

# Crystal Palace Park

## Park Governance Options and Issues

Park Working Group  
16th January 2008

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Park Governance: Options and Issues  
Presentation to Park Working Group

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## Crystal Palace Park Governance Options - Considerations

- Park Governance and the Park Masterplan - changes over time
- Expertise and skills - Park Governance and Management
- The role of the LDA, London Boroughs and other potential partners
- Risk and liability
- Opportunities for, and level of, stakeholder input
- Accountability
- Complexity of arrangements (efficiency) and degree of independence
- Ability to maintain and secure revenue funding
- Ability to attract other capital funding

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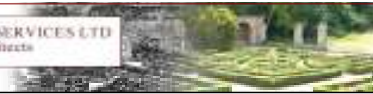


## Crystal Palace Park Governance CPP Issues and Considerations

- The size and complexity of the Crystal Palace Park
- The desire to bring the Park under one managing organisation
- The (potential) phased implementation of the Park Masterplan and other initiatives
- The commitment of key partners - LDA, London Borough(s), other possible partners
- The level of investment in the Park and the role of the Park (Local/Regional/National)
- Existing Park leases, workforce and contracts (including the Phase 1 HLF scheme)
- The level of involvement desired by Stakeholders
- The Park in isolation or as part of a wider network

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## Crystal Palace Park Governance Park Issues

Crystal Palace Park 2008  
LB Bromley

### Masterplan Consent

London Development Agency

Governance at Handover (March 2009?)

Governance during Masterplan  
Implementation - reduced Park Area

Governance depending on level of  
regeneration

### Masterplan Refusal

LB Bromley?

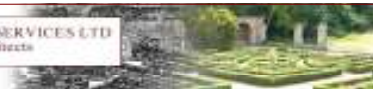
Role of LDA?

Governance to unify the  
Park and secure future

2012 Olympics

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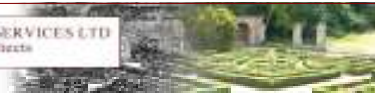


## Crystal Palace Park Governance Options

- London Borough(s)
- London Development Agency
- Partnership - Informal or Formal Local/Regional Government
- Parks Agency or Authority
- Independent Trust or Company

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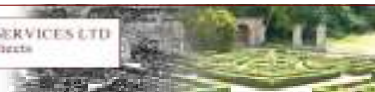
## Crystal Palace Park Governance London Borough(s)

### Examples:

- |                            |  |
|----------------------------|--|
| Single Owner/Steward:      | Crystal Palace Park<br>Battersea Park  |
| Dual/multiple Stewardship: | Gunnersbury Park (Ealing and Hounslow) |

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## Crystal Palace Park Governance London Borough(s): Single Owner/Steward

- Only likely to arise if approval for the Masterplan is not granted
- Park has to compete with other priorities for funds and is also considered as part of wider Borough network of parks and open spaces
- Existing management structures and expertise in place
- Boroughs struggle to support the maintenance of Parks of the size and complexity of CPP - not just Bromley is an issue for others
- Current Park has limited opportunities for income generation and income is not 'ring fenced'
- Limited opportunities to secure outside funding - HLF?
- Existing leasing arrangements likely to remain in place? Implications for Park unity.

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## Crystal Palace Park Governance London Borough(s): Multiple Stewardship

CPP lies within LB Bromley but borders four others Boroughs so has a sub regional benefit

- Residents of neighbouring Boroughs benefit from facilities offered by the Park (NSC offers wider regional benefits)
- Need for Management Committee or Board representing all Boroughs
- Need for one Borough to take lead role in terms of staffing and maintenance procurement - Existing management structures and expertise in place
- Park has to compete with other priorities for funds in all Boroughs (capital investment and maintenance) - Vulnerability of base line income flow
- Possible lack of focus at a political/senior officer level and differing regional/local politics
- Income generation - who benefits?

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## Crystal Palace Park Governance London Development Agency

Example: LDA currently manages and maintains Thames Barrier Park  
City wide parks management eg Paris

- Limited in house expertise and experience in Park management and maintenance
- Commitment to implementation of the Park Masterplan and to Stakeholders
- Park would (initially) be managed in isolation and potential to ring fence income.
- Park would immediately be administered as a single unit (NSC lease is with LDA)
- Ability to secure external funding may be increased due to improved investment and commitment to long term future of the Park - match funding?
- As profile of Park increases case to support park through London wide taxes or green space levies would improve but unlikely to achieve level of investment achieved through City Parks Departments eg Paris

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## Crystal Palace Park Governance Formal/Informal Partnership

Example: Green Chain Walk is an informal partnership arrangement between Boroughs  
Mersey Waterfront Regional Park is administered as a formal partnership between  
lpas and other. Strategic regional park combining recreation and socio economic  
improvements  
Mile End Park managed by LB Tower Hamlets reporting to Mile End Park  
Partnership

- Could form a mechanism for joint Governance by LDA, London Borough(s) and others
- Would need a formal (legal) arrangement with regard to level of investment and commitment to the Park and Masterplan (suggest could not be informal).
- Park could benefit from existing Management Structures if Boroughs involved
- Park could be administered as a single unit and income ring fenced
- Risk and liability shared between partners

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## Crystal Palace Park Governance Formal/Informal Partnership (cont'd)

- Ring fence income generation
- Role of Stakeholders
- Potential for other partners
- Park would be administered by Committee representing different organisations - slow decision making process depending on number of partners
- Possible lack of focus at a political/senior officer level and differing regional/local politics esp if Boroughs involved
- Lack of independent profile for marketing and fund raising. Park maybe perceived as already benefiting from a number of income sources
- Potential for uncertainty/vulnerability of budgets would increase with number of partners

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## Crystal Palace Park Governance Parks Agency or Authority

- Example: Royal Parks Agency  
Regional Parks Authority eg Lea Valley Regional Park  
Options under consideration for management of Legacy Park
- Parks Agencies and Authorities have proven track record in fund raising and parks management
  - High level of independence and management structure dedicated to park(s)
  - Need for Central Government support as primary legislation would be involved
  - Ability to support park(s) through London wide taxes or green space levies should improve (Lea Valley Regional Park)
  - CPP in isolation unlikely to merit creation of a new Park Authority or Agency

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## Crystal Palace Park Governance Parks Agency or Authority

- Parks Agency or authority should be able to ring fence income
- May offer more scope for formal role for Stakeholders as part of Park Management Board or Committee
- Park maybe perceived as liability by existing Parks Agencies eg Royal Parks
- If a new authority would offer opportunities for a fresh start
- Park Masterplan and the re-development of the NSC is linked to 2012, so case for inclusion of CPP in the Legacy Park debate should be strong

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## Crystal Palace Park Governance Independent Trust or Company

Example: Central Park Conservancy receives a fixed fee from the city to manage the park but has also developed a large number of corporate partners and partners. Park is the highest profile park in New York


Horniman Museum administered by the Horniman Museum and Public Parks Trust, charitable Trust and sponsored body of the Department for Culture Media and Sport

Sefton Park Palm House Preservation Trust (main Park remains with Liverpool City Council)

Chiswick House and Gardens Trust established as an independent charitable Trust in 2005 by English Heritage and LB Hounslow

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## Crystal Palace Park Governance Independent Trust or Company

- Independent Trust would be bound to Articles of Association
- Independent Trust would be committed to ensuring assets and resources are committed to achieving the Trusts Charitable Objects.
- Baseline revenue funding would need to be secured and maintained
- Trust would be answerable to Trustees
- Single focus and independence of a dedicated Trust or Company
- Trust would take on responsibilities and liabilities associated with duty of care for Park assets, employees and the Park users
- Potential influence of Stakeholder groups with Trustees

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## Crystal Palace Park Governance Independent Trust or Company

- Accountability of an Independent Trust or Company as opposed to local government
- Need to establish Park Management Teams
- Possible constraints on commercial operations as a Charitable Trust (NSC?) but should guarantee ring fencing of income and re-investment
- Greater potential to attract funding/sponsorship? Separate legal identity
- Role of a Trust during construction phases
- Implications of failure?

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