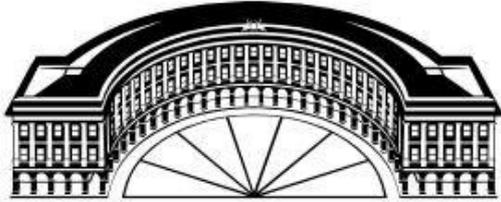

BUXTON



CRESCENT
HERITAGE
TRUST

RECRUITMENT

PACK

APRIL 2021





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Welcome

Thank you for your interest in becoming a Trustee of the Buxton Crescent Heritage Trust

We are excited about Buxton's past heritage and its future as a visitor destination, particularly now that we can tell the story of the town from the beautifully restored Crescent and Pump Room. As such, we are looking for someone who can share this passion for the town, its heritage and community.

There has never been a better time to join us as a Board member. We are at an exciting period and our new strategy and business plan needs dynamic Board members to turn our vision into reality. As a minimum we hold quarterly meetings in Buxton, Derbyshire but we encourage the board to participate in sub-groups and on projects to support the work of the organisation.

We are seeking experienced members of the public to join our Board to help us achieve the next stage of our development. We are particularly keen to recruit members of the community in Derbyshire, South Yorkshire, Greater Manchester and Cheshire who have one or more of the following skills:

- Expertise in finance and financial planning
- Expertise in HR and managing people
- Expertise in commercial/retail/digital/online delivery of services
- Historic buildings/conservation, education, museum/visitor attraction/interpretation
- Relevant academic specialism or interest

The finance trustee position is a priority for us, so if you have financial management or financial planning skills do get in touch.

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 5th Duke, and then as a place of national importance for medical treatments using the water throughout the 19th 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 2.

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. Applicants will be asked at interview if they would be interested in acting as a director of the trading company as this recruitment covers both organisations.

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 Executive Director is then responsible for the day to delivery and operations.

As the organisation shifts into its new operating model then its staffing and structures needs to realign. Work is currently ongoing with the current board around the staffing structures and needs of the organisation.

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 Limited¹ 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 has been closed since November.

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.

Trustee Role Description

The role description for Trustees is set out in Appendix 1. Please note that the law places certain restrictions on becoming a charity trustee. For example, you cannot be under the age of 18, previously have been removed from trusteeship of a charity by a Court or the Charity Commission, disqualified under the *Company CEO’s Disqualification Act 1986*, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

The Trust will ensure there is a comprehensive induction following appointment.

¹ 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.

How to apply

You are invited to apply in confidence by submitting your CV, together with a brief covering letter highlighting why you want to be a Trustee, 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:

hello@buxtoncrescenttrust.org

Closing Date for applications is 7th May 2021.

We plan to hold virtual interviews with applicants during the weeks commencing 17th 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 Trust at hello@buxtoncrescenttrust.org and we will come back to you.

Please do have a look at our website where you will see more information about what we do. www.buxtoncrescentexperience.com



Trustee: Role Description

The Board of Trustees has overall responsibility for the Trust and acts as its governing body.

Members of the Board of Trustees are legally responsible for directing the affairs of the Trust, ensuring that it is solvent, well run, and delivering to its charitable objectives.

Trustees are not paid, although reasonable expenses will be reimbursed.

All Trustees are collectively responsible for the decisions and management of the Trust which is currently seeking expertise in several fields including:

- Expertise in finance and financial planning
- Expertise in HR and managing people
- Expertise in commercial/retail/digital/online delivery of services
- Historic buildings/conservation, education, museum/visitor attraction/interpretation
- Relevant academic specialism or interest

The finance trustee position is a priority for us, so if you have financial management or financial planning skills do get in touch.

These are not exhaustive and we would welcome applications from you if you have other skills or experiences that would add value to the organisations.

Trustee: principal accountabilities

1. Ensure that the Buxton Crescent Heritage Trust:
 - a) Complies with its Constitution, charity law and any other relevant legislation or regulations
 - b) Pursues its objects as defined in its Constitution and acts within the powers defined in the Constitution
 - c) Uses its resources exclusively in achieving its objects
 - d) Runs effectively and efficiently and remains financially sustainable
2. Ensure that the Trust has a clear vision and strategic direction and is focussed upon achieving its goals
3. Review and approve the Trust's Business Plan
4. Monitor performance and take appropriate management action to remedy variations from agreed standards
5. Ensure that all significant risks are recognised and that mitigations are put in place and monitored
6. Actively contribute to the direction of the future activities of the Trust
7. Exercise reasonable care, skills and independent judgement
8. Avoid conflicts of interest and declare interest in any proposed transactions or arrangements
9. Maintain absolute confidentiality in regard to the business of the Trust
10. Act as an enthusiastic and well-informed ambassador for the Trust
11. Safeguard the good name and values of the Trust at all times.

Trustee: other general duties

In addition to the duties outlined in the above role description, each Trustee should use any specific skills, knowledge or experience they have to help the Board to reach sound decisions.

This may include:

1. Scrutinising on and contributing to the business of the Board
2. Acting as a counter-signatory for financial transactions
3. Facilitating discussions
4. Focusing on key issues
5. Providing guidance on new initiatives, developments and services
6. Contributing to and supporting short-term and permanent and workgroups and sub-committees of the Board of Trustees
7. Leading on other issues and activities in which the individual has special expertise or skill.

Conduct of Trustees

For more details of the specific legal obligations of a Trustee, visit the Charity Commission website www.charity-commission.gov.uk and follow links to their publications

[CC3_feb20.pdf \(publishing.service.gov.uk\)](#) *The Essential Trustee: What you need to know*

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.