

MINUTES OF THE MEETING Alexandra Palace and Park Board HELD ON Thursday, 18th September, 2025, 7.30 - 8.00 pm

PRESENT:

**Councillors: Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair),
Lester Buxton and Anne Stennett**

**Co-optees/Non-Voting Members: Duncan Neil (Muswell Hill and Fortis
Green Association) (Co-Optee), Nigel Willmott (Friends of the Alexandra
Palace Theatre) (Co-Optee), Jason Beazley (Three Avenues Residents
Association (TARA)) (Co-Optee)**

ALSO ATTENDING:

Chris Liasi – Principle Committee Coordinator

56. FILMING AT MEETINGS

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

57. APOLOGIES FOR ABSENCE

Apologies of absence were received by Councillor Nick Da Costa.

58. DECLARATIONS OF INTERESTS

There were none.

59. QUESTIONS, DEPUTATIONS OR PETITIONS

There were none.

60. URGENT BUSINESS

There were none.

61. MINUTES

The minutes from the previous meeting were approved as a correct record.

62. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE VERBAL

The verbal update was noted by the Committee.

63. CHIEF EXECUTIVE REPORT

The report informed Trustees of the progress achieved during the 2025/26 financial year and reflected the Trust's Vision to "Create a Sustainable Home for All That We Do." The initiatives highlighted under each Goal were chosen based on developments since the previous Board report, with the Vision and Goals detailed in Appendix 1.

Under the Goal to "Provide Great Entertainment and Culture for All," efforts had been made to ensure programmes remained accessible and inclusive. The Trust had worked to better understand the needs of current and future audiences, aiming to align its cultural and entertainment offerings with contemporary tastes and innovations. Opportunities were also created for artists to present their work and engage with broader, more diverse audiences.

RESOLVED:

The Committee noted the report.

64. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

The Committee noted the FRACC Chairs verbal update.

65. FINANCE REPORT

During the 2025/26 period, Alexandra Park and Palace Charitable Trust faced considerable challenges common to charities in the cultural, heritage, and hospitality sectors. These included economic instability, rising operational costs, and labour market pressures, all of which made it difficult to maintain a balanced budget while aiming to increase Gift Aid contributions from its trading arm.

The Trust remained vulnerable to external shocks such as geopolitical conflicts affecting utilities and supply chains, and the direct impact of climate change. Adverse weather conditions placed significant strain on the estate, resulting in event cancellations, reduced visitor numbers, shorter dwell times, and lower spending.

Competition intensified across all subsidiaries—Food & Beverage, Events, Theatre, and the Ice Rink—while shifting expectations around sustainability and digital engagement demanded further investment in innovation.

To respond effectively, the Trust relied on disciplined strategic planning, digital transformation, and robust fundraising policies, all guided by its Vision, Goals, and Operational Business Plan.

In preparing annual budgets, the Trust followed its established strategic framework. Its Vision aimed to create "A Sustainable Home For All That We Do," offering inspirational culture, world-class entertainment, heritage experiences, creative learning, and restorative green spaces. The Mission, rooted in the 1985 Act of

Parliament, was “To Repair, Maintain, Restore for the enjoyment of the public,” while its Purpose was “To Enrich lives, through great experiences, forever.”

The Trust pursued ten ambitious goals, including building climate resilience, safeguarding green spaces, protecting heritage assets, restoring derelict areas, strengthening organisational resilience, forming new partnerships, engaging communities, creating a great workplace, delivering inclusive entertainment and culture, and innovatively preserving and sharing its archives.

Its values—Collaborative, Passionate & Fun, Resourceful, Bold, Open & Genuine—underpinned all strategic efforts.

- Officers stated Niki Cornwell will be employed till the end of the calendar year.

RESOLVED:

The Committee noted the forecast against Budget 25/26.

66. TRUSTEES' ANNUAL REPORT & ACCOUNTS 2024 - 25

The year-end reports and audit findings were presented to both the FRRAC and APTL Board during their September meetings. The FRRAC Chair shared feedback via a verbal update, recommending that the APTL and Trustee Board Chairs sign the letters of representation after reviewing the Financial Statements. Due to the closeness of the meetings, the APTL Chair's report will be delivered verbally under the exempt section of this meeting.

- There were no comments made by the trustees.

RESOLVED:

1.1 Approved the Draft Annual Report and Financial Statements

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

1.3 Delegated powers for the Chair of the Trustees to sign the Letters of Representation

67. NEW ITEMS OF URGENT BUSINESS

There were none.

68. EXCLUSION OF THE PUBLIC AND PRESS

Items 14-19 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

69. EXEMPT MINUTES

The Committee considered the exempt minutes.

70. EXEMPT AUDIT FINDINGS REPORT 24 - 25

The Committee considered the exempt information.

71. EXEMPT FINANCE REPORT

The Committee considered the exempt information.

72. EXEMPT APTL CHAIR'S VERBAL UPDATE REPORT

The Committee considered the exempt information.

73. DECISION TRACKER & FUTURE MEETINGS - FOR INFORMATION

The Committee considered the exempt information.

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

There were none.

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date