



# Hat District Heritage Project Manager

For the Culture Trust, Luton

Recruitment Pack

AVAILABLE IN OTHER FORMATS INCLUDING LARGE



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[www.culturetrust.com](http://www.culturetrust.com)  
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Three images of the Hat District animated

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# 1. Introduction

<b>Role</b>	<b>Hat District Heritage Project Manager</b>
<b>Salary</b>	£40K (Grade M2)
<b>Terms</b>	Full time FIXED term (June/July 2024 to Dec 2026)
<b>Location</b>	This is an onsite role based in the Hat District Creative Cluster, Luton LU1 2NQ
<b>Benefits</b>	Contributory Pension Scheme, flexible working hours, training and development, discount in cafes and events and inspiring centrally located offices.

Many Thanks for showing an interest in the role of **Hat District Heritage Project Manager** at the Culture Trust, Luton. I hope you find this pack informative and exciting and that it helps clarify how you could bring your expertise, advice and knowledge to grow our phase two of Hat District+ buildings into re-use and engage our neighbourhood in this process. **We seek an experienced and enthusiastic Heritage building professional to develop and lead our partnership led heritage building regeneration programme in the Hat District, Luton. We seek applicants from Heritage Building specialists who will help us grow the ecology in line the Hat District+ Heritage Development Trust project supported by Architectural Heritage Fund and the Lottery Heritage Fund.**

We are a progressive, Luton-based, arts and cultural charity with a mission to connect communities through culture and creativity. We play a leading role in drawing together culture, heritage and arts for the benefit of the Luton and East of England community – sparking regeneration, pride of place, skills activation and creative careers. We develop and deliver a wide range of cultural activities. We are custodian to the two Museums and grounds which we lease from our partner Luton Borough Council and with support from Luton Rising we receive an annual donation from the Airport to support and subsidise our work. Our website [www.culturetrust.com](http://www.culturetrust.com) and What's On area should give you a feel for the breadth of cultural activities that we deliver. We present diverse and innovative year-round programmes and events across sites and welcome 240,000 people across the year to our stunning heritage and listed sites; the Hat Factory Arts Centre, Hat District creative workspaces, Wardown House Museum and Gallery, and Stockwood Discovery Centre. Your focus shall be on the Hat District in Luton Town Centre which is a cluster of former factories adapted into creative venues, facilities, workspace, theatre and social spaces.

**The Hat District:** We take a role in regenerating this conservation area and its cultural fabric and the Hat District heritage regeneration project not only protects and re-uses important heritage buildings but we also reanimate and transform them into inspiring and much needed creative workspace. It is part of our long-term ambition to be financially self-sustaining and self-generate funds through this project. We've purchased and developed properties with £7m raised funds and we now have long-term capital plan for heritage building regeneration and re-use and Museum development. This is why we need you to work with us on growing this next chapter of exciting and important heritage building re-use and transformation. You will work with me and the wider team to make this happen.

I hope you find this pack informative and exciting and that it inspires you to apply for this exciting role.



Marie Kirbyshaw,  
Chief Executive

## 2. About The Culture Trust, Luton

Established in 2008, the Culture Trust, Luton is a vibrant and progressive independent charity, and our mission is 'to connect communities through culture'. We do this through our accredited museums, theatres, galleries, creative workspaces and Arts Centre in Luton. We attract over 240,000 visits per annum to our five sites: The Hat Factory Arts Centre, Hat House and Hat Works creative workspace, Wardown House Museum & Gallery and Stockwood Gardens & Museum. We connect these local assets with our community through collaboration, co-curation, community engagement and care.

What do we do?

- We animate our venues; The Hat Factory Arts Centre, Hat House creative workspace, Hat Works creative start-up; Wardown House Museum & Gallery and Stockwood Gardens & Museum.
- We develop and animate these sites and promote arts, heritage and culture and present multi-cultural and year-round programme of events, exhibitions, workshops and performances.
- We co-produce activity with our community, Museum Makers volunteers and team of cultural experts.
- We support creative talent and skills by providing opportunities, platforms and cultural career progression – particularly for young people, engaging over 15,000 each year.
- We provide free Museum entry and care for a collection of over 2 million artefacts, 1.5 million photographs and maps and hold the most extensive and complete hat and headwear collection in the UK.
- We culturally regenerated the town centre by converting a collection of former hat factories into creative workspace and we actively promote heritage buildings reused for contemporary society.

For further information please visit our website: [www.culturetrust.com](http://www.culturetrust.com)

**Our Vision is Culture as a Sustainable Catalyst for change in Luton**

**Our Mission is To Connect communities through culture**

### **Our structure:**

We are a not-for-profit charity with a turnover of circa £3.5m and we own a trading company which gifts profit back to the charity. We submit annual returns to Companies House and the Charities Commission. We have a Board of Trustees who provide governance and meet quarterly, monitoring performance through HR & Finance Sub-Committees.

### **Our funding:**

We generate funds through our ticket sales and events and also through our trading company profit (retail, catering and hire). We also receive an annual donation from London Luton Airport Limited (Luton Rising). In addition, we have a three year funding agreement with Arts Council as a National Portfolio Organisation (NPO) for Wardown House Museum. We also have a three funding from the Architectural Heritage Fund & National Lottery Heritage fund four our Hat District Heritage development. It is our strategic aim to generate over 50% of our costs through trade, property and activity. This will mean that we are not over-reliant on grants to deliver our core work. It is recognized that future financial sustainability requires long-term funding partnerships and greater opportunities for self-generated income.



**Our team:**

We have 45 FTE staff (2024). Our talented, skilled and experienced team are as a group of experts who curate and care for our collections, programme our cultural venues, operation and administrate our charity, promote our impacts and welcome our visitors. Our team care for, share and animate our heritage buildings, Museums, collections, arts venue and grounds. We also provide retail and catering services for our visitors, hire of facilities and leases for creative workspaces. Critical to supporting our work our wider team of casual staff, volunteers, advisors, neighbours, partners, funders and enablers.

**Equity Diversity and Inclusion statement**

We believe that everyone stands to benefit when we embrace and value the diversity of thoughts, ideas and ways of working that people from different backgrounds, lived experiences and identities bring. It improves decision-making, boosts engagement and innovation, and enables us to better meet the needs of the diverse community we serve, our business goals and objectives. The Culture Trust is an equal opportunities employer and is committed to fair and open competition. Applications from under-represented groups are particularly encouraged and welcome. Under the Equality Act (2010), we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application.

**Images:** Below shows from top left the Beacon public art we commissioned by artist Mark Titchner. Hat District lates outdoor band playing. Stockwood Discovery Hat Guild event in the Museum. South Asian Dance in the Arts Centre



### 3. Hat District Creative Cluster



In 2017 we started the growth of a creative industry cluster in the heart of Luton called the Hat District. We now have three former Hat Factories offering inspiring work, study and show spaces. The Hat District Creative Cluster consists of: Hat Factory Arts Centre, Hat Works and Hat House visualised above as the three dark brick buildings.

We are building on our expertise in bringing creative and talented people together so that they can innovate and collaborate. Learning from the town's important history of hat making and manufacturing, the creative cluster contributes to the local economy by increasing job and creative opportunities, visitors and spend whilst regenerating the area and boosting pride of place.

We developed a business model that aims to grow this cluster with more arts and cultural venues and workspace so that the Hat District will lead on sector growth for the creative cluster. Our long term vision is for the Hat District to pay for itself and return a surplus for further investment. The Hat District cluster project a critical programme towards sustaining the Trust's long-term position and in the growth and investment in Museums, Arts and Heritage.

#### The Hat District:

- Supports, develops and enables Creative and Digital Industries jobs
- Leads on a Talent Programme to promote creative careers, skills, training & networks (2024+)
- Will have an economic impact of £29m by 2025
- Boosts the local economy by attracting more visitors, investment and partnerships
- Is growing a vibrant creative ecology and 'life-style brand'

For more information please visit [www.hatdistrict.co.uk](http://www.hatdistrict.co.uk)



## 4. Hat Factory Arts Centre



The Hat Factory Arts Centre is one of Luton's leading arts and entertainment venues, featuring live music, club nights, theatre, dance, films, workshops, talks, networks and exhibitions. The Hat Factory Arts Centre was refurbished in 2019 after a £2m investment to open up spaces in order to engage more people in Arts and Culture.

We welcome everyone to be inspired by local and global artists, performers and events and also to develop creative skills and talents. Complementing our programming, we welcome local/regional promoters to the venue, broadening our music offer and at the same time supporting young and emerging talent. We offer live music, contemporary theatre, visual art, comedy, film, gaming, digital and dance with a focus on locally relevant and nationally important work.

The Hat Factory Arts Centre also provides inspiring and subsidised workspaces for artists, creative, design and digital businesses. We bring creative industries and talented people together so that they can innovate, collaborate and generate new ideas. The Hat Factory Arts Centre comprises of a café-bar, live music venue, 100 seat studio theatre, basement venue, 13 creative studios and workspaces, meeting rooms and offices.

Most recently we have developed a new and more intensive evening programme which will see activity and events most Thursday, Friday and Saturday nights from September 2024 enabling us to contribute to the night-time economy and to animate this area of town.

**For more information visit** <https://www.culturetrust.com/venues/hat-factory-arts-centre>

## 5. Stockwood Discovery Centre



Stockwood Discovery Centre is located in the Georgian Grade II listed stable block and walled garden of the former Stockwood House. It reopened in 2008 after a £6m investment programme and includes interactive displays exploring local history from prehistoric times to the present, a temporary exhibitions programme, an award-winning carriage display, a visitor centre with a shop selling locally sourced products, a large café with outdoor children's discovery area.

The newly listed Grade II Garden is a walled secure garden with woodland, beautifully designed formal gardens and an array of specialist 'medicine' plants, shrubs and trees. A popular place for mindfulness, wellbeing and contemplation. The garden is one of the few places in the country where the work of acclaimed artist Ian Hamilton Finlay can be seen on permanent display. The site is free to access as are the Museums and so Stockwood is very popular with people of all ages throughout the year. The Garden Café provides an exceptional variety of food and drinks to the many thousands of visitors every week. Our Museum galleries present local history, carriage and car collections and tell the stories of real people behind the collections, exploring the history of the region from prehistoric times to the modern day. Highlights include the Wenlok Jug - a rare medieval masterpiece with strong links to Luton's history and development, the town's last tram, and the famous Mossman collection of carriages - the largest collection of its kind on display in the UK. Entrance is free.

In 2023, we developed a project called Sustainable Stockwood to map our route to net zero, expand the site by developing the Mossman building and create more community initiatives across the gardens, greenhouses and workshops.

**For further information visit:** <https://www.culturetrust.com/venues/stockwood-discovery-centre>



## 6. Wardown House, Museum and Gallery



Wardown House, Museum and Gallery is a mid-Victorian, Grade II listed building situated in the beautiful landscaped Wardown Park on the outskirts of Luton town centre. Entry is free and the House provides inspiring, eclectic and beautifully curated collections for people of all ages. The museum underwent a £3.5m redevelopment during 2016, reopening in April 2017 following a £1.8m grant from the National Lottery Heritage Fund to conserve the historic building and transform the way its story is told.

Wardown House gives visitors an insight into how it operated as a home during the Victorian period; the original use of each room is communicated through the collections including the Billiard Room, Smoking Room, Library and Kitchen. With an exemplary hat collection, local and social historical collections, the displays chart the development of Luton and celebrate its diverse communities with temporary and permanent artefacts and space curation. Our National Portfolio funding from Arts Council has enabled us to widen our local reach with the ambition to diversify our audiences and collections.

Originally designed in 1872 as a private residence for Frank Scargill, a local solicitor, the house was bought by two local Councilors in 1903 who opened up the grounds as a public park. The house was used as a military hospital during the First World War before becoming a museum in 1931. The Morning Room is an art gallery as well as venue for weddings and functions. We also host Bedfordshire and Hertfordshire Regiment Museum.

**For information visit:** <https://www.culturetrust.com/venues/wardown-house-museum-gallery>

## 7. Hat District Heritage Project Manager Job Description

<b>Salary</b>	£40,000 (Grade M2)
<b>Terms</b>	Full time FIXED term June/July 2024 to Dec 2026
<b>Location</b>	Hat District, Luton. LU1 2NQ

### JOB PURPOSE:

To develop and grow momentum in the heritage building regeneration programme in the Hat District, Luton. To develop new work streams and partnerships that expand upon the existing provision of three adapted former Hat Factory Buildings. To strategically bring back in to use more heritage buildings within the vicinity to a high standard of conservation for creative and cultural uses. To grow the ecology as outlined in Culture Trust's Business Plan and Hat District Creative Cluster vision and the new Heritage Development Trust programme.

As a Heritage Building/regeneration specialist the post holder shall identify opportunities, commission feasibilities and undertake viability reports leading to plans and funding for capital works and the re-use of underused heritage buildings. To collaborate in a shared mission by forming strong community relationships with local businesses, neighbours, property owners and community groups. To foster the support and engagement with strategic partners including Luton BID, Luton Borough Council, Luton Heritage Forum, Bedfordshire and Luton Community Foundation and all Hat District tenants and businesses to strengthen impacts.

PRINCIPAL RESPONSIBILITIES:		%
1.	<b>Heritage area regeneration delivery.</b> With strategic support to project manage the Hat District+ vision through the Heritage Development Trust (HDT) Programme and the Culture Trust's Business plan. To manage and coordinate the HDT programme and to commission and develop viable plans and investment models for heritage buildings programmes, partnerships and adaptive re-use. To form HDT partnerships with, neighbours and businesses to play a key part in delivering the collective shared mission. To report to the funders and Culture Trust Board on progress, KPIs and attend and give presentations to meetings. To provide advocacy, promotion, marketing and amplify the brand development of the Hat District.	25
2.	<b>Heritage buildings knowledge.</b> To advise on heritage building management and care, conservation needs, and planning polices relating to Listed Buildings and environments. The post holder shall also work closely with the wider Trust team including the Head of Operations and Hat District Duty, programming and technical teams and the Head of Museums, Heritage & Collections on conservation and management of the Trust's Assets.	20
3.	<b>Capital Project management.</b> To prepare briefs, conduct tendering processes and ensure high quality reports, advice and surveys are produced for the Hat District Heritage board and capital teams that will support the regeneration of heritage buildings in the Hat District. To make assessments, contract consultants and monitor contract performance and delivery. To write project plans, risk, progress reports against agreed objectives and specifications. To provide detailed cost control ensuring that projects remain on time and on budget.	15

<b>PRINCIPAL RESPONSIBILITIES:</b>		<b>%</b>
4.	<b>Fundraising for heritage.</b> With support from the Head of Museums, Heritage & Collections and the Chief Executive, to develop content for funding applications, bids and partnerships to secure additional sources of funding for capital works, activity, conservation, sustainable development and implementation of the project and related programmes.	15
5.	<b>Community grants and streetscape commission coordination.</b> Working with the Bedford and Luton Community Foundation, Luton Council and BID, to manage a micro-grant programme to animate shopfronts. To encourage and support neighbours and partners on Guildford Street, Bute Street and Cheapside, to apply for grants to make strategic heritage improvements to the streetscape as per the Hat District Heritage plan. To manage the HDT micro-grant and co-commissioning of new work to animate the Hat District streetscape.	10
6.	<b>Community Engagement, promotions and events.</b> To form and work with a Hat District Heritage stakeholder group to understand needs and contributions to a programme of events. To connect this programme with the Hat District Talent Coordinator and Head of Public Programmes and Heritage Forum to develop a coherent programme of Hat District community events. To coordinate a regular social network with a view to forming a shared mission for heritage building improvement in the Plaiters Lea Conservation area, with a specific focus on Guildford Street, Bute Street and Cheapside.	10
7.	<b>Administration and budget management.</b> To provide administration and financial control of projects including regular reporting, communications, partnerships and updating key stakeholders. To oversee specific agreed work strands on time and on budget and to communicate with funders including Architectural Heritage Fund and National Lottery Heritage Fund. The post holder will convene, provide secretariat and report to a Hat District Heritage stakeholder board and attend local, national events associated with promoting this programme and learning from others from the HDT cohort.	5

## DIMENSIONS

### Supervisory Management:

- Volunteers, casual staff and work experience students and placements.
- Contractors, consultants and specialists.

### Financial Resources:

The postholder is the cost centre manager for the following revenue budgets and will manage these through the Culture Trust financial procedures:

- Heritage Development Trust Budget up to £70K pa.
- Project funding budgets up to £1m

As a cost centre manager, ensure that assigned budgets are regularly monitored and the overall budget for the cost centre is not exceeded, in particular; assessing statements of income and expenditure on at least a monthly basis, together with records of commitments, to make predictions of the annual income and expenditure for all items of financial responsibility.

### Physical Resources:

- Based in the Hat District in central Luton (Hat Factory Arts Centre, Hat House and Hat Works)
- Equipment relating to project delivery



**Work Ethos:**

To respect colleagues and work together to achieve high standards of customer excellence in all our work. Produce reports against targets for budgets and performance KPIs to the Leadership team. Work flexibly and positively to achieve the business priorities of the Trust.

**Other:**

- Full time presence in Luton (with occasional remote working)
- Able to work evenings and weekends as necessary (c. twice a month).

**Equalities:**

The postholder will ensure that policies, procedures and activities for service delivery are revised and/or implemented in a way that supports equality for all. These activities should also the Trust’s commitment to work in active partnership with the community to regenerate the town centre and to improve the quality of life for all who live, work or visit the town.

**DISCLOSURE:** Because of the nature of this job, it will be necessary for the appropriate level of criminal record disclosure to be undertaken. Therefore, it is essential in making your application you disclose whether you have any pending charges, convictions, bind-overs or cautions and, if so, for which offences. This post will be exempt from the provisions of Section 4 (2) of the Rehabilitation of Offenders 1974 (Exemptions) (Amendments) Order 1986. Therefore, applicants are not entitled to withhold information about convictions which for other purposes are ‘spent’ under the provision of the Act, and, in the event of the employment being taken up any failure to disclose such convictions will result in dismissal or disciplinary action by the Authority. The fact that a pending charge, conviction, bind-over or caution has been recorded against you will not necessarily debar you from consideration for this appointment.

## 8. Person Specification

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job. Essential (E): without which candidate would be rejected. Desirable (D): useful for choosing between two good candidates

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria.				
Attributes	Essential	How Measured	Desirable	How Measured
<b>Experience</b>	<b>Heritage Regeneration Delivery Experience:</b> Practical experienced in managing heritage building regeneration projects. Experience managing heritage capital projects and demonstrable experience of financial management.	1,2	Experience of working within a conservation area or with listed buildings.	1,2
	<b>Fundraising</b> Experience writing and securing heritage building project grants.	1,2	Experience working in a not-for-profit environment.	1.2
	<b>Community Engagement:</b> Successful track record of inclusive engagement of partners and the community in regeneration projects	1,2		

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable criteria</u> .				
Attributes	Essential	How Measured	Desirable	How Measured
Skills/Abilities	<b>Communications:</b> Able to deal tactfully and politely, make effective oral and written presentations and persuade and gain commitment from a wide range of people including projects teams, strategic partners, colleagues, trustees and funders.	1,2		
	<b>Data processing and analysis:</b> Able to undertake research and analyse complex information, in order to inform and develop advice and action and ensure project outcomes.	1,2		
	<b>Project &amp; Financial Management:</b> Able to lead strategic planning development of work to ensure delivery of agreed outcomes and outputs on time and on budget.	1,2		
	<b>Reporting:</b> Able to prepare and monitor budgets, KPI'S, outcomes and outputs and to report these to key strategic groups, partners and funders in a time focused and strategic manner	1,2		
Equality Issues	<b>Equalities:</b> Demonstrable knowledge and understanding of equality issues and legislation. Able to integrate equality policies into business plans, strategies and project and service delivery.	1,2	Experience of Equity Diversity and Inclusion policy delivery.	1,2
Specialist Knowledge	<b>Heritage Buildings:</b> Demonstrable knowledge of historic building management  <b>IT &amp; Systems Management</b> Practical knowledge of IT systems and processes relating to robust financial monitoring, reporting and project management.	1,2  1,2,	Heritage conservation and architectural knowledge.	1,2
Education and Training	<b>Project Management Qualifications</b> or equivalent in-depth experience.	1,2	PRINCE II Qualified	1,2
Other Requirements	<b>Luton based role</b> There is a requirement for the post holder to work in Luton Hat District offices full time.	1,2		

(1 = Application Form 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

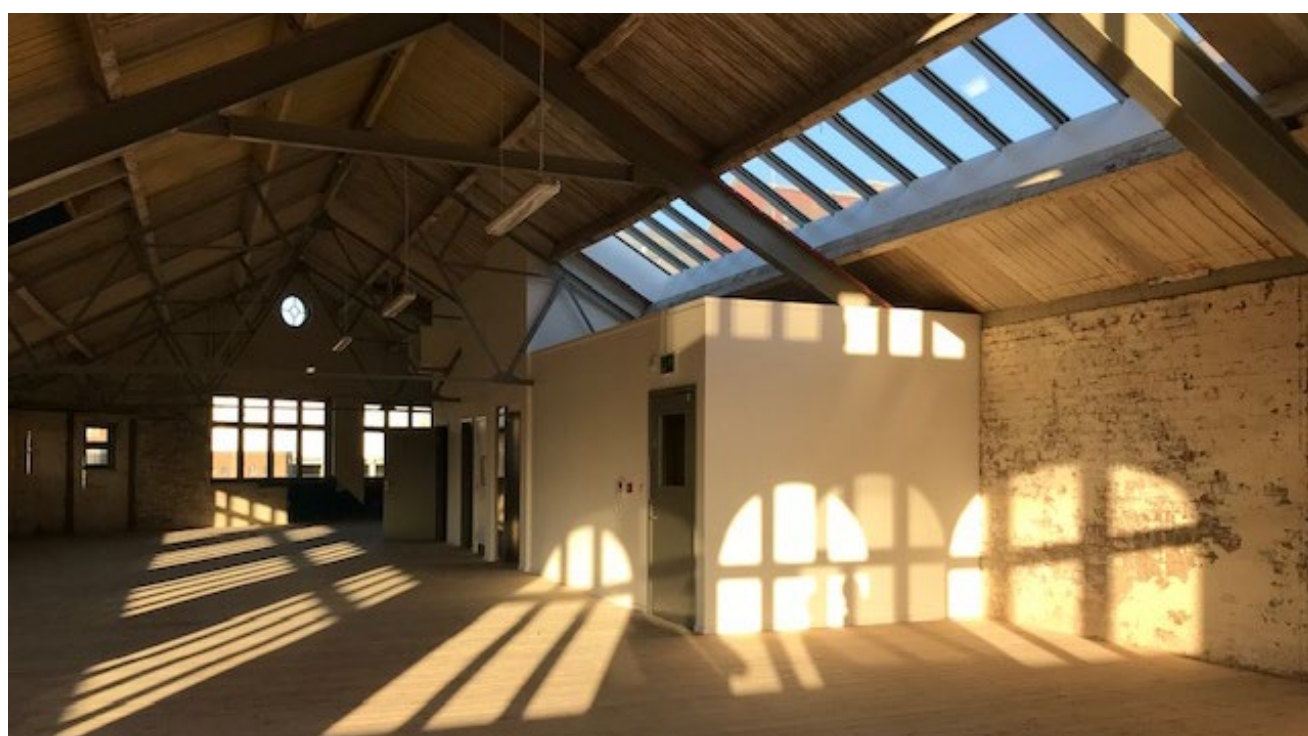
**NB:** This job description reflects the requirements of the Culture Trust, Luton as at January 2024. The role and duties of the post are subject to change in line with the future development the Trust. The Culture Trust, Luton reserves the rights to make such changes as are necessary and any changes required will be discussed with the post-holder as appropriate. We will consider any reasonable adjustments under the terms of the Equality Act (2010), to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

## 9. How to Apply

We welcome your application for this post and you can do so by completing the application form found here in the section titled 'supporting documents' <https://www.culturetrust.com/hat-district/work-us>. In section C of the application form, please align your response to the 'person specification' in section 8 of this pack and demonstrate how you meet all the essential requirements in order to do fulfil the requirements of this role. Should you have any questions, or if you would like an informal conversation about the role please contact me, Marie Kirbyshaw, Chief Executive on [marie.kirbyshaw@culturetrust.com](mailto:marie.kirbyshaw@culturetrust.com)

We look forward to receiving your application **by 2<sup>nd</sup> May 2024 (noon)**

Deadline for applications	Thursday 2 <sup>nd</sup> May noon
Interviews	Tuesday 7 <sup>th</sup> May
Start contract	June/July 2024



Hat House during conversion.

This post is funded by:



The Culture Trust, Luton is funded and supported by;

Proudly funded and supported by:

