

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Thursday, 11th June, 2026, 7.00 pm –Creativity Pavillion, Alexandra Park and Palace Way, London, Greater London, N22 7AY (watch the recording [here](#))**

**Councillors:** Melanie Gingell (Chair), Daniela Parry (Vice Chair), Marie Kirstensen, Rosie Latchford, Eva Bell, and Nick Da Costa.

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

**Quorum:** 3

### 1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### 2. APOLOGIES FOR ABSENCE

### 3. DECLARATIONS OF INTERESTS

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

#### **4. QUESTIONS, DEPUTATIONS OR PETITIONS**

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

#### **5. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 11 & 15 below)

#### **6. MINUTES (PAGES 1 - 18)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 12<sup>th</sup> March 2026 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 9<sup>th</sup> March 2026 and to consider any recommendations from that Committee.
- iii. To receive the minutes of the Alexandra Palace and Park Consultative Committee held on 9<sup>th</sup> March and to consider any recommendations from that Committee.

#### **7. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE (VERBAL)**

#### **8. APPOINTMENTS TO COMMITTEES (PAGES 19 - 24)**

#### **9. CO-OPTED DEVELOPMENT TRUSTEE REPORT (PAGES 25 - 28)**

#### **10. STRATEGIC PLAN (PAGES 29 - 56)**

#### **11. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

**12. FUTURE MEETINGS**

**13. EXCLUSION OF THE PUBLIC AND PRESS**

Items 14 & 15 are likely to be 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.

**14. EXEMPT MINUTES (PAGES 57 - 68)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 12<sup>th</sup> March 2026 as an accurate record of the proceedings

**15. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

Chris Liasi - Committee and Governance Officer  
Tel – 020 8489 4323  
Email: Chrisovalantis.liasi@haringey.gov.uk

Fiona Alderman  
Director of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Wednesday, 03 June 2026

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**MINUTES OF THE Alexandra Palace and Park Board HELD ON  
Thursday, 12th March, 2026, 19:00 – 21:00.**

**PRESENT:**

**Councillors: Sean O'Donovan (Vice-Chair), Emine Ibrahim (Chair) and Nick Da Costa, Jason Beazley (Co-Optee) and Duncan Neill (Co-Optee).**

**91. FILMING AT MEETINGS**

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

**92. APOLOGIES FOR ABSENCE**

Apologies of absence were received by Nigel Wilmott.

**93. DECLARATIONS OF INTERESTS**

There were none.

**94. QUESTIONS, DEPUTATIONS OR PETITIONS**

There were none.

**95. URGENT BUSINESS**

There were none.

**96. MINUTES**

The unrestricted minutes of the Alexandra Park and Palace Charitable Trust Board held on 3<sup>rd</sup> November 2025 were approved as an accurate record of the proceedings.

The minutes of the Alexandra Park and Palace Advisory Committee held on 6<sup>th</sup> October 2025 were noted.

The minutes of the Alexandra Park and Palace Consultative Committee held on 6<sup>th</sup> October 2025 were noted.

**97. CHIEF EXECUTIVE REPORT**

The report summarised progress during FY 2025/26 in alignment with the Trust's vision to create a sustainable future for the Park and Palace. It outlined key

achievements, delivery milestones, and challenges since the previous report, highlighting continued progress across all strategic priorities.

Members noted that Alexandra Park and Palace received national recognition at Prime Minister's Questions on 11 February 2026. The Prime Minister highlighted the importance of the People's Palace as an iconic cultural venue of national significance, following a question from the local MP. This was recognised as a significant moment for the Trust, reinforcing its charitable model whereby income from events directly funded the long-term care and preservation of the estate for public benefit.

It was noted that the organisation continued to operate as a major civic and cultural asset set within 196 acres of parkland. The site welcomed over 4 million visitors annually and generated substantial economic impact for London, including the local borough. This achievement was shared with staff, providing an opportunity to recognise their contribution and reinforce organisational pride and purpose.

Members noted that delivery across the commercial and cultural programme remained strong, with a varied and high-quality programme of concerts, theatre, exhibitions, and sporting events. High-profile residencies and performances contributed to strong audience engagement and national profile. Theatre programming continued to perform well through touring productions, residencies.

Key highlights included major performances in the Great Hall and successful productions in the Theatre, alongside the well-attended return of the Fresh Art Fair. Ancillary offers such as the Ice Rink, food and beverage outlets, and the recently opened Boating Lake Café contributed positively to the visitor experience and revenue generation.

The Summit rooftop experience launched successfully in February 2026, attracting strong demand and extensive media coverage. Alexandra Palace was also shortlisted as a finalist for Venue of the Year at the Music Week Awards 2026.

Progress was made in responding to climate challenges. Listed Building Consent was secured for secondary glazing improvements, supporting energy efficiency. A planning application for solar photovoltaic panels at the Boathouse was submitted, with projections indicating future energy generation to support resilience objectives.

Members noted that conservation-led repairs continued across the estate, including masonry works in East Court. These works addressed historic damage and adhered to best-practice conservation methods, ensuring the long-term sustainability of the heritage assets.

Routine maintenance and seasonal works were undertaken across the Park, including waste clearance, graffiti removal, and winter safety measures. Tree safety works were extensive, addressing issues caused by disease, pests, and weather-related stress. Repairs to infrastructure, including footpaths and drainage systems, were completed.

Volunteer involvement increased, supporting horticultural and conservation activity. External works, including Thames Water investigations and planned improvements to signage, were noted as contributing to overall site management.

Good progress was reported in archive management, including completion of a records survey and ongoing cataloguing work. Plans were developed to improve storage, accessibility, and compliance with retention standards. Planning commenced for the 90th anniversary of BBC television at the Palace, involving partnerships with major cultural and academic institutions. Public engagement continued through exhibitions, tours, and workshops, providing access to heritage and learning opportunities for a wide range of audiences.

Community engagement activity remained strong. Youth programmes, including the Young Creative Network, supported skills development in creative industries. Initiatives for older residents, such as Café Palais and upcoming AP Sounds programming, promoted inclusion and wellbeing. Educational programmes continued to support schools through curriculum-linked learning. Volunteering remained a key feature, with opportunities across multiple areas and additional training provided to volunteers.

Members noted continued progress in strengthening organisational resilience. A new donor campaign and regular giving programme were launched, alongside wider fundraising and stakeholder engagement activity in preparation for a new strategic plan. IT infrastructure improvements and cybersecurity measures were ongoing.

Progress continued on key capital projects, including the proposed redevelopment of the Panorama Room, which entered the design and pre-construction phase. Plans aimed to enhance capacity while respecting the historic fabric of the building. Further developments included the Security Room reconfiguration and ongoing planning for the Creative Campus project. Smaller-scale improvements, such as enhancements to the Boating Lake Café, were completed.

Strategic discussions with heritage organisations progressed, focusing on embedding skills development and training into conservation activity. These initiatives aimed to support sector-wide skills preservation and create learning opportunities linked to restoration works.

The organisation continued to implement its People Strategy, focusing on recruitment, engagement, development, and retention. Staff engagement levels improved, as reflected in survey results and external recognition, including employer rankings. Feedback from staff was incorporated into ongoing workforce planning and development.

**RESOLVED:**

The contents of the report were noted.

**98. FINANCE REPORT**

Members noted that the Trust had continued to face significant sector-wide challenges, including economic uncertainty, rising operational costs, and labour market pressures. These factors had made it increasingly difficult to maintain a balanced budget while also growing income streams and investing in conservation

and restoration.

It was highlighted that the organisation remained vulnerable to external shocks, including geopolitical instability affecting utilities and supply chains, as well as climate change impacts leading to adverse weather, event cancellations, reduced visitor numbers, and lower on-site spend. Increasing competition across events, hospitality, theatre, and leisure, alongside rising customer expectations around sustainability and digital delivery, was also noted.

Strategic Framework:

Members noted that financial and operational planning continued to be guided by the Trust's established strategic framework. This included its Vision to create a sustainable future, its statutory Mission to repair and maintain the site for public benefit, and its Purpose to enrich lives through experiences. The organisation's ten strategic goals and core values were reaffirmed as underpinning all activity and decision-making.

Operational Business Plan 2026/27:

It was reported that the Three-Year Operational Business Plan had been updated ahead of 2026/27, maintaining a focus on financial sustainability, collaborative delivery of strategic projects, embedding organisational standards, and strengthening internal culture and engagement.

Key performance indicators had been established, including financial sustainability, revenue growth, staff metrics, and visitor satisfaction measures.

Financial Performance and Budget Position  
Members noted that the Trust had moved toward financial stability, with the 2025/26 forecast indicating a small surplus after loan repayments, following several years of deficit.

The proposed 2026/27 budget achieved a balanced position, with increased income driven by restoration levy, gift aid, and new revenue streams. It was noted that approximately 70% of income was now self-generated, with the remainder provided through grant funding.

Financial Pressures:

Ongoing financial challenges were highlighted, including substantial increases in business rates, general inflationary pressures affecting wages and construction costs, and impacts on subsidiary profit margins and gift aid contributions.

Mitigation Strategies:

Members noted that a range of mitigation measures had been implemented. These included proposed increases in car parking charges, enhanced fundraising activity (including a Patron Scheme and donation initiatives), review of insurance arrangements, and maximisation of new commercial opportunities such as the Summit attraction and Boating Lake Café. Operational efficiencies were also pursued through cost reviews, revised operating models, and process improvements linked to new systems.

Strategic Investment:

Despite financial pressures, the Trust had continued to prioritise investment in key areas, including workforce development, digital and IT infrastructure, and essential repairs and maintenance of the estate.

Reserves Position:

It was noted that the Trust currently held no reserves, despite a policy requirement to maintain six months of operating costs. Members acknowledged the need to generate sustained surpluses over the medium term to achieve financial resilience and compliance with governance standards.

Restoration Levy:

Members noted that the Restoration Levy continued to provide a key source of funding for maintenance and conservation works. The levy had been increased in January 2026, supporting essential investment in the historic estate.

Budget Assumptions (2026/27):

It was reported that income was projected to increase overall, driven by higher gift aid, restoration levy income, parking revenue, and new attractions. Modest increases were also assumed across leases and donations. Expenditure was projected to rise due to inflation, increased staffing costs, and strategic investments, partially offset by efficiencies in some areas. The overall budget position remained broadly balanced after loan repayments.

Risk Management:

Members noted key risks, including potential income shortfalls, cost overruns, external economic pressures, regulatory changes, and dependency on key supplier contracts. The Trust committed to ongoing monitoring and reporting of risks.

Car Parking Charges:

Members were asked to consider a proposed 10% increase in car parking charges to support income generation and maintain financial sustainability. The revised tariff structure aimed to remain competitive, improve fairness, and discourage long-term parking. It was noted that the increase would generate additional income but carried potential risks, including negative stakeholder perception and customer resistance.

RESOLVED:

- Approved the APPCT (Trust) Unrestricted Budget for 2026/27
- Approved the increase in car park charges

**99. STRATEGIC PLAN REPORT**

Strategic Plan Development:

Members noted that over the past year the Trust team had been developing a 10-year Strategic Plan, bringing together Park and Palace priorities into a single, unified document. The purpose of the Plan had been to articulate the Charity's long-term ambition and to set out the potential for a step-change in its impact locally and nationally. It was noted that the primary audience for the Plan included key stakeholders, funders, government bodies, and donors.

### Background and Development Process:

Members noted that the development of the Strategic Plan had involved extensive engagement and research. This had included consultation with key stakeholders such as Haringey Council, the GLA, Historic England, and funding bodies; strategic mapping of relevant policy areas; and a detailed market research exercise exploring visitor needs and aspirations. The process had also drawn on updates to the Conservation Management Plan, findings from previous engagement work and surveys, and analysis of existing plans, including the Creative Learning Plan and Clean Energy Masterplan. An updated Impact Study Framework had also been developed to strengthen the evidence base.

### Purpose and Scope of the Plan:

It was reported that the Strategic Plan set out how the Trust would deliver a significant step-change in impact between 2025 and 2035. The Plan would guide fundraising, conservation activity, operational improvements, partnership development, audience growth, and long-term financial sustainability.

### External Support:

Members noted that external consultancy support had been commissioned from Alex Homfray Cultural Destinations to help shape and guide the process, bringing relevant sector experience.

### Board Engagement and Feedback:

It was reported that an initial draft of the Strategic Plan had been presented to the Board in November 2025. Trustees had broadly supported the direction of travel and provided feedback for further development. Key points raised included the need to clarify the positioning of the document, strengthen the articulation of the BBC Wing's future and heritage significance, and provide clearer phasing between early (first five years) and longer-term priorities.

### Revisions Following Feedback:

Members noted that Trustee feedback had been incorporated and further updates had been presented at the December Strategy Day. These included confirmation of the document as an overarching Strategic Plan, a refined structure built around six strategic objectives, and improved integration of BBC heritage within the Creative Campus vision.

Additional evidence from market research and impact analysis had been included, alongside supporting technical appendices for internal and partner use.

### Next Steps:

Members noted that, following finalisation and design of the Strategic Plan, a stakeholder communication and engagement plan would be implemented. This would

include tailored communication approaches for key audiences, including residents, community groups, tenants, staff, government bodies, and funders.

RESOLVED:

Noted the principles of the Strategic plan and delegated authority to the Chief Executive and Chair to finalise the Strategic Plan and publish the final version as and when designed.

## **100. POLICY UPDATES**

Members noted that the Trust was required to maintain a clear and robust process for identifying, escalating, and reporting serious incidents in line with Charity Commission requirements. The policy had been reviewed and updated to reflect current guidance, including expectations relating to safeguarding, financial crime, governance, reputational risks, and partner-related incidents.

Members noted that a serious incident had been defined as any actual or suspected event posing significant risk to people, property, finances, operations, or the organisation's reputation. This included safeguarding issues, fraud and financial irregularities, data breaches, governance failures, criminal matters involving senior personnel, and incidents affecting partners.

It was reported that all staff, volunteers, and contractors were required to report concerns internally in line with existing procedures and must not contact the Charity Commission directly. Any incidents not covered by existing policies were required to be reported to the Finance Director or CEO within 24 hours.

Members noted that clear escalation procedures were in place. Where incidents involved senior officers, escalation to the Chair or Trustee Lead was required. Potential serious incidents were to be assessed promptly and escalated within 24 hours where appropriate. A formal record of all incidents and decisions on reportability was maintained.

It was noted that Trustees retained overall responsibility for ensuring that serious incidents were reported promptly. Reports were required to include factual details, impact assessments, actions taken, notification of relevant authorities, communication considerations, and any governance or procedural issues. Where information was incomplete, initial reports could be submitted with updates provided as investigations progressed.

Members noted that, following the reporting of an incident, the Trust would implement appropriate follow-up actions. These included communications planning, seeking external advice where necessary, conducting internal reviews, strengthening controls, and sharing lessons learned with Trustees.

It was reported that the Charity Commission could request further information and, in serious cases, take regulatory action. Ongoing monitoring arrangements were in place to ensure compliance.

Members noted that the policy would be reviewed every two years, or sooner if required by updates to Charity Commission guidance.

Key risks were identified, including failure to report incidents, reputational damage, regulatory action, and staff uncertainty. Mitigation measures included clear procedures, defined reporting lines, training, prompt escalation, and transparent communication.

Members noted that the policy strengthened governance and compliance, supported consistent operational practice, ensured adherence to regulatory requirements, and reinforced the Trust's commitment to transparency and safeguarding.

**RESOLVED:**

- Approved the revised Serious Incident Reporting Policy (Version 1.2).
- Noted the delegation arrangements for operational submission of Serious Incident Reports.
- Noted plans for staff and trustee training to support consistent implementation

**101. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

There were none.

**102. EXCLUSION OF THE PUBLIC AND PRESS**

Items 12-19 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.

**103. EXEMPT MINUTES**

The Committee considered the exempt information.

**104. EXEMPT CHIEF EXECUTIVE REPORT**

The Committee considered the exempt information.

**105. EXEMPT FINANCE REPORT**

The Committee considered the exempt information.

**106. EXEMPT FINANCIAL REGULATIONS REPORT**

The Committee considered the exempt information.

**107. EXEMPT FRRAC CHAIR'S REPORT (VERBAL UPDATE)**

The Committee considered the exempt information.

**108. EXEMPT APTL CHAIR'S REPORT (VERBAL UPDATE)**

The Committee considered the exempt information.

**109. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

The Committee considered the exempt information.

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

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## **MINUTES OF THE Alexandra Park and Palace Statutory Advisory Committee HELD ON Monday, 9th March, 2026. 18:00 – 19:00**

### **PRESENT:**

**Councillors: Emine Ibrahim, Cathy Brennan, Sarah Elliott, Elizabeth Richardson (Advisory Committee Member), Jason Beazley (Advisory Committee Member) and Joyce Rosser (Advisory Committee Member)**

### **Also Attending:**

**Chris Liasi – Committee and Governance Officer.**

#### **37. FILMING AT MEETINGS**

It was stated that the meeting was not being filmed.

#### **38. APOLOGIES FOR ABSENCE**

There were no apologies of absence.

#### **39. DECLARATIONS OF INTEREST**

None.

#### **40. URGENT BUSINESS**

There were no urgent business.

#### **41. MINUTES**

Agreed the minutes of the Statutory Advisory Committee held on 2<sup>nd</sup> February 2026 as correct record subject to the amendments on the attendance on meetings and crowd management to be added.

Noted the minutes of the Consultative Committee held on 2<sup>nd</sup> February 2026.

Noted the minutes of the APPB held on 3<sup>rd</sup> November 2025,

#### **42. CHARITABLE TRUST PROGRESS REPORT**

The Committee received an update on progress to date in the financial year 2025/26, aligned with the Trust's vision to create a sustainable home for all its activities. The work presented under each goal reflected progress since the previous Board report.

It was reported that a wide programme of concerts had taken place, including Dom Dolla, Amyl and the Sniffers, Turnstile, Jyoty, Wilkinson, Electric Callboy, Overmono, Four Tet, Bad Omens and The Hives, with five receiving five-star reviews in the Evening Standard. The Fireworks and Drone Festival had been delivered over 31 October to 1 November during half term and Halloween, although poor weather had affected attendance; options were under review and the 2026 event was scheduled for 7 November. Following the Mosconi Cup, the PDC World Darts Championship had been held across three weeks in December, with the final on 3 January, during which confirmation was made that the event would remain at the Palace until at least 2031 and expand into the Great Hall. A successful two-week run of *The Woman in Black* had been staged, alongside the return of *A Christmas Carol* for a six-week festive run. Theatre programming also included Jools Holland, the London Squash Classic, and performances from a range of artists, with Blood Orange receiving a five-star review. Exhibitions and community events included the Knitting and Stitching Show and the Mind Body & Soul show. The planned return of the Red Bull Soapbox Race on 20 June 2026 was highlighted, alongside the announcement of the July 2026 outdoor concert series. Road closures associated with these events were anticipated, with further detail to be provided. The Ice Rink had continued its programme of courses and public skating, including seasonal events, while the Boathouse had opened to the public with revised catering. The Phoenix Bar and Pizzeria had continued to capitalise on event-driven footfall.

An application had been submitted to secure funding for secondary glazing works to improve building thermal efficiency, with a decision expected in Spring 2026. The Theatre Green Book self-assessment had been completed, achieving a basic level and identifying further opportunities to strengthen sustainable practices. Work had commenced with consultants on the Zero Carbon Accelerator project, including review of the clean energy masterplan and exploration of funding and delivery options.

Progress in heritage conservation included completion of the Summit rooftop attraction, scheduled to open in February 2026, delivered using a light-touch conservation approach. Masonry repairs at East Court had continued, addressing defects caused by historic interventions, alongside consultation on limewash finishes and submission of a Listed Building Consent application to improve water management.

Biodiversity and park management activity had been undertaken in partnership with volunteers, including habitat improvements, vegetation management, and construction of a replacement bird-watching platform using partly recycled materials. Gardening and seasonal maintenance work had also progressed, including bulb planting and site clearance, with over 37 tonnes of waste removed during the period. Recognition had been achieved through multiple London in Bloom Gold awards and a silver-gilt award in the Environment category.

A grant had been secured to support the recruitment of an archivist, with cataloguing work underway and scheduled for completion by March 2026. Archive material had been used to enhance exhibitions, displays, events and marketing initiatives, alongside contributions to tours, publications and development of a virtual BBC studios experience.

Community and learning activity had continued across a wide range of programmes, including partnership discussions with Westminster Abbey, delivery of screenings and discussions, support for Carers Rights Day, exhibitions by the Young Creatives Network, youth engagement initiatives, literacy programmes, theatre productions and festive events. Volunteer contributions across gardening, archives and theatre support roles had remained significant, alongside the continued delivery of the Talent Development Programme.

Work to strengthen organisational resilience had progressed, including the expansion of individual giving initiatives, securing of grant funding, and submission of a response to the Local Plan consultation. Improvements to IT infrastructure had been implemented, including migration to a new events management system, network upgrades, transition to cloud-based storage, and enhanced cyber security arrangements in preparation for Cyber Essentials accreditation.

Phase Two of the Boating Lake project had been completed, including full refurbishment of the café to improve visitor experience and operational efficiency. A targeted programme of conservation works and heritage skills training had also been delivered, building internal capability. Procurement activity for the Panorama Room replacement project was ongoing, while outline design and funding preparation work continued for the Creative Campus project. Additional planning applications, including proposals for solar panels, were in development.

Partnership activity had included engagement with heritage training organisations to explore future opportunities, alongside formal establishment of a partnership with Haringey Music Service, now based onsite. Delivery focused on recruitment, engagement, development and retention. Staff survey results indicated improved engagement, with recognition achieved as a “One to Watch” employer and inclusion in sector rankings.

RESOLVED:

The report was noted.

**43. STATUTORY ADVISORY COMMITTEE FEEDBACK**

There were none.

**44. NEW ITEMS OF URGENT BUSINESS**

There were none.

**45. DATES OF FUTURE MEETINGS**

No future dates were scheduled at that moment of time.

CHAIR:

Signed by Chair .....

Date .....

## **MINUTES OF THE Alexandra Palace and Park Consultative Committee HELD ON Monday, 9th March, 2026, 19:00 – 20:00.**

### **PRESENT:**

**Councillors: Sean O'Donovan, Anne Stennett, Emine Ibrahim, Duncan Neill (Consultative Committee Member) and Patricia Moody (Friends of Alexandra Park) (Alexandra Palace Allotments Association) (Consultative Committee Member), John Thompson (Alexandra Palace Television Group) (Consultative Committee Member), Nigel Willmott (Friends of the Alexandra Palace Theatre) (Consultative Committee Member), Duncan Neill (Muswell Hill and Fortis Green Association) (Consultative Committee Member), Daniella Parry (Three Avenues Residents Association (TARA))**

### **ALSO ATTENDING:**

**Chris Liasi – Committee and Governance Officer**

#### **54. FILMING AT MEETINGS**

It was stated that the meeting was not being filmed.

#### **55. APOLOGIES FOR ABSENCE**

Apologies of absence were received by Councillor Lester Buxton and Sean O'Donovan.

#### **56. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **57. URGENT BUSINESS**

There were no urgent business.

#### **58. MINUTES**

Agreed the minutes of the Consultative Committee held on 2nd February 2026 as correct record.

Noted the minutes of the Statutory Advisory Committee held on 2nd February 2026.

Noted the minutes of the APPB held on 3rd November 2025.

## 59. CHARITABLE TRUST PROGRESS REPORT

The Committee received an update on progress to date in the financial year 2025/26, aligned with the Trust's vision to create a sustainable home for all its activities. The work presented under each goal reflected progress since the previous Board report.

It was reported that a wide programme of concerts had taken place, including Dom Dolla, Amyl and the Sniffers, Turnstile, Jyoty, Wilkinson, Electric Callboy, Overmono, Four Tet, Bad Omens and The Hives, with five receiving five-star reviews in the Evening Standard. The Fireworks and Drone Festival had been delivered over 31 October to 1 November during half term and Halloween, although poor weather had affected attendance; options were under review and the 2026 event was scheduled for 7 November. Following the Mosconi Cup, the PDC World Darts Championship had been held across three weeks in December, with the final on 3 January, during which confirmation was made that the event would remain at the Palace until at least 2031 and expand into the Great Hall. A successful two-week run of *The Woman in Black* had been staged, alongside the return of *A Christmas Carol* for a six-week festive run. Theatre programming also included Jools Holland, the London Squash Classic, and performances from a range of artists, with Blood Orange receiving a five-star review. Exhibitions and community events included the Knitting and Stitching Show and the Mind Body & Soul show. The planned return of the Red Bull Soapbox Race on 20 June 2026 was highlighted, alongside the announcement of the July 2026 outdoor concert series. Road closures associated with these events were anticipated, with further detail to be provided. The Ice Rink had continued its programme of courses and public skating, including seasonal events, while the Boathouse had opened to the public with revised catering. The Phoenix Bar and Pizzeria had continued to capitalise on event-driven footfall.

An application had been submitted to secure funding for secondary glazing works to improve building thermal efficiency, with a decision expected in Spring 2026. The Theatre Green Book self-assessment had been completed, achieving a basic level and identifying further opportunities to strengthen sustainable practices. Work had commenced with consultants on the Zero Carbon Accelerator project, including review of the clean energy masterplan and exploration of funding and delivery options.

Progress in heritage conservation included completion of the Summit rooftop attraction, scheduled to open in February 2026, delivered using a light-touch conservation approach. Masonry repairs at East Court had continued, addressing defects caused by historic interventions, alongside consultation on limewash finishes and submission of a Listed Building Consent application to improve water management.

Biodiversity and park management activity had been undertaken in partnership with volunteers, including habitat improvements, vegetation management, and construction of a replacement bird-watching platform using partly recycled materials. Gardening and seasonal maintenance work had also progressed, including bulb planting and site clearance, with over 37 tonnes of waste removed during the period. Recognition had been achieved through multiple London in Bloom Gold awards and a silver-gilt award in the Environment category.

A grant had been secured to support the recruitment of an archivist, with cataloguing work underway and scheduled for completion by March 2026. Archive material had been used to enhance exhibitions, displays, events and marketing initiatives, alongside contributions to tours, publications and development of a virtual BBC studios experience.

Community and learning activity had continued across a wide range of programmes, including partnership discussions with Westminster Abbey, delivery of screenings and discussions, support for Carers Rights Day, exhibitions by the Young Creatives Network, youth engagement initiatives, literacy programmes, theatre productions and festive events. Volunteer contributions across gardening, archives and theatre support roles had remained significant, alongside the continued delivery of the Talent Development Programme.

Work to strengthen organisational resilience had progressed, including the expansion of individual giving initiatives, securing of grant funding, and submission of a response to the Local Plan consultation. Improvements to IT infrastructure had been implemented, including migration to a new events management system, network upgrades, transition to cloud-based storage, and enhanced cyber security arrangements in preparation for Cyber Essentials accreditation.

Phase Two of the Boating Lake project had been completed, including full refurbishment of the café to improve visitor experience and operational efficiency. A targeted programme of conservation works and heritage skills training had also been delivered, building internal capability. Procurement activity for the Panorama Room replacement project was ongoing, while outline design and funding preparation work continued for the Creative Campus project. Additional planning applications, including proposals for solar panels, were in development. Partnership activity had included engagement with heritage training organisations to explore future opportunities, alongside formal establishment of a partnership with Haringey Music Service, now based onsite.

RESOLVED:

The report was noted.

**60. CONSULTATIVE COMMITTEE FEEDBACK**

There was no feedback from the consultative committee.

**61. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**62. DATE OF FUTURE MEETINGS**

No future dates were scheduled at that moment of time.

CHAIR:

Signed by Chair .....

Date .....



## **ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**

**11 JUNE 2026**

**Report Title:** Appointments to APPCT Committees and APTL Board

**Report of:** Emma Dagnes OBE, Chief Executive, Alexandra Park and Palace Charitable Trust (APPCT)

**Purpose:** This report seeks formal ratification of the memberships of the Finance, Risk, Resource and Audit Committee (FRRAC), the Alexandra Palace Trading Limited Board (APTL) and Capital Programme Board Members and Trustee Lead Members.

**Local Government (Access to Information) Act 1985 – N/A**

### **1. Recommendations**

- 1.1 To **appoint** three Trustee Board members for the Finance, Resource, Risk and Audit Committee (FRRAC);
- 1.2 To **agree** which of the FRRAC members appointed will act as Chair of FRRAC;
- 1.3 To extend the term of office for Claire Pape Independent Financial Advisor (voluntary role) for 1 year.
- 1.4 To **appoint** four Trustee Board members to act as APTL Company Directors;
- 1.5 To **agree** which member of APTL is proposed to act as Chair of the APTL Board
- 1.6 To **extend** the terms of office for APTL Non-Executive Directors, Andrew Morton and Jamie Copas for an additional period of one year.
- 1.7 To **appoint** two Trustee Board Members to the Capital Programme Board;
- 1.8 To **appoint**:
  - a Board Member as Lead Safeguarding trustee;
  - a Board Member as Lead Whistleblowing trustee;
  - a Board Member as Lead Equity, Diversity and Inclusion trustee.
- 1.9 To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1;
- 1.10 To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1;

## **2. Introduction/ background**

- 2.1 The voting members of the Alexandra Park and Palace Charitable Trust Board are appointed by Haringey Council, the Corporate Trustee of Alexandra Park and Palace Charitable Trust. These were agreed at Full Council 20<sup>th</sup> May 2026 as follows: Cllr Gingell (Chair), Cllr Parry (Vice Chair), Cllr Eva Bell, Cllr Rosie Latchford, Cllr Marie Kristensen, Cllr Nick da Costa
- 2.2 The Board may appoint up to four of its voting members (who are representatives of the Corporate Trustee) to the board of the Charity's trading subsidiary, APTL.
- 2.3 The Finance, Risk, Resource and Audit Committee is appointed by the APPCT Board. Members of the committee shall be appointed by the trustee board comprising at least three trustees and at least one (but no more than two) independent and suitably skilled individuals deemed by the trustee board to be in the best interests of the charity.
- 2.4 The Statutory Advisory Committee was established by the Alexandra Park and Palace Act, 1985, and membership consists of:
- eight members appointed by Haringey Council, 6 of whom shall be elected councillors of the areas (wards) neighbouring Alexandra Park and Palace (APP);
  - 6 members nominated by local residents' associations who meet the criteria stated within the Act.
- 2.5 Haringey Council has constituted a Consultative Committee of up to 30 members of local groups that meet specific criteria. The Council Members of the Trustee Board are also appointed to the Consultative Committee.
- 2.6 The memberships of the SAC, CC, APTL and FRRAC were last appointed in June and July 2025 and there have since been new appointments to Council committees, resulting in new Board Trustees.

## **3. Advisory Committee APP Act 1985**

- 3.1 The powers and duties of the Advisory Committee shall be to promote the objectives of the charity and assist the Trustees in fulfilling the trusts by considering and advising the Trustees on matters as set out in Part III Functions of the Advisory Committee Appendix 2.
- 3.2 Eight members of the Advisory Committee shall be nominated by local residents associations as hereinafter provided.
- 3.3 Any association of residents which satisfies the requirement set out below may notify its existence to the person nominated by the Trustees for the purpose ("the proper officer") who shall maintain a register of such associations.
- (a) The association shall represent residents in one or more wards mentioned in paragraph 2 above the membership of it shall be open to all residents within the area of the association
  - (b) The association shall have a written constitution
  - (c) The association shall require an annual subscription from its members;
  - (d) The association shall meet regularly;

- (e) The constitution of the association shall provide for annual elections of its officers;
- (f) The association shall not include party political objectives among its purposes

3.4 Haringey Council acts as the “proper officer” and administrates the Committee and therefore confirms the Advisory Committee members each year and receives the minutes of the associations’ AGMs (annual general meetings), 2026/27 members are listed at **Appendix 1**.

#### **4. Consultative Committee**

4.1 The Consultative Committee comprises the Alexandra Palace and Park Board and up to 30 community representatives.

4.2 Currently 15 community representatives sit on the Consultative Committee.

4.3 Two members of the Consultative Committee selected from the community representatives sit on the Alexandra Park and Palace Charitable Trust Board

4.4 Haringey Council administrates the Committee and therefore reviews its membership annually and 2026/27 members are listed at **Appendix 1**.

#### **5. Finance, Risk, Resource and Audit Committee**

The committee has no executive powers and is authorised by the trustee and APTL boards to:-

- Review any activity relating to the Trust and Alexandra Palace Trading Ltd (APTL) within its terms of reference;
- Seek any information that it requires from any employee of the Charity and its subsidiaries and all employees will be directed to co-operate with any reasonable request made by the committee;
- Obtain outside legal or independent professional advice as it considers necessary;
- Make recommendations to the trustee and trading subsidiary boards as it considers necessary.
- In executing its functions relating to APTL, the Committee shall report its findings to the APTL Board, prior to any recommendations being made to the Trustee Board.

5.1 The Finance, Risk, Resource and Audit Committee is appointed by the APPCT Board. Members of the committee shall be appointed by the trustee board comprising at least three trustees and at least one (but no more than two) independent and suitably skilled individuals deemed by the trustee board to be in the best interests of the charity.

5.2 The Trustee Board are asked to appoint up to three of its Members to sit on FRRAC in 2026/27 and to appoint a Chair of FRRAC.

5.3 Due to the significant turnover of Trustees in the year 26/27 it is the recommendation of this report that the Trustees extend Claire Pape for an additional year to hold the role of Independent Financial Advisory (voluntary) on the FRRAC to ensure continuity.

## **6. Alexandra Palace Trading Ltd**

- 6.1 The APTL Memorandum and Articles of Association state the maximum number of directors shall be eight and the minimum two comprising:
- Up to four trustees of the Charity; (to be appointed)
  - One employee of the Company - Niki Cornwell
  - One officer of the Council - Emma Dagnes OBE
  - Two others who are not officers or members of the Council or employees or trustees of the Charity (Non-Executive Directors (NEDs). To be extended
- 6.2 The Trustees must nominate four of their number to be Company Directors of the Trading Subsidiary the Chair of the Charitable Board must be one of the Directors but not the Chair of APTL.
- 6.3 Due to the high turnover of Trustees in the year 26/27 it is recommended to ensure continuity that the Board extends the terms of office for APTL Non-Executive Directors, Andrew Morton and Jamie Copas for an additional period of one year. If approved this will be formally submitted to the Trading Subsidiary Board for final approval.

## **7. Capital Programme Board**

- 7.1 The Programme Board is a sub-committee of the Trust Board, which oversees any major restoration and capital works projects and consists of two Trustees and relevant officers from the council when required. This sub-committee only meets when there are significant capital projects to review.
- 7.2 The Trust Board are asked to appoint two Trustees to the Capital Programme Board

## **8. Legal Implications**

The Council's Director of Legal and Governance has been consulted on this report and has no further comments.

## **9. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report and has no further comments.

## **10. Use of Appendices**

Appendix 1 – 2026/27 SAC & CC Members (*subject to 18<sup>th</sup> June SAC & CC confirmation*)  
Appendix 2 - Membership of APP Committees and Boards to be appointed

**STATUTORY ADVISORY COMMITTEE (SAC) MEMBERSHIP 2026/27****Advisory Committee Nominated Members of:**

Alexandra Residents Association	Jane Hutchinson
Bounds Green and District Residents Association	<i>To be confirmed</i>
Muswell Hill and Fortis Green Association	John Crompton
Palace Gates Residents Association	Kevin Stanfield
Palace View Residents Association	Elizabeth Richardson
The Rookfield Association	David Frith
Three Avenues Residents Association	Jason Beazley (SAC Chair)
Warner Estate Residents Association	Joyce Rosser

**Appointed Members**

Bounds Green Ward	TBC
Muswell Hill Ward	TBC
Noel Park Ward	TBC
Alexandra Park Ward	TBC
Fortis Green Ward	TBC
Hornsey Ward	Cllr Elin Weston
Council-Wide Member	TBC
Council Wide Member	TBC

**CONSULTATIVE COMMITTEE MEMBERSHIP 2026/27****Nominated Members:**

Alexandra Palace Allotments Association	John Wilkinson
Alexandra Palace Organ Appeal	Hugh Macpherson
Alexandra Palace Television Group	John Thompson
Alexandra Residents Association	Dermot Barnes ?
Alexandra Park & Palace Conservation Area Advisory Committee	
Bounds Green and District Residents Association	John Crompton
Friends of Alexandra Park	
Friends of the Alexandra Palace Theatre	Nigel Willmott
Heartlands High School	Elen Roberts
Hornsey Historical Society	Rachael Macdonald ?
Muswell Hill and Fortis Green Association	Duncan Neill
Muswell Hill Metro Group	John Boshier ?
Palace View Residents Association	
Three Avenues Residents' Association	Jason Beazley
Warner Estate Residents Association	Adrian Thomas

**Appointed Council Members**

Councillor Melanie Gingell (Chair APP)  
 Councillor Daniela Parry (Vice Chair APP)  
 Councillor Eva Bell  
 Councillor Marie Kristensen  
 Councillor Rosie Latchford  
 Councillor Nick da Costa

**Appendix 2: Membership of APP Committees and Boards to be appointed**

**APTL (ALEXANDRA PALACE TRADING LTD) MEMBERSHIP**

- Trustee Director TBC — APTL Director & Chair
- Trustee Director TBC — Director (APPCT Board Member)
- Trustee Director TBC — Director (APPCT Board Member)
- Trustee Director TBC — Director (APPCT Board Member)
- *Currently* Niki Cornwall — Director (APTL Employee)
- *Currently* Emma Dagnes OBE — Director (Haringey Employee)
- *Currently* Andrew Morton — Non-Executive Director
- *Currently* Jamie Copas — Non-Executive Director

**FRRAC (FINANCE, RESOURCE, RISK AND AUDIT COMMITTEE) MEMBERSHIP**

- Trustee — APPCT Board Member (FRRAC Chair)
- Trustee — APPCT Board Member
- Trustee — APPCT Board Member
- Trustee — APPCT Board Member
- Claire Pape — Independent Member

**CAPITAL PROGRAMME BOARD**

Trustee TBC	APPCT Board Member
Trustee TBC	APPCT Board Member
Council Finance & Planning Officers	

**SAFEGUARDING LEAD MEMBER:** Trustee to be selected at 11.06.2026 Meeting.

**WHISTLEBLOWING LEAD MEMBER:** Trustee to be selected at 11.06.2026 Meeting.

**EQUITY DIVERSITY & INCLUSION LEAD MEMBER:** Trustee to be selected at 11.06.2026 Meeting.



## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

11 June 2026

**Report Title:** Co-opted Development (Fundraising) Trustee Recruitment

**Report of:** CEO, Alexandra Park & Palace

**Purpose:** Background/confirmation of process

Local Government (Access to Information) Act 1985 - **N/A**

### 1. Purpose

- 1.1 To provide a background of approvals received thus far towards the recruitment of a Co-opted Development Trustee and to provide an update on next steps.

### 2. Recommendations

- 2.1 To note the revised role description which has been updated since 2022 to reflect the Charity's new Vision, Goals, Fundraising Strategy and Strategic Plan. Changes are detailed below and include the responsibility for the co-optee to chair a working group of volunteer advocates raising support and awareness of Alexandra Palace projects in relevant sectors.
- 2.2 To confirm approval from the Board to delegate recruitment and appointment of the Co-opted Development Trustee to the selection panel comprised of the Chair, Chief Executive and Head of Development.

### 3. Executive Summary

- 3.1 On the 4<sup>th</sup> October 2022 the Standards Committee recommended to Full Council approval for the Charitable Trust to increase the number of co-optees on the Board from three to six, to enable two youth trustees and an independent lead trustee for fundraising to be recruited. Full Council approved the recommendation on 13<sup>th</sup> February 2023.
- 3.2 Due to the development of the new Vision, Goals and Strategic Plan the decision was taken to hold on recruitment.
- 3.3 In regard to Youth Trustees there is still significant work for the organisation to undertake, including continuing to grow our Young Creatives Network, providing appropriate governance training and development as well as ensuring that we can achieve the best possible outcome for the charity and the young people who become Trustees.

- 3.4 Following the completion of the Fundraising Strategy and Strategic Plan the Charity can now recruit its first co-opted Development Trustee. The recruitment process will start in June with an expectation that, following due diligence, the panel's recommendation will be brought to the 30<sup>th</sup> July 2026 meeting. If approved, this will allow the new Co-opted Trustee to join the 29<sup>th</sup> October 2026 Board meeting.

#### **4. Background**

- 4.1 A Co-opted Trustee is a non-voting member who joins the Board in an advisory role. Alongside regular co-opted trustee responsibilities, the Development Trustee will advise the board on our Development Strategy, support the Executive in delivering the Strategy and chair a Working Group of fundraising advocates, aiming to raise awareness and support towards our wide-ranging Strategic Projects. The proposed recruitment process for Working Group members will be brought before the board in a future meeting.
- 4.2 Changes to the role description for this position include: chairing a Development Working Group of volunteer advocates, supporting our fundraising in different Strategic Plan sectors; reduction in the term from three years to two years, with an option to renew for a further term; introduction of requirement to attend a minimum of two Board meetings annually; requirement to make a regular gift to the charity.
- 4.3 The recruitment process for the new Trustee will start in June and be run inhouse by our HR team, with the aim that the recommendation for appointment (following due diligence) be brought to the 30<sup>th</sup> July APPCT Board meeting and if approved the new Trustee joining the Board for the 29<sup>th</sup> October meeting.
- 4.4 It is the recommendation of this report that the panel will consist of the APPCT Chair, Chief Executive and Head of development with HR providing support throughout the process.

#### **5. Legal Implications**

The Council's Director of Legal and Governance has been consulted on this report and has no further comments.

#### **6. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report and has no further comments.

#### **7. Appendices**

Role Specifications for the Co-opted Development Trustee. Appendix 1

#### **8. Background documents**

Previous Board papers available on request.

## **Appendix One: Role Specification**

### **TERM OF THE APPOINTMENT**

The term of the appointment is 2 years, subject to annual renewal confirmed by mutual agreement, serving a maximum of four years

### **DUTIES**

- Act as an ambassador for and adviser to the Trust to strengthen its approach to fundraising and charitable income generation.
- Chair a Development Working Group of volunteer advocates raising support and awareness of Alexandra Palace projects in relevant sectors
- To ensure, with the other trustees, that the charity complies with its governing documents and an applicable legislation and regulations.
- To ensure the charity manages activities and resources effectively in furtherance of the charitable objects.
- To contribute to setting the strategic direction and policy of the Charity, and monitoring performance against agreed targets.
- Protecting and managing the charitable assets.
- Avoiding any conflict of interests and following the Code of Conduct and safeguarding the good name and ethos of the Charity.

### **RESPONSIBILITIES**

The successful candidate should expect to expect to donate **4 hours a month** of time to the Campaign. Responsibilities include:

- To chair two Development Working Group meetings annually at Alexandra Palace. Any Board reports and presentation materials will be produced by Development Team staff with your input
- To attend a minimum of two meetings of the Alexandra Park and Palace Board annually to report on fundraising progress achieved by the Working Group. Any Board reports and presentation materials will be produced by Development Team staff with your input
- To agree a list of prospective trust, government, corporate and/or individual supporters for Strategic Plan projects to develop with staff in the Alexandra Palace Development Team to engage them with the work of the charity and secure their gifts as appropriate
- Between meetings, to work closely with Development staff members on the development of agreed prospective supporters over email, calls and meetings as appropriate
- To support the Trust with a [regular gift](#) either as an Ally Pally Supporter (from £5/month) or as an Ally Pally Patron (from £600 annually). Your support makes a real difference to our programmes and allows you to advocate for the Park and Palace from both personal and professional experience of our work
- To develop an understanding of the work of the organisation, the Strategic Plan, its associated budget and timeline.
- To speak at cultivation and stewardship events for Strategic Plan projects as appropriate (in agreement with the Development Team).
- To input into the development of fundraising materials, funding applications and campaigns as relevant

### **KNOWLEDGE & EXPERIENCE**

- Proven leadership skills
- Well-networked with exceptional interpersonal and communication skills
- Experience constructive and inspiring meetings with multiple stakeholders, ideally as a trustee or chair of voluntary groups or charity boards
- Experience in fundraising and / or income generation in one or multiple sectors impacted by our new Strategic Plan (heritage, arts and culture, green space and carbon reduction, skills, health and wellbeing)
- A strong understanding of individual, corporate and grant funding
- Sufficient time and commitment to fulfill the role
- Commitment to Alexandra Palace' vision, mission and purpose including equality, diversity and inclusion





## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

11 June 2026

**Report Title:** Strategic Plan 2035  
**Report of:** CEO, Alexandra Park & Palace  
**Purpose:** Background/confirmation of process

Local Government (Access to Information) Act 1985 - **N/A**

### 1. Recommendations

- 1.1 For the new Board to Note the background of the process to create a ten-year Strategic Plan for APPCT
- 1.2 For the Chair to approve the Foreword to the Strategic Plan prior to publication

### 2. Executive Summary

The Strategic Plan explains how the charity will deliver a step change in the delivery of our Vision and Goals to 2035. The Plan will guide us through a complex decade of fundraising and investment, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact. The document proposes six strategic objectives and associated capital projects and programming, ranging from work to establish the Palace and Park as a Creative Campus to measures to reduce carbon emissions across our programme.

The Plan received approval from the Board on 12 March 2026 following an 18-month research and consultation process including three workshops with the Board and presentations to SACC and CC. Strategic Plan objectives and projects have been identified by researching and aligning impact with the Trust's goals; a detailed market research project, consultations and surveys reaching over 4,000 people; conversations with stakeholders and funders; priority conservation works in the Palace's Conservation Management Plan.

Work to fundraise towards Strategic Projects is underway i.e. our ongoing crowdfunding appeal towards Alexandra Park Wetlands has raised over £18,000 to date. Advance sharing of the plan with key potential grant funders and stakeholders is in progress. Final publication of the plan requires a foreword from the Trust's Chair.

### 3. Legal Implications

The Council's Director of Legal and Governance has been consulted on this report and has no further comments.

**4. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report and has no further comments.

**5. Appendices**

Alexandra Park and Palace Charitable Trust Strategic Plan PDF  
Chair's Foreword

**6. Background documents**

Previous Board papers available on request.



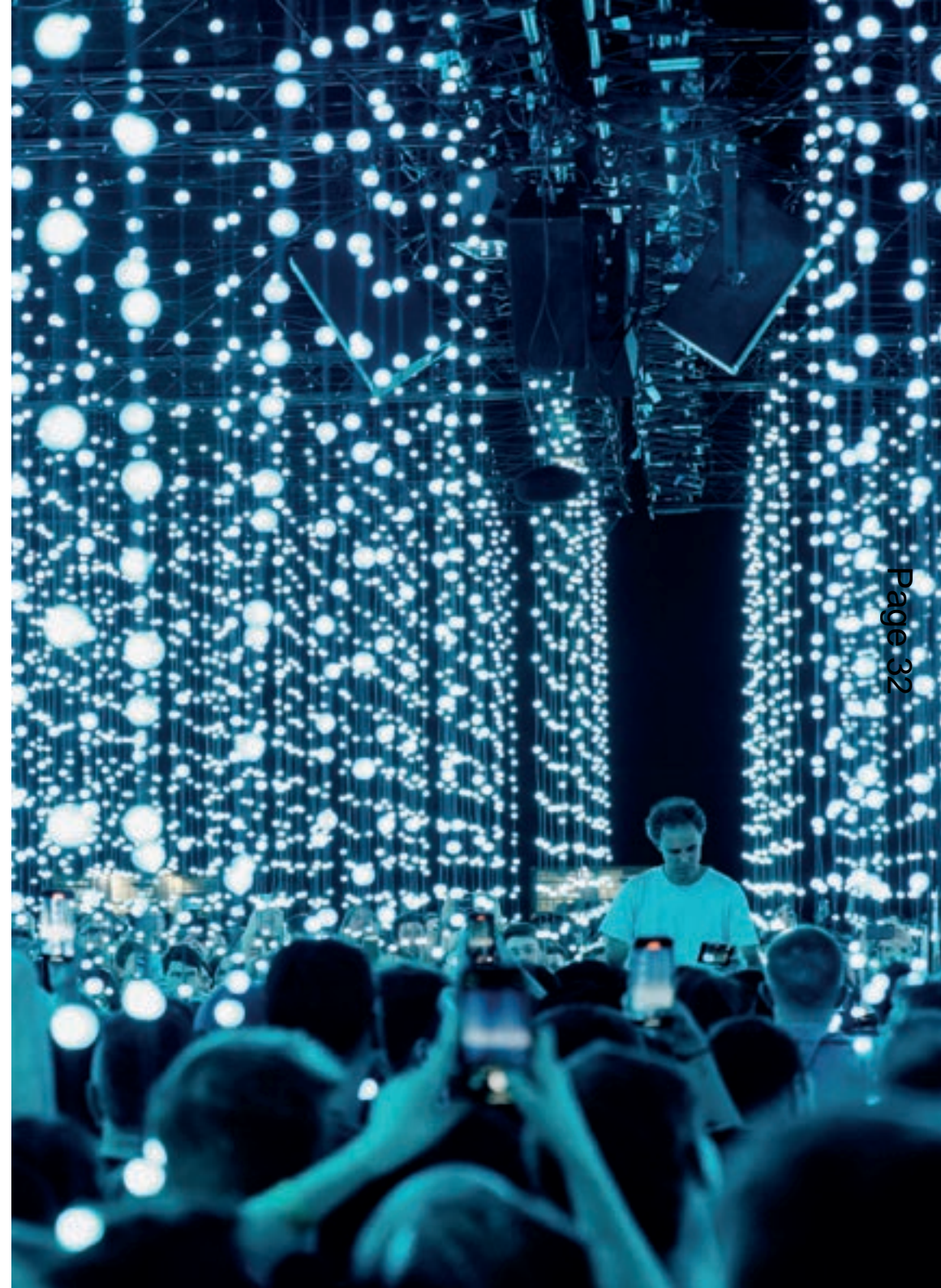
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Alexandra Park and Palace Charitable Trust

# STRATEGIC PLAN 2025-2035

# CONTENTS

<b>1</b>	<b>Foreword</b>	<b>Page 3</b>
<b>2</b>	<b>Status of the Strategic Plan</b>	<b>Page 5</b>
<b>3</b>	<b>Our model and impacts</b>	<b>Page 7</b>
<b>4</b>	<b>Alexandra Park and Palace in numbers</b>	<b>Page 8</b>
<b>5</b>	<b>Responding to our context</b>	<b>Page 13</b>
<b>6</b>	<b>Strategic Objectives for 2025-2035</b> Including proposed works, timeline, success measures, funding strategy	<b>Page 16</b>
<b>7</b>	<b>Delivery timeline</b>	<b>Page 19</b>





# 1. FOREWORD

## Foreword by CEO, Alexandra Park and Palace Charitable Trust (APPCT)

Alexandra Park and Palace has always been a stage for creativity, a shared space where people come together to experience something extraordinary.

From our origins as the “People’s Palace”, to our role today as a cultural, leisure, heritage and green-space destination of national significance, we continue to evolve to meet the needs and aspirations of the public we are here to serve.

This Strategic Plan sets out how we will deliver our charity’s vision for the years ahead. At its heart is a simple but powerful commitment: to ensure that Alexandra Park and Palace remains open, inspirational, inclusive, sustainable, and beneficial for all.

We are building on strong foundations. In recent years, we have restored and revitalised key areas of the Palace, including the Victorian Theatre and East Court, both of which are now major cultural hubs. We have expanded our learning programme, and strengthened our connection with communities and partners. Visitor numbers have increased, and our reputation has grown.

But we are not standing still.

Our Strategic Plan sets out how we will deepen our impact and extend our reach. We will continue to unlock the potential of the Palace and Park,

so they continue to bring benefit to millions of people each year. We will secure investment in our historic infrastructure and natural environment. We will broaden our cultural offer, champion innovation and create new opportunities for learning, participation and discovery. And we will strengthen our financial resilience so that we can thrive in an increasingly complex environment.

Our success depends on collaboration. This plan has been shaped by the voices of our visitors, staff, volunteers, trustees, our Corporate Trustee Haringey Council, and our many partners. It reflects a shared belief in the importance of what Alexandra Palace represents today, and a collective determination to grow our impact and safeguard our future for generations to come.

As we look ahead, we are inspired by the past, but not constrained by it. Alexandra Park and Palace has always been a place of ambition and possibility. This Strategic Plan embraces that spirit and invites you to be part of what comes next.

**Emma Dagnes, OBE**





## 2. STATUS OF THE STRATEGIC PLAN

Alexandra Park and Palace Charitable Trust (APPT) proudly cares for the Park and Palace for public benefit.

Prepared in 2023, the Trust's Vision for Alexandra Park and Palace benefited from extensive engagement with Haringey Council, our other partners and funders and the local community. The Vision is supported by ten Goals, set out on page 6.

**OUR VISION IS TO CREATE A SUSTAINABLE HOME FOR ALL THAT WE DO. ENABLING EVERYONE TO EXPERIENCE INSPIRATIONAL CULTURE, WORLD-CLASS ENTERTAINMENT, UNIQUE HERITAGE, LIFE-ENRICHING CREATIVE AND EDUCATIONAL OPPORTUNITIES AND RESTORATIVE GREEN SPACE. FOREVER.**

**This Strategic Plan explains how we will deliver a step change in the delivery of our Vision and Goals between 2025 to 2035. The Strategic Plan will guide us through a complex decade of fundraising and investment, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact.**

As usual for a Strategic Plan, a suite of projects sits under each Strategic Objective. We retain flexibility

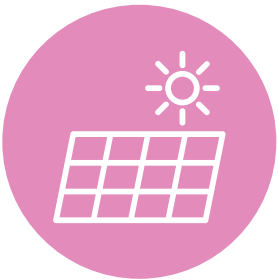
about exactly how these projects are delivered, so we can respond to new opportunities that arise. We share our expected delivery arrangements and timelines in Section 5, noting that timelines will be confirmed as projects are worked up in more detail.

The Strategic Plan is informed by our:

- Detailed visitor market research (2025), key findings of which are summarized in Section 4
- Impact Study (2025)
- Discussions held with Haringey (2025)
- Net Zero Delivery Plan, being prepared in partnership with the GLA Zero Carbon Accelerator team.
- Other research, surveys and feedback received from visitors and local residents.

The Strategic Plan in turn will feed into our Operational Business Plan, the practical manual which details our budget and activities for each year. The Operational Business Plan is supported by various departmental strategies and plans, all of which contribute to the delivery of the Vision and Goals.

**OUR 10 GOALS THAT SUPPORT OUR VISION ARE:**



**Goal 1**

**Build Climate Change Resilience**



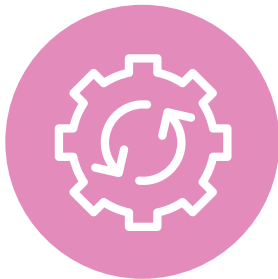
**Goal 2**

**Safeguard Our Green Lung For London**



**Goal 3**

**Protect Our Heritage Assets**



**Goal 4**

**Restore Derelict Spaces**



**Goal 5**

**Provide Great Entertainment & Culture For All**



**Goal 6**

**Protect Our Archives and Share Our Stories in Innovative Ways**



**Goal 7**

**Inspire And Engage Our Communities**



**Goal 8**

**Create A Great Place To Work**



**Goal 9**

**Strengthen Our Overall Resilience**



**Goal 10**

**Establish New, Exciting Partnerships**

# 3. OUR MODEL AND IMPACT

## 3.1 A LOCAL LANDMARK AND A LONDON DESTINATION WITH NATIONAL REACH

We have delivered high quality popular entertainment to the nation since 1873. Television as we know it today was born here – the BBC broadcast from 1936 to 1981 – and our site has hosted all manner of spectacles and innovations in the last 150 years including daredevil ballooning, the 14-hour Technicolour Dream, Rock Against Racism, as well as more recent spectacles like the history-making 4-night residency of Fred Again.. the world’s biggest dance music producer, and two rare overnight performances of Max Richter’s SLEEP.

Today, we are home to an award-winning programme of cultural events, leisure and learning opportunities. Our music programme delivers festivals and concerts across an indoor arena, terrace and outdoor stages; and the restored Victorian theatre hosts world-class productions. We are the home of the famous World Darts Championship, Later.... with Jools Holland and the Masters Snooker. The BBC Concert Orchestra are our associate orchestra, and Haringey Music Service are our partner and anchor tenant.

Unlike many other venues, the Alexandra Palace team creates in-house events, which include London’s largest Fireworks & Drone festival (welcoming 90,000 people over two nights), the Kaleidoscope music and comedy festival and an outdoor series of summer concerts. We also co-produce a proportion of the theatre programme, in partnership with theatre investors and makers.

Creative Learning programme benefits 13,500 (2024) people per year, including local schools, young people, older people, people with disabilities and carers. We host London celebrations such as our in-house produced North London Book Festival and London Festival of Architecture, and we have a track record of producing and delivering a range of community projects.

Combining deep roots in our Haringey and North London communities with hosting, creating and delivering popular entertainment to the nation, Alexandra Park and Palace stands out as one of the most popular destinations in the UK. Moreover, the Grade II listed Palace sits in our 196-acre Park, one of London’s top ten parks by size, which has won the Green Flag award for 18 consecutive years and hosts attractions including Go Ape, Boating Lake, playground and skate park, several sports clubs including the Alexandra Park Cricket and Football Club, and new for 2026, Summit - Ally Pally Rooftop Adventure - the highest rooftop walk in the country.

The magnificent scale of the Park and Palace, and its rich history, delivers:

- An unusually wide choice of provision: a rich menu of indoor/outdoor, large scale/intimate, paid for/free activities and experiences, brought together on one prominent site.
- An unusually high quality of provision: our facilities and events are of a greater size and quality because they are supported by visitors from across London and the UK.
- A bigger stage: the opportunity to host community events and participatory programmes at a landmark heritage site, boosting local pride and sense of belonging.
- A green lung and opportunity to connect with nature in the city.
- A place for people of all ages, backgrounds and lived experiences to feel a strong sense of connection.





## 4 ALEXANDRA PARK AND PALACE IN NUMBERS

Over **70%** of our income is self-generated.

Our conservation and fundraising successes include delivering the **award-winning £27million National Lottery Heritage funded restoration of our East Court and Theatre**, which included derisking the former BBC Studios and other derelict spaces; **stabilising the derelict North East Office Building** with support from Historic England, **securing vital investment in our Learning Programme** with multi-year grants from Matchroom Foundation and Esmée Fairbairn Foundation and obtaining a loan from SALIX Finance to install efficient and sustainable light-emitting diode (LED) lighting in key event spaces.

We welcome **four million visitors each year**, making us a leading national destination. **We sold 910,000 tickets** in 2024, and our ticketed events and

activities are particularly popular with young adults and families. Our event and performance bookers come from **99% of England's postcode districts**. And we attract a diverse audience - **42% of our bookers are Global Majority**.

We multiply our impact, supporting inclusive economic growth. Our operation in 2024/2025 **injected £107.65million of net additional Gross Value Added (GVA) into the London economy (£78.79million in Haringey)**. Visitors to Alexandra Palace spent **£99.5million offsite**, with additional benefits arising through our staff and supplier spending across local retail, hospitality and service sectors. In all, our operations and associated activity supported **1,581 jobs in London and 1,153 full-time equivalent (FTE) jobs within our borough**.

We deliver significant social impact. Through our

Creative Learning programmes, **13,500 people (2024) participate in structured creative activities here each year**, boosting their well-being and skills. Almost 60,000 people or 25,000 households live within a 15-minute walk or 1-mile driving distance from the edges of Alexandra Park. This 'catchment' area of the Park includes residents of the boroughs of Haringey, as well as Barnet and Enfield, providing access to nature and supporting healthy lifestyles.



**OUR OPERATION IS DESIGNED TO ACTIVELY SUPPORT OUR LOCAL COMMUNITY TO FLOURISH. IT WORKS LIKE THIS:**

**Alexandra Park and Palace has an innate potential to deliver positive impact via our spaces and assets**



**We hold and care for our heritage asset**

**We provide social and cultural infrastructure, as well as safeguarding access to nature and green space**



**Alexandra Park and Palace adds value through our activity and programming**

**We offer outstanding culture, nature, heritage, sports and leisure experiences, year-round and for everyone**



**We generate income and fundraise to reinvest in our heritage assets and to engage our communities**



**We convene and catalyse commercial and creative partnerships with organisations that will help us deliver our charitable aims**

**Alexandra Park and Palace positively impacts individuals, communities and the local area**

**Supporting inclusive economic growth**

**Our operation boosts local employment and businesses**

**Our skills programmes expand access to careers in construction, heritage crafts, environmental education, creative enterprise, tourism, and hospitality**



**Delivering social impact**

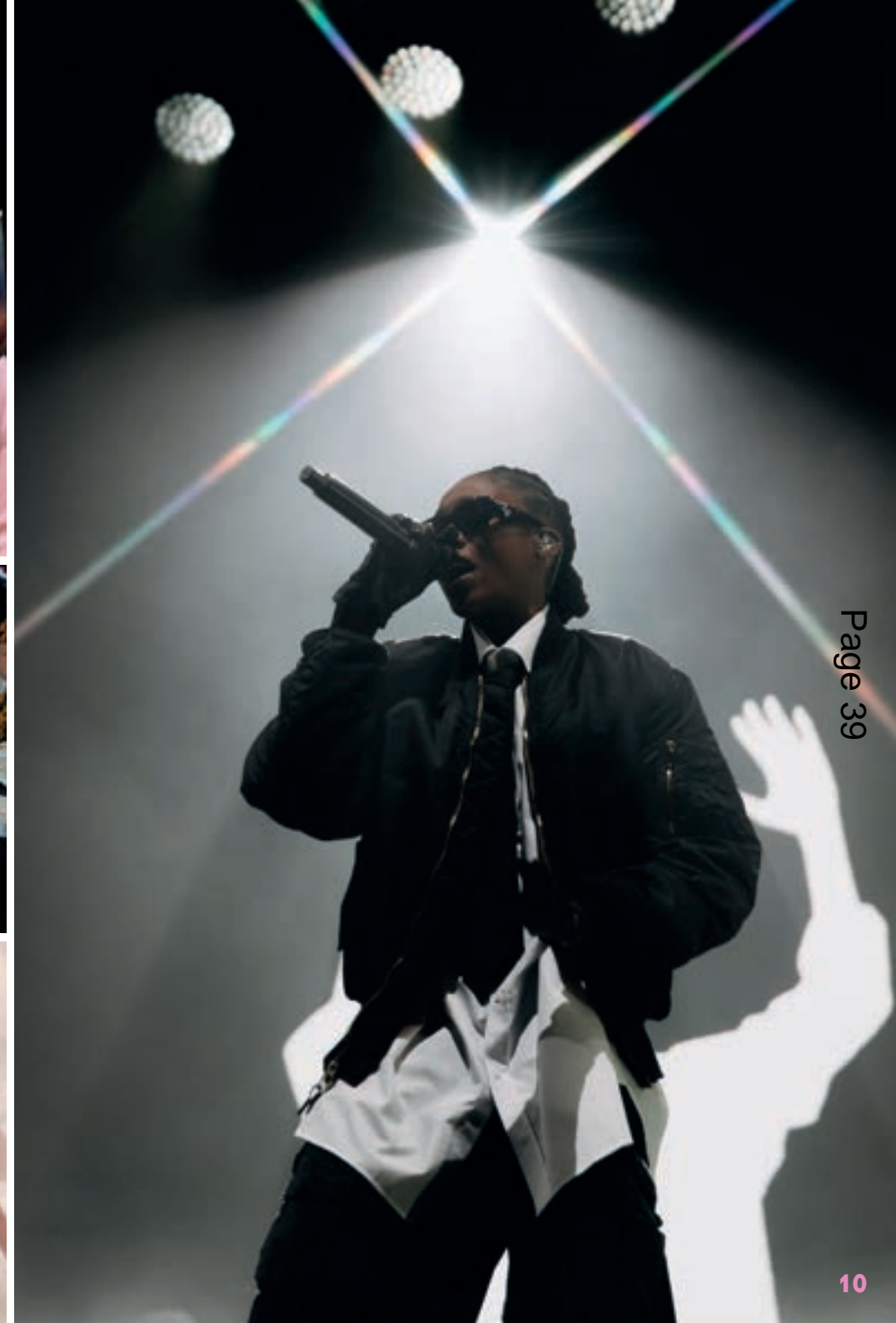
**We facilitate social connections and belonging in our unique heritage site and green space.**

**We encourage people in our borough to lead physically active and healthy lives**

**We offer informal learning opportunities and mental wellbeing support**

## 4.1 OUR UNIQUE PARTNERSHIP MODEL

As a charity we generate approximately £5million a year. To build on where we are today, and secure the future of the Park and Palace, we need to grow that resource significantly. The £5million includes the operating profit from our trading subsidiary which is donated to the charity, the funds we raise from the restoration levy on ticket sales, car park charging revenue and other earned income, as well as committed core funding from our Corporate Trustee, Haringey Council. Thanks to the stability of the funding from the Corporate Trustee, we are able to open the site safely, as this portion contributes towards security, insurance and utilities costs. We can then generate further funds through our operating model, which includes commercial trading, partnerships, tenancies and philanthropy.



## 4.2 SECURING INVESTMENT



**2015-2018**  
**£27m East Wing Project restores East Court and reopens Theatre**

**2019**  
**Royal Institute of British Architects (RIBA) London and national awards**



**2021-2022**  
**Install light-emitting diode (LED) lighting with Salix loan**



**2023+**  
**Secured North East Offices in £1m project with £745,000 Historic England (HE) funding**



**2024**  
**Accepted onto Greater London Authority (GLA) Zero Carbon scheme**

**2025**  
**Secured Haringey Music Service as anchor tenant and partner**



**2025**  
**Awarded Attitude is Everything Platinum Status**

**2016-2018**  
**West Yard and North Wall project**



**2020**  
**£2.9m Culture Recovery Fund grant**

**2022+**  
**Major multi-year grants from Esmée Fairbairn Fdn and Matchroom Fdn**



**2023+**  
**Delivered By The People National Lottery Heritage Fund (NLHF) project**



**2024**  
**Supported Haringey's winning bid for Borough of Culture**



**2025**  
**Secured Haringey Council loan for Panorama Room and Kitchen**

Despite the popularity of the Palace and Park, and the successful operation we can run here, our Fabric Maintenance Plan confirms that our site has many urgent maintenance needs. The Palace remains on Historic England's national register of Buildings At Risk. Our trading operation is profitable, but it is constrained by ageing infrastructure and the higher cost of managing historic spaces. This means we are vulnerable to competition from the many large London music and event venues that have opened

or been upgraded in recent years. The Trust does not hold significant reserves that can be invested in infrastructure.

In 2012, it was identified that £100million was needed to secure the future of the site. Since then, we have raised close to £40million against that target.



To realise our ambitions for the next ten years, we now need to raise further external investment from government, national lottery, trusts and foundations, partners, and businesses – and to encourage the millions of people who love this site to donate to its restoration and upgrade. Through our operating model, we know that this investment will not just secure the future of the site and our programme, it will further increase the social and economic benefits we deliver for London and our community. To deliver all the projects in this decade, we will need to raise £32m. To realise all the projects currently identified, we will need to find £250m.



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## 5. RESPONDING TO OUR CONTEXT

### 5.1 RESPONDING TO VISITOR PRIORITIES

As a major destination, we enjoy good awareness at UK and London levels. Event goers are positive about their experiences here. Londoners give us a more favourable rating than similar London venues. Our history, heritage and architecture are seen as unique draws, as is the ability to run events and activities in the Park. Our total Net Promoter Score is +49, which is considered good for a major destination, and it reflects many of our visitors (64%) scoring us nine or ten out of ten.

In 2025, a leading market research agency ran a major market research exercise for us that reached almost 4,000 UK and London residents, customers on our database, Park users, donors and 'superfans'.

This exercise revealed that the people who know this place love it – the history and architecture, the scenic outdoor spaces; the quality and diversity of activities and events; the sense of community. We also heard there is potential to deepen engagement among less frequent visitors by emphasising the diversity of our offer and the unique qualities of our site; and that event goers want to improve the condition of the Palace, the site's physical accessibility, food and drink offer, and toilet provision.

Park users, donors and superfans approved of the possible restoration and upgrade works that we tested with them, particularly our aim to adapt more of the historic Palace including the former BBC spaces to host new creative uses, and to upgrade the heavily-used playground, skate park, and boating lake area. Opportunities for more community events and improved signage were also suggested. Local residents support improvements to The Grove and reopening the Campsbourne building for uses aligned with the Charity's Vision. This exercise built on previous consultations and surveys with different local audiences between 2019 and today; and it gives us a clear mandate to proceed.

Despite their engagement, most visitors do not fully understand the Trust's charity status and our community impact, and the relationship with Haringey Council as our Corporate Trustee. If we can further build awareness of this, we can deepen visitors' engagement and increase visitor support.



## 5.2 RESPONDING TO VISITOR MARKET TRENDS

Our offer is strongly aligned with dominant trends in the visitor market. This gives us confidence to target growth, if we successfully communicate our full offer and the distinctive qualities of our site.

London visitor attractions continue to slowly recover. Total footfall in 2024 was 18% below 2019 levels, however several attractions showed strong growth after upgrades, or by programming popular exhibitions and events, including the National Portrait Gallery, Young V&A, Royal Albert Hall, Design Museum, and V&A South Kensington (Visit England, 2025). Visitors showed that in their leisure spending they still prioritise day trips to loved attractions, they are keeping up their memberships of favourite organisations and they value spending special time with special people in special places (Association of Leading Visitor Attractions, 2025). London's major free-to-access parks, including our Park, remain popular – as do park activities including boating and swimming (Association of Leading Visitor Attractions 2025).

The recovery of London attractions reflects the continued growth of the experience economy. From festivals to holidays to major concerts, people now place more value on experiences than possessions. 13% of UK consumers say they feel less guilty about spending on experiences, and 63% would rather talk about something they did than something they bought (Barclays, 2025).

Major concerts remain popular, with fans willing to save up for the biggest shows. In 2025, Coldplay, Beyoncé, Oasis and Billie Eilish performed more times in London than anywhere else. The capital's major arenas and stadiums welcomed 3.6million fans over the summer, with fans travelling from across the world. London attracts 7.5million music tourists per year, who spend £2.7billion in the city (GLA, 21 July 2025).

Many large music venues have opened or been upgraded in recent years including: Eutopia Warehouse (Barking), Ministry of Sound, British Airways Arc (Olympia), Exhibition (White City), and O2 Shepherd's Bush Empire. Many of these competitors are not constrained by historic buildings and they are backed by major businesses and investors. Their growth highlights the need

for us to invest in Alexandra Palace's technical infrastructure and visitor experience to remain competitive.

## 5.3 RESPONDING TO THE FISCAL OUTLOOK

In recent years, the UK economy has faced significant shocks, including the COVID-19 pandemic, exit from the European Union, and the energy price surge following Russia's invasion of Ukraine. This followed the impact of the global financial crisis and relative stagnation in household incomes (Association of Leading Visitor Attractions, 2025). We are prepared for economic uncertainty and pressure on government budgets to continue, affecting us, our community and visitors. Amid the hesitant financial outlook, we also see two opportunities.

**Firstly, creative and cultural organisations like us are successfully growing the income we receive from philanthropic donations, trusts and foundations, and businesses.**

Income from these sources grew by 36% from 2021 to 2023 (Arts Council England, 2025). There is intense competition for income, but we have some notable successes, winning large grants from Esmée Fairbairn Foundation and Matchroom Foundation. **We see potential to grow philanthropic income, and for philanthropy to support several key projects for 2025-2035.**

We have also successfully grown our earned income from performances, events, food and drink, and retail over the last decade. Meanwhile, a large proportion of the arts sector has flatlined in this respect (Campaign for the Arts & University of Warwick, 2024). We know we can further strengthen our operation with investment in our infrastructure. **A future income stream is tenancy income, following refurbishment of currently underutilised spaces.**

**Secondly, alongside our ability to generate our own income, we know we have a strong offer to make against national priorities including physical and mental well-being, skills, growth, and positive life experiences for young people.**

Our beautiful site supports walking, running and many sports and leisure activities (43% of Park visitors come to exercise). Our Creative Learning team delivers health and skills outcomes, and all our visitors experience the well-being effects of engaging with nature and culture. We provide many creative sector jobs, and we are creating a London centre for teaching heritage crafts.

We will advocate our offer to multiple government departments and agencies, and scope new opportunities that align with our impact, such as the visitor levy, creative health and social investment.





## 5.4 DELIVERING FOR THE LOCAL COMMUNITY

In our consultations with Haringey Council to develop this Strategic Plan, we identified four priorities for future collaboration over 2025-2035: joint-working; skills provision; working with local enterprises; and recruiting a local workforce. These priorities are a strong fit with the Haringey 2035 Vision and other Council strategies. We already deliver against these priorities, and we are keen to do more.

**By closer joint working with a range of partners and key stakeholders, we can extend our local social and economic impact, ensure our efforts are joined up and as a result more effective, and bring new investment into the borough.**

A major priority for the borough is to build an inclusive local economy. Our operation already supports over 1,100 jobs in Haringey, and half of our employees are Haringey residents.

**We will develop our skills provision and introduce more pathways into creative, event management, and heritage crafts roles.**

Our expanded Creative Learning Plan and Creative Campus project are opportunities to host more creative collaborations and residencies.

**We will reach out to local Small and Medium-sized Enterprises (SMEs) to promote opportunities to work with us and explore outreach with communities who face barriers to accessing our site.**

Partnerships with other local and national organisations will greatly amplify our own efforts.

Wood Green is a focus for placemaking in the borough. Each year, we generate millions of visits through Wood Green to our site. We want to work with Haringey Council to improve the visitor journey, and we can work with local entrepreneurs to establish a visitor economy in Wood Green. We have a track record of delivering community projects in Wood Green; it is a clear focus for future outreach.

London Borough of Culture 2027 will shine a huge spotlight on Haringey's cultural offer. The year is a great example of Haringey Council and cultural organisations working together to develop a more impactful shared approach. We are keen to extend this approach into borough-wide destination planning, to persuade visitors to dwell longer and experience multiple sites in the borough.

Over time, we hope our efforts create a virtuous circle.

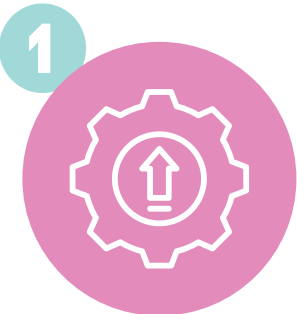
**We would like to recruit talented local workers to more of our in-house roles and work with local suppliers to support an inclusive local economy and cut our carbon footprint.**

While adding Wood Green and Haringey experiences to the appeal of visiting us, we will continue to work closely with our Corporate Trustee Haringey Council to together:

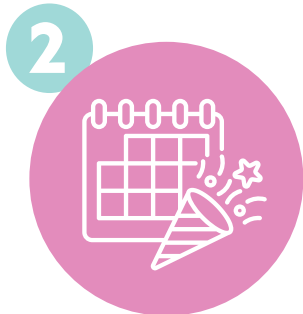
- Secure maximum external investment in the Palace and Park, targeting all funding sources available to the Council and all sources available to us as a charity
- Realise 'invest to save' opportunities that reduce our operating costs or increase our income
- Involve Haringey in our drive to identify new funding that leverages our delivery against wellbeing, skills, economic growth, and youth engagement agendas

# 6. STRATEGIC OBJECTIVES FOR 2025-2035

This Strategic Plan explains how we will deliver our Vision over the period 2025-2035. We will keep delivering the experiences that people love today, while strengthening our offer in six exciting ways.



**1** Upgrade our infrastructure to grow the success of our commercial operation and programme, build long-term financial sustainability and overall resilience.



**2** Become a year-round destination delivering a high-quality programme, attracting and growing a national audience, with appeal to local and London families.



**3** Establish a creative campus for young people, creative partners and the local community, inspired by our history of innovation.



**4** Progress conservation of the historic Palace and become a London centre for teaching heritage skills, upskilling our teams and developing the next generation of heritage workers.



**5** Combine the conservation of a major cultural heritage building and historic park with best practice for environmental sustainability, placing carbon reduction at the heart of all operations.



**6** Strengthen and grow our strategic partnerships, and work with our Corporate Trustee Haringey Council to further extend the benefits we deliver for London and local residents and businesses.

For each of our six Strategic Objectives, we describe our current position; a package of projects; the work completed so far; anticipated investment sources and timeline; and success measures.

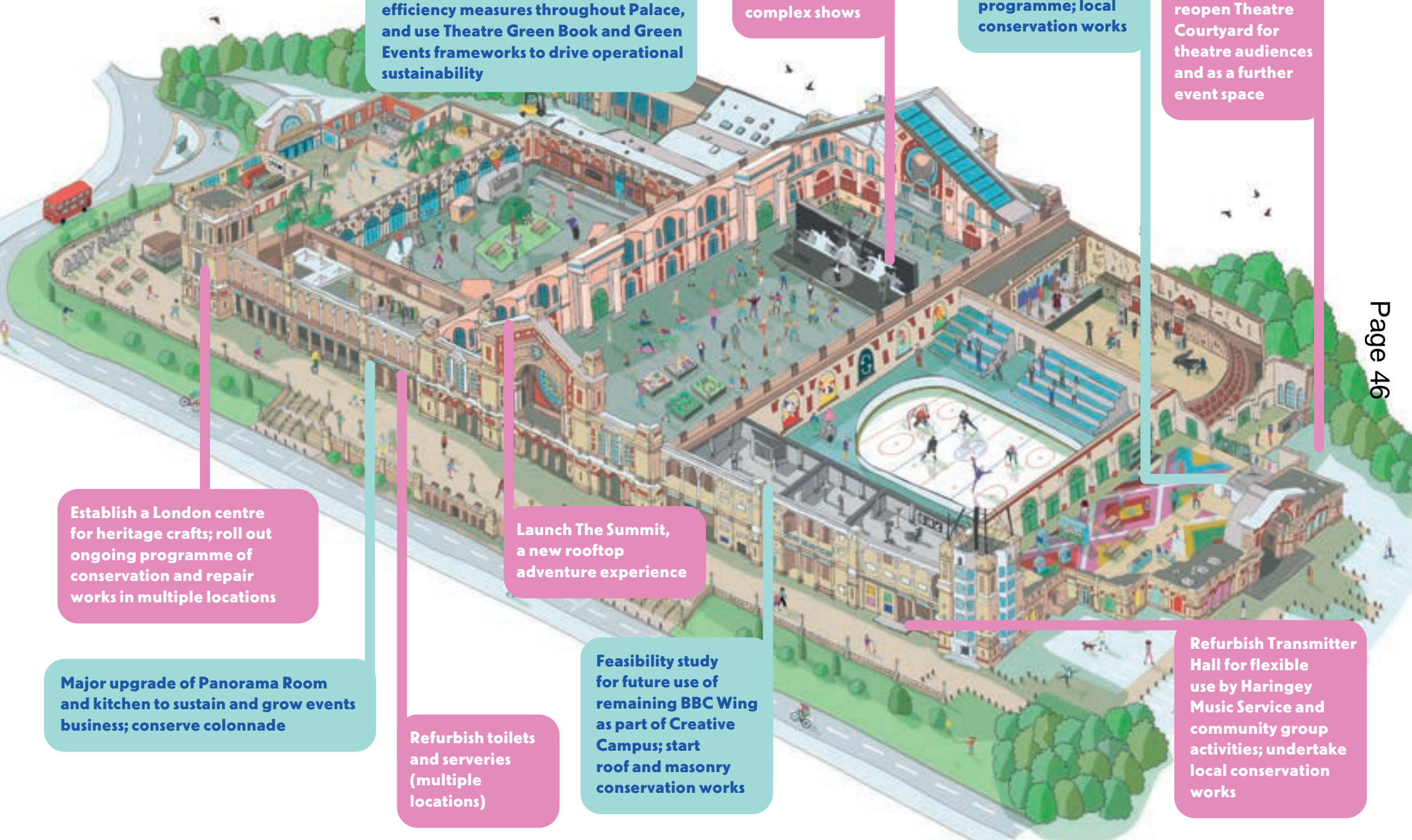
We carefully considered which projects to bring forwards, from a long list and informed by consultations with visitors and the local community over multiple years. We prioritised based on:

- Ability to deliver our Strategic Vision, Goals and Objectives
- Urgency of action required
- Risk associated with delivering the works
- Impact of works on our operations
- Whether the works support us to generate income
- Ability to secure the funding required
- Cost and return on investment.

If opportunities arise, we will add further projects over 2025-2035 that meet these criteria.

All delivery arrangements will be confirmed as the projects are worked up in detail. **At present, all projects in the Strategic Plan are dependent on us securing the necessary investment.**

# THE PALACE PROJECTS



**Install low carbon tech and energy efficiency measures throughout Palace, and use Theatre Green Book and Green Events frameworks to drive operational sustainability**

**Upgrade Great Hall Mothergrid and Stage to host more technically complex shows**

**New Creative Learning suite enabling growth of Creative Learning programme; local conservation works**

**Refurbish and reopen Theatre Courtyard for theatre audiences and as a further event space**

**Establish a London centre for heritage crafts; roll out ongoing programme of conservation and repair works in multiple locations**

**Launch The Summit, a new rooftop adventure experience**

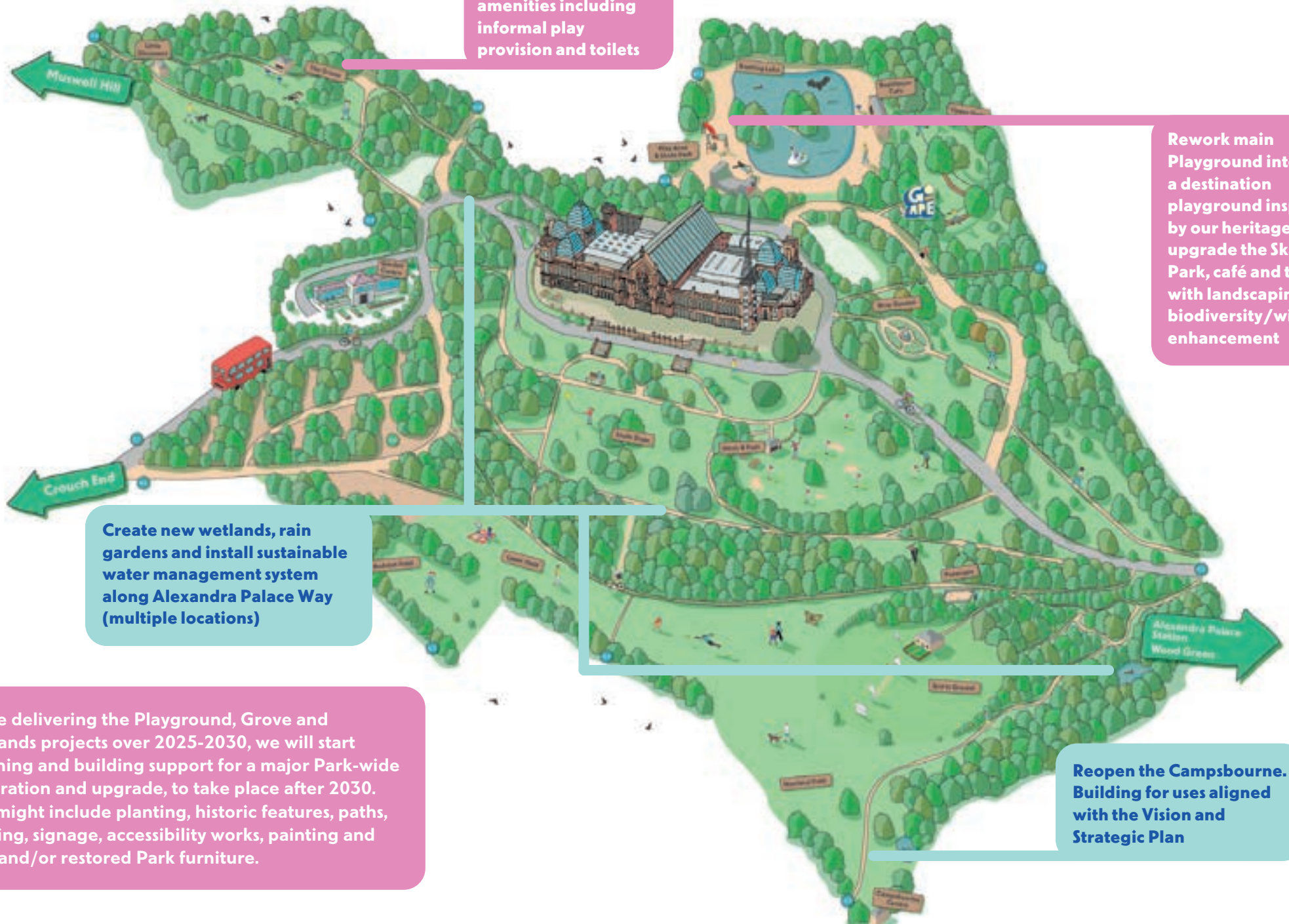
**Major upgrade of Panorama Room and kitchen to sustain and grow events business; conserve colonnade**

**Feasibility study for future use of remaining BBC Wing as part of Creative Campus; start roof and masonry conservation works**

**Refurbish toilets and serveries (multiple locations)**

**Refurbish Transmitter Hall for flexible use by Haringey Music Service and community group activities; undertake local conservation works**

# THE PARK PROJECTS



Improve The Grove's buildings and amenities including informal play provision and toilets

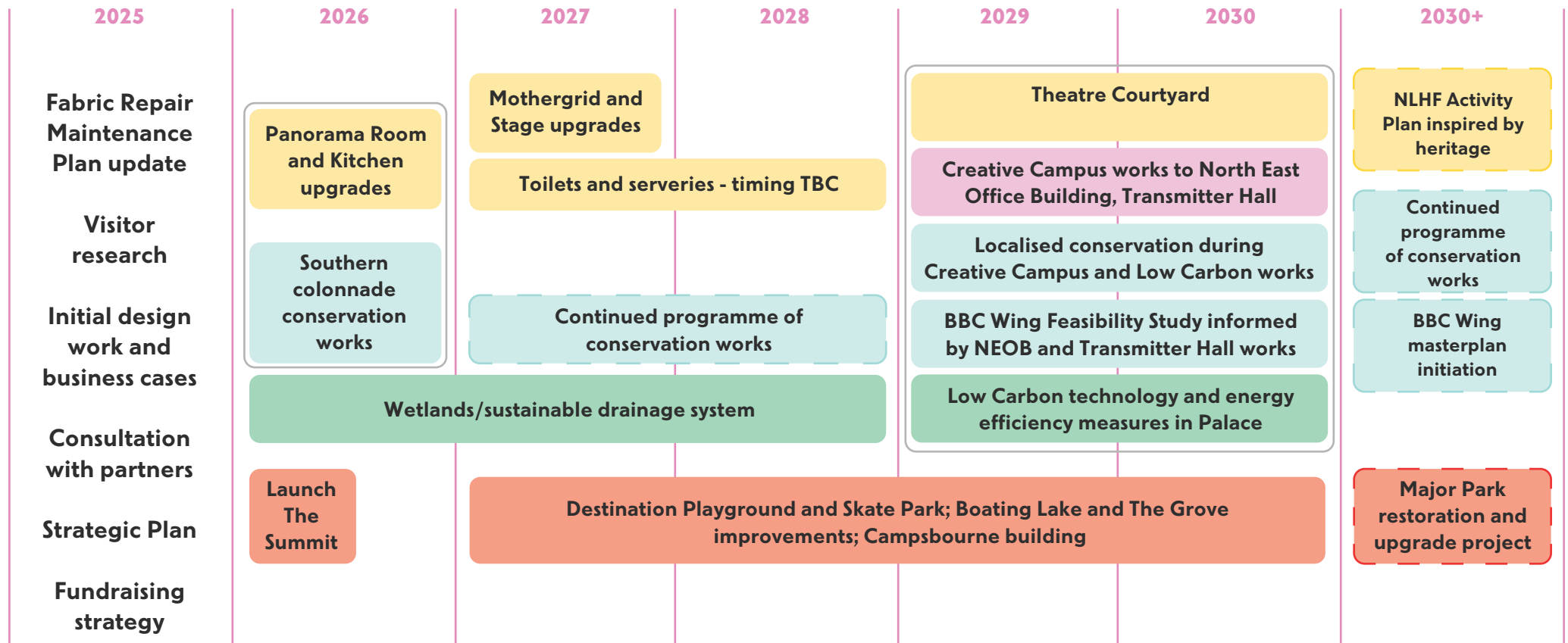
Rework main Playground into a destination playground inspired by our heritage, upgrade the Skate Park, café and toilets, with landscaping and biodiversity/wildlife enhancement

Create new wetlands, rain gardens and install sustainable water management system along Alexandra Palace Way (multiple locations)

Reopen the Campsbourne Building for uses aligned with the Vision and Strategic Plan

While delivering the Playground, Grove and Wetlands projects over 2025-2030, we will start planning and building support for a major Park-wide restoration and upgrade, to take place after 2030. This might include planting, historic features, paths, lighting, signage, accessibility works, painting and new and/or restored Park furniture.

# 7. TIMELINE



The delivery timeline shows when we anticipate the principal physical works to the Palace and Park taking place. The intention is to minimise disruption by clustering all major works where possible. For example, the timeline shows two phases of major Palace works in 2026 and 2029-2030.

At this point there is good visibility of the works proposed for the first five-year period 2025-2030. The works and timeline for the second period 2030-

2035 will be confirmed in due course, reflecting work completed in the first phase.

Our aspiration for 2030-2035 is to start to deliver a phased masterplan for the remaining unrestored areas of the BBC Wing, extending the Creative Campus concept, alongside a major Park restoration and upgrade and continued conservation work and heritage skills projects.

We also anticipate continuing to deliver an Activity Plan accompanying the first phase of the Creative Campus.

All delivery arrangements will be confirmed as the projects are worked up in more detail. Delivery timelines are dependent on fundraising progress.

## STRATEGIC OBJECTIVE 1

<b>Contribution to our Goals</b>	<p>Goal 4. Restore Derelict Spaces</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p>	<p>Goal 8. Create A Great Place To Work</p> <p>Goal 9. Strengthen Our Overall Resilience</p>
<b>Current offer</b>	<p>Great Hall Theatre Panorama Room Event Kitchen Phoenix Bar and Pizzeria, The Terrace</p>	<p>West Hall Palm Court Londesborough Room Palace Suite Park event spaces</p>
<b>New interventions</b>	<p>New Panorama Room and Event Kitchen upgrade to improve user experience, improve operational efficiency, and keep pace with competitor venues.</p> <p>Install new Mothergrid and Stage ensuring the Great Hall can support increasingly sophisticated concerts and events, and it keeps pace with competitor venues.</p>	<p>Reopen the Theatre Courtyard as an additional gathering place for theatre audiences, and as a further space available for events and hires.</p> <p>Improve and increase volume of toilets across all areas of Park and Palace.</p> <p>Install 5G to improve connectivity.</p> <p>Repairs to roof and roof glazing.</p>
<b>Preparation work to date</b>	<p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Business case for Panorama Room and Event Kitchen (2025)</p>	<p>Business Case for Mothergrid and Stage updates (2025)</p> <p>Major visitor market research exercise (2025)</p>
<b>Anticipated timeline, subject to funding</b>	<p>Most infrastructure works delivered 2026-2028</p> <p>Theatre Courtyard delivered 2028-2030</p>	<p>Roof and brickwork repairs conducted in phases through 2025-2035</p>

<b>Investment sources</b>	<p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement (to safeguard critical infrastructure)</p> <p>Loan finance for works that produce a commercial return</p>	<p>Theatre Courtyard delivered with Creative Campus package of works, seeking support from lottery/public sector/private philanthropy</p>	
<b>Key success measures</b>	<p>Ticket sales for paid events and attractions</p> <p>Total contribution generated by operating profit + license fee + restoration levy</p> <p>Net Promoter Score</p>	<p>910,000 baseline</p> <p>£3.38million in 2024</p> <p>+49.9 Good</p>	<p>1.2million target by 2035</p> <p>£10million ten-year period</p> <p>+55 Excellent</p>

**Upgrade our infrastructure to grow the success of our commercial operation and programme, build long-term financial sustainability and overall resilience.**

## STRATEGIC OBJECTIVE 2

<p><b>Contribution to our Goals</b></p>	<p>Goal 2. Safeguard Our Green Lung For London</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p>	<p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 9. Strengthen Our Overall Resilience</p>
<p><b>Current offer</b></p>	<p>Park Playground and Skatepark Little Dinosaurs Soft Play Summit Rooftop Adventure Boating Lake Ice Rink Go Ape StrEATlife Street Food and Craft Beer Festival</p>	<p>Family and community events including North London Book Fest Phoenix Bar and Pizzeria, and Terrace East Court Café Boat House Café Grove Café</p>
<p><b>New interventions</b></p>	<p>Rework main Playground and Skatepark area to include new exciting destination Playground inspired by our heritage and upgraded Skate Park, plus toilet refurbishment, landscaping and biodiversity/wildlife enhancements.</p> <p>Improve the Grove buildings and amenities, including informal incidental play provision and toilets.</p>	<p>Reopen the Campsbourne Building and test a range of community-focused uses for the future.</p> <p>Start planning and building support for a major Park restoration and upgrade, to take place after 2030. Might include planting, historic features, paths, lighting, wayfinding and signage, accessibility works, painting and new/restored Park furniture.</p>
<p><b>Preparation work to date</b></p>	<p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Boathouse Cafe Refurbishment (2025)</p> <p>Ice Rink investment (2023-2025) – Plexiglass, Bar, new plant, Jumbatron</p> <p>Major visitor market research exercise (2025)</p>	<p>Grove user consultation (2024)</p> <p>Play and skate consultation (2023)</p> <p>Campsbourne user consultation (2018, 2022)</p>

<p><b>Anticipated timeline, subject to funding</b></p>	<p>Playground, Skatepark and Boating Lake works delivered during 2026-2030 period alongside play installations in other key Park locations (Grove, Campsbourne)</p>	<p>Campsbourne timing dependent on funding and local planning decisions</p> <p>Major Park restoration and upgrade to take place after 2030</p>						
<p><b>Investment sources</b></p>	<p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p> <p>Private philanthropy</p>	<p>Major Park restoration and upgrade could seek support from national lottery/public sector/private philanthropy</p> <p>Neighbourhood Community Infrastructure Levy (NCIL)</p>						
<p><b>Key success measures</b></p>	<p>Number of Park visitors per year</p> <p>Total tickets sold each year to year-round attractions (ice rink, Summit, boating lake, Go Ape and any other year-round paid attractions)</p> <p>Visitor spend at on-site food and drink outlets</p>	<table border="0"> <tr> <td>3million baseline</td> <td>3.5million visitor target by 2035</td> </tr> <tr> <td>177,670 baseline</td> <td>234,524 by 2035 (show progress)</td> </tr> <tr> <td>£10.39million (2024) baseline</td> <td>£16.37million by 2035 (show progress)</td> </tr> </table>	3million baseline	3.5million visitor target by 2035	177,670 baseline	234,524 by 2035 (show progress)	£10.39million (2024) baseline	£16.37million by 2035 (show progress)
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£10.39million (2024) baseline	£16.37million by 2035 (show progress)							

**Become a year-round destination delivering a high-quality programme, attracting and growing a national audience, with appeal to local and London families.**

## STRATEGIC OBJECTIVE 3

<p><b>Contribution to our Goals</b></p>	<p>Goal 4. Restore Derelict Spaces</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p> <p>Goal 6. Protect Our Archives And Share Our Stories In Innovative Ways</p>	<p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 8. Create A Great Place To Work</p> <p>Goal 10. Establish New, Exciting Partnerships</p>
<p><b>Current offer</b></p>	<p>Creativity Pavilion in East Court</p> <p>Creative Learning Programme</p> <p>Haringey Music Service tenancy and partnership</p>	<p>BBC Concert Orchestra partnership</p> <p>Multiple local projects and partnerships e.g. Library Lates, La Feria, Age Well Festival, emerging artist exhibition, boxing, University of the Third Age</p>
<p><b>New interventions</b></p>	<p>Deliver a suite of bespoke Creative Learning spaces in the North East Office Building (NEOB) with toilets, kitchenette, lift, access to Creativity Pavilion.</p> <p>Roll-out new Creative Learning Plan delivering further learning/ skills, wellbeing and social outcomes for local residents and targeted groups. Look to increase residency and partnership opportunities for emerging artists.</p>	<p>Deliver an improved performance space for Haringey Music Service and other community groups in the BBC Transmitter Hall. Deliver tuition to school students across the borough, with potential to take inspiration from artists performing at the Palace. Create new route to East Court, toilets, and storage.</p> <p>Devise a major community activity programme funded as part of building works and inspired by the site's history and the BBC's achievements here.</p>
<p><b>Preparation work to date</b></p>	<p>Stabilisation of NEOB (2023-2025)</p> <p>Designs to RIBA Stage 1 for future use of NEOB and Transmitter Hall (2025)</p>	<p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>New Creative Learning Plan (2025)</p>

<p><b>Anticipated timeline, subject to funding</b></p>	<p>Fundraising and project development over 2026 to 2028</p>	<p>Delivery over 2029 to 2030</p>	
<p><b>Investment sources</b></p>	<p>First phase (NEOB and TH) delivered as one major project, seeking support from lottery/ public sector/private philanthropy</p>	<p>Delivery over 2029 to 2030</p>	
<p><b>Key success measures</b></p>	<p>Number of participants for structured creative activities (on-site and outreach)</p> <p>Number of community/education organisations using the Alexandra Palace building regularly for activities (onsite)</p>	<p>13,500 (2024)</p> <p>17 baseline</p>	<p>30,000 target by 2035 including Haringey Music Service users</p> <p>24 by 2035 (show growth)</p>

**Establish a creative campus for young people, creative partners and the local community inspired by our history of innovation.**

## STRATEGIC OBJECTIVE 4

<p><b>Contribution to our Goals</b></p>	<p>Goal 3. Protect Our Heritage Assets</p> <p>Goal 4. Restore Derelict Spaces</p> <p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 8. Create a Great Place to Work</p>	<p>Goal 9. Strengthen Our Overall Resilience</p> <p>Goal 10. Establish New, Exciting Partnerships</p>
<p><b>Current offer</b></p>	<p>Ongoing programme of maintenance and repairs focused on stabilising and protecting the fabric of the building, reducing backlog risk, and moving from reactive works to a more planned, intelligence-led approach.</p>	<p>This includes prioritised roof and fabric repairs, compliance-led life safety upgrades, essential M&amp;E infrastructure improvements, and targeted conservation works to historically significant areas.</p>
<p><b>New interventions</b></p>	<p>Establish a London centre for heritage crafts training, outreach, and multi-trade collaboration, working with national partners and networks.</p> <p>Deliver conservation works to Western façade and basements during Panorama Room upgrade.</p> <p>Deliver masonry and roof works to the BBC Wing during phase 1 of the Creative Campus works. Investigate further opportunities to use parts of the eastern end of the building as the canvas for heritage crafts training.</p>	<p>Undertake a feasibility study and high-level masterplan for the re-use of the remaining underused BBC Wing, extending the Creative Campus concept. In tandem, undertake the most urgent repairs required to the roof, elevations and basements, to arrest damage.</p> <p>Other conservation works are possible during the low carbon tech installation.</p>
<p><b>Preparation work to date</b></p>	<p>Updated Fabric Repair Maintenance Plan (2025)</p>	<p>Heritage Skills Strategy (2025)</p>

<p><b>Anticipated timeline, subject to funding</b></p>	<p>Establish London Centre from 2026</p> <p>Western façade works in 2026</p> <p>Creative Campus works 2029 and 2030</p>	<p>Feasibility Study for BBC Wing 2029-2030 informed by Creative Campus works; implement after 2030</p>				
<p><b>Investment sources</b></p>	<p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p>	<p>Additional funds built into Creative Campus budgets</p> <p>Private philanthropy – individuals, heritage trusts and foundations</p>				
<p><b>Key success measures</b></p>	<p>Number of people benefitting from heritage crafts skills CPD events and activities</p> <p>Number of people accessing employment in heritage and specialist construction trades</p>	<table border="1"> <tr> <td>Zero baseline</td> <td>150 per year by 2035</td> </tr> <tr> <td>Zero baseline</td> <td>35 per year by 2035</td> </tr> </table>	Zero baseline	150 per year by 2035	Zero baseline	35 per year by 2035
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Zero baseline	35 per year by 2035					

**Progress conservation of the historic Palace and become a London centre for teaching heritage skills, upskilling our teams and developing the next generation of heritage workers.**

## STRATEGIC OBJECTIVE 5

<p><b>Contribution to our Goals</b></p>	<p>Goal 1. Build Climate Change Resilience</p> <p>Goal 2. Safeguard Our Green Lung For London</p>	<p>Goal 3. Protect Our Heritage Assets</p> <p>Goal 8. Create A Great Place To Work</p> <p>Goal 9. Strengthen Our Overall Resilience</p>
<p><b>Current offer</b></p>	<p>LED lighting installed across estate</p> <p>29% reduction in emissions since baseline year of FY22/23 through energy efficiency measures in Ice Rink.</p> <p>Adoption of Green Events and Theatre Green Book codes of practice.</p>	<p>Recruitment of two brick masons to work on removing defective historic sand and cement repairs and carefully re-pointing areas of failed mortar.</p> <p>Haringey Carbon Fund projects including secondary glazing on CUFOs building, and solar panels on Boat House.</p>
<p><b>New interventions</b></p>	<p>Install sustainable urban drainage scheme in the Park featuring Wetlands, raingardens, and more sustainable water management along Alexandra Palace Way – returning to parkland and removing concrete bollards.</p>	<p>Install low carbon technology and energy efficiency measures into the Palace e.g. new plant, ASHP, LV switchgear, EC wind lobby.</p> <p>Advance our operations to more advanced levels within the Green Events and Theatre Green Book codes.</p>
<p><b>Preparation work to date</b></p>	<p>Scoping with GLA Zero Carbon Accelerator programme (2022+) to create clean energy plan</p>	<p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Procurement for a new energy supplier has started (2025)</p>
<p><b>Anticipated timeline, subject to funding</b></p>	<p>Seek to install Wetlands/drainage scheme when funding is available, anticipated over 2026-2029.</p>	<p>Seek to install low carbon technology and energy efficiency measures during 2029-2030, programmed to align with other East Wing works</p>

<p><b>Investment sources</b></p>	<p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p>	<p>Further public sector sustainability and low carbon funding or loan schemes TBC</p> <p>Potential for corporate partnership</p>	
<p><b>Key success measures</b></p>	<p>Theatre Green book level attained</p> <p>The Green Events Code of Practice (GECOP) roadmap alignment</p> <p>Amount of carbon emissions per year</p>	<p>‘basic level’ baseline</p> <p>‘Measure’ milestone baseline</p> <p>2,674 tCO<sub>2</sub>e baseline</p>	<p>‘intermediate level’ target by 2035 (show progress)</p> <p>‘Reduce’ milestone target by 2035</p> <p>750 tCO<sub>2</sub>e by 2035</p>

**Combine the conservation of a major cultural heritage building and historic park with best practice for environmental sustainability, placing carbon reduction at the heart of all operations.**

## STRATEGIC OBJECTIVE 6

<b>Contribution to our Goals</b>	<p>Goal 5. Provide Great Entertainment and Culture For All</p> <p>Goal 7. Inspire And Engage Our Communities</p>	<p>Goal 10. Establish New, Exciting Partnerships</p>
<b>Current offer</b>	<p>Haringey Music Service now has its permanent home at Alexandra Palace and a formal partnership with the Charitable Trust</p> <p>We invest in Haringey residents by providing jobs, learning and skills</p>	<p>We partner to bring the London Festival of Architecture to Haringey</p> <p>We will be the venue for the London Borough of Culture (LBOC) 2027 opening event.</p> <p>BBC Concert Orchestra is Alexandra Palace's associate orchestra</p>
<b>New interventions</b>	<p>Establish joint working on an inclusive local economy, wellbeing, creative health, Wood Green placemaking, borough destination planning, etc.</p>	<p>Identify opportunities to further engage local SMEs and supply chains.</p> <p>Contribute to LBOC 2027 delivery and legacy planning.</p>
<b>Preparation work to date</b>	<p>Updated Impact Framework (2025)</p> <p>Economic Impact Study (annual)</p>	<p>Consultation exercise to shape Strategic Plan (2025)</p>
<b>Anticipated timeline, subject to funding</b>	<p>Start discussing and planning ways of working and relationship-building in 2026</p>	
<b>Funding sources</b>	<p>Work within existing funding; explore possibility to unlock new funding streams with Haringey and other local organisations</p>	

<b>Key success measures</b>	Alexandra Park and Palace workforce who live in Haringey	48% baseline	55% target by 2035
	Economic impact in Haringey	£79million GVA baseline	£110million GVA target by 2035
	Number of jobs supported in Haringey	1,150 baseline	1,250 by 2035

**Strengthen and grow our strategic partnerships, and work with our Corporate Trustee Haringey Council to further extend the benefits we deliver for London and local residents and businesses.**



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By virtue of paragraph(s) 1, 2, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

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