

**DERBYSHIRE COUNTY COUNCIL****CABINET****4 NOVEMBER 2014****Joint Report of the Strategic Director of Corporate Resources and  
Strategic Director for Economy, Transport and Environment****ELVASTON CASTLE COUNTRY PARK REPORT****(Council Services)****1. Purpose of the Report**

To seek Cabinet approval to the recommendation of the Elvaston Castle and Country Park Working Party for the formation of an advisory Elvaston Castle Development Board.

**2. Information and Analysis****2.1 Introduction - towards creating a single management body for  
Elvaston  
Castle and Estate**

As part of the Council's 10 year 'Vision and Plan' for the Estate, approved by Cabinet on 17 June 2014, six guiding principles are set out that will guide all future management decisions, whoever is responsible for the Estate:

1. Freehold of the Estate will be retained by Derbyshire County Council
2. A competent single management body will control the overall governance of the estate with the balance of conservation, heritage and access at its core
3. Financial sustainability will be fundamental to the delivery of the vision, facilitated by a business model that provides on-going reinvestment in the long term stewardship of the Estate without eroding its significance

4. The historic, landscape and biodiversity significance will be protected, conserved and, where sustainable, enhanced
5. Public access to the gardens, parkland and house will be provided and maintained; the parkland at least will be free at the point of entry on foot. The stories and rich heritage will be understood, shared and celebrated
6. People, community involvement and partnership working will be at the heart of all activities

With the Vision and Plan in place, the Elvaston Castle project team has begun to consider the most appropriate approach to creating the proposed 'single management body', as referenced in the second guiding principle above.

In May 2014, the National Trust organised a workshop facilitated by Shared Assets, an organisation which specialises in working with the public, private and voluntary sectors to develop new models to care for green-space and heritage sites. The workshop included representation from senior officers across the Council and National Trust, as well as representatives from a social enterprise and a charitable trust which manages green-spaces and heritage and which has gone through a similar process to that proposed for the Elvaston Estate.

The focus of the workshop was to consider how best to work towards the creation of the single management body (SMB) for the Elvaston Estate. Following the workshop and discussion at the Elvaston Castle Project Board the proposed framework is as follows:

- That a legal agreement, most likely a lease, transfers the Estate to the SMB. The management body could be a Charitable Trust, probably with a trading arm, although at this stage its legal status is not determined;
- That the legal agreement is the most effective and appropriate way for the Council to exercise accountability over the managing body. The legal agreement would also set the limits on the managing body's freedoms.

## 2.2 Proposed advisory Development Board for the Elvaston Estate

Going forward, the proposed SMB will need to have some level of ownership and influence on the strategic decisions made by the Council as work towards beginning the early implementation of the Vision takes place i.e. it cannot simply be handed solutions it has not had some role in

shaping. At the same time, it will take time to create the SMB, and there is a need to pro-actively manage the transition of responsibility for the Estate from the Council to the proposed SMB.

To meet the above, it is proposed that an independent advisory Development Board for Elvaston Castle and Estate be set up with the following core purpose:

- To provide input and advice to the Council in the early strategic initiation, delivery and implementation of the 10 year Vision and Plan for Elvaston Castle and Estate;
- To act as advocate for the proposed SMB for Elvaston Castle and Estate and to work towards the creation of a SMB

It should be noted that the Development Board would have no legal status, and that control and responsibility for the Estate will be retained by the Council until:

- the proposed lease/legal agreement has been agreed by both the Council and the Development Board;
- the SMB has been created as a legal entity.

It is envisaged that the SMB could be in operation by 2016 and that this new body will succeed the Development Board. However, the transfer of the Estate to the SMB would follow at a later date and potentially in stages, depending on a number of factors including how quickly negotiations on the proposed legal agreement progress, and the outcome of the planned bid to the Heritage Lottery Fund.

The proposed advisory functions of the Development Board would be to:

- a) To comment on the draft Terms of Reference for the Development Board, and finalise these in agreement with the Council;
- b) To act as advocate and help shape the lease/legal agreement between the Council and the SMB for the transfer of the governance and management of the Estate to the SMB.
- c) To develop the governance and management model for the proposed SMB; including County Council representation for at least the period that Derbyshire County Council funding continues.
- d) To inform high level business planning to support delivery of the Vision;
- e) To inform a proposed bid to the Heritage Lottery Fund by Council in 2015, and more generally advise on investment and funding options;
- f) To inform any future procurement by Council;

- g) To map out the transfer of the management and governance arrangements of the Estate from Council to the SMB, advising on due diligence from the SMB's perspective;
- h) To develop, with appropriate legal input, the governing document for the SMB and the objects and powers of the body;
- i) To inform partnership development, stakeholder engagement and communications, and public relations management;
- j) To inform risk management in initiating the Vision and Plan
- k) To advise on the membership of the SMB Board;
- l) To advise on the recruitment by the SMB of a Chief Executive for the Estate's operational team.

It is proposed that the Development Board will adhere to the following ways of working:

- The Development Board will operate in an advisory capacity only and have no decision making powers. At the same time, the Council will respect and properly consider the views and comments of the Development Board;
- The Council and the Development Board will work constructively and in a spirit of collaboration and partnership;
- The Development Board will bring commercial and business acumen, innovation and enterprise to help shape initiation of the Vision, and the development of the SMB, whilst keeping true to the six guiding principles in the 'Vision and Plan'

Appendix 1 set out the full draft Terms of Reference for the Development Board.

### 2.3 Recruitment of the Chair and Members of the Development Board

Whilst the Chair of the Development Board and the Board itself will be independent of the Council, it is important that the appointment of the Chair is endorsed by the Council. Therefore, it is proposed the Chair of the Elvaston Castle Member Working Party and the Director of Property are part of the interview team for the Chair's appointment, together with a representative from the National Trust and Shared Assets.

Appendix 2 sets out the draft Role Profiles for the Chair and Members of the Development Board and Appendix 3 contains the proposed recruitment process.

## 2.4 Working Party Recommendations

The Working Party met on 22 July 2014 to consider proposal to form an advisory Elvaston Castle Development Board and recommends that Cabinet:-

- (1) approve the formation of an advisory Elvaston Castle Development Board that:
  - a) provide input and advice to the Council in the early strategic initiation, delivery and implementation of the 10 year Vision and Plan for Elvaston Castle and Estate, and;
  - b) act as advocate for the proposed single management body for Elvaston Castle and Estate and to work towards the creation of the single management body.
- (2) notes that the costs associated with the Development Board will be met from the existing allocation for external legal and other support, and that further additional funding may be needed to resource external legal and other support to complete the project.

## 3 **Financial Considerations**

Funding of £125,000 was approved by Cabinet on 26th March 2013, £75,000 of which was to finance the NT Project Development Team in delivering the Project Management Plan work streams identified.

A further £80,000 of funding was approved by Cabinet on 6 May 2014 to resource an extension to the joint working with the National Trust.

There will be costs associated with the Development Board such as expenses and legal input, as well as other support including officer time. It is proposed that these will be met initially from the existing allocated budget for legal and other support, but closely monitored and kept under review. A further allocation of funding to resource the work of the Development Board may be necessary.

## 4 **Legal Considerations**

Appropriate legal frameworks which would allow for the development and future management of the Estate are being investigated. Any proposal to dispose of any parts of the Country Park to which the public have access will require the Council to publish statutory notices and consider any responses received before reaching a decision on whether to proceed.

## 5. HR Considerations

The members of the Development Board will be undertaking their role in a voluntary capacity and will be independent from the County Council and therefore they will have no employment relationship with the Council. The only cost linked directly to their role will be to refund general expenses, such as travel costs, to which will be reimbursed in accordance with the Council's usual protocols.

Consultation with staff based at Elvaston Castle and Estate on the Vision and its implications has already commenced and will continue in order that they are kept fully informed of developments and have the opportunity to ask questions as they arise.

If direct employment issues arise as part of these developments such consultation will be undertaken in accordance with the appropriate County Council policies and procedures.

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

**6. Key Decision** **NO**

## 7. Call-in

Is it required that call-in be waived for any decision on this report? **NO**

## 8. Background Papers

Files held by the Director of Property.

## 9. OFFICER RECOMMENDATION

That Cabinet:

9.1 approve the formation of an advisory Elvaston Castle Development Board that:

- a) provide input and advice to the Council in the early strategic initiation, delivery and implementation of the 10 year Vision and Plan for Elvaston Castle and Estate, and;
- b) act as advocate for the proposed single management body for Elvaston Castle and Estate and to work towards the creation of

the single management body with a County Council trustee for at least the period that Derbyshire County Council continue to put funding into the Estate's activities.

- c) 9.2 notes that the costs associated with the Development Board will be met from the existing allocation for external legal and other support, and that further additional funding may be needed to resource external legal and other support to complete the project.

**JUDITH GREENHALGH**

Strategic Director of Corporate Resources

and

**MIKE ASHWORTH**

Strategic Director of Economy, Transport and  
Environment

## **Appendix 1**

### **Elvaston Castle Development Board – Draft Terms of Reference**

#### **1. Background**

Elvaston Castle and Estate is owned and managed by Derbyshire County Council (DCC). The Council has been working with the National Trust, in an advisory capacity, to find a sustainable future for the Estate.

As part of the Council's 10 year 'Vision and Plan' for the Estate, approved by the DCC Cabinet in June 2014, six guiding principles have been agreed that will guide all future management decisions whoever is responsible for the Estate:

- Freehold of the Estate will be retained by Derbyshire County Council
- A competent single management body will control the overall governance of the estate with the balance of conservation, heritage and access at its core
- Financial sustainability will be fundamental to the delivery of the vision, facilitated by a business model that provides on-going reinvestment in the long term stewardship of the Estate without eroding its significance
- The historic, landscape and biodiversity significance will be protected, conserved and, where sustainable, enhanced
- Public access to the gardens, parkland and house will be provided and maintained; the parkland at least will be free at the point of entry on foot. The stories and rich heritage will be understood, shared and celebrated
- People, community involvement and partnership working will be at the heart of all activities

A Development Board will be formed to inform and help manage the transition of responsibility for the Estate from DCC to the proposed Single Management Body (SMB), together with the early initiation of the Vision and Plan. The exact legal form of the SMB is not yet determined, but it is envisaged that it will be in operation by 2016 and that the new body will succeed the Development Board. However, the transfer of the Estate to the SMB would follow at a later date and potentially in stages, depending on a number of factors including how quickly negotiations on the proposed legal agreement progress, and the outcome of the planned bid to the Heritage Lottery Fund.

An associated lease or other legal agreement will be developed to transfer responsibility for the governance and management of the Estate from DCC to the SMB. Responsibility for the Estate will be retained by DCC until:



- the lease/legal agreement has been agreed by both DCC and the Development Board
- the SMB has been created as a legal entity

## **2. Purpose**

The core purpose of the Development Board is:

- To provide input and advice to Derbyshire County Council in the early strategic initiation, delivery and implementation of the 10 year Vision and Plan for Elvaston Castle and Estate
- To act as advocate for the proposed SMB for Elvaston Castle and Estate and to work towards the creation of the SMB

It should be noted that the Development Board has no legal status.

## **3. Functions**

The Elvaston Castle Development Board has the following key advisory functions in relation to Elvaston Castle and Estate:

- To comment on the draft Terms of Reference for the Development Board, and finalise these in agreement with DCC;
- To act as advocate and help shape the lease/legal agreement between DCC and the SMB for the legal transfer of the governance and management of the Estate to the SMB.
- To develop the governance and management model for the proposed SMB;
- To inform high level business planning to support delivery of the Vision;
- To inform a proposed bid to the Heritage Lottery Fund by DCC in 2015, and more generally advise on investment and funding options;
- To inform any future procurement by DCC;
- To map out the transfer of the management and governance arrangements of the Estate from DCC to the SMB, advising on due diligence from the SMB's perspective;
- To develop, with appropriate legal input, the governing document for the SMB and the objects and powers of the body;
- To inform partnership development, stakeholder engagement and communications, and public relations management;
- To inform risk management in initiating the Vision and Plan
- To advise on the membership of the SMB Board;
- To advise on the recruitment by the SMB of a Chief Executive for the Estate's operational team.

#### 4. Ways of working

The following ways of working will be followed:

- The Development Board will operate in an advisory capacity only and has no decision making powers. At the same time, DCC will respect and properly consider the views and comments of the Development Board;
- DCC and the Development Board will work constructively and in a spirit of collaboration and partnership;
- The Development Board will bring commercial and business acumen, innovation and enterprise to help shape initiation of the Vision, and the development of the SMB, whilst keeping true to the six guiding principles in the 'Vision and Plan'

#### 5. Membership

The membership of the Development Board will follow the approach outlined below:

- There will be between five and seven members, including the Chair
- The Chair will be independent of DCC, with their appointment endorsed by DCC through the involvement of the Chair of the Elvaston Castle Member Working Party and the DCC Director of Property in their recruitment
- Members will serve a maximum of 18 months on the Board, renewable for a further 18 month term as required (Note: there is no certainty as to when the SMB will be formally created, and there is no assumption that the Development Board will evolve into the SMB)
- Membership of the Development Board will reflect the breadth of interests found at Elvaston Castle and Estate, and most critically, the skills, experience and knowledge needed to deliver the Functions set out in Section 3 above
- Recruitment will seek to draw Members of the Development Board from a range of backgrounds in the public, private and charitable sectors

The Development Board may also co-opt further members onto the Board to act as advisors to the Board.

Refer to Appendix 1 for a role profile of the Chair and other Board members, and Appendix 2 for the recruitment process

#### Advisors

The following (or their representatives) will attend the Development Board as advisors to contribute to discussions by the Board:

Director of Property, DCC

Director of Legal Services, DCC

Strategic Director for Economy, Transport and Environment, DCC

Elvaston Castle Project Development Manager, National Trust

## **6. Time commitment**

It is expected that membership of the Development Board will require about 1-2 days of time per month for each member.

The Chair will need to commit more time – and be prepared to meet or talk through issues more informally at least once a month with DCC.

There is also likely to be a call on the Chair/Board members for more adhoc work from time to time, for example, public facing activity. Being responsive to reasonable requests of this nature is anticipated.

## **7. Sub-Committees and Working Groups**

The Development Board may establish sub-committees and working groups as and when required, whether short-term or otherwise. The Development Board will be responsible for developing and agreeing the terms of reference and membership of any sub-committees. The Development Board will also be responsible for outlining the purpose of any working group, its membership and detailing when and how that working group should report back to the Development Board.

## **8. Meetings and Procedures**

- a) The Chair of the Development Board shall chair the meetings;
- b) The quorum for meetings of the Development Board shall be three members including the Chair person;
- c) The Development Board shall meet monthly initially, extending to quarterly when appropriate;
- d) External professional advisors may be requested to attend if the Development Board considers this desirable, in liaison with DCC;
- e) It is expected that the advice and views of the Development Board will be agreed by consensus. Where agreement cannot be reached, the Chair will have a casting vote;
- f) The Development Board's performance will be subject to self-assessment every six months;
- g) The approach to the timing of Development Board meetings will be flexible i.e. evening/out of hours meetings will be considered
- h) Location of Development Board meetings – a flexible approach is proposed, to best meet the needs of the Board members, although locations in the Derby area are the most likely. It is proposed that the approach is firmed up once the Board is in place. The meeting venues will be organised by the Secretariat and the cost of venues will be met by DCC.

## **9. Relationship between the Development Board and Derbyshire County Council**

To help drive good levels of joint working and the two-way flow of information and communication, the Development Board will meet following the quarterly DCC Elvaston Castle Project Board.

The Development Board will also have the ability to inform reports to the Member Working Party for Elvaston Castle and Estate, and to the Cabinet of Derbyshire County Council.

## **10. Secretariat, Administration and Support**

The Secretariat for the Elvaston Castle Development Board will be provided by DCC.

The Secretariat for the Development Board will call for agenda items at least 10 working days before the next Board meeting, and will agree an agenda with the Chair prior to each meeting.

The agenda and any papers for the Development Board will be issued at least 5 working days (where practicable) in advance of the meeting except in the case of matters of urgency.

The Secretariat will record high level minutes of each meeting including all actions and agreements which will be circulated to all Board members within 10 working days after the meeting. These minutes will be subject to formal agreement at the following Development Board.

The Elvaston Castle Development Board will be supported by DCC. Appropriate officer and other support will be provided by DCC in liaison and agreement with the Chair of the Development Board. This is likely to include financial support (to a set upper limit) for the Development Board to procure appropriate independent legal advice in for example, informing the proposed lease/legal agreement between DCC and the SMB, and in developing the governing document for the SMB.

The support from DCC will include providing:

- Draft Heads of Terms for the proposed lease/legal agreement with the SMB
- High level business planning
- HLF Stage 1 bid
- Procurement approach and oversight of the process

**11. Declaration of interests**

All members must declare any actual or potential conflicts of interest. These must be recorded in the minutes. Members should exclude themselves from any part of the meeting where it is deemed that they have a material conflict of interest. The Chair will decide if a declared interest represents a material conflict.

Members will be required to complete and sign a Declaration of Interests Form prior to appointment.

“Conflict of interest” means a financial or other interest which is likely to prejudice the person’s exercise of functions as a member of the Development Board

**12. Remuneration of Development Board members**

Members of the Development Board will not be paid remuneration. Reasonable agreed travel and childcare expenses will be paid by DCC.

**13. Personal Liability of Development Board members**

DCC retain all liability for the Elvaston Estate. Development Board members have no personal liability for the advice and views given by them in their capacity as members of the Development Board, and in acting as advocates for the proposed SMB.

**14. Public relations and engagement of the media**

The Chair will act as spokesperson on behalf of the Development Board, but neither the Chair nor Board Members can speak or make statements to the press or anyone else on behalf of DCC about the Elvaston Estate.

**15. Review**

These terms of reference will be reviewed in September 2015

**Appendix 2****Draft Role Profiles for the Chair and Members of the Development Board****A) Role Profile for Chair of the Elvaston Castle Development Board****Title: Chair of Elvaston Castle Development Board**

This is a volunteer position which is not remunerated, but agreed travel and childcare expenses will be reimbursed.

**Purpose of the Role**

To provide a strong leadership role as Chair of the Elvaston Castle Development Board, ensuring the Board delivers clear and timely input and advice to Derbyshire County Council (DCC) in the early strategic initiation, delivery and implementation of the 10 year Vision and Plan for Elvaston Castle and Estate.

To champion and direct the work of the Development Board in developing the proposed single management body for Elvaston Castle and Estate.

The duty of all Members of the Board is to act in the interests of the proposed single management body for Elvaston Castle and Estate, rather than to represent any particular interests or causes.

**Task and Responsibilities**

- To lead, chair and facilitate the Development Board, ensuring it provides clear strategic comment and input to DCC as the Vision and Plan is initiated
- To drive the advocacy role of the Development Board during the development of the single management body, ensuring the latter is fit for purpose
- To act as a champion and ambassador for Elvaston Castle and Estate, be passionate about the work of the Development Board and able to communicate this effectively to both the Board and the external world
- To ensure the Development Board applies its resources exclusively in pursuance of its Terms of Reference, and in particular to the Functions set out in Section 3 of the Terms (the Functions effectively form the core work programme for the Development Board)
- To effectively delegate work or issues to members of the Development Board, and request support and input from DCC where appropriate
- To seek advice on issues beyond the knowledge, skills and experience of the Board.
- To be the lead 'relationship manager' with DCC and work collaboratively and in a spirit of partnership with DCC in delivering the work of the Development Board

- To safeguard the good name and values of the Development Board.
- To ensure that the Development Board complies with its Terms of Reference, as agreed with DCC
- To ensure the effectiveness and efficient administration of the Development Board, with support from DCC, and the associated Secretariat (provided by DCC).
- To advise on the recruitment by the single management body of a Chief Executive for the Estate's operational team.

**Additional Duties for the Chair**

Either personally or by delegation, the Chair should:

- Liaise with the Secretariat and where appropriate, others from DCC, to draft Development Board agendas and papers
- Give direction to Board policy-making
- Monitor that advice and counsel provided to DCC is properly considered by DCC
- Represent the Development Board at functions and meetings
- Act as a spokesperson on behalf of the Development Board (but not DCC) as appropriate
- Bring impartiality and objectivity to discussions
- Take a leadership role to support Board members, including their induction
- Facilitate change and address conflict within the Development Board

**Time Commitment**

It is expected that the role will require about 2-3 days per month, especially at the initiation of the Development Board. It is likely that this will include some evening and weekend working.

The Chair will need to commit more time than Board members – and be prepared to meet or talk through issues more informally at least once a month with DCC.

There is also likely to be a call on the Chair/Board members for more adhoc work from time to time, for example, public facing activity. Being responsive to reasonable requests of this nature is anticipated.

Appointment is for 18 months and may be renewed for a second term to a maximum of 3 years as required (Note: there is a no certainty as to when the Single Management Body will be formally created, and there is no assumption that the Development Board will evolve into the Single Management Body).

## Person Specification

| Factor           | Essential   | Desirable   |
|------------------|---|---|
| <b>Knowledge</b> | <ul style="list-style-type: none"> <li>• Understanding and commitment to the Vision and Outcomes for Elvaston Castle and Estate</li> <li>• A thorough understanding and knowledge of business and/or commercial management, including financial management</li> <li>• Excellent networks in (local) government, business, the charity/voluntary sector or more broadly</li> </ul>   | <ul style="list-style-type: none"> <li>• Understanding and appreciation of the heritage and/or greenspace sector, and the range of community and other benefits provided by places like Elvaston Castle and Estate</li> <li>• High level understanding of project management</li> <li>• Knowledge of the local area</li> <li>• Understanding of the management of historic buildings</li> <li>• Understanding of the management and conservation of a garden setting</li> </ul> |
| <b>Skills</b>    | <ul style="list-style-type: none"> <li>• Demonstrate strong leadership skills and build consensus – able to work collaboratively but also make hard choices</li> <li>• Sound, independent judgement, ability to think creatively and be an effective problem solver</li> <li>• Willingness and enthusiasm to devote the necessary time and effort to chairing and developing the Development Board, and the proposed single management body</li> <li>• Strategic thinker, able to set direction and see the big picture. Output orientated.</li> <li>• Ability to identify, build and maintain support, and influence and negotiate with key stakeholders</li> <li>• Ability to spot and effectively manage or delegate high level risk mitigation</li> <li>• Excellent communication and interpersonal skills, including communication across a range of media, tact and diplomacy. At ease with diverse audiences.</li> </ul> | <ul style="list-style-type: none"> <li>• High level business planning</li> <li>• Strong organisational skills</li> <li>• Impartiality, fairness and the ability to respect confidence</li> </ul>  |



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|-------------------|---|---|
| <b>Experience</b> | <ul style="list-style-type: none"> <li>• A strong track record of success in their chosen field (public, private or voluntary)</li> <li>• Extensive direct experience of work at a Board and/or senior management level such as Chief Executive, Partner or Director level</li> <li>• A breadth of experience of working with complex organisations and developing strategic partnerships</li> <li>• Strong experience of chairing and facilitating multi-disciplinary or diverse groups</li> </ul> | <ul style="list-style-type: none"> <li>• Experience of major fundraising</li> <li>• Experience of business planning, analysis and management</li> </ul> |
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### Exemptions

The following are not eligible for the role of Chair of the Elvaston Castle Development Board:

- Anyone under the age of 18
- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent
- Anyone who is an undischarged bankrupt, or is the subject of a bankruptcy restriction order or bankruptcy restriction undertaking
- Anyone who has made a composition or arrangement with or granted a trust deed for, his or her creditors and has not been discharged in respect of it
- Anyone who has previously been removed from trusteeship of a charity by the court or the Commissioners
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986 or is the subject of a disqualification undertaking

## **B) Role Profile for Member of the Elvaston Castle Development Board**

### **Title: Member Elvaston Castle Development Board**

This is a volunteer position which is not remunerated, but agreed travel and childcare expenses will be reimbursed.

### **Purpose of the Role**

Members provide the knowledge, skills, expertise and capacity to enable the Development Board to undertake its work within its agreed Terms of Reference.

Members also provide the Board with wider contacts, access to key organisations and individuals, insights and perspectives to ensure the Board is well-briefed and in touch with issues within the Board's remit.

The duty of all Members of the Board is to act in the interests of the proposed single management body for Elvaston Castle and Estate, rather than to represent any particular interests or causes.

### **Tasks and Responsibilities**

1. To work as a member of the Development Board under the leadership of the Chair, and in particular, to contribute to the delivery of the Functions set out in Section 3 of the associated Terms of Reference (the Functions effectively form the core work programme for the Development Board)
2. To act as advocates for, and contribute to, the development of the proposed single management body for Elvaston Castle and Estate.
3. Provide leadership and expertise in specific areas, whilst working collectively and strategically to support the work of the Development Board.
4. Represent the Elvaston Castle Development Board, as required, in developing constructive and collaborative relationships with DCC, other local authorities, statutory bodies, local businesses, the community, funders and supporters.
5. Support and promote the work of the Development Board.

### **Time Commitment**

It is expected that membership of the Board will require about 1-2 days of time per month for each member. It is likely that this will include some evening and weekend working.

There is also likely to be a call on the Chair/Board members for more adhoc work from time to time, for example, public facing activity. Being responsive to reasonable requests of this nature is anticipated.

Appointment is for 18 months and may be renewed for a second term to a maximum of 3 years. (Note: there is a no certainty as to when the Single Management Body will be formally created, and there is no assumption that the Development Board will evolve into the Single Management Body).

### Person Specification

Members will be drawn from a range of backgrounds in the public, private, and charitable sectors, and will be willing to take a lead in a number of the following **key areas**, whilst also working collectively, beyond their own expertise, and strategically as a member of the Development Board:

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Business planning and finance</li> <li>• Regeneration and planning</li> <li>• Built and cultural heritage</li> <li>• Natural environment</li> <li>• Informing the governing document for the proposed single management body</li> <li>• Legal matters</li> </ul> | <ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Procurement</li> <li>• Partnership working with local government, commercial and charitable sectors</li> <li>• Community engagement</li> <li>• Public relations, the media</li> <li>• Property management</li> </ul> |
|---|--|

| Factor           | Essential   | Desirable  |
|------------------|---|--|
| <b>Knowledge</b> | <ul style="list-style-type: none"> <li>• Understanding and commitment to the Vision and Outcomes for Elvaston Castle and Estate</li> <li>• Knowledge and background in a number of the key areas listed above</li> <li>• Good networks in (local) government, business, the charity/voluntary sector or more broadly</li> </ul>   | <ul style="list-style-type: none"> <li>• Sound financial understanding</li> <li>• Understanding and appreciation of the heritage/greenspace sector, and the range of community and other benefits places like Elvaston Castle and Estate provide</li> <li>• Good understanding of project management</li> <li>• Knowledge of the local area</li> </ul> |
| <b>Skills</b>    | <ul style="list-style-type: none"> <li>• To act as an ambassador for Elvaston Castle and Estate</li> <li>• Strategic thinker and output orientated</li> <li>• Willingness and enthusiasm to devote the necessary time and effort to the development of the Elvaston Castle Development Board, and the proposed single management body</li> <li>• Ability to identify, build and maintain support and influence with stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>• High level business planning</li> <li>• Good organisational skills</li> <li>• Good, independent judgement and ability to think creatively</li> <li>• Impartiality, fairness and the ability to respect confidence</li> <li>• Ability to spot and effectively manage high level risks</li> </ul>               |

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|-------------------|---|--|
|                   | <ul style="list-style-type: none"> <li>• Team player, open and participative</li> <li>• Good communication and interpersonal skills, including communication across a range of media, tact and diplomacy. At ease with diverse audiences.</li> </ul>    |  |
| <b>Experience</b> | <ul style="list-style-type: none"> <li>• Proven experience of delivery of results in a management role and in a number of the key areas listed above</li> <li>• Experience of working with complex organisations and developing partnerships</li> </ul> | <ul style="list-style-type: none"> <li>• Experience of work at a Board level and/or senior management</li> <li>• Experience of business planning, analysis and management</li> </ul> |

### Exemptions

The following are not eligible from being Members of the Elvaston Castle Development Board:

- Anyone under the age of 18
- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent
- Anyone who is an undischarged bankrupt, or is the subject of a bankruptcy restriction order or bankruptcy restriction undertaking
- Anyone who has made a composition or arrangement with or granted a trust deed for, his or her creditors and has not been discharged in respect of it
- Anyone who has previously been removed from trusteeship of a charity by the court or the Commissioners
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986 or is the subject of a disqualification undertaking

July 2014

### **Appendix 3**

#### **Proposed recruitment process for Chair and Members of the Development Board**

##### **1. Application process**

###### **1.1 Recruit Chair first, then work with Chair to appoint Board**

###### **1.2 Applicants for the Chair and Board members will be asked to:**

- Complete a simple application form, asking
  - a) Why they are interested in the position, and the future of Elvaston Castle and Estate
  - b) How they meet the knowledge, skills, and experience required as set out in the role profile
- Provide a CV no longer than 2 pages in length
- Include details of two referees who may be contacted at the shortlisting stage

##### **2. Promoting the recruitment opportunity**

- Adverts – via appropriate media
- Through the networks of Senior Officers and Councillors in Derbyshire County Council
- Through Council for Voluntary Service (there are multiple ones in Derbyshire, and they charge for promoting volunteer activities)
- Through the Derbyshire, Nottinghamshire, and Leicestershire Chamber of Commerce
- Through the Lowland Derbyshire/Nottinghamshire Local Nature Partnership
- Through the South Derbyshire Environmental Forum Through National Trust Regional Advisory Board and related networks, especially in Derby/East Midlands
- Press release via NT to make it clear the Board is independent of DCC

##### **3. Short-list applicants**

Short-list by assessing the relative match of the applicants to the role profiles

#### 4. Interview applicants for Chair

Interview panel:

- Jeremy Goacher, Director of Property, DCC
- Councillor Paul Dunn, Chair of the Elvaston Member Working Party
- National Trust representative, potentially Steve Brown, Chair of the NT Midlands Regional Advisory Board
- Shared Assets representative

Include some of form of role play leadership assessment, to further test candidate's suitability.

#### 5. Appoint Chair

#### 6. Interview applicants for Members

Given the importance of the board dynamics, it's proposed a different approach is used in appointing the rest of the members.

It is proposed to invite all shortlisted applicants to a morning event at Elvaston, get them to do some group work together, and then have interviews with each of them – members of the Board are going to need to work well together from the beginning and it is often far more telling to see how people work in groups than it is to ask them about it.

Observation and interviews by the following panel:

- Chair of the Development Board
- National Trust representative
- Shared Assets representative

#### 7. Appoint Board Members

#### 8. Induct appointees

Induction led by Chair and NT Elvaston Castle Project Development Manager and DCC Project Manager (Corporate Property)