



**MEETINGS OF THE STATUTORY ADVISORY COMMITTEE
THE CONSULTATIVE COMMITTEE**

Date: 17th September 2026
Location: Creativity Pavilion, East Court, Alexandra Palace
CC: 1800hrs
SAC: 1900hrs

Report Title: Panorama Room Replacement Project Update

Purpose: The purpose of this cover report is to provide the Committees with an update on the progress made with regards to the Panorama Room Replacement Project. It will also set out a summary of the proposed planning and listed building consent applications that are currently being drafted. It is intended that we submit both applications to the Local Planning Authority (Haringey Council) by 30 September 2026.

Recommendations

1. That the SAC and CC members note the contents of the report and provide feedback to help shape the final stages of the application submission documents.

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 is scheduled for 02 September, after which final comments will be incorporated into the application documentation, for submission as soon as possible.

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
30 September 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 has no comments.

8. Financial Implications

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

9. Use of Appendices

Appendix 1 - General Arrangement Floor Plan

Appendix 2 - Elevation Plan

Appendix 3 – External View

Appendix 4 – Internal View