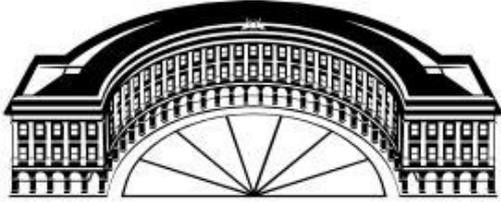


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BUXTON



CRESCENT  
HERITAGE  
TRUST

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INTERIM CEO  
RECRUITMENT  
PACK

APRIL 2021





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## **Welcome**

Thank you for your interest in becoming the Interim Chief Executive Officer of the Buxton Crescent Heritage Trust.

You would be joining the Trust at a key moment, as we launch our new Visitor Experience and begin to run a programme of events in the Assembly Rooms. We are looking for a commercially driven and financially focused individual who will lead the team whilst ensuring that all the key systems and processes are in place.

This information pack will provide you with a brief introduction to the Trust and its work as well as outlining our plans for the future.

We are looking forward to hearing from you.

*Jennifer Spencer  
Chair of the Board of Trustees*

## Buxton Crescent Heritage Trust



### Who we are

The Trust was established in 2017 as part of the Buxton Crescent and Thermal Spa (BCTS) project which has been one of the most ambitious and important heritage regeneration schemes in the country. The project has involved the restoration of a group of listed Georgian and Victorian buildings set in the heart of a town which has a rich architectural and cultural heritage.

Throughout Buxton's history, which reaches back to Roman times, its growth has always been linked to its source of thermal natural mineral water. However, the development of today's town started with the Dukes of Devonshire, first as a fashionable Georgian spa town under the inspiration of the 5<sup>th</sup> Duke, and then as a place of national importance for medical treatments using the water throughout the 19<sup>th</sup> century and beyond.

The Grade I listed Crescent and the Grade II listed Natural Baths and Pump Room are central to the town's heritage. Although they had all fallen into disuse and disrepair, the BCTS project was completed last year which has brought them back into use as a 5\* hotel and spa complex, retail use and a visitor attraction. Further details of the BCTS project are set out in Appendix 1.

The Trust's overall mission is to tell the fascinating story of the buildings and Buxton's spa-related cultural heritage. It does this by using a variety of innovative media in the Buxton Crescent Visitor Experience, a permanent attraction situated in the Crescent itself, together with a programme of events based around the theme of spa culture and architectural heritage. These events are either held within the Pump Room or in the Crescent's sumptuously decorated Assembly Rooms, to which the Trust has exclusive access for 60 days each year.

Buxton is a thriving tourist town in the Peak District and the Trust is pleased to be able to manage the Visitor Information Centre based in the Pump Room. In addition to the Crescent and spa buildings, the town has a successful annual music and arts festival as well as its Opera House, Museum and Art Gallery, Poole's Cavern, the University of Derby's Devonshire Dome and popular town centre parks including the Pavilion Gardens. It is in the process of launching a major marketing campaign, *Refreshingly Buxton*, designed to coincide with the re-opening of the Crescent and spa complex.

The Trust is based in the Pump Room which was built in 1894 and was substantially altered in 1912. As explained below, the Trust also has exclusive use of rooms in the Crescent. As space within the Crescent and Pump Room is limited, the Trust's staff operate from a small office within the University of Derby's campus on Devonshire Road.

The Trust is an independent charitable trust limited by guarantee (Charity Registered Number: 1178526). Our Patron is the Duke of Devonshire KCVO CBE DL and we are governed by a Board of Trustees, including one representative each from Derbyshire County Council and High Peak Borough Council. The Board is serviced by an Executive Director who is supported by a small team of staff and volunteers.

## **Objects**

The charity's objects are specifically restricted to the following:

- a. For the public benefit to advance education on the subjects of:
  - i. Buxton Crescent and Thermal Spa;
  - ii. the history of Buxton and its surrounding area;
  - iii. the history of other thermal spas and thermal spa towns; and
  - iv. the history of health and medicine,
- b. Promoting the preservation and heritage of the physical and natural environment of the Buxton Crescent and Thermal Spa and its surroundings.

Some of the initial revenue funding for the Trust has come via the overall funding arrangements for the BCTS project and is complex. The Trust received development funding from the National Heritage Lottery Fund and High Peak Borough Council – the latter mainly funding the operation of the Visitor Information Centre. The Trust is pleased to have received funding from sponsors including Nestlé Waters UK Ltd (Buxton Water) and the University of Derby.

The Trust is at a pivotal moment in its development as it moves from an organisation in development with associated funding to an operational and financially sustainable model generating income from its assets whilst delivering its public benefits as an educational charity.

To enable the charity to engage in trading activities, a separate trading company owned by the Trust has been established - Buxton Crescent & Thermal Spa Heritage Trading Co Ltd.

## **Main Operational Activities of the Charity:**

- Operating the new Visitor Experience in the Crescent
- Running Buxton's Visitor Centre in the Pump Room
- Delivering a programme of events and activities in the Pump Room (evenings) and in the Crescent Assembly Rooms where the Trust has 60 days access and use.
- Fundraising
- Educational and Family Activities

## **Main Operational Activities of the Trading Company:**

- Delivering High Peak Borough Council's Tourist Information Service as part of the Buxton Visitor Centre offer
- Sponsorship Agreements
- Retail sales in the Buxton Visitor Centre and non-charitable events/activities

The Trust values diversity and is committed to equal opportunities and representation and seeks to reflect this on the Board of Trustees.



## **Our Team**

The Trustees set out the business strategy and agree the business plan. The CEO is then responsible for the day to delivery and operations leading the small team of staff.

Volunteers have already played an important role in our development and following lockdown it is expected that volunteers will be an increasing and important role.

### ***Our Vision is....***

- The Buxton Crescent Heritage Trust delivers exceptional and imaginative experiences, standing tall on the world's stage. Our customers leave smiling, inspired to tell everyone (enthusiastically) about Buxton and its water.
- We play an active part in ensuring Buxton is back where it belongs - recognised internationally as a refreshingly different spa town reflecting the 5th Duke of Devonshire's incredible Georgian vision and ambition.

### ***Our Mission is....***

- To celebrate Buxton's history and charm by sharing the wonders and stories that spring from our natural thermal mineral waters. Giving every visitor a special moment that is the highlight of their day.
- To open up our treasured spaces with and for our local communities as a place to enhance their sense of belonging.
- Through collaboration, we will work with all our stakeholders to be a catalyst for Buxton's transformation into an internationally recognised spa town.

## **What we do and where we are going**

The Trust has taken out a long lease (200 years) on the Pump Room from Buxton Crescent Limited<sup>1</sup> and are responsible for its repair and maintenance. Internal fitting out allowed the Trust to operate the Visitor Information Centre from here starting in the Spring of 2019. The Pump Room also has a retail area and includes some ‘taster’ information about the town’s spa heritage to entice people to buy a ticket for the Buxton Crescent Visitor Experience.

Under the terms of the lease with Buxton Crescent Limited, the Trust has exclusive access and use of a suite of four rooms on the ground floor of the Crescent and a further five rooms in the basement. These have been fitted out as the Buxton Crescent Visitor Experience which tells the story of the buildings and the town’s spa heritage using a variety of visual and aural media. Visits to the Experience are purchased either online, or from the Pump Room, and will involve a tour supported by staff and volunteers, although special arrangements have been put into place as a consequence of the recent pandemic restrictions. The Experience opened for a trial period, which coincided with the opening of the Ensana Buxton Crescent Health Spa Hotel, in October 2020. Unfortunately, it was affected by the pandemic restrictions and closed in November but with a plan to reopen in mid-May this year.

Under arrangements arising from the funding from the National Lottery Heritage Fund, the Trust has exclusive access to the Assembly Rooms (the Ball Room and Card Room) for a minimum of 60 days per annum. It proposes to use this as an income stream by creating a programme of events, some in partnership with the Buxton International Festival, including concerts, presentations, educational events for local schools and a Georgian Weekend. Because of the pandemic restrictions, the programme of events in the Assembly Rooms are yet to start but this will be a major part of the development work to be undertaken in the coming year once the restrictions are lifted.

The business plan currently estimates the main sources of income to support the charity are generated by ticket sales to the Visitor Experience, retail sales, events and activities, sponsorship and fundraising.

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<sup>1</sup> Buxton Crescent Limited (BCL) is a Special Purpose Vehicle created by the developers of the Buxton Crescent and Thermal Spa project. BCL entered into a Development Agreement with the freeholders of the buildings, Derbyshire County Council and High Peak Borough Council, in which the councils would grant a long headlease (200 years) for the buildings upon completion of the refurbishment works.

## **CHIEF EXECUTIVE OFFICER (Interim)**

### **ROLE OVERVIEW**

The Chief Executive Officer will be responsible for providing leadership, developing and implementing BCHT's strategic, financial and operational plans, leading on partnership and business development, and being an effective advocate for the charity and its beneficiaries.

The post is for 3.5 days per week – FTE salary - £50,000.

The CEO will lead a small senior management team and will be responsible for ensuring financial management and controls, supporting and advising on good governance across all aspects of the charity whilst providing strategic management of our operations. This is a first-tier post directly responsible for delivering the Trust's objectives and reporting to the Board of Directors and Trustees.

We require an experienced professional who has the ability to focus on delivery, provide purpose and direction, and who will work collaboratively with the Trust Team and support our people to perform at their best. The post is initially for a fixed period of 6 to 9 months to set up the required business and financial core systems, governance and processes for the operation of the Group. There is however the possibility of a longer-term contract.

The charity's Trading Company falls into the scope of this role. The CEO will implement the ongoing arrangements between the charity and trading company and manage its activities. The trading company supports the charity financially. In the following job description, the duties and responsibilities cover both the Trust and Trading Company.

The Trust's landlord is the Buxton Crescent Hotel and it will be essential that the CEO builds a strong relationship with the Hotel management and team.

Our vision includes us playing an active role in the success of Buxton, High Peak and Derbyshire as a place and destination. The CEO could continue to play a leadership role in the work around the town's visitor economy and work in partnership with other cultural and heritage organisations.

## **DUTIES AND RESPONSIBILITIES**

### **Leadership**

- Be the face and voice of the charity - its principal ambassador.
- Lead, support and motivate all staff and secure their loyalty and commitment to the charity's aims, objectives and ambitions.
- Seek out, develop and maintain effective working relationships with all relevant organisations and individuals to promote the work of the charity and facilitate the implementation of its strategic objectives.
- Lead by example, instilling a culture of professionalism and inclusion, supported by coaching, training and development.

### **Financial Control**

- Lead and direct the financial planning, forecasting, control, reporting and management of the organisation's finances and resources, to include support for, and engagement of, directors/trustees and board and sub-groups to ensure regulatory compliance and sustainable organisational growth.
- Oversee financial and business planning in the short, medium and long-term working closely with the board of trustees.
- Take executive responsibility for the financial leadership of the charity, including forecasting and strategic budget leadership.
- Create robust financial processes and controls as the business reopens and test its financial projections.
- Put into place effective financial management and business control systems; ensure delivery within budgets and to performance targets and oversee production of management accounts, statutory accounts and annual reports.
- Take action with the board to manage costs and expenditure if income or income forecasts are lower than anticipated.
- Ensure that the charity's financial resources are managed effectively and that BCHT remains in good financial health, identifying risks and taking appropriate action.
- Liaise with the Board to develop and lead on the implementation of the charity's financial plans, including setting budgets, formulating income generation strategies and overseeing all fundraising activities.
- Be responsible for staff remuneration and payroll.
- Be responsible for the reporting/claims and satisfactory evaluation and delivery/closure of BCHT's current complex grant arrangements.

### **Trading Company**

- Work with the Trading Company directors to establish arm's length agreements and apportionment of costs in line with Charity Commission and HMRC guidance.
- Set the business plan for the Company and manage its implementation ensuring the trading company is viable and continues to provide financial support for the charity.

### **Governance and Compliance**

- Liaise with the Board to ensure that the charity's overall governance structure, policies and procedures are appropriate and effective, taking remedial measures and implementing changes as necessary.

- Attend all Board meetings (quarterly, but sub-groups may meet more regularly) and prepare a written report in advance of each meeting detailing matters of interest and concern regarding the charity's activities during the previous period; ensure that the Board is made aware in a timely fashion of any matters requiring its attention.
- Develop and maintain effective operational policies and processes in all the charity's functions. Review and update scope and content to meet legal, regulatory and best practice needs.
- Oversee the development and practical application of all organisational policies and procedures e.g. with regard to health and safety, equality and diversity, and safeguarding.
- Ensure that the charity complies with best practice in all areas of operation including health and safety.
- Ensure that collection and protection of personal information complies with current data protection regulations (GDPR).
- Ensure that all of the charity's activities are conducted safely and that Health and Safety policies are understood and followed by everyone.
- Ensure that all major risks are identified and regularly reviewed and that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the charity's Risk Register.

### **Strategy**

- Liaise with the Board in relation to the development of the charity's strategic vision and be responsible for leading the implementation of it.
- Be responsible for the development and delivery of the charity's agreed business plans.
- Identify and assess strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes.
- Seek out and implement opportunities for innovation and ensure that BCHT remains relevant to its audiences.
- Develop best-practice for the management, development and engagement of staff and volunteers.
- Lead the promotion and development of BCHT's work, raising the charity's profile and maximising its reach.
- Seek out, develop and nurture beneficial partnerships with supporters, donors, funders and other charities and all relevant authorities/organisations, including maintaining good working relations with pre-existing partnerships and sponsors.
- Work towards the achievement of long-term sustainability, developing the charity's business model and maximising income, for example from fundraising, service contracts and earned income.

### **Operations**

- Be responsible for the implementation of all the charity's operational plans. The operations include the Pump Room, the Visitor Experience and a programme of events.
- Take executive responsibility for all functions including administration, finance, fundraising, marketing, communications, and IT.
- Ensure a robust set of evaluation tools effectively capture our visitors' feedback and comments. This feedback will be required as part of the NLHF grant condition but also provide insight and data to support future business development.
- Ensure that BCHT services, contracts and projects are delivered to the highest standard with due regard for timescales, targets and budgets.
- Take overall responsibility for the recruitment, management and effective deployment of staff, including casual staff and apply robust HR processes covering recruitment, performance management, appraisal and remuneration.

- Line manage the Senior Management Team.
- Be responsible for the maintenance and efficient use of the charity's physical assets including the ongoing maintenance and upkeep of the listed Victorian Pump Room.

### **Fundraising and Grants**

- Have strategic management and leadership of the fundraising strategy and action plan.
- Continue to have strong relationships with our sponsors and work on future arrangements
- Develop grant applications to support the work of the charity.

### **General**

- Carry out any other duties as may be reasonably requested.
- Be conversant with all aspects of the operation and willing to cover and provide support should the need arise.

## Person Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent professional qualification</li> <li>• Evidence of CPD</li> <li>• Knowledge of charity and finance governance</li> <li>• Knowledge of the heritage sector</li> </ul>	<ul style="list-style-type: none"> <li>• Accountancy qualification</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Strong financial management skills</li> <li>• Specific knowledge of the necessary financial processes and controls to be put into place as the charity moves into its operational phase; payroll, income, expenditure, VAT budgeting, cashflow.</li> <li>• Strong financial skills, including the ability to manage the accounts (Xero) and financial systems with an annual budget of £500,000</li> <li>• Inspirational leadership, management and motivational skills</li> <li>• Highly organised</li> <li>• Exceptional verbal and written communication skills</li> <li>• Excellent interpersonal skills</li> <li>• Ability to persuade and influence, both face to face and in writing</li> <li>• Outstanding business development skills</li> <li>• Rigorous analytical skills</li> <li>• IT literate</li> </ul>	<ul style="list-style-type: none"> <li>• Robust approach to governance, controls and definition/implementation of new processes</li> <li>• Coaching skills</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Significant proven record of achievement in a senior position within a charity/heritage or similar organisation</li> <li>• Experience of financial and risk management</li> <li>• Experience of the necessary business/IT/financial processes and controls to be put into place as the charity moves into its operational phase</li> <li>• Experience of effective partnership working and development and external relationship management</li> <li>• Experience of successfully managing, motivating and developing staff</li> <li>• Experience of business planning, business development and fundraising</li> <li>• Experience of project management and grant/project delivery and evaluation</li> <li>• Experience of managing organisational change</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working with volunteers</li> </ul>
<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Positive, pro-active and dynamic</li> <li>• A passion for heritage</li> <li>• Inclusive with a consultative approach to leadership</li> <li>• A commitment to equal opportunities, diversity and inclusivity</li> <li>• Confident and assertive</li> </ul>	

	<ul style="list-style-type: none"><li>• Ability to pursue the mission and objectives of BCHT with demonstrable passion, drive and commitment</li><li>• Committed to best practice and with a drive for continual improvement</li></ul>
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## How to apply

You are invited to apply in confidence by submitting your CV, together with a brief covering letter highlighting why you should be considered for the post, how you feel you can contribute with reference to the skills and experience we are seeking, and any other information which you think will help the selection panel. Please send your application to:

[lcross@buxtoncrescenttrust.org](mailto:lcross@buxtoncrescenttrust.org)

Closing Date for applications is 7<sup>th</sup> May 2021.

We plan to hold virtual interviews with applicants during the weeks commencing 10<sup>th</sup> May and look forward to meeting you.

*If you have any queries or would like an informal exploratory conversation before making an application, please contact the current executive director Louise Cross at the above email address.*

*Please do have a look at our website where you will see more information about what we do.*  
[www.buxtoncrescentexperience.com](http://www.buxtoncrescentexperience.com)



### **Buxton Crescent and Thermal Spa Project**

Finally reaching completion in October 2020, High Peak Borough Council and Derbyshire County Council have worked on the Buxton Crescent & Thermal Spa project to bring one of High Peak's, and the nation's, iconic buildings back into use. In addition to the Councils, the project involved the Trevor Osborne Property Group and CP Holdings Ltd - the holding company of Ensana and Danubius Hotels which are some of Europe's leading spa hotel operators. Together, these two companies have formed Buxton Crescent Ltd (BCL) to deliver the project.

#### **The buildings**

The Crescent was the centrepiece of the Fifth Duke of Devonshire's plans to establish a fashionable Georgian spa town in Buxton. It was built to the design of John Carr of York and completed in 1789. To this day, it probably provides the single most lasting image of any visit to the town and, as a Grade 1 listed building, is one of the most architecturally significant buildings in the country.

Built as high quality accommodation, it also houses the Assembly Rooms which were at the social heart of the 18th century town. Sadly, in recent years, the building fell into disuse along with the adjoining Natural Baths and the Pump Room – both listed Grade 2.

#### **What has the project involved?**

The project has delivered:

- A 80-bedroom 5\* spa hotel occupying the majority of the Crescent and incorporating the magnificent Assembly Rooms
- A thermal natural mineral water spa in the Natural Baths
- Use of the Pump Room and a suite of rooms in the Crescent by the Buxton Crescent Heritage Trust to use as a visitor attraction
- 5 small retail units in the front ground floor of the Crescent
- An enhanced setting to the buildings incorporating a new water feature to the Crescent's forecourt

The project involved an investment of over £70 million. Crucial to the success of the scheme was a £23.8 million grant from the National Lottery Heritage Fund together with a £3.8 million grant from the D2N2 Local Enterprise Partnership and £0.75 million from Historic England. In addition to the buildings, both Councils made substantial capital contributions.