

NOTICE OF MEETING

AGENDA FOR THE ALEXANDRA PARK AND PALACE BOARD

Thursday, 29th October, 2026, 7.00 pm - Creativity Pavillion, East Court, Alexandra Park and Palace Way, London, Greater London, N22 7AY.

Members of the public are welcome to attend this meeting. If you wish to speak at the meeting please register by emailing the Democratic Services Officer. Contact details can be found at the end of the agenda front sheet.

Elected Members:: Melanie Gingell (Chair), Daniela Parry (Vice-Chair), Rosie Latchford, Nick da Costa, Marie Kristensen and Eva Bell

Independent/Co-Opted 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 15 below)

6. MINUTES (PAGES 1 - 26)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 30th July 2026 as an accurate record of the proceedings.
- ii. To note the unrestricted minutes of the Statutory Advisory Committee held on 17th September 2026.
- iii. To note the unrestricted minutes of the Consultative Committee held on 17th September 2026.

7. FEEDBACK FROM THE ADVISORY COMMITTEE & CONSULTATIVE COMMITTEE

To note the minutes of the Advisory & Consultative Committee meetings.

8. CHARITABLE TRUST PROGRESS REPORT (PAGES 27 - 42)

9. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

10. FINANCE REPORT (PAGES 43 - 50)

11. PANORAMA ROOM REPORT (PAGES 51 - 64)

12. ENVIRONMENTAL SUSTAINABILITY UPDATE (PAGES 65 - 76)

13. ENERGY PROCUREMENT STRATEGY (PAGES 77 - 80)

14. NEW FINANCE SYSTEM PROCUREMENT (PAGES 81 - 86)

15. NEW ITEMS OF URGENT BUSINESS

If any have been declared at item 5.

16. EXCLUSION OF THE PUBLIC AND PRESS

Items 16 - 23 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.

17. EXEMPT MINUTES (PAGES 87 - 98)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 30th July 2026 as an accurate record of the proceedings

18. EXEMPT FINANCE SYSTEM PROCUREMENT (PAGES 99 - 102)

19. EXEMPT CHARITABLE TRUST PROGRESS REPORT (PAGES 103 - 112)

20. EXEMPT FINANCE REPORT (PAGES 113 - 124)

21. EXEMPT APTL CHAIR'S VERBAL UPDATE

22. FUTURE MEETINGS

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

Democratic Services Contact: Chris Liasi - Committee and Governance Officer
Telephone: 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, 21 October 2026

Public Questions

Any resident, council tax payer or national non domestic rate payer of the Borough may ask the Chair of any Committee or its sub bodies any question on anything for which the Committee is responsible at any ordinary meeting. Notice of questions must be given in writing to the Democratic Services Manager by 10 a.m. on such day as shall leave three clear days before the meeting (e.g. Tuesday for a meeting on the following Monday). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

Deputations

A deputation may only be received by a Committee or its sub bodies if a requisition signed by not less than ten residents of the Borough, stating the object of the deputation, is received by the Democratic Services Manager not later than 10am to leave three clear days prior to the Committee meeting.

Accessibility Requirements

If you would like to attend and you have any special requirements, please email Chris Liasi - Committee and Governance Officer at Chrisovalantis.liasi@haringey.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

Advice To Members On Declaring Interests

Information on declaring an interest is set out in the Council's Constitution in Part 5 Section A. However, you may need to obtain specific advice on whether you have an interest in a particular matter.

If you need advice, you can contact:

- Monitoring Officer
- the Legal Adviser to the Committee; or
- Democratic Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

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

PRESENT:

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

ALSO ATTENDING:

125. FILMING AT MEETINGS

The Board noted the arrangements regarding filming at meetings.

126. APOLOGIES FOR ABSENCE

There were no apologies for absence.

127. DECLARATIONS OF INTERESTS

There were no declarations of interest.

128. QUESTIONS, DEPUTATIONS OR PETITIONS

There were none.

129. URGENT BUSINESS

There were none.

130. MINUTES

1. Approved the unrestricted minutes of the Alexandra Palace and Park Board held on 11th June 2026 as an accurate record of the proceedings.
2. Noted the minutes of the Alexandra Park and Palace Advisory Committee held on 18th June 2026 and to consider any recommendations from that Committee.
3. Noted the minutes of the Alexandra Palace and Park Consultative Committee held on 18th June 2026, and to consider any recommendations from that Committee.

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

There was no feedback.

132. CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT

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

The Committee noted that a successful programme of concerts, theatre productions, corporate events and exhibitions had been delivered, including performances by major artists, sporting events and the return of the ABTT Theatre Show and Red Bull Soapbox Race. Strong performance was also reported across leisure activities, including the Ice Rink, boating lake, food and beverage operations and the Summit rooftop experience. Preparations were underway for the summer events programme, including Kaleidoscope Festival, outdoor concerts, theatre productions and the Fireworks and Drone Festival.

Members noted ongoing work to improve climate resilience across the estate, including energy efficiency measures, secondary glazing works at the Old Station, development of a solar PV scheme at the Boathouse and wider carbon reduction planning supported by external funding. It was reported that a carbon footprint report and long-term decarbonisation plan were in development.

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

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

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

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

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

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

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

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

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

RESOLVED:

1.1 Noted the contents of this report.

1.2 Noted the designs for Wetlands Broadwalk scheme Appendix One

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

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

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

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

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

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

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

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

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

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

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

Members heard that progress continued in delivering the People Strategy, with ongoing investment in staff development, wellbeing and organisational culture. Achievements included the launch of the organisation's first apprenticeship programme, increased mandatory training completion rates and updates to employment policies.

The Committee noted continued progress in preserving and promoting the Trust's archives and heritage collections through external funding, archive cataloguing projects, academic partnerships and public heritage programmes, including talks, tours and research opportunities.

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

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

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

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

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

RESOLVED:

1. Approved the Draft Annual Report and Financial Statements
2. In case of any further minor amendments, delegated powers for a final approval and signing off the Annual Report and Financial Statements to the Chief Executive and Chairs of the Trustee and APTL Boards.
3. Delegated powers for the Chair of the Trustees to sign the Letters of Representation

134. FRRAC CHAIR'S REPORT (VERBAL UPDATE)

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

135. FINANCE REPORT

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

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

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

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

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

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

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

Members further noted that operational efficiencies were being pursued through a review of traffic management arrangements, reassignment of costs under existing agreements with the trading subsidiary, and streamlined processes to support the introduction of new business systems.

It was reported that, despite financial constraints, the Trust continued to invest strategically in staff and volunteer development, digital and IT improvements, including a new accounting system, and essential repairs, restoration and maintenance works across the estate.

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

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

RESOLVED:

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

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

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

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

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

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

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

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

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

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

RESOLVED:

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

137. BBC TELEVISION SERVICE BROADCASTING AT 90 PROGRAMME REPORT

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

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

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

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

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

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

RESOLVED:

1. Noted the contents of this report.

138. NEW ITEMS OF URGENT BUSINESS

No new items of urgent business.

139. EXCLUSION OF PRESS AND PUBLIC

Items 16,17 and 18 were subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

140. EXEMPT CHIEF EXECUTIVE CHARITABLE TRUST PROGRESS REPORT

The Committee considered all exempt information.

141. EXEMPT FINANCE REPORT

The Committee considered all exempt information.

142. EXEMPT APTL CHAIR'S VERBAL UPDATE

The Committee considered all exempt information.

143. FUTURE MEETINGS

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

CHAIR:

Signed by Chair

Date

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MINUTES OF THE Alexandra Park and Palace Statutory Advisory Committee HELD ON Thursday, 17th September, 2026, 7.00 - 8.00 pm

PRESENT:

Councillors: AJ Egemonye, Emily Arkell, Dawn Barnes, Luisa Brands, Karolina Braun, Erin Wolson, Elin Weston, Crompton (Advisory Committee Member), Elizabeth Richardson (Advisory Committee Member), Jason Beazley (Advisory Committee Chair) and Joyce Rosser (Advisory Committee Member)

ALSO ATTENDING:

Chris Liasi – Governance Officer, Emma Dagnes – CEO of APP, Joy Johnston - Governance Manager, Louise Johnson - Head of Strategic Planning and Projects, Joe Coggins - Head of Communications. Catherine Solomon - Director of HR and Organisational Development, Mark Everson - Head of Parks and Environmental Sustainability, Louise Johnson - Head of Strategic Planning and Projects and Iain McDonald - Head of Property and Engineering.

15. FILMING AT MEETINGS

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

16. APOLOGIES FOR ABSENCE

Apologies of absence were received by Councillor Marc Jenner.

17. DECLARATIONS OF INTEREST

There were none.

18. URGENT BUSINESS

There were none.

19. MINUTES

Approved the minutes of the Consultative Committee held on 18th June 2026 as a correct record.

Noted the minutes of the Statutory Advisory Committee held on the 18th June 2026 as a correct record.

20. CHARITABLE TRUST - PROGRESS REPORT

The Committee received an update on progress against the Trust's Strategic Plan and Vision to create a sustainable home for all activities. Strong delivery had continued across a range of strategic priorities, with notable achievements in cultural programming, heritage conservation, environmental sustainability, community engagement and organisational resilience.

Entertainment, Culture and Visitor Experience

Members noted that delivery of the commercial and cultural programme had remained strong, with a varied programme of concerts, theatre productions, exhibitions and corporate events. Successful events included Empire of the Sun, the Summer Season concerts, Kaleidoscope Festival and the Red Bull Soapbox Race, all of which attracted significant audiences and positive feedback.

The Theatre programme had continued to perform strongly, including a successful run of Malory Towers, which achieved over 90% ticket sales and received excellent reviews. Leisure attractions, including the Ice Rink, Boathouse and Summit Rooftop Experience, had continued to contribute to the visitor offer, although pedalo operations had been temporarily suspended due to low water levels in the lake.

The Committee noted preparations for forthcoming events, including the Fireworks and Drone Festival, festive programming and the relocation of the PDC World Darts Championship to the Great Hall from December 2026.

Climate Change Resilience

The Committee was advised that APP remained committed to achieving net zero carbon emissions by 2041. Progress had focused on energy efficiency measures due to funding constraints, with improvements to heating and lighting controls, monitoring systems and measures to reduce heat loss. These initiatives were expected to deliver significant reductions in energy consumption while improving visitor comfort and supporting future decarbonisation efforts. Longer-term plans for renewable energy generation and heat decarbonisation remained under development but were dependent on securing external funding.

Heritage Assets

Members noted the completion of a comprehensive drone survey of the Palace, which would support future maintenance planning and capital investment decisions. Progress had continued on the Great Hall Bridge project, while refurbishment works to the Ice Rink mezzanine toilets had been completed. The Joint Control Room/Security Room project was progressing through construction, and a major electrical shutdown had been successfully undertaken to support maintenance and strengthen business continuity arrangements. The EE infrastructure project was nearing completion, and the Great Hall "Toblerone" replacement project had been completed, including upgrades to emergency lighting and PAVA systems.

Park and Environmental Management

The Committee was informed that the Park team had undertaken preparatory works to support the summer events programme and had responded to challenging drought conditions by prioritising the watering of young trees.

Following a fire in the composting area, additional fire prevention measures had been implemented and the Park Fire Management Plan reviewed. Members noted the significant contribution made by volunteers and community groups across a range of environmental and conservation projects.

Alexandra Park had been awarded Green Flag status for 2026 for the nineteenth time, recognising the quality of the park and green space management.

Archives and Heritage Engagement

The archive digitisation project had continued, with more than 1,000 drawings and plans digitised and securely stored. Progress had been slower than anticipated due to enhanced cyber security requirements. Archive volunteers had continued to support preservation, cataloguing and public access to collections.

Community Engagement and Learning

Members noted ongoing preparations for the 90th anniversary of BBC television broadcasting from Alexandra Palace. Community engagement activities had continued throughout the summer, including programmes for older people, photography workshops, youth engagement initiatives and performances by students from the Performing Arts School.

Volunteer involvement remained strong, with support provided across heritage, environmental and community projects. Development of the Community Herb Garden had also progressed, enhancing opportunities for community participation and biodiversity.

Fundraising and Organisational Resilience

The Committee was advised that fundraising activity had continued to support delivery of the Strategic Plan. The Alexandra Park Wetlands crowdfunding campaign had exceeded its target, raising over £24,000 with support from more than 400 donors and additional match funding.

Restoration and Capital Projects

Progress had continued on the Creative Campus Phase 1 project and the Panorama Room Replacement Project, with planning and listed building consent applications being prepared. Both projects formed key elements of the Strategic Plan to bring underused spaces back into active use.

Partnerships and Skills Development

Members noted that discussions were progressing with education and heritage sector partners to establish heritage skills training at Alexandra Palace. A pilot lime plastering programme was being developed with a local college and heritage skills provider, with the aim of supporting future skills development and contributing to the long-term ambition of establishing Alexandra Palace as a Creative Campus and centre for heritage skills training.

Members sought assurance on the delivery and impact of the Strategic Plan. The Committee was advised that major events, including the Summer Season concerts, Kaleidoscope Festival and Red Bull Soapbox Race, had attracted significant audiences, generated income and enhanced Alexandra Palace's reputation as a leading cultural destination. In relation to restoration and capital projects, Members noted that the next key milestones for both the Creative Campus Phase 1 and Panorama Room Replacement projects were the completion of planning and listed building consent applications, with both schemes playing an important role in bringing underused spaces back into active use and supporting the long-term objectives of the Strategic Plan. The Committee was further advised that progress against the Strategic Plan continued to be measured through a range of performance indicators, including visitor numbers, event attendance, conservation outcomes, fundraising performance, environmental improvements, community participation, volunteer engagement and progress on major capital projects.

RESOLVED:

The Committee noted the contents of the report.

21. SUMMER SERIES REPORT

The Committee noted a report summarising resident feedback from the 2025 Summer Series and the operational improvements implemented for the 2026 Summer Series, together with key issues arising from the 2026 events.

The following points were noted:

- **Transport and traffic:** Additional security was deployed to manage taxi pick-ups, and a pilot Uber geo-fencing scheme was introduced around The Avenue and Dukes Avenue during event times. One resident complaint was received regarding the geo-fencing, which was referred to Uber. The approach would be reviewed for future events.
- **The Avenue parking:** Parking suspensions had been introduced in response to previous resident concerns. Further discussion with residents and Haringey Council was identified as necessary to determine whether these should remain, be amended or removed.
- **W3 bus service:** Following feedback from residents and ward councillors, Alexandra Palace worked with TfL to introduce a revised diversion route. This ensured that no stops were entirely unserved during road closures, with only five stops missed across the eastbound and westbound services, excluding Alexandra Palace Way.
- **Alexandra Palace Way closures:** The Committee noted that the road closure remained necessary to facilitate event infrastructure and safe delivery. The

team continued to review whether the duration of the closure could be reduced for future events.

- **Hire bikes:** Alexandra Palace worked with Lime and other operators to manage the increased number of hire bikes around the park and remove obstructions where necessary. Increased usage was particularly noted on the day of the Piccadilly line closure.
- **Plant and machinery noise:** Less intrusive white-noise warning systems were used where possible, with 9 of the 11 items of plant fitted with the alternative systems.
- **West-side entrance:** A second entrance was introduced on the west side of the site to provide more direct access and reduce additional footfall along Dukes Avenue.
- **Sound management:** Across the seven events, recorded sound levels remained below the permitted 75dB limit, with a maximum of 65dB recorded. A total of 46 noise complaints were received, of which 26 included addresses and requested monitoring visits. No breaches of permitted sound levels were identified. Additional post-event teams were also deployed to address noise and anti-social behaviour associated with departing crowds, with positive resident feedback received.
- **Piccadilly line closure:** The closure on the final event day resulted in increased pressure on local transport, Alexandra Palace Station and hire bike provision. The matter was raised with TfL, with discussions continuing around advance notification and mitigation of future closures.
- **Policing and safety:** There was only one occasion when police were called to site during the concert run. A Metropolitan Police presence was maintained on each event day, providing a visible and reassuring presence.
- **Cleaning:** Full post-event cleaning was undertaken across the event site and key surrounding routes, including Alexandra Palace Way, Dukes Avenue and The Avenue. Alexandra Palace continued to offer support to neighbouring businesses where appropriate.
- **Wildflowers:** Minimal impact from event fencing was identified. The wildflower area was scheduled to be reseeded in a different location for 2027 to avoid future conflict with event infrastructure.
- **Communications:** A comprehensive communications campaign had been undertaken, including 8,000 resident leaflets, signage, stakeholder emails, committee updates and social media activity. Further communication methods were being reviewed.
- **Safety Advisory Group:** The post-event debrief with the Safety Advisory Group, attended by representatives from the Metropolitan Police, LBH Licensing, TfL and LBH Highways, was reported as wholly positive. No licensing concerns were raised, and agencies confirmed that they were satisfied with the planning and delivery of the Summer Series. The main action was for Alexandra Palace to investigate options for shortening the Alexandra Palace Way road closure for future events.

The Committee sought assurance that measures introduced to mitigate the impact of the Summer Series on local residents had been effective. Members were advised that additional security and a pilot Uber geo-fencing scheme had been implemented to manage transport and traffic, with only one resident complaint received, while

collaboration with TfL on the W3 bus diversion had ensured that no stops were entirely unserved during road closures.

The Committee also noted that the post-event Safety Advisory Group debrief had been highly positive, with representatives from key partner agencies expressing satisfaction with the planning and delivery of the events and raising no licensing concerns. It was further noted that the main recommendation arising from the review was for Alexandra Palace to explore opportunities to reduce the duration of the Alexandra Palace Way road closure for future events, whilst maintaining safe event operations.

22. PANORAMA ROOM REPORT

The Committee received an update on progress with the Panorama Room Replacement Project and the proposed planning and listed building consent applications. Members noted that the existing Panorama Room had reached the end of its serviceable life and that its replacement would improve sustainability, accessibility, structural performance and long-term maintenance, while supporting the continued commercial and charitable operations of Alexandra Palace.

It was noted that StarLive had been appointed as Main Contractor following a competitive tender process, with design work having commenced in early 2026. The proposed project included the removal of the existing structure, conservation and stabilisation works to the historic basements, repairs to the slab and colonnade, and construction of a new single-storey, fit-for-purpose structure with a similar footprint to the existing building. The design had sought to complement the historic setting while minimising fixings to the Palace.

Members noted that Alexandra Palace had entered into a Planning Performance Agreement with Haringey Council, with further pre-application discussions taking place ahead of the planned submission of the planning and listed building consent applications by 30 September 2026.

The project was expected to cost approximately £3.5m and was proposed to be funded through a loan from Haringey Council, with increased revenue from events expected to support loan repayments. Subject to the necessary consents and funding, construction was expected to take approximately six months, with completion anticipated in October 2027 and the new Panorama Room expected to be available for the 2027 World Darts Championship.

The Committee noted the key project risks, including planning consent, funding, construction costs, operational disruption and potential unforeseen works to the historic basements. These risks were being managed through the project-wide risk register and ongoing coordination between the project team, contractor, architect and structural engineer.

The Committee sought assurance regarding the need for the Panorama Room Replacement Project, its funding arrangements and associated risks. Members were advised that the existing Panorama Room had reached the end of its serviceable life

and that its replacement would deliver improvements in sustainability, accessibility and operational performance while reducing long-term maintenance requirements.

The Committee noted that the project, estimated at approximately £3.5 million, was proposed to be funded through a loan from Haringey Council, with increased event revenue expected to support loan repayments. Members were further advised that key risks relating to planning consent, funding, construction costs, operational disruption and unforeseen works to the historic basements were being actively managed through the project risk register and ongoing coordination between the project team and professional advisers.

RESOLVED:

The Committee noted the contents of the report.

23. PLANNING, ADVERTISING AND LISTED BUILDING CONSENT REPORT

The Committee received an update on the pipeline of projects at various stages of design which would require statutory approval before progressing to delivery. Members noted that the projects remained subject to securing the necessary funding and planning, listed building or advertisement consents.

The projects highlighted were the Creative Campus and Heritage Hub: Phase 1, Visitor Experience Improvements (toilets) and West Yard Shutter Upgrade. The Creative Campus project would support the future use of the North East Office Building, improvements to the Theatre and NEOB Courtyards, and enhancements to the Transmitter Hall to better support Haringey Music Service and community groups. The project was also intended to provide improved creative learning, studio and archive facilities.

Members noted that the Visitor Experience Improvements project had been developed in response to feedback regarding existing toilet provision, particularly at the eastern end of the Palace. A feasibility study had identified several options for providing additional permanent facilities to support the East Court, Ice Rink and Great Hall, reducing reliance on temporary toilets during major events.

The West Yard Shutter Upgrade would replace the existing shutter with two smaller shutters, improving operational resilience, security, efficiency and heat retention. The works would require Listed Building Consent.

It was noted that the Creative Campus project was being developed with funding support from the National Lottery Heritage Fund and other potential funders, with delivery anticipated from 2028 subject to funding and permissions. The toilet and West Yard Shutter projects were expected to be delivered during 2027, subject to funding and consent.

The Committee sought assurance on the benefits and funding arrangements for the proposed projects. Members were advised that the Creative Campus and Heritage Hub: Phase 1 project would support the future use of the North East Office Building, improve facilities for creative learning, archives, community groups and the Haringey Music Service, and contribute to the long-term vision for Alexandra Palace as a centre for culture and heritage.

The Committee also noted that the Visitor Experience Improvements project had been developed in response to feedback regarding toilet provision, particularly at the eastern end of the Palace, and would provide additional permanent facilities to better support visitors and major events. Members were further advised that the Creative Campus project was being developed with support from the National Lottery Heritage Fund and other potential funding sources, with all projects remaining subject to securing the necessary funding and statutory consents before progressing to delivery

RESOLVED:

The Committee noted the contents of the report.

24. STATUTORY ADVISORY COMMITTEE FEEDBACK

The Committee received feedback from the Consultative Committee Chair on topics and discussions from the previous meeting.

25. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

26. DATES OF FUTURE MEETINGS

It was noted the date of the next meeting is 30th November 2026.

CHAIR:

Signed by Chair

Date

MINUTES OF THE Alexandra Park and Palace Consultative Committee HELD ON Thursday, 17th September, 2026, 6.00 - 7.00 pm

PRESENT:

Councillors: Rosie Latchford, Melanie Gingell, Nick da Costa, Marie Kristensen, Daniela Parry and Eva Bell, John Wilkinson, Hugh Macpherson, John Thompson, John Crompton, Natalie Rusby, Patricia Moody, Nigel Wilmott, Duncan Neill (CC CHAIR), Jason Beazley, Etain Casey

ALSO ATTENDING:

Chris Liasi – Governance Officer, Emma Dagnes – CEO of APP, Joy Johnston - Governance Manager, Louise Johnson - Head of Strategic Planning and Projects, Joe Coggins - Head of Communications. Catherine Solomon - Director of HR and Organisational Development

77. FILMING AT MEETINGS

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

78. APOLOGIES FOR ABSENCE

Apologies of absence were received by Hugh Williams.

79. DECLARATIONS OF INTEREST

There were none.

80. URGENT BUSINESS

There were none.

81. MINUTES

Approved the minutes of the Statutory Advisory Committee held on 18th June 2026 as a correct record.

Noted the minutes of the Consultative Committee held on the 18th June 2026 as a correct record.

82. CHARITABLE TRUST - PROGRESS REPORT

The Committee received an update on progress against the Trust's Strategic Plan and Vision to create a sustainable home for all activities. Strong delivery had continued across a range of strategic priorities, with notable achievements in cultural programming, heritage conservation, environmental sustainability, community engagement and organisational resilience.

Entertainment, Culture and Visitor Experience

Members noted that delivery of the commercial and cultural programme had remained strong, with a varied programme of concerts, theatre productions, exhibitions and corporate events. Successful events included Empire of the Sun, the Summer Season concerts, Kaleidoscope Festival and the Red Bull Soapbox Race, all of which attracted significant audiences and positive feedback.

The Theatre programme had continued to perform strongly, including a successful run of *Malory Towers*, which achieved over 90% ticket sales and received excellent reviews. Leisure attractions, including the Ice Rink, Boathouse and Summit Rooftop Experience, had continued to contribute to the visitor offer, although pedalo operations had been temporarily suspended due to low water levels in the lake.

The Committee noted preparations for forthcoming events, including the Fireworks and Drone Festival, festive programming and the relocation of the PDC World Darts Championship to the Great Hall from December 2026.

Climate Change Resilience

The Committee was advised that APP remained committed to achieving net zero carbon emissions by 2041. Progress had focused on energy efficiency measures due to funding constraints, with improvements to heating and lighting controls, monitoring systems and measures to reduce heat loss. These initiatives were expected to deliver significant reductions in energy consumption while improving visitor comfort and supporting future decarbonisation efforts.

Longer-term plans for renewable energy generation and heat decarbonisation remained under development but were dependent on securing external funding.

Heritage Assets

Members noted the completion of a comprehensive drone survey of the Palace, which would support future maintenance planning and capital investment decisions. Progress had continued on the Great Hall Bridge project, while refurbishment works to the Ice Rink mezzanine toilets had been completed.

The Joint Control Room/Security Room project was progressing through construction, and a major electrical shutdown had been successfully undertaken to support maintenance and strengthen business continuity arrangements. The EE infrastructure project was nearing completion, and the Great Hall "Toblerone" replacement project had been completed, including upgrades to emergency lighting and PAVA systems.

Park and Environmental Management

The Committee was informed that the Park team had undertaken preparatory works to support the summer events programme and had responded to challenging drought conditions by prioritising the watering of young trees.

Following a fire in the composting area, additional fire prevention measures had been implemented and the Park Fire Management Plan reviewed. Members noted the significant contribution made by volunteers and community groups across a range of environmental and conservation projects.

Alexandra Park had been awarded Green Flag status for 2026 for the nineteenth time, recognising the quality of the park and green space management.

Archives and Heritage Engagement

The archive digitisation project had continued, with more than 1,000 drawings and plans digitised and securely stored. Progress had been slower than anticipated due to enhanced cyber security requirements. Archive volunteers had continued to support preservation, cataloguing and public access to collections.

Community Engagement and Learning

Members noted ongoing preparations for the 90th anniversary of BBC television broadcasting from Alexandra Palace. Community engagement activities had continued throughout the summer, including programmes for older people, photography workshops, youth engagement initiatives and performances by students from the Performing Arts School.

Volunteer involvement remained strong, with support provided across heritage, environmental and community projects. Development of the Community Herb Garden had also progressed, enhancing opportunities for community participation and biodiversity.

Fundraising and Organisational Resilience

The Committee was advised that fundraising activity had continued to support delivery of the Strategic Plan. The Alexandra Park Wetlands crowdfunding campaign had exceeded its target, raising over £24,000 with support from more than 400 donors and additional match funding.

Restoration and Capital Projects

Progress had continued on the Creative Campus Phase 1 project and the Panorama Room Replacement Project, with planning and listed building consent applications being prepared. Both projects formed key elements of the Strategic Plan to bring underused spaces back into active use.

Partnerships and Skills Development

Members noted that discussions were progressing with education and heritage sector partners to establish heritage skills training at Alexandra Palace. A pilot lime plastering programme was being developed with a local college and heritage skills provider, with the aim of supporting future skills development and contributing to the long-term ambition of establishing Alexandra Palace as a Creative Campus and centre for heritage skills training.

Members noted that APP remained committed to achieving net zero carbon emissions by 2041 and continued to progress a phased carbon reduction programme focused on energy efficiency measures, including improvements to heating and lighting controls, monitoring systems and reductions in heat loss. It was reported that funding constraints remained the principal challenge to delivering larger-scale renewable energy and heat decarbonisation projects.

The Committee also noted the completion of a comprehensive Palace-wide drone survey, which had created the first detailed digital record of the building and would support future maintenance planning, identification of defects, and investment decisions. In addition, Members were advised that volunteer contributions continued to play a significant role across the organisation, supporting archive digitisation, conservation activities, community projects and environmental improvements, and had contributed to Alexandra Park retaining Green Flag status for the nineteenth time.

RESOLVED:

The Committee noted the contents of the report.

83. SUMMER SERIES REPORT

The Committee noted a report summarising resident feedback from the 2025 Summer Series and the operational improvements implemented for the 2026 Summer Series, together with key issues arising from the 2026 events.

The following points were noted:

- **Transport and traffic:** Additional security was deployed to manage taxi pick-ups, and a pilot Uber geo-fencing scheme was introduced around The Avenue and Dukes Avenue during event times. One resident complaint was received regarding the geo-fencing, which was referred to Uber. The approach would be reviewed for future events.
- **The Avenue parking:** Parking suspensions had been introduced in response to previous resident concerns. Further discussion with residents and Haringey Council was identified as necessary to determine whether these should remain, be amended or removed.
- **W3 bus service:** Following feedback from residents and ward councillors, Alexandra Palace worked with TfL to introduce a revised diversion route. This ensured that no stops were entirely unserved during road closures, with only five stops missed across the eastbound and westbound services, excluding Alexandra Palace Way.
- **Alexandra Palace Way closures:** The Committee noted that the road closure remained necessary to facilitate event infrastructure and safe delivery. The

team continued to review whether the duration of the closure could be reduced for future events.

- **Hire bikes:** Alexandra Palace worked with Lime and other operators to manage the increased number of hire bikes around the park and remove obstructions where necessary. Increased usage was particularly noted on the day of the Piccadilly line closure.
- **Plant and machinery noise:** Less intrusive white-noise warning systems were used where possible, with 9 of the 11 items of plant fitted with the alternative systems.
- **West-side entrance:** A second entrance was introduced on the west side of the site to provide more direct access and reduce additional footfall along Dukes Avenue.
- **Sound management:** Across the seven events, recorded sound levels remained below the permitted 75dB limit, with a maximum of 65dB recorded. A total of 46 noise complaints were received, of which 26 included addresses and requested monitoring visits. No breaches of permitted sound levels were identified. Additional post-event teams were also deployed to address noise and anti-social behaviour associated with departing crowds, with positive resident feedback received.
- **Piccadilly line closure:** The closure on the final event day resulted in increased pressure on local transport, Alexandra Palace Station and hire bike provision. The matter was raised with TfL, with discussions continuing around advance notification and mitigation of future closures.
- **Policing and safety:** There was only one occasion when police were called to site during the concert run. A Metropolitan Police presence was maintained on each event day, providing a visible and reassuring presence.
- **Cleaning:** Full post-event cleaning was undertaken across the event site and key surrounding routes, including Alexandra Palace Way, Dukes Avenue and The Avenue. Alexandra Palace continued to offer support to neighbouring businesses where appropriate.
- **Wildflowers:** Minimal impact from event fencing was identified. The wildflower area was scheduled to be reseeded in a different location for 2027 to avoid future conflict with event infrastructure.
- **Communications:** A comprehensive communications campaign had been undertaken, including 8,000 resident leaflets, signage, stakeholder emails, committee updates and social media activity. Further communication methods were being reviewed.
- **Safety Advisory Group:** The post-event debrief with the Safety Advisory Group, attended by representatives from the Metropolitan Police, LBH Licensing, TfL and LBH Highways, was reported as wholly positive. No licensing concerns were raised, and agencies confirmed that they were satisfied with the planning and delivery of the Summer Series. The main action was for Alexandra Palace to investigate options for shortening the Alexandra Palace Way road closure for future events.

Members queried whether the introduction of the additional west-side entrance had reduced footfall along Dukes Avenue. It was explained that the entrance had been introduced in response to resident feedback and provided visitors approaching from the west with a more direct route into the event site, although no quantitative data was available to measure the reduction in footfall. Members also asked about measures to

manage noise and anti-social behaviour as attendees left the events. It was noted that a post-event team had been deployed to remind attendees to be considerate of residents, discourage gatherings outside residential properties, address vehicle idling and intervene where anti-social behaviour was identified, with positive feedback received from residents. Members further queried the impact of the Piccadilly line closure on the final event day. It was reported that the closure had increased pressure on local transport, including Alexandra Palace Station and hire bike usage, but no significant issues were reported. The matter had been raised with TfL, with discussions continuing to improve advance notification and mitigation arrangements for future events.

RESOLVED:

The Committee Noted the report.

84. PANORAMA ROOM REPORT

The Committee received an update on progress with the Panorama Room Replacement Project and the proposed planning and listed building consent applications. Members noted that the existing Panorama Room had reached the end of its serviceable life and that its replacement would improve sustainability, accessibility, structural performance and long-term maintenance, while supporting the continued commercial and charitable operations of Alexandra Palace.

It was noted that StarLive had been appointed as Main Contractor following a competitive tender process, with design work having commenced in early 2026. The proposed project included the removal of the existing structure, conservation and stabilisation works to the historic basements, repairs to the slab and colonnade, and construction of a new single-storey, fit-for-purpose structure with a similar footprint to the existing building. The design had sought to complement the historic setting while minimising fixings to the Palace.

Members noted that Alexandra Palace had entered into a Planning Performance Agreement with Haringey Council, with further pre-application discussions taking place ahead of the planned submission of the planning and listed building consent applications by 30 September 2026.

The project was expected to cost approximately £3.5m and was proposed to be funded through a loan from Haringey Council, with increased revenue from events expected to support loan repayments. Subject to the necessary consents and funding, construction was expected to take approximately six months, with completion anticipated in October 2027 and the new Panorama Room expected to be available for the 2027 World Darts Championship.

The Committee noted the key project risks, including planning consent, funding, construction costs, operational disruption and potential unforeseen works to the historic basements. These risks were being managed through the project-wide risk register and ongoing coordination between the project team, contractor, architect and structural engineer.

Members queried the improvements that the new Panorama Room would provide in terms of sustainability and accessibility, and the importance of the replacement to retaining major events. It was explained that the new structure would improve environmental performance, accessibility and structural performance, while reducing long-term maintenance requirements and providing enhanced facilities. Members noted that the Panorama Room formed an important part of Alexandra Palace's event offer, including major events such as the World Darts Championship, Knitting and Stitching Show and World Snooker Championship. It was reported that key clients had raised concerns regarding the suitability of the existing structure and that its replacement was important to retaining these events and the associated income, which supported Alexandra Palace's wider charitable objectives.

RESOLVED:

The Committee noted the report.

85. PLANNING, ADVERTISING AND LISTED BUILDING CONSENT REPORT

The Committee received an update on the pipeline of projects at various stages of design which would require statutory approval before progressing to delivery. Members noted that the projects remained subject to securing the necessary funding and planning, listed building or advertisement consents.

The projects highlighted were the Creative Campus and Heritage Hub:

Visitor Experience Improvements (toilets) and West Yard Shutter Upgrade. The Creative Campus project would support the future use of the North East Office Building, improvements to the Theatre and NEOB Courtyards, and enhancements to the Transmitter Hall to better support Haringey Music Service and community groups. The project was also intended to provide improved creative learning, studio and archive facilities.

Members noted that the Visitor Experience Improvements project had been developed in response to feedback regarding existing toilet provision, particularly at the eastern end of the Palace. A feasibility study had identified several options for providing additional permanent facilities to support the East Court, Ice Rink and Great Hall, reducing reliance on temporary toilets during major events.

The West Yard Shutter Upgrade would replace the existing shutter with two smaller shutters, improving operational resilience, security, efficiency and heat retention. The works would require Listed Building Consent. It was noted that the Creative Campus project was being developed with funding support from the National Lottery Heritage Fund and other potential funders, with delivery anticipated from 2028 subject to funding and permissions. The toilet and West Yard Shutter projects were expected to be delivered during 2027, subject to funding and consent.

Members queried how the Creative Campus and Heritage Hub project would benefit the local community. It was explained that the project would bring the North East

Office Building back into use as a hub for Creative Learning activities, providing dedicated office and studio space, volunteer facilities and a publicly accessible archive studio. Improvements to the Transmitter Hall would also support Haringey Music Service and community groups using the space regularly.

Members also asked how the impact of the proposed projects on the listed building would be managed. It was noted that the relevant Listed Building Consent processes would be followed, with pre-application discussions with Haringey Council taking place where required to help inform and refine the proposals before formal applications were submitted.

Members queried the funding position across the projects. It was explained that funding had not yet been secured for all projects and that delivery remained subject to securing the necessary funding and statutory approvals. The Creative Campus project was being developed through a National Lottery Heritage Fund application and approaches to other funders, while the visitor toilet and West Yard Shutter projects would require funding from other sources, including capital funding.

RESOLVED:

The Committee noted the report.

86. CONSULTATIVE COMMITTEE FEEDBACK

The Committee received feedback from the Consultative Committee Chair on topics and discussions from the previous meeting.

87. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

88. DATE OF FUTURE MEETINGS

It was noted the date of the next meeting is 30th November 2026.

CHAIR:

Signed by Chair

Date



**Alexandra Park and Palace Charitable Trust
Board Meeting**

Agenda Item 8

Date: 29th October 2026

Report Title: Non-Exempt Charitable Trust Progress Report

Report of: Emma Dagnes OBE, Chief Executive Alexandra Park & Palace

Purpose: To inform the Trustee Board of Alexandra Park and Palace Charitable Trust on progress in the financial year 26/27

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

1.1 To note the contents of this report.

2. Executive Summary

2.1 This report summarises progress to date in FY 2026/27, aligned to the Trust's Vision to **"Create a Sustainable Home for All That We Do."** Updates under each strategic goal highlight the most material delivery milestones, issues, and achievements since the previous report. Vision and Goals can be found at Appendix 1

3. **Provide Great Entertainment and Culture for All:** *Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.*

3.1 Delivery remains strong across both the commercial and cultural programme, with a varied and high-quality schedule spanning concerts, theatre, corporate events and exhibitions.

- 3.2 Several high-profile concerts performed strongly during the period. Highlights in the Great Hall included three nights of Empire of the Sun, while the Summer Season returned in July with successful performances from The Maccabees, Wet Leg, Super Furry Animals, Richard Ashcroft and two nights of The Streets. Kaleidoscope Festival, headlined by Rudimental, sold out and received excellent audience feedback and reviews.
- 3.3 Following Kaleidoscope, indoor football screenings were held in the West Hall for England's quarter-final and semi-final matches.
- 3.4 Kaleidoscope Festival 2027 is now on sale and 2027 summer season concerts will go on sale over the coming months.
- 3.5 The Red Bull Soapbox Race returned to Alexandra Palace for its seventh edition, welcoming thousands of spectators to the Park for a celebration of creativity, engineering and entertainment.
- 3.6 The Theatre programme continued to deliver a broad range of activity, including An Evening with Alice Osman, Ricky Gervais and Royal Philharmonic Orchestra with Mandle Cheung. The Theatre also hosted a highly successful two-week run of *Malory Towers*, a co-production with Emma Rice. The production achieved over 90% ticket sales and received numerous four and five-star reviews, further demonstrating the Theatre's established and loyal audience base.
- 3.7 Leisure and ancillary offers continue to play an important role in the year-round visitor experience. The quieter summer trading period at the Ice Rink has allowed the team to undertake essential maintenance works and facility improvements ahead of the busy autumn and winter season.
- 3.8 The Boathouse continues to operate seven days a week, opening from 10:00 to 16:00 on weekdays and 09:00 to 17:00 at weekends. A targeted local marketing campaign is now live to increase awareness and drive footfall. Pedalo hire has performed particularly well during the summer period; however, due to reduced water levels in the lake, operations have had to be paused.
- 3.9 The Summit Rooftop Experience continues to attract both local and national visitors and is becoming an increasingly important year-round attraction for Alexandra Palace. A dedicated summer marketing campaign is currently underway to increase awareness and drive additional visitor numbers.
- 3.10 Alexandra Palace is supporting the Government's Great British Summer campaign. Alongside the wide range of free family activities available across the Park, a series of Summer Savings offers have been introduced to help families make the most of their visit. These include discounted boat hire, reduced-price skating sessions,

money off children's meals at both the Boathouse and Phoenix Bar & Pizzeria, and discounted tickets for the Summit experience.

- 3.11 The pre-registration campaign for the Alexandra Palace Fireworks & Drone Festival is now live. The event will take place on Saturday 7th and Sunday 8th November 2026. Saturday's event will feature an 8.00pm display alongside a German Bier Festival, while Sunday will have a stronger family focus, including an earlier 6.00pm display. Ice skating, the bonfire, DJ tent and funfair will operate across both days. Information for residents and the wider community will be shared in due course and published on the Alexandra Palace website. Tickets are on sale from 2nd September, with further details to be announced nearer the event. Details of road closures will be published and proactively shared with residents nearer the time of the event.
- 3.12 Teams are now preparing for a busy autumn and winter period across the venue. The live events programme includes several concerts in the Great Hall and returning exhibitions, while the festive season will feature a production of *Sherlock Holmes* in the Theatre, *Cinderella on Ice*, and the return of Festive Skate.
- 3.13 The PDC World Darts Championship will move into the Great Hall for the first time in December 2026, increasing overall event capacity and reinforcing Alexandra Palace's position as the event's long-term home. The championship will run from Friday 11 December 2026 to Sunday 3 January 2027 and will comprise 36 sessions. A test event may also be held in advance of the championship. The outdoor beer garden, event activations and sections of the terrace will only be accessible to event customers to support security and event delivery. Tickets go on sale in September.
- 4. **Build Climate Change Resilience:** *Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.*
 - 4.1 Alexandra Park and Palace is committed to making environmentally and financially sustainable choices that address climate change while protecting this historic site for future generations. Our ambition is to achieve net zero carbon emissions by 2041, in line with Haringey Council's target. While the technical solutions needed to reach net zero are well understood, progress is currently constrained by limited funding. APP's annual energy consumption is significant, with gas use equivalent to around 850 households and electricity use equivalent to approximately 1,740 households, representing the energy demand of one to two London neighbourhoods.

- 4.2 To deliver net zero in a practical and affordable way, APP has developed a phased carbon reduction programme with support from the Mayor of London's Local Energy Accelerator and Zero Carbon Accelerator. The strategy is structured around three work packages: energy efficiency, renewable energy generation and heat decarbonisation. This approach prioritises reducing energy demand and costs first, creating a stronger foundation for future investment in renewable technologies and low-carbon heating systems. Collectively, these measures have the potential to substantially reduce emissions from APP's estate, which is currently one of the borough's largest sources of carbon emissions.
- 4.3 Given the challenging funding environment for public sector, heritage and charitable organisations, APP is currently prioritising Package 1: Energy Efficiency. This package focuses on practical, phased improvements that reduce wasted energy while respecting the Palace's heritage fabric, including upgrades to heating and lighting controls, improved monitoring and metering, optimisation of system settings, and measures to reduce heat loss. These projects offer strong value for money and reduce energy consumption equivalent to the gas use of 39 households and the electricity use of 167 households. Importantly, they also improve visitor comfort and prepare the estate for future decarbonisation measures.
- 4.4 Looking ahead, APP's longer-term ambitions include Package 2: Renewable Generation and Package 3: Heat Decarbonisation. Renewable generation options include solar photovoltaic installations on buildings and car parks, as well as potential wind energy projects, helping to reduce energy costs and reliance on the grid. Heat decarbonisation would replace existing gas boilers through the development of an on-site heat pump solution. These measures could deliver substantial carbon savings, including reducing gas demand equivalent to between 550 and 710 households. However, both packages require further development work and significant external funding, which is not currently available. As a result, APP's immediate focus remains on delivering energy efficiency improvements while building the evidence base and seeking future investment opportunities.
5. **Protect Our Heritage Assets:** *Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.*
- 5.1 A comprehensive building-wide drone survey has been completed across the Palace, using both daytime and night-time flights, high-resolution imagery and thermal imaging. This is the first survey of this type undertaken across the whole building. The data will be used to develop a detailed three-dimensional record of the Palace, identify defects and areas of heat loss or water ingress, and strengthen the evidence base for future fabric maintenance and capital investment.

- 5.2 Planning and development of the Great Hall Bridge project continues. The team is progressing the scope and design requirements, with the next stages being developed alongside the operational and heritage constraints of the Great Hall.
- 5.3 The refurbishment of the Ice Rink mezzanine toilets has been completed. The works form part of the continuing programme to improve the condition and quality of customer-facing facilities while addressing areas of the building that require targeted investment.
- 5.4 The Joint Control Room / Security Room project is approximately halfway through its construction programme. The project will bring together security control and event control functions within a single purpose-designed facility and includes significant upgrades to CCTV, access control and communications. Construction and technical coordination continues to be closely managed to protect the programme and planned occupation.
- 5.5 A complete planned shutdown of the Palace's main electrical transformers has been successfully undertaken as part of routine high-voltage maintenance. The overnight operation required the building's electrical mains to be fully shut down and involved extensive coordination across Property & Engineering, Security, IT, Operations and contractors. The shutdown was also used to identify and verify services supported by standby and backup power, strengthening future incident management and business continuity planning.
- 5.6 The EE infrastructure project is approaching completion, with final works and close-out activities now being progressed. The project represents a further improvement to the Palace's communications infrastructure and resilience.
- 5.7 The Great Hall 'Toblerone' replacement project has now been completed. The existing structures have been removed and replaced with new square-profile trusses, providing the opportunity to undertake a significant upgrade of the associated infrastructure. The Great Hall emergency lighting system has been overhauled, including improvements to lux levels and replacement cabling to meet current regulatory requirements. The new installation also provides improved control of the Great Hall lighting during events. As part of the project, PAVA cabling within the Great Hall has also been renewed and upgraded to improve system performance and output.
- 6. **Safeguard Our Green Lung for London:** *We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.*

- 6.1 The Park team prepared the site for the summer series of events by tidying shrub beds, cutting back brambles, and using soil and woodchip to make uneven areas of ground safe and suitable for public use.
- 6.2 Drought conditions have had a visible impact on the Park, with grassed areas turning brown, young trees coming under pressure, and reduced water levels in the lake and ponds. The team has prioritised watering young trees to support them through this challenging period.
- 6.3 A fire in the composting area within the paddocks was attended by the Fire Brigade and quickly brought under control. Familiarisation visits have since taken place with the Fire Brigade to highlight areas with limited access and the bespoke water outlets available across the Park for emergency use.
- 6.4 Further action has been taken to reduce fire risk in the Park, including reducing the volume of material in the composting area and bringing forward the meadow cut-and-collect operation to reduce the risk of grass fires. The Park Fire Management Plan has also been reviewed in light of more frequent drought and heatwave conditions.
- 6.5 The Park continues to benefit from significant volunteer support across a range of projects:
 - AXA insurance: painting railings and bollards around the play area and lakeside
 - Dice (our ticketing partner): litter picking and archive volunteering
 - AP staff undertook a litter pick for World Environment Day
 - Friends of the Park: working in the ant hill meadow and strengthening the laid hedge in the Grove spinney
 - The Conservation Volunteers: glade management and woodland improvements in the Blandford woodland
- 6.6 The Friends of the Park celebrated their 20th anniversary with a fete in the Grove in June. Opened by the Mayor of Haringey, Cllr Dawn Barnes, the community event brought together live music from the Palace Band, the Swing Busters, the London Metropolitan Brass Community Band and the London Metropolitan Brass Senior Band. Family activities included Art in the Park, crown making and a nature scavenger hunt. Special recognition was given to Gordon and Jane Hutchinson for their long-standing leadership and commitment to the Friends since its creation.
- 6.7 Volunteer activity, the work of the Friends of the Park, and the outdoor learning programme all contributed to Alexandra Park being awarded Green Flag status for 2026. The award is the international quality standard for parks and green spaces,

and this marks the 19th time the Park has achieved it. The London in Bloom judge visited in June, with the results due to be announced in September.

7. **Protect Our Archives and Share Our Stories In Innovative Ways:** *Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.*
 - 7.1 The archive digitisation and storage project has progressed since the last report, with more than 1,000 drawings and plans now scanned and securely stored. Progress has been slower than anticipated because enhanced cyber security requirements introduced through the Cyber Essentials work have required a review of legacy technology used within the project.
 - 7.2 Archive volunteers continue to play an important role in preserving, documenting and improving access to the archive material, helping to ensure the collections remain accessible and useful for future research, interpretation and engagement.
8. **Inspire And Engage Our Communities:** *Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.*
 - 8.1 Planning and development of displays and programming for the celebration of Ally Pally's BBC television's 90th anniversary continue following the launch of the heritage season on 10th August.
 - 8.2 Over the summer, regular programmes for older people, including Singing for the Brain and Café Palais, paused their usual sessions. In response, we delivered *Mindful Music and Movement* and took Café Palais on the road, visiting care homes across the borough. The first session, led by Kaos Choir leader Suzy Davies at Priscilla Wakefield House, brought live music and social engagement directly to residents.
 - 8.3 Alexandra Palace partnered with Pinhole London to deliver *Upside Down London*, a programme of heritage and early photography workshops during July. Participants explored the history of photography through the camera obscura and hands-on creative activities.
 - 8.4 Young people from across Haringey connected with local youth services at Alexandra Palace through a partnership with Haringey Council Youth Service and

the United Borders bus, helping to raise awareness of local opportunities and support networks.

- 8.5 Thirty students from Alexandra Palace Performing Arts School concluded the summer term with a celebratory performance in the Theatre, attended by 54 family members and friends. Over the summer, work also progressed on the rebrand of the school to *Palace Performing Arts*, supported by new films and evergreen digital marketing campaigns.
- 8.6 Twenty-seven volunteers attended the annual Volunteer Summer Social in the Theatre Courtyard. The event brought together volunteers and staff from across the organisation, including Fundraising, Parks, Theatre and Strategic Projects, recognising the vital contribution volunteers make to the charity.
- 8.7 Nineteen volunteers supported the Curatorial Team over the summer by digitising archive material and updating the collections management system. This work is helping to improve access to the collections and strengthen long-term stewardship of the Palace's heritage assets.
- 8.8 Twenty-five volunteers from AXA supported a park improvement day, painting railings across the site. Following the success of the event, discussions are underway to increase the company's volunteer contribution next year.
- 8.9 Development of new community growing spaces continued through the Community Herb Garden project, part of the wider *Wild in the Park* initiative. Volunteers and community groups have supported site preparation, groundworks and soil improvement, while new accessible raised planting beds are being constructed to encourage participation, biodiversity and pollinator-friendly habitats.
- 8.10 In September, Rhythm Stick will launch a new Events Management course for people who identify as disabled. The programme will provide employability skills and insight into careers across events, marketing, technical theatre and venue operations through sessions led by Alexandra Palace staff.
9. **Strengthen Our Overall Resilience:** *Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.*
- 9.1 Fundraising activity has continued to support delivery of the Strategic Plan. The wetlands crowdfunder, delivered in partnership with the Friends of Alexandra Park to support accessibility improvements in the Alexandra Park Wetlands, closed on

15 June. The campaign reached its initial £10,000 target within two days and raised over £24,000, with Gift Aid expected to increase the total income from the appeal.

- 9.2 The campaign also benefited from an anonymous £7,000 match-funding gift, which helped to encourage further public donations by matching contributions pound for pound. In total, more than 400 individuals supported the appeal, with gifts ranging from £5 to £1,000.
- 10. **Restore Derelict Spaces:** *Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.*
 - 10.1 Design work continues on the Creative Campus (phase 1) project, which includes the North East Office Building, Theatre Courtyard and Transmitter Hall. A Development Phase application is due to be submitted to the National Lottery Heritage Fund in the winter. Further detail is provided in the Planning and Listed Building Consent Report.
 - 10.2 The Panorama Room Replacement Project is also progressing, with planning and listed building consent applications expected to be submitted at the end of September. Further detail is provided in the separate Panorama Room Report. Both the Panorama Room and Creative Campus projects form part of the Strategic Plan.
- 11. **Establish new, Exciting Partnerships:** *Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.*
 - 11.1 Discussions are progressing with several partners on the development of heritage skills training at Alexandra Palace. Most significantly, Alexandra Palace is working with a local college and a heritage skills company to develop a pilot programme focused initially on lime plastering, with practical training proposed to take place on site.
 - 11.2 The pilot will be recorded and evaluated to measure its impact and capture learning for future development. This evidence will help support the longer-term ambition for Alexandra Palace to become a Creative Campus and a centre for heritage skills training. Further detail on the pilot and wider programme will be provided in a future report.

12. Legal Implications

The Council's Director of Legal and Governance has been consulted in the preparation of this report and has no comment.

13. Financial Implications

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

14. Use of Appendices

- Appendix 1 - APPs Vision & Goals

15. Background Papers

None.



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.**



Goals

Over the Next 10 Years We Will



Build Climate Change Resilience

Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.



Safeguard Our Green Lung For London

We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.

Goals

Over the Next 10 Years We Will



Protect Our Heritage Assets

Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.



Restore Derelict Spaces

Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.

Goals

Over the Next 10 Years We Will



Provide Great Entertainment & Culture For All

Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.



Protect Our Archives And Share Our Stories In Innovative Ways

Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.

Goals

Over the Next 10 Years We Will



Inspire And Engage Our Communities

Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.

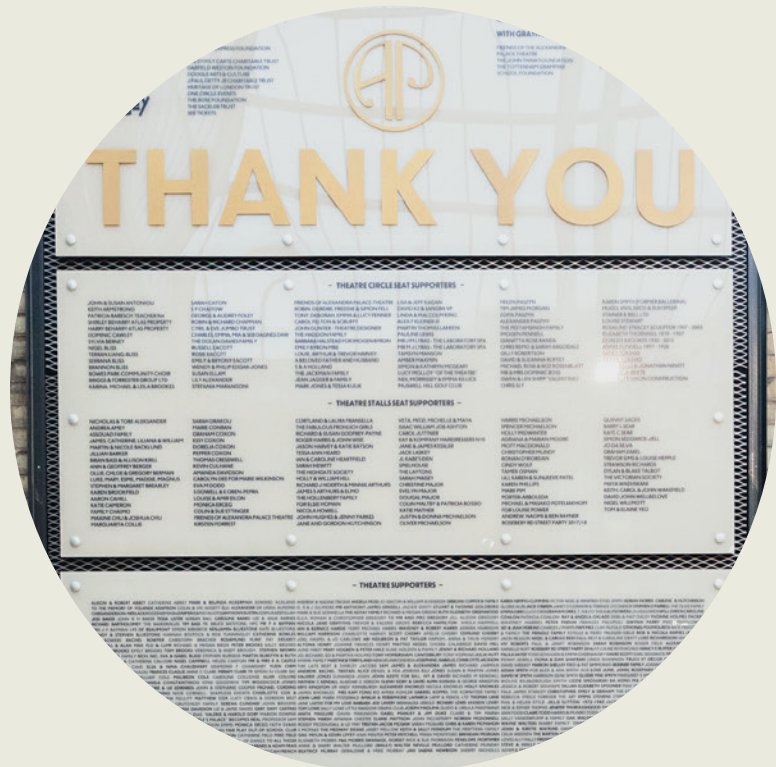


Create A Great Place To Work

An inclusive environment where staff are happy and proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff and lives by its Values and Behaviours. We will support our staff to grow and develop to achieve their potential.

Goals

Over the Next 10 Years We Will



Strengthen Our Overall Resilience

Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.

Establish New, Exciting Partnerships

Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.



Alexandra Park and Palace Charitable Trust Board Agenda Item 10

29th October 2026

Report Title: Non-Exempt Finance Report for the Alexandra Park and Palace Charitable Trust Board

Report of: Niki Cornwell, Interim Finance Director

Purpose: To inform the Trustees of the performance for the Trust to August 2026.

1. Recommendations

To note the 2026/27 forecast against revised budget.

2. Introduction

- 2.1 Like many charities operating in the cultural, heritage and hospitality sectors, Alexandra Park and Palace Charitable Trust is encountering several significant challenges. These include economic uncertainty, rising operational costs and increasing pressures within the labour market. Collectively, these factors create difficulties in maintaining a balanced budget for the Trust while also striving to grow the profit margin (Gift Aid) within the trading company.
- 2.2 Across all the sectors in which we operate, we are vulnerable to external shocks, such as war impacting utilities and supply chains, and climate change, which we are experiencing first hand across the estate through adverse weather conditions, event cancellations, low footfall and shorter dwell time/reduced spend.
- 2.3 The competitor landscape across all the Trust's subsidiaries — Food & Beverage, Events, Theatre and Ice Rink — continues to grow and strengthen. Additionally, evolving customer, client, visitor and stakeholder expectations, particularly regarding sustainability and digital experiences, require significant investment in innovation.
- 2.4 Adapting to these challenges requires discipline and focus on our Strategic Vision and Goals, exemplary strategic planning, digital transformation, and a strong policy for fundraising and support. These are set out in the Trust's Vision, Goals and Operational Business Plan.

3. Vision, Mission, Purpose, Goals & Values

- 3.1 When preparing the annual budgets, APPCT adheres to its established strategic framework, as outlined below at a high level.
- 3.2 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.
- 3.3 Our Mission, as set out in our 1985 Act of Parliament, is “To Repair, Maintain, Restore for the enjoyment of the public”.
- 3.4 Our Purpose is to “Enrich lives, through great experiences, forever”.
- 3.5 Our 10 ambitious goals are: Build Climate Change Resilience; Safeguard Our Green Lung for London; Protect Our Heritage Assets; Restore Derelict Spaces; Strengthen Our Overall Resilience; Establish New, Exciting Partnerships; Inspire and Engage Our Communities; Create A Great Place To Work; Provide Great Entertainment & Culture For All; and Protect our Archives and Share our Stories in Innovative Ways.
- 3.6 Underpinning all our strategic aims are our values: We are Collaborative; We are Passionate & Fun; We are Resourceful; We are Bold; and We are Open & Genuine.

4. Operational Business Plan 2026/27

- 4.1 Ahead of the 2026/27 financial year, Alexandra Park and Palace (APP) updated the Three Year Operational Business Plan to provide clear direction for what will be a demanding year for the Charity and its subsidiaries. The Operational Business Objectives remain the same and, for the purposes of this report, are outlined below:
 - Ensure the achievement of financial and fundraising targets by fostering a culture of collaboration.
 - Develop and implement a structured process for the collaborative planning, development and delivery of strategic projects and programs.
 - Implement and enhance the "Brilliant Basics" framework to set and elevate standards across all areas and aspects of the organisation.
 - Embed organisational strategies and policies by fostering a culture of empowerment and recognition.
- 4.2 Measures and metrics are set out in the Business Plan in detail; the following are examples for the purposes of the report and are not an exhaustive list.

Example KPIs

- Trust to achieve a sustainable budget
- Revenue Growth Rate
- Gross Margin / Net Margin
- Donations per paying customer
- Basket donations
- Staff Turnover
- Mandatory Training Completion rate
- Net Promoter Score

5. Financial Performance and 2026/27 Budget Considerations

- 5.1 An important key performance indicator (KPI) in the Operational Business Plan is achieving a sustainable budget position for the Trust, following multiple years of operating at a deficit. The 2026/27 forecasts built on the success achieved in 2025/26, however, with the headwinds highlighted at the start of this report and critical spend required to ensure the estate is compliant to support the extended darts contract there will be an impact the current surplus forecast.
- 5.2 During the development of the 2026/27 Trust Budget, a sustainable position was achieved through increases in income, primarily through restoration levy and Gift Aid from the trading subsidiary. This puts the Trust in a position where 76% of its income is self-generated/fundraised income and 24% is from the grant from the Corporate Trustee, Haringey Council. Nonetheless, financial challenges remain, necessitating ongoing mitigation strategies.

5.3 Financial Challenges and Mitigation Strategies

Financial Challenges: Increases and unavoidable cost pressures, including:

- Business rates increases: Business rates have increased by over 350% over the last 2 years, as a result of removal covid relief measures and revaluations. The Government has acknowledged these pressures on venues and we are currently working to understand the long-term impact.
- General Cost Inflation: The trust continues to feel the impact of the increase in employers NIC in 25/26. Added to this rising construction and wage costs including London Living Wage there is a continued impact on the Trusts budgets.
- General Cost Inflation: Impacts on both gross and net profit margins of the subsidiary in turn impacting gift aid to the charity.

Mitigation Strategies: To mitigate a worsening deficit position, the Trust is implementing several strategies, including:

- Car Park Charges: The Trustee Board approved reasonable increases to take effect on 1st April 2026 and 1st April 2027.
- Fundraising: Increased fundraising targets, including the introduction of a Patron Scheme, installation of Tap to Donate terminals, and the launch of a significant capital campaign targeting trusts and foundations.
- Insurance: New insurance brokers were appointed in December, and a full review of insurance cover was undertaken.
- New Leases and Tenants: The new visitor attraction, Summit opened on 14th February '26, meaning a full year's commission is represented in the budget for 26/27. The inhouse Boating Lake Café, opened in December '25.

Operational Efficiencies: In parallel, the Trust has undertaken a rigorous review of its operational costs to identify efficiencies and savings:

- Cost Reassignment: Redistribution of certain operating expenses under the cost-sharing agreement with the trading subsidiary.
- Process Reviews: A streamlining of processes is being undertaken in preparation for new business systems technologies.

Strategic Investments: Despite financial constraints, the Trust remains committed to strategic investments in alignment with its long-term objectives:

- People: Continued investment in staff and volunteer development, well-being to attract and retain talent within available resources.
- Technology & IT: Enhancing digital capabilities to drive operational efficiency and support the Trust's charitable mission, including investing in a new accounting system.
- Repairs, Restoration, and Maintenance: Prioritising essential estate maintenance to support the needs of approximately five million annual visitors.

5.4 While achieving a sustainable budget for 2026/27, the Trust is committed to proactively addressing cost pressures through revenue generation, operational efficiencies, and targeted investments. Ongoing strategic measures will continue to strive towards a future of financial stability for the Trust.

5.5 The Trust has a negative reserve currently; therefore, it is imperative that the trust builds surpluses over the next 5 years to put itself in a more financial sustainable position and ensure appropriate compliance with the Charity Governance code.

6. Restoration Levy

6.1 Restoration Levy is charged on tickets across the country at venues, museums and historic attractions to help fund restoration, maintenance and repairs. At Alexandra Palace, restoration levy is typically between £1.95 and £2.50 depending on the event. The Restoration Levy helps the Trust to cover essential works to enhance the visitor experience and preserve the historic building.

7. Alexandra Park and Palace Charitable Trust Forecast 2026/27

7.1 2026/27 APPCT (Trust) Forecast

APPCT (Trust) Unrestricted Income Statement	Forecast at August 2026/27	Revised Budget 2026/27	Variance £	Variance %
Income				
1a Restoration Levy in year (26/27)	1,262,816	1,200,000	62,816	5%
1b Restoration Levy in year (25/26)	48,853	48,853	0	0%
2 Gift Aid PY (25/26)	2,461,571	2,448,124	13,447	1%
3 Grants	1,755,000	1,755,000	0	0%
4 Car Parking	805,929	889,617	(83,688)	-10%
5 Leases	357,798	357,017	780	0%
6 APTL Licence	300,000	300,000	0	0%
7 Creative Learning	50,338	50,209	129	0%
8 Donations	101,665	101,684	(20)	0%
Total Income	7,143,969	7,150,505	(6,535)	0%
Expenditure				
9 Operating costs	(1,241,367)	(1,216,489)	(24,878)	-2%
10 Salaries	(1,602,341)	(1,501,952)	(100,389)	-6%
11 Maintenance	(1,078,882)	(1,076,707)	(2,175)	0%
12 Car Parking Traffic Management	(187,551)	(259,053)	71,502	38%
13 Security	(780,095)	(719,160)	(60,936)	-8%
14 Insurance	(611,161)	(591,304)	(19,857)	-3%
15 Utilities	(378,462)	(343,409)	(35,053)	-9%
16 Loan Repayments 26/27	(503,531)	(503,531)	0	0%
Total Expenditure	(6,383,390)	(6,211,604)	(171,786)	-3%
Surplus / (Deficit)	760,580	938,900	(178,321)	-23%

7.2 Notes on Forecast:

Unrestricted income:

Income within the Trust is marginally behind the revised budget target by £7k. This is mainly due to a drop in PCN income in 2026/27. We have now reforecast this for the rest of the year and have been able to reduce the loss on income with additional in year Restoration Levy due from APTL for 26/27, as well as additional operating profit due from APTL for 2025/26, due to adjustments made in the YE audit.

1. Restoration Levy: In year Restoration Levy from APTL shows a favourable variance of £62k vs revised budget due to the 11-month expectation from APTL 26/27 increasing. The increase has been due to success of Summer Series and Malory Towers ticket sales, as well as a reforecast of APTL Restoration Levy for 26/27.
2. Gift Aid: £13k ahead of the revised budget due to a Year End audit adjustment in APTL operating profit 25/26.

3. Grants: There is no anticipated change in the amount to be received from the Corporate Trustee per the agreed terms.
4. Car Parking: Shows an £84k (10%) adverse variance against the revised budget due to the decision to reforecast PCN revenue, that has been coming in circa 50% less than this time last year. This was always a risk as compliance with parking charging improves. We will continue to review the trend as we move through the year.
5. Leases: Per revised budget.
Performance is below the original budget assumption, reflecting slower than anticipated development of a new income stream. Forecasting remains uncertain at this early stage. Measures are being taken to support performance, and progress will continue to be monitored.
6. APTL licence: There is no change to the budgeted position. Any uplift would have a corresponding negative impact on future gift aid. It is more critical to secure third-party income.
7. Creative Learning: On target versus revised budget.
8. Donations: On target versus revised budget, as Patron scheme and other new fundraising initiatives are proving successful.

Unrestricted expenditure:

Expenditure within the Trust is £172k (3%) adverse vs revised budget.

9. Operating costs: Operating costs shows an adverse variance against the revised budget by £25k (2%). This is due to an increase in fixed maintenance budgets previously being absorbed by the restricted income capital grants received from the corporate trustee. This has been net by savings made in other areas of the business, such as a reduction in Marketing and Training costs.
10. Salaries: are showing an adverse variance of £100k (6%) vs revised budget. This is due to the movement of the 2 FTE salaries, previously being absorbed by the restricted income capital grants into unrestricted salaries from restricted salaries (£85k). There is an additional critical role assigned to the new CAFM system for managing the estates assets and infrastructure
11. Maintenance: Predominantly on target against revised budget due to reforecast in line with essential and statutory spend.
12. Car Parking and Traffic management: Has undergone review and been reforecast, as areas of savings have now been identified and implemented. June and July seen savings of £7-8k per month. Full year favourable variance is expected to be £72k (38%) against the revised budget.
13. Security: Security costs have been reforecast in line with the contract.
14. Insurance: Shows an adverse variance of £20k (3%) vs the revised budget due to the addition of the Cyber insurance invoice, which had not been budgeted.
15. Utilities: Show an adverse variance against the revised budget of £35k (9%) due to both water and gas bills coming in higher than expected. It is likely that this trend will continue due to the current market – these costs have been reforecast in line with expectations. We will need to monitor this carefully for the remainder of the year.
16. Loan Repayments: Loan repayments as budgeted.
After Loan repayments there is a surplus of £761k, £178k (23%) behind the revised budget, mainly due to the salary movements and increased operating costs, as explained above.

8. Risks

- 8.1 As set out above, the Trust has worked hard to ensure effective financial management and has taken a proactive approach to identifying and mitigating potential budget risks. However, that does not mean there are no risks, and Trustees should note the following:
- Income shortfalls: Potential underperformance in fundraising and car park charging which are predicated on footfall and spend per head.
 - Cost overruns: Unexpected increases in costs due to unforeseen emergencies in particular relating to the building and its infrastructure.
 - Economic Challenges: Impact of external economic factors such as inflation, war, global turmoil impacting supply chains and utilities.
 - Regulatory and Compliance Changes: Changes increasing financial obligations and pressures.
 - Supplier & Contractual Dependencies: The material contract which is coming up for tender is the utilities contract. The aim will be to mitigate some of the price increases we have seen in energy contracts recently as well as to try to move to a greener tariff.
- 8.2 While budget risks are inherent, the Trust remains committed to sound financial management and reporting and will continue to keep all stakeholders and Trustees apprised of shifts in risk through risk management reporting.

9. Legal Implications –

The Council's Director of Legal & Governance has been consulted in the preparation of this report and has no comments.

10. Financial Implications –

The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the forecast position at August. Whilst this highlights some variances to the agreed budget, it is positive to note that mitigating actions are being progressed. Attention is drawn to Section 8 which summarises the key risks facing the Trust.

11. Appendices

None

12. Background Papers

None

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

Agenda Item 11

Report Title: Panorama Room Replacement Project Update

Date: 29th October 2026

Purpose: The purpose of this cover report is to provide APPCT Board with an update on the progress made with regards to the Panorama Room Replacement Project. It will also set out a summary of the planning and listed building consent applications that will have been submitted in early October 2026.

Recommendations

That the Board note the contents of the report.

Executive Summary

The Panorama Room, located at the western end of the Palace behind the colonnade, has been in operation since 2003. The original permission was for 5 years; yet close to a quarter of a century later it is still being used and is fundamental to our commercial operation. However, the structure has been failing in various areas over the past few years and is now no longer fit for purpose, and it has reached the end of its serviceable life.

Retaining an ageing temporary building would lead to increasing maintenance liabilities, reduced environmental performance and potential operational risks.

Replacement provides the opportunity to:

- Improve sustainability
- Improve accessibility
- Reduce long-term maintenance
- Improve structural performance

- Minimise future interventions to the listed building and
- Ensure the continued operation of Alexandra Palace's commercial offer, which is a vital contributor towards the charity's day-to-day running costs

1. Background and Context

In June 2025, AMION Consulting were asked to produce a detailed Business Case, setting out the rationale for proceeding with a replacement Panorama Room and associated upgrades to the main kitchen.

Located at the western end of the Palace, the Panorama Room is a tented structure providing 1000sqm of pillar-free event space. It is an intrinsic part of the event offer and is often sold as part of several key events including the World Darts Championship, the Knitting and Stitching Show and the World Snooker Championship. These high-profile clients have raised their concern regarding the Panorama Room remaining fit for purpose and the ability for them to continue to host their events at the Palace. The potential loss of these clients would have a significant impact on Alexandra Palace's ability to generate revenue and profit, which allows it to deliver on its wider charitable objects.

The replacement of the Panorama Room and upgrade of the main kitchen come under the Trust's new 10-year Strategic Plan, under Objective 1:



2. Procurement

A competitive tender process was delivered in autumn 2025, and StarLive were appointed as the Main Contractor to work on the project.

Design work formally commenced in early 2026. There have been several rounds of design, with the AP team working closely with StarLive and their design team.

3. Planning and Listed Building Consent process

The Trust has entered into a Planning Performance Agreement (PPA) with the Council. A PPA is a project management tool, used to agree the process for handling a planning application. The first PPA meeting was held in July; officers at the Council gave the team feedback on views, materiality and general approach to ensuring the planning and listed building consent application has the best chance of achieving approval. A second PPA meeting took place on 02 September. Feedback from the LPA was received on 01 October and recommendations have been incorporated into the application documentation.

In summary, the project will include conservation-approach repairs and stabilization works in the historic basements under the Panorama Room, the dismantling and removal of the current structure, some enabling and repair works to the slab and colonnade, and the erection of a new, modern, fit-for-purpose replacement structure.

The new Panorama Room will be a single-storey structure with integrated toilets, bar, cloakroom, kitchen, storage, plant room, tech/ AV office and dressing room facilities. The footprint of the new structure will be similar to the existing, sitting behind the colonnade. Fixings into the Palace structure itself will be minimal. The design intention is for the new building to blend in and complement the historic setting rather than compete with it.

4. Funding and Delivery Considerations

The project is expected to cost around £3.5m and to fund the project, Alexandra Palace is requesting a loan from Haringey Council (the sole corporate trustee). A loan from the local authority would provide the necessary capital needed to deliver the project while aligning with the shared objectives of supporting cultural infrastructure and enhancing the borough's economic and cultural offer. The servicing of the loan will be supported through increased revenue generated by the improved facilities and enhanced delivery of events.

A loan application will be submitted to Cabinet in December 2026. Once planning and listed building consent has been secured, the design process can move to the final stages, and the loan drawdowns will start. The additional contribution provided by the darts and other events provides more than sufficient headroom to service the loan repayments and interest. Payment terms are being agreed with the Council. The construction period is expected to last around 6 months. The Panorama Room will be ready for Darts 2027.

5. Risks and Challenges

The primary risks associated with the Panorama Room Replacement Project include:

Risk	Mitigation
Planning and listed building consent is not approved.	We have been working with the Council via PPA meetings which should help to shape a proposal for approval.
Charity is unable to make loan repayments due to loan incurring interest.	We have forecast the loan repayments and are in discussions with the Council.
Works will cause operational disruption to the South Terrace and pub and may involve amendments to operational procedures.	Construction works will be closely coordinated with the events programme to ensure impact is minimal.
Works in the historic basements will uncover additional work and complexities	Structural Engineer, contractor and Architect have been coordinating closely to reduce the risk of discovering unknowns. A healthy contingency for the basement works is being discussed
Construction costs continue to fluctuate/ rise due to global economic uncertainty	Cost plan to be as up to date as possible, and sourcing of materials to be carefully considered to reduce risk

These risks are acknowledged and are being managed as part of a project-wide Risk Register, led by the external Project Manager and Contract Administrator.

7. Next Steps

A timeline of next steps is set out in the table below:

Date	Step
02 September 2026	Final Pre-Application Meeting with Local Planning Authority
17 September 2026	SAC CC feedback provided
06 October 2026	Target application submission date
December 2026	Cabinet paper
January 2027	Decision from Local Planning Authority expected
February 2027 (end of)	Panorama Room is dismantled
March 2027	Construction phase begins
October 2027	Project completes

7. Legal Implications

The Council's Director of Legal and Governance has been consulted in the preparation of this report and noted the loan will require an executive decision by the Corporate Trustee in December 2026.

8. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report and notes that spend on this project to date has been fully funded by the Trust. Progress with this project is dependent on planning and listed building consent being secured and on the successful outcome of the loan application to Haringey Council which is planned to be discussed at the Haringey Cabinet meeting on 8 December 2026.

9. Use of Appendices

Appendix 1 - General Arrangement Floor Plan

Appendix 2 - Elevation Plan

Appendix 3 – External View

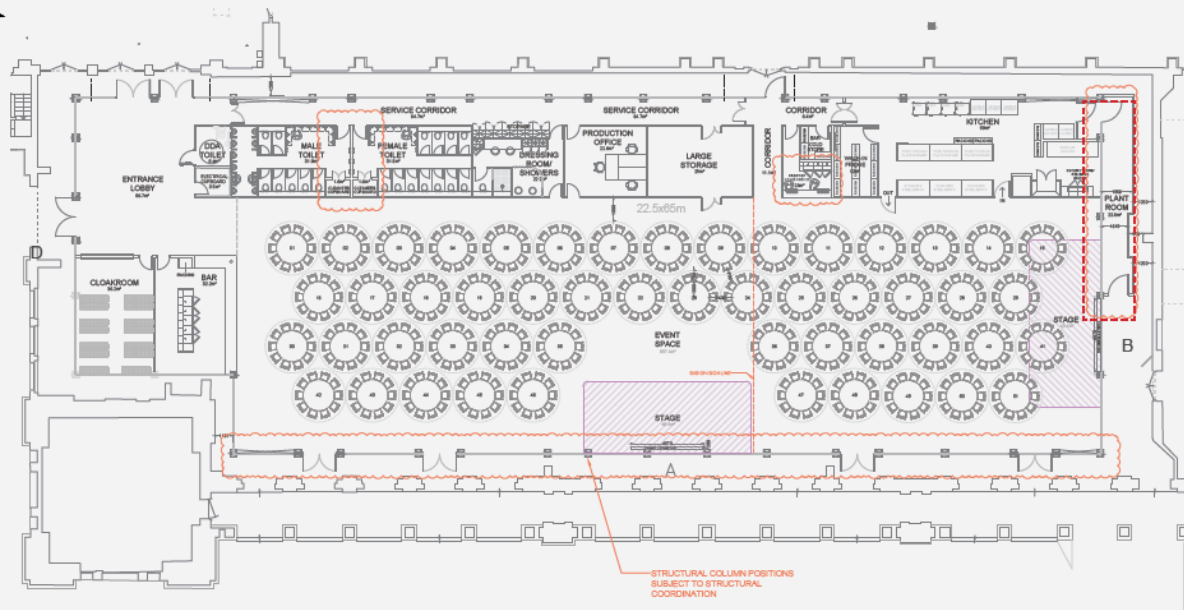
Appendix 4 – Internal View

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6.1 Proposed Plan

Ground Floor General Arrangement Plan

----- Proposed external plant location (all equipment to be concealed within louvered enclosure)



Proposed Plan (n.t.s)

Note: Internal layout Indicative and subject to coordination



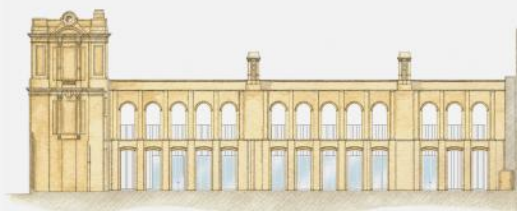
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4.1.4 Structural Design

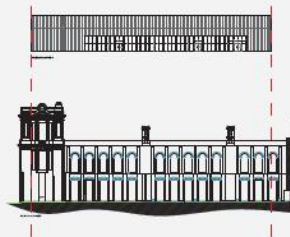
Connection with Existing Facade



Elevation A:A



Proposed Elevation (n.t.s) - artistic impression for illustrative purposes only



Elevation A:A



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5.0 External Views

Former Palace Suite, South Terrace



5.0 External Views



Existing - Photograph

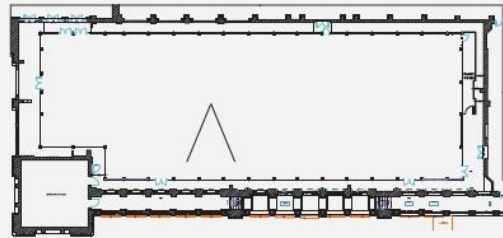


Proposed - Artistic Impression



6.2 Internal View

Ground Floor Internal View Out



View Out



Existing Condition



Artistic Impression



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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

Agenda Item 12

29 October 2026

Report Title: Environmental Sustainability update report

Report Author: Mark Evison, Head of Environmental Sustainability

Purpose: To update the Board on the 2025/26 Carbon Footprint, the work on the *Zero Carbon Accelerator* project and other sustainability initiatives. To update the Board and seek approval for the Carbon Reduction Plan and the formal target to reach Net Zero by 2041.

1. Recommendations

- 1.1 To note the contents of this report and approve the Carbon Reduction Plan at Appendix 1.

2. Executive Summary

- 2.1 The report sets out updates on the carbon emission figure for 2025/26, explains progress related to the Zero Carbon Accelerator project, details some of the sustainability initiatives undertaken last year and seeks approval for the carbon reduction plan.

3. 2025/26 Carbon Footprint Update

- 3.1 The carbon footprint for the Park and Palace has been calculated for 2025/26. The headline figure is **2,558 tonnes of CO₂** which is almost 15% lower than the 2019-20 baseline (3,004 tCO₂). A breakdown of this number is shown in Figure 1 below. Notable changes over this period are that emissions from electricity consumption in some buildings in the Park have been included for the first time. The electricity consumption for the main Palace building has reduced 22%, which is likely a result of incremental improvements such as replacement heating pumps and on-going low energy lighting upgrades. It should be noted that the emissions associated with the supply chain (Scope 3) have not been quantified. Scope 3 emissions are notoriously difficult to measure, and efforts are being focused on the significant challenges involved in reducing Scope 1 and 2 emissions.

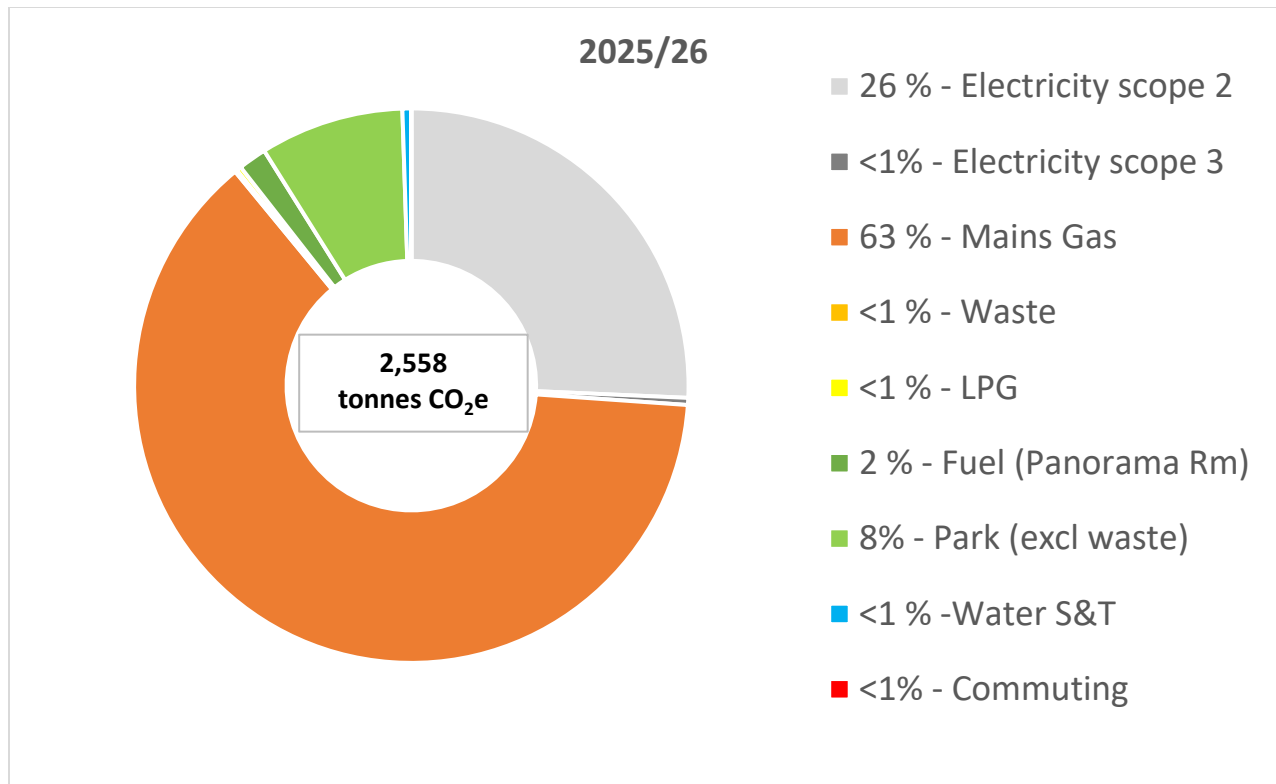


Figure 1: Carbon Footprint breakdown by category

- 3.2 A *carbon intensity ratio* allows for a better comparison from year to year as event bookings and visitor numbers change. The ratio is calculated by dividing the total carbon emissions by the number of visitors. Whilst visitor numbers increased by 3.6% in 2025/26, the carbon intensity ratio reduced from 2.6 to 2.4kgCO₂ per visitor.

4. Zero Carbon Accelerator (ZCA)

- 4.1 The GLA funded ZCA scheme provided support from consultants MottMacDonald to assess and analyse pathways to Net Zero, potential funding sources and procurement routes. Building on previous reports and improvement works across site, MottMacDonald produced their final reports in July.
- 4.2 The reports breakdown of the huge amount of work required to reach Net Zero into three, more manageable packages.

Package 1. Energy Efficiency Measures: short term

Package 2. Energy Generation: medium term

Package 3. Heat Decarbonisation: long term

4.3 Package 1. Energy Efficiency Measures

The suggested measures include a range of improvements to the systems and fabric of Alexandra Palace intended to reduce energy demand and therefore carbon emissions. Each individual measure could save around 2% of the total carbon emissions. This follows the *fabric first* principle which prioritises improvements to the building, so it is ready for future heat decarbonisation measures. The high-level capital costs for the measures have been estimated by the consultants at £275k with an annual cost saving of £79k once all projects are completed. These measures all require external funding and then careful programming. The Fundraising Team worked with MottMacDonald to create a funding *Masterbid* to call for support. This explains the funding need without being too technical and with validation of the numbers from the MottMacDonald and the GLA.

Package 1 Suggested Measures	Potential annual carbon saving
Hot water flow restrictors on taps To reduce hot water demand	24 t
Daylight & movement controls for lighting To improve lighting efficiency	31 t
Destratification Fans in East Court & Palm Court To blow warm air down to ground level and increase comfort and reduce heating demand	19 t
Air Curtains on external doors in East Court & Palm Court Create a barrier to the external environment and reduces heat loss	28 t
Optimisation of Building Management System (BMS) Gives finer control to systems to react to demand in individual zones	38t
Electrify appliances main kitchen Reduce demand for gas	0.5 t

4.4 Other Energy Efficiency Measures

Three other energy efficiency measures are under consideration:

- Waste heat recovery from the ice rink air handling unit. A concept stage report from the Palace's heating engineers identified heat could potentially be recovered at 35°C to feed into the heating system (saving 16% of carbon emissions). This report was reviewed by the ZCA consultants but due to the uncertainties in the data, they recommended further detailed investigations. The ZCA scheme may be an appropriate route to undertake these investigations without incurring fees.

- The freezers in the main kitchen are beyond their designed lifespan, and temporary freezers have been installed. Replacement or refurbishment of the freezers is being considered in the scope for the kitchen upgrade project in 2026/27.
- Air curtains are due to be installed on the Great Hall doors (rose window exit) to reduce heat loss when these large doors are used for events.

Other Energy Efficiency Measures	Potential annual carbon saving
Waste Heat recovery: ice rink air handling units	435t
Upgrade freezers in main kitchen	<i>Not quantified during ZCA process</i>
Air Curtain Great Hall doors (rose window)	<i>Not quantified during ZCA process</i>

4.5 **Package 2. Energy Generation**

This package includes potential medium-term options for electricity generation. The consultants investigated solar panel canopies over the car parks and wind turbines in the park. Despite the size of the Park, there are many constraints on such developments. These include site planning designations, voltage drop over long distances and conflict with operational uses (unit base parking for example). High-level estimates are that individual installations could cost £300,000 - £500,000. These options will be reviewed in the next six-months, and funding will be sought for more detailed feasibility work and business case development if deemed appropriate. The ZCA is a potential route for this feasibility work.

4.6 **Package 3. Heat Decarbonisation**

The consultants reviewed the options for ground source and air source heat pumps as potential replacements for the current gas boilers. As the gas boilers are relatively new, any decision on replacement will not be required until around 2035 as they approach their end of life. Ground source and air source heat pumps work at lower flow temperatures so extensive refurbishment of the Palace's heat distribution system and radiators will be required. The costs for heat pumps are currently forecast at around £14,000,000 with an associated increase in operational costs (as the electricity required to run the heat pumps is more expensive than the equivalent gas consumed by the boilers). The Haringey District Energy Network is a potential alternative source of low-carbon heat. This option depends on significant progress of the network by the time of the key

decision point around 2035. The funding opportunities and progress of the heat network will be monitored, and the situation will be kept under review.

5. Sustainability Initiatives

5.1 Staff across the organisation are working toward making the Park and Palace a *sustainable home for all that we do*. Recent highlights include:

1. The ongoing lighting improvements. Recent works include improvement to lighting controls for the ice rink. The team now have access to an on-line portal to control the lights that overcomes some issues accessing a control panel locked in an electrical cupboard. Approximately 82% of the lighting fixtures in the Palace are now low-energy LEDs, of a total of 2,430
2. We have been working with a new water supplier to identify leaks and make improvements to water efficiency. The company have undertaken a site audit covering the Park and Palace and they have opened discussions with Thames Water to assist in upgrading meters and identifying leaks. The meters have been upgraded to automatic dataloggers, and they are collating and analysing detailed consumption data to identify priorities to save water and reduce bills
3. New air curtains have been installed over the Palm Court entrance doors. Air curtains blow high velocity air to create a barrier between the indoor and outdoor environments. This reduces loss of warm air and therefore reduces demand for heating
4. The Palace hosted an event during London Climate Action Week in June to showcase our sustainability journey and to promote the projects supported by the Haringey Community Carbon Fund (HCCF). Attendees also heard from Haringey's Climate team about their work and the wider benefits of the HCCF. This fund has supported low energy lighting on the Terrace and secondary glazing in the old railway station.
5. The third HCCF project to install solar panels on the roof of the boat house is currently at the planning stage. The decision expected in early October and once permission is secured the timeline for the project will be confirmed.

6. Carbon Reduction Plan

6.1 A Carbon Reduction Plan has been drafted to show the progress made on the organisation's sustainability journey and sets out our target to reach Net Zero by 2041. The plan is included as Appendix 1 and details the current carbon emissions in relation to the baseline figure from 2019/20 and explains some of the carbon reduction activity during the reporting period.

- 6.2 The report also sets out four Carbon Reduction objectives and associated actions. To help increase our credibility with the public, clients and partners, and also when making award applications, the Board are asked to formally approve the Carbon Reduction Plan and Net Zero Target. Updates on progress will be reported in future meetings.

7. Legal Implications

The Council's Director of Legal and Governance has been consulted in the preparation of this report and has no comments.

8. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the progress to date. Any financial benefits arising from these initiatives will be factored into future budget assumptions.

9. Use of Appendices

Appendix One: Carbon Reduction Plan

10. Background Papers - None.



Alexandra Park and Palace Carbon Reduction Plan 2026-27

Introduction

Alexandra Park and Palace is a cultural and heritage destination. It's home to world class events, an ice rink, a theatre and an award-winning Park. Each year, around one million people visit the Palace and participate in events and activities, and the Park receives almost four million visitors. We have a strong creative learning offer and many community and volunteering opportunities.

Our environmental sustainability journey began in 2022. We began assessing our carbon footprint and were granted support from the Mayor of London's *Local Energy Accelerator* scheme. This led to a **clean energy masterplan** which outlined, at a high level, the steps required to reach Net Zero carbon.

The biggest contributor to our carbon footprint is the gas used for our heating system. This is not surprising, as we are supplying heating and hot water to a seven-acre Victorian building that is in use all year round and at all hours of the day.

At an operational level, we have a green team that implements smaller scale environmental improvements and works towards environmental accreditations. One example is the Theatre Green Book, which is the industry guide for making environmental improvements to Theatres. In 2025/26 we achieved basic level of the Green Book.

Commitment to achieving Net Zero

Our Vision is to be a **Sustainable Home for all that we do**. We have a dedicated Goal to 'Build Climate Change Resilience' and good practice on emissions reduction included across all other charity Goals.

Our target for Net Zero carbon target 2041, which aligns with the target of our Corporate Trustee Haringey Council



Figure 1: Vision and Goals

Environmental Sustainability Update - Appendix 1 – Carbon Reduction Plan

Baseline Emissions Footprint

We measured our carbon footprint for our baseline year, 2019/20. This measurement included gas and electricity consumption, plus recycling and waste disposal for the Palace. This was carried out before we introduced our Environmental Sustainability Policy and Strategy and started our journey.

Table 1: Baseline year emissions, 2019/20	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	1,673
Scope 2	1,325
Scope 3	6
Total Emissions (tCO ₂ e)	3,004
Visitor numbers	521,729
Intensity ratio, kgCO ₂ /visitor	7.5
The intensity ratio is calculated by dividing the total emissions by the number of visitors to obtain a 'per visitor' figure that allows comparisons from year to year	

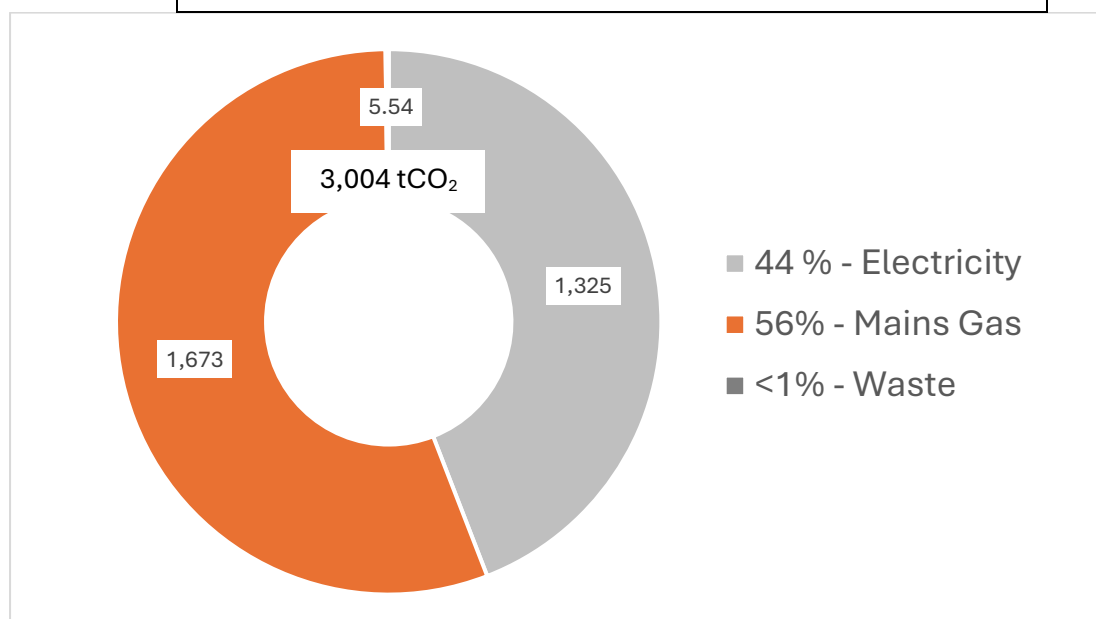


Figure 2: Carbon Footprint 2019/20, t/CO₂e

Environmental Sustainability Update - Appendix 1 – Carbon Reduction Plan

Subsequent Emissions Recording

Since 2019/20 we have measured and calculated the emissions of several additional factors. These include LPG and fuel oil (Scope 1) plus staff commuting, water supply, Park waste and electricity consumption associated with the TV tower (Scope 3). Despite measuring more factors, the total carbon emissions measured have reduced as various efficiency projects take effect.

Table 2: Reporting Year emissions, 2025/26	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	1,647
Scope 2	670
Scope 3	240
Total Emissions (tCO ₂ e)	2,558
Visitor Nos	1,059,251
Intensity ratio, kgCO ₂ /visitor	2.4

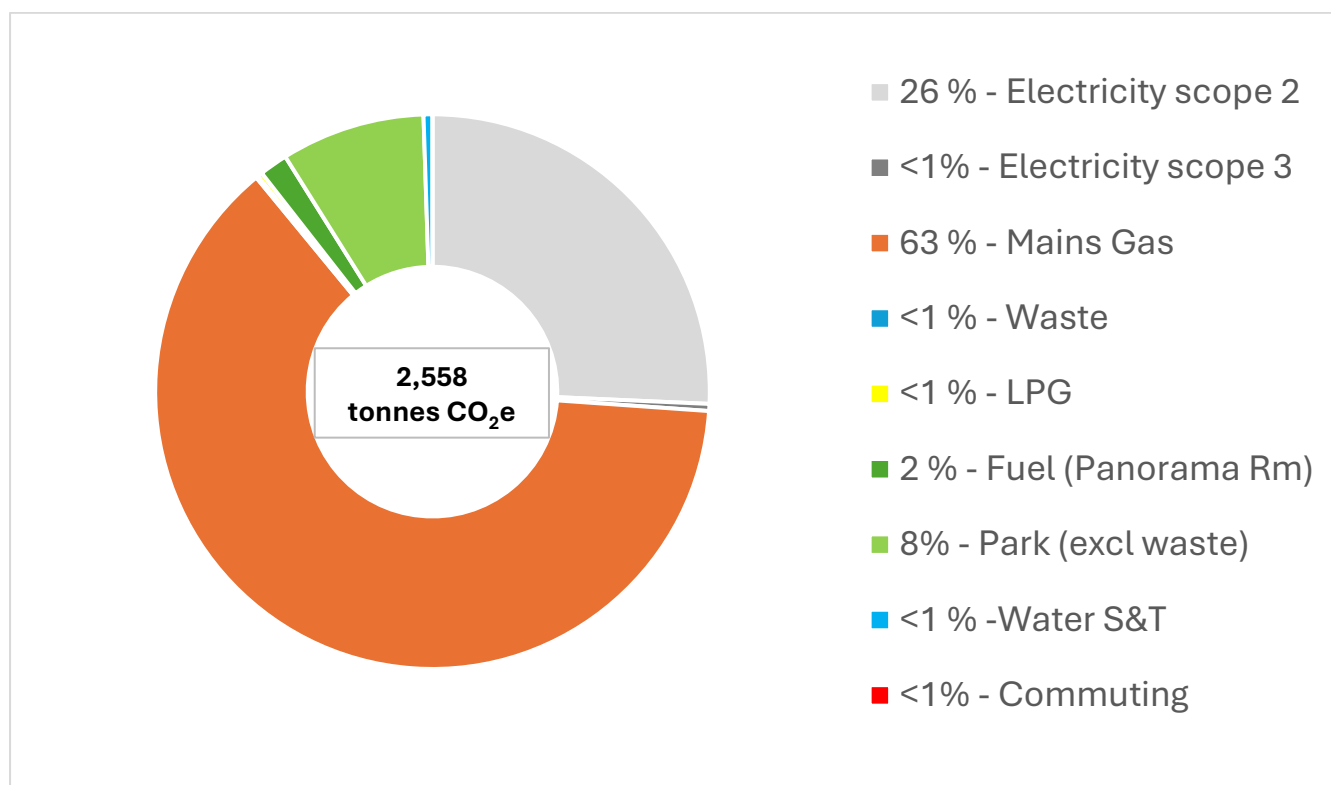


Figure 3: Carbon Footprint 2025/26, t/CO₂e

The total emission figure for 2025-26 is almost 15% lower than the 2019-20 baseline.

Notable changes this year are that emissions from buildings in the Park have been included for the first time. The electricity consumption for the main Palace building has reduced 22% which is likely a result of the incremental improvements to the heating pumps and low energy lighting upgrades.

Environmental Sustainability Update - Appendix 1 – Carbon Reduction Plan

Visitor numbers have increased by 3.6%, but the carbon intensity ratio has reduced. The figure has changed from 2.6 to 2.4 kgCO₂ per visitor for 2025/26.

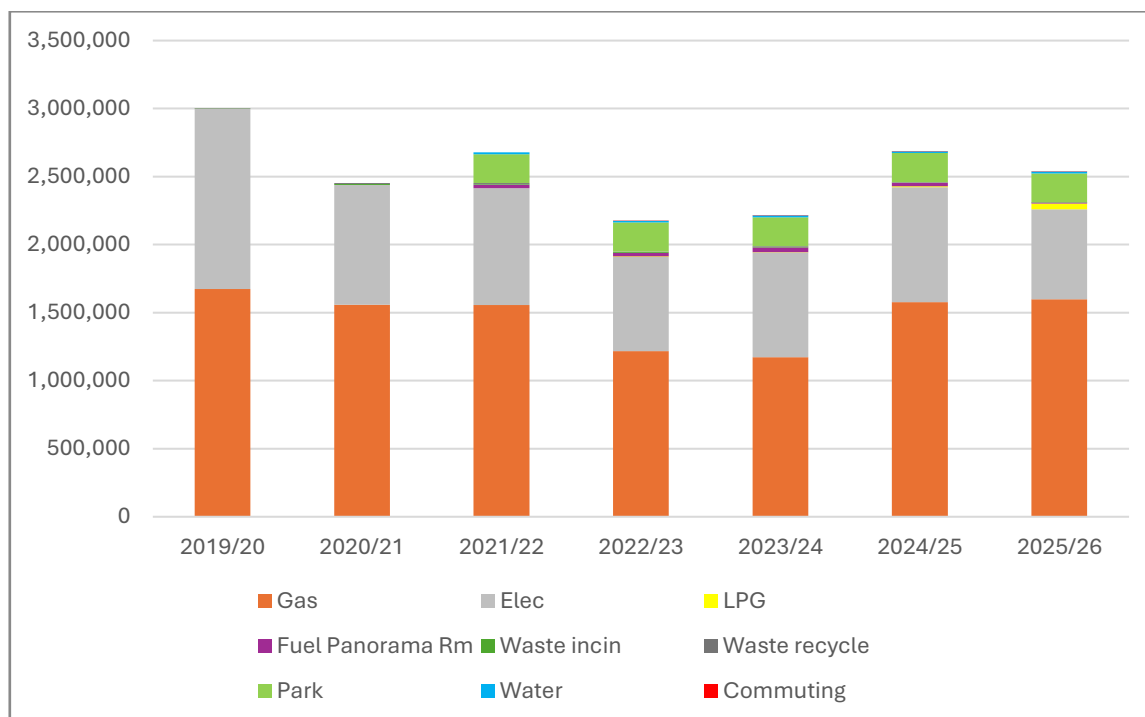


Figure 4: Carbon Footprint year-on-year, t/CO₂e

Carbon Reduction Activity

Since starting this journey, we have undertaken a range of projects to improve efficiency, replace out of date equipment and reduce carbon emissions. We also work with our clients and partners to support monitoring and initiatives to reduce carbon emissions. In 2025/26 these projects include:

- Hosting storage containers for the London Squash Classic to reduce truck journeys
- Achieving the Theatre Green Book *basic level* and creating an action plan to make improvements
- Introduced reusable polycarbonate wine glasses and carafes in the Theatre and other bars
- Continued upgrading of lighting systems, now at 84% low energy LEDs
- Increased recycling options and improved the proportion of Palace waste recycled to 51%, up from 47% last year

Carbon Reduction Objectives

We have several objectives for our journey to net zero:

1. Get off gas: work towards alternative heat options to decarbonise our heating. This is a major project that will take several years to realise. We are working with support from the Mayor of London's *Zero Carbon Accelerator (ZCA)* scheme to progress this.

Our short-term objectives are:

2. Increase building efficiency
3. Improve behaviour and management
4. Review green electricity tariff options

Carbon Reduction Actions 2026-27

Objective	Action	Measure	Deadline	Update - October 2026
Increase Building efficiency	Improve lighting, appliances, equipment	Items replaced/ improved	March 2027	Ongoing upgrades of lighting system. Lighting system surveyed and being converted to digital plans and upgrades recorded.
	Review Energy Conservation Measures through Zero Carbon Accelerator (ZCA) process and create action plan and 'Masterbid' document for Funders	Review complete Masterbid published	Oct 2026	Masterbid document in development to attract funding for items in Package I
	Review clean energy generation options (through ZCA process)	Recommendations produced	Oct 2026	ZCA reports received July 2026 Next steps under consideration
	Explore opportunities for waste heat capture from Ice Rink plant (through ZCA process)	Recommendations produced	Sept 2026	ZCA reviewed concept report, technical uncertainties require in-depth feasibility study. Consider further ZCA support to assist
	Explore opportunities to reduce water use/losses through new supply partnership	Recommendations produced	Oct 2026	New meters installed, data logging and analysis ongoing. Site visit completed and water efficiency report due October
	Drone surveys over winter to assess heat loss from the Palace building	Heat loss report completed	March 2027	Priority areas identified to reduce heat loss for future improvement works

Improve behaviour & management	Achieve actions from <i>Theatre Green Book</i>	Actions completed	March 2027	See Green Book action plan
	Review NAA Event <i>Green Guide</i> and consider 'A Greener Future' certification in 2027	Research costs and requirements to enter for decision	Sept 2026	Initial meeting with AGF. Costs received. Self-reporting document and assessment of live event required.
	Engage with staff via Green Team, staff meetings and newsletters	Completed	March 2027	Information shared at various staff bulletins and staff meetings
Get off gas Phase I	Review feasibility and funding for heat decarbonisation (through ZCA process)	Review complete with clear next steps	Sept 2026	ZCA reports received July 2026 Processing next steps
Review green electricity tariff options	Review of green energy tariff options	Review complete	Sept 2026	Currently in long-term contract. Green tariff costs an additional £12k per annum, preference is to avoid this additional cost



**Alexandra Park and Palace Charitable Trust
Board Meeting**

Agenda Item 13

Date: 29th October 2026

Report Title: Energy Procurement Strategy

Report of: Niki Cornwall, Interim Finance Director

Purpose: This paper seeks approval from the APPCT Boards for the proposed approach to the procurement of gas and electricity, following an options review undertaken by eXceeding ahead of the current contract renewal arrangements.

Local Government (Access to Information) Act 1985 – NA

1. Recommendations

- The Boards are asked to approve remaining within the Crown Commercial Service/Government Commercial Agreement (CCS/GCA) framework, retaining EDF for electricity and Total Gas and Power for gas.
- The Boards are asked to approve the proposed move from the current L6 purchasing product to the L12 product
- Note that the indicative modelling estimates L12 to be £183,983 per annum cheaper than remaining on L6 and £63,773 per annum cheaper than the YPO bespoke quotation.
- Note that Renewable Energy Guarantees of Origin (REGO) certificates will not be added to the electricity contract at this stage.
- To approve the implementation route with CCS/GCA and the suppliers, as long as the final terms remain consistent with the approved strategy and are reported back through the usual governance process.

2. Executive Summary

Procurement Support Specialist have reviewed public-sector compliant options for Alexandra Palace's gas and electricity procurement. Of the four framework providers approached, CCS/GCA and YPO supplied bespoke, meter-specific pricing; LASER Energy and ESPO had not responded in time for the options paper. The recommendation is to remain with CCS/GCA and change purchasing product within the existing framework, rather than move provider.

The recommended L12 product uses a 12-month purchasing window and fixes the price before each contract period begins. This provides greater budget certainty while avoiding the volume-lock-in risk of a fully fixed contract, which is important because energy use varies materially with the events programme. The recommendation also keeps both fuels under one framework and avoids additional administrative complexity.

3. Options considered

Option	Indicative annual cost	Difference vs L12	Assessment
CCS L6 (current product)	£2,233,030	£183,983 higher	Not recommended: shorter purchasing window and higher indicative cost.
CCS L12 (recommended)	£2,049,047		Recommended: lowest combined indicative cost among the directly compared L6, L12 and YPO options, with prices fixed before delivery.
YPO bespoke quote	£2,112,820	£63,773 higher	Not recommended: higher indicative combined cost and no sufficient material advantage to justify changing framework.
CCS V30	Electricity model: £1,705,281	Not directly comparable as a single-fuel figure	Not recommended: continued trading during delivery conflicts with the requirement for budget certainty.

Note: figures are indicative and based on the consumption profile used in the options paper. They are not a guarantee of future outturn cost.

4. Financial implications

- The modelled combined annual cost for L12 is £2,049,047, compared with £2,233,030 for L6 and £2,112,820 for YPO.
- The indicative saving from L12 is per annum against L6, equivalent to approximately 8.2%, and £63,773 per annum against YPO.
- The options paper uses annual consumption of 7,061,206 kWh for electricity and 6,222,283 kWh for gas.
- A later like-for-like check using the current TotalEnergies gas bill estimated current gas spend at £236,672 per annum and indicated a potential increase of approximately £4,000 if moving to L12 in the following year. This highlights that the headline savings compare future product options rather than necessarily representing a reduction against the current year's actual spend.
- The electricity comparison against current-year actual spends remained subject to further half-hourly consumption analysis.

5. Sustainability considerations

The paper considered adding REGO certificates to the EDF electricity contract at an estimated cost of approximately £12,357 per annum. REGO certificates evidence the renewable origin attributed to electricity but do not mean that Alexandra Palace's physical supply is wholly renewable. Following consideration, management's position is not to purchase REGO certificates at this stage. This can be reviewed in a future procurement cycle alongside the wider sustainability strategy.

6. Key risks and mitigations

Risk	Impact	Mitigation
Implementation date	The move to L12 may not be available until April 2028.	Obtain written confirmation from EDF/CCS/GCA before committing to the final route.
Termination and framework continuity	Terminating L6 could end framework participation from April 2027.	Do not issue termination instructions until contractual consequences are confirmed.
Indicative pricing	Actual costs may differ due to market movement and consumption.	Validate final prices, standing charges, fees and consumption assumptions before award.
Incomplete market response	LASER Energy and ESPO did not respond in time.	Record that the recommendation is based on the evidenced responses received; consider any competitive late response before commitment if timing permits.
Consumption volatility	Event activity creates significant peaks and troughs.	Retain a flexible basket product with wider volume tolerances rather than a fully fixed volume contract.

8. Next steps

1. Secure written confirmation of the earliest L12 start date, termination deadline, and any implications for participation in the CCS/GCA framework.
2. Validate final gas and electricity pricing on a like-for-like basis, including standing charges, framework fees and the latest consumption data.
3. Subject to satisfactory confirmation, instruct APP External Procurement Support Specialist to coordinate the change with CCS/GCA, EDF and Total Gas and Power.
4. Reflect the approved procurement strategy and updated cost assumptions in the relevant budgets and forecasts.
5. Report on the final implementation outcome and any material variance from this paper through the usual governance route.

Legal Implications

The Council's Director for Legal & Governance has been consulted in the preparation of this report and has no comments.

Financial Implications

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

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Alexandra Park and Palace Charitable Trust Board
29 October 2026

Agenda Item: 14

Report Title: Accounting Software Procurement

Report of: Niki Cornwell, Interim Finance Director

Purpose: This report seeks to inform APPCT Board of the procurement route taken to secure a new accounting software system for the Trust and its Trading Subsidiary.

1. Recommendations

- 1.1 APPCT Board is asked to note the procurement approach taken
- 1.2 APPCT Board is asked to note that the Software system will support both APPCT & APTL (feedback from APTL will be provided under Exempt APTL Chair Update).

2. Executive Summary

- 2.1 Our current Finance software system, is no longer fit for purpose and is prone to technical issues, directly impacting business continuity. Support services provided by the Supplier are inadequate. The product is being withdrawn from active support across the industry, making it necessary to find alternative solutions.
- 2.2 In February 2026, a working group was created to research options. Internal workshops captured current challenges with the system and processes, leading to clear project objectives and explicit tender requirements.
- 2.3 The objectives of the project are:
 - To streamline processes and ensure they work effectively with other systems, given the volume and complexity of operations. This includes being able to take advantage of newer technologies such as AI.
 - We want a system with strong useability for Finance and the wider business to ensure stakeholder engagement throughout the organisation. This includes being able to put in place appropriate controls, structures and delegations of authority.

- We want to improve business analytics and reporting to support a cultural shift in Finance away from focusing largely on transactional processing and coding towards greater business partnering and support.

Areas of concern for us currently are around improving management accounts reports which will involve an extensive review of the chart of accounts and improving cash management and forecasting.

- 2.4 Nine companies were approached to tender, including the provider of our current solution. Seven returned tender responses: four provided traditional 'off-the-shelf' solutions and three provided Business Central solutions part of the Microsoft offering.
- 2.5 The tender pack was issued on 27 July 2026 with the following evaluation criteria:
- 75% - Quality of Proposal (Functional, Technical, Security, relevant experience/customers)
 - 25% - Price (including implementation approach, licencing, Support and Data Protection)

3. Procurement Process

- 3.1 Replacing the accounting system provides a great opportunity to streamline internal processes. Internal workshops involving Finance and Operational Teams captured current challenges with the system and processes; leading to explicit functional requirements as well as clarity on challenges that are more specific to Alexandra Palace's operating model.
- 3.2 Market research of traditional 'off the shelf' and Business Central providers included: attending the Charity Finance Group annual conference, initial meetings, demonstrations and written communications with suppliers to assess available options, timescales and indicative costs. Nine companies were contacted in advance of issuing the tender pack.
- 3.3 Tender questions were thoroughly reviewed to ensure that all 135 functional requirements we had determined were captured. Specific requirements to align with APPCT's approach to cyber security and data protection were agreed internally, taking advice from third parties. For an equal cost comparison, a set number of users and processing transactions were stated to provide a clear comparison across all proposals.
- 3.4 The timeline was provided to all suppliers, offering each a 30-minute meeting during the clarification period in addition to the written clarification responses. Suppliers' availability for in-person presentation sessions was sought during the evaluation process to ensure optimal availability within our prescribed dates.

Indicative timetable:	Pre-Qualification Stage	
	ITT circulation	27 th July 2026
	Tender Clarifications by	7 th August 2026
	AP clarification returned by	14 th August 2026
	Tender response deadline	1 st September 2026
	Supplier Presentations	14 th – 17 th September 2026
	Notification of Award	30 th October 2026
	Contracted and Implementation commencing	30 th November 2026
	Software Live from	July 2027

4. Tender Evaluation

- 4.1 The evaluation panel comprised the same individuals who created the tender pack: the Interim Finance Director, Financial Controller, Financial Planning & Analysis (FP&A) Manager, IT Consultant and Project Manager.
- 4.2 Evaluation Scoring for all received tender submissions:

QP No.	Quality Assessment Area	Weighting (75% of total score)
1	Declarations	Pass/Fail
2	Functional Requirements	65
3	Technical & Operations; Data Management	30
4	References	5
Total		100

No.	Price Evaluation Assessment Area	Weighting (25% of total score)
1	Up Front Implementation approach and cost	20
2	Ongoing Fees – variable (licencing – see variables)	30
3	Ongoing Fees – fixed (Service & Support)	30
4	Development Fees	20
Total		100

BIDDER	QDP 75%		Commercial 25%		TOTAL
	Score	%	Score	%	
Company One	48.94	36.70	62.28	15.57	52.27%
Company Two	56.44	42.33	73.72	18.43	60.76%
Company Three	53.67	40.26	65.71	16.43	56.68%
Company Four	58.81	44.10	75.30	18.83	62.93%
Company Five	59.33	45.50	74.86	18.72	63.21%
Company Six	56.85	42.64	73.32	18.33	60.97%
Company Seven	52.61	39.46	66.35	16.59	56.04%

4.4 Winning Bid

Company Five scored highest overall. It was the second most expensive because the upfront system configuration requires more resourcing than an off-the-shelf solution. However, licencing fees are substantially lower in subsequent years where savings will be made. Business Central functionality better aligns with our future integration and Finance aspirations. Company Five brought a good solution-focused approach that was able to draw on experience from a range of sectors.

4.5 Unsuccessful Bids

Company Four was a key contender; however, the functionality of Business Central was deemed a more appropriate fit. The current supplier submitted the most expensive proposal, and the solution fell short of expectations. They had included a response for another client in their submission instead of Alexandra Palace, leading to questions about their handling of client data. Other tenders failed to score high enough due to weakness in the tender submission.

5. Other options considered

- 5.1 Do nothing – the current system, Exchequer, is a legacy system introduced in 2012 that is no longer being developed and it is likely that support for the system will be withdrawn in the next few years. It frequently has outages, which cause interruptions to services and risks to data integrity. Its very limited reporting functionality making transparency and accountability within the finances much more challenging than it should be. If we do not plan to change the system now it is likely we will be forced to within the next couple of years, with a timeline that may not work with our operational needs.

6. Risks

- 6.1 A material risk for Alexandra Palace is ensuring that appropriate resource are in place across all functions to make appropriate decisions on how the new system is configured, given year-end and a busy events schedule through to August 2027. This will be managed by aligning the implementation plan with operational availability. The go-live is scheduled after the Summer Series and before the August holiday period. This permits full embedding of new processes and additional training without the pressure of events.
- 6.2 A project risk register will be developed in conjunction with the project manager from the winning bidder.

7. Legal Implications

The Council's Director for Legal & Governance has been consulted in the preparation of this report and has no comments.

8. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report. The forecast implementation costs have been built into the 2026/27 budget assumptions.

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