

**HISTORIC SCOTLAND BOARD****PROPOSED REVIEW OF HSB'S FUNCTIONS AND OPERATION  
AND THE FORMAT OF HSB MEETINGS AND TOURS IN 2010****Purpose**

1. To invite the Board to consider the scope of a review of the functions and operation of the Historic Scotland Board (HSB) as part of the Agency's governance arrangements; and to consider the format and location of HSB meetings, tours and other activities in 2010.

**Decisions/Actions required of HSB**

2. The Board is invited to:
- Consider the scope of the proposed review of HSB's functions and operation; and
  - Approve the suggested programme of HSB meetings, tours and other activities in 2010.

**Background information**

3. HSB was established as an advisory board in 2005 in response to the last Review of Historic Scotland. It is recognised that surprisingly little information about the Board is presently available for members, HS staff or the public. The Non-Executive Directors have recently expressed a wish for more clarity about their role, and the current Audit Scotland study has thrown up a number of areas where improvements could be made.

4. In view of the Shaping Up Review and the changes taking place within Historic Scotland, and now that HSB has been in existence for 5 years, this seems an opportune moment to review the Board's functions and operation as part of the Agency's governance arrangements, and to provide more information about the Board for members, staff and the public.

**Proposed review of HSB's functions and operation**

5. Annex A sets out the possible scope of a review – presented here as the suggested contents list of a guidance document for HSB members and senior staff. A shorter version(s) could be published on the HS intranet and website in due course. This list of topics is adapted from the Scottish Government's *On-Board Training Guide* (2006) and the OPM and CIPFA report, *The Good Governance Standard for Public Services* (2004).

6. The development of the guidance offers a mechanism for the Board to review its functions and operation, and to clarify roles and responsibilities, both of the Board as a whole and individual members. It should also prompt improvements in a number of areas and procedures, for example, inductions and training, performance appraisals, guidance on fees and expenses, register of members' interests, etc. It should be recognised that this process will require a good deal of work on the part of both the Board and Secretariat.

7. It is proposed to build and develop the guidance during 2010, with individual sections and procedural guidance approved and implemented as they are completed.

## Board meetings and tours in 2010

8. The revisions proposed here respond to suggestions made at recent HSB strategy meetings. What follows is a suggested programme for Board meetings and tours in 2010. The success (or otherwise) of the programme should be reviewed at the end of the year.

### HSB Meetings

9. It is proposed that the Board continues to meet six times per year. Four of the meetings would be 'home' meetings and take place in Longmore House. Two of the meetings would be 'away' meetings and take place elsewhere in Scotland. A proposed schedule for 2010 is attached at Annex B.

10. The home HSB meetings would each last one day, with half a day for discussion of strategic issues and half a day for operational matters. A suggested template for a typical home meeting is attached at Annex C.

11. In order to make the best use of time on tours, the away HSB meetings would normally last half a day and focus on operational matters. It is expected, however, that discussion of some strategic issues would arise during the tour (see below).

12. Annex C also contains suggestions for some immediate improvements to the presentation and content of papers and minutes of HSB meetings. In particular, it is proposed that the minutes of future meetings should be published in full, which will have implications for the way that meetings are recorded. In addition, a revised template will be issued to ensure that all papers and minutes are presented in a consistent 'house' style.

### HSB Tours

13. Traditionally, alternate meetings have taken place away from Longmore House (three times per year) and have included a tour and hosting a dinner for local stakeholders. The purpose of the tours has been defined previously, as follows:

- to have a strong educational element;
- to help build external relationships, particularly through the dinners and any discussions during the day with local stakeholders;
- to operate as a genuinely national organisation;
- to help increase the visibility of the Board to staff; and
- to be a valuable way of team-building for the Board itself.

14. It is proposed to continue the tradition of peripatetic meetings, but in future there would be fewer, but better-focused and more productive tours. Tours would continue to fulfil the purposes above to a greater or lesser extent, with the building of external relationships remaining an important function. However, the primary aim of future tours would be for the Board to consider a topical or strategic theme, or a particular set of issues facing an area, wherever possible working with local stakeholders. Suggestions so far have included: post-War buildings; climate change impact and adaptation; the sustainability of small historic towns; and the future of the ecclesiastical heritage.

15. To achieve better-focused tours, there will need to be more flexibility in planning, depending on the nature, location and theme of the tour. For example, sometimes a seminar, public meeting or other activities might be appropriate as well as, or instead of, a stakeholders' dinner. Board members could be more involved during the planning stages: one possibility would be to nominate a Non-Executive Director to act as a corresponding

member of the planning group for each tour. The length of tours could also vary depending on theme and location, from 1.5 to 3 days.

16. A tangible outcome(s) or product(s) would be expected to emerge from future tours. At a minimum, a short illustrated report should be produced summarising sites and places visited, discussions held, key impressions, and issues for HS and others to consider further. This would be disseminated to local stakeholders and published on the HS website if appropriate. Other outcomes might range from setting up a new initiative(s) with local stakeholders, or re-prioritisation of local issues or cases, to the publication of new guidance.

17. It is proposed that tours will take place in April and August in 2010. In order to honour commitments made last autumn, the April tour will be to the Antonine Wall. Its theme will be the Management of World Heritage Sites. The Board is invited to consider and suggest possible locations and themes for the August tour, which could take place over 2-3 days in a remoter area if wished. Annex D lists the locations and issues covered on previous HSB tours to aid this discussion.

### **Other activities in 2010**

18. The need for HSB training has been agreed previously. It has been decided to invite CIPFA to provide a one-day bespoke training course for HSB in early 2010. This would be based around the *On-Board Training Guide*, but aimed specifically at the Board of an Executive Agency. It will be followed by a facilitated session to identify other HSB training needs. This expert training should in itself assist the process of review of the Board's functions and operation.

19. The first 'Meet the Board' event for HS staff is taking place on 17 December. Similar events could be arranged in the margins of some or all home HSB meetings during 2010, perhaps with smaller groups of staff invited. It is suggested that the Board considers the frequency and format of future meetings with staff in the light of experience of the 17 December event.

20. There is of course scope for additional or 'special' HSB meetings as required during the year, such as additional strategy meetings, summits with stakeholders, or visits to projects/sites. Indeed, occasionally the Board might decide to hold a 'home' meeting away from Edinburgh (as happened in August 2009 when the meeting was held in Stirling).

21. Another priority for 2010 will be to raise awareness of the activities and profile of HSB. The scope and quality of information about HSB on the HS website and HS intranet needs to be improved. In addition, the Board may wish to consider publishing short pieces about its membership and activities in the Friends' magazine, *Historic Scotland*, and the staff magazine, *Historic Times*.

### **Advice and conclusions**

22. It is recommended that the Board approves the programme proposed here for 2010 and evaluates the revised guidance and other arrangements at its December 2010 meeting.

### **Financial Implications**

23. There could be savings of up to £4,000 per year by doing 2 tours instead of 3, although this would be reduced by any different or additional activities the Board decides to undertake as a result of the wider review of its operation.

**Presentation**

24. The Communications and Media team will advise and assist with raising awareness of the activities and profile of HSB (see para 21). A press release to the local media should be issued routinely in advance of HSB tours. Other press releases could be issued periodically covering other noteworthy HSB activities and events.

25. More coverage of HSB activities inevitably runs the risk of attracting negative comments or FOI requests (on costs of tours for example), but these are outweighed by the public interest in having greater access to information about HSB and its activities.

Olwyn Owen  
Secretary to the Historic Scotland Board  
8 December 2009

## Review of the Functions and Operation of HSB

### Suggested contents of guidance

1. Introduction to HSB and the principles of good governance
2. Historic Scotland's purpose and outcomes for citizens and service users
  - HS's purpose and intended outcomes
  - Making sure that users receive a high quality service
  - Making sure that taxpayers receive value for money
3. Appointments to HSB
  - Selection process
  - Duties
  - Terms and conditions (including remuneration)
  - Induction, training and CPD
  - Performance appraisals
4. Functions, roles and responsibilities
  - The role of the Board
  - The conduct of Board business
  - Corporate planning and strategy
  - Framework of strategic control
  - Relationships with stakeholders
  - The role of the Minister
  - The role of the sponsor department
  - The Board as employer
  - Diversity and human rights
5. Individual roles and responsibilities – values and behaviour
  - Core values of HS and putting them into practice
  - Standards of behaviour (code of conduct, conflicts of interest)
  - Balance of power and authority
  - Chief Executive
  - Executive Directors
  - Non-Executive Directors
  - Secretariat
  - Key relationships
6. Organisational Structures and Processes
  - Statutory accountability
  - Accountability for public money
7. Financial reporting and internal controls
  - Periodic reporting and internal controls
  - Risk management and internal audit
  - Audit Committee (and external auditors)

8. Communications and visibility

- with partners and stakeholders
- with HS staff
- with the general public
- FOI requests
- Redaction of HSB material

9. Day-to-day operational matters

- Frequency and location of Board meetings / tours / special meetings
- Tours – frequency, purpose, format
- Agendas – formation, content, ordering

ANNEX B**Summary of the proposed programme of HSB Meetings in 2010**

- There will be 6 meetings per year (as now).
- There will be 4 home meetings and 2 away meetings.
- **Home meetings** will take place in February, June, October and December.
- Each home meeting will last one day, with half a day spent on operational matters and half a day on strategic or 'hot' issues.
- Members will also need to allow one extra day in early 2010 for HSB training.
- **Away meetings** will take place in April and August.
- The April 2010 tour will be to the Antonine Wall. The location of the August tour has not been decided, but it could be spread across 2-3 days if visiting a remoter area.
- Each HSB tour will take 2 days (exceptionally 3 if touring remote area). This will include: 1 or 1.5 days tour; and 0.5 day HSB meeting (the latter mainly focused on operational matters).
- HSB tours will have a clearly defined theme(s) and purpose, and will include engagement with local stakeholders.

**If agreed, the outline for 2010 meetings would be as follows:**

22 February	Home meeting
w/c 26 April	TOUR (Antonine Wall) – 2 days
w/c 21 June	Home meeting
w/c 23 August	TOUR (location to be decided) – 2/3 days
w/c 18 October	Home meeting
w/c 13 December	Home meeting

ANNEX C**The format and agenda of HSB home meetings**

Meetings would last from 10.00 –16.30 hrs (approx). The format and agenda of a typical home meeting might be as follows:

**Morning – operational matters**Standing items on morning agenda

1. Apologies
2. Minutes of previous meeting (operational)
3. Matters arising
4. Chief Executive's Update
5. Performance Management
6. Finance Report
7. Audit Committee Report
8. KPTs Report – on a quarterly basis
9. Human Resources Report
9. HSI Report – on a quarterly basis
10. Risk Report – on a quarterly basis
11. Communications and Media (and Fol) Activity Report
12. Review of HSB functions and operation - update
13. AOB

13.00 Buffet lunch provided

**Afternoon – strategic issues and 'hot' cases**Afternoon agenda

1. Minutes of previous meeting (strategic)
2. Matters arising
3. Chief Executive's Strategic Update
4. [Strategic topics ...]
5. 'Hot' cases
6. AOB

**Minutes of HSB meetings**

In the past HSB meetings have been recorded fully, and the Minutes have been redacted before publication on the HS website. It is proposed no longer to redact the Minutes, but to record HSB meetings in such a way that the Minutes can be published in full.

**Accompanying papers and presentation of papers**

Accompanying papers will be provided in full to the meetings. Clearer guidance will be provided as part of the review of the operation of HSB on the type of papers that should have a restricted circulation and/or be redacted before publication.

It is intended to tighten up on the presentation of papers now. A revised template will be issued shortly to ensure that all papers and minutes are presented in a consistent 'house' style. Meantime, members may wish to consider the presentation and layout of today's papers as an example. Please let the Secretary have any suggestions for improvement.

## **Locations and issues covered on previous HSB tours**

### Orkney (June 2006)

**Main Themes:** Monuments; Conservation

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

### 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, 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 PiCs.

**Sites Visited:** Sweetheart Abbey, New Abbey Corn Mill, Lincluden, 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 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 (eg. relationship to SDRP); the Agency's relationship with Local Authorities; and investment in major projects

**Sites Visited:** Dumfries House; East Ayrshire Council Offices – lunchtime discussion with CE; Kilmarnock – CARS Scheme/ Grants.

Glasgow (February 2009)

**Main Themes:** Strong regulatory focus.

**Sites Visited:** George Square / Queen Street HSI cases; Britannia Music Hall; Merchant City THI (meeting Liz Davidson); Garnethill; Glasgow Meat Market; Castlemilk Stables.

Argyll (June 2009)

**Main Themes:** Scottish Rural Development Programme; relationships with local authority and landowners; interaction with museums.

**Sites Visited:** Rothesay; Wester Kames Tower; Kilmartin Glen; meeting with Argyll & Bute Council on Townscape Heritage Initiative.

The Antonine Wall (April 2010)

**Main Theme:** The Management of World Heritage Sites.