



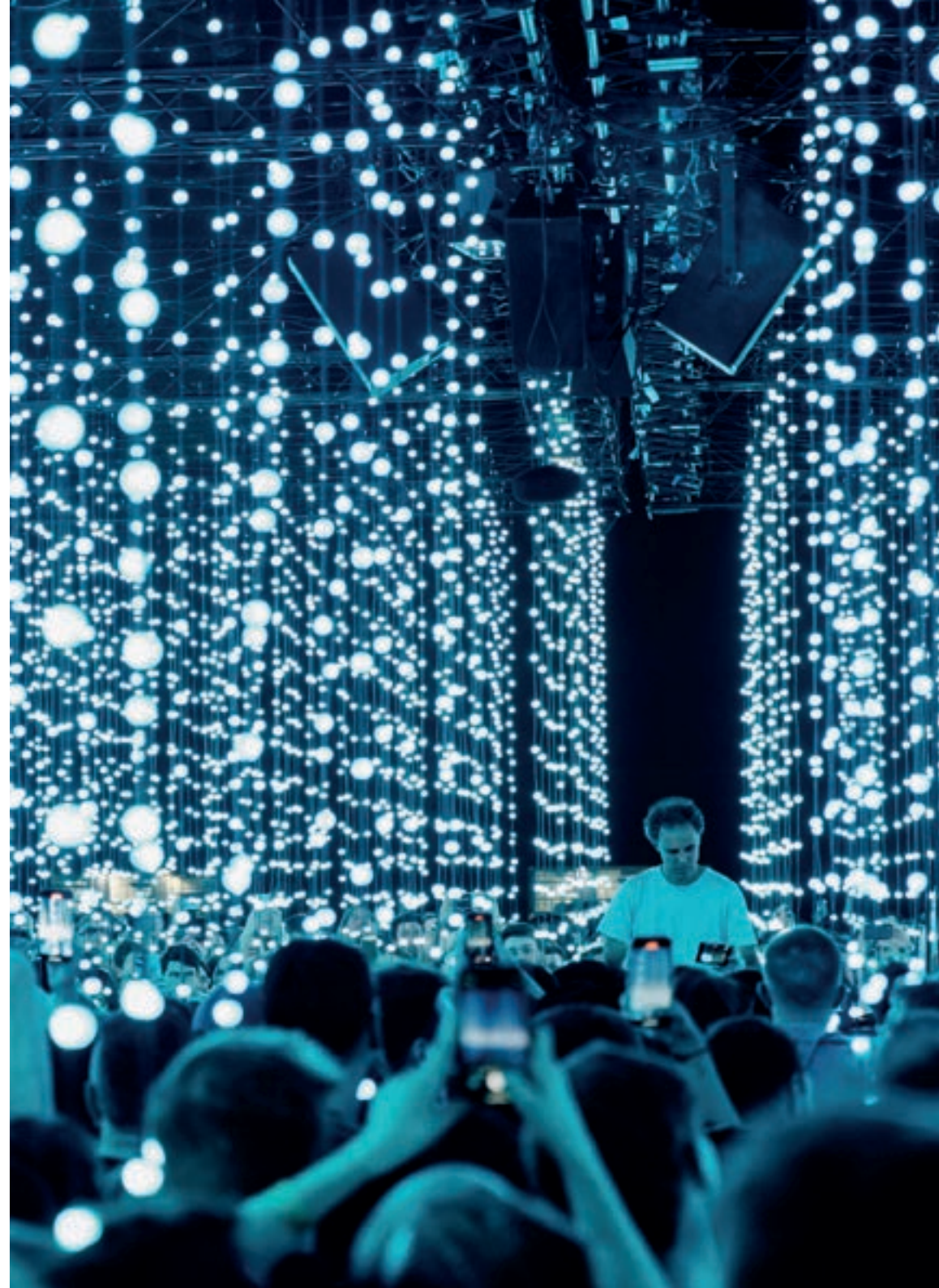
Alexandra Park and Palace Charitable Trust

STRATEGIC PLAN 2025-2035



CONTENTS

| | | |
|----------|--|----------------|
| 1 | Foreword | Page 3 |
| 2 | Status of the Strategic Plan | Page 5 |
| 3 | Our model and impacts | Page 7 |
| 4 | Alexandra Park and Palace in numbers | Page 8 |
| 5 | Responding to our context | Page 13 |
| 6 | Strategic Objectives for 2025-2035 Including proposed works, timeline, success measures, funding strategy | Page 16 |
| 7 | Delivery timeline | Page 19 |





1. FOREWORD

Foreword by CEO, Alexandra Park and Palace Charitable Trust (APPCT)

Alexandra Park and Palace has always been a stage for creativity, a shared space where people come together to experience something extraordinary.

From our origins as the “People’s Palace”, to our role today as a cultural, leisure, heritage and green-space destination of national significance, we continue to evolve to meet the needs and aspirations of the public we are here to serve.

This Strategic Plan sets out how we will deliver our charity’s vision for the years ahead. At its heart is a simple but powerful commitment: to ensure that Alexandra Park and Palace remains open, inspirational, inclusive, sustainable, and beneficial for all.

We are building on strong foundations. In recent years, we have restored and revitalised key areas of the Palace, including the Victorian Theatre and East Court, both of which are now major cultural hubs. We have expanded our learning programme, and strengthened our connection with communities and partners. Visitor numbers have increased, and our reputation has grown.

But we are not standing still.

Our Strategic Plan sets out how we will deepen our impact and extend our reach. We will continue to unlock the potential of the Palace and Park,

so they continue to bring benefit to millions of people each year. We will secure investment in our historic infrastructure and natural environment. We will broaden our cultural offer, champion innovation and create new opportunities for learning, participation and discovery. And we will strengthen our financial resilience so that we can thrive in an increasingly complex environment.

Our success depends on collaboration. This plan has been shaped by the voices of our visitors, staff, volunteers, trustees, our Corporate Trustee Haringey Council, and our many partners. It reflects a shared belief in the importance of what Alexandra Palace represents today, and a collective determination to grow our impact and safeguard our future for generations to come.

As we look ahead, we are inspired by the past, but not constrained by it. Alexandra Park and Palace has always been a place of ambition and possibility. This Strategic Plan embraces that spirit and invites you to be part of what comes next.

Emma Dagnes, OBE





2. STATUS OF THE STRATEGIC PLAN

Alexandra Park and Palace Charitable Trust (APPT) proudly cares for the Park and Palace for public benefit.

Prepared in 2023, the Trust's Vision for Alexandra Park and Palace benefited from extensive engagement with Haringey Council, our other partners and funders and the local community. The Vision is supported by ten Goals, set out on page 6.

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.

This Strategic Plan explains how we will deliver a step change in the delivery of our Vision and Goals between 2025 to 2035. The Strategic Plan will guide us through a complex decade of fundraising and investment, which will strengthen our operations, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact.

As usual for a Strategic Plan, a suite of projects sits under each Strategic Objective. We retain flexibility

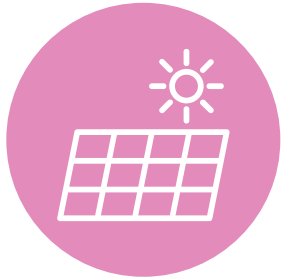
about exactly how these projects are delivered, so we can respond to new opportunities that arise. We share our expected delivery arrangements and timelines in Section 5, noting that timelines will be confirmed as projects are worked up in more detail.

The Strategic Plan is informed by our:

- Detailed visitor market research (2025), key findings of which are summarized in Section 4
- Impact Study (2025)
- Discussions held with Haringey (2025)
- Net Zero Delivery Plan, being prepared in partnership with the GLA Zero Carbon Accelerator team.
- Other research, surveys and feedback received from visitors and local residents.

The Strategic Plan in turn will feed into our Operational Business Plan, the practical manual which details our budget and activities for each year. The Operational Business Plan is supported by various departmental strategies and plans, all of which contribute to the delivery of the Vision and Goals.

OUR 10 GOALS THAT SUPPORT OUR VISION ARE:



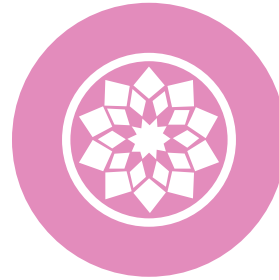
Goal 1

**Build Climate
Change Resilience**



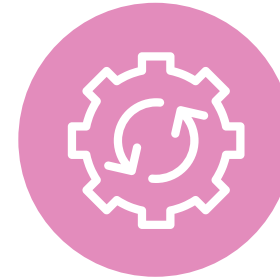
Goal 2

**Safeguard Our Green
Lung For London**



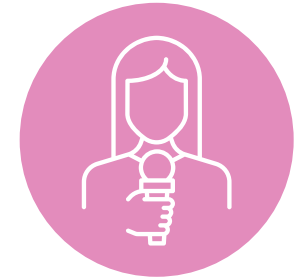
Goal 3

**Protect Our
Heritage Assets**



Goal 4

**Restore Derelict
Spaces**



Goal 5

**Provide Great
Entertainment &
Culture For All**



Goal 6

**Protect Our Archives
and Share Our Stories
in Innovative Ways**



Goal 7

**Inspire And Engage
Our Communities**



Goal 8

**Create A Great
Place To Work**



Goal 9

**Strengthen Our
Overall Resilience**



Goal 10

**Establish New,
Exciting Partnerships**

3. OUR MODEL AND IMPACT

3.1 A LOCAL LANDMARK AND A LONDON DESTINATION WITH NATIONAL REACH

We have delivered high quality popular entertainment to the nation since 1873. Television as we know it today was born here – the BBC broadcast from 1936 to 1981 – and our site has hosted all manner of spectacles and innovations in the last 150 years including daredevil ballooning, the 14-hour Technicolour Dream, Rock Against Racism, as well as more recent spectacles like the history-making 4-night residency of Fred Again.. the world’s biggest dance music producer, and two rare overnight performances of Max Richter’s SLEEP.

Today, we are home to an award-winning programme of cultural events, leisure and learning opportunities. Our music programme delivers festivals and concerts across an indoor arena, terrace and outdoor stages; and the restored Victorian theatre hosts world-class productions. We are the home of the famous World Darts Championship, Later.... with Jools Holland and the Masters Snooker. The BBC Concert Orchestra are our associate orchestra, and Haringey Music Service are our partner and anchor tenant.

Unlike many other venues, the Alexandra Palace team creates in-house events, which include London’s largest Fireworks & Drone festival (welcoming 90,000 people over two nights), the Kaleidoscope music and comedy festival and an outdoor series of summer concerts. We also co-produce a proportion of the theatre programme, in partnership with theatre investors and makers.

Creative Learning programme benefits 13,500 (2024) people per year, including local schools, young people, older people, people with disabilities and carers. We host London celebrations such as our in-house produced North London Book Festival and London Festival of Architecture, and we have a track record of producing and delivering a range of community projects.

Combining deep roots in our Haringey and North London communities with hosting, creating and delivering popular entertainment to the nation, Alexandra Park and Palace stands out as one of the most popular destinations in the UK. Moreover, the Grade II listed Palace sits in our 196-acre Park, one of London’s top ten parks by size, which has won the Green Flag award for 18 consecutive years and hosts attractions including Go Ape, Boating Lake, playground and skate park, several sports clubs including the Alexandra Park Cricket and Football Club, and new for 2026, Summit - Ally Pally Rooftop Adventure - the highest rooftop walk in the country.

The magnificent scale of the Park and Palace, and its rich history, delivers:

- An unusually wide choice of provision: a rich menu of indoor/outdoor, large scale/intimate, paid for/free activities and experiences, brought together on one prominent site.
- An unusually high quality of provision: our facilities and events are of a greater size and quality because they are supported by visitors from across London and the UK.
- A bigger stage: the opportunity to host community events and participatory programmes at a landmark heritage site, boosting local pride and sense of belonging.
- A green lung and opportunity to connect with nature in the city.
- A place for people of all ages, backgrounds and lived experiences to feel a strong sense of connection.





4 ALEXANDRA PARK AND PALACE IN NUMBERS

Over **70%** of our income is self-generated.

Our conservation and fundraising successes include delivering the **award-winning £27million National Lottery Heritage funded restoration of our East Court and Theatre**, which included derisking the former BBC Studios and other derelict spaces; **stabilising the derelict North East Office Building** with support from Historic England, **securing vital investment in our Learning Programme** with multi-year grants from Matchroom Foundation and Esmée Fairbairn Foundation and obtaining a loan from SALIX Finance to install efficient and sustainable light-emitting diode (LED) lighting in key event spaces.

We welcome **four million visitors each year**, making us a leading national destination. **We sold 910,000 tickets** in 2024, and our ticketed events and

activities are particularly popular with young adults and families. Our event and performance bookers come from **99% of England's postcode districts**. And we attract a diverse audience - **42% of our bookers are Global Majority**.

We multiply our impact, supporting inclusive economic growth. Our operation in 2024/2025 **injected £107.65million of net additional Gross Value Added (GVA) into the London economy (£78.79million in Haringey)**. Visitors to Alexandra Palace spent **£99.5million offsite**, with additional benefits arising through our staff and supplier spending across local retail, hospitality and service sectors. In all, our operations and associated activity supported **1,581 jobs in London and 1,153 full-time equivalent (FTE) jobs within our borough**.

We deliver significant social impact. Through our

Creative Learning programmes, **13,500 people (2024) participate in structured creative activities here each year**, boosting their well-being and skills. Almost 60,000 people or 25,000 households live within a 15-minute walk or 1-mile driving distance from the edges of Alexandra Park. This 'catchment' area of the Park includes residents of the boroughs of Haringey, as well as Barnet and Enfield, providing access to nature and supporting healthy lifestyles.



OUR OPERATION IS DESIGNED TO ACTIVELY SUPPORT OUR LOCAL COMMUNITY TO FLOURISH. IT WORKS LIKE THIS:

Alexandra Park and Palace has an innate potential to deliver positive impact via our spaces and assets



We hold and care for our heritage asset

We provide social and cultural infrastructure, as well as safeguarding access to nature and green space



Alexandra Park and Palace adds value through our activity and programming

We offer outstanding culture, nature, heritage, sports and leisure experiences, year-round and for everyone



We generate income and fundraise to reinvest in our heritage assets and to engage our communities



We convene and catalyse commercial and creative partnerships with organisations that will help us deliver our charitable aims

Alexandra Park and Palace positively impacts individuals, communities and the local area

Supporting inclusive economic growth

Our operation boosts local employment and businesses

Our skills programmes expand access to careers in construction, heritage crafts, environmental education, creative enterprise, tourism, and hospitality



Delivering social impact

We facilitate social connections and belonging in our unique heritage site and green space.

We encourage people in our borough to lead physically active and healthy lives

We offer informal learning opportunities and mental wellbeing support

4.1 OUR UNIQUE PARTNERSHIP MODEL

As a charity we generate approximately £5million a year. To build on where we are today, and secure the future of the Park and Palace, we need to grow that resource significantly. The £5million includes the operating profit from our trading subsidiary which is donated to the charity, the funds we raise from the restoration levy on ticket sales, car park charging revenue and other earned income, as well as committed core funding from our Corporate Trustee, Haringey Council. Thanks to the stability of the funding from the Corporate Trustee, we are able to open the site safely, as this portion contributes towards security, insurance and utilities costs. We can then generate further funds through our operating model, which includes commercial trading, partnerships, tenancies and philanthropy.

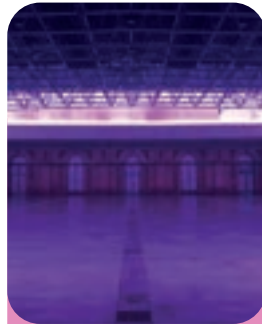


4.2 SECURING INVESTMENT



2015-2018
£27m East Wing Project restores East Court and reopens Theatre

2019
Royal Institute of British Architects (RIBA) London and national awards



2021-2022
Install light-emitting diode (LED) lighting with Salix loan



2023+
Secured North East Offices in £1m project with £745,000 Historic England (HE) funding



2024
Accepted onto Greater London Authority (GLA) Zero Carbon scheme

2025
Secured Haringey Music Service as anchor tenant and partner



2025
Awarded Attitude is Everything Platinum Status

2016-2018
West Yard and North Wall project



2020
£2.9m Culture Recovery Fund grant

2022+
Major multi-year grants from Esmée Fairbairn Fdn and Matchroom Fdn



2023+
Delivered By The People National Lottery Heritage Fund (NLHF) project



2024
Supported Haringey's winning bid for Borough of Culture



2025
Secured Haringey Council loan for Panorama Room and Kitchen

Despite the popularity of the Palace and Park, and the successful operation we can run here, our Fabric Maintenance Plan confirms that our site has many urgent maintenance needs. The Palace remains on Historic England's national register of Buildings At Risk. Our trading operation is profitable, but it is constrained by ageing infrastructure and the higher cost of managing historic spaces. This means we are vulnerable to competition from the many large London music and event venues that have opened

or been upgraded in recent years. The Trust does not hold significant reserves that can be invested in infrastructure.

In 2012, it was identified that £100million was needed to secure the future of the site. Since then, we have raised close to £40million against that target.



To realise our ambitions for the next ten years, we now need to raise further external investment from government, national lottery, trusts and foundations, partners, and businesses – and to encourage the millions of people who love this site to donate to its restoration and upgrade. Through our operating model, we know that this investment will not just secure the future of the site and our programme, it will further increase the social and economic benefits we deliver for London and our community. To deliver all the projects in this decade, we will need to raise £32m. To realise all the projects currently identified, we will need to find £250m.





5. RESPONDING TO OUR CONTEXT

5.1 RESPONDING TO VISITOR PRIORITIES

As a major destination, we enjoy good awareness at UK and London levels. Event goers are positive about their experiences here. Londoners give us a more favourable rating than similar London venues. Our history, heritage and architecture are seen as unique draws, as is the ability to run events and activities in the Park. Our total Net Promoter Score is +49, which is considered good for a major destination, and it reflects many of our visitors (64%) scoring us nine or ten out of ten.

In 2025, a leading market research agency ran a major market research exercise for us that reached almost 4,000 UK and London residents, customers on our database, Park users, donors and 'superfans'.

This exercise revealed that the people who know this place love it – the history and architecture, the scenic outdoor spaces; the quality and diversity of activities and events; the sense of community. We also heard there is potential to deepen engagement among less frequent visitors by emphasising the diversity of our offer and the unique qualities of our site; and that event goers want to improve the condition of the Palace, the site's physical accessibility, food and drink offer, and toilet provision.

Park users, donors and superfans approved of the possible restoration and upgrade works that we tested with them, particularly our aim to adapt more of the historic Palace including the former BBC spaces to host new creative uses, and to upgrade the heavily-used playground, skate park, and boating lake area. Opportunities for more community events and improved signage were also suggested. Local residents support improvements to The Grove and reopening the Campsbourne building for uses aligned with the Charity's Vision. This exercise built on previous consultations and surveys with different local audiences between 2019 and today; and it gives us a clear mandate to proceed.

Despite their engagement, most visitors do not fully understand the Trust's charity status and our community impact, and the relationship with Haringey Council as our Corporate Trustee. If we can further build awareness of this, we can deepen visitors' engagement and increase visitor support.



5.2 RESPONDING TO VISITOR MARKET TRENDS

Our offer is strongly aligned with dominant trends in the visitor market. This gives us confidence to target growth, if we successfully communicate our full offer and the distinctive qualities of our site.

London visitor attractions continue to slowly recover. Total footfall in 2024 was 18% below 2019 levels, however several attractions showed strong growth after upgrades, or by programming popular exhibitions and events, including the National Portrait Gallery, Young V&A, Royal Albert Hall, Design Museum, and V&A South Kensington (Visit England, 2025). Visitors showed that in their leisure spending they still prioritise day trips to loved attractions, they are keeping up their memberships of favourite organisations and they value spending special time with special people in special places (Association of Leading Visitor Attractions, 2025). London's major free-to-access parks, including our Park, remain popular – as do park activities including boating and swimming (Association of Leading Visitor Attractions 2025).

The recovery of London attractions reflects the continued growth of the experience economy. From festivals to holidays to major concerts, people now place more value on experiences than possessions. 13% of UK consumers say they feel less guilty about spending on experiences, and 63% would rather talk about something they did than something they bought (Barclays, 2025).

Major concerts remain popular, with fans willing to save up for the biggest shows. In 2025, Coldplay, Beyoncé, Oasis and Billie Eilish performed more times in London than anywhere else. The capital's major arenas and stadiums welcomed 3.6million fans over the summer, with fans travelling from across the world. London attracts 7.5million music tourists per year, who spend £2.7billion in the city (GLA, 21 July 2025).

Many large music venues have opened or been upgraded in recent years including: Eutopia Warehouse (Barking), Ministry of Sound, British Airways Arc (Olympia), Exhibition (White City), and O2 Shepherd's Bush Empire. Many of these competitors are not constrained by historic buildings and they are backed by major businesses and investors. Their growth highlights the need

for us to invest in Alexandra Palace's technical infrastructure and visitor experience to remain competitive.

5.3 RESPONDING TO THE FISCAL OUTLOOK

In recent years, the UK economy has faced significant shocks, including the COVID-19 pandemic, exit from the European Union, and the energy price surge following Russia's invasion of Ukraine. This followed the impact of the global financial crisis and relative stagnation in household incomes (Association of Leading Visitor Attractions, 2025). We are prepared for economic uncertainty and pressure on government budgets to continue, affecting us, our community and visitors. Amid the hesitant financial outlook, we also see two opportunities.

Firstly, creative and cultural organisations like us are successfully growing the income we receive from philanthropic donations, trusts and foundations, and businesses.

Income from these sources grew by 36% from 2021 to 2023 (Arts Council England, 2025). There is intense competition for income, but we have some notable successes, winning large grants from Esmée Fairbairn Foundation and Matchroom Foundation. **We see potential to grow philanthropic income, and for philanthropy to support several key projects for 2025-2035.**

We have also successfully grown our earned income from performances, events, food and drink, and retail over the last decade. Meanwhile, a large proportion of the arts sector has flatlined in this respect (Campaign for the Arts & University of Warwick, 2024). We know we can further strengthen our operation with investment in our infrastructure. **A future income stream is tenancy income, following refurbishment of currently underutilised spaces.**

Secondly, alongside our ability to generate our own income, we know we have a strong offer to make against national priorities including physical and mental well-being, skills, growth, and positive life experiences for young people.

Our beautiful site supports walking, running and many sports and leisure activities (43% of Park visitors come to exercise). Our Creative Learning team delivers health and skills outcomes, and all our visitors experience the well-being effects of engaging with nature and culture. We provide many creative sector jobs, and we are creating a London centre for teaching heritage crafts.

We will advocate our offer to multiple government departments and agencies, and scope new opportunities that align with our impact, such as the visitor levy, creative health and social investment.





5.4 DELIVERING FOR THE LOCAL COMMUNITY

In our consultations with Haringey Council to develop this Strategic Plan, we identified four priorities for future collaboration over 2025-2035: joint-working; skills provision; working with local enterprises; and recruiting a local workforce. These priorities are a strong fit with the Haringey 2035 Vision and other Council strategies. We already deliver against these priorities, and we are keen to do more.

By closer joint working with a range of partners and key stakeholders, we can extend our local social and economic impact, ensure our efforts are joined up and as a result more effective, and bring new investment into the borough.

A major priority for the borough is to build an inclusive local economy. Our operation already supports over 1,100 jobs in Haringey, and half of our employees are Haringey residents.

We will develop our skills provision and introduce more pathways into creative, event management, and heritage crafts roles.

Our expanded Creative Learning Plan and Creative Campus project are opportunities to host more creative collaborations and residencies.

We will reach out to local Small and Medium-sized Enterprises (SMEs) to promote opportunities to work with us and explore outreach with communities who face barriers to accessing our site.

Partnerships with other local and national organisations will greatly amplify our own efforts.

Wood Green is a focus for placemaking in the borough. Each year, we generate millions of visits through Wood Green to our site. We want to work with Haringey Council to improve the visitor journey, and we can work with local entrepreneurs to establish a visitor economy in Wood Green. We have a track record of delivering community projects in Wood Green; it is a clear focus for future outreach.

London Borough of Culture 2027 will shine a huge spotlight on Haringey's cultural offer. The year is a great example of Haringey Council and cultural organisations working together to develop a more impactful shared approach. We are keen to extend this approach into borough-wide destination planning, to persuade visitors to dwell longer and experience multiple sites in the borough.

Over time, we hope our efforts create a virtuous circle.

We would like to recruit talented local workers to more of our in-house roles and work with local suppliers to support an inclusive local economy and cut our carbon footprint.

While adding Wood Green and Haringey experiences to the appeal of visiting us, we will continue to work closely with our Corporate Trustee Haringey Council to together:

- Secure maximum external investment in the Palace and Park, targeting all funding sources available to the Council and all sources available to us as a charity
- Realise 'invest to save' opportunities that reduce our operating costs or increase our income
- Involve Haringey in our drive to identify new funding that leverages our delivery against wellbeing, skills, economic growth, and youth engagement agendas

6. STRATEGIC OBJECTIVES FOR 2025-2035

This Strategic Plan explains how we will deliver our Vision over the period 2025-2035. We will keep delivering the experiences that people love today, while strengthening our offer in six exciting ways.

- 

1 Upgrade our infrastructure to grow the success of our commercial operation and programme, build long-term financial sustainability and overall resilience.
- 

2 Become a year-round destination delivering a high-quality programme, attracting and growing a national audience, with appeal to local and London families.
- 

3 Establish a creative campus for young people, creative partners and the local community, inspired by our history of innovation.
- 

4 Progress conservation of the historic Palace and become a London centre for teaching heritage skills, upskilling our teams and developing the next generation of heritage workers.
- 

5 Combine the conservation of a major cultural heritage building and historic park with best practice for environmental sustainability, placing carbon reduction at the heart of all operations.
- 

6 Strengthen and grow our strategic partnerships, and work with our Corporate Trustee Haringey Council to further extend the benefits we deliver for London and local residents and businesses.

For each of our six Strategic Objectives, we describe our current position; a package of projects; the work completed so far; anticipated investment sources and timeline; and success measures.

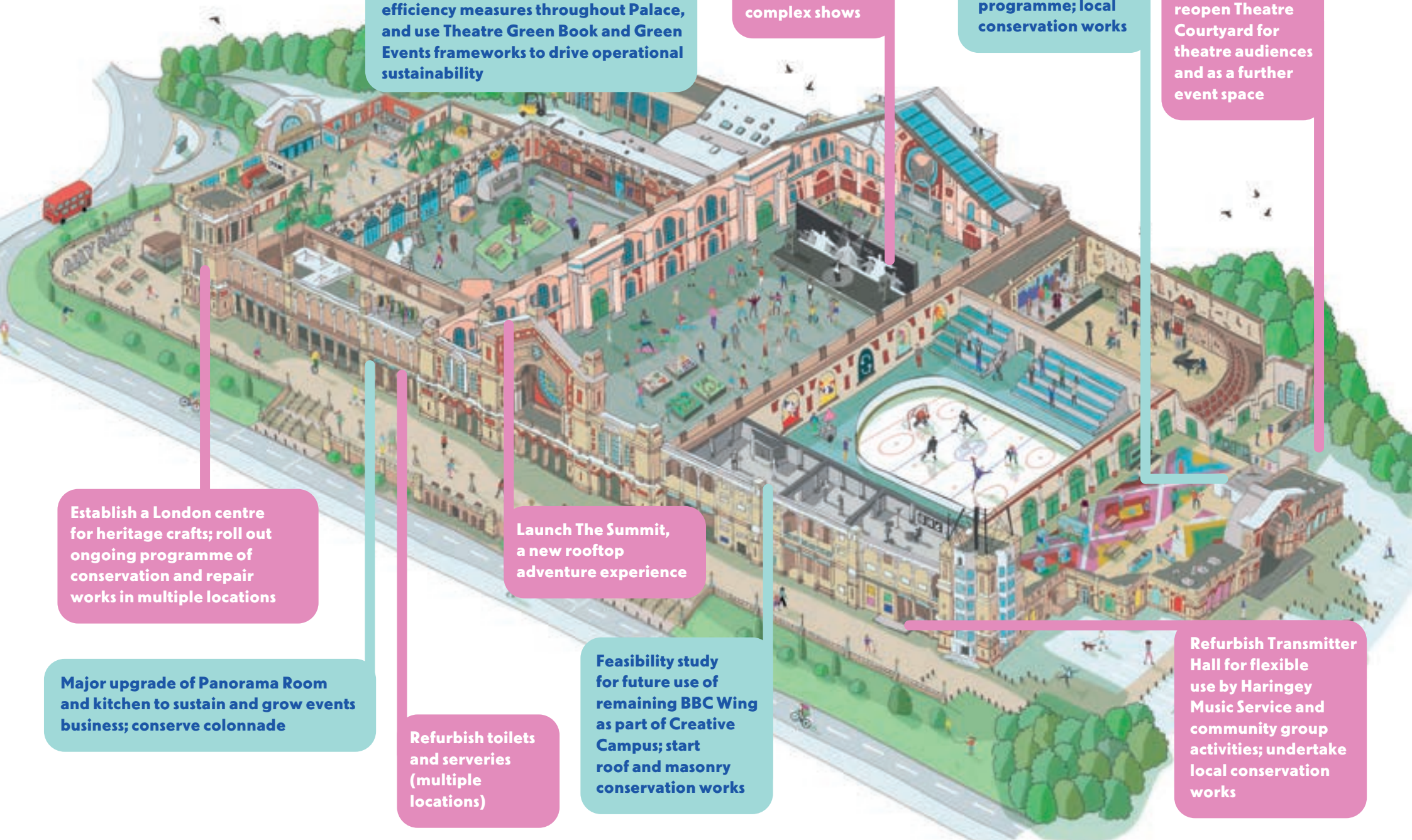
We carefully considered which projects to bring forwards, from a long list and informed by consultations with visitors and the local community over multiple years. We prioritised based on:

- Ability to deliver our Strategic Vision, Goals and Objectives
- Urgency of action required
- Risk associated with delivering the works
- Impact of works on our operations
- Whether the works support us to generate income
- Ability to secure the funding required
- Cost and return on investment.

If opportunities arise, we will add further projects over 2025-2035 that meet these criteria.

All delivery arrangements will be confirmed as the projects are worked up in detail. **At present, all projects in the Strategic Plan are dependent on us securing the necessary investment.**

THE PALACE PROJECTS



Install low carbon tech and energy efficiency measures throughout Palace, and use Theatre Green Book and Green Events frameworks to drive operational sustainability

Upgrade Great Hall Mothergrid and Stage to host more technically complex shows

New Creative Learning suite enabling growth of Creative Learning programme; local conservation works

Refurbish and reopen Theatre Courtyard for theatre audiences and as a further event space

Establish a London centre for heritage crafts; roll out ongoing programme of conservation and repair works in multiple locations

Launch The Summit, a new rooftop adventure experience

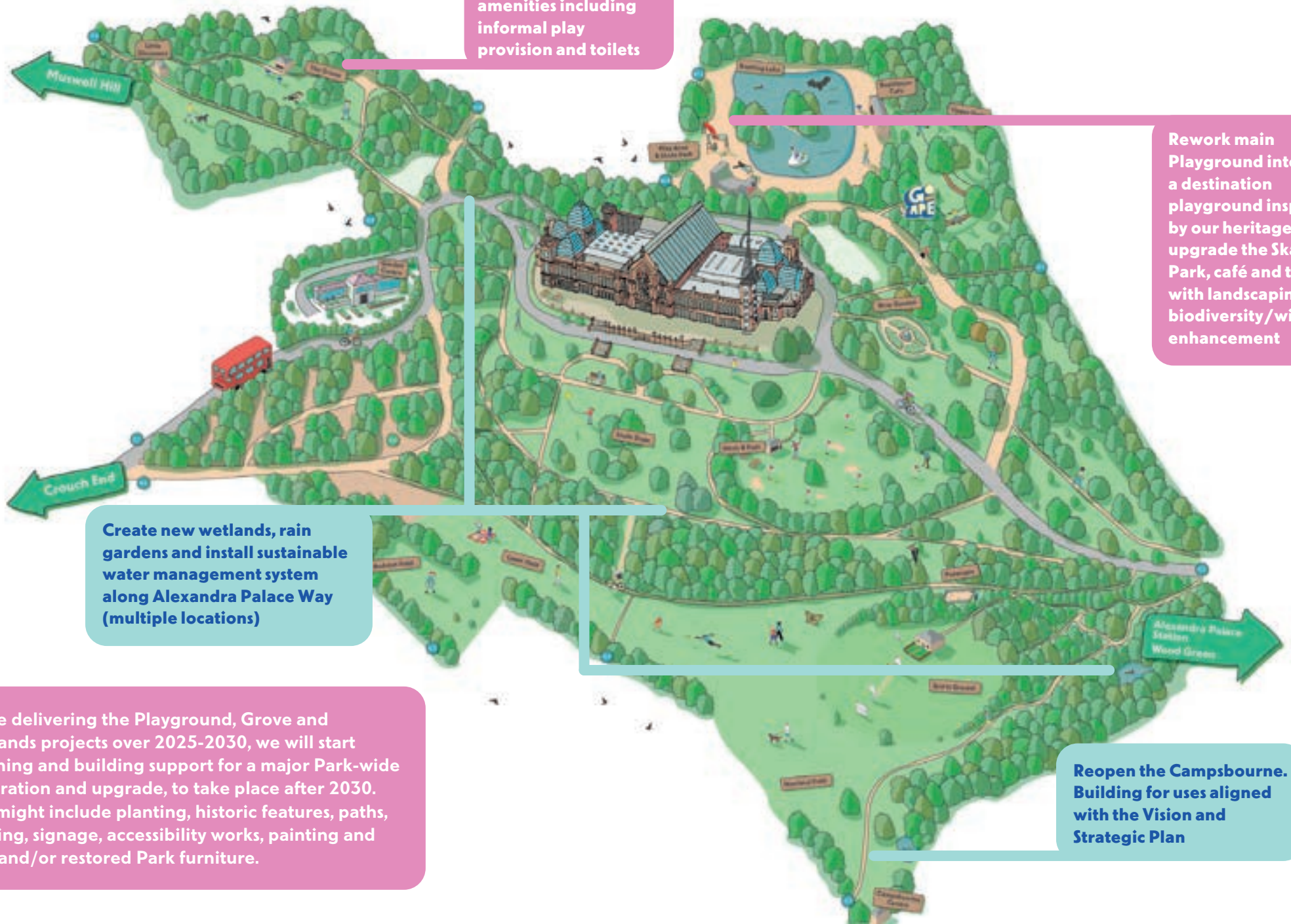
Major upgrade of Panorama Room and kitchen to sustain and grow events business; conserve colonnade

Refurbish toilets and serveries (multiple locations)

Feasibility study for future use of remaining BBC Wing as part of Creative Campus; start roof and masonry conservation works

Refurbish Transmitter Hall for flexible use by Haringey Music Service and community group activities; undertake local conservation works

THE PARK PROJECTS



Improve The Grove's buildings and amenities including informal play provision and toilets

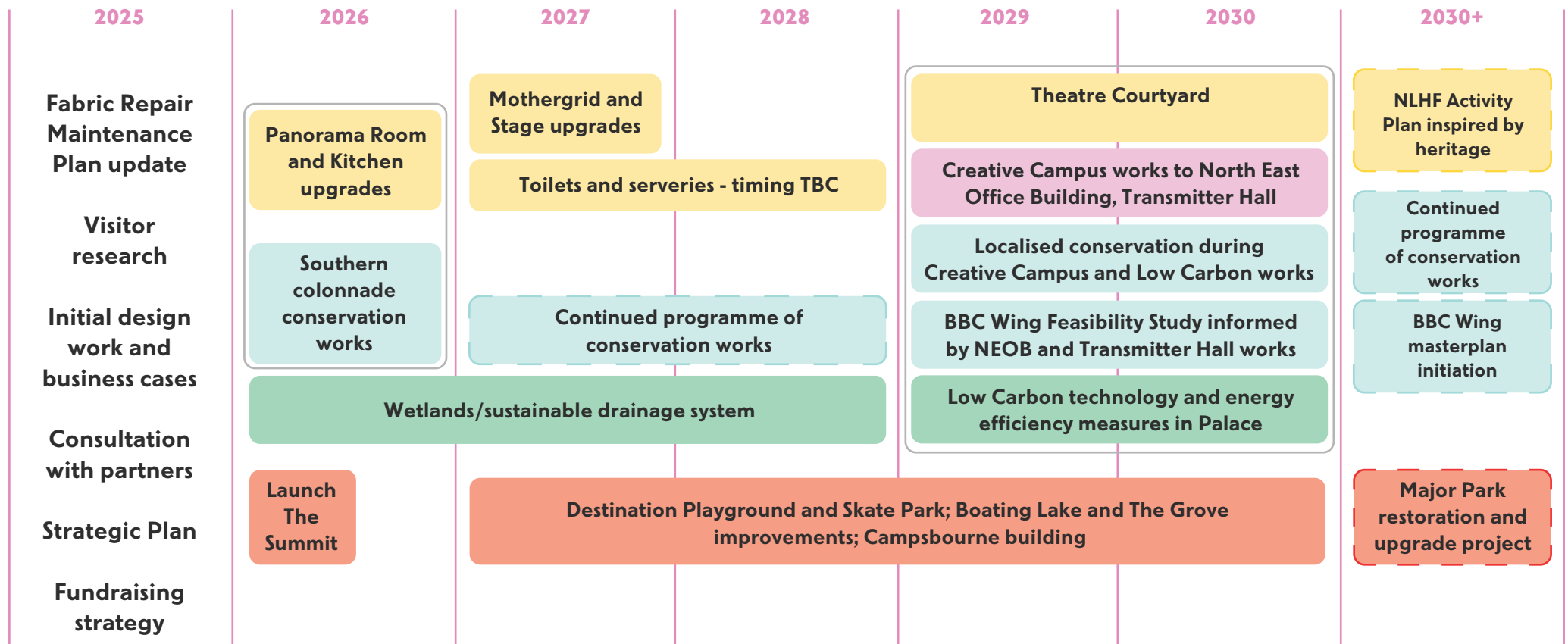
Rework main Playground into a destination playground inspired by our heritage, upgrade the Skate Park, café and toilets, with landscaping and biodiversity/wildlife enhancement

Create new wetlands, rain gardens and install sustainable water management system along Alexandra Palace Way (multiple locations)

Reopen the Campbourne Building for uses aligned with the Vision and Strategic Plan

While delivering the Playground, Grove and Wetlands projects over 2025-2030, we will start planning and building support for a major Park-wide restoration and upgrade, to take place after 2030. This might include planting, historic features, paths, lighting, signage, accessibility works, painting and new and/or restored Park furniture.

7. TIMELINE



The delivery timeline shows when we anticipate the principal physical works to the Palace and Park taking place. The intention is to minimise disruption by clustering all major works where possible. For example, the timeline shows two phases of major Palace works in 2026 and 2029-2030.

At this point there is good visibility of the works proposed for the first five-year period 2025-2030. The works and timeline for the second period 2030-

2035 will be confirmed in due course, reflecting work completed in the first phase.

Our aspiration for 2030-2035 is to start to deliver a phased masterplan for the remaining unrestored areas of the BBC Wing, extending the Creative Campus concept, alongside a major Park restoration and upgrade and continued conservation work and heritage skills projects.

We also anticipate continuing to deliver an Activity Plan accompanying the first phase of the Creative Campus.

All delivery arrangements will be confirmed as the projects are worked up in more detail. Delivery timelines are dependent on fundraising progress.

STRATEGIC OBJECTIVE 1

| | | |
|---|--|---|
| Contribution to our Goals | <p>Goal 4. Restore Derelict Spaces</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p> | <p>Goal 8. Create A Great Place To Work</p> <p>Goal 9. Strengthen Our Overall Resilience</p> |
| Current offer | <p>Great Hall Theatre Panorama Room Event Kitchen Phoenix Bar and Pizzeria, The Terrace</p> | <p>West Hall Palm Court Londesborough Room Palace Suite Park event spaces</p> |
| New interventions | <p>New Panorama Room and Event Kitchen upgrade to improve user experience, improve operational efficiency, and keep pace with competitor venues.</p> <p>Install new Mothergrid and Stage ensuring the Great Hall can support increasingly sophisticated concerts and events, and it keeps pace with competitor venues.</p> | <p>Reopen the Theatre Courtyard as an additional gathering place for theatre audiences, and as a further space available for events and hires.</p> <p>Improve and increase volume of toilets across all areas of Park and Palace.</p> <p>Install 5G to improve connectivity.</p> <p>Repairs to roof and roof glazing.</p> |
| Preparation work to date | <p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Business case for Panorama Room and Event Kitchen (2025)</p> | <p>Business Case for Mothergrid and Stage updates (2025)</p> <p>Major visitor market research exercise (2025)</p> |
| Anticipated timeline, subject to funding | <p>Most infrastructure works delivered 2026-2028</p> <p>Theatre Courtyard delivered 2028-2030</p> | <p>Roof and brickwork repairs conducted in phases through 2025-2035</p> |

| | | | |
|-----------------------------|--|---|---|
| Investment sources | <p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement (to safeguard critical infrastructure)</p> <p>Loan finance for works that produce a commercial return</p> | <p>Theatre Courtyard delivered with Creative Campus package of works, seeking support from lottery/public sector/private philanthropy</p> | |
| Key success measures | <p>Ticket sales for paid events and attractions</p> <p>Total contribution generated by operating profit + license fee + restoration levy</p> <p>Net Promoter Score</p> | <p>910,000 baseline</p> <p>£3.38million in 2024</p> <p>+49.9 Good</p> | <p>1.2million target by 2035</p> <p>£10million ten-year period</p> <p>+55 Excellent</p> |

Upgrade our infrastructure to grow the success of our commercial operation and programme, build long-term financial sustainability and overall resilience.

STRATEGIC OBJECTIVE 2

| | | |
|---|--|---|
| <p>Contribution to our Goals</p> | <p>Goal 2. Safeguard Our Green Lung For London</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p> | <p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 9. Strengthen Our Overall Resilience</p> |
| <p>Current offer</p> | <p>Park Playground and Skatepark Little Dinosaurs Soft Play Summit Rooftop Adventure Boating Lake Ice Rink Go Ape StrEATlife Street Food and Craft Beer Festival</p> | <p>Family and community events including North London Book Fest Phoenix Bar and Pizzeria, and Terrace East Court Café Boat House Café Grove Café</p> |
| <p>New interventions</p> | <p>Rework main Playground and Skatepark area to include new exciting destination Playground inspired by our heritage and upgraded Skate Park, plus toilet refurbishment, landscaping and biodiversity/wildlife enhancements.</p> <p>Improve the Grove buildings and amenities, including informal incidental play provision and toilets.</p> | <p>Reopen the Campsbourne Building and test a range of community-focused uses for the future.</p> <p>Start planning and building support for a major Park restoration and upgrade, to take place after 2030. Might include planting, historic features, paths, lighting, wayfinding and signage, accessibility works, painting and new/restored Park furniture.</p> |
| <p>Preparation work to date</p> | <p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Boathouse Cafe Refurbishment (2025)</p> <p>Ice Rink investment (2023-2025) – Plexiglass, Bar, new plant, Jumbatron</p> <p>Major visitor market research exercise (2025)</p> | <p>Grove user consultation (2024)</p> <p>Play and skate consultation (2023)</p> <p>Campsbourne user consultation (2018, 2022)</p> |

| | | |
|--|---|--|
| <p>Anticipated timeline, subject to funding</p> | <p>Playground, Skatepark and Boating Lake works delivered during 2026-2030 period alongside play installations in other key Park locations (Grove, Campsbourne)</p> | <p>Campsbourne timing dependent on funding and local planning decisions</p> <p>Major Park restoration and upgrade to take place after 2030</p> |
| <p>Investment sources</p> | <p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p> <p>Private philanthropy</p> | <p>Major Park restoration and upgrade could seek support from national lottery/public sector/private philanthropy</p> <p>Neighbourhood Community Infrastructure Levy (NCIL)</p> |
| <p>Key success measures</p> | <p>Number of Park visitors per year</p> <p>Total tickets sold each year to year-round attractions (ice rink, Summit, boating lake, Go Ape and any other year-round paid attractions)</p> <p>Visitor spend at on-site food and drink outlets</p> | <p>3million baseline 3.5million visitor target by 2035</p> <p>177,670 baseline 234,524 by 2035 (show progress)</p> <p>£10.39million (2024) baseline £16.37million by 2035 (show progress)</p> |

Become a year-round destination delivering a high-quality programme, attracting and growing a national audience, with appeal to local and London families.

STRATEGIC OBJECTIVE 3

| | | |
|---|---|--|
| <p>Contribution to our Goals</p> | <p>Goal 4. Restore Derelict Spaces</p> <p>Goal 5. Provide Great Entertainment and Culture For All</p> <p>Goal 6. Protect Our Archives And Share Our Stories In Innovative Ways</p> | <p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 8. Create A Great Place To Work</p> <p>Goal 10. Establish New, Exciting Partnerships</p> |
| <p>Current offer</p> | <p>Creativity Pavilion in East Court</p> <p>Creative Learning Programme</p> <p>Haringey Music Service tenancy and partnership</p> | <p>BBC Concert Orchestra partnership</p> <p>Multiple local projects and partnerships e.g. Library Lates, La Feria, Age Well Festival, emerging artist exhibition, boxing, University of the Third Age</p> |
| <p>New interventions</p> | <p>Deliver a suite of bespoke Creative Learning spaces in the North East Office Building (NEOB) with toilets, kitchenette, lift, access to Creativity Pavilion.</p> <p>Roll-out new Creative Learning Plan delivering further learning/ skills, wellbeing and social outcomes for local residents and targeted groups. Look to increase residency and partnership opportunities for emerging artists.</p> | <p>Deliver an improved performance space for Haringey Music Service and other community groups in the BBC Transmitter Hall. Deliver tuition to school students across the borough, with potential to take inspiration from artists performing at the Palace. Create new route to East Court, toilets, and storage.</p> <p>Devise a major community activity programme funded as part of building works and inspired by the site's history and the BBC's achievements here.</p> |
| <p>Preparation work to date</p> | <p>Stabilisation of NEOB (2023-2025)</p> <p>Designs to RIBA Stage 1 for future use of NEOB and Transmitter Hall (2025)</p> | <p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>New Creative Learning Plan (2025)</p> |

| | | | |
|--|--|---|---|
| <p>Anticipated timeline, subject to funding</p> | <p>Fundraising and project development over 2026 to 2028</p> | <p>Delivery over 2029 to 2030</p> | |
| <p>Investment sources</p> | <p>First phase (NEOB and TH) delivered as one major project, seeking support from lottery/ public sector/private philanthropy</p> | <p>Delivery over 2029 to 2030</p> | |
| <p>Key success measures</p> | <p>Number of participants for structured creative activities (on-site and outreach)</p> <p>Number of community/education organisations using the Alexandra Palace building regularly for activities (onsite)</p> | <p>13,500 (2024)</p> <p>17 baseline</p> | <p>30,000 target by 2035 including Haringey Music Service users</p> <p>24 by 2035 (show growth)</p> |

Establish a creative campus for young people, creative partners and the local community inspired by our history of innovation.

STRATEGIC OBJECTIVE 4

| | | |
|---|---|--|
| <p>Contribution to our Goals</p> | <p>Goal 3. Protect Our Heritage Assets</p> <p>Goal 4. Restore Derelict Spaces</p> <p>Goal 7. Inspire And Engage Our Communities</p> <p>Goal 8. Create a Great Place to Work</p> | <p>Goal 9. Strengthen Our Overall Resilience</p> <p>Goal 10. Establish New, Exciting Partnerships</p> |
| <p>Current offer</p> | <p>Ongoing programme of maintenance and repairs focused on stabilising and protecting the fabric of the building, reducing backlog risk, and moving from reactive works to a more planned, intelligence-led approach.</p> | <p>This includes prioritised roof and fabric repairs, compliance-led life safety upgrades, essential M&E infrastructure improvements, and targeted conservation works to historically significant areas.</p> |
| <p>New interventions</p> | <p>Establish a London centre for heritage crafts training, outreach, and multi-trade collaboration, working with national partners and networks.</p> <p>Deliver conservation works to Western façade and basements during Panorama Room upgrade.</p> <p>Deliver masonry and roof works to the BBC Wing during phase 1 of the Creative Campus works. Investigate further opportunities to use parts of the eastern end of the building as the canvas for heritage crafts training.</p> | <p>Undertake a feasibility study and high-level masterplan for the re-use of the remaining underused BBC Wing, extending the Creative Campus concept. In tandem, undertake the most urgent repairs required to the roof, elevations and basements, to arrest damage.</p> <p>Other conservation works are possible during the low carbon tech installation.</p> |
| <p>Preparation work to date</p> | <p>Updated Fabric Repair Maintenance Plan (2025)</p> | <p>Heritage Skills Strategy (2025)</p> |

| | | | | | | |
|--|---|--|---------------|----------------------|---------------|---------------------|
| <p>Anticipated timeline, subject to funding</p> | <p>Establish London Centre from 2026</p> <p>Western façade works in 2026</p> <p>Creative Campus works 2029 and 2030</p> | <p>Feasibility Study for BBC Wing 2029-2030 informed by Creative Campus works; implement after 2030</p> | | | | |
| <p>Investment sources</p> | <p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p> | <p>Additional funds built into Creative Campus budgets</p> <p>Private philanthropy – individuals, heritage trusts and foundations</p> | | | | |
| <p>Key success measures</p> | <p>Number of people benefitting from heritage crafts skills CPD events and activities</p> <p>Number of people accessing employment in heritage and specialist construction trades</p> | <table border="1"> <tr> <td>Zero baseline</td> <td>150 per year by 2035</td> </tr> <tr> <td>Zero baseline</td> <td>35 per year by 2035</td> </tr> </table> | Zero baseline | 150 per year by 2035 | Zero baseline | 35 per year by 2035 |
| Zero baseline | 150 per year by 2035 | | | | | |
| Zero baseline | 35 per year by 2035 | | | | | |

Progress conservation of the historic Palace and become a London centre for teaching heritage skills, upskilling our teams and developing the next generation of heritage workers.

STRATEGIC OBJECTIVE 5

| | | |
|---|--|---|
| Contribution to our Goals | <p>Goal 1. Build Climate Change Resilience</p> <p>Goal 2. Safeguard Our Green Lung For London</p> | <p>Goal 3. Protect Our Heritage Assets</p> <p>Goal 8. Create A Great Place To Work</p> <p>Goal 9. Strengthen Our Overall Resilience</p> |
| Current offer | <p>LED lighting installed across estate</p> <p>29% reduction in emissions since baseline year of FY22/23 through energy efficiency measures in Ice Rink.</p> <p>Adoption of Green Events and Theatre Green Book codes of practice.</p> | <p>Recruitment of two brick masons to work on removing defective historic sand and cement repairs and carefully re-pointing areas of failed mortar.</p> <p>Haringey Carbon Fund projects including secondary glazing on CUFOs building, and solar panels on Boat House.</p> |
| New interventions | <p>Install sustainable urban drainage scheme in the Park featuring Wetlands, raingardens, and more sustainable water management along Alexandra Palace Way – returning to parkland and removing concrete bollards.</p> | <p>Install low carbon technology and energy efficiency measures into the Palace e.g. new plant, ASHP, LV switchgear, EC wind lobby.</p> <p>Advance our operations to more advanced levels within the Green Events and Theatre Green Book codes.</p> |
| Preparation work to date | <p>Scoping with GLA Zero Carbon Accelerator programme (2022+) to create clean energy plan</p> | <p>Updated Fabric Repair Maintenance Plan (2025)</p> <p>Procurement for a new energy supplier has started (2025)</p> |
| Anticipated timeline, subject to funding | <p>Seek to install Wetlands/drainage scheme when funding is available, anticipated over 2026-2029.</p> | <p>Seek to install low carbon technology and energy efficiency measures during 2029-2030, programmed to align with other East Wing works</p> |

| | | | |
|-----------------------------|--|---|---|
| Investment sources | <p>Haringey Council capital allocation and application for discretionary capital funds, as per current arrangement</p> | <p>Further public sector sustainability and low carbon funding or loan schemes TBC</p> <p>Potential for corporate partnership</p> | |
| Key success measures | <p>Theatre Green book level attained</p> <p>The Green Events Code of Practice (GECOP) roadmap alignment</p> <p>Amount of carbon emissions per year</p> | <p>‘basic level’ baseline</p> <p>‘Measure’ milestone baseline</p> <p>2,674 tCO₂e baseline</p> | <p>‘intermediate level’ target by 2035 (show progress)</p> <p>‘Reduce’ milestone target by 2035</p> <p>750 tCO₂e by 2035</p> |

Combine the conservation of a major cultural heritage building and historic park with best practice for environmental sustainability, placing carbon reduction at the heart of all operations.

STRATEGIC OBJECTIVE 6

| | | |
|---|---|--|
| Contribution to our Goals | <p>Goal 5. Provide Great Entertainment and Culture For All</p> <p>Goal 7. Inspire And Engage Our Communities</p> | <p>Goal 10. Establish New, Exciting Partnerships</p> |
| Current offer | <p>Haringey Music Service now has its permanent home at Alexandra Palace and a formal partnership with the Charitable Trust</p> <p>We invest in Haringey residents by providing jobs, learning and skills</p> | <p>We partner to bring the London Festival of Architecture to Haringey</p> <p>We will be the venue for the London Borough of Culture (LBOC) 2027 opening event.</p> <p>BBC Concert Orchestra is Alexandra Palace's associate orchestra</p> |
| New interventions | <p>Establish joint working on an inclusive local economy, wellbeing, creative health, Wood Green placemaking, borough destination planning, etc.</p> | <p>Identify opportunities to further engage local SMEs and supply chains.</p> <p>Contribute to LBOC 2027 delivery and legacy planning.</p> |
| Preparation work to date | <p>Updated Impact Framework (2025)</p> <p>Economic Impact Study (annual)</p> | <p>Consultation exercise to shape Strategic Plan (2025)</p> |
| Anticipated timeline, subject to funding | <p>Start discussing and planning ways of working and relationship-building in 2026</p> | |
| Funding sources | <p>Work within existing funding; explore possibility to unlock new funding streams with Haringey and other local organisations</p> | |

| | | | |
|-----------------------------|--|-------------------------|--------------------------------|
| Key success measures | Alexandra Park and Palace workforce who live in Haringey | 48% baseline | 55% target by 2035 |
| | Economic impact in Haringey | £79million GVA baseline | £110million GVA target by 2035 |
| | Number of jobs supported in Haringey | 1,150 baseline | 1,250 by 2035 |

Strengthen and grow our strategic partnerships, and work with our Corporate Trustee Haringey Council to further extend the benefits we deliver for London and local residents and businesses.

Alexandra Park and Palace Charitable Trust is a registered charity no. 281991

