

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD  
THURSDAY, 13 FEBRUARY 2014**

Councillors: Cooke (Chair), Stewart (Vice-Chair), Hare, Scott, Williams, Christophides and Egan

Non-Voting Representatives: C. Marr, V. Paley and N. Wilmott

Also present: Emma Dagnes – Commercial Director, APTL  
Kerri Farnsworth – Director of Property and Regeneration, APPCT  
Melissa Tettey – Head of Learning and Development, APPCT  
Nigel Watts – Director of Finance and Resources, APPCT  
Duncan Wilson – Chief Executive, APPCT

Kevin Bartle – Assistant Director of Finance and Section 151 Officer, LBH  
Helen Chapman – Clerk, LBH

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>APBO339.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Denis Heathcote, Richard Hooper and Bob Kidby.</p> <p>Apologies for lateness were received from Cllr Stewart.</p>
<b>APBO340.</b>	<p><b>URGENT BUSINESS</b></p> <p>There were no items of urgent business.</p>
<b>APBO341.</b>	<p><b>DECLARATIONS OF INTERESTS</b></p> <p>Cllr Hare declared a personal interest as Chair of the Alexandra Park and Palace Allotments Society.</p>
<b>APBO342.</b>	<p><b>QUESTIONS, DEPUTATIONS OR PETITIONS</b></p> <p>The Chair advised that a deputation request had been made by Mr Jacob O’Callaghan, relating to the Chief Executive’s report at item 8 of the agenda.</p> <p>Mr O’Callaghan was invited to address the Board and expressed his thanks for the opportunity to speak. He advised that the purpose of his deputation was in relation to recommendations on use of the theatre and charges, as contained within the report of the Chief Executive at item 8 of the agenda, on which the voluntary organisations within the Palace had not been consulted. It was noted that these issues had not been brought for consideration by the joint meeting of the SAC/CC, nor had the organisations affected been consulted directly. Mr O’Callaghan therefore requested the following:</p> <ol style="list-style-type: none"> <li>1) That the Board defer consideration until the comments of the committees of affected organisations were received;</li> </ol>

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- 2) That officers meet with the committees of the voluntary organisations within the Palace, in order to formulate a policy that ensures the latter's involvement in future decisions affecting them, and initiate an open discussion concerning whether some or all of their functions are now considered by the officers to be better performed directly by officers of the main charity.
- 3) That the Board note his support the setting up of a fundraising development team, and identification of "champions", provided it includes members of the existing voluntary organisations.

Duncan Wilson, Chief Executive, Alexandra Palace and Park Trust, responded to Mr Callaghan's deputation and advised that the recommendations relating to the charging policy for charities and community groups were intended only to document the approach currently adopted; there was no proposed change to the current policy and it was clear from the report that there would be no changes to the charging policy currently operated, including that in respect of Friends groups. It was confirmed that the Friends groups would continue to be consulted regarding the ongoing works to the theatre and TV studios and that Duncan Wilson was happy to come back to any of the Friends groups to discuss things further. With regard to the third point regarding the establishment of a fundraising development team, it was agreed that this point would be picked up at agenda item 6, report of fundraising consultants.

In response to a question from the Board regarding how the Friends groups could contribute to the regeneration project, Duncan Wilson advised that the outline design proposals would be brought to the Friends groups for feedback, before these were presented to the Board for discussion.

It was made clear that the deputation had been brought by Mr O'Callaghan as an individual resident, and did not represent the general view of the Friends of the Theatre.

**APBO343. MINUTES**

**RESOLVED**

- i) That the unrestricted minutes of the Alexandra Palace and Park Board held on 29 October 2013, the special meeting of the Board held on 19 November 13 and the meeting of the Alexandra Palace and Park Panel, held on 16 January 2014 be approved and signed by the Chair.
- ii) That the minutes of the Alexandra Park and Palace Advisory Committee meetings held on 10 October 2013 and 28 January 2014 be received, and the recommendations made by the Committee from both meetings be noted.
- iii) That the minutes of the joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee held on 10 October 2013 and 28 January 2014 be received.

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**APBO344. REPORT OF FUNDRAISING CONSULTANTS**

At the invitation of the Chair, Naomi Russell of Wonderbird gave an outline of the company's background and addressed the Board on the content of the report they had produced on the fundraising potential of Alexandra Palace.

- Key recommendations of the report included an additional fundraising target of £7m over five years or so, the need for dedicated fundraising staff and the establishment of a Development Trust or Group as an additional governance structure to support fundraising.
- Duncan Wilson advised that the key actions for the Trust arising from the report were the recruitment of fundraising staff, for which it was noted there was some provision within the HLF Stage 1 funding, and the consideration of setting up a development advisory group or board.
- In response to a question from the Board, it was reported that there had been no confirmation from the Council that they would commit to £7 match-funding, however there had been positive indication regarding the match-funding of at least £5m.
- The Board asked about the relationship between the Board and the proposed development board, and whether there would be a role for Trustees on this new body. Duncan Wilson advised that the development board would act as an advisory group with no executive functions, but would report directly into the Board and make recommendations for the Board's consideration. The Board would continue to set the strategic direction for fundraising, which the development board would be tasked with delivering. The role of Trustees in relation to the development board would need to be determined, and it was agreed in general that there was a need to clarify formally the precise relationship between the Board and proposed development board.
- Duncan Wilson advised that the intention would be to report back to the Board in June 2014 on the proposed governance structure in relation to a development board, in order to agree a way forward.
- The issue of the perception of the historic debt was raised, and it was agreed that it was essential for donors to be assured that any donations made would be used for the specific purpose intended, rather than supporting the underlying deficit.
- In response to concerns that it had not been possible to bring this item to the recent meeting of the Joint SAC/CC, it was noted that this was the very beginning of the process. While the timing had been such that it had not been possible to take it to the January meeting, it was acknowledged that the advice of the SAC/CC was needed, and this did not preclude the matter coming to a future meeting for discussion.
- It was anticipated that there would be some concern amongst the smaller groups that those donating larger amounts would have a proportionally greater influence, and that the management of the relationship between the Friends groups and the development board would be very important. It was noted, however, that the HLF would remain the most significant donor overall, with a focus on community use that was in line with the aims of the Friends. In response to these concerns, Naomi Russell advised that it was likely that most donations would come from bodies such as trusts and foundations, who would not wish to exert an active influence over the way in which affairs at the Palace were managed.

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- The Chair permitted Mr O'Callaghan to address the Board in relation to point 3 of his deputation regarding the establishment of the development team. Mr O'Callaghan stated that he welcomed the report, although had reservations regarding the issue of naming rights and strongly endorsed the point that there was a need to address the perception that money donated may go towards the debt; otherwise he was in agreement that there was a need to establish a separate development team, and hoped that the fundraising group would engage positively with the existing Friends groups.
- The Board asked about the issue of brand identity as set out in the report, and how Wonderbird saw this developing; one of the strengths of the Palace was that it represented different things to different people. Naomi Russell advised that it was intended to create a more coherent picture around community activities at the Palace as well as the commercial events, and giving people an idea of how they would spend a whole day at the Palace.
- In terms of strengthening the brand, Duncan Wilson advised that there was a need for more work to bring together the identities of the Trading Company and the Trust and to combine the messages around the commercial and community benefits. This was in hand.
- It was suggested that referring to a separate 'development board' may be misleading in respect of governance arrangements, and that it might be preferable to call the new body something different in order to emphasise the advisory nature of this body and its subordinate position in relation to the Board. It was agreed that this point be taken into consideration.
- Regarding the diagram of stakeholder groups, as set out at page 9 of the Wonderbird report, it was suggested that technology, innovation and future technological developments were areas missing from this picture, and Naomi Russell agreed that this was an area that could be researched further.

The Board considered the recommendations of the report and it was:

**RESOLVED**

- i) That APPCT consider launching a significant fundraising campaign using a small in-house team (recruiting one full time and one part time post) and some consultancy support during the development phase;
- ii) That APPCT adopt the approach of challenging the private charitable sector of matching the Council's allocation of match funding to the HLF project, giving a new target over five years of about £7m from trusts and foundations, corporate donors and wealthy individuals;
- iii) That the Trust consider setting up a separate development advisory group to take forward this work. This would reassure donors that their gifts were being allocated to additional and worthy projects and not just supporting the underlying deficit.

In agreeing the recommendations, the Board reiterated its previously-granted approval for the Trust to commence the recruitment of a Fundraising Manager, and it was also noted that in developing the detailed governance proposals for

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	<p>consideration by the Board, an appropriate title for the 'development board' would be considered.</p>
<p><b>APBO345.</b></p>	<p><b>FIREWORKS PROPOSAL</b></p> <p>The Board considered the report on the review of the Fireworks 2013 and recommendations for the 2014 event as circulated and presented by Emma Dagnes.</p> <ul style="list-style-type: none"> <li>• In response to a question from the Board regarding how separate ticketing for the fireworks and beer festival would work in practice, it was reported that it would be possible to buy a fireworks ticket without a beer festival ticket, but not the other way round. Having separate ticketing for the beer festival would enable greater control of numbers for this event.</li> <li>• In response to a question regarding whether there was any scope for increasing the overall capacity for the fireworks event, Emma Dagnes advised that this issue was being discussed with the Council's licensing team and the Safety Advisory Group. It was confirmed that the event would again operate on admission by pre-sold tickets only.</li> <li>• It was noted that the SAC/CC had made comments at the January meeting; Emma Dagnes advised that these were covered in the report to the Board in terms of the recognition of the issues that had arisen last year, and the lessons to be learned for future events.</li> </ul> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i) That the Board take note of the review undertaken from 2013, the lessons learned and how they inform the revised approach for 2014;</li> <li>ii) That the Board note that APTL will be the lead on the event and Slammin Events, who brought the event back in 2013, will have a production role working with Alexandra Palace suppliers;</li> <li>iii) That the Board note that APTL has already discussed changes to the Premises Licence for this event with the licensing authority based on the Safety Advisory Group review meeting held on the 20<sup>th</sup> November 2013, and that they are aware that approval is being sought from the Alexandra Park and Palace Board for the 2014 event.</li> <li>iv) That the Board note that the body of information regarding the 2013 event has been presented to the SAC and CC prior to the APPCT meeting on 28<sup>th</sup> January, and note the views of the SAC and CC as presented at the Board meeting.</li> <li>v) That, on the basis of the proposal in this paper the Board agree that the event should go ahead in 2014.</li> </ol>
<p><b>APBO346.</b></p>	<p><b>CHIEF EXECUTIVE'S REPORT</b></p> <p>The Board considered the report of the Chief Executive, Alexandra Palace Charitable Trust, as circulated. Duncan Wilson presented the report, and the following points and comments arose during discussion of the report:</p>

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Theatre events run by the Trading Company

- One event had already taken place in the theatre (an advertisement shoot), and this had been very successful. It was confirmed that the Trading Company would be very selective regarding the types of events approved, and that these were likely to be small, private hire, events such as promotional shoots and a limited number of small public events.
- The intention was to use such events to raise the profile of the theatre, and to recover the costs of making the theatre safe incurred in 2013 and early 2014.
- It was confirmed that the number of public events that could be held was limited to 10 per year, as above this limit it would be necessary to apply for a Premises Licence from the Council's licensing team.

Theatre profile-raising event

- This event had been confirmed for 2 April 2014, and it was hoped that all Board Members would be able to attend. Invitations were due to be issued next week.

Charging Policy for charities and community groups

- This issue had been discussed earlier in relation to the deputation from Mr O'Callaghan. The Board was asked to confirm that they were content with the current policy.

Learning and Community Update

- Melissa Tetley advised that the research for the 'War on the Home Front' temporary exhibition and schools programme had been completed by the volunteer team and had produced some excellent information.
- There had been good feedback from the recent history tours, and there were currently over 180 people on the waiting list for future tours. It was hoped that the next round of tours could be run in April/ May 2014, and on a quarterly basis thereafter.
- It was confirmed that the exhibition would be open for 2.5 / 3 days per week, on both a pre-booked and drop-in basis.
- The Board expressed thanks to Melissa Tetley and Isobel Aptaker for their important work with the learning and community programmes.
- Nigel Wilmott felt that the volunteers leading the tours had been enthusiastic and knowledgeable, and that the script developed by Isobel Aptaker was excellent. It was agreed that the script should be circulated to the Board for information, and it was also suggested that a special tour should be arranged for the Board, SAC and CC members.

APPCT/LBH debt write off update

- It was unlikely that the situation would be resolved before the election in May, however it was hoped that there would be a favourable resolution in the new municipal year. It was noted that the position of the regeneration work at the Palace had moved on significantly since May 2013 when the

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Board had previously requested that this matter be considered by the Council, and the Board felt that there was now more evidence of the importance of the historic debt issue being resolved in order to progress the regeneration project.

- It was agreed that a letter be sent on behalf of the Board, re-stating the case for the matter to be addressed as quickly as possible. The Chair would produce a draft of the letter and circulate it to the Board for approval.
- In response to a question regarding the reason for the delay in resolving this issue, Duncan Wilson advised that initially there had been some technical questions which had required consideration by officers, but that it was understood that the decision now lay with Members.

Car park study

- Further testing would be undertaken in Spring, and a report would be brought back to the Board for consideration in June or July 2014.
- In response to a question as to whether there had been a marked change in parking patterns since the introduction of the Palace Gates CPZ, it was reported that the spaces at the east end of the Park near the station had always been busy with commuter parking, and this remained the case. One of the tests to be undertaken was whether the introduction of meters for these particular bays would cause people to park elsewhere in the Park, although it was felt that if charging were to be introduced, this would probably need to be on a comprehensive basis.

Other matters

- In response to a question regarding the historic stage machinery acquired by the Palace, as reported on in October, it was confirmed that the Palace would retain this equipment, although a decision had not yet been made as to how this would be used.
- Duncan Wilson advised that there was no update on the potential BBC documentary, as reported in October.
- It was confirmed that the Interpretation Strategy had now been submitted to consultants to develop the Plan, and that they had also been provided with Clive Carter's paper on the Baird Studio.

**RESOLVED**

- i) That the Board approve the use of the theatre for occasional commercial and charitable events, and confirm the policy on charging.
- ii) That the Chair draft a letter to the Council regarding the importance of resolving the matter of the historic debt, and circulate this to the Board for approval, prior to its circulation on behalf of the Board.

**APBO347. REPORT OF THE COMMERCIAL DIRECTOR, APTL**

The Board considered the report of the Commercial Director, APTL, as circulated. The following points were raised in discussion of the report:

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	<ul style="list-style-type: none"><li>• It was probable that the Palace would not be hosting the Ping Pong Championships next year, however the possibility of introducing squash into the events programme was being explored.</li><li>• There were currently ten days of live music booked for the coming year, representing the strongest performance for live music bookings yet.</li><li>• Work on the redesign of the Beach area had now commenced.</li><li>• In response to a question from the Board, it was confirmed that the 2014 EU elections would be held at the Palace.</li><li>• The Board acknowledged that the positive indications for bookings for next year was a strong sign of the business moving in the right direction.</li></ul> <p><b>RESOLVED</b></p> <p>That the Board note the contents of the report.</p>
<p><b>APBO348.</b></p>	<p><b>REPORT OF THE DIRECTOR OF REGENERATION AND PROPERTY</b></p> <p>The Board considered the report of the Director of Property and Regeneration, Alexandra Park and Palace as circulated. The following points were covered in the presentation of the report by Kerri Farnsworth, and Board discussion:</p> <p><u>Regeneration programme</u></p> <ul style="list-style-type: none"><li>• Duncan Wilson advised that it was particularly encouraging that the BBC were considering the Palace as a venue for forward-looking projects.</li><li>• In terms of timetable, it was reported that the date for the Regeneration Strategy Group workshop had been sent for 7 April 2014, with wider public consultation set for the end of the Summer 2014. The submission of the Stage 2 HLF funding request was anticipated for December 2014.</li><li>• In response to a question as to whether the meeting with the Charity Commission had taken place, as reported in October 2013, it was confirmed that this had now happened. The main purpose of the meeting had been to alert the Charity Commission that there may be a forthcoming proposal which would require public consultation.</li><li>• In response to the report that Pinsent Masons had been recruited as specialist lawyers to advise on the scope and structure of the formal approach to market for the hotel-based opportunity at the western end of the Palace, the Board asked about the nature of the development partner that was envisaged for this work. It was reported that nothing was being ruled out in terms of the development partner arrangements at this stage, and that Pinsent Masons had been engaged to provide expert guidance on all options. Duncan Wilson advised that the SAC, CC and the Board would all be consulted on the eventual proposal which should be brought to the market, but made it clear that none of the areas covered by the HLF project could be offered for commercial development. It was noted that this would be a critical stage of the work, and that clear, timely reporting would be an essential element of the decision-making process.</li><li>• In response to further questions regarding the procurement process for the commercial development, it was advised that this was likely to be a two-stage process, with a qualitative pre-qualification phase, producing a shortlist, followed by a secondary competitive dialogue tender stage. Outlining the options for procurement was part of the work that Pinsent</li></ul>



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Masons were undertaking.

- Colin Marr raised a number of points of concern. In summary, these were that he thought the brief given to lawyers to advise on the sort of development partnership the Trust might want to pursue seemed to favour a single partnership model covering both a hotel and other commercial activities in the major parts of the Palace, which he thought was inappropriate. Also that he felt the Board had not been sufficiently well informed about the approach being taken to give its full support to it, and that more consultation should have taken place.
- Duncan Wilson stated that he believed that both the SAC/CC and the Board were well aware that work was being done on the market testing exercise, but that it was necessary for such work to outline all the options as authoritatively as possible as a matter of due diligence before they were put before both groups later in the summer. This was the work which was now in progress. Every effort had been made to keep the Board fully informed to date, and it was reported that there would be further opportunity to discuss the commercial developer-partner approach, once the work of Pinsent Masons was complete.
- Kerri Farnsworth advised that it was not the case that the use of the wording 'a developer' indicated any intent that the preferred way forward would be a single developer, and that this form of wording was purely the recognised industry standard. Pinsent Masons were tasked with exploring all of the available options and reporting this back for consideration. It was emphasised that no decision had yet been made regarding the approach to be taken, and once Pinsent Masons had reported back on the options, this would be the issue for discussion by the SAC, CC and the Board.
- In response to a question regarding the role of the HLF Collections Management Planner as set out in the forward programme, it was reported that this would be an external report that would advise on the curatorial policy. It was noted that this was a requirement of the HLF.

Fabric Conservation

- The repairs required as the result of recent heavy rain and high winds were now estimated to cost around £20-30k, as opposed to the £40-60k as set out in the report. It was advised that the majority of these costs would be met from insurance.

Park update

- With regard to the proposed replacement of fencing along the boundary of Redston Field with something more robust, it was suggested that reinforcement of the bottom of the fencing only was necessary.
- Since the report had been written, a response had been received from the Council regarding Dog Control Orders; the Team Leader working on this project had left the Council and had not been replaced, and it had been confirmed that a full response would be provided by 28 February 2014.
- Since the report had been written, a discussion had been held with the Council regarding the Campsbourne Play Centre. It had been agreed that the Council would underwrite up to £75k of the cost of dilapidations, and that the Trust could therefore take on the lease. The Board welcomed this development.

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- It was reported that the tender documents for the S106 project would be issued next week, and it was intended that work commence at the beginning of May for a 10-week period.
- Due to the recent weather, the planting of poppies for the WW1 commemoration had been postponed to the last week in February. It was reported that efforts were being made through the Trust's Community Engagement and Learning team to involve local schoolchildren in the planting.

**RESOLVED**

That the Board:

- i) Note the updates on regeneration of Alexandra Palace, including HLF project and commercial development opportunities, plus the forward work programme for 2014;
- ii) Note progress on fabric maintenance;
- iii) Note the position with the current outsourced facilities management service provider and endorse the decision to continue to outsource security services;
- iv) Note the current situation with the Palace's fire detection system and delegate authority to the Chief Executive for the final decision on phased replacement;
- v) Endorse the development of a new Park vision that aligns with the masterplan prepared in 2012 by Farrells, the proposals that will emerge from the HLF project and the wider business plan for the Palace and Park;
- vi) Note the positive feedback regarding the overnight gate closures and agree to continue the policy indefinitely;
- vii) Endorse the recommendations re the Council and Dog Control Orders;
- viii) Note the updates regarding the Garden Centre, Campsbourne Play Centre, and the s106 scheme in the south east corner of the park;
- ix) Note the current position in the Garden Centre lease and underlease;
- x) Note the advice from and resolution of the Advisory and Consultative Committees;
- xi) Agree in principle to the 345 Pre-school's proposals and delegate agreement of the final details to Officers. Any agreement is to be within the confines of the existing lease and will be made in writing;
- xii) Note and endorse the proposed WW1 commemoration poppy scheme.

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<b>APBO349.</b>	<b>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST FINANCIAL RESULTS FOR 9 MONTHS ENDED 31 DECEMBER 2013</b> The Board considered the report on the Trust financial results for 9 months ended 31 December 2013 as circulated and presented by Nigel Watts.  <b>RESOLVED</b>  That the performance of the Trust for the nine months ended 31 December 2013 be noted.
<b>APBO350.</b>	<b>REPORT OF THE FINANCE AND RESOURCE DIRECTOR - TRUST BUDGET 2014/15</b> The Board considered the report on the Trust budget 2014/15 as circulated and presented by Nigel Watts. The following points were raised during discussion of this item: <ul style="list-style-type: none"><li>• The Board asked about the Panorama Room replacement, as mentioned in the report. Nigel Watts advised that the Panorama Room occupied the site of the proposed hotel development and would therefore need to be demolished before development work could commence. Although a temporary structure, the Panorama Room was an essential space for the trading company business, and it was therefore necessary to have constructed a permanent replacement for this space elsewhere on the site, prior to the demolition of the Panorama Room, in order to provide business continuity.</li></ul> <b>RESOLVED</b>  That the Board approve the outline budget.
<b>APBO351.</b>	<b>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</b> There were no new items of unrestricted urgent business.
<b>APBO352.</b>	<b>EXCLUSION OF THE PUBLIC AND PRESS</b>  <b>RESOLVED</b>  That the press and public be excluded from the meeting for the consideration of agenda items 15 to 18 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; paragraph 2 – information which is likely to reveal the identity of an individual and paragraph 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).  <b>SUMMARY OF EXEMPT ITEMS</b>  <b>MINUTES</b>  RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 29 October 2013 and of the special meeting of the Board held on 19 November 2013 be approved and signed by the Chair.

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**APTL PERFORMANCE**

The accounts for APTL and the Trust for the nine months ended 31 December were noted.

**BUSINESS PLAN**

The conclusions of the business planning exercise were noted and approved.

**EXEMPT URGENT BUSINESS**

There were no new items of exempt urgent business.

The Board noted that this was the final Alexandra Palace and Park Board meeting for the Chair, Cllr Cooke, and for Cllr Stewart, Cllr Williams and Cllr Scott. The Board expressed its recognition and thanks for their services to the Board over the years.

The meeting closed at 10.35pm.

COUNCILLOR MATT COOKE

Chair