

Dulwich CC 8 March 2011 – item 11.

*God's Gift at Dulwich –
Estate Management from the charity perspective*



A presentation by John Major
Chief Executive
The Dulwich Estate

8 March 2011

www.thedulwichestate.org.uk

Alleyn's College of God's Gift at Dulwich

Edward Alleyn, successful actor/manager and entrepreneur bought the Manor of Dulwich in 1605 for £500 and later created a charitable foundation, endowing it with his estate.

Construction of his College and Almshouses began in 1613 and Christ's Chapel of God's Gift was consecrated on 1 September 1616 by the Archbishop of Canterbury.

On 21 June 1619, Alleyn's College of God's Gift at Dulwich was formally established with letters patent granted by King James 1:

“to found and establish a college in Dulwich to endure and remain for ever”.

Alleyn's College of God's Gift at Dulwich



Almshouses

The Chapel

The Old College

Beneficiaries

Alleyn (who had no children) died in 1626 leaving an endowment for a Master, a Warden (both to be of the name of 'Alleyn'), four fellows, twelve poor scholars and six poor brethren and six poor sisters

Beneficiaries were chosen from the four parishes with which Alleyn was associated:

St Botolph's Bishopsgate, where he was born

St Saviour's Southwark, where he lived and had been Churchwarden

St Giles Cripplegate, where his Fortune Theatre was situated and

The Parish of Camberwell where his Manor lay

Out of Alleyn's College for twelve poor scholars, three Dulwich schools evolved:

James Allen's Girls' School (1,070)

Dulwich College (1,617)

Alleyn's School (1,198)

(2010 pupil numbers in brackets - 3,885 in total)

Beneficiaries

The six poor brothers and six poor sisters originally lived in almshouses built on either side of the Chapel. **The Dulwich Almshouse Charity** continues today in accordance with the Founder's wishes:



Beneficiaries today

Following a reorganisation in 1995 with new Charity Schemes approved by the Charity Commission, the Foundation's name changed from *Alleyn's College of God's Gift at Dulwich* to *The Dulwich Estate* and the Charity's Beneficiaries were redefined:

Christ's Chapel

The Dulwich Almshouse Charity

Schools:

Dulwich College

James Allen's Girls' School

Alleyn's School

The Central Foundation Schools of London

St Olave's & St Saviour's Schools' Foundation

Beneficiaries' entitlement from the Charity: the annual net income – **£5.4 million** for 2009/10

The Board's objective: **to manage the assets in the best interests of all the Beneficiaries.**

Constitution & Governance

The Estate is subject to Charity Law and its constitution is set out in the Scheme approved by the Charity Commission on 31 July 1995

It is governed by a Board comprising 14 “*competent persons*” nominated by:

- 1 The Lord Archbishop of Canterbury
- 1 The President of the Royal Institution of Chartered Surveyors
- 1 St Olave’s and St Saviour’s Schools Foundation
- 1 Central Foundation Schools of London
- 1 The Dulwich Almshouse Charity
- 2 Dulwich College
- 2 Alleyn’s School
- 2 James Allen’s Girls’ School
- 3 Co-opted

Trustees serve two terms of 5 years – unremunerated and cannot benefit from the Charity

Unincorporated body – Trustees **unlimited liability** (jointly and severally)!!

The Estate

The Charity's main asset (in addition to a stockmarket portfolio and property outside Dulwich) is its Estate in Dulwich, covering some 1,500 acres.



Management of property stock

The Estate seeks to proactively manages its stock of property in Dulwich:

- Buildings well maintained – cyclical programme for repairs
- Both commercial premises and residential property well presented
- Opportunity taken to improve stock when vacated, recent examples:
96 Park Hall Road (formerly Oddbins) & 24 Half Moon Lane (formerly Lloyds TSB)

Plans in hand for conversion of Crown & Greyhound to provide hotel accommodation on upper floors

Development of former dairy site in Croxted Road

The Trustees are bound by Charity Law to manage the assets of the Charity in the best interests of its **Beneficiaries** and not necessarily the community or residents:

The Charity cannot ‘engineer’ the mix of shops or services provided from its properties which is a product of market forces; the Estate cannot subsidise certain businesses (however the Post Office is treated as a special case).

The Estate will, where possible, work with its tenants to achieve their objectives, e.g., the Velodrome – deal struck with British Cycling to enable track to be resurfaced and working with the *Save the Herne Hill Velodrome Campaign*.

Why Dulwich remains a green and pleasant oasis in South London

Post Leasehold Reform Act 1967 control over development is effected through a **Scheme of Management** (established in 1974): freeholders of former leasehold residential property require consent before making changes to the external appearance of property or any works to trees. This applies to some 3,950 freeholders living within the boundaries of the estate.

No ‘permitted development’ under the Scheme – Scheme can override local authority consent.

The Trustees of the Estate are Managers of the Scheme and the rights and powers conferred are “*for the purpose of enabling them to preserve the amenities of the Estate for the common benefit*”.

Amenity areas – defined in the Scheme (include Dulwich Woods, verges and footpaths). Full details on the Estate’s website: www.thedulwichestate.org.uk

Applications for change are decided on their impact on amenity, in particular, that of immediate neighbours:

Managers’ publish *Policy Guidelines* to assist freeholders in understanding what will, generally, be permitted.

Why Dulwich remains a green and pleasant oasis in South London

Policy Guidelines:

1. Tree works
2. Boundary treatment – walls, hedges, fences, railings and gates
3. Conservatories
4. Hardstandings in front gardens
5. Extensions
6. Loft conversions
7. External repairs (including replacement roofs and repointing)
8. Replacement doors and windows
9. Satellite dish aerials
10. Change of use
11. Swimming pools
12. Shop fronts: guidelines for design
13. Garden structures
14. Solar Panels

Maintain ‘streetscape’. Liaison with local amenity group, The Dulwich Society.

Consultation process – Advisory Committee and neighbours.

Where there are objections, applications decided by Scheme of Management Committee.

Why Dulwich remains a green and pleasant oasis in South London

Not a bar to development but the Managers encourage quality architecture and design.



The Scheme, a non-charitable activity, cost neutral to the Charity. Costs of operation recovered through an Annual Charge to freeholders (apportioned according to Council Tax bandings): for 2009/10 this ranged £37.36 for Band A to £112.10 for properties in Band B.

Rationale for the Estate to continue the operation of Scheme of Management: this preserves and enhances the value of the Charity's own property holdings.

Scheme gives rise to misconception: The Dulwich Estate exists for the 'good of Dulwich': not so, the Charity exists for its Beneficiaries.

View of Dulwich Picture Gallery from the Chapel spire

