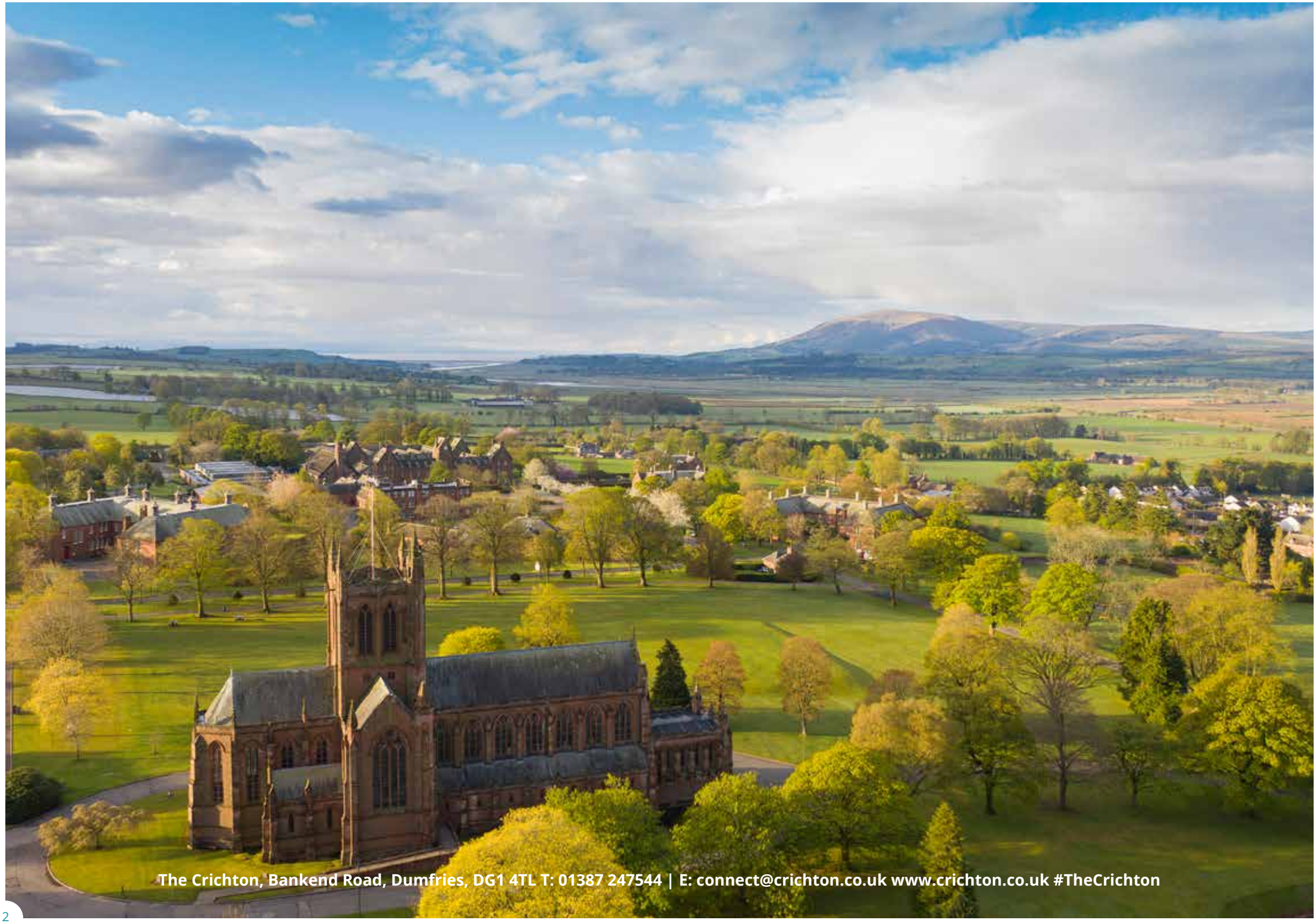
The Crichton Strategic Planning Framework

Make it your place to support the transition to our emerging future

DRAFT

The Crichton Trust

#TheCrichton www.crichton.co.uk



OUR PLACE: TO IMPROVE THE WELLBEING OF OUR PEOPLE, PLACE AND PARTNERS

Prior to the coronavirus pandemic, The Crichton Trust had revised its Strategic Plan to cover the 15-year period 2020 – 2035. This, in turn, informed a review and restructure of the Executive Team which was completed in March 2020. Given the level of VUCA (volatility, uncertainty, complexity, ambiguity) that shapes the environment today, The Crichton Trust has developed a new ambitious Strategic Planning Framework that will guide and inform the work of The Trust as it navigates through and emerges from the pandemic into our emerging future.

As well as the challenges around public health, we recognise the need to play our part in rebuilding the economy and maximising the opportunities resulting from the ever-growing climate emergency and our ageing society. These core themes sit at the heart of our new Strategic Planning Framework and will help inform our decision-making around key projects, priorities and investment in the coming years.

This transition programme is built around the desire to learn from the past and to focus on the future. In doing so, we aim to build back better and to ensure a sustainable future for The Crichton. There will be an emphasis on changing what and how we do things, but our primary focus is to protect and improve the wellbeing of our people, our place and our partners, while aiming for NetZero, capitalising on wisdom wealth and adapting to the future economy.

Our focus: Our primary focus is to protect and improve the wellbeing of our people, place* and partners, while reaching NetZero, capitalising on wisdom wealth and adapting to the future economy.

*includes planet

At the heart of the framework is our desire to connect people, place and the past to shape the future.

While we see The Crichton as a leader and enabler out of the immediate challenge of the pandemic, we recognise the importance of looking after the wellbeing our people, place and partners and acknowledge the significant role they play in ensuring that The Crichton and the South of Scotland has a healthier, fairer and more sustainable future.

We want to create the best possible future for individuals, partners and organisations at The Crichton. To achieve this, we are focusing our efforts on delivering projects and initiatives that promote wellbeing and maximise the opportunities resulting from the climate emergency, emerging technologies and capitalise on the wealth of wisdom we have in our community.

The Crichton is a place to cherish and preserve and a place to grow and develop and while The Crichton Trust has a leading role to play in protecting and enhancing the physical assets of The Crichton for future generations to enjoy, there is much to be gained from investing in our people and partnerships. The Crichton Trust has a diverse range of projects and ideas in the pipeline, this strategy aims to attract human and financial investment in The Crichton and to explore and develop new ideas, projects and partnerships.

Following a successful submission to the UK Community Renewal Fund in 2021, we are better placed to enhance the Research and Development function of The Crichton Trust and to drive forward many of the projects and ideas outlined in this framework.

It is our place to protect the legacy of The Crichton, but we extend an invitation to you to make it your place too. Make it your place to invest, make it your place to connect, make it your place to share and achieve our ambitions.

CONTENTS

	Page
INTRODUCTION	7
THE PLACE	9
THE CRICHTON COMMUNITY	17
A PLACE FOR CHANGE	25
OUR VISION AND GOALS	28
PROJECTS AND INITIATIVES	33
MAKE IT YOUR PLACE TO INVEST	35

The Crichton | A place to breathe

THE CRICHTON: AN INSPRING PLACE TO LIVE, WORK AND STUDY WELL

The Crichton Trust is a company limited by guarantee with charitable status, established in 1996 to promote, regenerate and care for The Crichton and other buildings of historic interest throughout Dumfries and Galloway. Part of the Trust's overall strategic responsibility is to develop The Crichton with a clear identity as a place of educational, commercial, recreational, cultural and artistic excellence and this document sets out our long term ambition for The Crichton.

As a social enterprise we recognise the legacy of The Crichton and our responsibility to protect our people and our place. While we have a truly outstanding story to tell about the birth, growth and development of The Crichton, we also have a significant challenge on our hands to ensure that we protect and respect our past, while being courageous and ambitious in our plans to create an exciting and sustainable future for our community.

The opportunities and possibilities are endless and we want to deliver innovative, creative and sustainable solutions in collaboration with others. The Crichton is so many things to so many people. Its purpose and its use has changed and evolved over the years, but the core values of The Crichton and the role of The Crichton Trust has changed very little. Then, now and in the future The Crichton is about respecting, protecting and developing people and place and in protecting, growing and strengthening The Crichton Community.

We want to inspire people to live, work and study well at The Crichton. How and where we live, work and spend our leisure time is changing and the pace of change has been accelerated in recent months due to the global coronavirus pandemic. It has reinforced the legacy of The Crichton as a place and the importance of our people. There is a refreshed appreciation for what is important; social connections, outdoor spaces, respect, partnerships, education, health and wellbeing, adaptability, innovation, sustainability and resilience, all of which are core qualities of The Crichton.

Although our remit, vision and ambitions for The Crichton have not changed, how we do things has and there are huge external influences that will continue to impact how, when and what we achieve. Partnerships and collaborations and our ability to remain flexible, forward-thinking and people-centred is key to our future success, as is our commitment to making the most of the opportunities that present themselves from the climate emergency and our ageing society. We want to develop new and existing partnerships to overcome these challenges and to maximise these opportunities and to ensure that everything we do will have a positive impact on our people, place, planet and partners.

We have an ambitious strategy and some hugely challenging, but exciting projects to deliver. Our team, partners and stakeholders are enthusiastic about the future possibilities and we are looking for new people to join our team, new partners and new investors to help us achieve our shared ambitions.

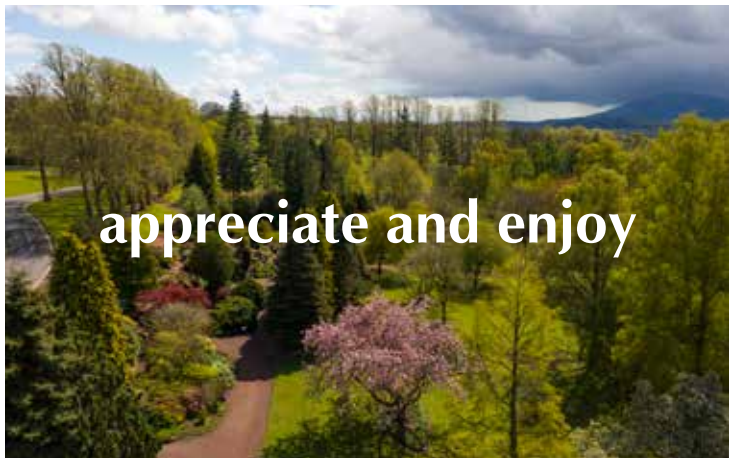
It is our place to deliver this strategy and to protect the legacy of The Crichton. Make it your place to become part of The Crichton Community and to support, invest and help shape the future of The Crichton and the South of Scotland. If you share our ambitions, connect with us and let's do this together.

Gwilym Gibbons,
Chief Executive, The Crichton Trust

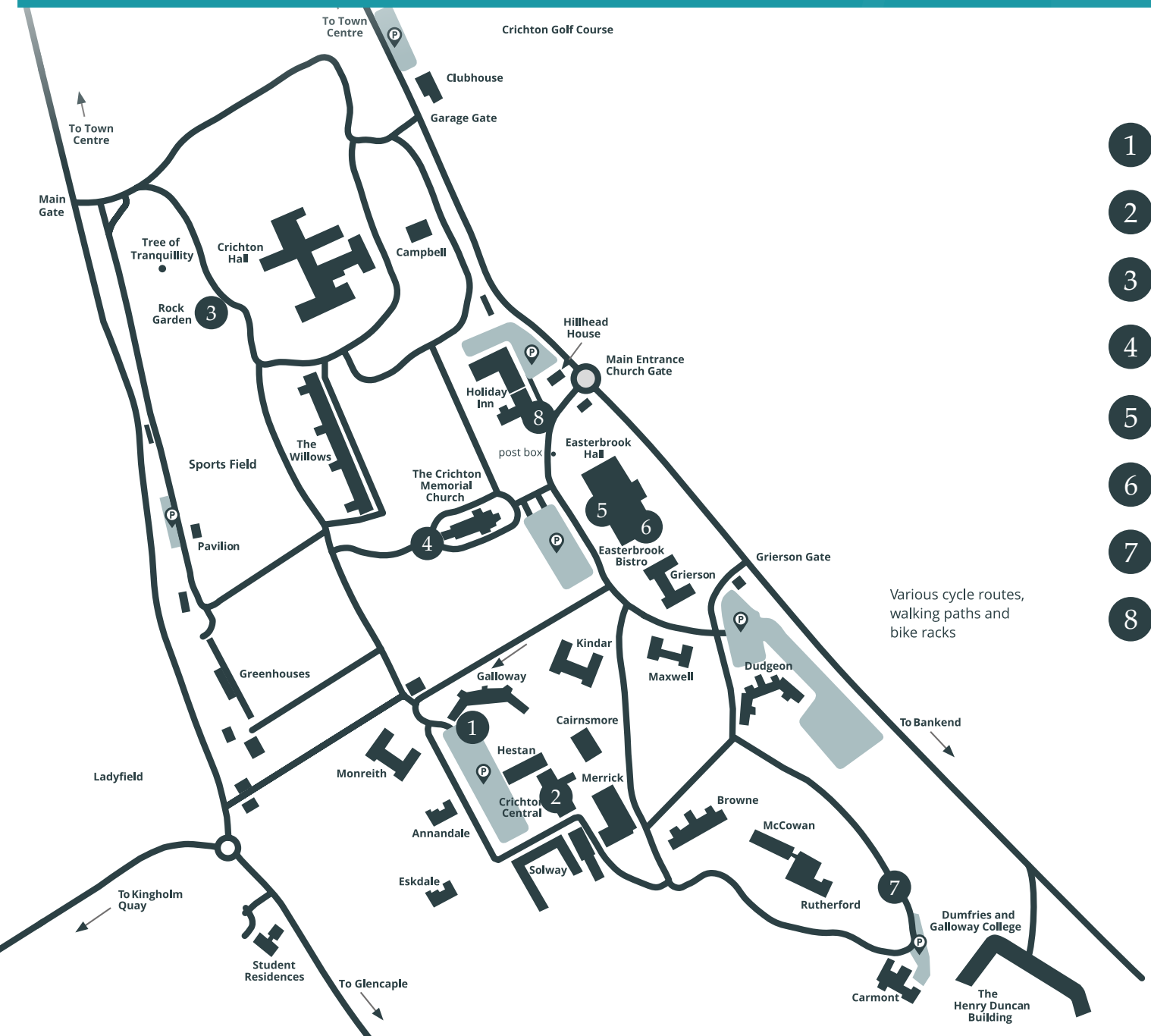
The Crichton Trust

#inspiringconnections

The Crichton | A place to ...



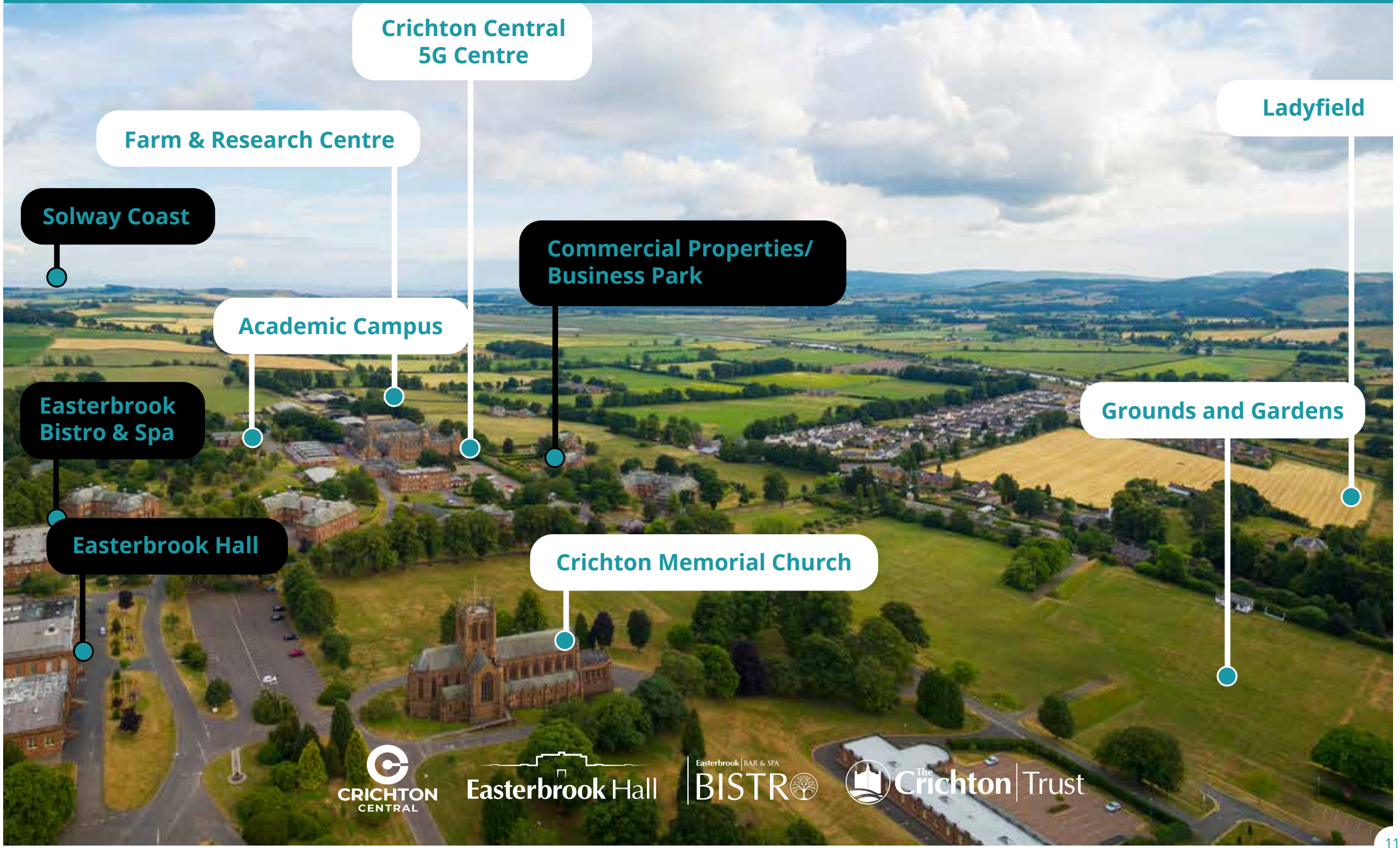
THE PLACE



1. The Crichton Business Park
2. Crichton Central
3. The Crichton Gardens
4. The Crichton Memorial Church
5. Easterbrook Hall
6. Easterbrook Bistro, Bar & Spa
7. Academic Campus
8. Holiday Inn Dumfries

appreciate and enjoy

THE PLACE


Crichton Central 5G Centre
Farm & Research Centre
Ladyfield
Solway Coast
Commercial Properties/ Business Park
Academic Campus
Easterbrook Bistro & Spa
Grounds and Gardens
Easterbrook Hall
Crichton Memorial Church
CRICHTON CENTRAL
Easterbrook Hall
Easterbrook BAR & SPA BISTRO
The Crichton Trust

THE CRICHTON IN NUMBERS

JOBS

1132 jobs at The Crichton

1968 jobs in the South of Scotland

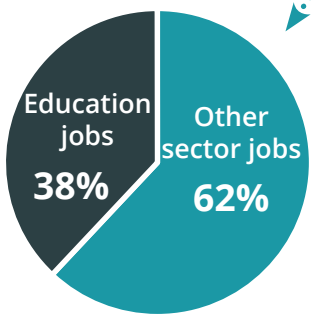
2527 jobs in Scotland

25 sectors represented on campus

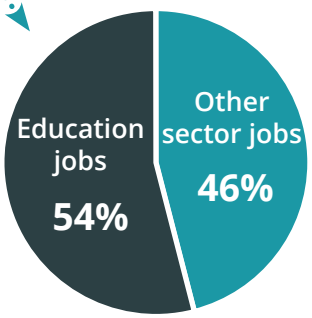
100+ Businesses on campus

Academic partners with 6300+ students

Direct jobs



South of Scotland job



2.5% of South of Scotland GVA

£123 million contributed to the South of Scotland economy

£156 million contributed to the Scottish economy

It is our place to protect the legacy of The Crichton, but we extend an invitation to you to make it your place too.

The Crichton | Trust

socialise and celebrate

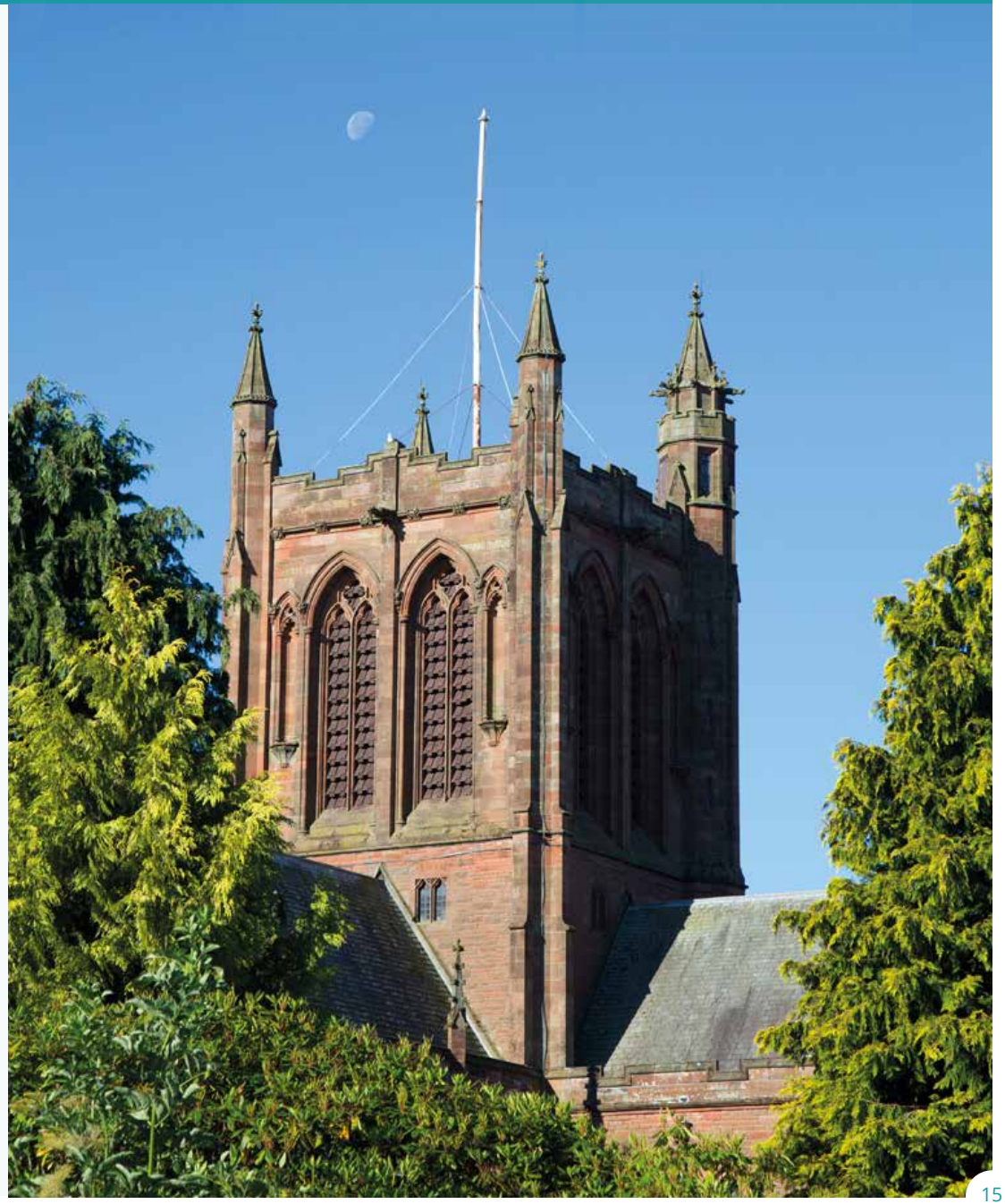
THE PLACE

The story of The Crichton begins in 1823, with the death of Dr James Crichton of Friars Carse. Dr Crichton left his widow, Elizabeth Crichton, £100,000 to use for charitable purposes. This resulted in The Crichton; a stunning 85-acre parkland estate on the outskirts of Dumfries in the South of Scotland.

Elizabeth's original ambition was to create a university in Dumfries for the education of 'poor scholars'. Despite a 20-year battle to make it a reality, a university was not to be in her time. Instead she created a psychiatric hospital with a world-wide reputation – it was the best in Europe, not only in its treatment of patients, but also in its architecture and environment. The doors opened in 1839 and for the next 150 years it grew to become an internationally recognised centre of excellence in mental health research and care. In the 1980's the care and treatment of patients with mental health changed and demand for the hospital diminished.

In 1995, the local authority took the decision, with courage and foresight, to purchase the estate from the Health Board. It did so with the primary objective of ensuring the public asset was saved, protected and sensitively developed for the good of the wider community. It was 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 and fulfilling Elizabeth Crichton's dream of having a university in Dumfries. Although the local authority continue to own the Estate they now lease it on a longterm basis (125 years) unencumbered to The Crichton Trust which is a wholly independent charitable company.

The Crichton Trust has responsibility for protecting and sensitively developing and repurposing the historic estate. The Crichton Trust was established in 1996 to promote, regenerate and care for The Crichton and other buildings of historic interest throughout Dumfries and Galloway. Part of the Trust's overall strategic responsibility is to develop The Crichton with a clear identity as a place of educational, commercial, recreational, cultural and artistic excellence.



THE PLACE

The grounds, gardens and sandstone buildings are all beautifully maintained and managed by The Crichton Trust and The Crichton is now home to a thriving business park with 100+ organisations and a multi-institution academic campus. It is one of the largest entertainment venues in the South of Scotland and it has a church, hotel, rock garden, playing fields, farm and nearby golf course.

The quality of the buildings and the grounds are an important legacy, but more importantly The Crichton was created with a purpose of protecting, nurturing and caring for people and their physical and mental wellbeing. The Crichton provided medicinal benefits to the patients and staff by enabling them to live, work, exercise, socialise and worship in the safe, luxurious, creative and enterprising environment of The Crichton, where there was also a great sense of community.

Whilst the physical assets of The Crichton are a great legacy, The Crichton Trust continues to build and reflect on the core values of The Crichton; to create and maintain beautiful buildings and grounds for people to live, work, exercise, socialise and worship, to protect and care for people and their physical and mental wellbeing, to maintain an important sense of community and to enable people, organisations and enterprises to grow and develop. These core values are as important today as they were then.

A statue of Elizabeth Crichton sits in a prominent position near the main entrance to The Crichton and it acts as a constant reminder that it is thanks to the vision and integrity of Elizabeth Crichton, that the legacy exists today. The Crichton Trust applies the same degree of integrity and care when developing its plans to protect, develop and future-proof The Crichton.

The Crichton comprises 85 acres of parkland and 27 historic buildings and is located on the outskirts of Dumfries in the South of Scotland.

It has a multi-institution academic campus and is home to the University of Glasgow, the University of West of Scotland, Scotland's Rural College and The Open University in Scotland, as well as Scotland's National Centre for Resilience. The regional College is also located directly adjacent to the estate.

It is a business park with 100+ public, private and third sector organisations, including the recently formed South of Scotland Enterprise (SOSE) and a refurbished 71-bedroom hotel.

The Crichton benefits from vast open spaces, beautifully landscaped grounds, a rock garden and a rose garden, which are all maintained by The Crichton Trust.

The Crichton Trust is also responsible for managing Easterbrook Hall, Easterbrook Bistro, Bar and Spa, The Crichton Gardens and the Crichton Memorial Church.

The Crichton Golf Club and Midpark Hospital (Mental Health Unit managed by NHS) are also adjacent to the estate and an important part of The Crichton Community.

There are plans for a private investor to convert Crichton Hall, formerly owned by NHS Dumfries and Galloway, into a luxury five-star hotel and spa and The Crichton Trust is in the process of creating a new co-working and collaboration space called Crichton Central.

THE CRICHTON COMMUNITY

The Crichton Trust employs 40 employees working within four business teams; Property, Venues, Research and Development and Corporate Business. There is a Senior Leadership Team of six.

The Crichton Trust is governed by a Board of Trustees. Other business, management and support services are outsourced to third party organisations and consultants.

Senior Leadership Team

Gwilym Gibbons
Chief Executive

Vacant
Chief Operating Officer

Gordon Clark
Head of Property Services

Susan Sutherland
Head of Corporate Business

Fiona Rands
Head of Venues

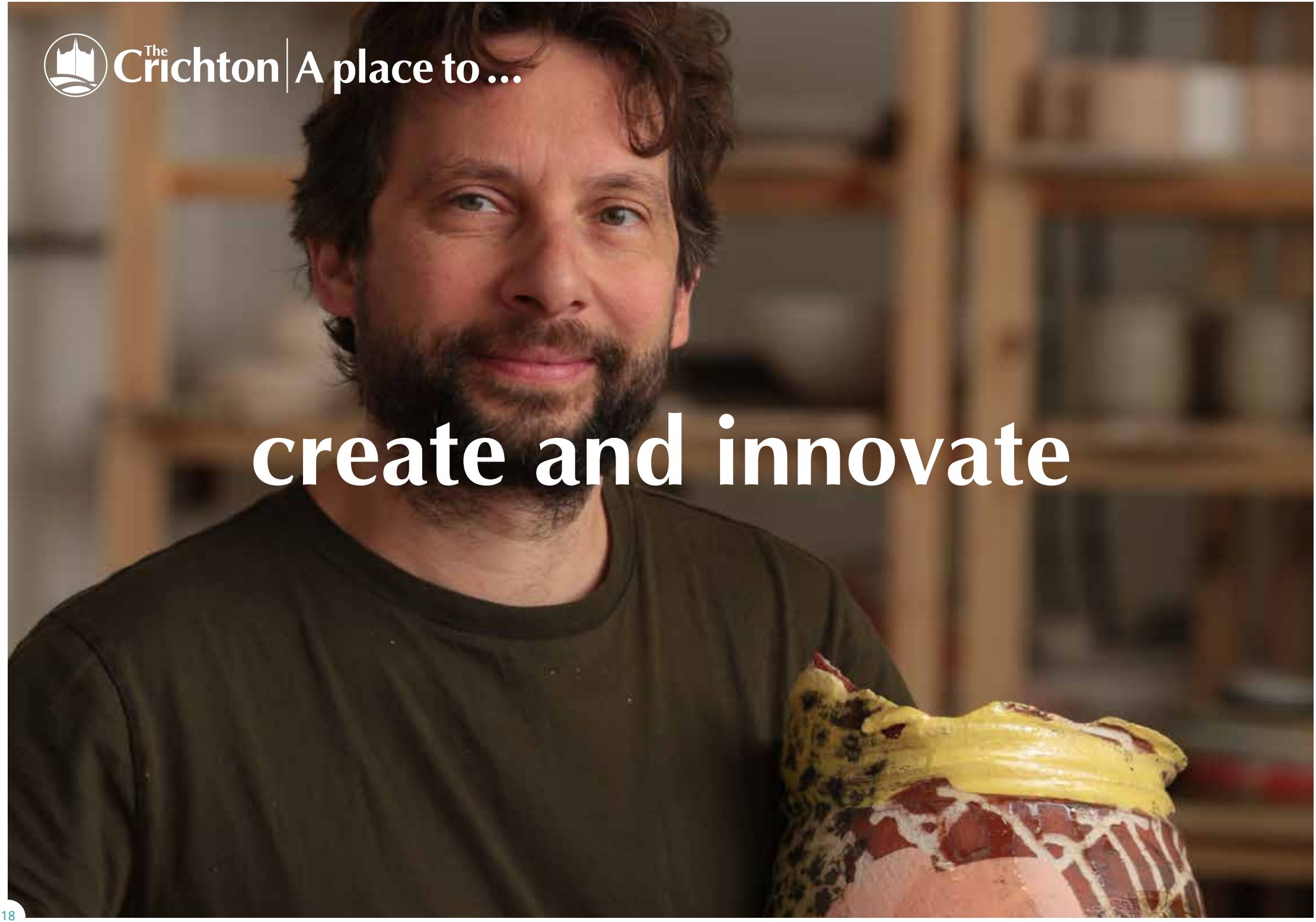
Jennifer Challinor
Head of Research and Development

THE INVESTORS IN PEOPLE® AWARDS 2020 Finalist

SCOTTISH Business Pledge

We are a Living Wage Employer

- WINNER - The Crichton Trust OUTSTANDING SOCIAL ENTERPRISE



create and innovate

THE TRUSTEES

Dr Ian Macmillan (Chair)

Kate Thomson QPM (Vice Chair)

Dr Janet Brennan

Margaret Burton

Paul Dickson

Dr Laura Douglas

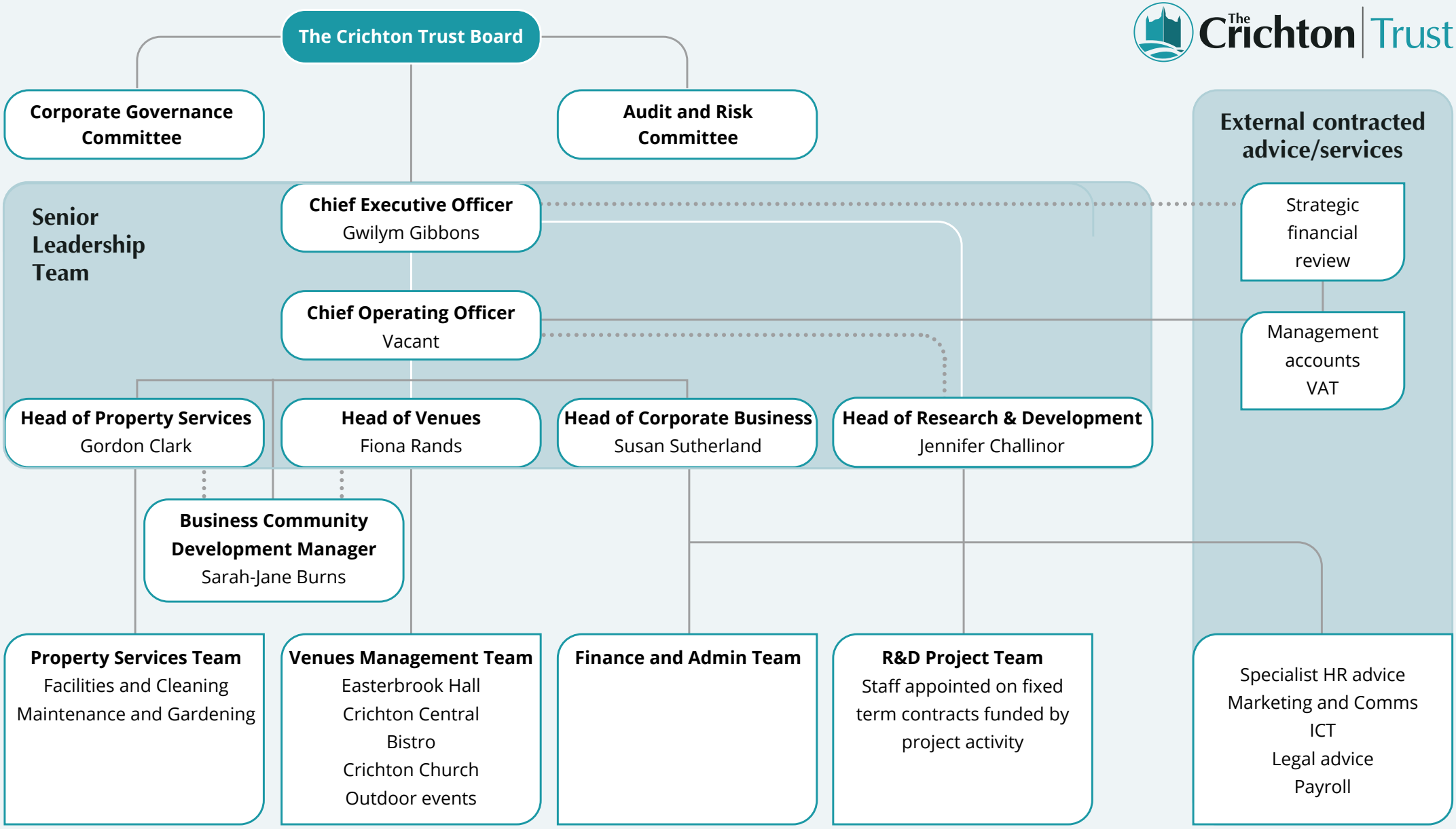
Philip Jones

Gary Mappin

YOU?

THE CRICHTON TRUST ORGANISATIONAL STRUCTURE

Implemented from April 2021



learn and develop

COLLEAGUES

Growing, representing, protecting and engaging with The Crichton Community is important to The Crichton Trust and is key to the future success of The Crichton. Here is a small selection of those who form part of The Crichton Community. Will you be next?

work and do business

PARTNERS

Find out more about all tenants and partners in The Crichton Directory online at www.crichton.co.uk. Anyone interested in leasing an office space at The Crichton should email: gordon.clark@crichton.co.uk or visit www.crichton.co.uk

University of Glasgow

SRUC

The Holywood Trust

Solway Firth Partnership

University of the West of Scotland UWS

BDS Information beautifully presented

navenio

Holiday Inn AN IHG HOTEL

SHAX

StaffSafe Intervention | Interaction | Assurance

The Open University SCOTLAND

The Scotland 5G Centre

CRICHTON FOUNDATION

SOUTH of SCOTLAND ENTERPRISE

Make it your place to join The Crichton Community

A PLACE FOR CHANGE

As a Trust and as a community, we have responsibility for preserving and enhancing our physical estate to build on the legacy of The Crichton and to invest in its future in a way that will benefit our people, the place, the planet and our partners.

We are proud of our history and how The Crichton has evolved over the years and of the leaders who have passionately campaigned and driven The Crichton through key periods of change. We are pleased to say that regardless of the changes, The Crichton remains an important public asset for the South of Scotland.

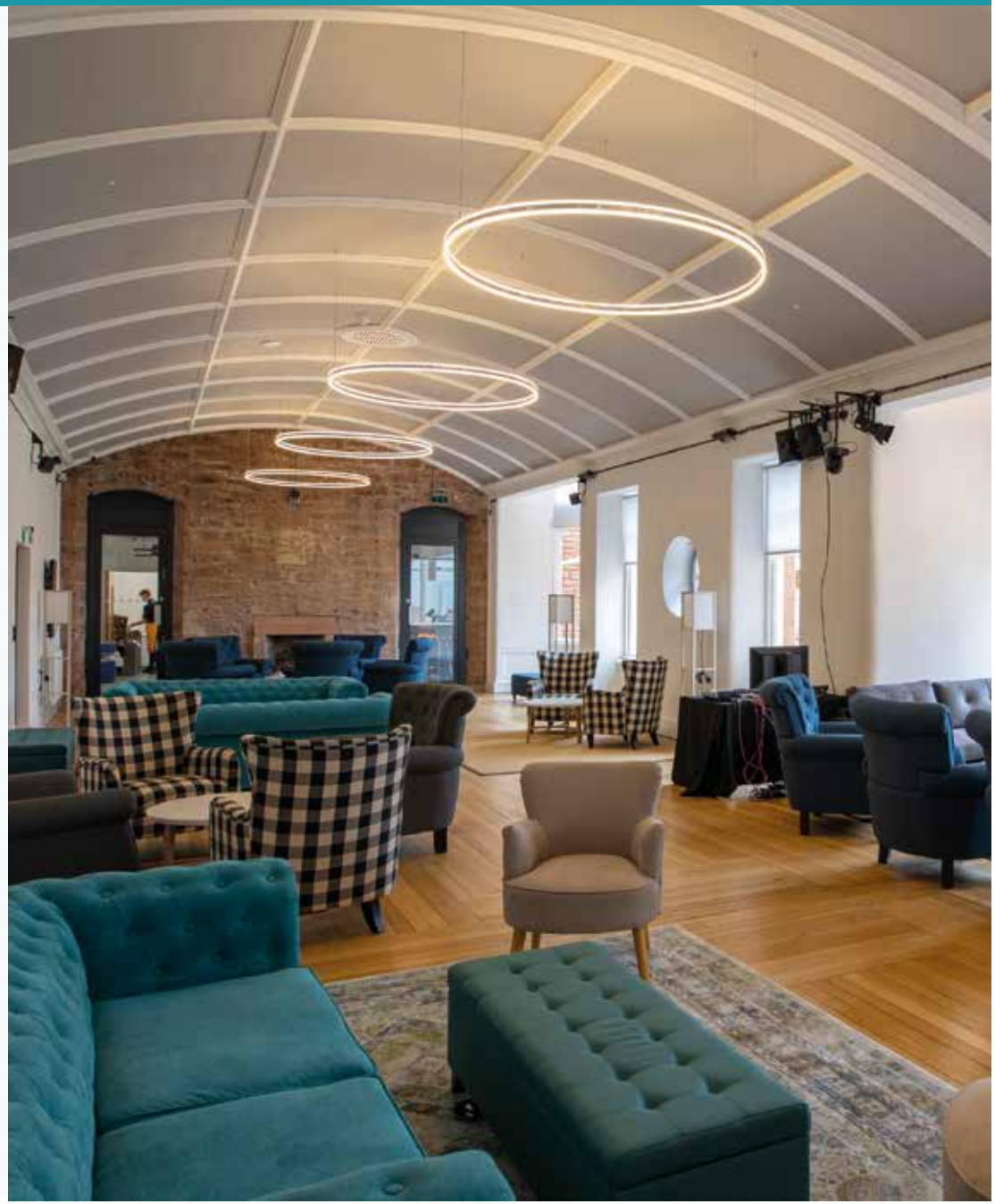
We are facing a public health emergency, an economic emergency, a climate emergency and growing pressures from an ageing society. Our new Strategic Planning Framework for The Crichton has therefore been designed to ensure that these key global challenges are considered in all future decision-making at The Crichton. We plan to see these challenges as opportunities and to proactively prioritise future projects and initiatives that will contribute towards the world-wide response to these global issues, while also ensuring that everything to do at The Crichton has a positive impact on our people, our partners, our place and our planet. By adapting our ways and working together with others, we can create positive change and new opportunities, while reducing the pace and impact of these global emergencies.

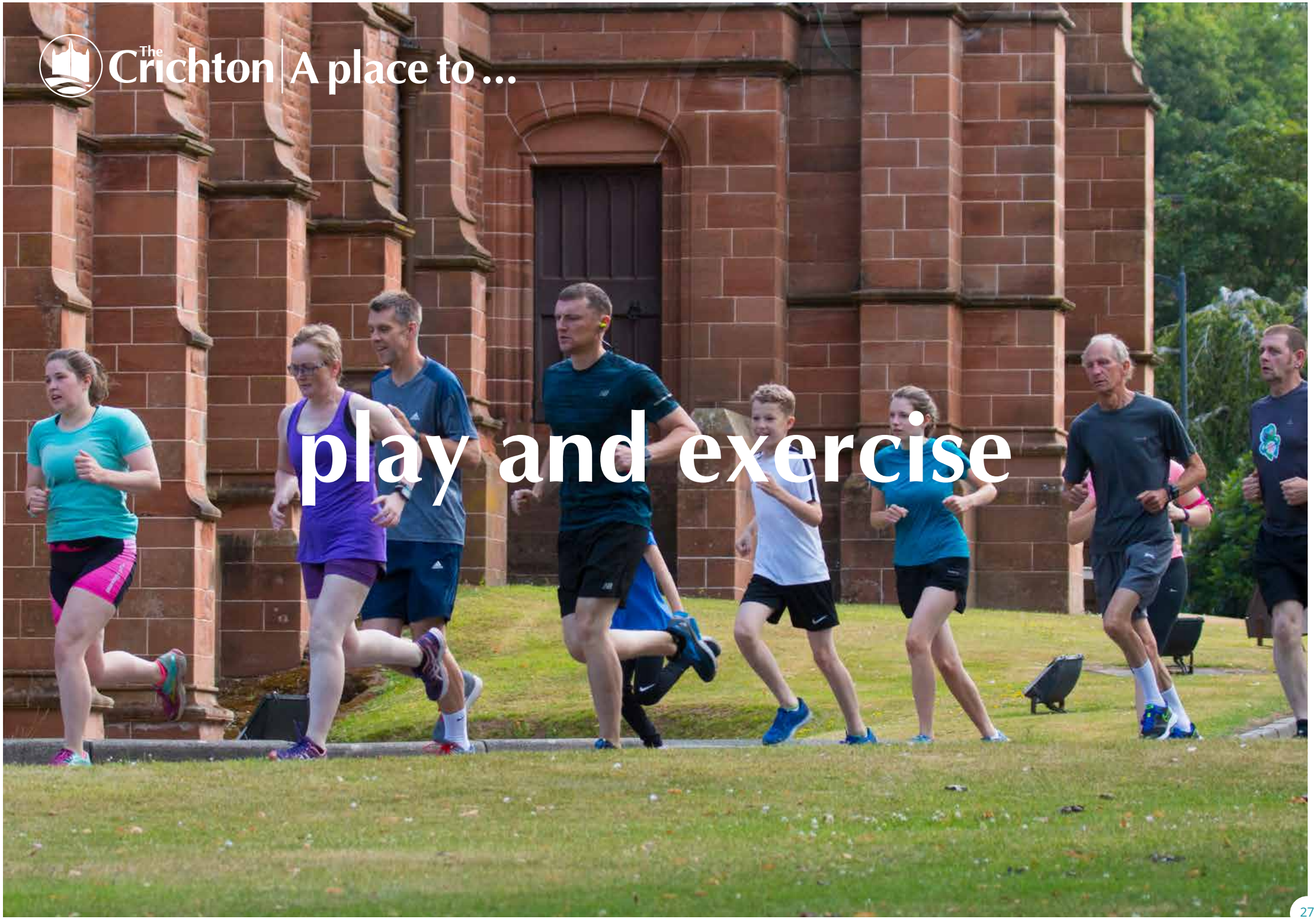
We will:

- Protect and support the physical and mental health and wellbeing of our people and partners
- Protect jobs, create opportunities, promote learning and personal development
- Promote equality and inclusion in all aspects of our work
- Support, value and encourage our young people to fulfil their potential
- Support, utilise, value and celebrate the contribution, experience and wisdom of older generations
- Support businesses, partners and third sector organisations to grow, develop, create and innovate
- Facilitate and support active lifestyle and travel choices and the benefits for health, wellbeing and the environment
- Provide opportunities for business and social encounters to protect the social and economic wellbeing of The Crichton Community
- Actively support academic partners, employers and training providers in supporting knowledge exchange, learning, research and skills development
- Invest in technology and promote its potential for business growth and innovation, research and development, smart living and carbon reduction
- Protect, develop and enhance the infrastructure, buildings and natural environment of The Crichton
- Build resilient people, businesses, community and partnerships
- Invest, protect, develop and promote our green spaces and the development of environmental initiatives
- Preserve, promote and respect our cultural, built and natural heritage
- Encourage and facilitate changes in practices and behaviours that will positively contribute to NetZero targets

We aim to develop projects and test ideas at The Crichton and with local communities to secure ecosystem-wide solutions fit for the 21st century. These projects, and others, will take us closer to a future where wellbeing, connection and carbon reduction technology are combined in innovative ways through partnership and collaboration to have a positive impact on the world. We connect people, place and the past to test solutions at The Crichton for a more inclusive and sustainable future for our community and beyond. The nature of this cutting edge and innovative way of working means that some projects will never quite get off the ground and others will fail to make the impact we hoped, but we aim to support the ideas that work for our context whilst thinking of the needs of the future.

The table on page 33 outlines some of the projects that are being reviewed under our new Strategic Planning Framework. Projects will be prioritised based on their contribution to the three core themes of the framework. Initially there will be a focus on projects that support, connect or impact on the following four workstreams; The 21st Century Village, Crichton Centre for Memory and Wellbeing, Ladyfield and The Crichton Trade Skills Academy. These four workstreams will embed our vision of a place of intergenerational knowledge exchange that supports our diverse community to age well and be physically, socially, culturally and economically active and connected for as long as possible. We aim to ensure that the local community are active partners in the design and delivery of future projects and initiatives and that they meet the needs of the local community.





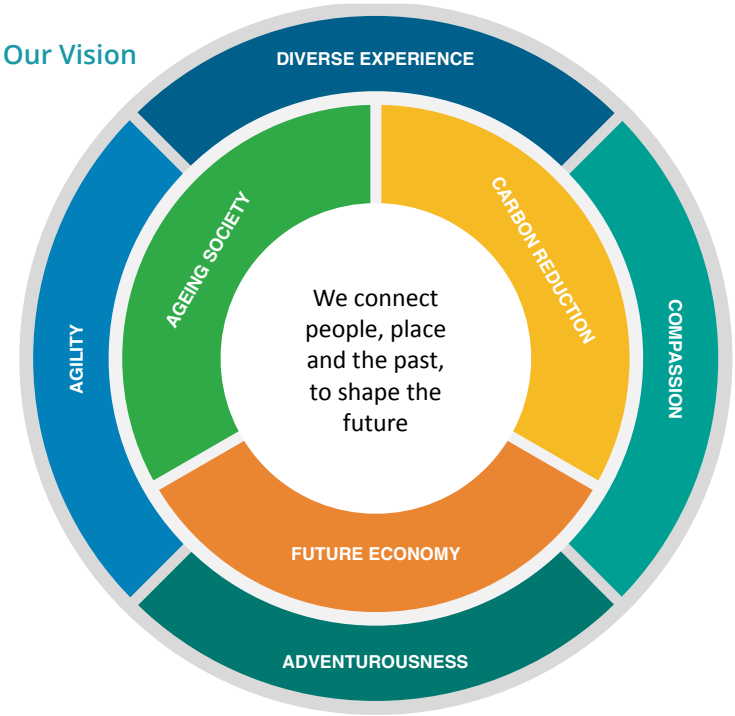
play and exercise

OUR VISION

The Crichton Trust is committed to establishing The Crichton as a world-renowned place for inspiring people; catalysing connection and collaboration; and as a driver of innovation.

The Trust has identified three high-level cross-cutting core themes, which will shape the strategic development at The Crichton from 2020-2035: Ageing Society; Carbon Reduction; and Future Economy (Industrial Revolution 4.0); and all that we do is underpinned by what we value, namely:

- Diverse experience - all ideas and knowledge are valued
- Compassion – we are kind to people, place and planet
- Adventurousness – we bravely explore new frontiers
- Agility – we are creative, connected and collaborative.



We are adopting a "whole ecosystem" approach in the development of an intergenerational "campus" that provides an age-friendly, low carbon place for living, working and studying, as well as participation in cultural, social and physical activity to enhance wellbeing and pro-long healthy purposeful life for as long as possible. However, the COVID-19 pandemic has brought into even sharper focus the urgent societal need for new places and ways to live and work.

As a unique regional and national asset, there is undoubtedly untapped potential and opportunity to establish The Crichton as a forward looking, future focussed "living lab" for business innovation and applied research; home to rural "design thinking", collaboration, learning and knowledge sharing. All of which maximises the exceptional environment and high quality open space by connecting people, place and the past, to shape the future.

This is a pivotal time for The Crichton, possibly as significant as the courage and foresight that was evident in the mid-1990s, which led to this important public asset being saved, protected and sensitively developed for the good of the wider community.

As well as seeking to build upon the developments of the last 25 years, The Trust is engaging with a number of new partners interested in potential collaborations (some commercially sensitive) that could result in transformational economic and social benefits and impacts, not only at The Crichton but beyond. These include Heriot Watt University; Scottish Futures Trust; The Scotland 5G Centre as well as partnering with innovative new companies seeking to attract Innovate UK funding for research and development.

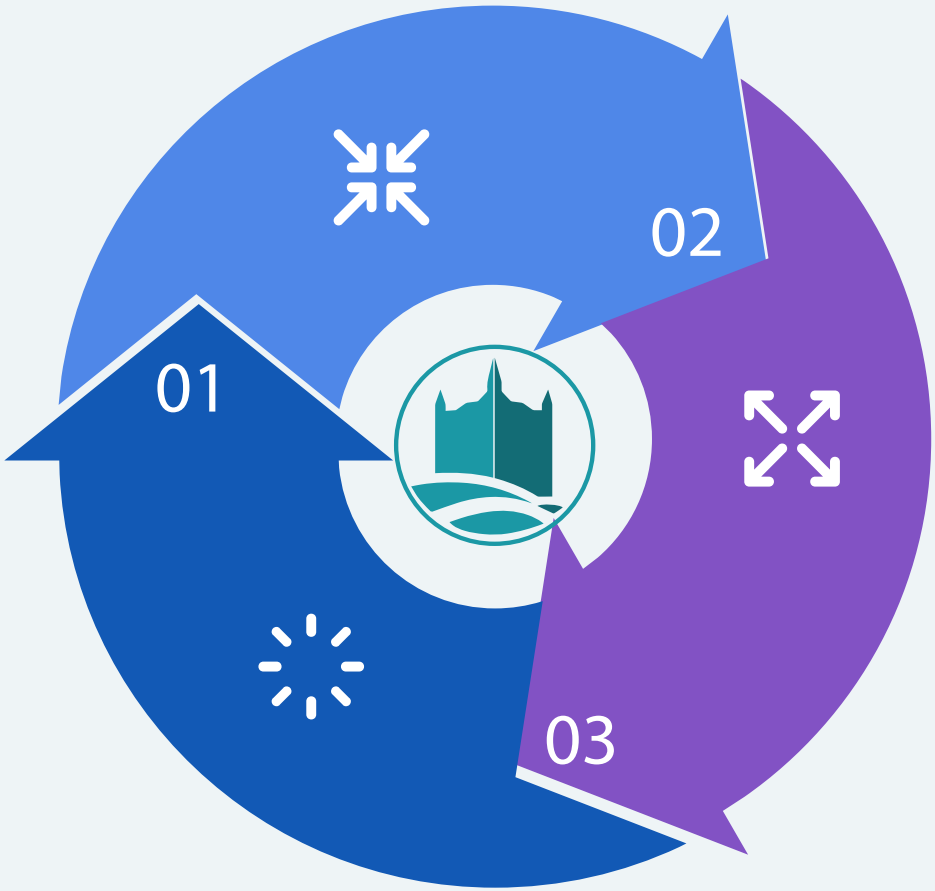
We are presenting a strategic investment proposition, carefully programmed, which seeks to harness the power of The Crichton Community; to sustain economic and social wellbeing in the very immediate term, as we respond to the Coronavirus crisis; and to enable us to rebuild for a better and stronger future as part of a longer term economic recovery.

Our Goals

ENCOUNTERS → RELATIONSHIPS → PARTNERSHIPS

To CATALYSE connections and collaborations 02

To be known as an intergenerational knowledge exchange community, a place to study, live, work and play.



To DRIVE Innovation 03

To be known as the place where creative thoughts and ideas are translated into commercial, environmental and social impact.

To INSPIRE people 01

To be be known as the place to go to open the mind and let imagination and creative thoughts flow.

ECONOMIC IMPACT REPORT - KEY STATEMENTS

The Crichton Trust commits to supporting the ambitions of its local strategic partners and aims to make a positive impact on the UN Sustainability Goals.

CRICHTON CAMPUS LEADERSHIP GROUP

CCLG's vision "To have a transformational impact on the prospects of the region, its economy, its people and its communities.

SOUTH of SCOTLAND ENTERPRISE

SOSE's vision "To drive inclusive growth, increase competitiveness, tackle inequality within the region and establish the South of Scotland as a centre of opportunity, innovation and growth".

The Crichton's role in innovation, skills and business growth could be catalytic in delivering the region's economic objectives.

ECONOMIC IMPACT REPORT - KEY STATEMENTS

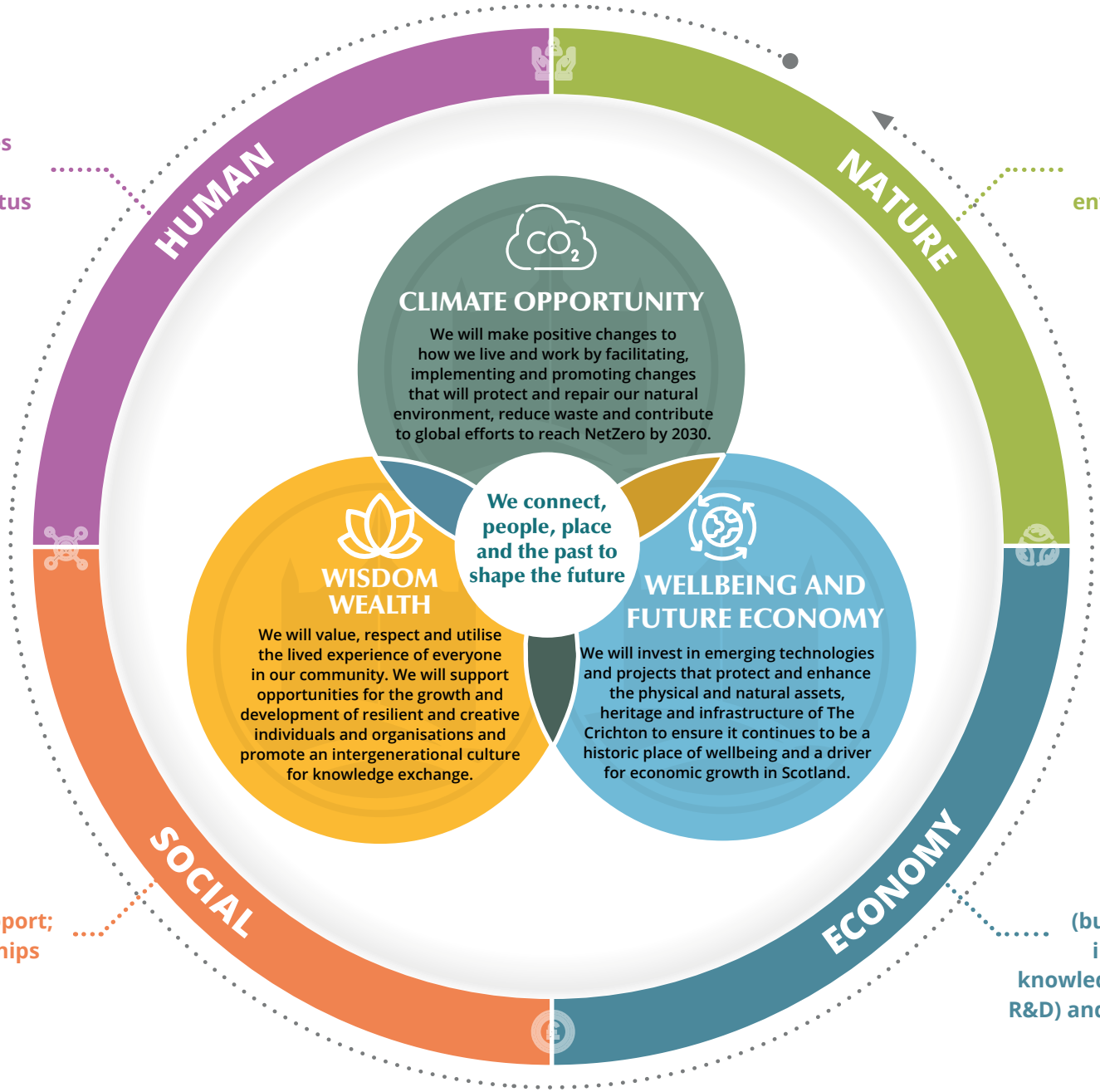
The South of Scotland Regional Economic Partnership's vision "To be Green, Fair and Flourishing by 2031."

REP South of Scotland Regional Economic Partnership

Collectively "We will be a region of opportunity – where natural capital propels green growth, quality of life is unmatched, communities are empowered and cultural identity is cherished, attracting a new generation to live, work, visit, learn and invest in the South of Scotland, and enabling those already here to thrive".

Regional Economic Strategy Priorities

Strategic Planning Framework



Skills, competencies and mental and physical health status of individuals.

Critical aspects of the natural environment: assets and ecosystems.

Civic engagement; social network support; personal relationships and trust and co-operative norms.

Produced capital (buildings, transport infrastructure and knowledge assets such as R&D) and financial capital.

This framework builds on the themes of the Scottish Government's Economic Recovery Plan 2020

PROJECTS AND INITIATIVES

This is a living document and will be routinely revised and updated.

The following table outlines a sample of projects, initiatives and ideas that are being explored being implemented to help us achieve our ambitions for The Crichton. There is no shortage of ideas or ambition, but going forward we will prioritise those projects that fit within our Strategic Planning Framework and therefore have the potential to contribute positively to our ambitions for The Crichton. Some of these projects will be realised, while others may not and new ideas and projects will evolve over time as our people, place and partnerships grow. Securing both human and financial resource to support the implementation of this plan will be a crucial first step and this document aims to attract both financial investment and human investment, through the recruitment and development of team members, partners and volunteers. Many of the following projects will progress in 2022 due to the significant grant received from the UK Community Fund at the end of 2021.

Project Title	Project Outline	Framework Categories			Project Status			
		Climate Opportunity	Wisdom Wealth	Wellbeing & Future Economy	Idea	Research and Development	Underway	Complete
SHAX Project								
21 Century Village								
Living Lab								
Solway Creative Industries Centre								
Easterbrook Hall Improvement Plan								
Ladyfield								
Crichton Skills Academy								
Carbon Roadmap								
Crichton Embedded Innovation Hub								
Waste to Energy								
Herriot Watt University KTP								
Midsteeple Buildings and Box Office								
Active Travel								
Glasshouses and Community Garden								
Crichton Cycle Path								
Johnstone House Refurbishment								

Project Title	Project Outline	Framework Categories			Project Status			
		Climate Opportunity	Wisdom Wealth	Wellbeing & Future Economy	Idea	Research and Development	Underway	Complete
Student Accommodation								
Kindar House Refurbishment								
Crichton Centre for Memory and Wellbeing								
Green Space Development								
Carbon Roadmap								
The Scotland 5G Centre and Gigabyte Crichton								
Centre for Rural Excellence in Healthcare								
Crichton HEI Study Centre Proposal								
Crichton Incubator Hub								
Crichton Sculpture Park								
Crichton Memorial Church								
Circular Economy								
Crichton Oral History Project								
Master Planning for Crichton Quarter and Ladyfield								
Growing The Crichton Community								
South of Scotland Medical School								
UK City of Culture								
NHS Remote Mental Health Support								
Criffel View to Crichton Central								
Galloway Wellness Centre								
Incubator Stats								

Further information about these projects can be found in our project directory www.crichton.co.uk/projects

MAKE IT YOUR PLACE TO INVEST

As a Charitable Trust and an Award-winning Social Enterprise, we are always delighted to receive in-kind and financial donations to support our work. Whether you wish to support The Crichton or a particular project or initiative and whether you want to make a small, large, one-off or regular donation, we would be extremely grateful for your investment.

Ways to donate to The Crichton Trust...

IN-KIND CONTRIBUTIONS:
Invest your time and/or money in a particular initiative or project

CHANGE FOR CHANGE:
Gift us your change via our on-site donation banks

ONE-OFF DEPOSITS:
Arrange a one-off payment to The Crichton Trust

AD-HOC DONATIONS:
Use the donate button on our website any time it suits you

REGULAR DONATIONS:
Set up a standing order to make a regular donation

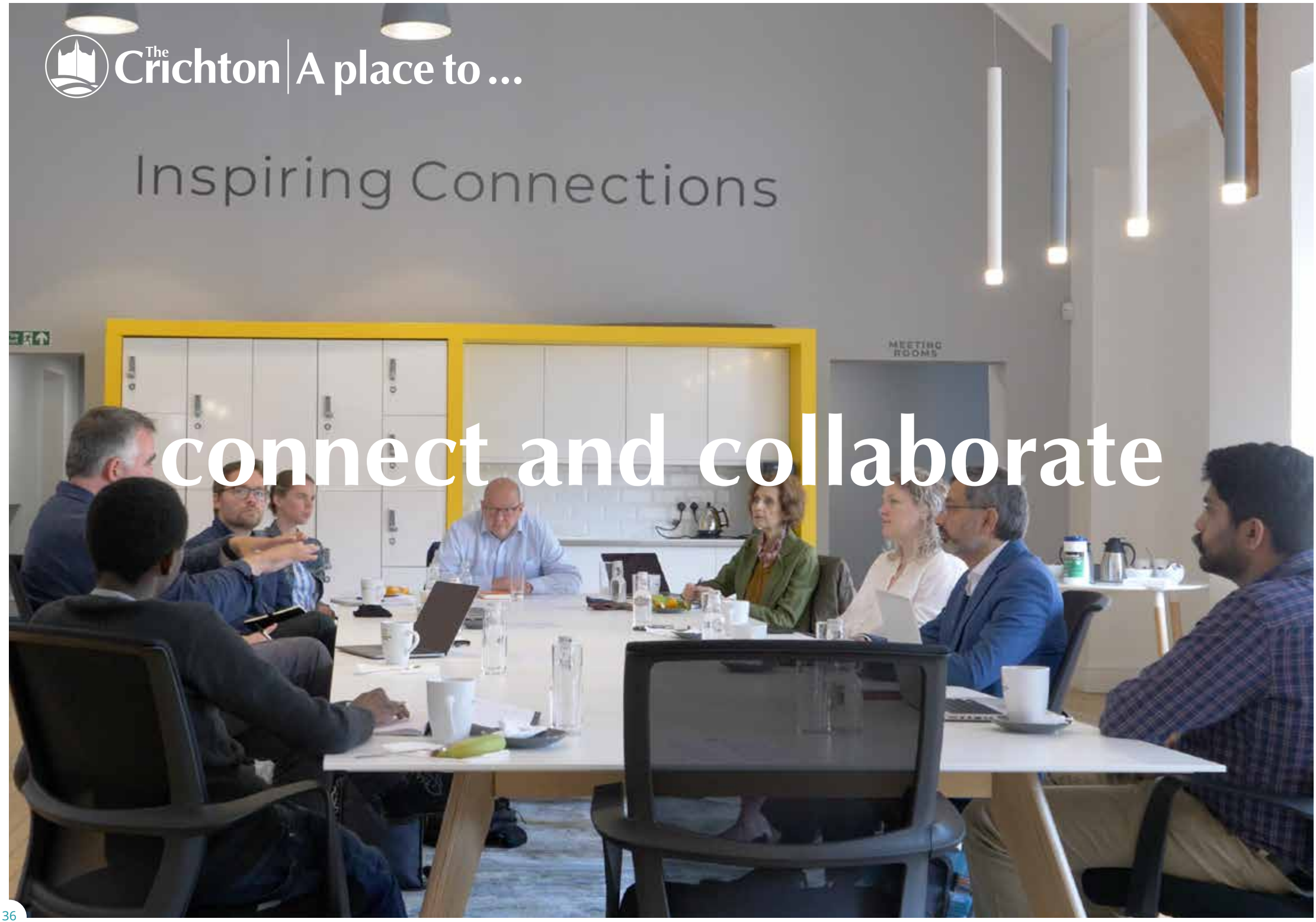
FUNDRAISING PROJECT:
Organise a fundraising project to support us

GRANT FUNDING:
Let us know if you have a grant or funding pot we can tap into

INCLUDE US IN YOUR WILL:
Consider the long-term legacy of including us in your Will

We are grateful for every donation we receive - thank you for investing in The Crichton.

If you would like to discuss your donation or contribution please get in touch.



connect and collaborate

MAKE IT YOUR PLACE TO CONNECT

Got an idea or want to work with us?

We are always looking to develop and try out new ideas and partnerships.

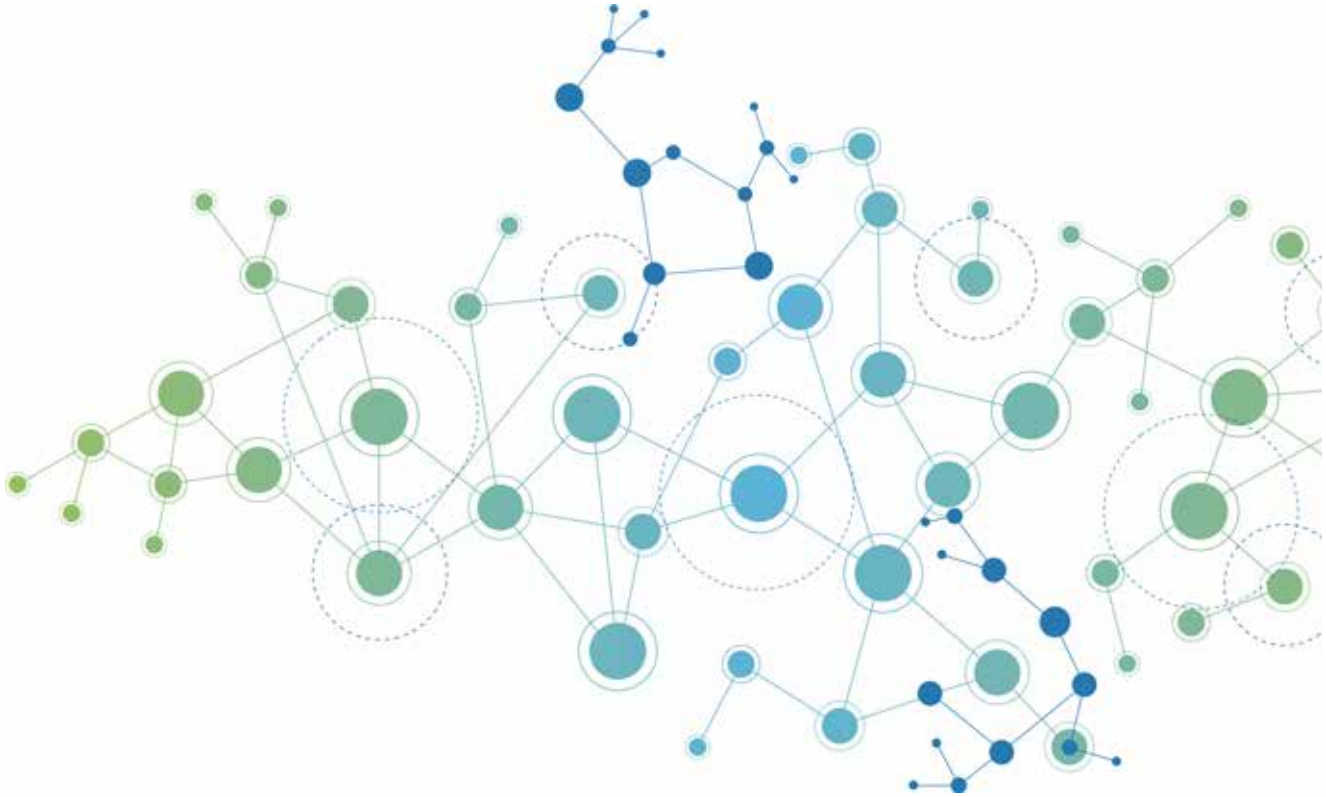
Connect with us and let's see what we can achieve together!

Gwilym Gibbons
Chief Executive

Vacant
Chief Operating Officer

The Crichton Trust
The Crichton
Bankend Road
Dumfries
DG1 4TL

T: 01387 247544
E: **connect@crichton.co.uk**



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