

HISTORIC SCOTLAND BOARD 21 AUGUST 2008

LOCATIONS AND THEMES OF PERIPATETIC MEETINGS FOR 2009

Purpose

1. To provide a chance to reflect on the use we make of the peripatetic board meetings, to help shape the programme for 2009.

Decisions/Actions required of Historic Scotland Board

2. Board members, particularly non-executive directors, are asked to consider what aspects of these meetings they find most useful, so that a final programme can be worked up for agreement at the next meeting in November. Because the lead time by then will be tight for the February meeting, the Board is also asked to consider whether it is content to make decision now about the location and focus of that month's meeting.

Key information the Board will need to support its decisions/action

3. For a number of years the Board has held alternate meetings outside HS headquarters (Annex A provides a reminder of what we have done over the past 2 years or so).
4. We do this for a number of reasons. It is worth pausing to ask ourselves whether these reasons remain valid and whether what we are doing achieves what we want. The justification for the investment of time and other resources in these events is that:
 - The tours have a strong **educational** element. They provide the NEDs, in particular, with the chance they would not so easily get otherwise to learn more about the broad range of activities undertaken by the agency, to assist them in carrying out their strategic functions on the Board. Is this model working effectively as a way to do that, from the perspective of the NEDs?
 - The tours are also intended to help **build external relationships**, particularly through the dinners and any discussions during the day with local stakeholders. How well do we think this is working? Should the programme be more explicitly driven by any need we identify to strengthen local relationships in particular areas?
 - Meeting regularly away from the Edinburgh HQ is also intended to send a clear message that we want to operate as a **genuinely national organisation**. Could we make more of that?
 - The tours also help increase the **visibility of the Board to staff**, both those based outside Edinburgh and those based in the city who become involved in briefing the board. In practice, staff from PIC and the Inspectorate, and to a lesser degree grants and TCE, are

the ones involved most often with these events. Do we agree that it is simply inevitable that the tours will tend to bring staff in certain areas into contact with the Board more than others?

- These events have also proved to be a valuable way of **team-building** for the Board itself, creating far more opportunity for informal discussion between Board members. Are we agreed that continues to be a useful function?

5. The way we do this has developed over time. The only obvious intrinsic drawback to the current model – generally an early departure, with a day or so of visits, a dinner and a board meeting, taking the better part of two days - is the significant demand it makes on the time of directors, and again particularly the NEDs. Are we using that time the best way we could?

6. An alternative would be a less ambitious programme for the tours (say, not requiring departure from Edinburgh before lunchtime on the first day) supplemented by a few separately organised visits for NEDs (and other directors if they wish) to look at aspects of the Agency's work in months when there are no Board meetings. Is that something NEDs would prefer?

7. In terms of selecting locations, we decided at the February 2008 HSB meeting that the planning of peripatetic meetings should be driven by taking themes as a starting point, rather than simply identifying particular sites of interest. We have followed this approach for the June and November 2008 tours.

2009 Programme

8. It is useful to agree the programme as early as possible, so that we can approach local stakeholders well in advance of the dinner and for any other discussions we wish to have.

The 2009 meetings have been arranged for:

- 25/ 26 February 2009 – Tour
- 27 April 2009 – Longmore House
- 24/ 25 June 2009 – Tour
- 24 August 2009 – Longmore House
- 28/ 29 October 2009 – Tour
- 17 December 2009 – Longmore House

9. It would be helpful to identify the theme and location of the February tour before our next meeting in November. Simply looking at where we have recently been, there is a good case for choosing Glasgow, to provide a comparison to Edinburgh, in terms of the type of development issues facing the city and the city's approach to these. There is also a strong history of HS grants investment in Glasgow and a newly established City Heritage Trust. There is potential for interesting discussion with the Council, the Trust and others about dealing with buildings at risk.

10. Other potential themes would be to look further at the issues (for HS and other stakeholders) in remote, rural areas (Argyll and Bute?); [**Colleagues** – any issues you would like to expose the board to and thoughts on good locations for doing so?].

Advice and Conclusions

11. The Board is invited:

- To comment generally on the way we use peripatetic meetings, particularly whether the time-commitment required of NEDs is matched by the value they get from these events and whether there is any other model we could be following in terms of providing NEDs with exposure to the agency's work;
- To agree that we should go to Glasgow in February, to look at general issues outlined above;
- To agree that the SMT will develop a more detailed programme for 2009 in the light of this discussion, for agreement in November.

Policy Group
August 2008

HISTORIC SCOTLAND BOARD TOURS 2006-2008

Orkney (June 2006)

Main Themes: Monuments
Conservation

Sites Visited: Maeshowe, Tormiston Mill, Ring of Brodgar, Skara Brae, St Peter's and conservation area (Kirkwall).

Aberdeen (October 2006)

Main Themes: Grants
Listing
Buildings at Risk

Sites Visited: St. Nicholas Church, Castlehill area, City Heritage Trust Tour (the Town House, Broad Street Musa, Exchange Street, Tivoli Theatre).

Galashiels/ Melrose (February 2007)

Main Themes: Post-war Listing
Landscape and Archaeological issues

Sites Visited: Dryburgh Abbey, Abbotsford, Galashiels, Fairydeen Stadium and Langlees, Melrose Abbey.

Dundee (June 2007)

Main Theme: Regeneration through planning and sustainable re-use.

Sites Visited: Camperdown Works, Dundee's City Quay, Claypotts Castle, Gardyne's Land, Dundee House, Dundee Contemporary Arts Centre.

Dumfries (October 2007)

Main Theme: General challenges posed by conservation and maintenance of major PiC's.

Sites Visited: Sweetheart Abbey, New Abbey Corn Mill, Lichluden, Caerlaverock Castle.

Perth (February 2008)

Main Themes: Industrial heritage
Urban issues
Conservation/ Monuments

Sites Visited: Stanley Mills (mixed use property – education, residential etc.), Perth town

centre (walking tour including shop fronts and buildings at risk), St. Serf's Church and Dupplin.

Edinburgh (June 2008)

Main theme: The challenges facing Edinburgh as a World Heritage Site and as a city

Sites Visited: Edinburgh Castle
CEC offices – lunchtime discussion with Dave Anderson and Will Garrett.
Walking tour – city centre including Caltongate, St. James' Centre, St. Andrew's Square, BHS listing case, George Street.
EWH offices – meeting with Charles McKean and Jane Jackson

Ayrshire (November 2008)

Main Themes: Status/ Role of the Historic Environment in rural and economically less developed areas (e.g. relationship to SDRP).
The Agency's relationship with Local Authorities.
Investment in major projects

Sites to be Visited: Dumfries House
East Ayrshire Council Offices – lunchtime discussion with CE
Kilmarnock – CARS Scheme/ Grants