

CRYSTAL PALACE PARK TRUST

Appointment of CEO

November 2023 | Reference: EBKYA





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Welcome from the Co-Chairs

We are delighted that you are interested in applying for this role.

We believe that Crystal Palace Park is one of the most exciting place-making projects in the UK, representing an acquisition of a key national asset by a community charity. We have been challenged by our funders to become a national exemplar of how, with determination and ambition, communities can lead the way in saving historic, environmental and cultural assets. In the hands of our visionary new Chief Executive, that is what we intend to do.

This appointment comes at a propitious moment as we have, after 25 years of campaigning, been handed the keys to the Park for the next 125 years. This has coincided with our establishment of major festivals in the Park, recent funding from Historic England, the National Lottery, the Mayor of London and others, the announcement of a major regeneration of the National Sports Centre, and the imminent regeneration of the Park itself.

Over two million people come to our Park every year. We have the chance to improve the Park as an historic, environmental, cultural and recreational asset, to return the Park to its rightful place as one of London's most beautiful, vibrant and impressive spaces, to preserve its historic features and tell its story for the benefit of future generations.

Behind this project is a deeply committed and expert Trust board, a superb staff team, and more appointments to be made in the next few months to improve our community, education and volunteering capacity. Our community holds us accountable for the sensitive balances between nature, leisure and business. With our mantra that every penny we raise in the Park stays in the Park, we understand that we hold this precious land on their behalf.

As Chief Executive, you will guide us as we develop our future vision for the Park, as we seek to utilise all of the Park's features, including the breath-taking Victorian subway and the award-winning concert platform. It's an exciting time as we enhance our educational activity in the Park, work with the GLA to enhance sporting provision, active leisure, and develop the Park as a place for social prescribing and combatting loneliness and social deprivation. We must also face the challenges of climate change. In all we do, we will set out to learn from and then define best practice, for the benefit of our community and the nation.

You will also be a leader in your own right, able to hold the respect and confidence of all stakeholders and carry with you the hopes of this community for their precious space. All this, while ensuring the Trust is well-managed, prudently governed, financially resourced and regulatorily compliant, and that our excellent staff are happy, fulfilled and motivated to be the engine of this unique project.

This Park and its history is synonymous with many names: Brunel, Paxton, Pissarro, WG Grace, Stirling Moss, Bob Marley and so many others. As we start our 125 year tenure of this great space, we hope you would like to add your name to the list.

Philip Kolvin KC
Co-Chair

Martin Tempia
Co-Chair



About Crystal Palace Park, and the Trust

Crystal Palace Park in south east London was simultaneously a prototype urban park, and the world's first theme park. Built in the 1850s as a setting for the Crystal Palace, which was the forerunner of modern architecture in modular steel and glass construction, it has languished since the Palace burned to the ground in 1936.

Nevertheless, the Park remains the main sub-regional park for south east London, as well as being an important historic site in its own right. It is a Grade II* Listed Registered Park and Garden, a Conservation Area, a Site of Importance for Nature Conservation and Metropolitan Open Land. It contains Grade I Listed structures, including the Italian terracing and the world famous dinosaurs.

In its illustrious history, the Park has hosted the FA Cup Final, the forerunner of Formula 1 motor racing, WG Grace's cricket team, world athletics events at the National Sports Centre (NSC), now managed by the Greater London Authority (GLA), historically important music events including Bob Marley's last London concert, John Logie Baird's broadcasting studios, and much more.

The Park has passed from hand to hand over the last 87 years. However, in September 2023, it passed to the Crystal Palace Park Trust by virtue of a 125-year lease at a peppercorn rental. The Trust is staffed, governed and financially resourced to manage the Park, with a current staff team of nine and contractors specialising in grounds maintenance, heritage, arboriculture and security, amongst other functions.

The transfer is a major stage of Bromley Council's [Regeneration Plan](#) that will see a large-scale transformation of the Park, and the Trust is working with Bromley on this £50m capital regeneration plan. Simultaneously, the GLA is undertaking a regeneration of the NSC which, as the direct landlord of the GLA, the Trust will collaborate in.

[Crystal Palace Park Trust](#)

Crystal Palace Park Trust is a registered company and a registered charity, concerned with the preservation and enhancement of historic Crystal Palace Park.

Its charitable objectives are:

1. To preserve, protect, manage and improve the physical and natural environment of Crystal Palace Park, in particular, but not exclusively 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 and with the object of improving their conditions of life;
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.

The Trust has a trading subsidiary, Crystal Palace Park Events Limited, which is responsible for non-charitable trading at the Park, including two major festivals which raise over £600k pa between them.

The Trust's other funding comes from leases and concessions in the Park, Lottery funding and an annual grant from the London Borough of Bromley. Its [group accounts](#) show a healthy financial position and its annual and five-year budget show that it will remain so.

The Trust has an [interim strategy. Connections](#) which emphasises the Trust's connections to its community, the environment and to the Park's history and is governed by a diverse and expert [board of ten trustees, and a staff of nine](#), covering key functions including maintenance, events, communications, administration and development. Further posts will be filled in coming months as Lottery funding for education and community outreach positions come on stream.

Blondie at Crystal Palace Park. Photo © Victor Frankowski





The Role

The rapid growth of Crystal Palace Park Trust to successfully reach its current state, and the departure of the previous CEO, has meant that the Board now seeks an ambitious leader to guide the Trust through the next phase of its development. The CEO will be accountable for the strategic leadership and development of Crystal Palace Park Trust and will develop a strategy with the board for the achievement of the charitable objectives of the Trust, including the development and diversification of income streams, the development of volunteering and community arts, education programmes, heritage preservation and maintenance and improvement of the Park's ecological and recreational base.

The CEO will work with the Park's freeholders, the London Borough of Bromley, to ensure successful delivery of the regeneration plans, and with the Greater London Authority on regeneration plans for the National Sports Centre, as well as work with the leadership team to help the Trust achieve its strategic goals.

Key duties and responsibilities

Strategic leadership:

- Work with the Board of Trustees to develop a clear vision and strategic plan for the future of the Trust;
- Be accountable to the Board of Trustees for the implementation of the strategic plan and all its elements, including formal and informal recreation, landscape, heritage, education, arts and sports;
- Ensure programmes of work are aligned to the strategy and that outcomes and impact are monitored through the reporting of key performance indicators to the Board of Trustees;
- Champion and embed the values of the Trust, ensuring they are consistently applied by staff and stakeholders;
- Work with key stakeholders to ensure that the Trust has a long-term business and development plan and forward budgets to enable the delivery of its strategic plan;
- Adapt to opportunities and risks in a rapidly changing, uncertain external environment.

Organisational management:

- Champion and lead a high-performing, inclusive organisational culture which is focused on meeting the strategic goals of the Trust;
- Maintain and develop strong communications with staff and stakeholders, both internally and externally, to ensure their views and needs are fully reflected in the Trust's planning;
- Foster productive and collaborative strategic partnerships, including with the London Borough of Bromley, in pursuance of the Trust's objectives;
- Serve as the primary spokesperson for the Trust and, in alignment with the Trust's Co-Chairs, act as the Trust's representative in the media;
- Promote the highest sustainable, environmental, ethical, and inclusionary standards in all the Trust's activities;

- Spearhead efforts to enhance the Trust's presence and its ability to respond effectively within the local community, as an integral part of an innovative Community Engagement Strategy;
- Advocate for the Trust's position within the broader national community-ownership movement, guaranteeing that the Trust's experiences are disseminated at local, regional, and national levels.

Income generation:

- Oversee the maintenance of the Trust's existing funding income;
- Design and deliver a strategy to diversify and maximise income streams to balance the Trust's needs while ensuring that the Park remains predominantly a community and ecological resource;
- Generate new and diverse funding opportunities through individual giving, sponsorship, and grants;
- Investigate diverse funding options, including commercial, philanthropic, and innovative sources available to community led organisations. E.g. community energy generation, community shares, and social prescribing.

Financial management

- Be accountable to the Board of Trustees for the overall financial sustainability of the organisation;
- Ensure accurate and timely financial accounting practices, within the Trust's financial policy framework;
- Ensure that the Trust has a suitable budget and medium term financial plan which reflects its strategy and resources and that this is actively monitored and managed;
- Working with the Accountant, ensure Trustees receive accurate quarterly management accounts which give Finance Sub Committee and the Trust Board adequate information and time to make financial decisions;
- Ensure that there are effective procedures to manage financial risk and opportunities across the organisation, including fraud and supplier risks.

Governance

- Ensure the Trust complies with its constitutional, regulatory and legal obligations;
- Support the Chair in ensuring the engagement and involvement of all members of the Board in the process of self-assessment and development;
- Prepare papers for Board meetings to ensure the effective discharge of the Board's responsibilities. Report to the Board on delivery of the Trust's Strategy;
- Advise the Trust Board on enhancing the involvement of the local community in the design and decision making of the Trust's projects and programs. Amplifying the voices of marginalized individuals/groups within the Trust and build relationships with relevant organisations that represent them.





Person Specification

The ideal candidate will bring all or most of the following attributes:

Experience

- Substantial leadership experience gained in a relevant industry/sector – this could be heritage, environment, culture, regeneration or charity management, or indeed others;
- Previous experience of leading, managing, empowering, and inspiring staff and volunteers (not necessarily as a CEO);
- Demonstrable experience of working effectively with a Board;
- Experience of contract management and procurement processes;
- Experience in parks or land management or in one of the following fields: arts, sports, environmental heritage, or education;
- Experience of community-led development / regeneration;
- Substantial experience of overseeing and implementing successful funding proposals and/or winning service delivery contracts.

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- Strong stakeholder management skills;
- Sound management skills including financial compliance, governance, business, marketing, planning and project management;
- Thorough understanding of operational management, risk assessment and quality assurance processes;
- Strong communication skills and the ability to build a sense of passion and engagement in the park and its constituent groups;
- Strong networking skills with an ability to build excellent relationships externally and internally;
- A creative, forward-thinking and entrepreneurial approach, able to develop innovative approaches to park management, events and strategy.

Values and behaviours

- A commitment to Crystal Palace Park Trust's vision and values;
- A strong moral compass that upholds ethics;
- A strong commitment to championing anti-racism, intersectionality and other forms of diversity, equity and inclusion;
- A keen interest in parks or land management, arts, sports, heritage and education;
- A dynamic, creative and consultative leadership style;
- Excellent self-presentation, drive and enthusiasm;
- The ability to influence and be outward-looking yet inclusive;
- Flexibility to adapt to fast-changing organisational needs in a start-up context.

Noel Gallacher at Crystal Palace Park. Photo © South Facing Festival





Terms of Appointment

The role is based at Crystal Palace Park, Ledington Road, London, SE19 2BB.

Salary: £74,260 to £83,740 based on experience.

Hours: 40 hours per week.

Pension: The Trust operates a contributory pension scheme through Nest.

Leave: 25 days annual leave plus statutory holidays, increases by a day each year completed, up to 30.

Crystal Palace Park Trust believes that an equitable and inclusive work environment and a diverse, empowered team are key to achieving its mission. It therefore encourages applications from individuals currently underrepresented in the creative and cultural sectors. This includes but is not limited to people of African or Caribbean heritage; Arabic heritage; Latin American heritage; East Asian, South Asian and South-East Asian heritage; people from traveller communities; disabled people; members of the LGBTQIA+ community, and people from a low-income background. The Trust and Saxton Bampfylde aspire to provide those candidates with an equitable and accessible recruitment process, and if you require adjustments or further accommodations to the process, do let us know.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Crystal Palace Park Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **EBKYA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 15th December 2023**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Sister Sledge at Crystal Palace Park. Photo © South Facing Festival



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