MINUTES OF THE Alexandra Park and Palace Board HELD ON Thursday, 30th July, 2026, 7.00 - 9.00 pm

PRESENT:

Councillors: Melanie Gingell (Chair), Daniela Parry (Vice-Chair), Rosie Latchford, Nick da Costa, Marie Kristensen, Eva Bell, Jason Beazley (Chair of SAC), Duncan Neill (Chair of CC) and Nigel Willmott (Co-Optee)

ALSO ATTENDING:

125. FILMING AT MEETINGS

The Board noted the arrangements regarding filming at meetings.

126. APOLOGIES FOR ABSENCE

There were no apologies for absence.

127. DECLARATIONS OF INTERESTS

There were no declarations of interest.

128. QUESTIONS, DEPUTATIONS OR PETITIONS

There were none.

129. URGENT BUSINESS

There were none.

130. MINUTES

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

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

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

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

There was no feedback.

132. CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT

Members received an update on progress during 2026/27 against the Trust's strategic objectives and noted continued delivery of a strong commercial, cultural and community programme aligned with the Trust's vision of creating a sustainable home for all its activities.

The Committee noted that a successful programme of concerts, theatre productions, corporate events and exhibitions had been delivered, including performances by major artists, sporting events and the return of the ABTT Theatre Show and Red Bull Soapbox Race. Strong performance was also reported across leisure activities, including the Ice Rink, boating lake, food and beverage operations and the Summit rooftop experience. Preparations were underway for the summer events programme, including Kaleidoscope Festival, outdoor concerts, theatre productions and the Fireworks and Drone Festival.
Members noted ongoing work to improve climate resilience across the estate, including energy efficiency measures, secondary glazing works at the Old Station, development of a solar PV scheme at the Boathouse and wider carbon reduction planning supported by external funding. It was reported that a carbon footprint report and long-term decarbonisation plan were in development.

The Committee heard that progress had been made in protecting and maintaining heritage assets through infrastructure and estate improvements. These included highway resurfacing works, safety improvements within Palm Court, mobile connectivity upgrades, electrical infrastructure improvements, emergency lighting upgrades, health and safety works, and refurbishment of visitor-facing facilities including the Roman Bar and Willis Bar.

Members noted continued efforts to safeguard and enhance the Park through biodiversity projects, volunteer-led conservation work and the development of a new Park Management Plan. A successful crowdfunding campaign, delivered in partnership with the Friends of the Park, had raised more than £24,000 towards a new boardwalk and wetland improvement project.

The Committee was advised that work continued to improve access to and preservation of the Trust's archives and heritage collections through the Creative Campus project, archive development initiatives and partnerships with national heritage and media organisations. Additional archive material had been acquired, catalogued and preserved during the reporting period.

Members noted a range of community engagement and learning activities, including the North London Book Fest, Biblio-Buzz Awards, youth theatre productions, creative workshops, talent development programmes and exhibitions. These initiatives had

achieved strong public participation and supported opportunities for skills development and creative engagement.

The Committee understood the Trust had continued to strengthen its resilience through partnership working, fundraising activities, skills development programmes and participation in the London Festival of Architecture. Members also noted that the Trust's new 10-year Strategic Plan had been completed and would guide future development of both the Park and Palace.

It was reported that progress continued on the restoration and reuse of underutilised spaces, including the Panorama Room replacement project and the Creative Campus initiative. Members noted that the Trust had successfully progressed its application to the National Lottery Heritage Fund and would submit a further funding bid during the financial year.

The Committee further noted the continued development of partnerships with educational, cultural and heritage organisations, including the Society for the Protection of Ancient Buildings and the Mayor's Cultural Leadership Board, to support heritage skills, learning opportunities and future strategic ambitions.

Members also noted ongoing work to maintain Alexandra Palace as an inclusive and supportive place to work through continued focus on staff wellbeing, engagement, professional development and organisational culture.

RESOLVED:

1.1 Noted the contents of this report.

1.2 Noted the designs for Wetlands Broadwalk scheme Appendix One

133. TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS 2025 - 2026 + ANNUAL REPORT AS APPENDIX

The Committee was informed that the year-end report had been presented to the Finance, Resource, Risk and Audit Committee (FRRAC) and the APTL Board at their respective meetings in July. Members noted that the Audit Partner had also presented the audit findings report at those meetings.

It was reported that feedback from the discussions was reflected within the FRRAC Chair's verbal update, including the recommendation that the respective Letters of Representation be signed by the Chairs of the APTL Board and Trustee Board following consideration of the Financial Statements.

The APTL Chair's report will be provided as a verbal update due to the proximity of the meetings, under the exempt section of this meeting.

Members noted that the Trust had strengthened its strategic partnerships during the year, including the appointment of the BBC Concert Orchestra as Alexandra Palace's first Associate Orchestra and the establishment of Haringey Music Service's permanent base at the Palace. The Committee also noted strengthened relationships

with Matchroom Sports and the Professional Darts Corporation, including securing the World Darts Championship at Alexandra Palace until at least 2031.

The Committee heard that partnerships with a range of cultural, heritage and educational organisations continued to support programme delivery, skills development and heritage initiatives across the estate.

Members noted that the Creative Learning programme had expanded significantly, supported by multi-year funding from the Matchroom Sports Charitable Foundation. Participation in learning programmes increased to approximately 13,500 people, with activities including the Biblio-Buzz Children's Book Award, outdoor learning programmes, environmental education projects, support for older residents through Café Palais, and creative opportunities for young people.

The Committee noted the continued success of youth development initiatives, including the Young Creatives Programme and Young Actors Company, which supported pathways into the creative industries and enabled the development of new performances, exhibitions and industry opportunities.

Members recognised the significant contribution of volunteers across the Park and Palace. It was reported that approximately 87 volunteers contributed over 4,400 hours during the year, supporting heritage, education, fundraising, gardening, events, tours and community engagement activities.

The Committee expressed appreciation for the continued support of donors, trusts and foundations, whose contributions had supported restoration projects, learning programmes, archive cataloguing and community initiatives. Members noted the introduction of new supporter and patron giving schemes and the completion of a new ten-year Strategic Plan to guide the organisation's future development and financial sustainability.

Members heard that progress continued in delivering the People Strategy, with ongoing investment in staff development, wellbeing and organisational culture. Achievements included the launch of the organisation's first apprenticeship programme, increased mandatory training completion rates and updates to employment policies.
The Committee noted continued progress in preserving and promoting the Trust's archives and heritage collections through external funding, archive cataloguing projects, academic partnerships and public heritage programmes, including talks, tours and research opportunities.

Members further noted that the Park and Palace had hosted a substantial programme of events during the year, attracting significant visitor numbers across concerts, theatre productions, sport, exhibitions and community events. Highlights included major music performances, the World Darts Championship, the Fireworks and Drones Festival, Kaleidoscope Festival, theatre productions and BBC broadcasts.

The Committee heard that the Ice Rink, food and beverage outlets and visitor attractions had continued to perform strongly, while new income-generating

opportunities had been introduced through the refurbishment of the Boathouse Café and the creation of premium hospitality facilities.

Members also noted that Alexandra Palace had received external recognition for excellence in accessibility, customer experience and event delivery, including achieving Platinum status from Attitude Is Everything and receiving a number of industry awards and nominations.

The Committee noted the governance arrangements of the Trust, including the role of Haringey Council as Corporate Trustee, the responsibilities of the Trustee Board and APTL Board, and the ongoing programme of trustee induction, training and governance oversight.

RESOLVED:

1. Approved the Draft Annual Report and Financial Statements
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.
3. Delegated powers for the Chair of the Trustees to sign the Letters of Representation

134. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

The FRRAC Chair at Alexandra Park and Palace Charitable Trust is the Chair of the Finance, Resource, Risk and Audit Committee (FRRAC). The committee exists to help the Trustee Board oversee the Trust's finances, resources, risk management, governance and audit arrangements. An update was provided to the Committee that the inaugural meeting with the new FRRAC Chair had taken place and had been positive.

135. FINANCE REPORT

The Trust noted that, like many charities operating across the cultural, heritage and hospitality sectors, it faced significant challenges arising from economic uncertainty, rising operational costs, labour market pressures and increasing competition. Members heard that the organisation remained vulnerable to external factors, including geopolitical events, climate change impacts, adverse weather, reduced visitor spend and evolving customer expectations, which required continued investment in sustainability, innovation and digital transformation. It was reported that these challenges were being addressed through the Trust’s Strategic Vision, Goals and Operational Business Plan.

The Committee noted the Trust’s strategic framework, including its vision of creating a sustainable home for all its activities, its mission to repair, maintain and restore Alexandra Palace for public enjoyment, and its purpose of enriching lives through great experiences. Members were advised that the Trust’s strategic objectives included climate resilience, heritage protection, community engagement, partnership development, organisational resilience and improving access to culture, entertainment

and green spaces. The Trust's values of collaboration, passion, resourcefulness, boldness and openness were also highlighted.

Members noted that the Three-Year Operational Business Plan for 2026/27 had been updated to provide direction for what was expected to be a demanding year. The key business objectives remained focused on achieving financial and fundraising targets, delivering strategic projects collaboratively, enhancing operational standards through the "Brilliant Basics" framework, and embedding organisational strategies and policies. Performance would be monitored through a range of measures and KPIs, including financial sustainability, revenue growth, fundraising performance, staff retention, training compliance and customer satisfaction.

The Committee was informed that achieving a sustainable budget position remained a key priority following several years of deficits. Forecasts for 2026/27 indicated that the Trust was on track to achieve a surplus after loan repayments, supported by increased income from the Restoration Levy and Gift Aid. Members noted that 76% of the Trust's income was now self-generated or fundraised, with the remaining 24% provided through grant funding from Haringey Council.

Members noted that financial pressures remained, including substantial increases in business rates, the ongoing impact of employer National Insurance increases, higher wage costs, inflationary pressures and reduced profit margins affecting Gift Aid contributions from the trading subsidiary.

The Committee heard that a range of mitigation measures had been implemented, including approved increases to car parking charges, enhanced fundraising initiatives, a review of insurance arrangements, and income generation through new attractions and tenants, including Summit and the Boating Lake Café.

Members further noted that operational efficiencies were being pursued through a review of traffic management arrangements, reassignment of costs under existing agreements with the trading subsidiary, and streamlined processes to support the introduction of new business systems.
It was reported that, despite financial constraints, the Trust continued to invest strategically in staff and volunteer development, digital and IT improvements, including a new accounting system, and essential repairs, restoration and maintenance works across the estate.

The Committee noted that, whilst a sustainable budget had been achieved for 2026/27, the Trust remained focused on addressing future cost pressures through income generation, operational efficiencies and targeted investment. Members also noted that the Trust held no reserves and that building financial surpluses over the next five years would be essential to improve long-term financial sustainability and ensure compliance with the Charity Governance Code.

Members noted that the Restoration Levy, applied to tickets sold at Alexandra Palace, contributed towards the funding of essential restoration, maintenance and repair works and supported the preservation of the historic building while enhancing the visitor experience.

RESOLVED:

1) Noted the 2026/27 forecast against budget.
2) The Trustees approved the current forecast as the revised budget, to be used for the remainder of the year.

136. POLICY UPDATES TO APPROVE: SAFEGUARDING POLICY + SAFEGUARDING POLICY AS APPENDIX

Members received a report outlining updates to the Safeguarding Policy in response to legislative and statutory guidance changes. The Committee noted that revisions had been made to reflect updates to *Working Together to Safeguard Children (2023)*, *Keeping Children Safe in Education (2025)*, *Care and Support Statutory Guidance (2025)*, the inclusion of the *Making Safeguarding Personal Toolkit*, and updated definitions of abuse.

Members further noted that additional amendments had been made to clarify the safeguarding responsibilities of contractors, partners and volunteers, and to expand the responsibilities of the Designated Safeguarding Lead to include the management of safeguarding records and referrals.

The Committee was advised that the revised policy had been considered by the Finance, Resource, Risk and Audit Committee (FRRAC) and the APTL Board, and that any feedback arising from those discussions would be reported verbally to the meeting.

Members received the Safeguarding Policy and noted that it set out the arrangements and procedures in place to provide a safe environment for children, adults and all individuals engaging with Alexandra Palace. The Committee noted the organisation's commitment to protecting the welfare of children and adults, preventing abuse, and ensuring that those benefiting from or working with the organisation were not harmed through their involvement with it.

Members further noted the Trust's commitment to complying with relevant safeguarding legislation and statutory guidance and to promoting safeguarding best practice for children and adults participating in activities across the Park and Palace.

The Committee was advised that safeguarding concerns would be responded to promptly and that appropriate procedures were in place to ensure concerns were recognised, managed and reported effectively.

Members noted that the organisation also recognised its responsibilities to protect staff and volunteers from bullying, harassment, discrimination and unfounded allegations, with supporting policies available to address such matters.

The Committee noted that the overall purpose of the policy was to ensure that children, adults, staff, volunteers and all those participating in Alexandra Palace activities were safeguarded, supported and protected.

RESOLVED:

1. Approved the Safeguarding Policy subject to any verbal feedback from FRRAC and the APTL Board.

137. BBC TELEVISION SERVICE BROADCASTING AT 90 PROGRAMME REPORT

Members received a report on plans to celebrate the 90th anniversary of the launch of the BBC television service from Alexandra Palace. The Committee noted that a Television Heritage Season would be delivered during September and October 2026, featuring a programme of talks, screenings, exhibitions, tours, learning activities and performances designed to raise awareness of Alexandra Palace's significant role in broadcasting history and engage new audiences.

Members were advised that activities would take place across several areas of the Palace, including the East Court, Creativity Pavilion, Theatre and former BBC Wing, with themes exploring innovation, children's television, news broadcasting, representation, education and media history.

The Committee noted that the programme would provide opportunities to increase public engagement with the Palace's television heritage, strengthen relationships with broadcasters, academics and heritage organisations, and gather audience data to inform future heritage programming. Members also heard that the programme would include tours of the former BBC studios, a new virtual tour experience, archive displays and dedicated online content to broaden access and engagement.

It was reported that the Trust would work collaboratively with the Creative Learning team to develop new performances involving both the Young Actors Company and the Ally Pally Ensemble, promoting intergenerational engagement with themes of media, memory and public discourse. Members also noted plans for partnership work with BBC FWD to explore emerging technologies and creative industries opportunities with young people.

The Committee heard that a World Origin Site plaque would be unveiled on 2 November 2026 to recognise Alexandra Palace's global significance as the birthplace of the world's first regular public television service. It was noted that the event would be attended by invited guests, supporters, academics and television personalities, providing opportunities to increase public awareness, media coverage and engagement with the site's heritage.

Members further noted that the anniversary programme formed part of the Trust's wider audience engagement strategy and would seek to attract new and more diverse audiences, particularly younger people, while raising the profile of Alexandra Palace as a site of national and international cultural significance.

RESOLVED:

1. Noted the contents of this report.

138. NEW ITEMS OF URGENT BUSINESS

No new items of urgent business.

139. EXCLUSION OF PRESS AND PUBLIC

Items 16,17 and 18 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.

140. EXEMPT CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT

The Committee considered all exempt information.

141. EXEMPT FINANCE REPORT

The Committee considered all exempt information.

142. EXEMPT APTL CHAIR'S VERBAL UPDATE

The Committee considered all exempt information.

143. FUTURE MEETINGS

The date of the next meeting was scheduled for 29th October 2026.

CHAIR:

Signed by Chair ……..

Date ……