

Alexandra Park and Palace Charitable Trust

STRATEGIC PLAN 2025-2035



Alexandra Park and Palace, the People's Palace, is a national destination and much loved London landmark that attracts four million visits each year. The site is managed by Alexandra Park and Palace Charitable Trust, a registered charity, dedicated to looking after the historic site for the benefit of everyone. To secure the future of this treasured place, we are launching an ambitious drive for investment to further grow our substantial community impact and our cultural programming.

A LEADING NATIONAL DESTINATION AND LONDON LANDMARK

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.**

"The happiest place on Earth!"

The Times, December 2025



OUR VISION

For over 150 years 'Ally Pally' has brought entertainment and enjoyment to the world. Today, the Park and Palace is run by a charity - the Alexandra Park and Palace Charitable Trust (APPCT) - which continues this mission.

Our charity's 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.

OUR IMPACT

Over 70% of our income is self-generated.

Our conservation and fundraising successes include delivering the award-winning £27m 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.

OUR STRATEGIC PLAN

Our Strategic Plan explains how we will deliver the Vision. Supported by ten Goals, the Plan will guide us through a complex decade of fundraising and investment, and outlines some of the key projects that will strengthen our operations, improve our infrastructure, grow our audiences, establish new partnerships, build long-term financial sustainability and deepen our social and economic impact.

We multiply our impact, supporting inclusive economic growth. Our operation in 2024/2025 injected £107.65m of net additional Gross Value Added (GVA) into the London economy (£78.79m in Haringey). Visitors to Alexandra Palace spent £99.5m 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 1,153 full-time equivalent (FTE) jobs within the borough.

And we deliver 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 UNIQUE PARTNERSHIP MODEL

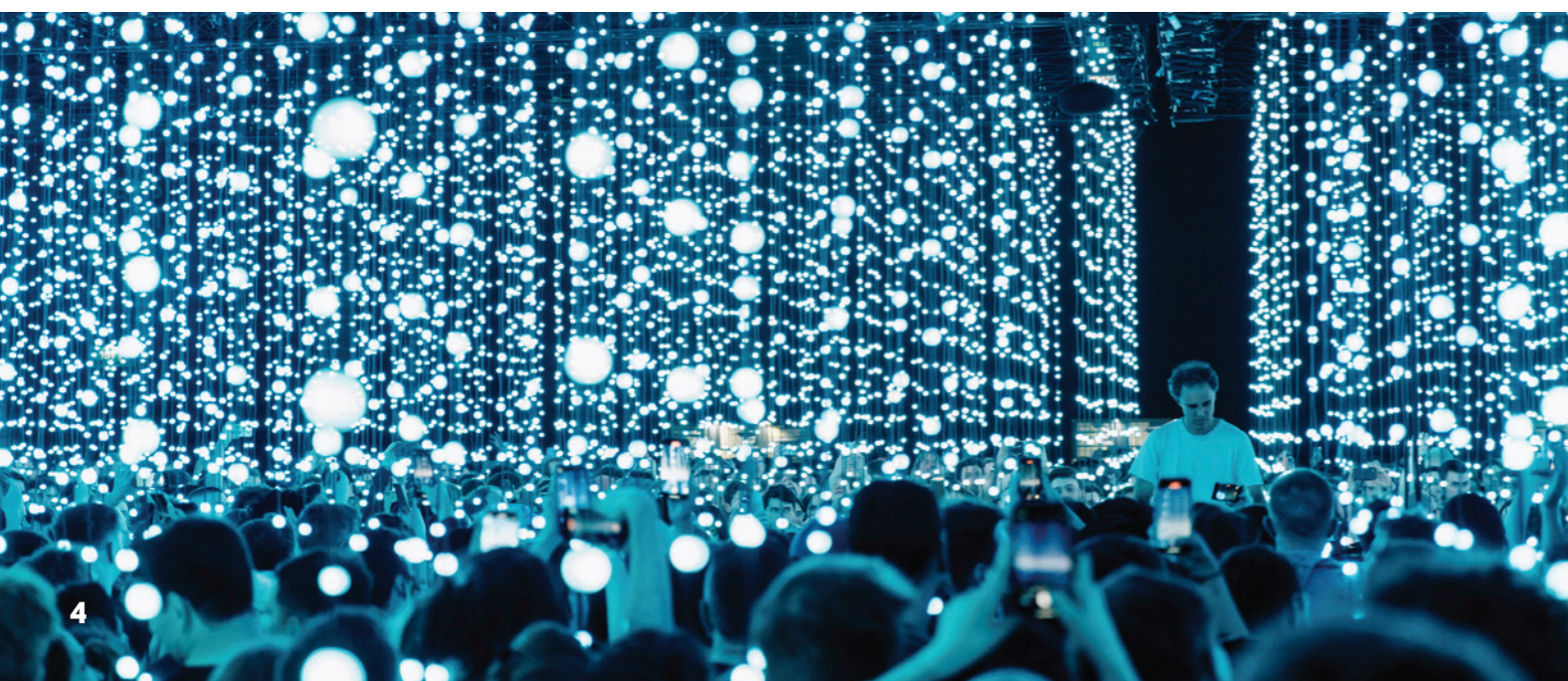
As a charity we generate around £5m a year. To build on where we are today, and secure the future of the Park and Palace, we need to grow that resource significantly. The £5million includes the operating profit from our trading subsidiary which is donated to the charity, the funds we raise from the restoration 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.



OUR AMBITION FOR 2025-2035

Over the next decade, we want to further progress the conservation of our heritage and upgrade of our infrastructure, grow our operations and visitor offer, unlock new partnerships and deepen our social and economic impact.

As a major London destination, hosting some of the city's most anticipated concerts and events and as a distinctive indoor/outdoor destination with appeal across all ages and communities, we are well-aligned with key visitor market trends. This positions us strongly to pursue and target sustainable growth.





SIX STRATEGIC OBJECTIVES

Our Plan sets out six Strategic Objectives, informed by careful research and consultation with visitors and stakeholders, Haringey Council and the Trustee Board.

STRATEGIC OBJECTIVE 1: COMMERCIAL GROWTH



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

STRATEGIC OBJECTIVE 2: YEAR-ROUND DESTINATION



We will become a year-round destination, attracting and growing a national audience, with appeal to local and London families.

STRATEGIC OBJECTIVE 5: BEST PRACTICE FOR SUSTAINABILITY



We will 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: DEEPENED IMPACT



We will 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.

STRATEGIC OBJECTIVE 3: CREATIVE CAMPUS



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

STRATEGIC OBJECTIVE 4: CONSERVATION AND HERITAGE SKILLS



We will 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.

OUR PROPOSALS

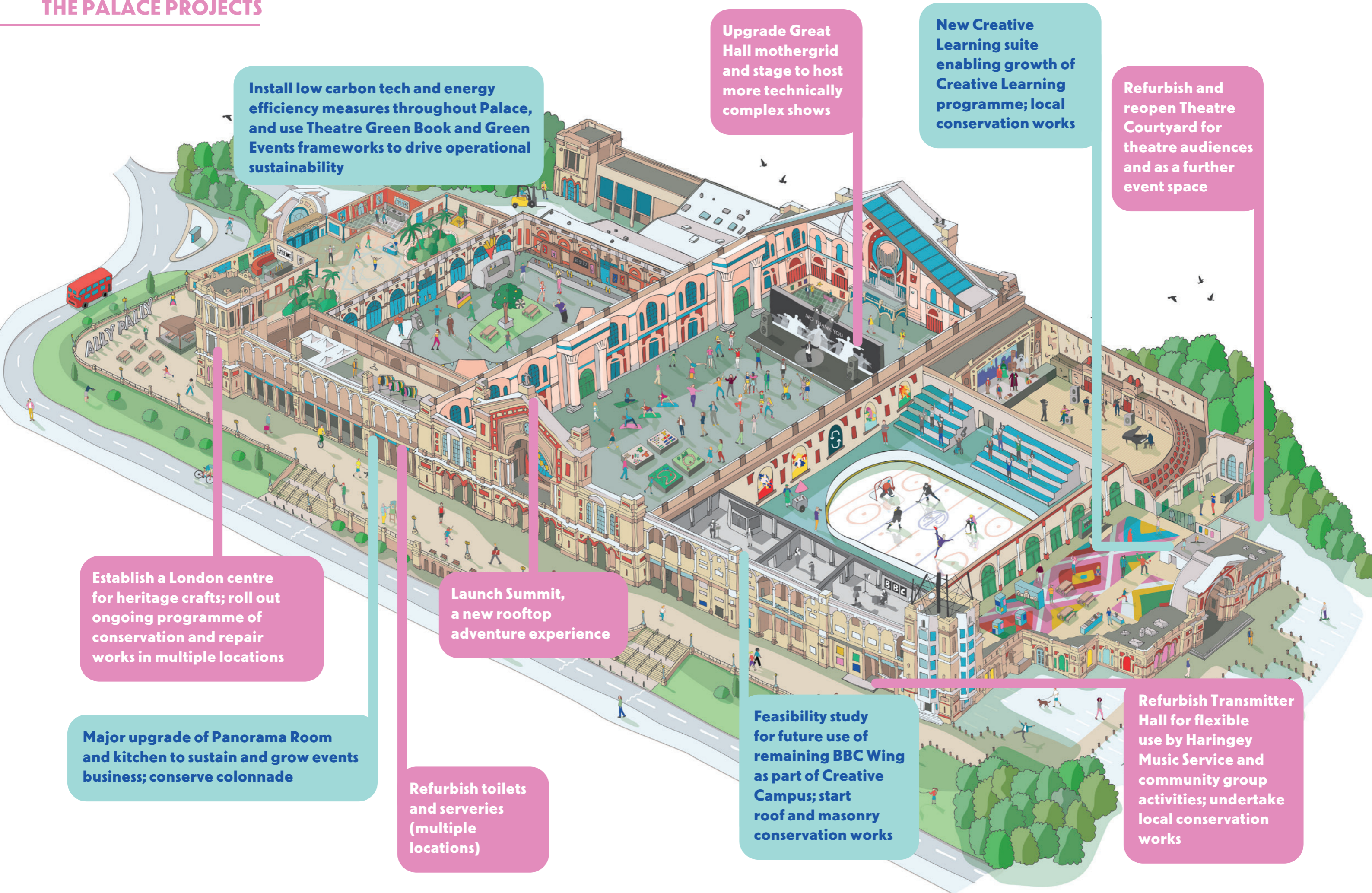
Our graphics (pg10-12) present the conservation and upgrade projects that we will deliver by 2035, to achieve our objectives. Collectively these projects benefit every part of the Palace and Park.

We retain flexibility about exactly how the projects are delivered, so we can respond to new opportunities that arise. All delivery arrangements will be confirmed as the projects are worked up in detail.

At present, all projects are dependent on us securing the necessary investment from the government, National Lottery, philanthropists and businesses; and us encouraging the millions of people who love this special place to contribute to our conservation and upgrade. This investment will secure and safeguard the future of the site and grow the social and economic impact we deliver for our community.



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

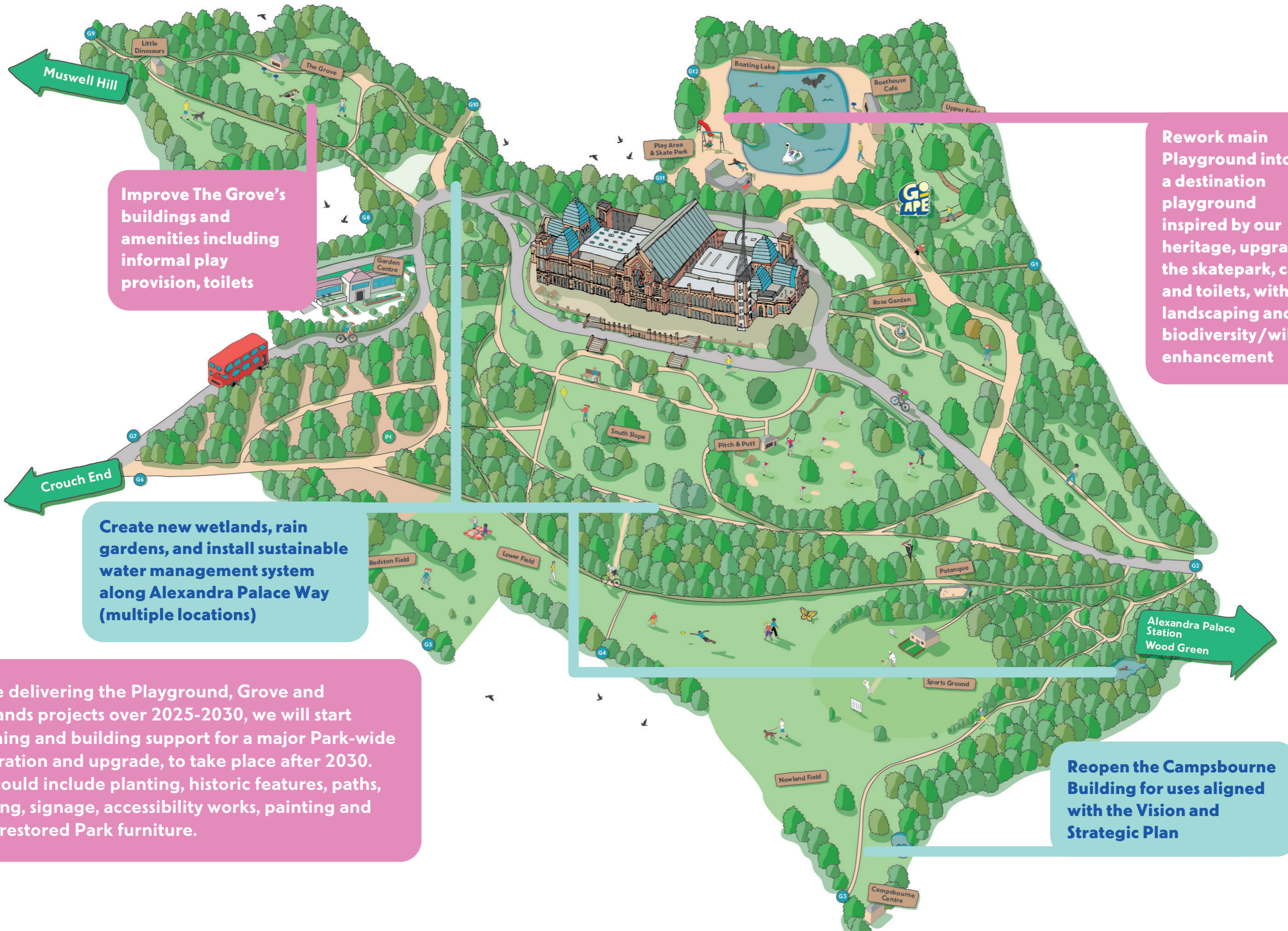
Launch Summit, a new rooftop adventure experience

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



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

Rework main Playground into a destination playground inspired by our heritage, upgrade the skatepark, 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)

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 could include planting, historic features, paths, lighting, signage, accessibility works, painting and new/restored Park furniture.

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

DEEPENING OUR IMPACT

The next phase for Alexandra Park and Palace will both restore our heritage and deliver for our audiences. **Ensuring the Park and Palace are safeguarded for future generations is at the heart of our Vision.** The investment we seek in our site and operation will enable us to reach more visitors from across the UK, while supporting more community groups, school pupils, older people and young people to achieve their potential.

We already deliver against national priorities including physical and mental well-being, skills, and provision of positive life experiences for young people. **We want to extend these benefits through new partnerships and funding.**

Another way we support local people is by creating local jobs, partnering with local suppliers and businesses, and attracting millions of visitors each year who spend money in local bars, pubs, café, restaurants and shops.

THE JEOPARDY IF WE DO NOT ACT NOW

As well as missing an opportunity to build on the successes of the last ten years and to maximise our impact, **there is serious jeopardy if we do not act.**

The Palace remains on Historic England's national register of Heritage At Risk; and we have a backlog of many urgent conservation repairs.

Our trading operation is successful, but it is constrained by ageing infrastructure and the higher cost of managing historic spaces. This means we

By closer joint working with a range of local partners and stakeholders, we can extend our social and economic impact, join up efforts to support the community, and bring new investment into the borough. We aim to create a virtuous circle. Currently half of our workforce lives in Haringey; but through sustained skills development we seek in future to recruit talented local workers to more of our roles; we seek to strengthen local supply chains thus supporting an inclusive local economy and cutting our carbon footprint; and we seek to help establish Wood Green and Haringey as visitor destinations, which will also increase the appeal of visiting our site.

are vulnerable to competition from the many large London music and event venues that have opened or been upgraded in recent years.

In 2025, a leading market research agency ran a major visitor research exercise for us. This revealed that the people who know this place love it – but also that they are ambitious to see improvements and upgrades.



SUPPORTING US

We are grateful for the commitment shown by Haringey Council, as the Corporate Trustee of the Alexandra Park and Palace Charitable Trust, in addition to support provided by the Greater London Authority, National Lottery Heritage Fund, and Historic England. We also are profoundly grateful to hundreds of individuals and organisations who have donated towards and supported the development of Alexandra Palace for everyone.

We look forward to continuing our partnership working with them and many others to sustain our success and growing the benefit our Park and Palace provide.

If you would like to support us to conserve and upgrade Alexandra Park and Palace, please contact: donations@alexandrapalace.com





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