

Agenda Item No. 4(d)

DERBYSHIRE COUNTY COUNCIL

**MEETING OF CABINET MEMBER – HIGHWAYS, TRANSPORT AND
INFRASTRUCTURE**

10 November 2015

Report of the Strategic Director – Economy, Transport and Environment

**REVISED GOVERNANCE ARRANGEMENTS FOR THE DERWENT
VALLEY MILLS WORLD HERITAGE SITE PARTNERSHIP**

- (1) **Purpose of Report** To seek Cabinet Member approval to revised governance arrangements for the Derwent Valley Mills World Heritage Site Partnership following consultation.
- (2) **Information and Analysis** On 7 July 2015, Cabinet approved headline proposals to revise the governance arrangements for the Derwent Valley Mills World Heritage Site (DVMWHS) Partnership following a wide public and stakeholder consultation which took place in late 2014/early 2015. It also delegated responsibility for finalising these arrangements, in liaison with the Chair of the Partnership, to the Cabinet Member in consultation with key stakeholders.

Those actively involved in the Partnership had previously expressed a desire to develop a less bureaucratic, simplified structure to that which has existed previously in order that the Partnership was more agile and responsive, and created wider stakeholder buy in. This, it was felt, would enable the Partnership to not only maintain its World Heritage Site (WHS) Status and continue its work with local schools, businesses and attract visitors to invest in the area, but to focus, in particular, on growing the regeneration potential of the site as a whole. This was considered particularly important around Belper, whilst building on the opportunities presented by the major investment at Cromford and the recent announcement of successful multi-million Heritage Lottery Fund bid for the Silk Mill in Derby.

Over the summer, further discussions with a wide variety of stakeholders has taken place and this has resulted in broad agreement to a revised set of Governance Arrangements which it is felt will deliver the above objectives. These are set out in detail at Appendix 1 to this report.

In summary the proposed arrangements consist of:

A Partnership Steering Group – to provide expertise, challenge and advice to the County Council and other funding partners, and comprise representatives from key stakeholders with an interest in developing the potential of the site.

Three Partnership Panels, to replace the numerous Panels and working groups that previously existed:

A Conservation and Planning Panel retaining its focus on protecting the Outstanding Universal Value (OUV) of the WHS, a key criteria of its original inscription as a WHS.

A Learning and Research Panel to focus on education and promotion of the site to visitors, schools, businesses and local residents, and provide credible peer reviewed research to support the historic significance of the site and maximise academic funding opportunities

A Development Panel which will focus on encouraging all the existing and emerging attractions in the WHS to work together more collaboratively, harness the strengths and expertise of local businesses in securing a sustainable future for the DVMWHS, develop the potential of the DVMWHS as a driver of social and economic development, and promote the value of the DVMWHS to local businesses.

It is further proposed that the above arrangements would be supported by a wider WHS “family” of stakeholders and volunteers who would continue to be engaged in promoting the site, building the support of local residents, businesses and visitors and celebrating success.

The above structure, illustrated in Appendix 2, will initially be supported by the existing staffing structure comprising a Director, two Co-ordinators and a Business Services Assistant, however, it is acknowledged that in the light of budget pressures this will not be able to be sustained in the future and will therefore need to be reviewed once the revised and streamlined Governance Arrangements are in place.

Subject to the Cabinet Member’s approval, the next steps would be to begin a process of recruiting to the Panels with a view to having the proposed new arrangements in place by the end of 2015.

Proposals for revised management arrangements will then be presented to a future Cabinet Meeting for consideration and would be subject to staff and Trade Union consultation.

(3) **Financial Considerations** The County Council currently contributes £179,052 to supporting the WHS. This sum is proposed to be cut to £119,052 from 2016-17.

(4) **Legal Considerations** The proposed new terms of reference for the DVMWHS Partnership will replace those previously established in 2009. The previous Partnership Board and governance arrangements would therefore be dissolved as a consequence of the new arrangements being agreed. The previous Terms of Reference for the Partnership required a two-thirds majority vote from individual members to support such a proposal. The previous Board met on 10 July 2015 and the decision to dissolve the Board was unanimously agreed.

(5) **Human Resources Considerations** As set out in the report.

Other Considerations

In preparing this report the relevance of the following factors has been considered: prevention of crime and disorder, equality and diversity, environmental, health, property and transport considerations.

(6) **Key Decision** No.

(7) **Call-In** Is it required that call-in be waived in respect of the decisions proposed in the report? No.

(8) **Background Papers** Held on file within the Economy, Transport and Environment Department. Officer Contact details – Allison Thomas, extension 33300.

(9) **OFFICER'S RECOMMENDATION** That the Cabinet Member approves the revised Governance Arrangements for the Derwent Valley Mills World Heritage Site as set out in Appendix 1, and the structure illustrated in Appendix 2.

Mike Ashworth
Strategic Director – Economy, Transport and Environment

Appendix One: Terms of Reference

DERWENT VALLEY MILLS WORLD HERITAGE STEERING GROUP

Terms of Reference

The over-arching mission of the DVMWHS Partnership, as set down in the Management Plan, is:

To maintain the Outstanding Universal Value (OUV) of the Derwent Valley Mills World Heritage Site by protecting, conserving, presenting, enhancing and transmitting its unique culture, heritage, economy and landscape in a sustainable manner.

Key Aims

- 1. To protect, conserve and enhance the Outstanding Universal Value of the DVMWHS***
- 2. To promote public awareness of and access to the DVMWHS***
- 3. To promote the development of sustainable tourism within the DVMWHS***
- 4. To enhance the economic and social wellbeing of the DVMWHS and its communities***
- 5. To promote public understanding of the DVMWHS by facilitating research***
- 6. To promote educational use of the DVMWHS for formal and informal learning***
- 7. To build strong partnerships with volunteers and local, regional, national and international stakeholders***
- 8. To work with partners to access funding and deliver projects***
- 9. To manage the DVMWHS in an efficient and sustainable manner***

Purpose

To provide advice and help to the DVMWHS Partnership and Derbyshire County Council to achieve the aims and objectives of the DVMWHS.

To monitor the delivery of the DVMWHS Management Plan 2014-2019.

Functions and Responsibilities

The Steering Group will:

- Report to Derbyshire County Council (and other supporting local authorities, where appropriate) for decisions.
- Identify issues and opportunities for the DVMWHS.

- Identify challenges and threats to the DVMWHS.
- Appoint the Chairs of the Conservation and Planning, Development, and Learning and Research Panels.
- Advise on, and support, the DVMWHS Partnership and Team in relation to initiatives and policy proposals from government, regional, national and international agencies that impact on the work of the Partnership.
- Advise and assist the DVMWHS Team in delivering appropriate actions to the above.
- Oversee the review and revision of the Management Plan.
- Monitor the DVMWHS annual work programme and financial position.
- Develop a range of strategies aimed at securing the long-term sustainability of the DVMWHS, including options for a Friends of Group.

Membership

The Steering Group shall consist of:

One elected Councillor or their nominated representative from each of the following: Derbyshire County Council, Derby City Council, Amber Valley Borough Council, Derbyshire Dales District Council.

The Chairs of the three Panels.

Representatives from Derby, Belper and Cromford communities.

Representative from the wider DVMWHS Partnership on a rotational basis (two years).

Representative from Historic England.

Representative from ICOMOS-UK.

Representative from Visit Peak District and Derbyshire.

Representative from Heritage Lottery Fund.

Representative from University of Derby.

The Steering Group will be chaired by Derbyshire County Council, as the lead authority for the DVMWHS.

The Vice Chair of the Steering Group shall be elected within the Group.

Non-members may be invited to attend particular meetings of the Steering Group, at the Chair's discretion.

Role of Steering Group members

Members are expected to hold influential positions within the stakeholder community and be effective ambassadors for the DVMWHS. Individual members are expected to:

- Provide skills, knowledge and personal experience to steer the work of the Group according to the aims and objectives of the DVMWHS Management Plan.
- Participate in the debates, tasks and decisions of the Steering Group whilst also contributing to maintaining a constructive relationship between all partners.
- Undertake to dedicate the necessary time to carry out the responsibilities associated with membership of the Steering Group.
- The Chair of the Steering Group and the Panel Chairs will form a small executive team who will meet more regularly with the DVMWHS Team.

Method of Operation

- Meetings will be held at least four times per year.
- The Chair (in consultation with the Vice-Chair) may from time-to-time call additional meetings of the Steering Group.
- When such meetings are called no less than five clear working days' notice will be given to all members.
- It is the responsibility of all members to declare any personal interest in matters being considered by the Steering Group which may result in financial gain to them. Upon declaration of any interest the member will withdraw from the meeting and not participate any further in the deliberations and decision-making regarding the item.
- Individual members are expected to conduct business in an inclusive and respectful way.

- Every member will have the right to nominate a named non-voting substitute to attend meetings on their behalf. If on occasion a member is unable to attend a meeting this substitute can attend the meeting in their place. When a substitution is to be made members are required to:
 - Contact the DVMWHS Director to record apologies for the meeting.
 - Ensure that the named substitute receives the appropriate agenda and supporting papers for the meeting.
 - Arrange a debriefing with the substitute.
 - A substitute attendee will not be permitted to vote.
- If a member fails to attend three consecutive meetings this will lead to their membership of the Steering Group being reviewed.

CONSERVATION AND PLANNING PANEL

Terms of Reference

- To deliver the aims of the DVMWHS Management Plan relating to Conservation and Planning:

Key Aim 1: To protect, conserve and enhance the Outstanding Universal Value of the DVMWHS.

Key Aim 4: To enhance the economic and social wellbeing of the DVMWHS and its communities.

- To provide expertise and guidance to the DVMWHS Team and the Steering Group of the DVMWHS in respect of:
 - Conservation and Protection Issues
 - Planning Policy and Guidance
 - Planning Applications for developments within the DVMWHS and Buffer Zone.
- To liaise with the Planning and Conservation Officers of the local authorities within the DVMWHS.

Functions

The Panel will advise the DVMWHS Team and the Steering Group and will liaise with the other Panels within the Management Structure of the DVMWHS as required.

The Panel will:

- Oversee the monitoring and implementation of the DVMWHS Management Plan and constituent actions and projects.
- Monitor perceived risks and threats to the DVMWHS and Buffer Zone.
- Respond to planning applications within the DVMWHS and Buffer Zone. (*All planning applications which may be considered to have an impact upon the Outstanding Universal Value (OUV) of the DVMWHS should be referred to the DVMWHS Office for comment. This should include not just development proposals within the DVMWHS but also proposals which impact upon the setting of the DVMWHS. These are sent to the DVMWHS who receive advice from the Conservation and Design Team at Derbyshire County Council.*)
- Liaise with DVMWHS stakeholders (including UNESCO, DCMS, WHUK and regional bodies), owners of key properties and communities within the DVMWHS.
- Ensure a consistency of approach to DVMWHS conservation and planning issues between local authorities and other key partners.

Membership

The Panel will have a core membership as follows:

- A senior Planning/Conservation officer from each of the local authorities within the DVMWHS
 - The leader of the Conservation and Design Team of the County Council
 - A representative of Historic England East Midlands
 - A representative of Historic England
 - A representative of Natural England
 - A representative of ICOMOS-UK
 - Community representatives from the three DVMWHS hubs of Belper, Cromford and Derby
- The Panel will have the power to set up Task and Finish Groups for limited periods or specific projects. Task and Finish Groups will report back to the Conservation and Planning Panel at agreed dates.
- The Panel will have the power to co-opt other members for limited periods or specified projects, or as part of a Task and Finish Group. Co-opted members will not have the power to vote on any issue.

Method of Operation

- The Chair of the Panel will be selected by the Steering Group.
- The Vice Chair will be elected by the Panel membership.
- The Panel should generally convene every two months with dates set at the start of the calendar year.
- The Panel will respond to information and requests from the Chair and Steering Group.
- The Chair will represent the Panel on the Steering Group of the DVMWHS and will be expected to work co-operatively with other Panel Chairs and DVMWHS Team.
- Any members wishing to propose items for the agenda should notify the Heritage Co-ordinator at least ten working days prior to the agreed date of the meeting.
- The Terms of Reference and membership should be reviewed at least every three years and as part of the Management Plan review.

DEVELOPMENT PANEL

Terms of Reference

The purpose of the Panel is to:

- Deliver the aims of the DVMWHS Management Plan relating to tourism and regeneration.

Key Aim 2: To promote public awareness of and access to the DVMWHS.

Key Aim 3: To promote the development of sustainable tourism within the DVMWHS.

Key Aim 4: To enhance the economic and social wellbeing of the DVMWHS and its communities.

Key Aim 8: To work with partners to access funding and deliver projects.

- Encourage all sites to work together more collaboratively.
- Harness the strengths and expertise of local businesses in securing a sustainable future for the DVMWHS.
- Develop the potential of the DVMWHS as a driver of social and economic development.
- Promote the value of the DVMWHS to local businesses.

Functions

The Panel will advise the DVMWHS Team and the Steering Group and will liaise with the other panels within the Management Structure of the DVMWHS as required.

The Panel will:

- Develop and deliver a strategy that engages the business/private sector in the work of the DVMWHS, especially in relation to Tourism.
- Develop ways in which World Heritage Site status can be used to increase business competitiveness and amplify existing and emerging social and economic regeneration strategies.
- Consider areas and activities for effective cross-site working and liaise with other DVMWHS partners to deliver projects.
- Be responsible for the updating of the Economic Development Plan and the Tourism and Marketing Strategy.

- Liaise with training organisations and the private sector to identify and promote skills, especially in relation to Tourism.
- Seek sponsorship, donations and support in kind for the work of the DVMWHS from all external sources.

Membership

- A senior officer from the Regeneration Departments of each of the local authorities within the DVMWHS (4)
- A representative of Visit Peak District and Derbyshire
- A representative of the Arkwright Society
- A representative of Strutt's North Mill
- A representative of Derby Museums Trust
- A representative of Smedley's Mill
- A representative of Darley Abbey Mills
- A representative of Masson Mills Museum
- A representative of Friends of Cromford Canal
- A representative of DCC Countryside Service (High Peak Junction/Cromford Canal)
- The Panel will have the power to set up Task and Finish Groups for limited periods or specific projects. Task and Finish Groups will report back to the Development Panel at agreed dates.
- The Panel will have the power to co-opt other members for limited periods or specified projects, or as part of a Task and Finish Group. Co-opted members will not have the power to vote on any issue.

Method of Operation

- The Chair of the Panel will be selected by the Steering Group.
- The Vice Chair will be elected by the Panel membership.
- The Panel should generally convene at least four times per year with dates set at the start of the calendar year.
- The Panel will respond to information and requests from the Chair and Steering Group.
- The Chair will represent the Panel on the Steering Group of the DVMWHS and will be expected to work co-operatively with other Panel Chairs and the DVMWHS Team.
- Any members wishing to propose items for the agenda should notify the Development Co-ordinator at least ten working days prior to the agreed date of the meeting.
- The Terms of Reference and membership should be reviewed at least every three years and as part of the Management Plan review.

LEARNING AND RESEARCH PANEL

Terms of Reference

The purpose of the Panel is to:

- Deliver the aims of the DVMWHS Management Plan relating to Learning, Research and Interpretation.

Key Aim 5: To promote public understanding of the DVMWHS by facilitating research.

Key Aim 6: To promote educational use of the DVMWHS for formal and informal learning.

Key Aim 7: To build strong partnerships with volunteers and local, regional, national and international stakeholders.

- Support the development of a coherent learning offer across the DVMWHS.
- Maintain high standards of historical accuracy across learning projects, publications and interpretation.

Functions

The Panel will advise the DVMWHS Team and the Steering Group and will liaise with other Panels within the Management Structure of the DVMWHS as required.

The Panel will:

- Support the development of a coherent learning offer, learning packages, research and interpretation that disseminates the story of the DVMWHS across the sites.
- Promote awareness and understanding of the need to protect and conserve the Outstanding Universal Value of the DVMWHS and to encourage access to education and training in the skills required to protect and conserve those values.
- Seek opportunities to work with educational establishments and research institutions to deliver projects and to promote the DVMWHS as a learning and/or research resource.
- Encourage the development of a range of well-informed literature to enhance the public's understanding of the Site, and liaise with the Derwent Valley Mills World Heritage Educational Trust.
- Ensure the integrity of any research, interpretation and publications relating to the DVMWHS.
- Monitor and review the impact of the DVMWHS Research Framework.
- Seek funding and sponsorship for educational and research projects.

- Support volunteers to deliver the aims of the DVMWHS Management Plan.

Membership

The Panel will have a core membership as follows:

- A representative of the Derbyshire Record Office
- Learning representatives of the key attractions (5)
- A representative of the Task and Finish Groups
- A representative of the University of Derby (or higher education sector)
- (A representative of the further education sector)
- A representative of the Derwent Valley Mills World Heritage Educational Trust
- A representative of Adult Community Education/Family Learning Service
- The Manager of the Environmental Studies Service, Derbyshire County Council
- The Panel will have the power to set up Task and Finish Groups for limited periods or specific projects, e.g. to referee a particular publication. Task and Finish Groups will report back to the Learning and Research Panel at agreed dates.
- The Panel will have the power to co-opt other members for limited periods or specified projects, or as part of a Task and Finish Group. Co-opted members will not have the power to vote on any issue.

Method of Operation

- The Chair of the Panel will be selected by the Steering Group.
- The Vice Chair will be elected by the Panel membership.
- The Panel should generally convene at least four times per year with dates set at the start of the calendar year.
- The Panel will respond to information and requests from the Chair and Steering Group.
- The Chair will represent the Panel on the Steering Group of the DVMWHS and will be expected to work co-operatively with other Panel Chairs and DVMWHS Team.
- Any members wishing to propose items for the agenda should notify the Business Services Assistant at least ten working days prior to the agreed date of the meeting.
- The Terms of Reference and membership should be reviewed at least every three years and as part of the Management Plan review.

DEFINITIONS

Discovery Days: The annual events run by the DVMWHS partnership and co-ordinated by the DVMWHS Team. Discovery Walks are held in the spring and Discovery Days in the autumn half term.

Management Plan: The key management document for the DVMWHS. Approved by UNESCO for the period 2014 to 2019. Work will be required on its revision in 2017.

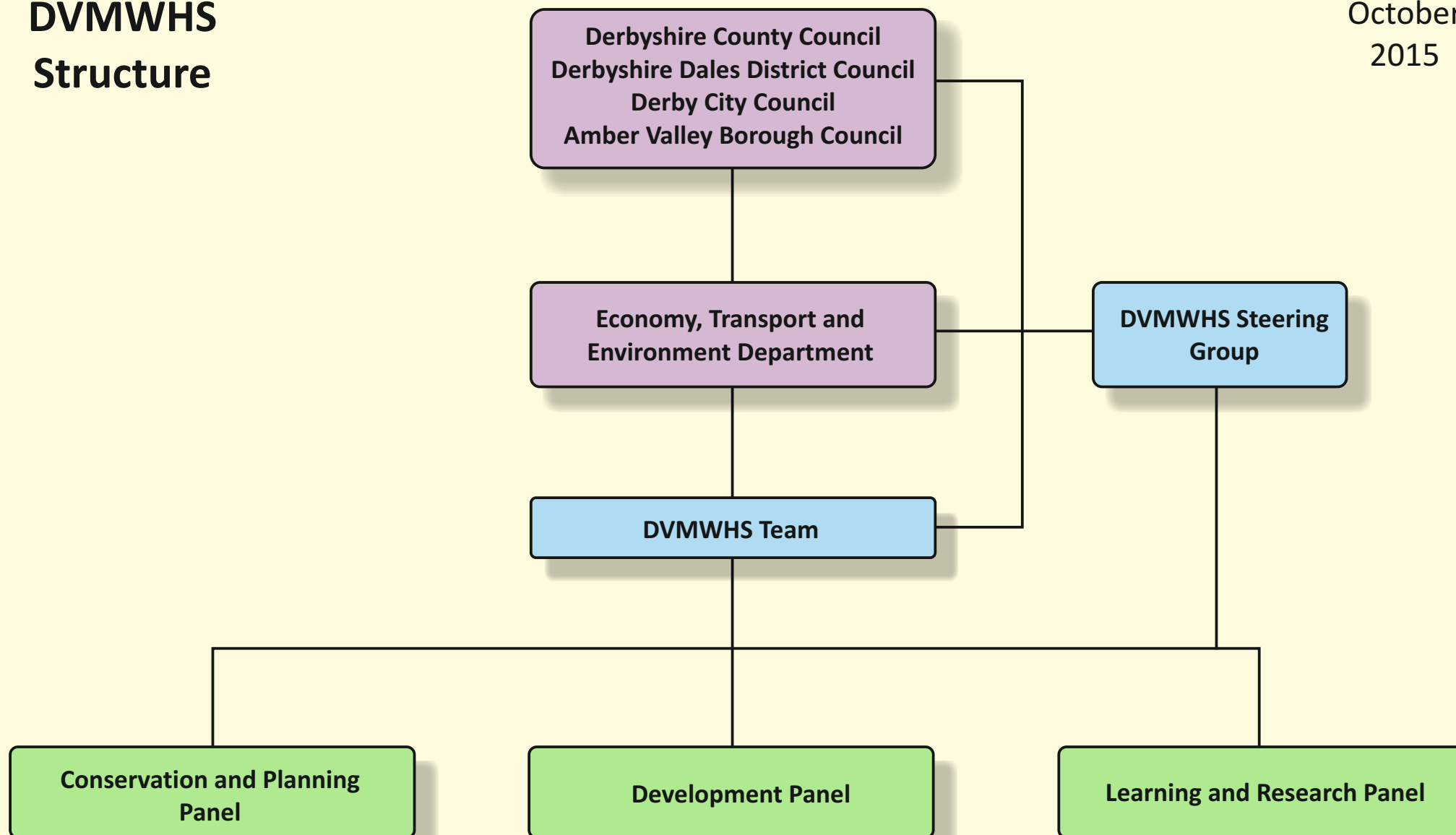
Partnership: This is the broad spectrum of organisations and individuals within the DVMWHS who play an active role in its preservation, enhancement and promotion. They can be volunteers for organisations or for Discovery Days/Walks, museums, charities, companies, schools, colleges, Universities, Friends organisations, individuals or panel and working group members.

Abbreviations:

DVMWHS	Derwent Valley Mills World Heritage Site
DCC	Derbyshire County Council
DCMS	Department of Culture, Media and Sport
ICOMOS-UK	International Council on Monuments and Sites UK
OUV	Outstanding Universal Value
UNESCO	United Nations Educational Scientific and Cultural Organisation
VPD	Visit Peak District and Derbyshire
WHUK	World Heritage UK

DVMWHS Structure

October
2015



Wider DVMWHS Partnership