

THE CRICHTON TRUST STRATEGY

2016 - 2026







FOREWORD

The Crichton Trust was established in 1996 to promote, regenerate and care for the Crichton Estate and other buildings of historic interest throughout Dumfries and Galloway.

In 2000 the Crichton Project was described by the, then, First Minister, Donald Dewar, as “A conservation project, and more – creating a world class facility for learning and enterprise for the whole community”.

The Trust offers a wide range of activities on the Estate and there remains significant opportunity for further development.

The challenge now facing the Trust is to sustain, enhance and expand its activities, and capitalise on its achievements to date. It is now poised to expand its remit in response to changes in business, public finance and the education environment, to ensure that it serves the strategic needs of Dumfries and Galloway, and indeed Scotland.

The Trust has renewed its structures in order to determine its way forward. The long term lease of the Estate with Dumfries and Galloway Council has recently been varied to extend the Trust's tenancy to 2170.

Over the last ten years, the Trust has rightly focused on its core priorities of conservation, estate management and infrastructure improvement. With overall governance structures now undergoing reform, roles will change and partners, along with Trustees, have shown an appetite for a new, more strategic approach. Current challenges in the business, public finance and educational environment also require new solutions.

A fundamental part of this process has been to review the Trust's Strategic Aims, having due regard to the purpose for which it was originally established, which is as relevant today as it was 20 years ago.

The Crichton Trust Strategy 2016-2026 sets out our high level Strategy, Mission and Aspirations.

The Strategy has been developed in consultation with our partners and stakeholders and takes due cognisance of Dumfries and Galloway Council's Economic Strategy, the Crichton Campus Consolidated Outcome Agreement and other factors affecting the Estate. Central to the development of the Strategy has been the 2015 consultation on the revised Development Framework for the Estate.

The Board of Trustees
December 2016

THE CRICHTON ESTATE

The Crichton Estate, which is set in 85 acres of beautiful parkland, comprises 27 historic well-preserved buildings, including the iconic A-listed Crichton Memorial Church.

As part of its strategic development over the last 20 years, the Crichton now houses campuses of the University of Glasgow, the University of the West of Scotland and the Open University. Dumfries and Galloway College is located at the South end of the site, Scotland's Rural College (SRUC) Dairy Research and Innovation Centre is based at Crichton Royal Farm with offices in Hestan House and there are ongoing consultations regarding further presence on the Estate. The Business Park established on the site now comprises 60 businesses which employ over 1,000 individuals.

Easterbrook Hall, which boasts the largest auditorium in the South of Scotland, is at the heart of the Crichton's evolving events strategy. It has recently been refurbished and now houses Neuro's, a Bar, Restaurant and Spa facility. There is a 71-bedroom modern hotel on the Estate, which is under private ownership.

THE HISTORY

The Crichton is a project of national importance as a model for the regeneration of a significant historic site and for the delivery of education and training.

The story of the Crichton begins in 1823 with the death of Dr James Crichton of Friar's Carse who left to his widow, Elizabeth, the then considerable sum of around £100,000 to be used for charitable purposes. With the help of her friend, the Rev Henry Duncan, Minister of Ruthwell Parish and founder of the Trustee Savings Bank, Elizabeth attempted to endow a College of University status in Dumfries 'for the education of poor scholars'. After a twenty year battle, she recognised that her dream was not to be and instead endowed a 'lunatic asylum' on the edge of the town. In delivering the Crichton bequest, Elizabeth was determined to produce a hospital that was the best in Europe, not only in the treatment of patients but also in its architecture and environment. When recruiting the first Physical Superintendent, the same considerations applied. The appointment of Dr William Browne was to be the first in a long line of very able and distinguished physicians in charge. The doors opened in 1839. The next 150 years saw the growth of that vision into an internationally recognised centre of excellence in mental health research and care.

In the 1980's the value of the large psychiatric hospital was being questioned and, despite its international reputation, the Crichton Royal Hospital was considered surplus to requirements. However, the local community was keen to ensure that such a magnificent estate remained in public ownership. In 1995, the local authority took the decision, with courage and foresight, to purchase the site from the Health Board. It did so with the primary objective of ensuring that this important public asset was saved, protected and sensitively developed for the good of the wider community. It also recognised that there was, at last, the chance to respond to local ambitions to develop a much needed University Campus offering local access to Higher Education, thus fulfilling Elizabeth Crichton's dream.

The Local Authority retains ownership of the site. The Crichton Trust holds the lease and is responsible for the sustainable development and management of the estate. The years from 1996 - 2016 have seen the exciting growth of the Crichton. Continued public access and enjoyment of the estate and the preservation of its character and integrity are key factors in its management and development.



Elizabeth Crichton

1779 - 1862

Unveiled by

HRH The Prince Charles, Duke of Rothesay
19 May 2000

This statue was made possible by the generosity of
The Landale Charitable Trust, The University of Paisley,
The University of Glasgow, Lochaberrian Sandstone Ltd and
The Crichton Trust

THE CRICHTON TRUST

The Trust was established in 1996 with two principal aims:

- the preservation of the Crichton Estate and other historical public assets across Dumfries and Galloway, and
- the furtherance of Education in the Region through the establishment of Higher Education presence on the Crichton Estate thereby ensuring a streamlined education experience from Secondary School to Further Education, with suitable faculty presence tailored to the needs of the local economy.

OUR MISSION

To preserve, enhance and interpret the historic character of the Crichton and develop it with a clear identity as a place of educational, commercial, recreational, cultural and artistic excellence taking account of accessibility and stakeholder and community needs for the benefit of Dumfries and Galloway as a whole.

OUR VISION

That the Estate will be a vibrant location of education and knowledge, with all buildings in full repair and economic use and the historic interest and amenities of the estate fully preserved for the long-term benefit of Dumfries and Galloway and beyond.

To achieve our vision we seek to be:

A model of good practice in heritage renewal and interpretation;

A partner in educational enterprise and initiative;

A purposeful and successful business community capitalising on its assets;

A destination for leisure pursuits and tourism;



Concept Diagram - Crichton Development Framework 2015



STRATEGY DRIVERS

In the development of its Strategy, the Trust has ensured that it:

- reflects the relevant aims of Dumfries and Galloway Council's Regional Economic Strategy 2016-2020 which highlights the Crichton 2020+ Business Plan (Biggar Economics for Dumfries and Galloway Council 2012) that "the Crichton will be recognised locally, nationally and internationally as a beacon for knowledge and innovation-based sustainable development that will benefit Dumfries and Galloway and Scotland as a whole";
- reflects the aims of the Crichton Development Framework 2015 which, along with the Crichton Conservation Area Character Appraisal, has now been adopted by Dumfries and Galloway Council as Planning Guidance;
- meets the Council's requirement that the Trust should be a successful independent organisation which minimises costs to the public purse whilst delivering sustainable growth, primarily on the Crichton Campus;
- complies with the Dumfries and Galloway Local Development Plan and the South Dumfries Development Framework.

PARTNERSHIP AND COLLABORATION

The Trust recognises that, in order to deliver its Strategy, it will require to work in close collaboration and partnership with a number of key stakeholders, including:

Dumfries and Galloway Council which, as well as being owner and landlord of the Estate, is the Planning and Strategic Housing Authority and has responsibility for local economic development. Given the strategic importance of the Crichton Estate, the Council has established a dedicated sub-committee which maintains a strategic oversight of the operations of the Trust.



The Crichton Campus Leadership Group has a key role in facilitating a shared understanding of the skills, education and training needs of Dumfries and Galloway, raising the profile and maximising the impact of collaborative activity on the Campus for the Region and capitalising on the attractiveness of its unique location. The CCLG comprises representation from:

CCLG

The Crichton Campus Leadership Group

Dumfries and Galloway Council
The Crichton Trust
NHS Dumfries and Galloway
The University of Glasgow
The University of the West of Scotland
Dumfries and Galloway College
The Open University in Scotland

Scotland's Rural University College
The Crichton Carbon Centre
Scottish Enterprise
Skills Development Scotland
Scottish Funding Council
Scottish Government

The Crichton Foundation is an independent Charitable Trust founded in 2000 which raises funds through donations and events. Over the past 15 years, the Foundation has raised approximately £4,000,000, the vast majority of which has been invested on the Campus.



NHS Dumfries and Galloway owns Crichton Hall and the adjoining Dumfries and Galloway Royal Infirmary site. Joint working and liaison are essential to achieve synergy across what has become known as "Crichton Quarter" of Dumfries. NHS D&G also owns the Artesian Well which provides the Estate's water supply. As the relocation of the D&G Royal Infirmary and the potential relocation of staff based at Crichton Hall progresses, close co-operation will be required to minimise any adverse effect which may occur on the Estate and to assure the future of Crichton Hall.



STRATEGIC OBJECTIVES

Objective One LEADERSHIP

To establish, in collaboration with partners, a clear and strong leadership role in terms of the development of the Estate and its links beyond the campus.

What we will do...

- Diversify our business interests by working with our partners to maximise the opportunities of the site;
- Consider innovative opportunities for collaboration beyond the site within our charitable aim;
- Ensure continued high standards of property management and maintenance as Estate Landlords, managers and environmental stewards.

Objective Three EDUCATION

To act as an enabler in providing accommodation, support services and an inspiring environment for the development of successful FE and HE provision on the Estate.

What we will do...

- Work in partnership with existing academic partners, stakeholders and public agencies to identify and support the needs of the institutions, staff and students in a competitive landscape;
- Contribute fully as a member of the Crichton Campus Leadership Group;
- Manage and deliver services to support changing curriculum needs, institutional integration and encouragement of complementary provision;
- Seek to involve and support FE and HE institutions in the work of the Estate as part of a spectrum of wider education and lifelong learning opportunities.

Objective Two CONSERVATION

To protect and enhance the historic assets of the Crichton Estate by optimising their compatible use and, where appropriate, to expand these to include adjacent heritage property over time within an evidence-based and demand-led approach.

What we will do...

- Conserve and enhance the existing heritage assets of the Crichton Estate held by the Trust, including the Crichton designed landscape, and any adjacent assets associated with the Crichton heritage, as appropriate and as opportunity presents;
- Facilitate the development of our own and other assets within the terms of our charitable aims as a means to their preservation;
- Seek to achieve full and sustainable occupancy of the historic properties.

Objective Four REGENERATION

To establish The Crichton as an exemplar for heritage led regeneration in support of its role as a flagship project for the Dumfries and Galloway economic development strategy.

What we will do...

- Develop policies and partnerships for the creation of well-paid and sustainable jobs and for the hosting of exemplars of training and innovation;
- Improve our own on-site facilities and services to support both tenants' and visitors' needs;
- Establish Easterbrook Hall and the Crichton Memorial Church as the venues of choice in D&G and Scotland for weddings, conferences and other events;
- Adopt exemplary standards for future sustainable development of the Crichton in all aspects.

Objective Five PROPERTY DEVELOPMENT

To seek funding and manage projects for both the upgrading of existing buildings and infrastructure and the development of appropriate physical assets.

What we will do...

- Actively promote the opportunities of the Estate as shown on the Development Framework 2015;
- Engage proactively with both private and public funders;
- Develop innovative business cases for projects which contribute to our objectives.

Objective Six COMMUNITY

To remove any perceived barriers to greater community use of the Estate and to develop facilities and services which will contribute significantly to community and tourist benefits.

What we will do...

- Strengthen links between the Estate and the community of Dumfries
- Promote and implement the proposals of the Crichton Development Framework to improve the attractiveness of the Estate to community users
- Develop the potential identified in the Crichton Development Framework for a new interpretation centre based on the local heritage and arts and culture;
- Establish a volunteer support network.

Objective Seven BRANDING

To develop a clear identity for the Estate and to devise, in collaboration with partners and stakeholders, a renewed promotion and marketing plan around the "Crichton Experience" which will have local, national and international impact.

What we will do...

- Develop a single strong branding image for the Crichton in collaboration with other stakeholders
- Promote and implement the improved access proposals of the Crichton Masterplan and Development Framework
- Continue to actively market the renewed identity of the Estate for all business, education and recreation purposes.

Taking the Strategy Forward

Following the development of this Vision and Strategy for the next 10 years, the Trust recognises that it will have to respond to changing circumstances and that time horizons for parts or all of the strategy, as well as its relevance to the policy and business environment, may change.

It has the intention to review the relevance of the strategy annually and as a precursor to each major forward planning exercise. In particular, it will form the framework for considering the Trust's three year rolling Business Plan and for its major capital projects.



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