

Role of the Board

The role of the Board is to provide strategic vision, direction, and leadership to support the financial and operational stability needed to advance the mission of the Nottingham Castle Trust and promote its continued development and effectiveness.

The role of the Board includes:

1. Ensuring that NCT's charitable purposes are clearly established and regularly reviewed, that strategies are in place for them to be delivered effectively and sustainably, and that the charity's impact is regularly measured and evaluated.
2. Providing effective strategic leadership in line with the charity's purposes, mission, and values.
3. Ensuring there are proper arrangements for the appointment of the chief executive officer ("CEO"), setting the terms of the CEO's employment contract and objectives, evaluating the CEO's performance and where necessary terminating the CEO's employment.
4. Ensuring that the relationship between the Board and the CEO and senior leadership team ("SLT") balances support, scrutiny, and challenge and that the conditions are created in which those staff are confident and enabled to provide the information, advice, and feedback necessary to the Board.
5. Ensuring the effectiveness and efficiency of the Board by appointing a Chair, managing succession, and recruiting Trustees with the necessary skillsets.
6. Ensuring that NCT upholds principles of equality and diversity in every activity, and that there are plans in place to achieve the Board's diversity objectives.
7. Ensuring that NCT adheres to the highest standards of ethical and corporate behaviour and that the charity's reputation is safeguarded and promoted, having regard to legal and non-binding rules and best practice.
8. Ensuring that decision-making processes are informed, rigorous and timely with an appropriate and effective delegation, control, and risk management framework in place.
9. Achieving effective delegation by:
 - i. the regular review and approval of what matters are reserved for the Board, and which can be delegated to the CEO
 - ii. ensuring that Board Committees have suitable terms of reference and membership
 - iii. reviewing all key policies regularly
10. Ensuring that the voice of NCT's key stakeholders, including visitors, volunteers, funders and donors, and employees, is heard and their advice listened to and learned from.

11. Ensuring the effective management and monitoring the performance of NCT by:
 - i. ensuring that operational plans and budgets are set in line with NCT 's purposes and strategic goals
 - ii. agreeing with the CEO and SLT the information needed to assess delivery against agreed plans and timescales and reviewing on a timely basis
 - iii. scrutinising and supporting the CEO and SLT performance including evaluating the organisational, management and control structures in place

12. Actively managing and mitigating NCT's risks by:
 - i. ensuring an understanding and regular review of individual significant risks and their cumulative effect
 - ii. regularly reviewing the level of risk NCT is prepared to tolerate, maintaining an appropriate balance between prudence and over caution
 - iii. ensuring adequate processes for identifying, prioritising, and managing risks including NCT's system of internal controls

13. Agreeing and overseeing an effective process for appointing and reviewing external auditors and examiners.

14. Ensuring that the charity is open in its work (unless there is a good reason not to be), transparent and accountable.

15. Establishing policies for strengthening the performance of NCT including ensuring that management is proactively seeking to build the organisation through innovation and the use of technology while maintaining the highest standards of service quality and delivery enhancing the visitor experience.

16. Ensuring that NCT's resources (including financial assets) are managed responsibly and used only to support or carry out its purposes; that NCT is able to meet its debts and other obligations when they fall due; and that its financial statements are true and fair and conform with the law.

17. Determining how it will set the culture of the organisation, leading by example, and ensuring that individuals representing the organisation in any capacity do so in a way that positively reflects the values of NCT.

18. Ensuring that Trustees identify any training needs relevant to their role and carry out appropriate training.

The Board is committed to regular evaluation of the effectiveness and efficiency of its work and carries out an annual review thereof.

Person Specification

Effective governance requires a Board to have a range of skills and knowledge. These enable Trustees to ask the right questions, analyse data and have discussions which create robust accountability.

1. An enthusiasm, passion and commitment for supporting the mission, values and charitable aims of NCT.
2. Commit to the Nolan Principles of Public Life (provided below) and to respect the responsibilities of a Board with the Executive Team.
3. Evidence of contributing effectively to a Board and understanding of the responsibilities of a Trustee, the charity sector, governance and financial and legal regulations.
4. Experience of operating at a strategic level, and or successfully dealing with strategic issues, such as business planning to be able to support thinking, innovation and investment and ensure NCT remains focussed on key priorities.
5. Able to understand and interpret complex information such as financial accounts, legal agreements or other content to a level to ask pertinent questions and comprehend discussion and answers.
6. Demonstrate ability to be a strong team player with excellent interpersonal and communications skills and able to collaborate, support and build relationships with internal and external stakeholders.
7. Demonstrate a commitment to champion diversity, inclusion and the right to equal opportunity.
8. Able to bring specialist knowledge and experience to support the strategic mission and operational activities.
9. Able and willing to give the necessary time and effort to fulfil the responsibilities and duties as a Trustee and support NCT to build external relationships and partnerships.

Nolan Principles of Standards in Public Life

1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. Leadership

Holders of public office should promote and support these principles by leadership and example.