

MINUTES OF THE MEETING Alexandra Palace and Park Board HELD ON Monday, 14th July, 2025, 7.30 - 9.00 pm

PRESENT:

Councillors: Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair) and Nick da Costa

ALSO ATTENDING:

Chris Liasi – Principal Committee Co-ordinator

33. FILMING AT MEETINGS

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

34. APOLOGIES FOR ABSENCE

Apologies for absence had been received by Councillor Sarah Elliot.

35. DECLARATIONS OF INTERESTS

There were no declarations of interest.

36. QUESTIONS, DEPUTATIONS OR PETITIONS

There were none.

37. NEW ITEMS OF URGENT BUSINESS

There were none.

38. MINUTES

RESOLVED:

That the minutes of the meeting held on 10th March be agreed and signed as a correct record subject to the amendments: Nick Da Costa was present at the previous meeting.

39. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE - VERBAL

There was no feedback.

40. APPOINTMENTS TO COMMITTEES

This report sought formal ratification of the memberships of the Advisory and Consultative Committees for 2025/26, the Finance, Risk, Resource and Audit Committee (FRRAC), the Alexandra Palace Trading Limited (APTL) Board, the Programme Board, and the Lead Trustee Roles.

Recommendations:

1.1 – Noted (Since July 2024, it was requested that the chairs of the committees be identified to ensure that anyone needing to communicate could find the appropriate contact. The meeting template was set to change once agreed at the next meeting)

1.2 – Noted

1.3 – Appointments to FRACC agreed by the board: Councillors Sean O'Donovan, Lester Buxton, Sarah Elliot and Claire Pape (Independent Member).

1.4 – Appointment to FRACC Chair agreed by the board: Councillor Sean O'Donovan

1.5 – Appointment to Trustee Board Members as APTL Directors: Councillors Nick Da Costa, Emine Ibrahim, Anne Stennett, Sean O'Donovan, Emma Darkness, Andrew Morton and Jamie Kopass.

1.6 – Appointment for APTL Director and Chair of APTL: Jamie Kopass and Andrew Morton (APTL Director), Councillor Nick Da Costa (Chair of APTL)

1.7 - Appointment of Trustee Board Members to the Programme Board: Councillors Emine Ibrahim and Nick Da Costa

1.8 – Appointments for Lead Trustee Board Members for the following areas: Councillor Anne Stennett (Lead Trustee for Safeguarding), Councillor Nick Da Costa (Lead Trustee for Whistleblowing), Lester Buxton (Lead Trustee for Equality Diversity & Inclusion), Councillor Sean O'Donovan (Lead Trustee for Sustainability)

41. CHIEF EXECUTIVE VISION AND GOALS UPDATE REPORT

- In the area of educational outreach, 425 pupils from 17 local primary and secondary schools were engaged, and 94 teachers participated in the programmes. Adult and community engagement reached a total of 703 individuals through a diverse range of activities.

- As part of community support, 228 tickets—valued at approximately £6,840— were donated to local groups and the Young Creatives Network. A three-day Youth Theatre Takeover at the youth centre included key events such as the performing arts school's end-of-year performance, the Young Actions Company's final production, and the pilot programme, Palace Uncovered. These events had a significant impact, featuring 140 young performers and attracting 170 visitors, many of whom were new to the venue.

- The programme included a wide variety of productions such as Scenes for 15 Actors in the Time of War, View from the Top (a devised performance), Reworked Macbeth (immersive theatre), and Palace Uncovered, which explored historical themes. Collaborative efforts involved institutions such as the University of Huddersfield, Manchester Metropolitan University, the London Archive Museum of Mental Health, Wakefield, and Flinders Museum. The programme focused on historical reflections around public health and refugee communities, specifically involving secondary students in performing arts and history.

- The Palace Uncovered initiative was designed to inspire creative responses to historical stimuli—such as photographs, personal testimonies, and found objects. In the Little Stars programme, 26 children and young people took part, supported by 70 parents, guardians, and guests.

- During the London Festival of Architecture in June 2025, place-specific activities spotlighted the Palace's architectural heritage. The festival was delivered in partnership with Haringey Council's placemaking team. Although the Adres World Festival's main launch was held at Bruce Castle, Alexandra Palace hosted a preliminary event in May, and the space was beautifully decorated by the team, who were warmly thanked for their work.

- In heritage conservation, Alexandra Palace invested in hiring two full-time brick masons to carry out specialist masonry repairs. Staff were also supported through training and apprenticeships to develop into more tailored conservation roles, which strengthened internal mobility and reduced dependence on external contractors. Restoration efforts used traditional techniques—including lime mortars, hand tools, and sensitive detailing—to align with national conservation standards and preserve the Palace's original craftsmanship.

- Plans focused on repairing features such as long heads and cornices, many of which required specialist attention. A sustainable and cost-effective approach was adopted, enhancing internal expertise and ensuring continuity of care. One highlight was the Windsor Park Lighting Project, which enhanced visibility and safety across the site by restoring original-style Windsor lamps equipped with energy-efficient LED technology. This balanced heritage aesthetics with functionality, helping visitors safely navigate the grounds after dark.

- The conservation management plan, based on a previous framework, focused on identifying critical priorities across the site. It fed directly into the strategic plan and was shaped around four pillars: community, conservation, climate, and a fourth pillar still under review. The plan offered a practical roadmap for preserving the building. In terms of lime mortar, the level of deterioration varied across the site, and the restoration was to proceed incrementally to ensure high-quality results.

- On fundraising, a review commissioned in November 2022 identified challenges in attracting charitable support, which were highlighted in the strategic risk register. A head of development was appointed in June 2023, followed by renewed engagement with existing supporters in autumn 2024. A new giving strategy was launched to welcome contributions at all levels, with early donations received. The strategy

focused on expanding support from trusts, foundations, and statutory bodies, and embraced the "Give what you can" ethos.

- New regular giving and patron schemes were introduced, including soft launches for Ally Pally Patrons and preparations for launching Ally Pally Page 3 Supporters in autumn 2025. Dedication and legacy giving opportunities were relaunched, featuring voluntary donation options and increased promotion of legacy contributions.

- Upcoming steps included the full public launch of these programmes in autumn and winter 2025, alongside promotional campaigns for dedication and legacy giving, with further initiatives scheduled into 2026. The Palace aimed to develop additional dedication options and broaden community involvement.

Recommendations:

Delegation was approved to Emma Dagnes (CEO of APP) to conclude the process was approved.

1.1 – NOTED

1.2 – NOTED

1.3 – NOTED

1.4 – NOTED

1.5 - NOTED

1.6 - NOTED

42. THE GROVE REPORT

- There was concern about the substantial workload, particularly in relation to strategic decisions and major reports, which had previously prompted dedicated workshops. At the time, discussions were underway about a potential five-year extension through to 2032.

- Leases had originally been granted during a period when the Palace was not in a favourable position. These agreements were not particularly beneficial, and circumstances eventually required a pause and reassessment to determine what was in the best interests of the site. As part of this, an engagement process was initiated to gather public views on the Grove—what people appreciated and what they felt needed improvement.

- Specific areas under review included 345, Little Dinosaurs, the café, and Mason House. Seven items were progressed following the survey, which was expected to reflect community feedback and demonstrate tangible developments. There was also support expressed for the emerging fundraising strategy focused on improving public toilets—particularly those associated with the café—as well as adding facilities

elsewhere onsite. Although the process might take considerable time, it was acknowledged as an essential step forward.

- It was confirmed that Mason House operated under a separate lease.

Recommendations:

1.1 – NOTED

1.2 - Delegation was approved to Emma Dagnes (CEO of APP) to conclude the process was approved.

43. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

- Acknowledged the strong quality of the background papers
- Reviewed the finance report and Community Infrastructure Levy (CIL) details
- Assessed the strategic case for development
- Welcomed the positive contributions from staff
- Examined the risk register; updates indicated no major changes in risk levels, and each item was reviewed thoroughly

Recommendations:

The update was noted.

44. FINANCE REPORT

Alexandra Park and Palace Charitable Trust, like many charities within the cultural, heritage, and hospitality sectors, faced a range of substantial challenges. These included economic uncertainty, escalating operational costs, and intensifying pressures within the labour market. Together, these factors made it difficult for the Trust to maintain a balanced budget while also seeking to grow the profit margin (Gift Aid) generated by its trading company.

Recommendations:

1.1 – To approve the new treatment for Restoration Levy income recognition:
APPROVED

1.2 - To approve the APPCT (Trust) Unrestricted Budget for 2025/26 (section 7):
APPROVED

45. NEW ITEMS OF URGENT BUSINESS IF ANY HAVE BEEN DECLARED AT POINT

There were none.

46. EXCLUSION OF THE PUBLIC AND PRESS

Items 15-23 were subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

47. EXEMPT MINUTES

The Committee considered the exempt minutes.

48. EXEMPT RESTORATION, REPAIR & MAINTENANCE REPORT

The Committee considered the exempt information.

49. EXEMPT GROUNDS MAINTENANCE CONTRACT TENDER

The Committee considered the exempt information.

50. EXEMPT FINANCE REPORT

The Committee considered the exempt information.

51. EXEMPT HUMAN RESOURCES REPORT

The Committee considered the exempt information.

52. EXEMPT STRATEGIC RISK REGISTER

The Committee considered the exempt information.

53. EXEMPT APTL CHAIR'S VERBAL UPDATE REPORT DECISION TRACKER & FUTURE MEETINGS

The Committee considered the exempt information.

54. DECISION TRACKER & FUTURE MEETINGS

The Committee considered the exempt information.

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

There were none.

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date