designated capital fund at 31 March 2018 so that the fund value matches, to the fullest extent possible, the net book value of all fixed assets owned by the Trust.

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.

2. Accounting policies (continued)

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 recently found archives 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 public without restrictions. The Palace is opened for recreation and enjoyment where the space is safe to be used but 40% of the Palace remains derelict. The derelict spaces are being brought back into public use through an extensive capital improvements and maintenance programme (Fabric Maintenance Plan) as well as the East Wing restoration programme due to be completed in 2018.

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 we have a Collections Development Policy which covers acquisitions and disposal.

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

Tangible fixed assets

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

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

The minimum capitalisation threshold is £500.

Valuation of stocks

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

Cash at bank and in hand

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

Related party transactions

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

2. Accounting policies (continued)

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 deficit on the scheme is included within the balance sheet at 31 March 2018.

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, also administered by Haringey. 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 Deficit and recognition of restricted grants as non-performance related grants and therefore accounted for as income in full in 2017-18.

3. Analysis of income from Donations and Grants

Group	2018 £'000	2017 £'000
Grants	3,632	2,495
Donations	80	83
	<u>3,712</u>	<u>2,578</u>

4. Analysis of income from other trading activities

	2018 £'000	2017 £'000
Income from trading activities	<u>13,809</u>	<u>11,524</u>

5. Analysis of income from charitable activities

Group and Trust	2018 £'000	2017 £'000
Income from the Park	169	183
Income from the Palace	116	92
Income from the Palace – Fees relating to Projects	243	-
Income from Learning and Community	7	6
	<u>535</u>	<u>281</u>

6. Analysis of income from investments

Group	2018 £'000	2017 £'000
Bank interest	<u>6</u>	<u>6</u>
Trust only		
Gift aid from subsidiary	-	920
Licence fee from subsidiary	<u>300</u>	<u>300</u>
	<u>300</u>	<u>1,220</u>

7. Analysis of expenditure

Group	Direct costs £'000	Support costs £'000	Total 2018 £'000	Total 2017 £'000
Expenditure on raising funds				
Expenditure of trading subsidiary	11,724	-	11,724	10,350
Raising donations and grants	96	-	96	154
	<u>11,820</u>	<u>-</u>	<u>11,820</u>	<u>10,504</u>
Expenditure on charitable expenditure				
Running and maintaining the Park	535	108	643	653
Running and maintaining the Palace	2,164	413	2,577	2,689
Learning and Community	15	4	19	76
Regeneration	1,667	45	1,712	910
	<u>4,381</u>	<u>570</u>	<u>4,951</u>	<u>4,328</u>
Trust only				
Expenditure on raising funds:				
Raising donations and grants	96	-	96	154
	<u>96</u>	<u>-</u>	<u>96</u>	<u>154</u>
Expenditure on charitable expenditure				
Running and maintaining the Park	535	108	643	653
Running and maintaining the Palace	2,164	413	2,577	2,689
Learning and Community	15	4	19	76
Regeneration	1,667	45	1,712	910
	<u>4,381</u>	<u>570</u>	<u>4,951</u>	<u>4,328</u>

8. Analysis of support costs

Group and Trust	Total 2018 £'000	Total 2017 £'000
Wages and salaries	269	352
Overheads	301	366
	<u>570</u>	<u>718</u>

8. Analysis of support costs (continued)

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Learning & community	Regeneration	Total 2018
Support costs allocated to activities		£'000	£'000	£'000	£'000	£'000
Governance	Pro rata to charitable expenditure	23	89	1	9	122
General Office overheads	Pro rata to charitable expenditure	57	218	2	24	301
Office Management incl. Finance and HR	Pro rata to charitable expenditure	28	106	1	12	147
Total support costs		108	413	4	45	570

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.

2017 comparatives:

Group and Trust	Basis of allocation	Running & maintaining the Park	Running & maintaining the Palace	Learning & community	Regeneration	Total 2017
Support costs allocated to activities		£'000	£'000	£'000	£'000	£'000
Governance	Pro rata to charitable expenditure	27	108	3	13	151
General Office overheads	Pro rata to charitable expenditure	66	260	7	33	366
Office Management incl. Finance & HR	Pro rata to charitable expenditure	36	143	4	18	201
Total support costs		129	511	14	64	718

9. Net income/(expenditure) for the year

	2018 £'000	2017 £'000
Net income/(expenditure) is stated after charging:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	15	15
Fees payable to the charity's auditor for other services:	-	-
The audit of the charity's subsidiary, pursuant to legislation	20	19
Tax compliance services	2	2
Tax advisory services	1	-
Operating lease rentals - land and buildings	6	6
Operating lease rentals - plant and machinery	38	25
Depreciation	527	530

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

	Group		Trust	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Wages and salaries	3,307	3,114	757	758
Social security costs	327	301	83	81
Pension costs – Defined Benefit scheme	25	137	13	119
Pension costs – Defined Contribution scheme	116	95	19	17
Agency staff costs	791	857	25	6
Redundancy and restructuring	-	39	-	15
	4,566	4,543	897	996

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

	2018 Number	2017 Number
£60,000 - £70,000	4	4
£70,000 - £80,000	1	2
£80,000 - £90,000	1	1
£100,00 - £110,000	1	1
£140,000 - £150,000	1	1

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

	Group		Trust	
	2018 Number	2017 Number	2018 Number	2017 Number
Cost of generating funds	93	94	2	1
Running the Park	1	1	1	1
Running the Palace	6	6	6	6
Learning and Community	4	2	4	2
Regeneration	3	3	3	3
Management and administration	17	17	4	5
	124	123	20	18

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

The total remuneration (including pension contributions but excluding employer’s NIC) of the key management personnel of the Charity for the year was £249,800 (2017: £297,600). Total employer’s NIC paid in respect of key management personnel of the Charity for the year was £26,500 (2017: £32,600)

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 but excluding employer’s NIC) of the key management personnel of the Group for the year was £551,200 (2017: £605,700). Total employer’s NIC paid in respect of key management personnel of the Group for the year was £60,200 (2017: £70,400)

Trustees’ remuneration

The trustees did not receive any remuneration or reimbursement of expenses during the year (2017: £nil)

11. Tax on profit on ordinary activities of trading subsidiary

The trading subsidiary has no tax charge for the year (2017: £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:

	2018 £000	2017 £000
Profit on ordinary activities before taxation	1,748	880
Tax on profit on ordinary activities at 19% (2017: 20%)	332	176
Expenses no deductible for tax purposes	1	2
Amounts (charged/credited) directly to STRGL or otherwise transferred	16	16
Adjustments to deferred tax (from 20% to 19%)	(4)	(1)
Deferred tax not recognised	(36)	(9)
Charitable donations	(309)	(184)
Tax charge	-	-

A deferred tax asset of £9,379 (2017: £51,056) in relation to short term timing differences has been recognised and set off against a deferred tax liability of £9,379 (2017: £51,056) in relation to fixed asset timing differences. A further deferred tax liability of £33,350 (2017 asset £2,555) 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 Motor vehicles £'000	Group Total £'000
Cost						
At 1 April 2017	108	108	400	706	11	1,117
Additions	20	20	11	32	-	43
Disposals	(32)	(32)	-	(261)	(11)	(272)
At 31 March 2018	96	96	411	477	-	888
Depreciation						
At 1 April 2017	64	64	46	436	8	490
Charge for the year	23	23	26	114	3	143
Disposals	(32)	(32)	-	(261)	(11)	(272)
At 31 March 2018	55	55	72	289	-	361
Net book value						
At 31 March 2018	41	41	339	188	-	527
At 31 March 2017	44	44	354	270	3	627

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 2017	5,037	4,936	1,029	11,002
Additions	80	13,519	93	13,692
Disposals	(23)	-	(9)	(32)
At 31 March 2018	5,094	18,455	1,113	24,662
Depreciation				
At 1 April 2017	1,173	-	536	1,709
Charge for the year	277	-	107	384
Disposals	(23)	-	(9)	(32)
At 31 March 2018	1,427	-	634	2,061
Net book value				
At 31 March 2018	3,667	18,455	479	22,601
At 31 March 2017	3,864	4,936	493	9,293

13. Heritage assets (continued)

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.

	2018 £'000	2017 £'000	2016 £'000	2015 £'000	2014 £'000
Additions at cost	13,692	4,965	739	550	966
Disposals at book value	(32)	(17)	(32)	(648)	-
Disposals proceeds	-	-	-	-	-
Depreciation/impairment	384	361	310	300	288

14. Fixed asset investments

	2018 £	2017 £
Trust only		
Shares in trading subsidiary		
At 1 April and 31 March	2	2

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

Alexandra Palace Trading Limited gift aid payable to Alexandra Park and Palace Charitable Trust for 2018 is £Nil (2017: paid £920,000). 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:

	2018 £'000	2017 £'000
Turnover	13,809	11,524
Cost of sales	(10,899)	(9,500)
Gross Profit	2,910	2,024
Administrative expenses	(1,134)	(1,089)
Operating profit	1,776	935
Interest receivable and other similar income	6	6
Other finance costs	(34)	(61)
Profit payable via gift aid to the trust	-	(920)
Result for the financial year	1,748	(40)
Retained profit brought forward	612	571
Actuarial gain on pension fund	86	81
Retained profit carried forward	2,446	612

15. Stocks

	Group		Trust	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Food and beverages	129	106	-	-
Disposables	25	25	-	-
	<u>154</u>	<u>131</u>	<u>-</u>	<u>-</u>

16. Debtors: amounts falling due within one year

	Group		Trust	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Trade debtors	1,103	860	7	18
Other amounts due from subsidiary undertaking	-	-	112	132
Gift aid due from subsidiary undertaking	-	-	-	920
Other debtors	9,055	18,697	9,055	18,697
Prepayments and accrued income	311	146	21	21
	<u>10,469</u>	<u>19,703</u>	<u>9,195</u>	<u>19,788</u>

17. Creditors: amount falling due within one year

	Group		Trust	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Trade creditors	3,529	2,278	2,626	1,723
Amounts due to subsidiary undertaking	-	-	98	72
Taxation and social security	271	185	-	-
Other creditors	1,897	1,951	407	195
Accruals	425	296	145	122
Deferred income	1,177	795	171	10
West Yard Storage loan	40	39	41	39
Ice rink refurbishment loans	119	115	119	115
Lighting loan	44	44	44	44
	<u>7,502</u>	<u>5,703</u>	<u>3,651</u>	<u>2,320</u>

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

	Group		Trust	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Pension deficit reduction plan	20	53	20	53
Ice rink refurbishment loans	1,231	1,350	1,230	1,350
Amounts due to subsidiary undertaking	-	-	614	614
Retentions due on Construction Works	293	-	293	-
Lighting loan	145	189	146	189
West Yard Storage Loan	2,421	2,461	2,421	2,461
	<u>4,110</u>	<u>4,053</u>	<u>4,724</u>	<u>4,667</u>

The ice rink refurbishment loan is an unsecured long-term loan from Haringey Council to refurbish the ice rink facility, of which £119,000 (2017: £115,000) is repayable within one year. This loan is repayable by annual instalments of £164,000 until 31 March 2028.

The lighting loan is from the Sustainable Investment Fund, Haringey Council. The loan is repayable over 7 years until April 2022 at zero interest.

The West Yard Storage Loan was advanced during the year from Haringey Council. The loan is repayable by 35 annual instalments of £122,000 each August at an interest rate of 3.32%

The Pension deficit reduction plan is an estimate of the pension contributions needed to fund a pension deficit where the members are not separately identifiable as required by FRS102.

19. Deferred income

	Group		Trust	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Reconciliation of movement:				
Balance brought forward	795	842	10	10
Amount released to SOFA during the year	(795)	(842)	(10)	(10)
Amount deferred during the year	1,177	795	171	10
Balance carried forward	<u>1,177</u>	<u>795</u>	<u>171</u>	<u>10</u>

20. Accumulated unrestricted funds

	Balance 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	Actuarial gain £'000	Balance 31 March 2018 £'000
Unrestricted	804	17,351	(15,054)	(301)	-	2,800
Pension deficit funds	(192)	-	61	-	86	(45)
Designated capital fund	6,646	-	(407)	12,915	-	19,154
	<u>7,258</u>	<u>17,351</u>	<u>(15,400)</u>	<u>12,614</u>	<u>86</u>	<u>21,909</u>

21. Restricted funds – Group and Trust

	Balance 1 April 2017 £'000	Income £'000	Expenditure £'000	Transfers £'000	Balance 31 March 2018 £'000
Haringey Council Regeneration Project grant	5,109	-	(408)	(3,717)	984
Heritage Lottery Fund Regeneration Project grant	14,925	-	(953)	(8,674)	5,298
Haringey Council capital grant	182	470	-	(223)	429
American Express Foundation- donation	33	-	-	-	33
Tottenham Grammar School Foundation	10	10	(10)	-	10
Regeneration Project – individual donations	92	80	-	-	172
John Thaw Foundation	-	2	-	-	2
J Paul Getty Jr Charitable Trust	50	-	-	-	50
Garfield Weston Foundation	-	100	-	-	100
D'Oyly Carte Charitable Trust	-	6	-	-	6
Environmental Agency grant	1	-	-	-	1
English Heritage –Theatre Restoration	3	-	-	-	3
	<u>20,405</u>	<u>668</u>	<u>(1,371)</u>	<u>(12,614)</u>	<u>7,088</u>

The restricted funds balance at 31 March 2018 is represented by net current assets of £7,088,000.

The Haringey Council Regeneration Project grant represents funds receivable for the East Wing Restoration Project.

The Heritage Lottery Fund Regeneration Project grant represents funds receivable for the East Wing Restoration Project

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

American Express Foundation donation represents funds received for the restoration of the Theatre.

Individual donations are restricted for the Regeneration Project.

The J Paul Getty Jr Charitable Trust relates to monies raised for the East Wing Restoration Project.

Tottenham Grammar School Foundation is a grant towards Learning and Participation schools projects. In 2017 – 2018 a new Grant of £10,000 was received.

Garfield Weston Foundation grant represents funds received for the restoration of the Theatre.

A grant from the John Thaw Foundation was received for the advancement of Musical Theatre.

A grant from the D'Oyly Carte Charitable Trust was received to be used for interpretation of Theatre Machinery.

The Environment Agency Grant Fund relates to monies raised for the Boating Lake.

The English Heritage Fund relates to monies raised for restoration work to the Theatre.

21. Restricted funds – Group and Trust (continued)

Alexandra Park & Palace Charitable Trust also enjoys significant value-in-kind support from a range of businesses including Google. Alexandra Park & Palace Charitable Trust has a partnership agreement with the BBC

Comparative figures for the year to 31 March 2017 can be found in the 2017 financial statements which are publicly available on the Charity Commission's website.

Once an acquisition discharges the restriction of the grant then the assets will 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. £12,614,000 (2017: £4,019,000) was transferred from restricted to designated funds in 2017/18 in relation to this.

22. Net assets between funds

	Unrestricted £'000	Designated £'000	Restricted £'000	Total funds £'000
Fixed assets	527	-	-	527
Heritage assets	3,447	19,154	-	22,601
Cash	4,931	-	1,972	6,903
Other current assets	2,648	-	7,975	10,623
Current liabilities	(4,936)	-	(2,566)	(7,502)
Creditors due after one year	(3,817)	-	(293)	(4,110)
Pension scheme liability	(45)	-	-	(45)
Closing fund balance	2,755	19,154	7,088	28,997

23. Financial commitments

Operating lease commitments

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

	Group		Trust	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
- Within one year	34	39	3	7
- Between one and five years	26	58	-	3
	60	97	3	10

Capital commitments are as follows:

	Group		Trust	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Contracted for but not provided for:	5,360	21,834	5,360	21,834

Other capital commitments relate to non-cancellable contract for works relating to the Regeneration of the East Wing of the Palace and the West Yard project.

24. Pension scheme

Trust:

(a) 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 2016. 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)	2.8 % per annum compound
Rate of price inflation/pensions increases	2.1 % per annum compound
Discount rate	4.0 % per annum compound

Following this valuation, the Actuary agreed that the Trust's contribution would be 24.9 % for the two years until 31 March 2019, then increasing to 26.4 % for the final year of the of the triennial period.

Trading company:

(b) 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 are 2 (2017: 2) scheme members still in the employment of the trading company as at 31 March 2018. 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 2016. 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)	2.8 % per annum compound
Rate of price inflation/pensions increases	2.1% per annum compound
Discount rate	4.0% per annum compound

Alexandra Palace Trading Limited employer's contribution is 35% of salary for 17/18 (2017:27.2%). The pension contribution for the year was £24,000 (2017: £25,000). In addition APTL paid £71,000 (2017: £48,000) towards reducing the fund deficit and £Nil (2017: £38,500) because of a retirement of a scheme member.

24. Pension scheme (continued)

The actuarial valuation described above has been updated at 31 March 2018 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.

The major assumptions used for the actuarial valuation were:

	Nominal % per annum	
	2018	2017
	%	%
Rate of price inflation/pensions increases	2.4	2.4
Salary increases	3.0	3.0
Discount rate	2.6	2.5

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

	Males	Females
Current pensioners	21.8 years	24.1 years
Future pensions	23.8 years	26.0 years

Recognition in the statement of financial activities

	2018	2017
	£'000	£'000
Current service cost	30	28
Past service cost	-	22
Interest cost	90	100
Interest income on plan assets	(86)	(89)
	<u>34</u>	<u>61</u>

Reconciliation of defined benefit obligation

	2018	2017
	£'000	£'000
Opening Defined Benefit Obligation	3,664	2,979
Current and past service cost	30	50
Interest cost	90	100
Contributions by members	5	6
Actuarial (gains)/losses	(56)	628
Benefits paid	(125)	(99)
Closing defined benefit obligation	<u>3,563</u>	<u>3,664</u>

24. Pension scheme (continued)

Reconciliation of fair value of employer assets

	2018 £'000	2017 £'000
Opening fair value of employer assets	3,472	2,658
Interest income on plan assets	86	89
Contributions by members	5	6
Contributions by the employer	95	109
Actuarial gains	30	709
Benefits paid	(125)	(99)
Closing fair value of employer assets	3,563	3,472

The scheme assets are invested as follows:

	2018 £'000	2017 £'000
Equities	2,423	2,465
Bonds	820	694
Property	249	243
Cash	71	70
Total	3,563	3,472

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

	2018 £'000	2017 £'000
Actuarial gain	86	81

(c) Auto-enrolment pension scheme

Since June 2014 the 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 administered by Scottish Widows. The company encourages its employees to contribute more than a minimum required contribution by doubling an employee contribution up to 10%. Otherwise the scheme is operated at a minimum level of required contributions. The employer's contribution for the year was £116,000 (2017: £95,000)

25. Contingent liabilities

In February 2015 the Corporate Trustee, and the Trust have 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 2018.

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

26. Related Party Transactions

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

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

Payments were made for the following services:

Exhibition licences £67,803 (2017: £80,833), APPCT public liability insurance £ Nil (2017: £46,560), APTL public liability insurance of £ Nil (2017: £23,272), legal and professional fees £15,338 (2017: £25,353), printing and other sundry items £6,680 (2017: £5,463) and building control fees £9,510 (2017: £Nil).

The Public Liability insurance is no longer provided by Haringey Council but by Travelers Insurance Co Limited.

During the Year, The Group received Grants for the value of £3,044,000 (2017: £1,900,000) for unrestricted purposes and £470,000 (2017: £585,000) for designated Capital Projects.

	2018 £'000	2017 £'000
Balances as at 31st March		
Payroll Due to Haringey (Trust)	49	35
Payroll Due to Haringey (Trading)	-	838
Vat Due from Haringey (Trust)	(947)	(280)
Loan Payments & Interest due to Haringey (Trust)	262	277
Grants due from Haringey (Trust)	(1,094)	-
(Due from Haringey Council) / Due to Haringey Council	(1,728)	870