



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

Agenda Item 8

30 July 2026

Report Title: Chief Executive Charitable Trust Progress Report

Report Author: Emma Dagnes OBE, Chief Executive APPCT

Purpose: To update the Trustees on progress of Alexandra Park and Palace Charitable Trust during FY 2026/2027

1. Recommendations

- 1.1 To note the contents of this report.
- 1.2 To note designs for Wetlands Broadwalk scheme Appendix One

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.
- 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. Several high-profile concerts have performed well while the Theatre programme continues to attract audiences through a diverse mix of spoken word, comedy, sporting events and rehearsals. Highlights in the Great

Hall have included performances from Chris Stussy, Marina, PinkPantheress and three nights of Empire of the Sun. The Theatre programme has delivered a broad range of activity, including the London Bollywood Orchestra, Ellen Kent Opera, *Friday Night is Music Night*, filming for *North London Laughs* and *Later... with Jools Holland*, as well as hosting the National Badminton League Finals in partnership with Badminton England. June also saw the return of the highly regarded ABTT Theatre Show, which experienced increased visitor numbers alongside a growth in exhibitor participation. The Red Bull Soapbox Race returned to Alexandra Palace for its seventh edition, attracting thousands of spectators to our iconic hillside for a vibrant celebration of creativity, engineering ingenuity and entertainment.

- 3.2 Leisure and ancillary offers continue to play an important role in the year-round visitor experience. The Ice Rink has maintained strong performance across both public skating sessions and course provision, building on a successful spring period. The Hockey seasons came to an end, in May for the Huskies and the Greyhounds, female hockey team who won the league. Food and beverage outlets have continued to maximise trading opportunities linked to event and Ice rink footfall.
- 3.3 The Boathouse Opening hours are weekdays 10:00–16:00, weekends 09.00-17.00. A targeted local marketing campaign is now live, to support with footfall and increase awareness. The pedalos on the boating lake reopened in April and have proven extremely popular.
- 3.4 The Summit Rooftop Experience continues to attract both local and national audiences, establishing itself as an important additional year-round attraction. A summer campaign is now live to attract more footfall.
- 3.5 We are supporting the Government's Great British Summer campaign. Alongside the wide range of free family activities available across the Park, we are also helping families make the most of their visit with a series of Summer Savings offers across Alexandra Palace. These include discounted boat hire on the lake, reduced price skating sessions, money off children's meals at both the Boathouse and Phoenix Bar & Kitchen, and discounted tickets for our iconic Summit experience.

- 3.6 The team is now focused on preparations for the upcoming outdoor Summer Season events programme in July. Concert from The Maccabees, Wet leg, Kaleidoscope festival, Super Furry Animals, two nights of the Streets and Richard Ashcroft. Indoor football screenings will be held in the West Hall should the England team progress to the quarterfinals, semi-finals and final.
- 3.7 Following Emma Rice's successful reimagination of North by Northwest staged in 2025 at Alexandra Palace theatre, Emma returns with Malory Towers as a coproduction. Tickets are selling extremely fast and audiences will be treated to high jinks, high drama performance, all set to sensational live music. Malory Towers will run from 22nd July until 2nd August.
- 3.8 Planning has now commenced for the Alexandra Palace Fireworks & Drone Festival, which will take place on Saturday 7th and Sunday 8th November 2026. Full information for local residents and the wider community will be circulated and published on our website in due course. Tickets are expected to go on sale in September, with further details to be announced nearer the time.
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 Work has continued to embed climate resilience across the estate through a combination of energy efficiency improvements, infrastructure upgrades and operational planning. The installation of secondary glazing within the Old Station (CUFOS) building, together with wider electrical and building services improvements, is expected to reduce heat loss and support lower energy consumption. These works complement the longer-term ambition set out in the Strategic Plan to reduce environmental impact and improve the resilience of the Palace and Park in the face of changing climate conditions.
- 4.2 The work in the Old Station was funded by the Haringey Community Carbon Fund (HCCF) and will improve thermal performance and occupant comfort. Also funded by HCCF is a solar PV project at the Boat House which is currently at the planning stage. We are waiting for the planning application to be validated. Once installed, the system is projected to generate around 8,000kWh per annum, supporting the Trust's energy resilience objectives. The Haringey Carbon Community Fund has now funded three projects on site, the two mentioned above and low energy lighting replacement on Terrace. They showcase how retrofitting projects can help

reduce energy consumption and increase green credentials in a community setting.

- 4.3 The information required for the 2025/26 carbon footprint report is being compiled and will be shared at a future meeting. We are working with engineering consultants to develop a delivery plan for decarbonisation alongside a funding master bid template. This consultancy work is funded by the Mayor of London's *Zero Carbon Accelerator* scheme, and the final report is due at the end of June. This document will assist short, medium and long term planning for carbon reduction measures.
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 significant section of Alexandra Palace Way was renewed following ongoing settlement issues within the carriageway. Approximately 60 metres of road was excavated, reconstructed and resurfaced, improving access and reducing the risk of further deterioration. Additional sections of road across the estate have been identified for future review as part of the ongoing maintenance programme.
 - 5.2 Improvements have also been made to the heating vent grilles within Palm Court. Following concerns regarding movement within the existing grilles, steel threshold bars have been installed to secure them in place, improving safety for visitors during ingress and egress.
 - 5.3 To support food safety requirements, pigeon deterrent measures have been installed above the East Court Café. In addition, pigeon netting has been installed around the Boating Lake Café building to prevent roosting birds and improve the visitor environment around the recently refurbished facility.
 - 5.4 Good progress has been made on the EE connectivity project across The West Hall, West Corridor, Palm Court, the Londesborough Room and the Phoenix Bar. Significant planning, coordination and listed building consent work has been undertaken to facilitate the installation of new telecommunications infrastructure. Once fully complete, the project will significantly improve mobile phone coverage across areas of the Palace that have historically experienced poor signal strength.
 - 5.5 The programme of Electrical Installation Condition Reporting (EICR) inspections and associated remedial works continues across the estate. Upgrades to distribution boards and electrical infrastructure remain a key focus, supporting compliance and improving the resilience of critical building services.

- 5.6 An upgrade to one of the Palace's central battery emergency lighting systems has also been completed. The works improve the reliability and resilience of the emergency lighting network and support ongoing compliance requirements.
- 5.7 As part of the ongoing programme of safety improvements across the estate, surveys of the Great Hall gantry and walkway systems have been completed. Works have subsequently been undertaken to improve handrail protection within key roof-level access routes, enhancing safety for staff and contractors undertaking maintenance and operational activities.
- 5.8 A full refurbishment of the Roman Bar has been completed in preparation for upcoming events. Works included alterations to the bar layout, new flooring and full redecoration, creating a significantly improved environment for visitors and event operations.
- 5.9 The Willis Bar has also been refurbished, with new flooring and redecoration completed. These improvements form part of the wider programme of investment in visitor-facing areas across the estate and support the delivery of major events at Alexandra Palace.

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 continues to provide an important green space for local communities and visitors, with ongoing work focused on maintaining its accessibility, biodiversity and overall environmental quality. Seasonal activity, including the reopening of the boating lake pedalos and continued use of the parkland for recreation and cultural activity, has supported strong public engagement with the outdoor estate. Alongside this, the organisation continues to consider opportunities to enhance habitats, improve interpretation and ensure that the Park remains both welcoming and resilient as a significant green asset for London.
- 6.2 Our various volunteer groups continue to help us care for the Park. The Conservation Volunteers have been making improvements to the Blandford Woodland by constructing dead-hedges, keeping glades open and removing invasive laurel bushes. The Gardening volunteers meet monthly to care for the Theatre Courtyard and rose garden. Groundwork London have been working with corporate volunteers to construct the new herb garden in the outdoor learning area. The Friends of the Park have organised work parties for tasks such as bramble control in the ant-hill meadow and pruning and mulching of the orchard trees. This volunteer effort was recognised by the Judges from the Green Flag

Award scheme this year who said they were very impressed by the community engagement in the Park.

- 6.3 Thames Water are planning a large project to *slip-line* the two large water mains that run through the Park. This technique will restore the integrity of the pipes without the need for extensive excavations. Several trial holes were excavated this spring to investigate the condition of the pipe and its exact location. The main project will involve large excavations next year to allow the lining to take place. The Thames Water team are working on their timelines and to minimise disruption to Park users and the events programme.
- 6.4 A new Park Management Plan is being developed for the next ten years. This document is being writing in line with our Vision to be a sustainable home for all that we do, and contributes to our ten goals. The plans for 2026-27 include:
- Completion of the Herb Garden on the outdoor learning area
 - Construction of the boardwalk following the successful crowdfunder
 - Creation of swales to manage surface water and control soil erosion
 - Review horticultural beds and plan an improvement scheme
 - Adopt a boating lake improvement plan

More details will be reported at a future meeting.

- 6.5 The Trust has been working with the Friends of the Park to celebrate their 20th Anniversary. A joint crowdfunder was launched in May to raise money for a new boardwalk in the southeast corner of the Park.

This Boardwalk forms part of a larger project to deliver phase 2 of the wetland improvement works. Sketches of the Boardwalk are shown in **Appendix One**.

The crowdfunder was a huge success and passed its target of £10,000 in just two days. The donations continued to flood in and the total of £24,337 from 427 supporters was achieved! With gift aid this will come to over £27,000.

The boardwalk will require planning permission, and the Advisory and Consultative Committee members have been asked to provide feedback on the proposal. This feedback will be reported at verbally at the meeting.

- 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 Work to protect and share the Trust's collections and stories continues through the development of the Creative Campus project and wider heritage activity across the estate. The project's first phase, focused on the Northeast Office Building, is intended to create improved conditions for creative activity, learning and public engagement, while supporting the longer-term ambition to make more of Alexandra Palace's heritage accessible to broader audiences. This sits alongside ongoing interpretation, programming and partnership work which continues to strengthen understanding of the site's significance and increase opportunities for audiences to engage with its history in meaningful and contemporary ways.
- 7.2 Additional progress has been made in relation to archive development and partnership activity. The Business Archives Council funded report and recommendations for the AP Archive have been completed. Planning has also been prepared for the BBC 90th TV anniversary and the World Origin Site plaque proposal for approval. Potential partnership collaborations have been initiated with the National Science & Media Museum, BFI, Royal Television Society, BBC FWD, British Vintage Wireless & Television Museum, EMI Archive Trust, universities and special interest groups already engaged. Further detail is provided in a separate report at this Board meeting.
- 7.3 Between May and June, the Nancy McMillan archive transfer from Mary Wells was received, listed and rehoused. The Archive also received a donation of an original photographic print of the Handel Festival Concert of 3 June 1939. A TownsWeb Digitisation grant application was submitted, with winners due to be announced in August. University of North Texas media students were hosted, and a display loan was arranged with Campsbourne Community Collective for the London Festival of Architecture, held at the Kurdish Centre from 19 to 21 June.
- 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 North London Book Fest and Biblio-Buzz Children's Book Awards**
The North London Book Fest and Biblio-Buzz Children's Book Awards took place from 23 to 26 April, alongside a dedicated school's event on 16 May celebrating Michael Rosen's birthday. The festival programme featured a wide range of authors, illustrators and speakers across events for families, schools and adult audiences.

The festival achieved strong audience engagement, with approximately 3,400 attendees across all events. Delivery was supported by a committed volunteer cohort, including 14 volunteers supporting Biblio-Buzz and a further 18 supporting the wider festival.

The programme generated strong media coverage, including broadcast coverage on BBC Breakfast featuring Carrie and John Grant, alongside listings coverage across a range of London and national outlets.

The Biblio-Buzz Library Ceremony provided a more intimate celebration, attended by award-winning author Patrice Lawrence. Young readers were recognised with prizes including books and ice-skating tickets at Alexandra Palace, reinforcing the programme's focus on participation and reading for pleasure.

8.2 Talent Development Programme – Drill Baby Drill

As part of the Talent Development Programme, *Drill Baby Drill* supports artists at different stages of their careers through access to rehearsal space and opportunities to share work in development.

On 5 June, Frank Wurzinger and John Wright presented early-stage work on a new show exploring climate change through clowning. The piece combines humour and playfulness with urgent themes, aiming to provoke thought and discussion rather than moralise.

8.3 Young Actors Company

The Young Actors Company working towards *Wanna Play? The Playground on 13th June*, a site-responsive reimagining of Kay Adshead's work.

Set within the Alexandra Palace playground and skate park, the performance explores the space as a shared social hub for the wider community. The young company transformed everyday play structures into a theatrical environment, encouraging families to reflect on the future of local play and the importance of inclusive, high-quality public space.

8.4 Leaves and Laughter Exhibition

Leaves and Laughter was a 10-day exhibition in the Creativity Pavilion led by the Forest School teacher-artists. The programme brought together film, photography, talks and participatory workshops, offering a reflective and multisensory exploration of nature, creativity and wellbeing. The exhibition created a welcoming space for families and participants to engage more deeply with the natural environment through artistic practice.

8.5 Young Creatives Network

Across May, the Young Creatives Network delivered a series of twice-weekly workshops supporting young people to develop creative and technical skills. Activity focused on podcast production and broadcasting, alongside talent

development for emerging musicians seeking to enter the music industry. This strand continues to skills and pathways into the creative industries for young participants.

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 Preparations for the **Wood Green x Alexandra Palace Neighbourhood Programme in the London Festival of Architecture** were completed in May. Programme highlights include exclusive behind-the-scenes BBC Studios Tours at Alexandra Palace on Tuesday 09 and Thursday 11 June, exploring the site's pioneering broadcast history and future plans as a new Creative Campus - this November marks 90 years since the BBC launched the world's first high-definition television service from Alexandra Palace. AP Sounds, a podcast curated especially for the Festival, will be available from 01 June - including at the Festival Hub, The London Centre - where you can download and listen as you head from the Hub to Alexandra Palace.
- 9.2 **The Heritage Crafts Panel Talk at The London Centre** on Wednesday 03 June featured Alexandra Palace's Head of Property and Engineering, Iain McDonald discussing careers, skills and knowledge-sharing in heritage crafts and listed buildings, alongside architects, conservation specialists and historians. On Monday 22 June, visitors to Alexandra Palace will be able to take part in a heritage skills workshop, where ticket holders can try out traditional making and restoration techniques.
- 9.3 The LFA programme also saw the return of **Ally Pally SkateJam** in partnership with North London Skate Club at Alexandra Palace Skatepark on Saturday 13 June, bringing together skaters of all ages for a day of skating, music and youth led design workshops by RIBA Youth Learning Forum.
- 9.4 Taking place alongside the event was **Wanna Play?**, an afternoon of creative activities, including food, graffiti art, dance, and a new performance from Ally Pally's Young Actors Company. Architectural design collective Unit 38 will also lead hands-on making and imaginative play, alongside a **public consultation inviting children, families and the local community** to share ideas to help reimagine the future of Alexandra Palace Playground.
- 9.5 Additional events include a **local history tour and mapping project led by residents of Campsbourne Estate**, food-growing activities at Wood Green Library with Eat Wood Green, and a series of creative events exploring ideas of

identity and belonging through walking, sound, food and performance, led by other partners at Haringey Council, Wolves Lane Centre, Alexandra Gate (Berkeley Group), and Collage Arts.

- 9.6 The Charity's **10-year Strategic Plan** is now complete. The Plan looks ahead for 10 years and covers projects in both Park and Palace for the first time. Projects have been prioritised following visitors' and residents' feedback to surveys and committees over the last five years, urgency (particularly where our heritage is at risk) and availability of funding, among other factors.
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 Panorama Room Replacement Project: A pre-application meeting with the Local Planning Authority took place in late February. Following review of their feedback, the Trust has requested a formal Planning Performance Agreement (PPA) to be formulated. The purpose of the PPA is to provide a structured framework for the preparation, submission and determination of the planning application (and associated listed building consent), ensuring a coordinated approach to addressing design, heritage and planning considerations identified at preapplication stage.
- 10.2 Development work continues to advance our Creative Campus Project, with the potential to support conversation works and/or adaptive re-use of the Northeast Office Building, Transmitter Hall and Theatre Courtyard. We were successful in our Expression of Interest to the National Lottery Heritage Fund for the project and will submit bid for funding for Development Phase this financial year.
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 Partnership working continues to be central to delivery across the Trust's charitable, cultural and skills-based activity. Recent programme delivery has involved a wide range of partners, including schools, artists, community organisations, local authority colleagues and sector specialists, helping to broaden reach and deepen impact. These collaborations continue to create opportunities for participation, learning and career development, while also supporting the Trust's longer-term ambitions around heritage, creativity and public benefit.

- 11.2 In May, the Trust hosted 54 members of SPAB (Society for Protection of Ancient Buildings), creating a bespoke itinerary to showcase the previous East Wing project as well as the current craftsmanship taking place outside the East Court (repairs to the brickwork and mouldings). SPAB will likely be a key partner in the Trust's ambition to become a heritage skills centre.
- 11.3 On 30 April the Mayor's Cultural Leadership Board attended the Palace for their quarterly meeting. This allowed the Trust a rare opportunity to showcase the work that has been taking place and talk about the ambitions set out in the Strategic Plan. Feedback was complimentary and we hope to continue the conversation with key individuals.
- 12. 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.**
- 12.1 Work continues to strengthen the organisation as an inclusive and supportive place to work, with focus on staff engagement, development and wellbeing alongside delivery of a demanding operational programme. As activity across the estate remains high, teams across the organisation continue to demonstrate commitment, flexibility and collaboration in delivering both day-to-day operations and strategic priorities. Maintaining capacity, supporting professional development and ensuring staff feel recognised and connected to the Trust's values remain important to sustaining delivery over the remainder of the year.

13. Legal Implications

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

14. Financial Implications

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

15. Use of Appendices

- Appendix One: Boardwalk sketches

16. Background Papers - None.

Blank page scroll for Appendix One

Appendix One: Boardwalk sketches

1. Location of Proposed Boardwalk



2. Proposed Boardwalk - Plan

