



# ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD MEETING

12 March 2026

**Report Title:** Draft Strategic Plan

**Report of:** Louise Johnson, Head of Strategic Planning and Projects

**Authorised by:** Emma Dagnes OBE, Chief Executive

**Purpose:** This report provides a recap of the Strategic Plan process to date and seeks sign off on the final draft version

Local Government (Access to Information) Act 1985 – NA

## 1. Recommendations

- i. To note the principles of the Strategic plan and
- ii. To delegate authority the Chief Executive and Chair to finalise the Strategic Plan and publish the final version as and when designed.

## 2. Executive Summary

- 2.1 Over the past year, the Trust team has been working up a Strategic Plan – a 10-year forward-look, combining Park and Palace projects into one document.
- 2.2 The purpose of the Strategic Plan is to clearly articulate the ambition of the Charity, and in particular the step-change the Charity can make in terms of its impact for people, both locally and further afield.
- 2.3 The primary audience for the Plan is key stakeholders and funders, including government departments and national funders like National Lottery Heritage Fund, as well as donors and patrons at a more personal level.

## 3. Background

The process has included:

- Numerous conversations with key stakeholders, including Haringey Council, trusts and foundations, the GLA, Historic England etc.;
- Extensive strategic mapping exercises, researching and aligning key policy areas with the Trust's priorities;
- A detailed market research project, which included questions around the needs and aspirations for APP visitors;
- Updating the Conservation Management Plan;

- Utilising data gathered in other consultations and surveys (including the Grove engagement project and the play/skate/lake survey);
- Refreshing work on impact in 2022 to create a new Impact Study Framework;
- Analysis of other plans including the Creative Learning Plan and the Clean Energy Masterplan.

3.2 The Strategic Plan explains how we will deliver a step change in the Charity's impact against our Vision and Goals over 2025 to 2035. It will guide us through a complex decade of fundraising and delivery of conservation works and upgrades, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact.

3.3 To assist the team, Alex Homfray Cultural Destinations was brought on board to help shape and guide the process. Alex brings a wealth of experience, having worked on similar assignments at places like the National Theatre, The V&A, Theatre Clwyd and the Museum of London.

#### **4. Board input**

4.1 A presentation was provided at the November 2025 Board meeting, where Trustees were presented the work to date, and given the opportunity to feed back.

4.2 Comments and requests included the following:

- Overall, the Board were broadly happy with the direction of travel;
- They asked that some additional thought was given around the title/positioning – is this a strategic plan / investment plan / change plan?
- A request to more clearly articulate the future for the BBC Wing and how the BBC heritage informs the plan – as an inspiration for contemporary activity;
- The next version to provide greater clarity around 1<sup>st</sup> five years/well-articulated works vs. 2<sup>nd</sup> five years/less certain works

4.3 This feedback was taken on board, and at the Trustee Strategy Day in early December, updates were provided:

- Confirmed this is a Strategic Plan with implications for the whole organisation – all areas will receive investment, strengthening their visitor offer and operations; Updated version includes a tightened structure with 6 Strategic Objectives (SOs), with outline timeline included;
- BBC heritage has a more prominent voice within the document, particularly around the Creative Campus Objective;
- We have built in further evidence from the market research project and Impact Study 2025 update; and from a desk review of visitor market and economic trends/outlook;
- Included a pack of technical appendices for internal and partner use.

#### **6. Next Steps**

6.1 Once the final Strategic Plan is produced and designed the APP team are working on a stakeholder communication and engagement plan. This plan will include Bespoke methods of communication for each key stakeholder, which includes Residents associations, interest groups, tenants, staff, local and regional government departments, funders and quangos.

## **7. Legal Implications**

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

## **8. Financial Implications**

The creation of a strategic plan is to be welcomed as the strategic plan will provide a framework for the development of shorter time frame plans such as annual budget plans and a 5-year business plans.

## **9. Use of Appendices**

## **10. Background Papers - *None***