

**Commercial trustee vacancy
August 2022**

Crystal Palace Park Trust is the registered charity established to run Crystal Palace Park. In April 2023, the Trust will assume management of the Park from the London Borough of Bromley.

The Park is one of the nation's greatest listed historic Parks. The Trust's objectives are to regenerate the Park as an historic, ecological, cultural, recreational and educational asset.

The Trust's current staff team comprises a Chief Executive Officer, a Head of Events and a Company Secretary, with further appointments in the coming months.

The Trust has a committed and enthusiastic board, comprising skills in finance, governance, heritage, landscape, communications, fund-raising, law and events, with strong links to the community. The Board currently meets every two months, with Trustees also sitting on sub-committees and working groups dealing with finance, heritage and landscape, fund-raising, communications and events.

We are now looking to recruit one further Trustee, who shares our passion to create a long-term, sustainable future for this precious historic green space.

The Trust will need to be largely self-sufficient in the future, and intends to develop its commercial strategy to meet the needs of the Park while maintaining the Park as a green, community asset.

In this round, we are specifically seeking a professional with significant board or management experience, with the following qualities:

- Demonstrable experience in developing and delivering commercial strategies.
- Ability to weigh and advise upon commercial opportunities and risk, including tendering.
- Ambition to support the Trust's Executive in growing the commercial income of the Trust and achieving value for money.
- Commercial acumen, contract management experience and a drive to forge new business opportunities and relationships.
- Knowledge of how brand, stakeholder engagement and communication strategies can positively impact income generation.
- Understanding of the importance of governance, regulations, and compliance in a corporate or charity setting.
- Experience with commercial and charity insurance matters a plus

The current formal time commitment is one board meeting and one working group meeting every two months, with informal contributions to strategy development from time to time. It is possible that occasional supplemental board meetings will occur in the next year as the Trust prepares for the handover of the Park to the Trust in April 2023.

The Trust is committed to a board that is representative of the local community, and applicants are sought from residents of one of the five boroughs touching Crystal Palace Park (Bromley, Croydon, Lambeth, Lewisham, Southwark). **Applications are particularly welcomed from under-represented groups to ensure the Trust reflects the diverse community it serves.**

To express your interest please send us your CV and a supporting statement (max. one page) explaining why you are interested in becoming a trustee and how your professional and lived experience can support us to fulfil our vision, in line with our values. Please send your application to Chair@crystalpalaceparktrust.org by Monday 12 September 2022

BACKGROUND INFORMATION

Crystal Palace Park

Crystal Palace Park is a Grade II* listed park and garden of national significance containing nine listed structures and buildings and is now one of the most famous Victorian parks in the UK. The Park was designed by Sir Joseph Paxton to house the Hyde Park Crystal Palace, relocated and enlarged from the 1851 Great Exhibition. The Crystal Palace and Park were opened in 1854 as a celebration of the past, present and future, displaying the history of geology, evolution and design.

The Park went through frequent and substantial change up until the Crystal Palace was largely destroyed by fire in 1936. This brought about a period of dereliction until the late 1950's, when the Park was again substantially remodelled to house the now National Sports Centre. During these periods the Park passed through several local government hands before coming to Bromley in 1985 upon the dissolution of the Greater London Council. The park remains in Bromley's hands, subject to a number of leases of parts of the park.

Following several unsuccessful development proposals, in 2016 the London Borough of Bromley began to develop a new Regeneration Plan for the park, to be funded by an enabling housing development on publicly inaccessible sites on the periphery of the park. The planning application for the scheme is currently awaiting determination. As a plan which seeks to deal with the extensive heritage conservation needs of the park and improve its accessibility and attractiveness as a public facility, as well as promote its economic and environmental sustainability, it enjoys much public and local business support.

Part of the regeneration vision contained in the plan is a social one whereby the long-evidenced extensive public engagement and support for the park is mobilised to provide a new, community-focused form of governance. Crystal Palace Park sits at the intersection of five London Boroughs. Bromley is to the east, Croydon to the south; Lambeth and Southwark are to the west, and Lewisham sits along its northern edge.

The National Sports Centre (NSC) will not be transferred to or managed by the Trust, as it is already the subject of a long-term lease from Bromley to the Greater London Authority, and it is wholly managed and maintained by Greenwich Leisure Limited and subject to its own regeneration plan being prepared by the GLA.

Crystal Palace Park Trust

The Crystal Palace Park Trust was initially created in 2016, incorporated in 2018, and granted charitable status in January 2021, in response to the need for revitalised governance which would connect to the communities surrounding every side of the park and seek to serve the needs and interests of a huge and diverse community. The Trust has been developed as an independent body at the instance and with the support of the London Borough of Bromley.

As part of the park's Regeneration Plan, the Trust was established to assume management of the park in due course and lead its regeneration. It was decided that a charitable trust would be able to focus its energies exclusively on the park, would have a greater ability to raise charitable and grant funds than a local authority, would have the potential to raise greater sums commercially, and would also be able to recruit relevant expertise to its board and its staff.

Crystal Palace Park's Regeneration Plan is a three-part strategy, with three interlinked plans. This strategy includes:

- 1) creation of a new governance structure for the park (Crystal Palace Park Trust),
- 2) a new and sustainable business model (the Trust's business model) to allow the new governance organisation to succeed and remain self-sufficient; and
- 3) a £40 million capital improvement scheme by the London Borough of Bromley that will lead to the physical regeneration of the park.

The first two parts of this strategy – the creation of the Trust in 2016 and the Trust beginning to implement its business plan in 2021 – have now occurred. The third part of the strategy – the physical regeneration of the park through a £40 million capital works scheme – is still planned and will occur sometime in the next few years. The capital scheme is currently proceeding through the statutory approval process with the Greater London Authority, and the Trust and Bromley will work closely to implement it when the time comes.

This new Regeneration Plan and the park's unique history provide the framework for the Crystal Palace Park Trust's future work programme. Just as the Crystal Palace itself was a seminal piece of architecture, with its styling and engineering influencing building the world over, so Crystal Palace Park was the prototype for a modern urban park, combining the elements of landscape, horticulture, arts and sports in one integrated whole. These features have influenced the Trust in its planning for a park fit for the diverse community which surrounds it, with its range of needs including formal and informal play, rest and relaxation, education, biodiversity and landscape, arts and culture.

The Trust is governed by an independent and expert Board of Trustees, who are supported by four working groups composed of volunteer subject matter experts providing additional capacity and advice in the areas of Heritage and Landscape, Events, Fund-raising, and Communications. The Trust also draws strength from the wide range of existing park related Friends groups and volunteers who work tirelessly to improve the park for the people of the area and protect and enhance its vulnerable heritage assets.

The Trust's business model

As developed in the park's Regeneration Plan, the Trust has a sustainable business model that will allow it to significantly increase the overall level of funding in the park and lead its regeneration. The Trust will be financially self-sufficient, and our business model relies on us hosting a limited number of commercial events in the park each year to raise income for park maintenance, improvements, programming, and our operations. As a financially self-sufficient charity whose mission is dedicated solely to the management and improvement of a park located at the confluence of five London boroughs, the Trust is at the vanguard of a new management model in park management in England.

The Trust began to successfully implement this model in 2021 by contracting to permit event organisers to host the South Facing Festival, Wireless Festival, Royal Philharmonic Concert Orchestra, and Lightopia lantern festival at the park. Importantly, the commercial events allowed the Trust to generate income for the very first time. The income from 2021 capitalised the Trust, and provided confidence that our business model will succeed, allowing us to begin to sustainably fund our operations and improve the park. In addition to revenue from commercial events, grants, and philanthropic giving, upon assuming management of the park the Trust will also benefit from leases and concessions, car parking fees, a defined annual contribution from Bromley, and other revenue streams. The Trust has a wholly owned trading subsidiary, Crystal Palace Park Events Limited (Company number 12855520), whose directors are drawn from the Trust Board, together with one independent director.

Crystal Palace Park Trust's vision

Our vision is of a Park which is a place of fun and recreation in the spirit of Paxton's vision, celebrating excellence in landscape and horticulture, nature and wildlife conservation, providing facilities and events in keeping with a park of international significance. Our social vision is of a Park which attracts in the widest possible community - providing rest, recreation, cultural enrichment, education and healthy activity for our diverse community in South London. In a community with many residents suffering from overcrowded housing and lack of access to gardens, it has a special role in providing for outdoor activity and recreation. Crystal Palace Park should provide activities which draw in young and old alike, families, and individuals, from all income levels and sections of the community. We aim to actively and professionally outreach to the communities surrounding the Park, in the Boroughs of Lambeth, Southwark, Croydon, Lewisham and Bromley, as well as more widely in London to encourage use and enjoyment of the Park. We will draw upon the aspirations and abilities of the park's surrounding communities. We intend that the Park should be the best possible resource for promoting physical, emotional and mental health of the community. It should provide and guide contact and exposure to wildlife and the natural world. We aim to manage and maintain the park for the benefit of the people, providing the right resources and expertise to secure its long-term future through a modern, financially and environmentally sustainable business model.

The heritage significance of the park is derived by virtue of its designer, unique conception, pioneering features, and its association with nationally important figures and events. Its greatest significance derives from its origin as a single designed landscape, which provided a setting for a pioneering structure in a unique way. The Park's most important qualities and features are:

- Its dramatic design and prominent location with views within and beyond the landscape
- Its overall structure, with a strong central axis leading to the terraces and palace site, laid out on an unprecedented scale
- Its integrated design concept, with a progression of related spaces demonstrating natural and designed landscape themes; and
- Its innovative and educational content, attracting exceptional public use. Today, the park is much loved and a valued community asset, despite the erosion of its historic character and features. There is enthusiasm for improved facilities and use of space, with a desire for more opportunities for events and community activities. There are also regeneration plans for a general renovation of the park, restored historic features, improved horticulture and enhanced nature conservation

Values and ways of working

The values of Crystal Palace Park Trust are:

- To be welcoming to 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.
- To conserve heritage assets
To protect, conserve, enhance and adapt the significance of the historic and natural environment of the park in harmony with Paxton's original vision, including but not limited to the Dinosaurs, Terraces, Sphinxes & Subway
- To enhance the park's environment
Promote biodiversity and nature conservation, develop climate change resilient environment, reduce and mitigate its carbon footprint, and enhance its open and green spaces for the enjoyment of all.

The Trust's charitable objectives are:

- (1) To preserve, protect, manage and improve the physical and natural environment of the park by protecting and conserving structures, monuments, landscapes, buildings and objects of architectural, historic, engineering, ecological or archaeological interest.
- (2) To promote for the benefit of the public the provision of facilities for recreation and other leisure time occupation including arts, culture and heritage in the interests of social welfare.
- (3) The promotion of community participation in healthy recreation by the provision of facilities for playing sports.

(4) To advance the education of the public, in particular, but not exclusively by providing and promoting education in relation to the history and heritage of Crystal Palace Park and its physical and natural attributes.

(5) To further any other purpose which is exclusively charitable under the law of England and Wales connected with Crystal Palace Park and its surrounding area.