



Alexandra Palace

Annual Review 2015

Alexandra Park & Palace Charitable Trust
Annual Report & Accounts



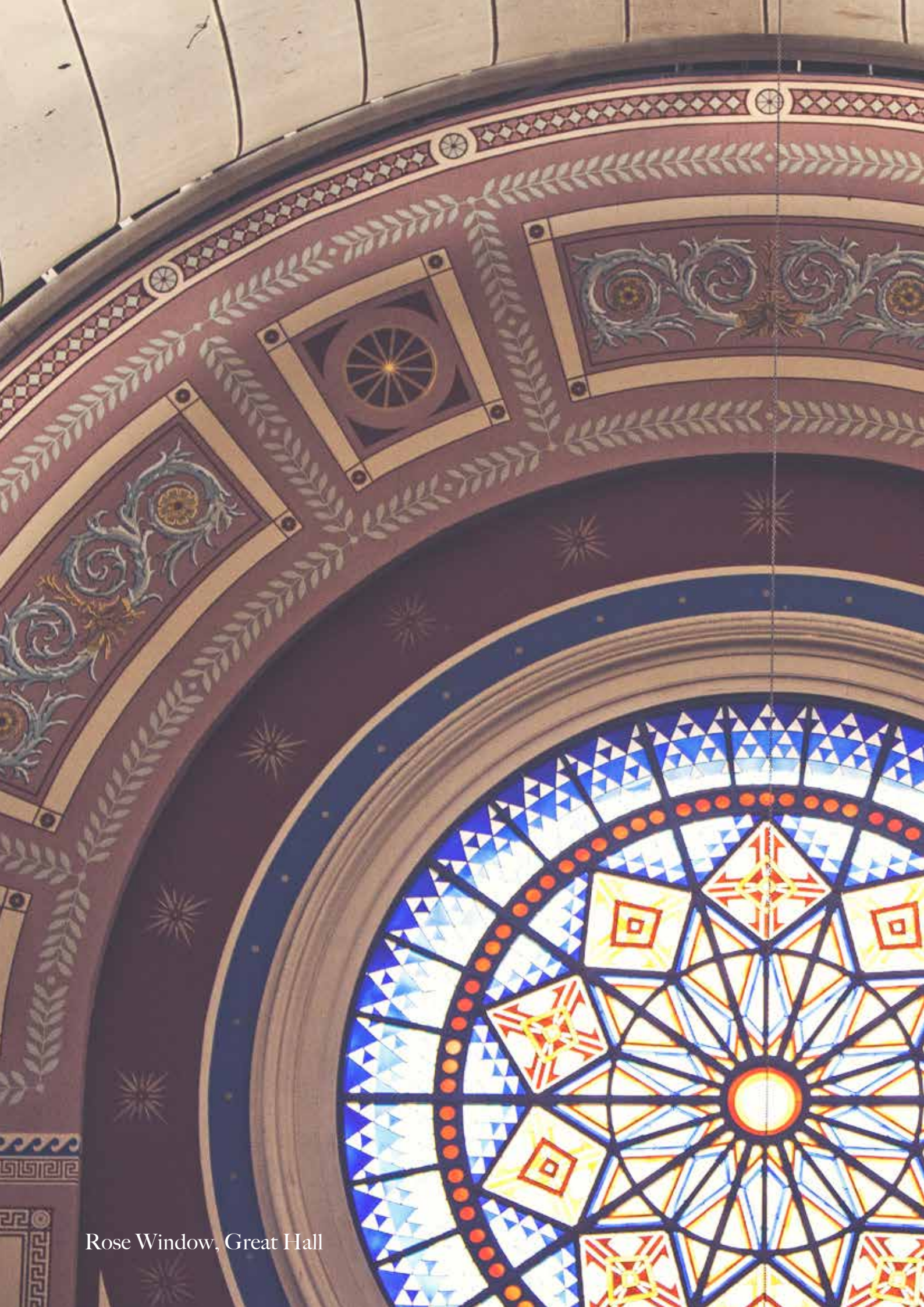
BONOBO

Bonobo, November 2014



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Rose Window, Great Hall



About us

Alexandra Park and Palace

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 with a purpose built railway line to bring visitors from Kings Cross. 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 in 1936 achieved 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.

Alexandra Park and Palace mission

"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."

Alexandra Park and Palace Act 1985

Our vision for the regeneration of Alexandra Park & Palace

To regenerate Alexandra Palace and Park, in the pioneering spirit of our founders, creating a proud, iconic London destination with global appeal – a successful, valuable and sustainable asset for all including the local community and stakeholders.



Fireworks Festival 2014

Message from the Chair

Celebrating our history as we build for the future

We ended the financial year with uplifting news: in March 2015, we secured a grant from the Heritage Lottery Fund (HLF) for our major project to restore the east wing of Alexandra Palace.

As part of this vital refurbishment, we will bring back to life the former BBC studios, birthplace of public broadcast television, which is to become an interactive visitor attraction; restore our historic Victorian theatre; and turn the East Court into a welcoming arrival space. Once completed in 2018, the project will transform the eastern end of Alexandra Palace into a new cultural destination, to rival the best on offer elsewhere in London.

Money for the project comes in the form of an £18.8m grant from the HLF, and is supported by £6.8m in match funding from Haringey Council.

While developing our successful bid, we have engaged with our stakeholders to a greater extent than ever. There was real debate about our proposals for the restoration – particularly about our plans for the BBC studios – but most people we consulted supported our plans. The Board is convinced that the proposals are a sound basis for developing a visitor attraction that is not only popular, but does justice to our rich and eclectic history here at Alexandra Palace.

We have a number of important challenges to meet between now and 2018, but I am confident that we have the team in place to meet them.

One challenge will be to raise additional private and public donations for the refurbishment project. We have set ourselves the task of raising £1m by the end of 2016 – and have already made a good start, securing a donation of £50,000 from the JP Getty Trust.

This has been a difficult year for local authorities financially, and at Alexandra Park and Palace we have had to absorb our share of the reductions in support from Haringey Council, which are also being felt by other council services. We have, however, been able to set out a sustainable, long-term plan for the future, based on the continuing commercial success of our Trading Company.

Commercially, 2014/15 was another successful year. There was a full events programme, including sporting highlights such as the World Darts Championship and the Masters Snooker; the Alexandra Palace Fireworks Festival, which is re-establishing itself as an annual feature after returning in 2013; and concerts from artists such as Alt-J, the 1975, the Libertines and Jake Bugg.

The summer programme of events in the Park continues to involve people from a wide catchment area. At the time of writing we are looking forward to events as varied as the return of the Red Bull Soapbox Race, four craft beer festivals, and our Summer Festival on July 25. We are also looking forward to the arrival of the Go Ape high ropes course, a major new leisure facility in the Park.

I am delighted to report that our learning, community and volunteering programmes, which underpin our outreach work, are going from strength to strength.

We are grateful to the Heritage Lottery Fund and Haringey Council for their commitment to our programme of transformation, and I am confident that we will continue to justify their faith in us.

Joanna Christophides

Interim Chief Executive's report

A year of transformation for the People's Palace

2014/15 has been a significant year for Alexandra Park and Palace and arguably a turning point in our future. The successful outcome of our Heritage Lottery Fund grant application, in which we secured one of the fund's biggest ever awards, was a major step in realising our aspirations but there is still much to do in the year to come.

The good news is that we now have most of the funding we need to tell the story of the birth of public television broadcasting in the place where it all happened; and to create a new and flexible performance space in a historic Victorian theatre which has been closed to the public for nearly 80 years.

Together, these two new cultural attractions will add to the depth and quality of what is on offer at Alexandra Palace, drawing on our rich history in order to deliver a public destination that will attract visitors from London, across the UK and overseas.

From concerts to exhibitions, from ice discos to darts, from food festivals to fireworks, we have hosted a series of successful events over the past year – and our Trading Company benefits from Alexandra Palace's heritage, setting and facilities to deliver these.

By continuing to evolve our business to meet challenges as we develop our facilities, we can continue to increase the quality and range of our public offering as the "People's Palace", and become ever more financially self-sufficient as a charity.

One reason for our recent success has been the strength of our community engagement programmes. As well as holding regular meetings with our statutory advisory and consultative committees, we have taken care to offer all interested groups, in the London Borough of Haringey and beyond, the chance to discuss our plans with us. We have worked actively to engage with a wider audience by developing our website and social media. We have also developed our relationships with key delivery partners, including the BBC; national and local museums; and special interest groups, who possess a fount of detailed knowledge about us and our history.

It has been heartening to receive positive feedback from the public on how far we have come in the last few years, and we encourage the public to continue to let us know their views about the work we are doing.

In April 2015 our Chief Executive Duncan Wilson OBE left Alexandra Park and Palace to head up the newly created Historic England. In his time at Alexandra Park and Palace significant milestones were achieved and he has left the Park and Palace in a strong position for the future. Duncan would be the first to state that none of this progress would be possible without the commitment of our staff and volunteers. I would like to pay tribute to their continued dedication and professionalism, which help us become what we aim to be: the People's Park and Palace.

Emma Dagnes

Our timeline

1863

Alexandra Park opened to the public with an abundance of activities. Its curving informal walkways were designed by landscape architect Alexander McKenzie.



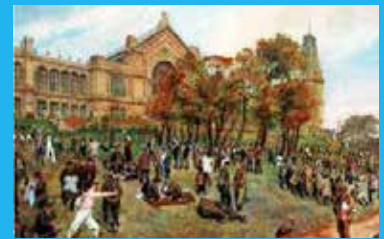
1873

Alexandra Palace opened on Queen Victoria's 54th birthday with a grand celebration including concerts, recitals and fireworks. Tragedy struck 16 days later when a fire broke out in the Palace, burning it down in its entirety.



1875

The new Alexandra Palace opened to the public with its new Henry Willis organ; one of the largest in Europe at the time.



1901

Following the introduction of the 1900 Alexandra Park and Palace (Public Purposes) Act, Alexandra Palace was re-opened, free to the public for the first time.



1914

Alexandra Palace was requisitioned by the Government to be used first as a Belgian refugee camp and later as a German and Austrian internment camp for the duration of WWI.



1936

On 2 November the world's first regular high-definition public television broadcast took place from the BBC studios at Alexandra Palace.



1939

Belgian refugees returned to Alexandra Palace during WW2 and the Palace's transmitter tower was used as a decoy for enemy aircraft.



1980

For the second time, fire broke out across Alexandra Palace burning a large part of the building to the ground. Substantial restoration works began shortly after the fire and the Palace finally re-opened in 1988.

1996

Alexandra Palace was recognised as a building of special architectural or historic interest and received a Grade II listing.

2015

Alexandra Palace received commitment of £18.8 million Heritage Lottery Funding, to restore the BBC Studios, Victorian Theatre and the East Court



The Victorian Theatre



Our priorities

To achieve long-term financial sustainability to secure the future of the Park and Palace as a public amenity and visitor destination.

To redevelop the Park and Palace as a leisure and entertainment destination, anchored by a major live entertainment venue, to match the best on offer in London whilst retaining the special nature of the 'People's Palace'.

To respect the rich history and heritage potential of the Park and Palace and their continued preservation, refurbishment, interpretation and use as a resource for learning and enjoyment.

To deliver wider community benefit, including contributions to public health and well-being, the environment and the economy.

A commitment to quality and to high standards of design, delivery, management and operations, to meet the expectations of users and stakeholders and befitting the historic importance and iconic nature of the destination.

To maintain free access to the Park and continue to manage it as an amenity for the local community and for visitors.

To make accessible the most historically significant areas of the Palace, including the BBC TV studios and the theatre.

To reinforce the role of the Trust in delivering these aims.



Festival Village, West Hall

The People's Palace

A north London destination since 1873, Alexandra Palace is maintained and run for the benefit of the public – hosting more than 200 events in the past year.

Built in the 19th century as the "People's Palace", Alexandra Palace today hosts a diverse range of events and activities for the public – based in huge, characterful venue spaces such as the vast Great Hall, the glass-covered Palm Court and, of course, our ice rink. Together we have up 148,000 square feet of usable space, from which we ran more than 200 events in 2014/15.

We run our events, catering and ice rink operations on a commercial basis, with all profit gifted back to the Trust.

In 2014/15 our revenue from trading activities grew by more than 10%, meeting a key commercial target for the year; and we still made a significant profit. We achieved our target revenue growth by increasing the number of concerts and live events, offering more and better exhibition content, and taking a proactive approach to corporate sales. We focused our efforts on running high-profile events – which in turn attracted a higher footfall, along with a varied demographic reflecting the different types of events we host.

In terms of live music, for example, we attracted more than 190,000 music fans to Alexandra Palace over the year – hosting fans of artists such as Alt-J, the 1975, the Libertines, Bonobo and Jake Bugg (the last of whom was sold out for two nights). Our peak period for music was October, when we hosted six nights of concerts over seven busy days, attended by 55,000 people.

We also ran sports events at the Palace. Once again we hosted the World Darts Championship over Christmas and New Year, with all 50,000 tickets selling out in advance. In January, we hosted the Masters Snooker, which attracted 18,000 fans.

Our exhibitions, too, attract a diverse range of audiences, from the Great British Tattoo Show and RYA Dinghy Show in spring, to the Knitting & Stitching Show and Antiques & Collectors Fair in autumn; in 2014/15, visitor numbers were up at all our regular shows. We were also able to attract five new exhibitions, from the Southern Home Show for home improvers to the Edible Garden Show for lovers of home-grown veg.

After the success of the Fireworks Festival in 2013, a new initiative was to develop an in-house events programme. We ran two craft beer festivals in 2014/15; and - following the German Bier Festival which we ran on the same day as the fireworks in 2013 and 2014 - we developed a standalone German Bier Festival for April which is set to become a regular in the calendar. We are also busy planning our fun-filled Summer Festival for 2015. Running our own event programme not only allows us to retain a greater share of profits from an event, but demonstrates our ability to plan, manage and deliver a successful event from start to finish.

Overall, the success of our events business drove further spend across all other trading areas. Retail catering saw a 7% increase in revenue, while the Bar & Kitchen achieved its best financial results to date.

Our ice rink exceeded its target for the year: helped by the introduction of online ticketing, it increased its revenue by 10%.

Looking forward, we are confident that we are set for another healthy year of trading – with many more visitors set to enjoy the eclectic mix of events and activities at the People's Palace.

The People's Park

With its landscaped grounds and views of the capital, there's no park like Alexandra Park. It's a place of relaxation and reflection for north Londoners – and a draw for visitors from further afield.

In 2014/15 an estimated 3 million people visited Alexandra Park, whether to see the fireworks, come to a festival, enjoy a park run or just have a Sunday stroll. Not for nothing is it known as the People's Park. Assisted by our volunteers, we aim to maintain and preserve the landscape of the Park for visitors to enjoy.

Displays and events

One of our most memorable projects in 2014/15 was the display of poppies and wildflowers, marking the centenary of the outbreak of the first world war. During the war the Palace acted as a refugee camp and then an internment camp, so this was an important centenary for us. This year, we plan to retain the main poppy displays at the foot of the Palace.

We once again hosted a series of commercial events. Some 30,000 visitors enjoyed the Alexandra Palace fireworks, and after a safe and successful display, this will return in 2015. Other events ranged from the Fun Fair in summer to a "Land Rover Snow Day" in winter.

Events throughout the year helped demonstrate our benefit to the community: these included the weekly Park Run on Saturdays; the farmers' market on Sundays; and walks and talks on history and conservation led by the Friends of Alexandra Park.

Improving the Park

We have worked to improve Alexandra Park in 2014/15. We delivered a £260,000 project to improve the link from Bedford Road at the east of the Park to Newland Road at the south. For this project, we resurfaced the path, planted trees, sowed a meadow, and created a space for pop-up catering.

We also created two new orchards in the Grove, in the south-west of the Park; and completed repairs to Campsbourne Play Centre on Newland Road.

Volunteers and community

We owe thanks to the volunteers who help us preserve the Park for the public. These include our team of Park Volunteers who have given more than 100 hours of their time, from improving displays to planting orchards; and the Friends of Alexandra Park, who, as well as organising walks and talks, opened the Park Information Centre 55 times, welcoming more than 1,000 visitors, carrying out surveys and helping us engage with the public.

The Park also welcomed our Conservation Volunteers, and volunteers from John O'Conner Grounds Maintenance.

Our award-winning Park

We continue to win awards for Alexandra Park – recognising, among other things, the work we do to keep our Park welcoming and well maintained for the public.

Green Flag Award
(7th consecutive year)

Green Heritage Award
(5th consecutive year)

London in Bloom Silver Gilt Award
(Large park category)



Poppy Display, Alexandra Park

Tomorrow's Ally Pally

We've been working to deliver a secure, financially viable future for Alexandra Park and Palace – and our flagship restoration project is at the heart of our plans.

We have an exciting vision for the future of Alexandra Park and Palace. It's a future where we deliver entertainment, education and enjoyment to the public – and where every part of our operations contributes to our financial viability as a charity.

Many of our efforts in the past year, of course, have been devoted to our successful funding bid for our major restoration project in the east wing, which will bring back to life the former BBC studios, Victorian theatre and East Court of the Palace.

As the bid proceeded, we focused on raising the profile of our proposals and consulting with the public. Supported by six volunteers, we held a public exhibition on the restoration project in September, which attracted 2,000 visitors and 400 responses. Over six months, we also consulted with residents' groups, Friends' groups, tenants and the wider public.

We conducted interim work on the stage of the Victorian theatre, allowing us to use the main stage after years of it being unusable and derelict. This enabled us to raise the theatre's profile – and allowed us to generate income even before the project starts.

Volunteers have also assisted us behind the scenes: since January 2014, they have been sifting through material, plans and drawings from the historic BBC archive, to help us tell the story of the history of public television broadcasting at the former BBC studios.

Our goal now is to deliver the restoration project to the highest quality and to budget. Our architects, Feilden Clegg Bradley Studios, are working on a technical design (RIBA Stage 4) for the project; and we plan to appoint a contractor in time for works to start in November 2015.

We are also about to embark on a public fundraising campaign to raise the final £1m for the restoration project.

Masterplan and east wing

Since 2012, we have been working to a strategic masterplan for the future of Alexandra Palace – with six specific "big ideas".

The restoration in the east wing follows on from the ideas outlined in this masterplan; helping us open up derelict spaces, improve first impressions and upgrade the Palace entrances.

Another of the "big ideas" we are working on is to develop a hotel in the south-west corner of the Palace. We plan to undertake repair works to the building fabric in this area, so that the project is ready to take to market.

Maintaining the Palace

In the past year, we have completed a condition survey and 10-year fabric maintenance plan (FMP) for the whole of the Palace. This allows us to assess how much maintenance work there is to do, so we can clear the backlog and agree principles for conservation and repair.

In particular, we plan to make the "exterior envelope" of the Palace weather-tight; this will support events, and prevent further deterioration of the structure, which would cost us money in future.

We plan to implement the FMP within our current budget, finding sources of additional funding as we move forward.

We have also updated our existing conservation management plan.





Engaging with the community

In the past year, we have engaged further with the local community – encouraging pupils, families, visitors and volunteers to get involved with a local landmark.

It has been a year of expansion for our community and learning programmes. We continued to develop workshops for schools, and ran events for the public including the “War on the Home Front” exhibition and history tours. We also consulted widely on our proposals for the restoration of the east wing of the Palace, and continued to encourage volunteers to the Park and Palace.

Schools and families

2014/15 was the second year of our learning programme for schools. As part of the programme, more than 1,280 pupils – nearly three times as many as the year before – attended workshops on the Palace’s history. We focused our efforts on attracting new schools to the workshops, which we succeeded in doing by meeting headteachers and running an afternoon tea promoting the idea of using the Palace to enrich the National Curriculum.

Our workshops were aimed at pupils in Key Stage 2 (aged 7–11), but we also developed and delivered pilot workshops for pupils in Key Stages 1 (aged 5–7) and 3 (aged 11–14). In future, we want to offer a wider range of workshops. We aim to attract schools from deprived wards in the Borough of Haringey, and plan to market the programme to surrounding boroughs.

We also run free drop-in family activities in the school holidays, inspired by the history of the palace. Our family activities are becoming more popular: 98 people took part over the last year.

Exhibition and tours

In September 2014 we launched our year-long exhibition “War on the Home Front”, telling the little-known stories of Belgian refugees and German and Austrian internees at Alexandra Palace during the first world war. More than 1,900 people visited the exhibition between September and March.

Alongside the exhibition, our team ran supporting events including bi-monthly talks, family activities and a schools programme. Partnering with the BBC Concert Orchestra and Haringey Young Musicians, we also attracted funding for a free concert in September 2015 – to mark 100 years since the formation of the internee orchestra in September 1915.

We also continued to run popular history tours, which took visitors on a journey spanning the 150 years of Alexandra Palace’s history. Some 2,200 people visited the Palace for the tours, which sold out within 48 hours of going on general sale.

Consulting about our restoration

To help us plan our restoration of the Palace, we consulted widely with the public and stakeholders, receiving more than 1,600 responses. In future consultations, we aim to reach an even wider cross-section of people, including local groups, residents without internet access, and residents who are not native English speakers.

Volunteers

Since we launched our volunteer programme in September 2013 we have welcomed 50 active volunteers to the Park and Palace, who between them have donated some 4,000 hours of their time. They have supported our community engagement efforts by welcoming visitors, helping deliver workshops and running family activities; and supported the Park and Palace by helping with archives, fundraising, gardening, photography and more.

We aim to continue to attract volunteers – and to work with a volunteer centre and the Department for Work and Pensions, to develop opportunities for people who are from disadvantaged backgrounds or are disabled or unemployed.



Shaun Murphey, World Snooker The Masters, Champion 2015

What we have achieved

Each year we identify specific objectives against which we measure our progress. The last year saw us achieve great success across the organisation and some of the highlights are given below.

Grow and strengthen the trading company business

- The last financial year saw a 10% growth in revenue and significant profit as a result of trading activities
- We delivered more than 200 events in 2014/15
- Retail catering saw a 7% increase in revenue whilst the Bar & Kitchen achieved its best financial results to date
- The ice rink exceeded its target for the year, increasing revenue by 10%

Secure funding for the restoration of the BBC Studios, Victorian Theatre and the East Court

- We secured £18.8 million of Heritage Lottery Funding and a further £6.8 million of funding from Haringey Council

Continued maintenance and repairs of the Palace

- We have delivered the Fabric Maintenance Plan within budget, which included making the exterior envelope weather-tight to support event use and prevent further deterioration and expense
- We replaced two boilers, repaired the roof and hard surface and overhauled the lifts

Continuing to deliver a high quality Park

- Retaining the Green Flag Award and Green Heritage Award along with achieving a silver-gilt London in Bloom Award
- Hosting an estimated 3 million visitors and removing 350 tonnes of refuse
- Creating a hugely successful display of poppies and wild flowers to mark the centenary of the start of the First World War.
- Creating two new orchards in the Grove with 26 fruit trees

Continue to engage with the local community

- We tripled the number of schools visiting the Palace to over 1200 pupils
- The War on the Home Front exhibition opened in September 2014, attracting 1,992 visitors to the exhibition between September 2014 and March 2015
- Delivered four weekends of History Tours with all tickets selling out within 48 hours of going on general sale and attracting 2,200 people.
- Growing the database of people interested in the historical elements of the Palace and Park to over 20,000
- We have 50 active volunteers on site who have donated 4000 hours to the Park and Palace



Boating Lake, Alexandra Park

The year ahead

Our strategic objectives for 2015/16 are:

Continue to develop our commercial opportunities

- Achieving 2015/16 gift aid targets
- Raise Alexandra Palace's profile through increased editorial coverage
- Update a number of our online booking systems to improve customer and client service
- Push catering and marketing upsells to ensure we are maximising the revenue potential from all events
- Develop plans for the 25th anniversary celebration of the Ice Rink in July

Continue to develop our events operations

- Ensure the successful roll out of our updated Venue Management Plan
- Liaising with licensing and LBH to increase the capacity of our event spaces
- Introducing a new CRM system
- Continuing to build strong working relationships with third parties such as our ticketing partner

Deliver the restoration project

- Appointing a contractor for the restoration of the BBC Studios, Victorian Theatre and East Court with the first enabling works on site starting in November 2015
- Ensure the architect's completion of Technical Design (RIBA Stage 4) for the Restoration Project to ensure quality, build-ability, value, conservation and maximum benefit

Maintain the fabric of the palace

- Implementing the recommendations and priorities of the Fabric Maintenance Plan (FMP) within the current budget
- Finding sources of additional funding, to progress improvements to the fabric and services to the remainder of the Palace, and to complement the restoration of the BBC studios, East Court and the Victorian theatre

Maintain the Park

- Produce a new park vision to guide the management of the Park for the next 10-15 years.
- Secure a new contract to deliver effective and efficient grounds maintenance

Engage with the local community

- Increase the number and age range of pupils visiting the Palace and widen the offer of the learning programme to include the Park
- Increase the number of volunteer opportunities across the Park and Palace
- Develop more partnership opportunities with local organisations to deliver more engaging and innovative activities and performances
- Develop and pilot an ESOL programme to engage local residents who are not native English speakers

Financial Overview

The Trust had a very busy year. We not only performed our charitable role of looking after the Park and Palace, but also led a major restoration project – resulting in our successful bid to the Heritage Lottery Fund to restore the east end of the Palace, BBC studios and Victorian theatre.

As in previous years, incoming revenue for maintaining the Park and Palace came from the following sources: our corporate trustee, the London Borough of Haringey; gift aid arising from profit from our Trading Company; and leases granted to our tenants in the Park.

Taking the first of these, the Trust relies on continuous revenue support from the Borough; the Trust's balance sheet has reflected this support as a long-term loan since 1980, when the Borough became a corporate trustee. As at 31 March 2015, the accumulated total of this support was £51m. On that date, however, the Borough and the Trust agreed that this accumulated revenue support would only become repayable if certain conditions are met by both parties. To reflect this agreement, all accumulated revenue support up to 31 March 2015 is shown in the Trust's accounts as a revenue stream.

As our Trading Company engages in more profit-generating activity and continues to focus on profitability, it is a long-term ambition of the Trust to become more self-sufficient.

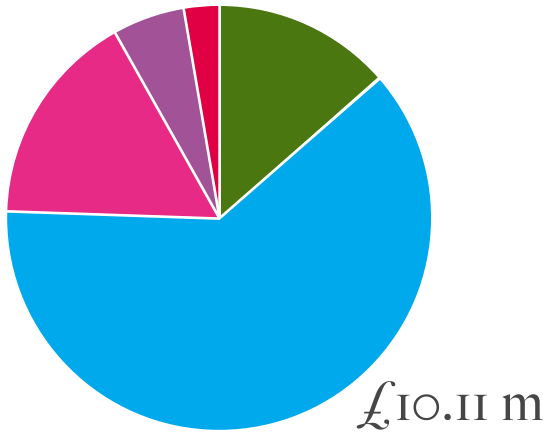
In 2014/15, the Trading Company's turnover has increased to £9.3m, up 11.4% on 2013/14. It delivered profits via gift aid of about £940,000 – in line with profits in 2013/14, but after financing capital and infrastructure investments, preparing the Trading Company for a strategy of growth.

The main Trust-financed project in 2014/15 was our bid for Heritage Lottery Funding. We financed this from two sources: restricted funds that we received for the purpose from the Heritage Lottery Fund; and money from the Borough, who supported this exciting opportunity to restore the Palace for future generations. Spending on the project is reflected in the overall increase in charitable expenditure of £4.7m (up from £3.7m in 2013/14) as money was spent on design fees, surveys, business planning, quantity surveyors, conservation reports and project management.

Our consolidated cash flow position looks healthy, with £2m of funds readily available to support our daily activities.

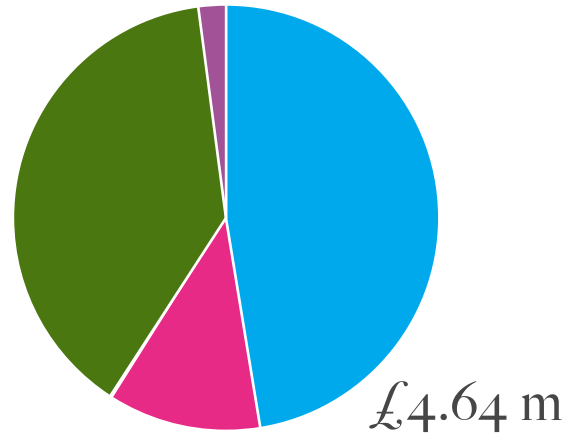
The Borough also provides funds to support capital investment by the Trust, to ensure that the Palace and Park's facilities are maintained as required. In 2014/15 we replaced two boilers, repaired the roof and hard surface, overhauled lifts and invested in maintaining the fabric of the Palace; the total cost of these works was £493,000.

Where our funds come from*



- Ice rink sales £1.37m
- Event & event catering sales £6.26m
- Retail catering sales £1.65m
- Grants £0.55m
- Park and Palace leases £0.28m

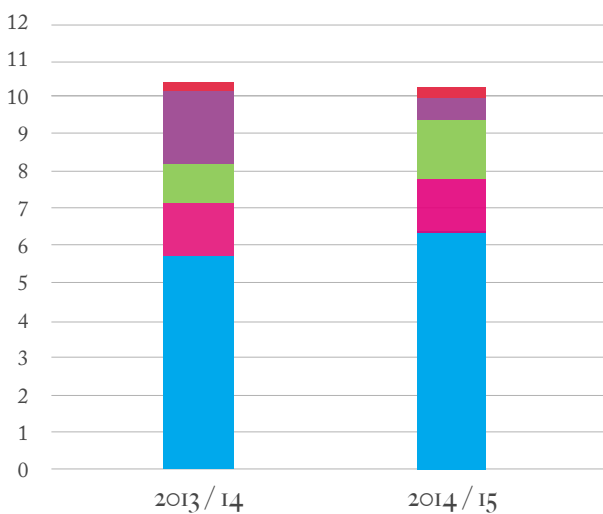
Analysis of charitable expenditure



- Running & maintaining the Palace £2.20m
- Running & maintaining the Park £0.55m
- Regeneration £1.79m
- Learning and Community £0.10m

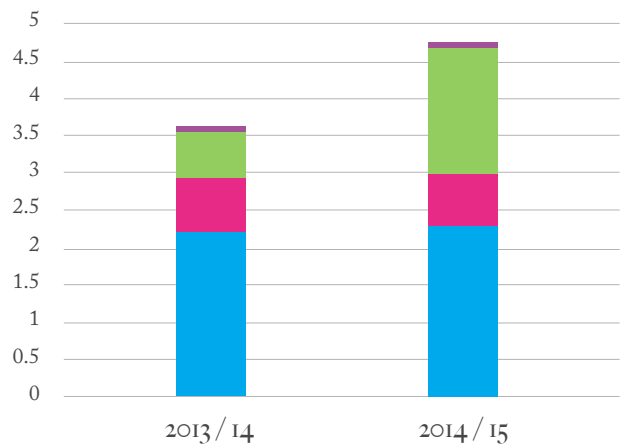
*Excluding Other Incoming Resources: Contribution from Corporate Trustee

Total income compared to last year



- Park and Palace leases
- Grants
- Retail catering sales
- Ice rink sales
- Event & event catering sales

Charitable expenditure compared to last year



- Learning & Community
- Regeneration
- Running and maintaining the Park
- Running and maintaining the Palace

Structure, governance & management

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 a court case established that the Trust was charitable, and it was registered with the Charity Commission in 1981. Following a major fire in 1980 and a subsequent public inquiry, a further Act was passed in 1985 amending the previous legislation. Finally, the Charities (Alexandra Park and Palace) Order 2004 gave the trustees power to lease the whole or parts of the Palace, subject to the consent of the Charity Commission, without changing the purposes for which the Park and Palace are held in trust.

In 1980 the functions of the trustees were transferred to the London Borough of Haringey. This means that the Trust is subject to the full range of local government legislation in addition to the requirements of charity law. The Alexandra Park and Palace Board is appointed by the Borough and meets quarterly. Voting members are Haringey councillors, elected annually to reflect the political composition of the Council; non-voting members are appointed to provide additional advice and expertise. Charity trustees 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 charity trustees must act exclusively in the best interests of the Trust when dealing with Trust matters. They have overall responsibility for ensuring that 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. The trustees have identified the major risks to which the Trust is exposed and have a formal process to ensure they are managed and that the risk register is kept up to date. To support the executive management team's operations, the Board reviews and approves the annual budget and appoints an internal auditor.

Three committees advise the Board and meet separately on a quarterly basis. The Statutory Advisory Committee (SAC) was established by Act of Parliament to provide advice from a defined list of organisations. The London Borough of Haringey set up the Consultative Committee (CC) to provide advice to the Board from a wide range of local organisations. Finally, the Finance Resources and Audit Committee (FRAC) was set up to take delegated responsibility on behalf of the Board for overseeing the company's financial policies, performance, plans and risk management. The wholly owned trading subsidiary, Alexandra Palace Trading Limited (APTL), is governed by a separate Board appointed by the Trust.

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.

Alexandra Park and Palace's executive team manages the day-to-day operations of the Park and Palace. Between them, members of the team have many years of experience across both public and private sectors.

Executive Team



Emma Dagnes
Interim Chief Executive



Lucy Fenner
Commercial Director



Tot Brill
Interim Director of
Regeneration



Dorota Dominiczak
Director of Finance
& Resources

Board Members

Voting Members



Cllr Joanna Christophides
Chair from June 2014



Cllr Jennifer Mann
until May 2015*



Cllr Barbara Blake
until May 2015*



Cllr Bob Hare
from June 2014



Cllr Tim Gallagher
from June 2014



Cllr Patrick Berryman
from June 2014

Non Voting Members



Colin Marr
Chair CC
until June 2014



Gordon Hutchinson
CC from June 2014



Nigel Willmott
CC from June 2014



Richard Hooper
to May 2015
Non-Executive Board Members



Robert Kidby
from May 2014



David Liebeck
Chair SAC
until June 2015

*Haringey Council appointed Cllr Liz McShane and Cllr Anne Stennett onto the Board of Trustees to replace outgoing Councillors Jennifer Mann and Barbara Blake in May 2015.

Structure, governance & management (continued)

Our stakeholder groups

Alexandra Park and Palace Charitable Trust works closely with a number of special interest groups who each have a particular interest and experience in a unique area of Alexandra Park and Palace.

Members of these groups invest significant amounts of their own time on a voluntary basis and are represented across both the Statutory Advisory Committee and the Consultative Committee. Their noteworthy contribution and support is vital for the Park and Palace to thrive.

Our special interest groups

Friends of Alexandra Palace Theatre

Alexandra Palace Television Society

Friends of Alexandra Park

Alexandra Palace Television Group

Alexandra Palace Organ Society

For public benefit

The 1985 Act defines our principal object as follows:

“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 trustees have given due regard to the Charity Commission's guidance on public benefit. The Park has 3 million visitors each year and is open to the public free of charge. It provides visitors with its wide range of facilities, activities and attractions all year round. The Palace has a public ice rink and is the venue for public concerts, exhibitions and sporting events, which add to our popularity as a visitor attraction.

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

Diversity and disability

The Trust aims to treat all people with courtesy and respect, regardless of race, religion, gender, disability or sexual orientation.

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Trustees' 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 trustees 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 trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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.

Structure, governance & management (continued)

In so far as the trustees are aware:

there is no relevant audit information of which the charity's auditor is unaware; and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Alexandra Park and Palace Acts and Orders 1900–2004. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Deloitte LLP have declared their willingness to continue in office and appropriate arrangements are being made for them to be deemed reappointed as auditors in the absence of an annual general meeting.

Approved and authorised for issue by the Trust on 22 July 2015 and signed on its behalf by:

Joanna Christophides

Chair of the Board of Trustees

Alexandra Park and Palace is a registered charity in England and Wales (no 281991) with its principal office at Alexandra Palace, Alexandra Palace Way, London N22 7AY.

Advisors

Auditor: Deloitte LLP, Chartered Accountants and Statutory Auditor, 2 New Street Square, London, EC4A 3BZ.

Bankers: Royal Bank of Scotland plc, 280 Bishopsgate, London, EC2M 4RB.

Barclays Bank plc, 1 Churchill Place, Canary Wharf, London, E14 5HP

Solicitors: Bates Wells & Braithwaite, 2–6 Cavendish Street, London, EC4M 6YH.



Trustees' Annual Report & Accounts
Alexandra Park & Palace Charitable Trust



Disclosure, Great Hall 2014

Alexandra Park and Palace Charitable Trust

Independent auditor's report to the Trustee of Alexandra Park and Palace Charitable Trust

We have audited the financial statements of Alexandra Park and Palace Charitable Trust for the year ended 31 March 2015 which comprise the Consolidated and Trust Statement of Financial Activities, the Consolidated and Trust Balance Sheets, the Consolidated Cash Flow Statement and the related notes 1 to 27. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's Trustee, 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 trustee 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 and the charity's Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Trustee and the auditor

As explained more fully in the Statement of Trustees' Responsibilities, the Trustee is responsible for the preparation of the financial statements which give a true and fair view.

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

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 2015, and of the group's incoming resources and application of resources, 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 and The Alexandra Park and Palace (Public Purposes) Act 1900.

Alexandra Park and Palace Charitable Trust

Independent auditor's report to the Trustees of Alexandra Park and Palace Charitable Trust
(continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept by the parent charity; 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.

Deloitte LLP

Chartered Accountants and Statutory Auditor
London, United Kingdom
15 July 2015

Deloitte LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006 and consequently to act as the auditor of a registered charity.

Alexandra Park and Palace Charitable Trust

Consolidated statement of financial activities for the year ended 31 March 2015

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2015 £'000	Total 2014 £'000
Incoming resources:					
Incoming resources from generated funds					
Voluntary income	3	-	543	543	1,872
Activities for generating funds	4	9,283	-	9,283	8,330
Investment income	6	5	-	5	7
Incoming resources from charitable activities					
	5	276	-	276	342
Other incoming resources					
	20	51,032	-	51,032	-
Total incoming resources		60,596	543	61,139	10,551
Resources expended:					
Cost of generating funds					
Fundraising trading cost of goods sold and other costs		8,113	-	8,113	7,137
Charitable activities					
		3,950	691	4,641	3,535
Governance costs					
		144	-	144	139
Total resources expended	7	12,207	691	12,898	10,811
Net (outgoing)/incoming resources before other recognised gains and losses and transfers					
		48,389	(148)	48,241	(260)
Transfers	21	493	(493)	-	-
Actuarial gain/(loss) on pension scheme	23	17	-	17	(132)
Net movement in funds					
		48,899	(641)	48,258	(392)
Opening fund balance as at 1 April					
		(46,570)	724	(45,846)	(45,454)
Closing fund balance as at 31 March	23	2,329	83	2,412	(45,846)

The notes on pages 38 to 52 form an integral part of these financial statements. All of the above amounts are derived from continuing activities.

Alexandra Park and Palace Charitable Trust

Trust statement of financial activities for the year ended 31 March 2015

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total 2015 £'000	Total 2014 £'000
Incoming resources:					
Incoming resources from generated funds					
Voluntary income	3	-	543	543	1,872
Investment income	6	1,130	-	1,130	1,140
Incoming resources from charitable activities					
	5	276	-	276	342
Other incoming resources					
	20	51,032	-	51,032	-
Total incoming resources		52,438	543	52,981	3,354
Resources expended:					
Charitable activities					
		3,950	691	4,641	3,535
Governance costs					
		126	-	126	122
Total resources expended	7	4,076	691	4,767	3,657
Net (outgoing)/incoming resources					
before transfers					
		48,362	(148)	48,214	(303)
Transfers	22	493	(493)	-	-
Net movement in funds					
		48,855	(641)	48,214	(303)
Opening fund balance as at 1 April					
		(45,817)	724	(45,093)	(44,790)
Closing fund balance as at 31 March	23	3,038	83	3,121	(45,093)

The notes on pages 38 to 52 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 sheet at 31 March 2015

	Notes	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Fixed assets:					
Tangible assets	13	4,711	4,413	4,342	4,139
Investments	14	-	-	-	-
		4,711	4,413	4,342	4,139
Current assets:					
Stocks	15	106	108	-	-
Debtors: due within one year	16	1,548	2,097	1,163	2,330
Cash at bank and in hand		2,039	1,813	-	-
		3,693	4,018	1,163	2,330
Creditors: amounts falling due within one year	17	(3,980)	(3,214)	(896)	(1,104)
Net current (liabilities) / assets		(287)	804	267	1,226
Total assets less current liabilities		4,424	5,217	4,609	5,365
Creditors: amounts falling due after more than one year	18	(1,509)	(1,732)	(1,488)	(1,711)
Provisions for liabilities	20	-	(48,747)	-	(48,747)
Net assets/(liabilities) excluding pension scheme liability		2,915	(45,262)	3,121	(45,093)
Defined benefit pension scheme liability	25	(503)	(584)	-	-
Net assets/(liabilities) including pension scheme liability		2,412	(45,846)	3,121	(45,093)
Accumulated funds:					
Unrestricted funds		464	(48,218)	670	(48,050)
Designated capital funds		2,368	2,233	2,368	2,233
Pension deficit funds		(503)	(585)	-	-
	21	2,329	(46,570)	3,038	(45,817)
Restricted funds	22	83	724	83	724
Total surplus/(deficit)	23	2,412	(45,846)	3,121	(45,093)

Approved by the Board of Trustees on 2015 and signed on its behalf by:



Councillor Joanna Christophides

The notes on pages 38 to 52 form an integral part of these financial statements.

Alexandra Park and Palace Charitable Trust
 Consolidated cash flow statement for the year ended 31 March 2015

	Notes	Group 2015 £'000	Group 2014 £'000
Net cash inflow from operating activities		1,449	965
Returns on investments and servicing of finance:			
Interest received		5	7
Interest paid		(65)	(67)
Net cash inflow		1,389	905
Capital expenditure:			
Fixed asset additions		(747)	(1,158)
Cash inflow/(outflow) before financing		642	(253)
Loan repayments		(213)	(153)
Increase/(decrease) in cash in the year		429	(406)
Cash at 1 April		1,550	1,956
Cash at 31 March		1,979	1,550
Represented by:			
Cash at bank and in hand		2,039	1,813
Overdraft	17	(60)	(263)
		1,979	1,550

Note to the consolidated cash flow statement

	Group 2015 £'000	Group 2014 £'000
Reconciliation of net outgoing resources to net cash inflow from operating activities:		
Net incoming/outgoing resources before other recognised gains and losses and transfers	48,241	(260)
Depreciation	449	434
Charges less than pension contributions	89	(32)
Interest receivable	(5)	(7)
Interest payable	65	68
(Increase)/decrease in stocks	2	(25)
(Increase)/decrease in debtors	549	(1,480)
Increase in creditors	806	1,134
Increase/(decrease) in provisions	(48,747)	1,133
Net cash inflow from operating activities	1,449	965

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015

1. 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 2005 as updated), and applicable United Kingdom accounting standards.

Alexandra Park and Palace Charitable Trust is a going concern due to the ongoing financial support of the corporate trustee, London Borough of Haringey. 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 ongoing revenue support, for the Trust for a period of not less than twelve months from the date of signing the accounts. Taking this and any possible uncertainties into consideration, the trustees believe it is appropriate to prepare these accounts on a going concern basis.

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.

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 represents the net book value of fixed assets purchased with capital grant funding from the Council since 2009/10.

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.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the trust is legally entitled to the income, it is virtually certain that the incoming resource will be received and the amount can be quantified with reasonable accuracy. The financial statements therefore reflect income due to the Group but not received by the end of the year.

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.

Resources expended and the allocation of 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 head count basis.

Governance costs are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day-to-day management of the charity's activities, and includes audit fees, professional fees and an allocation of support costs.

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, governance costs and the cost of generating funds.

Investments

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

Valuation of fixed assets

The freehold and fixed 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. Under the terms of the Alexandra Park and Palace Act 1985, the freehold and fixed assets of the Trust cannot be disposed of.

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. For new assets the Trust has adopted a policy of capitalising improvements to the buildings and other assets purchased.

All other 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 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.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

2. Accounting policies (continued)

Valuation of stocks

Stocks consist of purchased goods for resale. Stocks are valued at the lower of cost and net realisable value.

Bank account

The Alexandra Park and Palace bank account is included in the arrangements for the Council's pooled account.

Provisions and contingent liabilities

These accounts reflect a decision of the Corporate Trustee, London Borough of Haringey, and the Trust that the amount of a 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. On this basis the Trust has concluded that payment in the foreseeable future is not probable and have therefore released the provision and disclosed the amounts potentially due at some unknown point in the future as a contingent liability.

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 under FRS8(3) from disclosing transactions with its wholly-owned subsidiary.

Leased assets

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

Pension contributions

The Group operates a defined benefit pension scheme on behalf of certain employees of Alexandra Palace Trading Limited (APTL). The scheme is administered by Haringey Council, although the pension funds relating to the APTL employees are held in a separately managed pool within the overall Haringey scheme. The deficit on the scheme is included within the balance sheet at 31 March 2015.

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 17.

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 17 valuation for the Trust staff to be disaggregated from the London Borough of Haringey pension fund. For this reason, the scheme has been treated as a defined contribution scheme for the purpose of the financial statements.

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.

3. Voluntary income

Voluntary income represents unrestricted and restricted donations to the Trust and includes a £493,000 (2014: £692,000) restricted capital grant from London Borough of Haringey for priority capital works to the building.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

4. Activities for generating funds

Group	2015 £'000	2014 £'000
Income from trading activities	9,283	8,330

5. Incoming resources from charitable activities

Group and Trust	2015 £'000	2015 £'000
Income from the Park	123	209
Income from the Palace	141	129
Income from Learning & Community	12	4
	276	342

During the year Alexandra Park and Palace Charitable Trust reviewed the categories of charitable income and expenditure used to describe its activities. The prior year comparatives have been restated accordingly.

6. Investment income

Group	2015 £'000	2014 £'000
Bank interest	5	7
Trust only		
Gift aid from subsidiary	940	950
Licence fee from subsidiary	190	190
	1,130	1,140

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

7. Analysis of total resources expended

Group	Direct costs £'000	Support costs £'000	Total 2015 £'000	Total 2014 £'000
Costs of generating funds:				
Expenditure of trading subsidiary	8,113	-	8,113	7,137
Charitable expenditure:				
Running and maintaining the Park	512	44	556	589
Running and maintaining the Palace	2,027	173	2,200	2,233
Learning and Community	91	8	99	22
Regeneration	1,645	141	1,786	691
	4,275	366	4,641	3,535
Governance costs:				
Wages and salaries	-	66	66	50
Professional fees	41	-	41	53
Audit fees	37	-	37	36
	78	66	144	139
Total for group	12,466	432	12,898	10,811
Trust only				
Charitable expenditure:				
Running and maintaining the Park	512	44	556	589
Running and maintaining the Palace	2,027	173	2,200	2,233
Learning and Community	91	8	99	22
Regeneration	1,645	141	1,786	691
	4,275	366	4,641	3,535
Governance costs:				
Wages and salaries	-	66	66	50
Professional fees	41	-	41	53
Audit fees	19	-	19	19
	60	66	126	122
Total for Trust	4,335	432	4,767	3,657

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

8. Support costs

Group and Trust:	Note	2015 £'000	2014 £'000
Wages and salaries		310	263
Overheads		122	109
	10	432	372

9. Net outgoing resources

	2015 £'000	2014 £'000
Net outgoing resources is stated after charging:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	19	18
Fees payable to the charity's auditor for other services:		
The audit of the charity's subsidiary, pursuant to legislation	17	17
Tax compliance services	4	4
Tax advisory services	10	-
Operating lease rentals - land and buildings	6	6
Operating lease rentals - plant & machinery	36	40
Depreciation	449	434

10. Support Costs

Group and Trust		Running & maintaining the park £'000	Running & maintaining the palace £'000	Learning & Community £'000	Regeneration £'000	Governance £'000	Total 2015 £'000	Total 2014 £'000
Costs directly allocated to activities	Basis of allocation							
Support costs allocated to activities:								
General Office	Pro rata to expenditure	29	115	6	94	66	310	263
Office Management including Finance & HR	Pro rata to expenditure	15	58	2	47	-	122	109
Total support costs		44	173	8	141	66	432	372

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.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

11. Staff costs

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Wages and salaries	2,616	2,537	544	554
Social security costs	225	219	53	57
Pension costs	163	156	91	83
Agency staff costs	357	356	3	3
	3,361	3,268	691	697

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

	2015 Number	2014 Number
£60,000 - £70,000	1	1
£70,000 - £80,000	1	2
£80,000 - £90,000	1	-
£110,000 - £120,000	-	1
£120,000 - £130,000	1	-

Employer contributions to the defined contribution pension scheme for employees earning over £60,000 in the year were £48,000 (2014: £38,000) relating to two (2014: two) employees. The number of employees earning over £60,000 to whom retirement benefits accrued under defined benefit schemes was two (2014: two).

The average number of employees, analysed by function, including both permanent employees and casual staff calculated on a full-time equivalent basis (number of permanent employees only illustrated by the bracketed figures) was:

	Group 2015 Number	Group 2014 Number	Trust 2015 Number	Trust 2014 Number
Cost of generating funds	73 (51)	73 (51)	-	-
Running the Park	1 (1)	1 (1)	1 (1)	1 (1)
Running the Palace	1 (1)	1 (1)	1 (1)	1 (1)
Learning and Community	1 (1)	1 (1)	2 (2)	1 (1)
Regeneration	3 (3)	3 (3)	3 (3)	3 (3)
Management and administration	12 (12)	12 (12)	4 (4)	4 (4)
	91 (69)	91 (69)	11 (11)	10(10)

The trustees did not receive any remuneration or reimbursement of expenses during the year (2014: £nil).

12. 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.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

13. Tangible fixed assets

Group	Improvements to Palace and Park £'000	Plant and machinery £'000	Office equipment, furniture and fittings £'000	Motor Vehicles £'000	Total £'000
Cost					
At 1 April 2014	4,012	1,460	1,039	11	6,522
Additions	539	22	186	-	747
Disposals	(197)	(451)	(361)	-	(1,009)
At 31 March 2015	4,354	1,031	864	11	6,260
Depreciation					
At 1 April 2014	711	724	672	2	2,109
Charge for year	201	105	141	2	449
Disposals	(197)	(451)	(361)	-	(1,009)
At 31 March 2015	715	378	452	4	1,549
Net book value					
At 31 March 2015	3,639	653	412	7	4,711
At 31 March 2014	3,301	736	367	9	4,413

Trust only	Improvements to Palace and Park £'000	Plant and machinery £'000	Office equipment, furniture and fittings £'000	Total £'000
Cost				
At 1 April 2014	4,012	1,433	678	6,123
Additions	539	11	9	559
Disposals	(197)	(451)	(361)	(1,009)
At 31 March 2015	4,354	993	326	5,673
Depreciation				
At 1 April 2014	711	724	549	1,984
Charge for year	201	99	56	356
Disposals	(197)	(451)	(361)	(1,009)
At 31 March 2015	715	372	244	1,332
Net book value				
At 31 March 2015	3,639	621	82	4,342
At 31 March 2014	3,301	709	129	4,139

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

14. Fixed asset investments

Trust only	2015 £	2014 £
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 registered in England and Wales. Alexandra Palace Trading Limited raises funds for Alexandra Park & 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.

2015 gift aid payable by Alexandra Palace Trading Limited to Alexandra Park & Palace Charitable Trust is £940,000 (2014: £950,000). 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:

	2015 £'000	2014 £'000
Turnover	9,283	8,330
Cost of sales	(7,499)	(6,741)
Gross Profit	1,784	1,589
Administrative expenses	(819)	(594)
Operating profit	965	995
Interest receivable and other similar income	5	7
Other finance (costs)	(3)	(11)
Profit payable via gift aid to the trust	(940)	(950)
Result for the financial year	27	41
Retained deficit brought forward	(753)	(662)
Actuarial loss on pension fund	17	(132)
Retained deficit carried forward	(709)	(753)

15. Stocks

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Food and beverages	83	88	-	-
Disposables	23	18	-	-
Other	-	2	-	-
	106	108	-	-

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

16. Debtors: amounts falling due within one year

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Trade debtors	1,312	980	50	13
Other amounts due from subsidiary undertaking	-	-	67	402
Gift aid due from subsidiary undertaking	-	-	940	950
Other debtors	32	1	30	-
Prepayments and accrued income	204	1,116	76	965
	1,548	2,097	1,163	2,330

17. Creditors: amount falling due within one year

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Trade creditors	823	1,157	106	618
Taxation and social security	258	190	-	11
Other creditors	775	56	-	-
Accruals	776	509	465	196
Deferred income	1,065	826	42	23
Overdraft	60	263	60	43
Ice rink refurbishment loans	223	213	223	213
	3,980	3,214	896	1,104

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

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Ice rink refurbishment loans	1,488	1,712	1,488	1,711
Deferred income	21	20	-	-
	1,509	1,732	1,488	1,711

The ice rink refurbishment loans comprise two unsecured long-term loans from London Borough of Haringey to refurbish the ice rink facility, of which £223,000 is repayable within one year (2014: £213,000). £67,000 of the original loan was for five years at zero interest until April 2016. The remainder was for a twelve year period at an interest rate of 3.5%. £667,000 is repayable in more than five years (2014: £897,000 was repayable in more than five years).

19. Deferred income

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Reconciliation of movement:				
Balance brought forward	826	496	23	18
Amount released to SOFA during the year	(826)	(496)	(23)	(18)
Amount deferred during the year	1,065	826	42	23
Balance carried forward	1,065	826	42	23

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

20. Provisions and contingent liabilities

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Haringey Council: Indemnification	51,032	48,747	51,032	48,747
Reconciliation of movement:				
Balance brought forward	48,747	47,614	48,747	47,614
Deficit support	2,024	1,711	2,024	1,711
Funding of working capital increases	48	(731)	48	(731)
Loan repayment/(increase)	213	153	213	153
Other incoming resources (contribution from Corporate Trustee)	(51,032)	-	(51,032)	-
Balance carried forward	-	48,747	-	48,747

Historical information

Prior to 31st March 2015 the accounts reflected the decision of the Attorney General that Haringey Council was entitled to indemnification for the revenue deficits for 1991/92 to 2013/2014. Haringey Council might have also been entitled to indemnification for the years 1988/89 to 1990/91, and this amount had also been previously included in provision for liabilities.

Provision for liabilities also included interest charged for the outstanding revenue deficits at the Council's Loan Pool Rate, up to 2004/05. No interest was charged between 2005/2006 and 2014/2015 as the Council had subsequently written off the debt in its accounts but had not discharged the debt on the basis that it would still collect should the Trust be in a position in the future to fully or partially repay.

Release of provision

As reflected in the accounts for the year ended 31 March 2015, the Corporate Trustee, London Borough of Haringey, and the Trust have agreed that the amount of a 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.

Prior to this agreement the deficit incurred each year formed part of the provision due to the Borough and was shown as a provision on the Balance Sheet. Following the above agreement, the Trustees have determined that repayment of the liability is not probable in the foreseeable future. The amount provided for up to 31 March 2015 of £51,032,000 has therefore been released and is recognised in the Statement of Financial Activities as income and shown as 'Other incoming resources'.

To reflect the potential for this amount to be repayable at some unknown point in the future, it is disclosed as a contingent liability to the value of £51,032,000.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

21. Accumulated unrestricted funds

	Balance 1 April 2014 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Actuarial gain £'000	Balance 31 March 2015 £'000
Unrestricted deficit funds	(48,218)	60,596	(11,914)	-	-	464
Pension deficit funds	(585)	-	65	-	17	(503)
Designated capital funds	2,233	-	(358)	493	-	2,368
	(46,570)	60,596	(12,207)	493	17	2,329

22. Restricted funds – Group and Trust

	Balance 1 April 2014 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Balance 31 March 2015
Haringey capital grant	-	493	-	(493)	-
Environment Agency Grant	1	-	-	-	1
English Heritage	3	-	-	-	3
Heritage Lottery Fund	720	-	(691)	-	29
J Getty Foundation	-	50	-	-	50
	724	543	(691)	(493)	83

The restricted funds balance at 31 March 2015 is represented by accrued income of £29,400 and cash at bank of £54,000.

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

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.

The Heritage Lottery Fund relates to monies raised for restoration of our derelict Theatre and Television Studios and the development of an educational programme.

The J Getty Fund relates to monies raised for restoration the East Court, Theatre and Television Studios.

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. £493,000 was transferred from restricted to designated funds in 2014/15 in relation to this.

23. Total funds

	Group 2015 £'000	Group 2014 £'000	Trust 2015 £'000	Trust 2014 £'000
Opening deficit fund balance	(45,846)	(45,454)	(45,093)	(44,790)
Surplus/(deficit) in year	48,241	(260)	48,214	(303)
Actuarial gain/(loss)	17	(132)	-	-
Closing deficit fund balance	2,412	(45,846)	3,121	(45,093)

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

24. Commitments under operating leases – Group only

	2015 £'000	2014 £'000
Payments due within one year on leases expiring:		
Land and buildings		
Within 1 year	6	6
Equipment		
Within 1 year	5	5
Within 2-5 years	24	17
	35	28

25. 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 2013. 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)	4.3% per annum compound
Rate of price inflation/pensions increases	2.5% per annum compound
Discount rate	4.6% per annum compound

Following this valuation, the Actuary agreed that the Trust's contribution would be 23% for the three years 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 three (2014: three) scheme members still in the employment of the trading company as at 31 March 2015. 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 17.

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 2015. 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.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

25. Pension Scheme (continued)

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)	4.3% per annum compound
Rate of price inflation/pensions increases	2.5% per annum compound
Discount rate	4.6% per annum compound

Alexandra Palace Trading Limited employer's contribution is 23.9% of salary. The pension contribution for the year was £24,000 (2014: £22,000). In addition APTL paid £44,000 (2013: £43,000) towards reducing the fund deficit.

The actuarial valuation described above has been updated at 31 March 2015 by a qualified actuary using revised assumptions that are consistent with the requirements of FRS 17. 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	
	2015	2014
Rate of pensionable salary increases (excluding increments)	4.0%	4.4%
Rate of price inflation/pensions increases	2.1%	2.6%
Discount rate	3.1%	5.1%
Expected rate of return on assets	3.1%	6.0%

The expected rate of return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period.

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

	Males	Females
Current pensioners	21.9 years	24.1 years
Future pensions	24.2 years	26.5 years

For the year ended 31 March 2015, the expected return on the above assets was £139,000 (2014: £117,000), less the interest on pension scheme liabilities of £117,000 (2014: £124,000) gives a net finance cost of £22,000 (2014: £7,000). Therefore overall the net cost to the statement of financial activities for the year ended 31 March 2015 is £3,000 (2014: £29,000) after deduction of the current service cost.

Recognition in the statement of financial activities

	2015	2014
	£'000	£'000
Current service cost	25	22
Interest cost	117	124
Expected return on employer assets	(139)	(117)
	3	29

The actual return on plan assets was £393,000 (2014: £113,000).

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

25. Pension scheme (continued)

Reconciliation of defined benefit obligation

	2015 £'000	2014 £'000
Opening Defined Benefit Obligation	2,901	2,788
Current service cost	25	22
Interest cost	117	124
Contributions by members	6	5
Actuarial losses	237	62
Benefits paid	(103)	(100)
	3,183	2,901

Reconciliation of fair value of employer assets

	2015 £'000	2014 £'000
Opening fair value of scheme assets	2,317	2,303
Expected return on assets	139	117
Contributions by members	6	5
Contributions by the employer	68	62
Actuarial (losses)/gains	254	(70)
Benefits paid	(103)	(100)
	2,681	2,317

Amounts for the current and four previous accounting periods are as follows:

	2015 £'000	2014 £'000	2013 £'000	2012 £'000	2011 £'000
Fair value of employer assets	2,681	2,317	2,303	2,011	1,925
Present value of defined benefit obligation	(3,183)	(2,901)	(2,788)	(2,477)	(2,274)
Deficit	(503)	(584)	(485)	(466)	(349)
Experience gains/(losses) on assets	254	(70)	200	(62)	56
Experience gains/(losses) on liabilities	32	15	4	(34)	(25)

None of the above liabilities derive from schemes that are wholly unfunded.

Alexandra Park and Palace Charitable Trust

Notes to the financial statements for the year ended 31 March 2015 (continued)

25. Pension scheme (continued)

Fair value of employer assets:

	2015 £'000	2014 £'000
Equities	1,877	1,808
Bonds	536	324
Property	241	162
Cash	27	23
Total	2,681	2,317

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

	2015 £'000	2014 £'000
Actuarial gain/(loss)	17	(132)

The cumulative amount of actuarial losses recognised in the statement of financial activities is £475,000 (2014: £492,000). Contributions of £68,000 are expected to be paid into the scheme during the year to 31 March 2016.

(c) Stakeholder personal pension scheme

For new employees to the trading company since 1 September 1999, the trading company has established a stakeholder pension and contributes personal pension contributions into this scheme. The employer's contribution is 10% of salary and the pension contribution for the year was £72,000 (2014: £40,000). There were no unpaid pension contributions as at 31 March 2015 (2015 £nil).

26. Controlling party

The charity's ultimate controlling party is the London Borough of Haringey. The parent undertaking of the largest and smallest group, which includes the charity and for which group accounts are prepared, is the London Borough of Haringey. Copies of the group financial statements of the London Borough of Haringey are available from Haringey Council, Civic Centre, High Road, Wood Green, London N22 8LE.

27. Related Party Transactions

The Council of the London Borough of Haringey 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. All employees of the Trust are employees of Haringey Council as trustee and are included in the Council's pension arrangements.

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: general rates of £60,000 (2014: £59,000); exhibition licences of £51,000 (2014: £51,000); public liability insurance £41,000 (2014: £40,000); APTL liability insurance of £21,000 (2014: £20,000); legal and professional fees £7,000 (2014: £20,000); printing and other sundry items of £nil (2014: £2,000).



The Libertines, 2014

