



Crystal Palace Park
Project 54 Visioning Project
Tender opportunity
July 2026

1. Introduction

In September 2023, after 25 years of community campaigning, Crystal Palace Park Trust took over custodianship of the nationally and internationally significant, Grade II* listed Crystal Palace Park in south London via a 125-year lease from the London Borough of Bromley (LBB).

The Trust is now working closely in partnership with LBB, supported by Historic England, The National Lottery Heritage Fund, the Greater London Authority and a wide-range of partners, to deliver a multi-million-pound regeneration and restoration project that will save the park's globally unique heritage such as the world-famous Grade I listed Dinosaurs and drive a 35% increase in annual visitor numbers, enabling a financially viable future.

1.2 Background to Crystal Palace 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 a site of national and international historical 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 and was known by many as the world's first theme park.

As a result - as well as being home to a wide variety of plants, trees and animals - the park is rich in unique heritage including the 172- year-old world-famous dinosaurs, sphinxes, and Italian Terraces, a glorious Victorian Subway, 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.

Over the past year major regeneration work has begun onsite which is seeing c. £21.8m invested into the park's landscape, infrastructure, and heritage assets. The world-famous dinosaurs and Italian Terraces are being restored and there will be a new Visitor Centre and Dinosaur playground. In addition, the Crystal Palace Museum and its assets have recently been transferred to Trust custodianship and the building reopened in June 2026.

Other areas on the edge of the park currently undergoing development are Sydenham Villas and Rockhills where residential properties and a café and community centre are under construction by Clarion. The capital receipts derived from this land sale are being channelled directly into the regeneration plans.

At the heart of the park is the Greater London Authority-run National Sports Centre (NSC), also subject to a multi-million regeneration programme in the coming years. The GLA have recently (spring 2026) submitted a planning application for its redevelopment.

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

1.3 The opportunity

The Trust requires visioning advice to help us meet our charitable aims and corporate objectives and set the strategic direction of travel for the Trust, the park and its relationship with key stakeholders for the next few decades.

The Trust has come a long way in a short time – alongside negotiating multimillion pound commercial contracts, we have been successful in attracting funding from major charitable and grant-funding organisations, who endorse our mission and the care and efficiency with which it is delivered. The Trust is governed by an effective and knowledgeable board and specialist sub-committees. Our professional team of c.25 staff based within the park offer expertise across a range of operations including estates, capital projects and horticulture; event operations, venue hire/filming, commercial and visitor experience; finance and corporate services; fundraising and communications; and content, education and community engagement. We also have robust contracts in place with specialist suppliers who help us maintain the park, conducting heritage and arboriculture risk assessments and monitoring historic assets, keeping our venues welcoming and accessible and our visitors safe and happy. See our [Corporate Strategy 25-27](#)

The next stage of the Trust's evolution is to position itself as the lead agency responsible for the park's future, working closely with Bromley

Council as the freeholders of the park and our capital project partners, and the Greater London Authority as the leaseholders for the NSC and Stadium. To provide a ‘north star’ for its work, the Trust and these partners have committed themselves to Project 54, to imagine the Park on the bicentenary of its creation (2054).

We are anticipating interest from the following types of organisations working within the cultural, heritage, creative and visitor attraction sectors:

- multidisciplinary design agencies
- advisers/consultants providing research, strategy, and placemaking services supported by an architectural practice.

1.4 Project 54 description

Project 54 will define a bold, future-facing vision to guide the transformation of Crystal Palace Park into a **world class globally recognised cultural and sporting destination once again.**

Rooted in the site’s historic significance and unique landscape, the vision will articulate how the park can elevate its profile, enhance visitor experiences, host world-class events, encourage biodiversity and strengthen community value – alongside exemplar sustainable park management. Our ambition is to create a balanced world-class ecologically rich heritage, cultural and sporting destination attracting international audiences *and* a beautiful, sustainable and inclusive park where the local community can relax, socialise, enjoy nature and feel welcome/that they belong. The outcome will set a holistic direction that informs future investment, partnerships, programming, and management along with architecture and landscape capital project planning.

It is anticipated that the project will develop a new vision statement for the Trust and a supporting narrative, along with an accompanying roadmap for achieving our goals. It will provide the ‘north star’ around which all strategic partners can align towards a shared goal. The project will also output concept illustrations of the future park and all its venues and destinations, aligning the existing regeneration and business plans already in motion, identifying any gaps, and visually representing the future interventions that will transform the park and visitor experience. **To guide expectations, visioning, conceptual and illustrative materials should align with RIBA 2.**

The visioning project needs to address the historic and heritage context of Crystal Palace Park and the implications of the developments for our local community, as well as the Trust’s requirements and aspirations. It should

consider our commitment to offering a safe, inclusive, well-managed and fun public space, particularly for children, young people and more vulnerable users. There will therefore be a need for some consultation with stakeholders and target visitor segments as part of the process alongside review of the extensive community consultation that has taken place over many years to date. There has been no engagement with tourism bodies or consideration of international audiences to date and so focus on this area will be encouraged.

The vision also needs to be flexible to allow it to adapt and change over time. There is a requirement to raise external funds for nearly all of the elements of the plan, and there are constraints on our own capacity to do this, and to manage multiple projects in parallel. As a result, the developments will have to be phased over the period.

Our key audiences for this work are CPPT (staff & trustees) to enable planning & prioritisation; potential funders, partners, sectoral stakeholders and investors to build organisational and financial resilience and our brand; and key and local community influencers to build trust, inclusivity and a sense of shared belonging.

2. Objectives

- i. **Establish the Trust as the lead agency** responsible for the next phase of the park's regeneration and the custodian of positive change and development.
- ii. **Re-establish the park's global identity and build our brand** as a premier world-class venue for heritage, culture, entertainment, sport and green space.
- iii. **Celebrate, protect and enhance the park's natural ecosystems, historic, and architectural assets**, taking a sustainable approach ensuring any future development enhances its legacy.
- iv. **Articulate and illustrate** a holistic view of the park and all its proposed venues and destinations visually demonstrating how they each complement and connect to each other.
- v. **Define the future visitor experience**, balancing heritage interpretation, active recreation, wellbeing, culture, learning, biodiversity and ecology, leisure, accessibility and fun.
- vi. **Support income generation and financial resilience** considering the feasibility of any opportunities and goals identified and recognising

that the Trust is a charity that needs to generate 95% of its funding to care for and develop the park.

- vii. Identify potential for **economic regeneration and impact** for the local community and businesses and including training and development opportunities for young people
 - viii. **Identify opportunities to host high-profile cultural and sporting events**, expanding the site's reach and reputation.
 - ix. **Engage and inspire diverse stakeholders**— e.g. young people, local communities, heritage bodies, sporting organisations, funders, cultural partners, and visitors—to shape a shared, inclusive long-term vision.
 - x. **Produce a compelling vision narrative and framework** that communicates ambition, inspires partners, and aligns internal teams and lays the groundwork for future strategic plans, including capital projects, fundraising, commercial strategy, and environmental, including sustainability, commitments.
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3. Scope

The project will include:

- A review of the **existing regeneration plans** for the park and NSC and outline planning permission alongside audience data and insight, strategies, business plans, brand campaigns and commercial feasibility studies and other existing and relevant information provided. The aim is to build upon these foundations rather than reimagine from scratch.
- A review and analysis of **current assets** including heritage architecture, facilities, accessibility, landscape, hydrology, biodiversity, climate resilience and visitor infrastructure to inform future opportunities
- Benchmarking against **leading global heritage parks, world-leading visitor destinations and multi-use sporting/cultural destinations**.
- **Discovery research** covering heritage and landscape context, underpinning ecosystems, brand perception, event and experience potential, and visitor trends.
- **Stakeholder engagement**: majority desktop review of previous consultation, research and engagement, interviews, surveys,

workshops, and co-creation sessions with internal teams; community groups; children, young people, families and SEND users; cultural partners, sports bodies, environmental organisations, and tourism agencies.

- **Visioning workshops** with senior leadership, cross-disciplinary teams and trustees.
 - Development of a **Vision Statement**, vision narrative, and supporting conceptual framework or pillars/themes.
 - Development of a **framework, roadmap and/or theory of change** with recommendations for embedding the vision into strategy, capital planning, programming, conservation activities, visitor experience, accessibility (e.g. physical, sensory, emotional and mental health) and organisational culture. This should cover high level principles that can guide us in the future and provide flex and resilience to the vision (park wide and for each of the key destinations and/or assets).
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4. Key Deliverables

To guide expectations, visioning, conceptual and illustrative materials should align with RIBA 2.

- Site Opportunities & Insights Report
- Stakeholder and Peer Insights Summary
- Final Mission and Vision Statements and Values
- Vision narrative and storytelling assets (e.g., future-state description, tone of voice, key messages and core themes etc.)
- A high-level masterplan/illustrated view of the park and all its proposed venues and destinations demonstrating how they each complement and connect to each other that can be used to inspire and engage key stakeholders including funders and the local community
- Future-State Framework, Roadmap and/or Theory of change, featuring pillars grouped thematically under the overarching vision e.g. Heritage & Identity; Culture & Creativity; Sport, Health and Wellbeing; Nature, Ecosystem services, Biodiversity & Sustainability; Access and Circulation; Learning & Community and including KPIs and recommendations for embedding the vision into strategy, capital planning, management and maintenance, communications,

programming, conservation and ecological activities, organisational culture and next-phase planning.

- Executive/Board Presentation Pack including design assets.
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5. Stakeholders

Project Sponsor: The Project Sponsors, Philip Kolvin & Martin Tempia (Co-Chairs of CPPT) and Victoria Pinnington (CEO of CPPT), are responsible for the overall vision, direction and delivery of the project and accountable to Crystal Palace Park Trust's Capital Projects committee and the Project 54 Park Strategic Board.

Project Lead: Head of Special Projects, Jane Pelly – Main Coordinator

Core Internal Team:

- Catherine Sweeney, Director, Development and Communications
- Hannah Fox, Director, Finance & Corporate Services
- Olivia Pearcey, Director, Events & Experience
- Will Walpole, Director, Parks Management
- CPPT's Capital Project committee chaired by Emma Hatch will provide advice and help steer the project - this Board is ultimately responsible to Crystal Palace Park Trust's Board of Trustees.

Internal stakeholders:

- CPPT staff and volunteers
- CPPT Capital Projects Committee
- CPPT Board of Trustees
- CPPT, LBB and GLA Park Strategic Board (Project 54) comprising LBB (Lydia Lee, Assistant Director: Culture, Regeneration and Economic Development) and GLA (Ben Woods, Project Director CPNSC) representatives.

Key External Stakeholders:

With CPPT, develop the approach to communicating with and managing the input of internal and external stakeholders including information already gathered. We suggest that an outline communication plan is developed to support this work for discussion and agreement with us

- London Borough of Bromley
- Greater London Authority
- London Boroughs of Southwark, Croydon, Lambeth and Lewisham
- Historic England
- Funders

- National and regional sporting organisations
 - Arts, cultural and festival partners
 - Capel Manor College and other relevant education/skills partners
 - Local communities, friends' groups, volunteer networks
 - Environmental, biodiversity and accessibility organisations
 - Tourism boards, destination marketing partners
 - Commercial tenants and event promoters.
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6. Timeline

Estimated Duration: 20 Weeks (with some flexibility)

- **Weeks 1–3:** Discovery – heritage/environment review, benchmarking, initial insights
 - **Weeks 4–6:** Stakeholder engagement across all groups
 - **Weeks 7–11:** Visioning workshops and development of draft themes, future-state concepts and concept illustrations
 - **Weeks 12–16:** Vision drafting, refinement, and testing with stakeholders
 - **Weeks 16–20:** Finalisation of vision narrative, framework, illustrations and board-ready presentation
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7. Success Criteria

- A vision and framework that **celebrates the site's heritage and history** while clearly defining an **exciting and ambitious future under the custodianship of the Trust**.
- A narrative and illustrative vision for the future that inspires staff, energises partners, instils confidence in funders and is compelling and inclusive for public audiences and supporters.
- Strong alignment and endorsement from leadership, partners, and key external stakeholders.
- A distinctive, globally resonant identity that enhances the site's climate resilience/ sustainability, competitiveness for investment and major cultural and sporting events.
- Clear strategic direction that informs future planning, fundraising, capital investment, commercial strategy and programming.

8. Budget

We have a budget of up to £25,000 (excluding VAT) for this project.

9. Tender

9.1 The Tender response should include the following:

- Your approach to the project and initial thoughts, how you will work with us and the wider project team to create the Vision (4 sides A4, Arial, 11pt min)
- Your experience of relevant projects, ideally with similar organisations to us and in relation to briefs of a similar nature (2 sides, A4 Arial, 12pt)
- Your proposed team, including partners or sub-consultants with an organogram and an outline of relevant experience of each key member of the team (the team that comes to interview must be the team that will work on the project throughout) (2 sides A4, Arial, 11pt)
- Your programme and an outline of how you will deliver the project (2 sides, Arial, 12pt)
- An indicative resource schedule across each of the stages
- Your lump sum fee and a breakdown of fees
- A short description of three relevant project case studies (500 words each) and references for projects of a similar nature that we could contact.

9.2 Tender evaluation

As a charitable trust, CPPT seeks value for money in all its contracts. Keen pricing for this tender is anticipated and CPPT will be seeking the most economically advantageous tender taking into account the following evaluation criteria:

Evaluation Criterion	Percentage Weightings
Approach to the project, how you will work with us to create a financially sustainable vision that is deliverable/achievable and builds on the framework already in place	30%
Relevant experience working with similar organisations on Visioning, Placemaking and/or Master planning	20%
Proposed team and resource schedule	10%
Programme	5%
Lump Sum Fee	35%

9.3 Submission of Tenders

Tenderers should submit three hard copies of their tender and one copy on memory stick, in English, by no later than **Monday 3 August 2026 @ 10am.**

Jane Pelly, Head of Special Projects
Crystal Palace Park Trust
GLL College c/o National Sports Centre
Ledrington Road
London SE19 2BB
Office hours: 9-5pm Mon-Friday

Tenderers must ensure that their submission arrives on time. We regret that tenders received after this deadline will not be considered.

9.4 Interviews

Shortlisted tenderers will be invited to attend an interview to discuss their tender, and these will be held at CPPT's offices on **9/10 September 2026.**

Your team should include the main staff members that have been nominated to undertake the project as stated in your tender.

9.5 Tender Response

CPPT will inform unsuccessful tenderers of the reason for the selection on the basis of the tender selection criteria.

9.6 Tender Programme

This tender is to be awarded under the following programme:

- Issue Tenders By 6 July 2026
- Register/ Queries By 27 July
- Tender Return Date **By 10am on 3 August 2026**
- Tender Evaluations by 14 August 2026
- Interviews **9/10 September 2026**
- Confirm Appointment 16 September 2026
- Set-up Meeting late September 2026

10. Self certification and due diligence

Prior to the formal award of the contract the Trust will conduct a due diligence process on the preferred Supplier.

As part of the process all suppliers are required to state (self-certify) that they meet the minimum requirements set down by the Trust and detailed in the table below.

The Table below identifies the minimum requirements for this contract. By returning an offer, suppliers are declaring that they comply with the requirements identified and that all necessary evidence will be available upon request. Evidence will only be required from the preferred tenderer.

Professional and Business Standing

Requirement	That you or your organisation has no unspent convictions to any of the areas that would qualify as automatic grounds for exclusion.
Evidence	No evidence will be required unless answered yes.

Insurances

Requirement	The following insurance levels are a requirement for this contract: £1 million Professional Indemnity and £1million public liability
Evidence	Copies of current insurance certificates indicating the required levels of cover.

Health & Safety

Requirement	Where applicable your organisation complies with the Health & Safety at Work Act 1974.
Evidence	A copy of your organisation's Health & Safety policy.

Equality & Diversity

Requirement	Where applicable your organisation complies with its legal obligations under the Equalities Act 2010
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Evidence	A copy of your organisation's Equal Opportunities policy.
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Environmental Management

Requirement	Where applicable your organisation has systems and procedures in place to maintain and ensure minimal environmental impact.
Evidence	A copy of your organisation's Environmental Management policy and relevant certificates or a statement of procedure.

Contract Performance

Requirement	That you or your organisation has not had any contracts end prematurely or incurred penalties, default notices, or payment of liquidated damages.
Evidence	No evidence will be required unless answered yes

Previous Experience

Requirement	The Trust will follow up references from previous clients to validate your technical and professional capability to complete the contract. The references provided should be relevant to the size, scope and mix of disciplines required for this contract.
Evidence	provision of two suitable referees

These criteria are essentially the minimum standards the Trust requires an appointed service provider(s) to meet or exceed, and so are of a pass/fail nature. It is unlikely that the Trust will proceed with a formal award if the preferred supplier cannot meet the minimum requirements, although the Trust does reserve the right to consider each case on its merits and assess the risks and implications involved in proceeding.

Due diligence

Should the preferred supplier(s) fail during the due diligence process the Trust shall not appoint them.

In the interests of transparency all applicants will be notified once the appointment has been finalised.