



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

Date: 9th March 2026
Location: Creativity Pavilion, East Court, Alexandra Palace
SAC: TBC start
CC: TBC start

Report Title: Outline of Draft Alexandra Park and Palace Strategic Plan 2025 - 2035

Purpose: The purpose of this cover report is to provide the Committees with a summary of the draft Strategic Plan 2025–2035 which is currently being developed and outline the key priorities proposed for the next decade. It sets out the evidence and strategic considerations that shaped the Strategic Plan, along with the anticipated benefits and delivery requirements. The cover report is intended to provide the Committees with a summary of the Strategic Plan to provide an overview of the direction of travel for Alexandra Park and Palace over the next 10 years.

Recommendations

1. That the SAC and CC members provide feedback to be shared with the Trustee Board
2. To Note the funding and delivery dependencies associated with the Strategic Plan and that currently none of the projects are funded.

Executive Summary

This report provides an overview of the draft **Strategic Plan 2025–2035** for Alexandra Park and Palace. The Strategic Plan sets out a clear, long-term framework for maintaining and enhancing the Park and Palace, improving community and visitor experience, securing heritage assets, and building long-term financial and environmental sustainability.

The Strategic Plan is on a journey of engagement which involves research, engagement with Haringey Council, previous funders such as National Lottery Heritage Fund, Historic England to reference two as examples. The Strategic Plan has also been informed by previous engagement activities for example Shaping The Grove and has undertaken market analysis, visitor surveys and been informed by Audience / Visitor Analysis project undertaken by the Marketing department throughout 2025. This report will be accompanied by a PowerPoint presentation in the meeting to bring the Strategic Plan to life and allow discussion.

1. Background and Context

The Strategic Plan follows from the Trust's Vision:

To create a sustainable home for inspirational culture, worldclass entertainment, unique heritage, life enriching creative and educational opportunities, and restorative green space – for everyone, forever.

The Plan is grounded in:

- The **Conservation Management Plan (2025)**, confirming significant heritage and maintenance needs.
- The **Visitor Market Research (2025)**, reaching almost 4,000 people.
- The **Creative Learning Plan (2025)** and **Impact Study (2025)**.
- Consultations with Haringey Council and local stakeholders.
- Ongoing feedback from park users, residents and audiences.

Collectively, these insights provide a clear case for substantial investment and strategic development over the next decade.

2. Summary of Public and Visitor Insights

Visitor and community research identified consistent themes that shaped the Plan:

2.1 What people value

- The Park's scenic outdoor spaces, nature and views.
- Alexandra Palace's history, architecture and iconic status.
- The diversity of events and activities, from concerts to community programmes.
- The sense of community and belonging.

2.2 Areas for improvement

- Condition of some Palace areas.
- Accessibility, wayfinding and signage.
- Food, drink and toilet facilities.
- Physical accessibility across the site.
- Upgrades to the playground, skatepark and lakeside.

2.3 Local community priorities

- Reopening underused buildings for community benefit (e.g., Campsbourne).
- Greater visibility of APPCT's charitable status, to encourage support and donations.
- Continued delivery of community projects, especially in Wood Green.

These views informed the Strategic Plan's objectives and investment priorities.

3. Overview of the Strategic Plan

The Strategic Plan proposes a ten-year programme of work across six strategic objectives.

3.1 Strategic Objective 1: Upgrading Infrastructure and Core Facilities

The Palace requires significant capital investment to remain operationally strong and competitive. Examples within the Strategic Plan include:

- Upgrading the **Panorama Room** and **Event Kitchen** to modern standards.
- Reopening the **Theatre Courtyard** as an additional gathering and event space.
- Improving and increasing toilet provision.
- Installing **5G connectivity**.
- Undertaking essential roof and glazing repairs across the Palace.

These improvements are essential to protecting revenue streams, enhancing visitor experience, and maintaining heritage assets.

3.2 Strategic Objective 2: Enhancing the Park and Family Offer

The Park receives around **3 million visitors each year**, forming one of London's largest and most valued green spaces. Examples of planned improvements include:

- A complete upgrade of the **playground** and **skatepark**.
- Enhancements around the **Boating Lake**, Grove, and wider park areas.
- Improved landscaping, biodiversity, lighting, and accessibility.
- Planning for a **major park-wide restoration** after 2030.
- Refurbishing facilities, including toilets and path networks.
- Reopening the **Campsbourne Centre** for community use.

These upgrades respond directly to resident feedback and will ensure the park's longevity and accessibility.

3.3 Strategic Objective 3: Creating a Creative Campus

Building on APPCT's history of innovation and creativity, the Plan proposes:

- Developing new **Creative Learning spaces** in the North East Office Building (NEOB) and beyond.
- In the long-term undertaking a feasibility study for the entire BBC Wing in the context of APP's new (once approved) Strategic Plan
- In the short-term Improving the **BBC Transmitter Hall** as a performance and rehearsal space.
- Expanding the Creative Learning programme to deliver more skills, wellbeing and educational outcomes.
- Increasing residency opportunities for emerging artists and creative partners.
- Delivering a community activity programme inspired by the site's heritage.

This campus will deepen engagement with young people, schools and community groups.

3.4 Strategic Objective 4: Restoring Heritage and Developing Heritage Skills

Heritage conservation remains a core obligation. Examples of planned initiatives include:

- Establishing a **London centre for heritage crafts training**, in partnership with national networks.
- Delivering conservation works to the Western façade, BBC Wing and other priority areas.
- Using conservation projects as hands-on training opportunities for local people.
- Undertaking urgent repairs to protect derelict spaces and reduce deterioration.

These projects will protect the Palace's unique heritage and build skills pathways for future generations.

3.5 Strategic Objective 5: Embedding Environmental Sustainability

Environmental resilience is a fundamental priority - examples include:

- Installing a **sustainable urban drainage system** (including wetlands and rain gardens).
- Removing concrete bollards and returning areas to parkland.
- Installing **low carbon technologies** and energy efficiency measures.
- Working towards higher levels of compliance with the **Green Events** and **Theatre Green Book** standards.
- Continuing progress toward the Trust's net-zero ambitions.

These changes will improve biodiversity, reduce operational carbon emissions, and improve resilience to climate change.

3.6 Strategic Objective 6: Strengthening Strategic Partnerships

The Trust aims to deepen collaboration with Haringey Council and partner organisations to maximise social and economic benefit. Example priorities include:

- Supporting local employment and supply chains.
- Expanding outreach and community programming across Wood Green and Haringey.
- Contributing to **London Borough of Culture 2027**.
- Joint work on inclusive local economy initiatives, creative health, wellbeing, and destination planning.

These partnerships will increase impact and strengthen the Trust's long-term sustainability.

4. Funding and Delivery Considerations

Delivery of the Strategic Plan is **subject to securing external funding** from grants, philanthropy, commercial partners, public funds and loan finance.

Key timeline expectations:

- Major Palace works are grouped to minimise disruption, with significant phases planned for **2026** and **2029–2030**.
- Park improvements will be phased and linked to available funding, with largescale restoration expected **post-2030**.
- Creative Campus works are anticipated over **2029–2030** following fundraising from 2026 onwards.

Financial constraints, infrastructure needs and the listed status of the Palace create delivery challenges that will need careful management.

5. Risks and Challenges

The primary risks associated with the Strategic Plan include:

- **Funding availability:** All projects are dependent on major external investment.
- **Operational disruption:** Works must be sequenced to avoid significant loss of income.
- **Heritage risks:** Deterioration of fabric if essential repairs are delayed.
- **Competitive landscape:** Other London venues are investing heavily, requiring APPCT to maintain pace.
- **Economic uncertainty:** Pressure on household incomes and public budgets may affect demand and funding routes.

These risks are acknowledged within the Strategic Plan and mitigations will be developed at project level.

6. Implications for Residents and Visitors

The successful delivery of the Plan will provide significant benefits:

- Enhanced everyday experiences: improved facilities, signage, toilets and accessibility.
- Expanded opportunities for local families, schools and young people.
- Protection of heritage assets and improved conservation.
- Increased biodiversity and environmental resilience.
- A more dynamic cultural programme and stronger community offer.
- Strengthened local economy through jobs and visitor spend.

These improvements will secure the long-term sustainability of the Park and Palace as a public asset.

7. Legal Implications

The Council's Director of Legal and Governance has been consulted in the preparation of this report and has not comment

8. Financial Implications

The Council's Chief Financial Officer has been consulted in the preparation of this report and has not comment

9. Use of Appendices

10. Background Papers

None.