

CRYSTAL PALACE PARK TRUST



Corporate Strategy & Plan 2025-27



Crystal Palace Park Trust

Corporate Strategy and Plan 2025-27

Contents

Strategy:

1. Introduction
2. Vision, Mission, and Values
3. Charitable Objectives and Strategic Principles
4. Resources
5. Project 54
6. Audiences and Stakeholders
7. Content and key messages

Activity Plan:

8. Activities organised by Priorities and Key Performance Indicators (KPIs)
 9. Organisational strategy map
-

Strategy

1. Introduction

Crystal Palace Park Trust is a charity that formed in 2016, recruiting an independent board of local experts and campaigners to support its development. It was incorporated in 2018 and obtained charitable status in 2021. In September 2023, after decades of community campaigning, Crystal Palace Park Trust took over custodianship of the unique landscape of Crystal Palace Park via a 125-year lease from the London Borough of Bromley to whom the park had been transferred following the dissolution of the Greater London Council.

This corporate plan outlines our strategic priorities and planned programme of activity for 2025-27, following our first year of operation as guardians of the park. This document and an accompanying budget will be updated annually.

Crystal Palace Park is not your typical park

At over 200 acres Crystal Palace Park is far larger than most urban parks and is registered as Grade II* on the Historic England Register of Historic Parks and Gardens. Beloved as a ‘back garden’ to many people in the surrounding neighbourhoods, it is also of national and international significance due to its design by Sir Joseph Paxton as the grounds to the Victorian architectural masterpiece, The Crystal Palace, following its move from Hyde Park in 1854. As a result – as well as being home to a wide variety of plants, trees, animals, and birds – the park is rich in unique heritage including the 170-year-old world-famous dinosaurs, sphinxes, and Italian Terraces as well as a younger, but no less unique, architect-designed outdoor concert venue.

Today, around one million people visit the park every year, to relax and meet friends and family, take part in sports and physical exercise, enjoy world-class acts during summer festivals, or simply have a moment of peace and enjoyment of nature.

Sadly, despite its past grandeur, challenges securing the funding needed to maintain a park of this complexity and scale, have left the park a ghost of its former glory. It is now Grade II* listed and has been on the Heritage at Risk Register since 2009.

However, the park is on the cusp of benefiting from an ambitious park-wide regeneration programme, the next two phases of which will see £17.75m invested into its landscape, infrastructure, and heritage assets. The world-famous dinosaurs and Italian Terraces will be restored, there will be a new Visitor Centre and playground, and south London’s very own hidden gem – the Victorian Subway – has been reopened as an events and arts space. At the heart of the park is the Greater London Authority-run, brutalist wonder – the National Sports Centre – which is also subject to its own multi-million regeneration programme in the coming years and for which the Trust is a strategic stakeholder.

Capital works are due to start in the park in Spring 2025 and will be accompanied by a vibrant heritage engagement programme, complementing the growing reputation of the park as a venue for culture, music, theatre, and dance. It is expected that the growing profile of the park will support our aim to expand and diversify the park's visitor base and increase annual visitor numbers by 35%.

Thanks to significant funding from the National Lottery's Heritage and Community Funds, the Wolfson Foundation, the Garfield Weston Foundation, and the London Marathon Foundation amongst others, plus the continued support of Historic England and the London Borough of Bromley, a new era is coming.

You can read more about the Trust and its work for the park's community, its heritage and ecology at: www.crystalpalaceparktrust.org

2. Vision, Mission, and Values

Vision Crystal Palace Park Trust's vision is:

'To make Crystal Palace Park an outstanding modern park for London, while retelling the history of the park for the nation.'

Mission Crystal Palace Park Trust's mission is:

'To protect, manage and improve Crystal Palace Park as a green, historic, ecological, recreational, sporting, cultural, and educational resource in the interests of the community and other park users.'

Values Crystal Palace Park Trust's values are:

- Engage: through communication and involvement with the local community.
- Explore: seek new and innovative ways of gaining support from stakeholders and partners in developing a sustainable future for the park.
- Enhance: by supporting community groups and volunteers working in the interests of the park and the Trust's aim and objectives.
- Educate: to build a shared knowledge and interest in the park's history and ecology and to provide educational opportunities.

3. Charitable Objectives and Strategic Principles

Charitable Objectives

- To preserve, protect, manage, and improve the physical and natural environment of Crystal Palace Park.
- To promote recreation in the park, including arts, culture, and heritage.

- To promote sporting activities.
- To advance the education of the public, including the history and heritage of the park.

Strategic Principles

- **Welcoming for all:** Provide infrastructure, activities and events in the park that are safe, accessible, and inclusive, and are available to all its users regardless of age, gender, ethnicity, belief or physical ability.
- **Conservation:** Protect, conserve, enhance and adapt the historic and natural environment of the park. Restore, renew and enhance the historic structures, monuments and landscapes, in keeping with Sir Joseph Paxton's original vision.
- **Environment:** Promote biodiversity and nature conservation, develop a climate-change resilient environment, reduce and mitigate its carbon footprint, and enhance its open and green spaces.
- **Educate:** Make the park a place for learning. Support the regeneration and restoration of the park as a resource for discovery, interpretation and educational opportunities, including local museums and other institutions. Support skills and economic development.
- **Create a place for recreation and enjoyment:** Coordinate the development and management of events and activities within the park, its cultural, sporting, play and leisure facilities, and spaces for informal uses of the park.

4. Resources

People at the heart of a special place

The Trust's excellent and growing in-house team is organised across four departments: CEO and Corporate Services; Development and Communications; Events and Programming; and Park Management and Commercial. Our office base is currently located within the GLL College building, part of the National Sports Centre's estate.

The Trust is governed by a diverse senior volunteer board of 11 trustees, many drawn from the local area and selected for their professional skills via an open recruitment process. They provide their time and expertise without remuneration and meet every quarter.

The Trust also has one wholly owned subsidiary, Crystal Palace Park Events Limited, which supports commercial, revenue-generating activities. The entity has its own separate Board and Directors and supports the charity by donating its profits to the Trust.

In addition, hundreds of other talented individuals are engaged onsite through suppliers, partners, and volunteer groups. One of the most significant outsourced contracts is for our landscape maintenance, currently awarded to Gavin Jones Ltd, part of the Nurture Group family.

Every penny raised in the park will be spent in the park

The Trust is a charity and is committed to responsible, sustainable financial stewardship to ensure that it will have the ability to maintain the park to a high standard in good times and bad. In addition to meeting the revenue needs of the park estimated at up to £2.5 million per annum, the Trust needs to raise a significant sum to maintain our financial reserves in case of an unplanned reduction in income and build a contingency fund to meet any unanticipated costs.

To provide the financial resources needed, over this plan period the Trust will develop a wide range of earned and raised income streams spanning commercial, fundraising, and charitable activities.

Expenditure and investment are required to:

- manage, maintain, and enhance the site's assets (natural habitats, buildings and landscape)
- support education activities, volunteering and community programmes and resources
- support festivals, events and other cultural, nature-based and sports programming alongside other income generating activities
- enhance the visitor experience through improved access, products, services and facilities
- provide the organisational infrastructure and resources required to deliver all the above.

The Trust will also continue to raise additional monies to support capital project developments, including those outlined in the regeneration plan, as we aim to restore and enhance all the park's incredible heritage assets under our guardianship, and develop new infrastructure, attractions and services.

Our Trustees have approved a reserves policy that determines the target reserves range to be achieved, the plan to get to the minimum target level required, the way in which designated funds may be allocated from free reserves, and the way in which reserves will be monitored and reviewed by the CEO/senior leadership team and finance sub-committee of the board.

5. Project 54

The aim of Project 54 is to envision the park in 2054, the bicentenary of the park. Project 54 will set a direction of travel for the Trust and the park for the next 30 years. It will include a masterplan for the park,

integrating the regeneration plan already in motion. But more than that, it will respond to the challenges of climate change, enhance the biodiversity of the park, meet the needs of the community in the long term, establish the park as a centre for arts, culture, sports and recreation and as a place for everyone, build organisational resilience and find innovative and engaging ways to tell the story of the Crystal Palace. Once complete, it will help to create long term plans for fundraising and development and will be the framework within which future strategies and business plans will sit.

We are committed to ensuring meaningful consultation with the community, stakeholders, partners, funders and expert groups throughout the development of this placemaking vision and will aim to recruit professional consultancy support to help steer the project during 2025, with a view to beginning the process in earnest during 2026.

6. Audiences and Stakeholders

Current audiences

The park is visited by approximately 930,000 people each year. This estimate has been based on an extrapolation of visitor counts made on several days over the course of a calendar year. Nearly half of these visits are made for nature, health and wellbeing; 186,000 are heritage visits; 24,510 people come for live events; 20,343 for other events; and 234,147 for other reasons such as using the café, meeting friends and using the playground. In addition, a further 470,000 people pass through the park to use the Grade II* listed, Greater London Authority-managed National Sports Centre (NSC) each year.

Following the introduction of the larger commercial festivals, an average of 125,000 additional visits are made to the Terraces and South Facing festivals each year, meaning that the current estimated total of visits is now 1,055,000 per year (excluding NSC users).

Day-to-day use of the park is dominated by nearby residents using the park as a local amenity – for sport, leisure, play, recreation, dog walking and community events. Indeed, a 2023 online visitor survey captured the experience of over 2,000 park users and found that they are both regular and hyper-local:

- 50% use the park weekly
- 20% use the park daily
- 50% travel less than 10 minutes
- 83% travel less than 20 minutes
- 72% of visitors walk to the park

- The number one reason for visiting the park was dog walking with 69% of respondents stating this was their primary reason for visiting.
- 58.5% of respondents cited exercise, and 54% relaxation, as reasons for visits.

The park is also popular with families and schools, particularly those based in the local area.

Local population

Almost 20% of the local population (37,000 people) are under 14 years old, while 13% (25,000) are under 10 years old. Therefore, the family audience is an important one, and facilities and activities should be developed with this audience in mind.

As would be expected, the park is a social space and one that is valued for its health and well-being benefits, and opportunities to enhance these activities will help create value. Sports and activities are particularly important to a sizeable proportion of locals. A culturally diverse offer in terms of events and commercial undertakings will be important to attract the full breadth of the local population. 44% of the population are White British and Irish.

There are affluent elements of the local population that will be prepared to pay for products and services in the park that are of good quality. Nevertheless, the population is economically, socially, and ethnically diverse and therefore to appeal to as wide as possible a local audience there should be a range of offers with different price points, including accessible community activities. Monocultural high price point offers alone will not suffice in enabling the whole community to enjoy what the park can offer.

Audience segments

The dominance of three [Audience Agency Spectrum](#) groups locally (Audience Agency, 2022) is also instructive when considering the park's development along with cultural activities and communications.

- **Kaleidoscope Creativity (36% of local population)**
Though attendance is generally low, culturally specific festivals, street arts and live music, beyond the Western mainstream and outside of traditional venues, are popular. Not keen on traditional cultural hubs or centres, people falling within this segment are more likely to engage in the arts in a community setting, outside of conventional spaces. This group responds best to communications that are entertaining as well as informative and demonstrate a specific understanding of their community.

Communications should demonstrate an understanding of their needs and aspirations and, ideally, be delivered in partnership with local communities. Content is unlikely to be widely browsed independently and will need to be “pushed” to smartphones via relevant apps and social media networking channels such as Instagram and TikTok.

- **Experience Seekers (34% of local population)**

Open to pretty much anything, but with a clear leaning towards the contemporary and culturally specific, this group particularly enjoys immersive and participatory arts. This group is diverse, so if programming reflects the interests and eclecticism of the group, they will be attracted to one or more of its elements. This group needs quality, clear information to help them make decisions and assess whether an opportunity fits their needs and (their peer group’s) identity. Ethically and environmentally minded, this group will seek out organisations and activities that align with their principles. Led by recommendations and the vibe on social media, they are to an extent self-organising, so finding an entertaining and engaging way of introducing new opportunities is vital – without it being too much of a ‘sell’.

- **Metroculturals (18% of local population)**

Though primarily performing arts leaning, this group is also drawn to museums, heritage sites and festivals, and is the most open to new and innovative creative work. Busy Metroculturals expect to receive communications that are to-the-point but still acknowledge their refined and varied interests. They tend to be resistant to overt advertising messages and like to be supplied with enough information and choices to make up their own minds.

Target audiences

The Trust’s event and cultural programming, along with the day-to-day core offer of the park, is intended to reach and delight as wide and diverse an audience as possible, a luxury afforded by the scale and diversity of the estate. However, within this broad church, the Trust has a number of target priority areas for audience development in the coming years. These are:

- People with **communication, sensory and access needs**: the Trust is committed to making the park’s landscapes and venues more accessible for a wide range of people and have made a number of improvements already such as dropped kerbs, upgraded accessible toilets and a new Changing Places toilet. The regeneration plan will deliver more holistic improvements in this light. The Trust is also committed to improving our information,

interpretation content and programming activities to better cater to a wide range of different access, communication and sensory programming interests and needs.

- Non-park-users who are residents in the local areas, particularly residents from the **global majority**. The Trust's most recent visitor survey showed comparatively low levels of engagement with the Black community in particular, in contrast to the demographics of the surrounding neighbourhoods.
- **Local families** and particularly children and young people living within 20 minutes' walk of Crystal Palace Park, especially those without gardens and living in areas of high deprivation.
- **'Day tripper' families** travelling up to 45 minutes by public transport or car. Expanding the day trip market is important to bring economic benefits to support a sustainable business model for the park and help revive local high streets impacted by the COVID-19 pandemic.
- **Digital audiences** via the website and social media channels.

Local community stakeholders

There are a considerable number of local stakeholder groups related to different aspects of the park. The Trust itself developed from this culture of community engagement and activism (having begun life as Friends of Crystal Palace Park) and will maintain strong links with these other groups over the plan period:

- **Friends of Crystal Palace Dinosaurs** promotes the long-term conservation of these statues and the larger geological site. FCPD's purpose is to "work with the custodians of the park, other charities, and key national organisations (such as HE) to ensure the Dinosaurs get the care and attention they need. Its aim is to ensure the Dinosaurs survive our generation intact, so they can be enjoyed for future generations".
- **Friends of Crystal Palace Park** offer information and activities around an art display based in the red phone box near the Penge Gate, and the Secret Garden – a conservation area in the park with a pond.
- **Friends of Crystal Palace Skatepark** is a voluntary association helping to maintain and promote the skatepark; organise lessons, jams and other events; and liaise with Crystal Palace Park Trust and the local community.
- **Crystal Palace Foundation (CPF)** was registered as a charity in 1982 and aims to keep alive the memory of the Crystal Palace and its leading role in the story and social development of Victorian and Edwardian England. One of the aims of the CPF was to create a museum on the site which was achieved in 1990 (see below). The CPF promotes research and education on both the Crystal

Palace and the archaeological excavation and conservation of historic parts of Crystal Palace Park.

- **Crystal Palace Museum** opened on 17 June 1990 by the Duke of Devonshire after 11 years of planning and development by the CPF. During this time exhibits were acquired, mostly through generous donations from members of the public, classified and catalogued. The story of Crystal Palace is told in a series of images supplemented by large, scaled models of the Crystal Palace plus showcases displaying ceramics and other items associated with the Crystal Palace, including remnants from the original building. Adjacent to the Museum is the base of Brunel's Grade II south water tower. The Museum is accredited by Arts Council England and is a member of AIM, the Association of Independent Museums.
- **Invisible Palace** is a charity based in South East London which brings people from a range of backgrounds together through shared interests for collective activity. Working across the five boroughs of Bromley, Croydon, Lambeth, Southwark, and Lewisham in the neighbourhoods that surround Crystal Palace Park, Invisible Palace creates activities which are active and practical, with an emphasis on experiential learning that is rooted in the story of the local area and people's place within it.

Statutory organisations and formal stakeholders

- The **London Borough of Bromley (LBB)** is the freeholder of the park having taken ownership in 1986 upon the dissolution of the Greater London Council. In March 2015, LBB committed resources to bring to fruition an adapted version of a 2007 Masterplan, known as the Regeneration Plan, comprising a practical and sustainable vision for Crystal Palace Park, responding to the findings and wishes of the community whilst remaining achievable within the resources available. LBB have also successfully delivered several smaller-scale projects with funding from the Greater London Authority, Historic England and Bromley Council including a new skatepark and café. In September 2023, Crystal Palace Park Trust took over custodianship of the unique landscape via a 125-year lease. The Trust will be working on the evolution of the regeneration plan into a new placemaking vision, Project 54, over the coming year.
- **Greater London Authority (GLA)** is working together with the Trust and London Borough of Bromley to coordinate and develop long-term proposals to transform the iconic Grade II* listed Crystal Palace National Sports Centre (NSC). The initial phase of work will

focus on upgrading the main building, including work required to reopen the 50m and diving pools, and enhancing the NSC's surroundings within the park. The proposed multi-million regeneration scheme will include refurbishment of the sports centre, upgrades to outdoor sports facilities and public spaces, enhancements to the indoor athletics facility, refurbishment and alterations to the Walkway and upgrades to the energy infrastructure and energy efficiency of the buildings.

- **Historic England (HE)** is the Government's statutory advisor on all aspects of the historic environment. Historic England has a long involvement in the park. In the 1980s HE (under the previous remit of English Heritage) funded a restoration of the Terraces which included replacing aspects of lost historic fabric. More recently, HE has provided funding for the 2015 restoration of the sphinxes and has made a significant commitment to the first phase restoration of the Crystal Palace Subway.
- The Trust maintains regular engagement with **Councillors** representing communities across the five neighbouring **London boroughs of Bromley, Croydon, Lambeth, Lewisham and Southwark.**

7. Content and key messages

The park is home to a wealth of histories, perspectives and archive materials. The Trust's content and messaging priorities within this broad scope are as follows:

- The park's significant and rich **history** and colonial legacy, all the way from the Victorians to today
- The park's built and natural **heritage** assets and how we care for, conserve and share them with diverse audiences
- The park's **nature and biodiversity**, and how our visitors can not only enjoy the expansive green space but also be encouraged to become nature's champions by raising awareness of the environmental and biodiversity crisis
- The park as a recognised **cultural destination** that enhances **creativity, health and wellbeing** and is regarded as a centre for **arts, culture and sports**
- The park as a destination for **dinosaur-lovers**
- The park as one of the UK's leading **visitor attractions**, somewhere to spend the day and where all the family can enjoy a full day out
- A park that offers a diverse and fun **public programme** of events and activities plus learning and engagement opportunities, all year round
- The community-led **Crystal Palace Park Trust is a charity** – every penny raised in the park is spent in the park.

Activity plan

8. Strategic Principles, Activities and Key Performance Indicators (KPIs)

8.1 Welcoming for all: Provide a broad offer in the park that is safe, accessible and inclusive, and is available to all its users regardless of age, gender, ethnicity, belief or physical ability.

Activities:

- Develop and implement an **audience development plan** focused on engaging target audiences including current non-visitors and understanding any barriers to access
- Launch a regular programme of park **audience research and evaluation** to capture and share quantitative and qualitative audience and programme data to respond to visitor needs, improve our products and services, and assess our and the wider sector's impact
- Implement a new **visitor counting** methodology
- Work with our Friends groups and other park stakeholders on joint initiatives and establish external **focus groups and access panels**
- Meet with **local councillors** on a quarterly basis to gather and respond to community feedback
- Implement a **communications plan** spanning programme and institutional marketing and communications, and prioritise the development of our **website**
- Invest in **wayfinding, lighting, pathways and a new visitor centre and accessible playground** through the delivery of phase one of the regeneration plan, due to complete in 2026
- Develop designs for a new **activity centre and café** planned to open in 2027
- Extend the **Museum** opening hours and work in collaboration with Museum trustees to secure funding for a new accessible entrance.

KPIs

- We will open a **new visitor centre** and welcome over **1.25m annual visits** to the park by 2027.
- We will welcome a **diverse general audience** to the park that is more representative of the local population by 2027.
- **More day trippers and tourists** will visit because of the restoration, greater awareness, talks and the celebratory festival programme in September 2026.

8.2 Heritage Conservation and Development: Protect, conserve, enhance and adapt the historic and natural environment of the park. Restore, renew and enhance the historic structures, monuments and landscapes in keeping with Crystal Palace designer Sir Joseph Paxton's original vision.

Activities:

- Begin delivery of **phase one of the regeneration project** to restore the grade 1 listed Dinosaurs, Grand Centre Walk and historic terraces, and implement an ongoing heritage conservation management plan
- Continued focus on **grounds maintenance** through effective management of contracted services
- Conduct a **security audit** and procurement exercise for a security services partner
- Partner with City & Guilds on a project to conserve and restore the 170-year-old **statues** that remain onsite from the time of its opening in 1854
- Collaborate with partners to develop a comprehensive **catalogue** of all our heritage assets
- Develop a rolling programme of care and enhancement of **built and natural heritage**
- Collaborate with partners to raise funding and develop designs for phase two of the **Subway redevelopment**, waterproofing the vaulted area and introducing toilets and accessible entry
- Secure funding to develop design for the refurbishment of the **Concert Platform's** back-of-house areas and bridge.

KPIs

- Restoration of the **Grade I listed Dinosaur Sculptures** and Geological Formations will be completed by 2027 ensuring their preservation for future enjoyment.
- Restoration of the lower part of the **Grand Centre Walk** will be completed by 2027, reviving a significant historical feature of the park and reconnecting visitors with the landscape's past and Paxton's vision.
- A robust **management and maintenance programme** will be developed and implemented on a rolling basis from 2025 onwards.

8.3 Environment: Promote biodiversity and nature conservation, develop a climate-change resilient environment, reduce, and mitigate its carbon footprint, and enhance its open and green spaces.

Activities:

- Review our Environmental and Sustainability Policy, develop a natural capital account approach and build an effective **roadmap**

for climate and ecology action and the conservation and enhancement of our landscape, wildlife, biodiversity and buildings with clear objectives, baseline measures and benchmarking criteria

- Work with Gavin Jones Ltd to continue to deliver **a robust landscape maintenance plan** that includes grass cutting, weeding, pruning, planting, pest control, fertilizing and watering to ensure that the grounds are always in excellent condition whilst stimulating biodiversity
- Curate and manage the **planting, propagation and cultivation of all plants, shrubs, trees and flowers** in the park, ensuring that they are healthy and thriving
- Review our approach to **waste management** and develop a plan to increase the amount of residual waste that is recycled instead of being sent for energy recovery
- Ensure **green waste** created in the park stays in the park and develop systems to improve, store and use this effectively to reduce carbon loss and increase biodiversity
- Identify infrastructure investment to support **sustainable events** and create guidance for all event organisers on ways they can improve sustainability (looking to ISO20121 model which also covers local community links, employment etc.)
- Work with contracted event organisers to establish **sustainability baselines** for their events and highlight positive impacts and where improvements can be made
- Introduce a **Cycle to Work** scheme for staff and embed green travel messaging within our car parking scheme and broader communications.

KPIs

- Embed a **climate and ecology action roadmap** and develop a **natural capital account approach** during 2025
- Launch the **Cycle to Work** scheme within Crystal Palace Park Trust in 2025.

8.4 Educate: Make the park a place for learning. Support the regeneration and restoration of the park as a resource for discovery, interpretation, and educational opportunities, including local museums and other institutions.

Activities:

- Launch a **volunteering programme** collaborating with existing Friends groups to create opportunities across arts, culture, heritage, nature and sports

- Deliver a **community engagement programme** supporting marginalised and vulnerable people in our local community
- Support skills development in the local community by offering and facilitating a mix of **apprenticeship, training and work experience opportunities**
- Develop four **Advisory Groups** including the recruitment of new external panel members focused on youth engagement, access and community
- Working in partnership with Friends' groups and stakeholders to co-develop a **schools' programme** offering facilitated sessions and online resources for self-led visits
- Introduce a new **heritage engagement trail** around the Tidal Lakes and Dinosaurs and new **interpretation** focused on the history of the park in a new visitor centre
- Develop an **academic partnership framework** to develop youth engagement opportunities across apprenticeships, work experience and volunteering working with Capel Manor College; City & Guilds; Goldsmiths, University of London; Lewisham College; and Forest Hill School
- Work with partners and the community on a content review and on developing a **curatorial engagement project** involving diverse local communities with the history of their park (subject to funding).

KPIs

- Recruit 148 **new volunteers** contributing 5,902 hours per year by 2027
- Welcome the involvement of 38,505 participants per year across our **community engagement** programmes by 2027
- Involve at least eight young people who do not currently engage with the park through **apprenticeships, work experience, paid internships, and sandwich placements**
- Involve at least 24 people in **three new Advisory Groups** (excluding the Crystal Palace Park Operational User Group). These new Advisory Groups will aim to meet quarterly. For some, particularly the Youth Advisory Group, this will result in the development of new skills.

8.5 Create a place for recreation & enjoyment: Coordinate the development and management of events and activities within the park, and its cultural, sporting, play and leisure facilities, and spaces for informal uses of the park.

Activities:

- Deliver two **headline music festivals** during summer, working with partners Festival Republic and Winterstow Limited

- Work with partners to deliver a fun and stimulating year-round **public events programme** including festivals, markets, music concerts, art, theatre and comedy across our eclectic venues and spaces and offering a mix of ticketed and free-to-drop-in opportunities
- Continue our **Summer of Play** programme for families, aiming to extend our reach and consolidate activities into bigger community event days for greater impact
- Launch an NLHF-funded **heritage engagement activity programme**
- Work with the GLA (NSC) and other partners to promote the park as a **sporting destination**
- **Enhance the visitor experience** through the expansion of services and experiences to connect various destinations across the park and to include more hospitality and retail opportunities, creating a ‘full day out for all the family’ experience.

KPIs

- Welcome a minimum of 180,000 **event attendees** in 2025
- Establish a baseline **satisfaction rating** recorded amongst our general visitors via our new visitor benchmarking questionnaire.

8.6 Organisational resilience and economic impact: The Trust is committed to effectively managing our resources including being a good employer, partner and client whilst providing sustainable financial stewardship so that we can continue to care for, develop and share our Park for the widest public benefit.

Activities:

- Consult on the development of **Project 54**, a placemaking vision for the future of the park and its local communities
- Embed **partnership** working as a key model for reciprocal benefit and local regeneration
- **Diversify our income generation** streams and offer an enhanced visitor experience across hospitality, retail, events and experiences
- Embed the new car parking and permits scheme
- Launch a new **individual giving scheme** that harnesses the love and impulse to support the park from across the local community and gives them opportunities to get closer to our work
- Build relationships with **trust and foundation** funders and ensure effective reporting and stewardship
- Develop a **key performance and impact framework** that allows us to monitor and evidence the difference we are making through our work for our heritage and the local community
- Prioritise the **wellbeing of our staff** including the development of a supportive and friendly culture, a new staff handbook of HR

policies, flexible working practices, an attractive benefits package and an annual individualised learning and development programme

- Build a **robust financial control framework** seeking to embed greater control over our systems and procedures internally
- Develop a **business continuity framework** and review our **duty management** systems
- Review our **GDPR policies and practice** and implement improvements
- Improve our **digital infrastructure and literacy** including the introduction of a new CRM system; a file sharing migration and documentation management project; and the extension of our IT support package
- Continue to **develop the diversity and strength of our Boards** and Committees through effective skills auditing, training, evaluation, succession planning and open recruitment practices
- Work with local businesses to catalyse **local economic regeneration**, by drawing visitors from further afield, encouraging repeat visits, and providing links to entice visitors to explore the areas and shops beyond the park's boundaries.

KPIs

- **Generate over £2m income annually** through a combination of charitable activity, commercial and fundraising activities
- Engage external support to design the approach for developing **Project 54**
- Implement a new **CRM system** and launch a new **individual giving membership scheme** in 2025.

9. Organisational strategy map

- See below chart

9. Organisational Strategy Map

MISSION

To make Crystal Palace Park an outstanding modern park for London, while retelling the history of the park for the nation

VISION

To protect, manage and improve Crystal Palace Park as a green, historic, ecological, recreational, sporting, cultural and educational resource in the interests of the community and other park users

VALUES

Engage

Explore

Enhance

Educate

PRINCIPLES AND STRATEGIC GOALS

Welcome / Conservation / Environment / Education / Recreation and Enjoyment

PROGRAMME THEMES

Art and Culture / Heritage and History / Horticulture / Music and Performance / Sports

PROGRAMME ENABLERS

LIVE AND DIGITAL, INDOOR AND OUTDOOR

Learning and Engagement / Volunteering / Festivals, events and experiences / Content displays, talks and resources

INCOME ENABLERS

Grant / Charitable activity / Fundraising / Commercial

CORE SERVICES

Parks Management (Facilities and Gardening) / Marketing and Communications / Finance, HR and IT / Heritage care and conservation