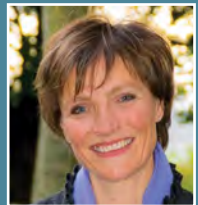




Direction



The official membership magazine for the Institute of Directors in Scotland



An award winning line-up

Finalists for the IoD Director of the Year





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From innovation to opportunity



As Scotland and the rest of the UK edges slowly out of lockdown, business leaders – and the IoD – are realising that new skills are going to be needed to thrive in the ‘new normal’, says IoD national Chair **Aidan O’Carroll**

While I pull this note together, we are beginning to see, both in Scotland and the rest of the UK, the early signs of the easing of the lockdown measures, both from a personal and business perspective.

It is hard not to forget that Covid-19 remains a clear and present danger in our country and we should all play our part in acting responsibly as we build ourselves and our businesses back to some form of health. No one can underestimate the challenges involved and we can only hope that the resilience, innovation and determination shown by so many in our economy leading into this crisis comes to the fore and brings a sense that there are better times ahead of us.

At the IoD we have worked hard to ensure our members’ voices have been heard and we have raised our game significantly with both Scottish and UK Governments to try to ensure that the measures that will support a reboot, stave off potential collapse, and help our members rebuild have been introduced at speed. There is more to do and we will continue to put all of our efforts into ensuring your voices continue to be heard and that the practical measures that we have influenced can be tailored more effectively as we move forward.

We have, of course, our own issues to sort out internally at IoD and I can assure you all that all

necessary steps have been and will continue to be taken to ensure that the IoD comes through this crisis and rebuilds our own proposition with you, so that you can be assured of the value that membership brings.

There has never been a more important time for us all to learn new skills so that we can adapt to the future economy and the very different models we will be working with. It is vital that we instil in the leaders and directors in Scotland the best training, the highest levels of good practice, the ability to learn from each other, and for the IoD to provide the unique forum for participation in the new realities. That is why we are moving fast with digital learning, running more relevant and timely webinars, coming up with new ways in which we can network digitally, and ensuring our members have access to the best mentoring, advice, and up to date information that will help them in their journeys to build a better working world.

Thank you, all of you, for taking the time to participate, to engage and share your views, and to be active members of this great organisation. Please do take the time to visit the website (www.iod.com) where you will find out just how much you can access that will help you and your teams navigate through uncertainty and to build resilience as we come out of these challenging times.

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Cover: Every one a winner. The nominees for the IoD Scotland Director of the Year Awards. See **pg 30**

Save the date - IoD Scotland Conference 2020

Thursday 5 & Friday 6 November

Save the date: We are holding the **IoD Scotland Annual Conference** on Thursday 5 and Friday 6 November.

As you can imagine, it is difficult for us to give you firm details of where – or how – we will be hosting this event, but we can confirm that we have secured three top-flight speakers to present to us:

- **John Barclay**, Former Scotland RFU Captain
- **Kate Forbes MSP**, Cabinet Secretary for Finance
- **Robin Watson**, Chief Executive, Wood Plc

Further speakers will be confirmed over the summer, and full details of the event will be available in the autumn.

But for now, Save the Date! To register your interest or for more information, please contact conference@firstcityevents.co.uk or call **01577 865498/ 07711 432745**



Data is more important now than ever

Executive comment: As business leaders, we know that the success of our organisations depends on our ability to take data-driven decisions. Why, then, are the governments so vague about the data that has underpinned their coronavirus decisions, asks IoD Scotland National Director **Malcolm Cannon**



As humans, we make important decisions regularly throughout our lives, from what subjects to pursue at school, to which career pathway to choose. Similarly, we consider many different options before deciding on a car, house, holiday destination or even a life partner.

On a micro level, smaller decisions like what to cook for dinner, which pair of shoes to buy or which Netflix series to watch infiltrate our lives every day.

With each of these occasions we rush our decisions at our peril. The basis of good decision making is collecting the facts, weighing up the risk factors, and deciding on the best course of action.

This is no different in business. We rely heavily on accurate and timely data to help inform our plans. Fundamentally, data-driven decision making means working towards key business goals by taking advantage of verified, analysed data rather than merely shooting in the dark. And this is even more true during a crisis.

Leaders of businesses in private, public and third sectors need robust and trustworthy information to run their operation effectively, to make judicious changes and to focus energy and resource in the right areas. Strong leaders will then share these data sets with their teams, to collect opinions and make informed decisions about the short and medium-term future. This transparency not only reassures the

Board that the necessary level of scrutiny has been undertaken, but also builds trust with the wider organisation and its stakeholders.

So it is not surprising that we are beginning to pick up whispers of concern over the lack of visibility of data on which massive decisions are being made by governments right now. Not only does there appear to be a lack of clear and concise data, but what information does exist is not being made readily available to businesses.

Some of this is understandable; after all, this is a unique situation. The 'first of its kind' nature of the Covid-19 pandemic means that we have no previous evidence or data upon which to base decisions. Much of the information is being gathered on a week-to-week basis, making it extremely difficult to produce any kind of long-term strategy position. But where this is causing perhaps the biggest angst to business leaders is the resulting misalignment of the four nations' response to the crisis.

There is some logic in the timing differences between nations, but it would, nonetheless, be very useful to see the raw data on which these 'when' decisions are being made. But why would there be differences in the 'how'? On what evidence should visiting a shop, working on a construction site or sitting in an office vary depending on whether you live north or south of the border?

Transparency of the research and figures would give business leaders, their teams, stakeholders and the general public reassurance that these decisions are well-informed during this critical phase, and go some way to restarting the economy and returning to some kind of normal.

We appreciate that this is an ever-changing situation, but we also know that businesses simply must have the opportunity to begin operating at some capacity again.

Of course, doing this safely is the top priority, but it's near impossible to create an exit, or re-entry, plan without having those all-important facts. Clarity from Government is necessary on timescales, social distance requirements and provision of PPE, as well as many other necessary measures.

During the last few months, businesses have been forced to make decisions which could be the difference between going under during this pandemic, or coming out the other side. Some of these have necessarily been gut decisions based on minimal data. Providing as much data and transparency around future plans is vital for leaders to plan next steps, and keep the economy going.

The IoD will continue to push for that data to help inform your plans for re-entry into the market.

Congratulations to our newest Chartered Directors

IoD Scotland would like to congratulate Jonathan Parkes and Malcolm Kpedekpo who have both recently completed their Chartered Director qualification.

Jonathan, who is director of Catalage, and Malcolm, a partner at Panoramic Growth Equity, received their qualifications in the last couple of months.

If you would be interested in our Chartered Director programme, please contact Natasha Ure to find out more via Natasha.Ure@iod.com.



Jonathan Parkes



Malcolm Kpedekpo

Innis & Gunn submit plans for Heriot-Watt University brewery

Heriot-Watt University and Innis & Gunn are uniting to open a new brewery and “world centre for brewing studies” to form the first collaboration between a university and brewer.

If planning is granted, the facility at the Heriot-Watt’s Riccarton campus research park will be Edinburgh’s first major new brewery in 150 years.

According to the university, the tie-up could encourage new talent within its International Centre for Brewing & Distilling. Meanwhile, Innis & Gunn say the £20 million facility would allow them to bring in lower-energy equipment and reduce their carbon footprint by 30%.

The new development would also create 30 new jobs for the brewer which is currently based in Randolph Crescent.

Dougal Gunn Sharp, master brewer and founder, says he is “excited” about the prospect but, since the pandemic hit, it is unknown when the planning



application will be decided.

He stated: “In normal times we would expect this process to take three or four months. However, because of the Covid-19 situation we are not able to say how long this stage might take.

“Right now our priorities remain the welfare of our staff and ensuring the continuing supply of Innis & Gunn beers to our key customers in the UK and overseas, where we have seen surging demand since the start of this crisis.”

Wellbeing projects receive £8m funding boost

Projects supporting mental health and wellbeing have been awarded more than £8 million to support people who are feeling isolated during the coronavirus pandemic.

The funding, which was allocated to 344 projects across Scotland, included those who are self-isolating or shielding.

The grants form part of the Scottish Government’s £50 million Wellbeing Fund designed to people through the pandemic.

Communities secretary Aileen Campbell said: “Adjusting to life under lockdown is tough and although we have all found it difficult, for some, the strain on their mental health and wellbeing has been a real struggle.”

Space and Broomhouse Hub in Edinburgh is using £20,500 worth of funding to provide services to support mental health and combat isolation for a range of age groups. That includes keeping in touch by phone with elderly people who are self-isolating and providing food parcels and ‘boredom buster’ packs to families.

In Dumfries and Galloway, the **Lincluden After School Group** has used £15,841 of wellbeing funding to provide extended respite care services for parents of children with additional support needs, helping to prevent burnout and maintain stability during the crisis.

The fund is being delivered through national organisations and funders including the Scottish Council for Voluntary Organisations (SCVO), Corra Foundation, Inspiring Scotland, Impact Funding Partners, The Hunter Foundation, The STV Children’s Appeal, and Scotland’s 32 third sector interfaces (TSIs).



Edinburgh Trams extension to restart following Covid-19 halt

A construction site that will support the extension of the Edinburgh Trams has reopened following closure imposed as a result of the Covid-19 pandemic.

Site preparations which recommenced on 1st June will help the tram works get back up and running. The works include “infection control stations, additional water stations and toilet facilities” so

that construction workers can return safely. As part of the new procedures in place, workers will need to follow social distancing with staff on site being kept to a minimum.

When the extension is complete in two years’ time it will add almost three miles to the track with eight more stops between York Place and Newhaven.

Epilepsy Scotland named IoD Scotland Charity of the Year

We’re proud to announce that our 2020 Charity of the Year is Epilepsy Scotland. We’ll be supporting the charity over the next 12 months with

various fundraising efforts, including a prize draw at the Director of the Year Awards in September.

• More on awards: see pg 30

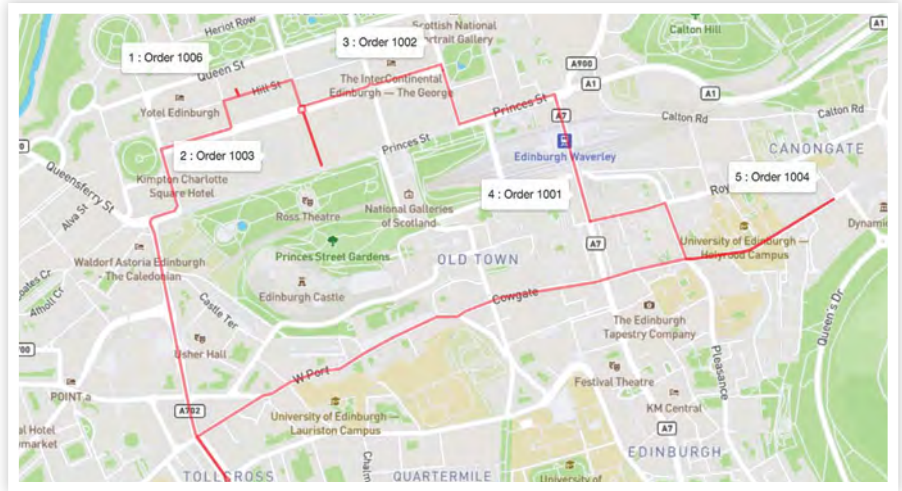


Napier lecturer's app gives firms Foodel for thought

Technology has come into its own during the pandemic and with many hospitality businesses fighting for survival, an Edinburgh Napier University lecturer has created an app to help local businesses and charities organise home deliveries during the Covid-19 lockdown.

Dr Neil Urquhart created Foodel to help local businesses sort their deliveries into an efficient order. Originally designed to teach students about practical uses of artificial intelligence, the app also produces maps and schedules.

It is already being used by a café in Edinburgh's Morningside, and Neil is also working with other businesses and



charities to make the technology as user-friendly as possible.

He said: "The routing is driven by artificial intelligence and is based on research carried out here at the School of Computing. The app is free to download

from www.foodel.info for any organisation to make use of free of charge, and is one of a number of Edinburgh Napier initiatives designed to support our communities through these troubled times."

St Andrews students' social enterprise ships 150,000 masks

Two St Andrews students have set up a social enterprise which has supplied more than 150,000 protective masks after being told individuals and companies inflate their prices for PPE.

Frederik von Reiterdank and Cogan Wade set up the social enterprise, Mask Brothers, and through contacts in the UK and Hong Kong made through their involvement with the charity Students Against have sourced reasonably priced PPE to buy wholesale from European import and export firms, and have sold masks to as far away as California at cost price.

Von Reiterdank, from Amsterdam, said: "There are a lot of counterfeit products out there, and products that are of the right quality are being sold at extortionate prices. The cheapest retail price we have seen is 2x wholesale whereas typical retailers sit at around 1.3x wholesale price."

StudentsAgainstCorona, which Frederik co-founded, has also delivered groceries to more than 700 people in the UK, made gift bags for NHS workers, has facilitated more than 80,000 meal deliveries in India, given classes on the virus and hygiene in Pakistan schools and donated 350kg of food to families in Gambia.



The Mast Brothers - alias Frederik von Reiterdank and Cogan Wade

New CEO thinking big for Scotland's manufacturing

John Reid has been named as CEO of the new National Manufacturing Institute Scotland (NMIS).

Reid, who formerly headed up Michelin in Dundee, will lead the manufacturing research and development facilities, to be operated by the University of Strathclyde at the Advanced Manufacturing Innovation District Scotland near Glasgow Airport.

Reid said: "As someone who has dedicated his career to large-scale manufacturing in Scotland, I'm honoured to have this opportunity to be part of a talented team with the sole focus of driving and supporting advanced manufacturing in Scotland."

"It's a mission that is now even more important as the world economy finds new ways of working and recovers from the impact of Covid-19."

NMIS will aim to strengthen links between industry, academia and the public sector, operating a fully digitalised factory of the future, skills academy and collaboration hub for manufacturers.

NMIS is supported by Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, High Value Manufacturing Catapult, Skills Development Scotland, Scottish Funding Council and Renfrewshire Council.

Brodies launches online training

Brodies has launched an online training programme with backing from the Law Society of Scotland to allow all newly qualified solicitors to continue learning and networking during lockdown.

More than 120 newly qualified lawyers have signed up for the free sessions called Breakfast with Brodies. The initial 12 seminars will run weekly until mid-August and cover topics including family law and real estate,

corporate governance and electronic means of concluding contracts, sessions.

Brodies managing partner Nick Scott (pictured) commented: "We have a responsibility to our sector, and to those beginning their legal careers, to do what we can to provide learning and development opportunities and help them connect with their peers."





Keeping the grey matter entertained in lockdown

It's fair to say we have all spent more time at home than we might have in years and it has been far from fun and games.

However, if you feel the need for a little escapism and haven't picked up a new skill or activity, we have collated a few to keep you busy over the summer.

These aren't about putting more pressure on yourself, but may prove to be a little therapeutic. Here are a few of our favourites:

Join an online art class: Makings and Musings is offering online classes, all with a focus on mindfulness. Ask questions via the livestream and watch live demonstrations of new painting techniques. It's a good for families too, with daily creative classes for kids, reading from a book and illustrating simultaneously.

Consider yoga and meditation: Many yoga studios and classes have taken their sessions online. With many different styles, this may prove positive to breathe away stresses from the day.

Perfect your cocktail skills: Head online and make the most of your drinks cabinet. *The Evening Standard* has a quarantine cocktail club, offering fresh and interesting ideas every week.

...while we are at it, how about **virtual wine tasting**? If cocktails aren't your thing, try learning about wine during lockdown. wineeventsscotland.co.uk is hosting tastings and courses via Zoom

Get into genealogy: In a time when we are unable to see loved ones, it can be a comfort to learn more about our families. The National Archives and National Records of Scotland are a good place for people interested in genealogy to begin, with census, military, land records, immigration and naturalisation all ready to explore. An idle half hour online can easily turn into much more.



UK consumer spending drops over a third as Covid-19 bites

While media consumption has risen, overall spending shrunk by more than a third in April as shops shut to limit the spread of Covid-19.

Despite a strong performance of grocery and online sales – at *Direction*, we now know our Amazon delivery man by first name – consumer spending fell 36.5 per cent in April compared with the same month in 2019. The data from Barclaycard found that this is by far the largest contraction since the company started recording sales five years ago; it also follows a 6 per cent drop in March.

Spending in supermarkets rose 14.3 per cent as people prepared more meals at home. Online spend on eating and drinking, which includes takeaway food, rose 25 per cent.

However, the main driver for the



decline were a near-halving in travel spending and a 97 per cent fall in sales for bars, pubs and clubs.

Coronavirus boosts media consumption

As our movements have been heavily restricted over the last three months, one thing that hasn't suffered is our consumption of media.

In a survey by Statista, a third of respondents revealed that they were reading more newspaper content, and just under half were watching more live TV. In addition, over a third of people (39%) were streaming more content. This figure was surely bolstered by

almost five million British households that signed up to streaming services since the coronavirus lockdown began to alleviate the impact of the restrictions. Most popular options on Netflix in the UK include a documentary on the life of Jeffrey Epstein to new Steve Carrell comedy, *Space Force*. At *Direction*, we've been all about a little comedy to bring some levity to our lives during lockdown.

Google gives employees WFH allowance

Google is giving its employees who work from home during the Covid-19 pandemic \$1,000 allowances to cover equipment costs.

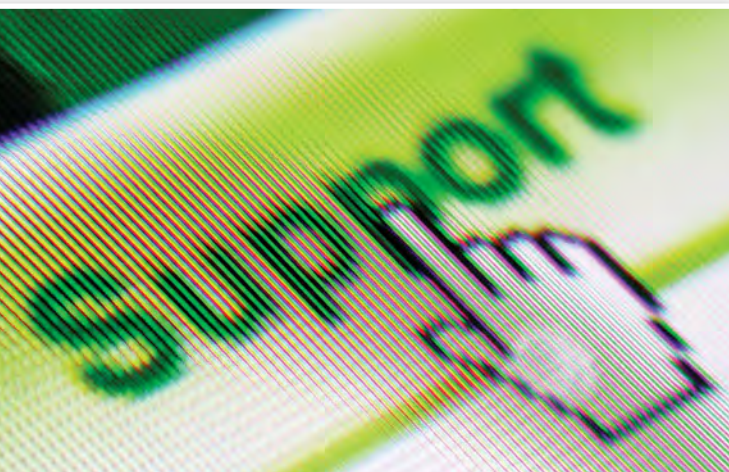
However, its CEO, Sundar Pichai isn't abandoning all hope on the company's campuses, stressing that working in offices still has value. From 6th July, Google will begin to reopen more of its city-based offices to allow those Googlers who need to come back to the office – or those with the capacity – the opportunity to do so on a rotational basis.

Although the company plans a more flexible policy on work in the future, Pichai emphasised the value of a Google offices. "Our campuses are designed to enable collaboration and community — in fact, some of our greatest innovations were the result of chance encounters in the office—and it's clear this is something many of us don't want to lose," he wrote.



IoD Scotland

How we're helping you through the coronavirus crisis



IoD Scotland has been hard at work throughout the Covid-19 crisis, talking to our members about their concerns and lobbying governments on your behalf to ensure the right structures and assistance is in place to help your business survive this most challenging of times. We've also been hosting webinars – many free of charge – on vital topics to help you establish the skill-set you need, and we've moved our directors' professional development online so you can continue to develop the skills to lead your organisation through to the other side of this crisis. We are here to help.

For more information contact the IoD Scotland office, on **0131 557 5488** and keep up-to-date with the latest news on business support packages, IoD webinars and director development courses at www.iod.com

DON'T FORGET

When life goes back to normal post-Covid-19, you can take advantage of the IoD's free members lounge network across Scotland and the UK.

- Scotland Hubs:
- IoD Scotland, 10 Charlotte Square
 - 200 SVS - Glasgow Hub
 - Forth Valley College Stirling Hub
 - The Centre for Entrepreneurship - Elevator, Dundee
 - Citibase Business Centre - Aberdeen, Queen's Road and Hill of Rubislaw
 - Carnegie Conference Centre, Dunfermline, Fife.

UK Hubs

In addition, you can use IoD facilities in London (116 Pall Mall) and a host of other cities around the country, including Manchester, Leeds, Birmingham, Nottingham, Cardiff and Belfast.

If you are visiting the IoD Hub in Edinburgh you can take advantage of discounted parking at the Castle Terrace car park, which is the closest to Charlotte Square.

The rate is £10.30 for eight hours. Contact the IoD office on 0131 557 5488 for details.

SUPPORT MEASURE	WHAT'S HAPPENED SO FAR	MORE TO BE DONE?
Time to Pay	Firms can contact HMRC to defer tax payments, inc. VAT and self-assessment	Firms are getting deferrals, delays on holidays are diminishing
Insolvency rules changed	3 month suspension of wrongful trading provisions (from 1986)	Legislation still to be enacted
IS25 delay	IS25 implementation delayed until April 2021	Further guidance needed to protect genuine contractors
Interest rate cut	Bank of England supported lending, citing IoD Policy Voice research	More liquidity may need to be offered to banks
Loans for businesses	CBILS scheme provides 80% gov-backed loans to firms <£45m turnover	Money has been slow to reach firms, clarify lending criteria
Wage support	Gov to pay 80% of furloughed workers' wages up to £2.5k/month	Improve HMRC portal, clarify furloughed directors' role
Self-employed income support	Gov to pay 80% of profits up to £2.5k/month for those who make <£5000 a yr	Launch scheme, contact those eligible
Grants for businesses	Grants awarded to particular firms, discretionary fund launched	Clarify how discretionary fund will operate
Forbearance from banks	Some banks are voluntarily easing restrictions on loans and payments	Many businesses still struggling to get support from banks
Tax reliefs	Business rates relief is available to certain firms	Extend rates relief to more sectors, and provide other tax relief if necessary
Support for start-ups	Gov announced a £1.25 billion package for innovative firms	Get payments up and running, cover more small firms
Bounce Back loans for SMEs	Accelerated 30% gov-backed loans up to £50k	Scheme launched, account more lenders and clarify lending criteria
Director income support	Directors are eligible to be furloughed based on PAYE status	Extend support to cover company dividend income
Support for firms without premises	Only some firms with premises are eligible for rates relief and grants	Grants could be extended to small firms without premises, assisting
Readiness for reopening economy	Businesses want clear guidance on plans for easing of lockdown measures, health and safety requirements	Publish roadmap, outline directors' responsibilities

For the latest information and advice related to the impact of coronavirus on business, please visit the IoD's dedicated Coronavirus Business Support Hub.

iod.com/coronavirus

The IoD's policy team has been lobbying the Government for more help for businesses since the coronavirus struck.

Our contacts with the Government have helped shape the package of measures brought in to help businesses affected by the lockdown, as you can see from the table left.

The measures brought in thus far are in no way perfect, and more work needs to be done to ensure no business is left behind, but we continue to work with the Government to improve the support available for businesses and the self employed.

Make sure your voice is heard

What are the priorities for your business or sector? Let IoD Scotland national director Malcolm Cannon know and he will feedback those concerns and needs back to the Scottish Government.

The IoD has been in constant contact with Government officials in both Holyrood and Westminster throughout the Covid-19 crisis, making the case for business and ensuring the right support is available for restarting the economy.

Let us know your concerns at iod.scotland@iod.com

Influencing policy - Policy Voice
IoD Policy represents your views across the key areas of public policy. Get your message through - join Policy Voice at policyvoice@iod.com





Key information – available at the IoD’s Coronavirus hub - more on page 32

Keep on learning online

The IoD is hosting online webinars and professional development sessions throughout the summer. While some of these events are run by other regions around the UK, they are open to all members; just register and you will be sent details of how to join. All sessions are free unless otherwise stated. See pages from 32 for more details, and keep an eye on www.iod.com as new events are added all the time.



- [Leadership Webinar with Poonam Gupta OBE](#) – June 24

- [Covid 19: Impact on the Scottish Economy, with Fraser of Allander Institute](#) – June 25

- [Stress & Mental Health: Preparing to come out of lockdown](#) – June 29

- [Creating a compelling business proposition](#) – June 30

- [IoD CPD - Professional Director Series](#)
 Strategic Decision Making – June 30
 Company purpose and ESG – driving long-term value – June 30
 Step to the top – July 1
 Leading from the Chair – July 2

- [Virtual Launch of the IoD Centre for Corporate Governance](#) – June 30

- [Communicating out of a pandemic, with John Morrison](#) - July 1

- [IoD Online - The Future Way of Working](#) – July 2

- [IoD Advance Insight Online Workshop: Focus & Resilience in a Fast-Changing World](#) – July 7

- [Effective Research Techniques and Approaches for Directors](#) – July 16

More details on these events - see pages 32-35

Member benefits

All full members of the IoD can take advantage of exclusive business services:

- Information and Advice - Business Information Service
 - Research - Guidance - Advisory Tax Line - Law Express
 - Personal and Business Services at preferential rates, including Directors’ Liability Insurances and Business Sales, Acquisitions and Strategy Services
- PLUS
- Car and Van Hire
 - Professional Indemnity Insurance
 - Home and Contents Insurance
 - Health & Wellbeing Services
 - Office Insurance
 - Private Client Insurance
 - Personal Private Health Insurance
 - Cyber & date Risk Insurance
 - International Payments

Information at your fingertips

One of the most popular benefits of IoD membership is the Information Advisory Service, through which members can ask our research department for information on 25 occasions through the year.

IoD Member Leisa Pickles is just one member who has used this service and she was delighted with the result

“I contacted the Information Service to help research a specific types of client within a chosen location. I was allocated a specific contact in the research team who took the time to understand the nature of my request to ensure that the output met with my requirements.

“The answers were delivered within 48 hours of my initial email request and far exceeded my expectations. It will also play a key part in delivering growth for my business in 2020!”



ScotRail announces plans for travel

ScotRail has announced its latest responses to Government advice on train travel. As per official guidance, the use of facemasks is now mandatory on all trains, and physical distancing will be in place.

This has reduced capacity significantly: on average, capacity is around 14 per cent of what it would normally be across all our train fleets. Therefore, to support physical distancing and manage customer reservations as best as it can,

the company has temporarily suspended the IoD membership benefit of free First Class upgrade at this time. We appreciate the co-operation of IoD members on this. We’re continuing to remind customers that the train should only be used for essential journeys and that if they do have to travel, customers should follow our fives rules for safer travel:

- Don’t travel if you are unwell
- Don’t travel at peak times
- If you think it is unsafe to board a

train, don’t do it

- Wear a face mask and keep a safe distance
- Be patient.

Along with the Government, Network Rail Scotland, trade unions, and others, we are continuing to plan for further increases in services in anticipation of further easing of lockdown restrictions over the coming weeks.



Take pride in Harris and all that we can achieve as a team

Name: Jamie McGowan

Position: Founder

Company: Essence of Harris

Number of employees: 20

Short overview of organisation:

Essence of Harris, a luxury candle and home-living brand based on the Isle of Harris, was founded in 2015 by partners Jamie and Deenie McGowan. With sustainability in mind, they sought to produce high-quality, natural products which showcased the provenance and heritage of their island home in the Outer Hebrides.

What is the greatest recurring challenge you come across in your role, and what's your strategy for dealing with it?

There is always a need to innovate, and that feels more important than ever.

Our strategy has always been to 'think big'. If we were to think like a small island company, we wouldn't have been able to grow the brand into the worldwide company it is today. We are proud of our heritage and delighted to showcase Hebridean products to consumers across the globe, and we deal with the logistics through careful planning and risk control.

Who, or what, drives you or inspires you?

While I am always inspired by people who stay true to their vision, the biggest driver for me is my island community. While I draw inspiration from the natural landscapes on Harris, the support of islanders both still in the Hebrides, and those who have moved off-island, and unique sense of community and place it has is the most significant source of inspiration for me.

What is your long-term vision?

We hope to cement our international presence. This past January, we exhibited at the NY NOW trade show in Manhattan, and to see the enthusiasm for our products

from retailers, buyers and attendees was a proud moment for us. We know the demand for premium Scottish products is out there, and we want to build on that in the years to come.

What keeps you awake at night?

I'm lucky that I can burn one of our candles when I'm feeling stressed! But in all seriousness, myself and my wife, Deenie, have surrounded ourselves with a team who are utterly committed to the journey ahead. Additionally, the business is financed 'in-house', and entirely owned by myself and Deenie. This allows us a high degree of freedom and flexibility, reducing a lot of concerns we might have over finances.

What makes a good leader great?

I most admire leaders who stick to their values and vision. Authenticity and passion trickles down throughout a business. It's refreshing to see and makes them stand out from other business leaders.

Have you had a mentor, and what did he/she add to your development?

I have worked with a lot of inspirational business leaders over the years. Most recently, Julie Ashworth and Russell Dalgleish have helped me to see Essence of Harris from a different perspective. It's hugely motivating to hear someone outside the business give their opinion about our products, marketing, etc., to gain a better understanding of what we need to do to grow.



Even leaders aren't the finished article. What's next in your leadership development journey?

I have been taking advantage of webinars during lockdown to better myself on subjects I know I could be stronger on. Recently, I have been doing an online course run by MIT, focusing on the power of data – a subject I've always been fascinated about but never had the time to focus on.

What is the 'next big thing' that will transform your sector?

In retail, I think we will need to focus on creating experiences for customers that are tailored to the 'new normal'. We need to create virtual experiences that will allow anyone to enjoy our products, story, and island, from the comfort of their own home.

What piece of technology do you rely on most?

My phone. I'm extremely grateful that in times like these I can stay connected to people both professionally and personally.

What is your favourite social media platform, and what does it bring to your business/organisation?

They all bring something different to the business. We've been trying to find ways to make our posts more personal as well as providing a 'behind the scenes' look at the business. I've been posting on my LinkedIn a lot more. I post pictures of myself and my son fishing, views from my house on Harris, and feel-good stories from the Essence of Harris factory. It's been really special to see people interacting with that and connecting by sharing their own stories.

What needs fixed?

Like a lot of businesses, we are adapting our plans and goals for the future to fit in with what the post-Covid-19 world might look like. We are currently looking at how we can be more data-driven. We've been working with the Data Lab to build on our skills and know that to succeed moving forward data is the future.

What leadership advice would you give your younger self?

Surround yourself with people who are extremely capable, driven and inspire you.

Highland Reserve Forces' and Cadets' Association

Who are we? Highland Reserve Forces' and Cadets' Association (Highland RFCA) supports members of the Reserve Forces and the Service Cadet organisations throughout the Highlands and Islands.

We have a large number of volunteer members across the North of Scotland and a small permanent staff based at our Dundee HQ, as well as offices in Aberdeen, Dumbarton and Inverness.

Our job is to help promote and maintain Britain's Reserve Forces as well as the Service Cadets, youth organisations that help young people to fulfil their potential in a safe, professional and fun environment.



What do we do? Together with Lowland RFCA and the eleven other RFCAs covering the whole of the UK, we:

- Build and maintain the Reserve Centres, Service Cadet buildings and the other facilities needed for accommodation and training.
- Provide financial grants for Reservists and Cadets to compete in sporting competitions, take part in adventurous training and enjoy social and welfare activities.
- Help the Maritime Reserve, Army Reserve and Royal Auxiliary Air Force to achieve their recruiting targets.
- And, by engaging with groups and individuals through events, marketing, PR and communications, raise awareness of – and support for – the UK's Armed Forces and Service Cadets in Scotland.

What can we do for you? If you are thinking about joining the Reserve Forces or volunteering as a Cadet Force Adult Volunteer, Highland RFCA can advise you on local units, signpost you to information on age, fitness and qualification requirements, and arrange visits to units. For young people thinking about joining the Sea Cadet Corps, Army Cadet Force or Air Training Corps, we can help with finding the right one for you, provide details of local Cadet detachments and put you in touch with the right people to help you decide.



Highland Reserve Forces and Cadets Association





IoD Scotland's Leadership interview

Culture has to continue - it's an essential part of what makes us human

How does it feel to see a year's work scrapped... and then start right back up again, planning for the next year? **Allan Little**, chair of the Edinburgh International Book Festival, explains what it's like to take the ultimate business decision in a time of pandemic lockdown. By Rob Beswick

There can't be many business leaders who haven't had some tough calls to make over the past 12 weeks, as they sought to balance the demands of the Covid-19 lockdown with the harsh realities of what they would mean to their businesses.

The pandemic storm has felt unmerciless at times, creating a brutal scenario for business leaders that was never played out around the boardroom table during contingency planning meetings.

Everyone has their own story but arguably, it's those in the hospitality, events and tourism sectors that have fared the worst - and with little sign of the storm abating.

But even within this sector there are those whose stories make other

directors pale; those whose windows of operation were so small, so focused on a few key weeks and months, that the pandemic has destroyed a year's work.

Allan Little, chair of the Edinburgh International Book Festival, is just one of those directors, as he has seen 12 months' hard work and planning disappear after the 17-day event, due to run from 15th-31st August, was cancelled in March. The inevitable question - what was it like to make the call?

"Obviously it was hard but at the same time, the fact that it was the obvious decision to take gave the festival board some comfort," he says.

It's easy to forget that back in March, event organisers of, for example, the Olympics were still vacillating over cancelling their event, scheduled for the

end of July. So was there any hint that it was a gamble, that they could cancel and find that by August, it looked like the wrong call? "Not at all; it was obvious the world wouldn't be ready," he recalls. "We always knew it was the right decision - and subsequent events have confirmed that."

A BBC correspondent and successful author, Allan had been following the emergence of Covid-19 from China closer than most, and was preparing for the worst from February. "It was obvious to me that the virus was going to have a big impact," he says. "The festival management was asking back then, can we really hold an international book festival in the summer? It wasn't so much that we predicted lockdowns and quarantines, more that we questioned

whether the public would be ready to attend large-scale public events in August. We all thought they wouldn't be."

As the scale of the catastrophe grew, so did the reservations about the book festival's position in the calendar. "What really pushed us to cancel was that March is a big month for us, in terms of financial commitments. It's when we confirm the hotel rooms and flights for our guest speakers, hire the tented village and start to commit to a lot of our spending.

"At the back of our minds was that, if we go any further and then we have to cancel, the future of the festival could be in jeopardy. We had a responsibility to think long-term and make sure that the 2021 event would go ahead."

It helped that the book festival wasn't working in isolation. "All five parts of the Festival – ourselves, the Fringe, the International Festival, the Tattoo and the Arts Festival – had been in talks for some time, and agreed a united position. But even before we took our collective decision the EIBF board had come to the conclusion that 2020 could not go ahead. Nick Barley, director of the EIBF, took a big lead on this and really grasped the situation we were all in. This year is a write-off; we'll all lose a year of our lives – or at least until a vaccine is found."

A cancellation of the entire event, while unlikely, was always something on the table for the festival organisers. "We have a very robust risk register and it's something we prepare for. The event has always carried an element of risk; the fact is, we're spending money over 12 months, and aim to get it back in a 17-day window through ticket and book sales. It's always been vulnerable to extraordinary events, though I don't think we ever suggested a global pandemic might hit us. Rather, we've always considered the biggest threat to be a major terrorist event – or perhaps another Icelandic volcano!", in a reference back to the eruption of Eyjafjallajökull back in 2010

The good news is that by acting decisively early, the long-term future looks healthy. "The festival is a charity but came into this year in a very strong financial position. We have the resilience to get through this but we've been helped by the extraordinary amount of goodwill towards the festival.

"Our sponsors and benefactors have really stepped up to help us, and the Government should be congratulated, too, for the way in which it ensured there was support for us."

The secret to the success of that response has been its flexibility. "State grant-making bodies have been very



We have a very robust risk register and it's something we prepare for. The event has always carried a large element of risk; the fact is we're spending money over 12 months, and aim to get it back in a 17-day window through ticket and book sales. It's always been vulnerable to extraordinary events...



understanding in the way monies have been used."

With the full festival cancelled the 20-strong team which organises it was furloughed, but not for long. "We started bringing people back after three weeks – they had a lot of work to do. Others followed later."

That 'work' was something Allan is particularly proud of. "We have created an online festival, to run at the same time as the original one was planned. The programme features over 100 free events for adults, families and children with leading writers, poets and other participants from around the world." (see page 14 for more details)

That's great news and a shot in the arm for the festival's many fans, and gives more confidence that it will return fully in 2021, bigger and better than ever. But it also highlights how 12 months of hard work was looking like being sacrificed when the axe fell. "We start planning the festival the day after the

last one finishes," says Allan. "I know that sounds like a cliché, but for us it is absolutely true. As soon as we shut the doors on the 2019 festival the team began working on 2020, talking to authors and publishers, working out what would be big this year, what the stand-out releases would be.

"Once we've established that, then we start pulling together our authors for the panels and Q&A sessions."

He's quick to praise the team that does all this. "They're an amazing bunch. They hold all these strings for the year and slowly pull it all together as the months tick by. People think, perhaps, that an arts festival might be a little slack in the way it's planned; but trust me, it's far from it. It runs like clockwork; everyone in place, every session timed to the last minute. I describe the book festival as running with military precision – but with a friendly, relaxed face."

Continued on page 14

Continued from page 13

"Truth is, the team is the perfect example of that old swan analogy – serene on top, legs going like the clappers under the water."

Has leading the team been a challenge through the pandemic? "No - they're that good, it's them leading me!" he laughs. "Leadership of this team is more a case of following them, and offering words of encouragement as we go. They are such a creative team, always a step ahead of the trends. Nick Barley is the one who deserves the credit for the way everyone's ideas are brought together. It's a privilege to be part of the organisation and contribute in any way I can."

But is the work underway now going to create an event in 2021 similar to what's gone before – or does 2020 mean everything changes forever? It's a tough question and requires the same crystal ball-gazing that every business leader is having to do at the moment. "As things stand, I don't believe anything will be the same again; the way we do things will change."

"The problem we have is that it's a guessing game. For instance, will the public ever get together under a big tented roof again, happily sitting next to each other? There was an opinion poll out recently that said 70 per cent of the public were concerned about doing that."

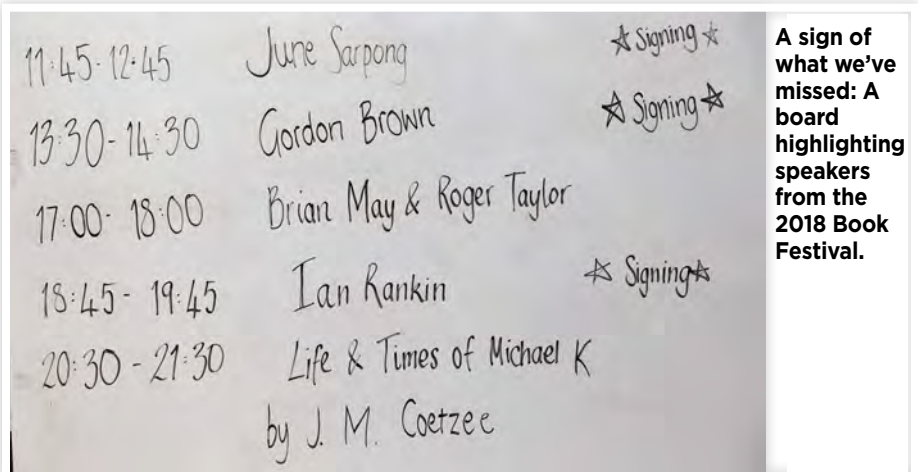
If changing that mindset proves impossible, arts and cultural events such as the EIBF will be forced to rethink their entire model.

Here he's been inspired by what has been achieved in a small space of time. "The response from the arts has been phenomenal. Some of the thinking that's gone on has been truly inspirational. The Old Vic's decision to re-stage *Lungs* starring Claire Foy and Matt Smith – keeping audiences to 1,000 and charging people different ticket prices to watch at home – is very smart. Could this be a template for the future of theatre, for instance?"

Allan's clearly concerned that without changes, the future for cultural events could be grim. Part of the reason for this is he recognises what we lose if we cannot experience things together. "Yes, we can see shows online, and watch webinars, but it's not the same as being physically present with others to enjoy a collective experience."

"Always remember, the word 'companion' has at its heart the French word 'pan' – bread. It comes from the concept of sitting down and breaking bread together. There is a visceral human need to share experiences."

For many, the weeks of lockdown have come as a complete shock to the system but Allan's career has prepared him for it, as he's lived through an even



A sign of what we've missed: A board highlighting speakers from the 2018 Book Festival.

2020 Book Festival goes online

EXCITING NEWS: The 2020 Book Festival is going online! From 15-31 August the organisers have created a programme of over 100 events for adults, families and children, including live and pre-recorded conversations with leading writers, poets and participants from around the world. Events will be free to view, and available through the Book Festival's own website. (www.edbookfest.co.uk) Nick Barley, director of the Edinburgh International Book Festival, said: "We are very excited to be presenting live online events for the first time. Thanks to invaluable support from The Scottish Government, Creative Scotland, The City of Edinburgh Council and many of our sponsors and donors, including Baillie Gifford, People's Postcode Lottery and a number of generous individuals, we are in a position to bring the essence of our wonderful festival to our loyal supporters – and new audiences – in a series of innovative and exciting online conversations. Full details of the programme and information on how to access the free events, will be released at the end of July."

worse 'lockdown' – and it was one that taught him the real value of culture and sharing experiences. "I was the BBC's correspondent in Sarajevo for three years during the siege of the city (from 1992 to 1996). It was a lockdown like this, but with mortar rounds falling and snipers firing at people in the street."

It was an experience that left an indelible mark, which he conveyed through his best-selling narrative of the time, *The Death of Yugoslavia*, which he co-authored with Laura Silber.

"It was horrendous. You had people living in terror, worried about being killed, about loved ones on the frontline – like now, but with a real immediacy. Food and water were scarce, there were no civic amenities, but despite that, there was a real spirit and thirst for cultural events. "I remember people going to the theatre despite it being on the frontline of the fighting at times."

"On one occasion I went to a fashion show in a cellar, where the clothes were made out of parachute silks used to drop emergency supplies into the city. There was a real desire to continue life as normal, regardless of the situation."

"We are a story-telling species. Every civilisation has its differences but all have one thing that unites them – a

desire to tell stories of their time and their traditions. It's an essential need."

"What I saw in Sarajevo was an educated, urban city that needed culture and artistic expression as urgently as it needed food and water."

To Allan, that's one of the key things we risk losing in the sterile space that is 2020 – although there is hope. "As with the Old Vic, I've been heartened by the way spaces have opened up in the digital world for art and culture. People still want to express themselves through the written word and performance art. At the moment it's online but I hope we can get back to it taking place in person."

"We need that cultural activity, to be educated, to open our hearts. We're not unfeeling beasts of the field."

It's that thirst for companionship that Allan believes will see the festival back in 2021 with the same vigour and excitement as in the past – though it may be different in some ways. "The plans for 2021 will be exciting; we'll be sailing new waters, that's for certain. There will be a nervousness about how it will come together, but the EIBF has a crucial advantage: we have the public on our side. They'll come with us and support us – and it will be a privilege to be at their side."

THE PINNACLE OF YOUTH

by

LOWLAND | RESERVE FORCES' &
CADETS' ASSOCIATION

THE CADET MOVEMENT

The Cadet Movement is built on the simple idea of using military skills to bring **unparalleled opportunities** to young people from all walks of life to learn, grow and excel.

BENEFIT TO CADET

Communication Skills || Administration Skills || Teamwork
|| Discipline || Reliability || Resilience || First Aid || Respect
|| Loyalty || Integrity || Courage || Commitment || Focus ||
Time-Management ||

BENEFIT TO EMPLOYERS

You gain a young person who is: Prepared || Qualified ||
Committed || Well-Rounded || Responsible ||
Accomplished || Ready to Work ||

TESTIMONY

STAFF SERGEANT INSTRUCTOR
E. SOCKELL
SCOTTISH PRISON SERVICE

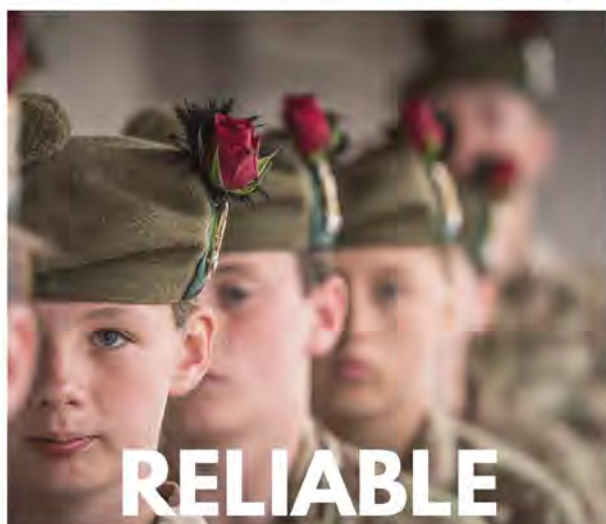
"As well as the personal skills and qualities I learnt, my time as a Cadet allowed me to gain many **transferable qualifications** that I now use in my **career as a prison officer**. The Cadet Experience offers qualifications in so many subjects, from First Aid At Work to SQAs in leadership."

UNIVERSITY OF NORTHAMPTON REPORT

"Cadets has taught me how to **persevere** and how not to give up... Cadets gives us skills that will carry us on our way, and makes young people **mature, prepared** and ready for anything." - Interview conducted with Cadet by Dr Bajwa-Patel, Prof. Denny & Prof. Hazenberg

FOR MORE INFORMATION VISIT
LOWLANDRFCA.ORG.UK

Our membership advocates on behalf of Reservists, Cadet Force Adult Volunteers and Cadets in the region, ensuring that they continue to thrive with the support of the local communities they serve.



Careful approach to lockdown will prevent even greater economic pain



Scottish Government
Riaghaltas na h-Alba
gov.scot

by **Fiona Hyslop,**
Economy Secretary

In the space of little over three months, coronavirus has changed the way we live beyond recognition. To protect lives and prevent the NHS from being overwhelmed we have had to bring into effect the most comprehensive economic shutdown in our history. Shops have been closed, factories mothballed and thousands of workers placed onto furlough.

The lockdown has been necessary to prevent the spread of the virus, but the impact has been severe, not least on the economy. Recognising that this is an economic crisis as much as a public health one, we have put in place a four stage plan: **Response, Reset, Restart and Recover.**

In our initial **Response** we offered a comprehensive package of support for businesses, which now totals more than £2.3 billion. These measures are tailored to reflect Scotland's particular economic needs, and we have passed on every penny we receive from the UK Government for this purpose – and more – directly to businesses.

We have offered help to the recently self-employed, effectively frozen business rates at last year's levels, and given assistance to businesses crucial to the foundations of our economy through our Pivotal Enterprise Resilience Fund. Our support schemes for small businesses and those in the retail, hospitality and leisure sectors total more than £1 billion, and we have offered separate funds to support the seafood and fishery sectors.



Fiona Hyslop
Photo: Jane Barlow/PA

The Reset phase has involved working with businesses to help them reopen safely, publishing guidance for sectors ranging from retail and manufacturing to tourism and hospitality. In all we are working with 14 sectors, liaising with trade unions, regulators and industries themselves.

With growing evidence of the progress we are making in suppressing the virus, we are now able to carefully **Restart** the economy, following the routemap out of lockdown drawn up in close consultation with business organisations, trades unions and regulators.

This routemap is cautious, but for good reason: the coronavirus has not gone away. We know all too well that the lockdown has had a colossal impact on businesses, and we share the business community's desire to reopen the economy as quickly as possible. While many will be feeling frustrated that we can't move more quickly, it is important

to remember that by doing more to suppress the virus now, we give ourselves a better chance of a sustainable recovery later on.

This will mean that any future outbreaks can be suppressed through targeted measures rather than blanket restrictions that would do yet more economic damage.

Our **Recovery** from this crisis will not be quick or easy, but it does present us with an opportunity. As businesses adapt to meet the needs of the post-coronavirus world, as markets evolve and consumer habits change, we can renew our economy and increase our resilience. We must get this stage right so that we can create the kind of fair and net-zero society that we want to see for Scotland.

To help us do that, I have established an Advisory Group on Economic Recovery, led by Benny Higgins. The group has published its initial recommendations and we will be looking carefully at them as we formulate our plans for Scotland's economic recovery.

Throughout this crisis Scottish businesses have been quick to adapt to the changes brought on by coronavirus. From manufacturers changing their production lines to make facemasks for health and social care, to the breweries and distilleries who have been producing hand sanitiser, the examples of innovation from the business sector have been a great source of optimism in this difficult time.

Much of this innovation has come from the digital sector, and I have been awed at how quickly businesses have implemented new technologies. It is important that we maintain this momentum, and with this in mind Finance Secretary Kate Forbes has asked Mark Logan, formerly of Skyscanner, to lead a review into the technology sector, and we look forward to seeing his recommendations on how we can harness the industry's full potential.

Our lives have been drastically altered by the coronavirus, and things will only continue to change. The can-do attitude I have seen from Scottish businesses has given me every confidence that as we emerge from this crisis we can build a fairer, greener, more innovative Scotland.



This routemap is cautious, but for good reason: the coronavirus has not gone away... while many will be feeling frustrated that we can't move more quickly, it is important to remember that by doing more to suppress the virus now, we give ourselves a better chance of a sustainable recovery...



Find help rebuilding your business

FindBusinessSupport.gov.scot/coronavirus



Scottish Government
Riaghaltas na h-Alba
gov.scot

Getting back to work: How to thrive in a post-COVID-19 world

CLARE ALEXANDER, Head of Business Models and Workplace Innovation at Scottish Enterprise, outlines the steps Scottish businesses can take now to transition from survival to growth as Covid-19 lockdown measures are eased. This includes planning innovative ways of working to help your employees return to work safely and how to adapt to the changing business landscape. Perhaps you're already starting to think beyond the immediate crisis for your business and looking to the long-term impacts on your operations and finances.

Impacts of the Covid-19 outbreak

While some companies are obviously still deeply concerned for their survival, others are pivoting their production to look at new markets and exploring other options to 'restart'.

Businesses are now assessing what that might mean in practice – such as how to operate with physical distancing and the implications this has for individuals and output and efficiency.

The Coronavirus Job Retention Scheme, commonly known as the furlough scheme, is due to end on 31 October. You should therefore be thinking about what that might mean for your company, your workforce and your supply chain.

Getting back to work

You need to plan now for a staged return to the workplace across different industry sectors over what could be a prolonged period.

A guiding principle must be how your business takes care of its people and safeguards their health and wellbeing. Many people will be concerned and anxious about being in workplaces or travelling to workplaces.

They'll want to know that your organisation is continuing its support for their physical and mental health and is changing its thinking and values behind flexible and remote working.

This should be at the heart of any decisions and plans that your organisation makes.

If you're an employer, start thinking about the following areas:

- Communicating clearly with staff about how you will support and manage their return to the workplace
- Having a fair and transparent process for dealing with redundancies and related issues once the furlough scheme ends
- Ensuring your policies for managing holidays, sickness and other absences are up to date
- Finally, bear in mind that the physical, emotional and mental wellbeing of the workforce must underpin this.

Building resilience

Planning these first steps will help to build the resilience of your workforce and ensure you are future proofing your business to meet the changing nature of the world of work. Find more resources for employers on the **Find Business Support** website.

Workplace innovation and Fair Work practices

Workplace innovation is a truly effective way for your business to enhance its competitive edge, and support is available to help your business in returning to work.

It's about creating a culture where staff are fully engaged and supported to reach their potential.

Creating a profitable, efficient and responsive business, aligned to the Fair Work practices as

set out by the Scottish Government.

Are you already planning your return to work? What will your business look like when you go back to 'normal'? Right now, you have a chance to make positive changes to your people, practices and ways of working. Workplace innovation specialists can help you do this.

Planning for change

There are certain principles and measures that every employer will need to consider as we emerge on the other side of this pandemic. Organisations should use this time to prepare and plan their next steps. Consider the five key principles of fair work as part of your return to work planning: employee voice, security, respect, opportunity and fulfilment.

To deepen engagement with companies around Fair Work practices, Scotland's enterprise and skills agencies will:

- Help review working practices to support employee engagement and wellbeing
- Provide guidance on developing the company culture
- Identify training needs/solutions for leaders, managers and employees
- Connect you to our networks and contacts to demonstrate Fair Work and innovative practices
- Encourage companies to develop a workforce plan, talent management and HR strategies.

For staff who have been away from their workplaces for weeks or months, returning will feel unsettling. Much may have changed in the lockdown.

• Find out more on the **Find Business Support website**, at [FindBusinessSupport.gov.scot/coronavirus](https://www.findbusinesssupport.gov.scot/coronavirus)



There are certain principles and measures that every employer will need to consider ... consider the five key principles of fair work: employee voice, security, respect, opportunity and fulfilment





If Coronavirus is a teacher...

How we react to the lessons we learn from the coronavirus pandemic could be transformational in our organisations, says **Andy Lothian**



Coronavirus is causing an unprecedented level of disruption and asking questions of us like never before.

But if we pause, and have the presence of mind to reflect on a single question - 'If coronavirus is a teacher, what is it teaching us?' - we can create the opportunity to emerge from this crisis stronger than ever.

That's because, in that single moment, and with that single question, you will be able to seize the opportunity to learn and grow.

Being able to do this requires an amount of self-awareness. And this is one of the reasons I've come to believe that self-awareness is the foundation on which all else is built.

Self-awareness not only helps us manage our own emotions and thought processes but allows us to engage others on their terms. To consider our own preferences, and those of others, demonstrates empathy and emotional intelligence, provides clarity of purpose, and offers a very human touch to bring people with us.

Self-awareness will help you to move from the 'fear zone' and into the 'learning zone', where you can ask the questions that will lead you to the 'grow zone'.

As important as self-awareness is a

strong purpose, and set of values. That's because, at any given moment, we're presented with any number of competing priorities and demands. Purpose anchors us. Purpose helps clarify goals.

If you're clear on and committed to the 'why' you do what you do, then you'll be able to adapt - to build new visions in service of that why. You'll see more clearly which actions further your purpose and which are distractions. You'll find it easier to adapt your approach and plans.

The Japanese idea of *'Ikigai'* (or *'reason for being'*) provides a powerful framework with which to clarify purpose. *Ikigai* lies inside the intersection of four elements: what we are passionate about; what we are good at; what we can be paid for; and what the world needs that we can provide.

I've found *Ikigai* helpful in identifying my personal and professional purpose.

Finally, the way we talk to ourselves - the language we use, the framing we choose, the emotional tone of that self-talk - can have an inordinate impact on our mental state. What we choose to plant in our minds through self-talk can - literally - create our reality.

If we choose to talk to ourselves in ways that are positive, full of possibility, towards what we want, then we are more likely to manifest that reality. The opposite is also true.

Spend some time exploring your situation right now, and how you can reframe 'away from' answers into more positive 'towards' answers. Because when we practice moving towards what we want, rather than focusing on what we can't control, we can achieve a profound difference in our experience of life, the outcomes we can create, and the impact we have on those around us.

This is an extract from Andy's webinar with IoD Scotland which was originally recorded on 11th June: You can listen to it via the IoD Scotland website.

Andy Lothian is the Founder and Group CEO, The Insights Group

“ If you're clear on and committed to the 'why' you do what you do, then you'll be able to adapt - to build new visions in service of that why. ”

Be security savvy



Anyone tempted to gamble with Covid-19 by taking commercial shortcuts should instead double-down to defend against another global virus “out there”, warns industry commentator **Bill Magee**. One every bit as lethal to the good health – if not very survival – of a business.

The Coronavirus pandemic long-haul has led to a heightened anxiety about our ability to cope with what the National Cyber Security Centre describes as an imminent escalation in cybersecurity attacks that can close an organisation down for good.

This can occur through the simplest of everyday IT-related tasks, performed by employee or executive. Like the unwitting click of a mouse, failure to regularly refresh passwords, and taking end-to-end encryption for granted.

Reprising my latest *The Times* ‘Thunderer’ column: at stake is a growing vulnerability, one threatening to impact national, consumer and commercial interests amounting to irretrievable reputational damage affecting businesses on a global scale.

I quoted Washington DC-based former FBI special agent and ex-Microsoft UK head of cybersecurity, Ed Gibson, no stranger to the technology circuit from Edinburgh to Riyadh as a speaker, who is chief cybersecurity adviser at SecuredCommunications.com.

This specialist in online money laundering, fraud and intellectual property theft told me: “Unless regulatory language catches up with our borderless information networks, and those same regulations meant to protect us do not inadvertently hinder the efforts of enforcement agencies, we will always be two steps behind.”

At the start of coronavirus few of us could probably pronounce, never mind spell, the term. It just reminded us of a beer on holiday. Thankfully the gravity of what we’re all facing is sinking in for the vast majority, and this is just as well.

If businesses hadn’t enough to contend with, there is also an internet-based deadly and insidious global virus labelled ‘Wicked Panda’ where the hacker breaks into a developer’s network to hide malicious code within apps and software updates that users trust.

As I pointed out in my monthly column for *dailybusinessgroup.co.uk*, it reads like a tale of industrial espionage worthy of gracing the pages of a Le Carre novel.

Cyberspace has come to the rescue of

firms that feel they’re under siege daily from the impact of the novel coronavirus outbreak. The net has enabled growing numbers to maintain a form of ‘business-as-usual’ by adopting online flexible homeworking practices.

The office, as we know it, will never quite be the same again as a consequence. However, in the rush to rescue the situation the question of cybersecurity is in danger of being overlooked. How bad can it get?

Early evidence serves as a dire warning. FireEye has identified a rising wave of such malicious cyber-attacks, especially affecting software supply chains it claims appear to come from the Far East.

Coinciding with Covid-19 and labelled ‘APT41’ with the street name Wicked Panda, the Californian-based IT security firm says it has strong evidence the hacking group is linked to China’s security services.

They further point to how there was a significant lull in such nefarious online activity between January 23 and February 1 – this just happened to be consistent with the Chinese New Year. Maybe the hackers took a holiday.

Wherever it emanates from geographically, the effects make for grim reading.

Targets have included organisations operating in the UK, USA, Singapore, Switzerland, Japan, Poland and Saudi Arabia, according to *Computing* magazine. Sectors hit include telecoms, healthcare, defence and manufacturing along with the public sector, non-profit and educational bodies. Just about everyone, really.

Suffice to say that the panda – wicked or otherwise – specialises in probing at the very core of organisational IT infrastructure and systems. Such a concentration of cyberhacking effort singles this particular attack out from innumerable others.

Targets have included well-known big tech names whose products are employed by innumerable small to medium-sized businesses. They include US heavyweights Cisco router networking devices, responsible for forwarding data packets between computer networks, Citrix NetScaler servers, and India’s market-leading Zoho ManageEngine desktop central systems.

Together they cover vast amounts of high-tech distribution channel stuff out there on a global basis. If in any doubt, ask your IT department to elaborate. **Stay Safe. At stake is the commercial health of your enterprise.**



Why your organisation needs to be neurodiversity friendly



Laura Watkins

Despite 15 per cent of the UK population being neurodiverse, it is still a term many people haven't heard of or don't understand.

As one in seven of the workforce in the UK are neurodivergent it is important for organisations to consider their own understanding of the term, how their policies reflect this understanding and assess whether their culture and environments are neurodiverse-friendly.

At the Donaldson Trust we are committed to educating people across Scotland on what neurodiversity is and how we can all work together to improve the life experiences of neurodivergent people.

So, what does the term mean?

Neurodivergent is something that individuals of all ages across the country can identify as being. Neurodiversities have a wide spectrum that covers a range of hidden conditions, such as, but not limited to, Autism, Asperger's, ADHD, Dyslexia, Dyspraxia and Tourette's.

Neurodiversity in business

A neurodivergent employee may think and learn in different ways to others. For some people, their neurodiversity can mean they are better at some things than many other people and for others, a few adjustments can make a significant difference to performance.

The benefits of neurodiversity in business is something organisations should understand when considering their recruitment and colleague development processes.

How to create a neurodiversity-friendly workplace

It is our responsibility in business to celebrate differences among our employees, work with colleagues to ensure we develop an understanding of an individual's strengths and identify where reasonable adjustments may be required.

Disclosure of neurodiversity by an individual is not always straightforward, but ensuring it is considered throughout the recruitment process is key. Businesses should have a broad range of methods in place that provide opportunities for candidates to demonstrate their skills, as interviewing can be a barrier and cause significant anxiety for many neurodivergent individuals.

Awareness raising within the workplace is also important to ensure people with neurodiversities have support that is based on knowledge and understanding from colleagues as well as managers. In addition, when employers are considering how best to support neurodiverse employees, thought should be given to all aspects of working environment, the way training is delivered and how performance is managed.

Getting support for your organisation

I have met with a number of businesses, large and small, across the country to listen to their experiences and it became apparent that there is a need to develop workplace neurodiversity awareness and support. An initiative such as our Connect service, which provides businesses with a range of opportunities including neurodiversity training to staff teams, support for individuals and assistance in making reasonable adjustments for their neurodiverse employees, is a good starting point for organisations looking to develop a more diverse workforce.

What does the future hold for neurodiversity?

Promoting and developing good practice related to neurodiversity within education services, the community and in business is key to improving accessibility and inclusivity.

Such aims lie behind our ambitious strategy at the Donaldson Trust and I urge all businesses to consider how to improve representation for neurodivergent individuals socially, politically and culturally.

Laura Watkins CDir FloD, is the Chief Executive of the Donaldson Trust

To find out more about the Donaldson Trust visit www.donaldsons.org.uk or contact info@donaldsons.org.uk.

SQA Qualifications 2020 – delivering for learners



Like every other part of society, Scotland's education and training system is working its way through an unprecedented and uniquely challenging situation, doing its best to continue to deliver for the thousands of learners in schools and colleges, and those who are learning in the workplace or with a training provider.

Everyone at the Scottish Qualifications Authority (SQA) is working hard to ensure that this year, learners' work is rightly and fairly recognised, and allows them to progress on to further learning or work, as they would in any other year.

SQA, working with our partners across education and training, has put in place alternative arrangements for all of our qualifications this year – from National Courses at National 2 to National 5, Highers and Advanced Highers to National Certificates, National Progression Awards, Skills for Work courses, Awards, Higher National Certificates and Diplomas, Professional Development Awards and Scottish Vocational Qualifications.

The cancellation of the National Qualifications examination timetable, for the first time since it began in 1888, has required us to consider, review and adapt our processes in a very short space of time. Similar considerations have been applied to our portfolio of Higher National and Vocational Qualifications too, and we are working with Colleges Scotland to ensure students can receive the results for their Higher National Certificates and Diplomas, and make the transition into the workplace or into Higher Education.

We have also been working with SQA Accreditation and other regulatory bodies to consider whether adjustments can be made for some regulated qualifications, including Scottish Vocational Qualifications (SVQs) and license to practise qualifications. We are providing colleges, employers and training providers with details of any changes to current assessment strategies and are advising on flexible approaches to assessment.

Awarding this year's qualifications

Across the breadth of our portfolio, our work to deliver alternative assessment arrangements is based on three broad principles:

- Fairness to all learners;
- Safe and secure certification of our qualifications, while following the latest



public health advice; and
- Maintaining the integrity and credibility of our qualifications system, ensuring that standards are maintained over time, in the interests of learners.

Every candidate has worked hard throughout the year and we understand that they are concerned about the impact the current situation will have on them now, and in the future.

We want to ensure that everyone awaiting results this year – not just in schools, but in colleges and those undertaking work-based learning and training too – can hold their heads high, now and in the future, with their qualifications fully recognised as they would be in any year.

National Qualifications: An alternative approach

The alternative certification model used this year is based on four-main activity strands – estimates, awarding, certification, and appeals.

Schools and colleges have already supplied us with detailed estimate grades which, in the absence of exams, and coursework, will form the core element of the certification process this year. Work is now going ahead with the awarding process.

We will check the information schools and colleges have supplied and, if necessary, we will moderate it to make sure it is consistent across schools and colleges across the country, and with results from previous years. The moderation process is a key part of SQA's responsibilities every year to

ensure that standards are maintained across Scotland – and this year across schools and colleges in the absence of external assessment. We will look at a range of data to ensure, as far as possible, that the standard of an A in one school is the standard of an A in another school, and so on.

Once the awarding process is complete, we will issue learners with their individual results on **Tuesday, 4 August**. As ever, postal certificates will be distributed on the day, but we also continue to recommend that all learners sign-up to MySQA, so they can receive their results by text and/or email on the day.

We are also offering a free appeals service that will allow schools and colleges the opportunity to question any result they feel does not reflect a candidate's achievements.

Throughout this process, we have continued to engage with stakeholders across the country, to both inform our thinking and to ensure that their concerns are understood and responded to in the right way.

By working together, with schools, colleges, employers and training providers right across the country, we are providing the reassurance learners need, and the results they deserve.

Finally, everyone at SQA hopes that you and your families are staying safe and healthy during this difficult time.

• **More information, including FAQs for learners, parents and carers, is available on our website. See www.sqa.org.uk/2020qualifications for further details.**



GET RESULTS READY

Sign up for MySQA to get your exam results by text or email from 8AM on Results Day.

Sign up at [MySQA.org.uk](https://mysqa.org.uk)

‘Our innovation will get us through this’

Covid-19 has given the business community a series of unprecedented challenges – but **Paul Atkinson** has nothing but praise for the response. By Rob Beswick

If you are looking for any shafts of light to lift the gloom currently surrounding the economy in the wake of the Covid-19 lockdown, Paul Atkinson would probably say we should applaud the way businesses have embraced innovation, digitalisation and collaboration to get us through the crisis – and perhaps be thankful for a tiny spot of luck.

Luck? “In one sense we’ve been fortunate that the Covid-19 crisis hit at a time when the economy was fairly strong,” says Paul, Partner of Par Equity and one of Scotland’s most well-known business investors. “Before lockdown, balance sheets were healthy, companies were carrying historically low levels of debt, unemployment was low, confidence high, despite concerns over Brexit, and a large number of businesses and investors were sat on strong cash reserves. In addition, the banking sector was in its strongest position for many years, having learnt lessons from the collapse of 2008. So yes, all-in-all, we were in a strong position.”

That began to change the moment the full impact of the coronavirus became clear but Paul is thankful that it arrived when the economy had that resilience built in, giving Scotland a chance to defeat Covid-19 without, he hopes, plunging into a fully fledged depression.

He’s also been heartened by the way the business community has responded. “I’ve been really impressed by how quickly people have adapted. Decision making has moved at a pace we rarely see. Whether it’s employees adapting to working from home, or employers creating new routes to market, we’ve

seen decision making at a pace far quicker than we are used to. Ideas that took three years to come to fruition are now being developed and put into action in three weeks.”

Yet the onset of mass home working has not hit productivity; many analysts believe it has improved in some sectors that are still active. “People have adapted in ways that are quite astonishing,” he says. “Everyone has grasped the nettle and it’s been impressive to see how people have pulled together to keep businesses working.”

Indeed, that ability to work from home is another thing to be thankful for: “If you look at the level of digitalisation around us today, it’s miles ahead of where we were the last time we had a major shock to the economy, in 2008. The fact that we all have access to Zoom has been a Godsend; it has been a sharp learning curve but people have got on with it. Can you imagine how we would have fared if this virus had hit us a decade ago?”

But being able to switch on to a digital platform would not have been possible without an innovative mind-set to see new ways to continue operations, and he’s quick to cite two he knows well as examples of the great work that has transformed the way Scotland does business: “QikServe, a cloud-based Order & Pay solution for the hospitality sector, reconfigured their new Click and Collect system for operators and ‘dark kitchens’, allowing restaurants to carry on cooking, using collection-only and delivery services. It was up and running

in an impressively short space of time.”

He also has a huge amount of praise for Mallzee, which set up a portal called Lost Stock, allowing Bangladesh-based clothing manufacturers to sell direct to UK customers after the shops closed. In a little over a month they sold 100k boxes of clothes. It was very much a social concept, he says: “Bangladesh’s economy depends on clothing manufacture and it was in desperate need of an outlet for its clothing lines. Mallzee gave them a route to market.”

Responses like these should give us heart before the battles that are to come. “We’ve proved we have the skills, the innovation and drive to keep the economy going; it’s these attributes that will get us back on our feet fully when the virus leaves us.”

From the start, Paul was well placed to appreciate the damage Covid-19 would have on the economy. As the Chair of a recruitment business he saw early signs as the new jobs sector went into meltdown, and it was “obvious the virus would have a devastating impact. I immediately wondered, how can I help, and reached out to Jude McCorry, CEO of the Scottish Business Resilience Centre, to see what could be done.”

The result was Scottish Business Cares, a goodwill collective formed in response to Covid 19. Delivered by the Scottish Business Resilience Centre in partnership with the Scottish Government, it tapped into knowledge bases and support from, among others, Par Equity, Taranata Group, Droman Solutions, Clark Communications and Wedo Scotland.

Its primary focus was getting messages out quickly to businesses, with a series of webinars and ongoing mentoring programs being the principal method of delivery. “My initial thought was if we’re going to save businesses, we have to get them to think cash-flow first,” said Paul. “The first webinar we delivered was unashamedly focused on that.”

Some of the immediate pressure on cash-flow was to be relieved shortly after when the Government announced

“

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”

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its furlough schemes but before then, it must be remembered that many directors and owners were asking how they could pay wages when the doors to their businesses were so firmly shut.

Subsequent webinars have looked at how to restart business, the key new rules on health and safety, how to interpret Government guidelines and the ongoing question of PPE. The series has developed into a comprehensive catalogue of advice and information that's been extremely well received: over 3,500 people have watched at least one of the webinars, with feedback very positive. "What I think we did was clarified responses to a lot of the big questions people had."

At the time of writing the UK and Scottish Governments are saying the virus is on the retreat - though a second wave is still the fear. We're clearly not out of the woods yet, so what are the important messages directors should carry forward?

"If I was going to give business leaders one piece of advice it would be look after your supply chain. Don't bite the hand that feeds you. Look after them.

"One of the real positives that has

emerged from lockdown has been the way businesses, sectors, even rivals, have worked together to keep things going. When the virus hit it was vital we all looked out for one another - and to the most part, people did. There was a huge amount of collaborative working going on, keeping parts of the economy ticking over."

Whether it was commercial landlords freezing rent or companies lengthening payment terms to customers and making payments to creditors, the focus was on doing our best to help others. "It was almost counter-intuitive: the knee-jerk reaction is to get cash in and stop making payments but many businesses took the opposite approach - and that was the right thing to do."

And if you were one of those who acted with a care for others, Paul has some good news. "We'll remember. I think businesses will have long memories about how others responded to this time. Those that treated their supply chains or tenants the wrong way will find that people hold that against them for some time to come."

Strong ethical values are important to Paul and he has been heartened by the

way they've made a strong comeback across Scotland, too. He predicts the growth of values-driven business, post-virus, and there are other major changes that Covid-19 will accelerate.

"What this crisis has done is hastened the digitalisation of business. The lesson is, if you don't have a digital strategy, you're in trouble. The lockdown has put the role that digital plays in their business uppermost in people's minds."

Ultimately, this will have ramifications far greater than just how businesses operate in the future. "Home working has been a huge success; productivity is up. But this changes the dynamics as to how directors lead their teams. You have to develop a new focus on measuring output, not input."

There are other big questions to answer: "What will the office of the future look like? Will we even need offices? I can see many people loath to go back to the workplace - and not just because they are fearful of catching or spreading Covid-19. Why go back to wasting three hours a day commuting when you can work so productively from home?"

Continued on page 26



“
Good transport links into cities will be of secondary importance to whether your home has high-speed broadband links...
”

Continued from page 25

Such thinking will impact on demand for commercial office space and could even affect where we live. “In the future, where you live will be less important in relation to where you work. People will look further afield for jobs with the intention of being home based.” It could also impact on how we judge where we want to live. “Good transport links into cities will be of secondary importance to whether your home has high-speed broadband links.”

The post-virus world could also see a positive shift in thinking over how we tackle one of the other mega trends of today: climate change. “I live in a lofty apartment overlooking Edinburgh and it’s been noticeable how much clearer the air has been since March. Less traffic on the roads equals fewer emissions. Do we really want to go back to bumper-to-bumper traffic jams and all that stale, dirty air? Do we really need all that business travel?”

Climate change was the big issue at the start of 2020 until Covid-19 crudely shoved it to one side, but it will return to the spotlight. “I think we will see a very different economic system in the future – one that is more values-based and centred around sustainability. Supply chains will be brought closer to home and environmental issues will have a greater say over decision making.”

And the more immediate future? “I think we will surprise a lot of people in how fast we bounce back from this. The rush to implement digital strategies will stand us in good stead in the future and could improve productivity long-term, particularly as AI and machine learning are the coming ‘mega trends’ to focus directors’ minds.

“The other thing to remember is how a crisis creates space for new ideas and businesses to enter the market. Thousands of people start a new business after every recession and this one will be no different. I can see us develop a ‘fail fast, learn quickly, move on and start again’ culture that will be driven by innovation.”

But he appreciates that it won’t be plain sailing. “Everyone is planning for the worst at the moment, and I understand that. I think it will be challenging until 2021 at the earliest, but I think once we turn the corner on Covid, the economy will come back, better and stronger than ever.”

Getting to grips with working from home?

The leap from a traditional office-based job to working from home has challenged many people, but there is a huge amount of support out there to ease the transition, says Jane Wood, Nations and Regions Director at BT



Before the coronavirus pandemic struck, I was due to be travelling to London to carry out my team’s performance reviews; they are important things to do face-to-face.

But instead, like many others, I now find myself working at home – holding team meetings from a small study I stole from the rest of my family!

Given that many of my team are based around the UK, I’m already used to working remotely using Teams or Skype. BT has been using collaboration tools for many years, but working from home every single day is a very new experience for many of us.

I’ve heard from lots of people who are trying to get to grips with tech that they’ve never used before. And others who are trying to work out how to stay productive at home – particularly when they also have kids who need educating and entertaining.

We’ve been working with LinkedIn

Learning and Google Digital Garage to create a series of freely available guides and webinars that will help people working from home to build their digital skills and work online effectively, wherever they are.

The training provides information on how to increase your productivity when working from home. They also provide tips on how to better manage your time, and how to prioritise things – something that is critical when we’re trying to juggle demanding jobs and kids who need home schooling all at once.

We also have advice on writing for business and how to make your communications concise, easy to read and engaging. Again, this is more important than ever, when we can only meet with colleagues through video chats or emails.

It’s been brilliant to see all the

support that is out there as we adapt to working at home. A huge amount of advice and tools are already being shared.

It’s not just about the work; some of our colleagues live alone and may not see anyone in person for weeks. Technology is key to enabling us to stay connected and to socialise – as much as supporting us to work. This is why we’re now holding video calls, and we have set up a WhatsApp group which we use for informal chat, off email rants and funny stories, so that we can catch up on things other than work. These connections are going to be even more important in the days and weeks ahead, even after lockdown starts to lift.

This is particularly important when many people will be struggling.

We need all the help we can get. And technology will be a real force for good in these challenging times.

That’s why we need your help to get the vital support from Skills for Tomorrow to people who need it, right now and in the coming days and weeks.

Find out more about BT’s Skills for Tomorrow at:
www.bt.com/skillsfortomorrow

FOCUS ON THE DIGITAL ACADEMY

As an IoD member, you have access to the IoD’s Digital Academy platform as part of your membership. Access the platform via www.iod.com/academy using your member login or download the app (available for Android and iOS).

WHY ACCESS THE DIGITAL ACADEMY?

1. Identify areas of growth

Understand your development needs with the IoD’ Director Competency Framework self-assessment tool.

2. Enhance your knowledge

Access high-quality bite-sized CPD content, focused on specific standards from the Director Competency Framework - includes articles, video interviews, webinars and insights from business leaders and academics that promote an understanding and application of the standard.

3. Track your progress

Use the interactive CPD tracker to log and monitor your learning, helping you gain a holistic view of your own progress, which can be downloaded and shared with other organisations.

Recently we have featured insights from our course leaders, IoD award winners and directors of businesses and charities, including:

- Bevis Watts of ethical and sustainable bank Triodos, discussing values.
- Col Needham, who created internet giant IMDb, discussing how he took his bedroom passion and sold it to Amazon while remaining at the helm.
- Paul Gerrard, head of campaigns for the Co-op, talking about vision through the prism of the Co-op’s 175 years history.
- Joy Parkinson, CEO of ethical cosmetics giant Faith In Nature, outlining the strict principles that govern everything from its ingredients and packaging to its office design and workplace culture.
- Kavita Cooper of start-ups Novo-K and JoCoBu talking with us about aligning financial health to strategy and procurement.

Find out more at www.iod.com/academy

Director Development within IoD takes many forms including committee organised events, IoD Scotland managed Professional Director Series workshops and London managed Chartered Director Programme courses. Given the current Covid-19 pandemic, and to ensure we can continue to support directors and their businesses with world-class development programmes, the IoD has been hard at work transitioning our internationally recognised qualifications into a virtual format. New sessions will be confirmed over the coming weeks,

so please keep an eye out for our regular Director Development emails. All our workshops and events are open to members and non-members and usually bring together delegates from a variety of sectors and locations to share experience and knowledge.

RTC - Confident Leadership

17 June 2020
9.30am - 11.30am

Book Online
iod.com/events-community/events/event-details/eventdateid/17431

RTC - Leading Innovation

24 June 2020
9.30am - 11.30am

Book Online
iod.com/events-community/events/event-details/eventdateid/17434

RTC - Impact for Business

1 July 2020
9.30am - 11.30am

Book Online
iod.com/events-community/events/event-details/eventdateid/17435

Certificate in Company Direction (Online)

From mid-July

Comprising of four modules:

- Role of the Director and Board
- Finance for Non- Finance Directors
- Leadership for Directors
- Strategy for Directors

Express your interest by emailing

developing@iod.com or visit:
iod.com/training/qualifications/certificate
for details on course content.

‘Coronavirus crisis has demanded that we hone our business instincts’

The IoD Chartered Director qualification is a renowned way for business leaders to develop their skills – and as recent graduate **Fraser Allan** tells Rob Beswick, the value of those skills has never been more keenly felt than at present

As many directors will have found over the past few months, the onset of the Covid-19 pandemic has placed even greater pressure on directors’ leadership skills.

With so many staff fearful for their future, and so many questions to be answered as to a safe roadmap back to work, it’s imperative directors can communicate effectively, drive strategy and ensure their organisations have the right structures in place to keep trading.

And it’s exactly those skills that the IoD’s Chartered Director programme deliver, says Fraser Allan, and why it’s a CPD platform for leaders that he’s happy to enthusiastically endorse.

Fraser, who received his Chartered Director qualification last year, said the course was “an ideal way to challenge thought process and fill holes in my knowledge base; it was particularly useful in giving me new insights into how our Board could look at things differently and deliver truly effective leadership.”

Fraser is managing director of CBES Ltd, part of the City Facilities Management Holdings group, and specialises in refit and refurbishment in the retail sector, delivering innovative construction and engineering solutions to clients including high street giants such as Asda, Co-op, Sainsbury’s, Morrison’s and Aldi.

His academic background saw him leave school and undertake an apprenticeship as a cabinet maker. Five years on and “I realised that I wanted to further my career and to do so I self-funded myself through university, initially studying business management, and culminating in a MSc in 1999.”

His career has seen him gain experience in sectors as diverse as

manufacturing, funeral services, education and the Scottish Care Commission before he landed the role that would lead to his current position.

“I joined CBES in 2003 as head of health and safety and thereafter moved up within the business. I took on responsibility for risk management and compliance both at business and group level and by the time I was made a director in 2013, my remit had a great deal of breadth and variety; it was a great challenge and for some parts I was almost a ‘Minister without Portfolio’, if you follow the political analogy.”

But while that variety may have frustrated some, Fraser found it refreshing as it gave him a real overview of the business. “I developed an over-arching view that allowed me to get to grips with all areas of the business and its management. I had responsibility for disciplines such as HSE, Business Continuity, HR and IT under my remit so I developed a great understanding of a number of new disciplines.”

When, in 2018, he was made MD, Fraser was keen to complement his existing skills with new ones. “Responsibility for risk management took me into every aspect of the business but while that gave me great insights, it also taught me that I needed to deepen my knowledge in some areas.” Perhaps predictably, finance is one such area.

“One of the problems anyone such as me faces when they reach a board position is how you understand the financials and can robustly challenge the FD?” he recalls. “They are the subject matter experts and you heavily rely on them; they have lived the sector for the whole of their careers and even if you have a good knowledge of headline

figures, balance sheets and P + L, their word tends to be law.”

He pointed out that he wasn’t the only one to see his need to improve in this sector. “I recall an interview with a senior executive from one of the big American merchant banks – I think it was Bears Stern – and he was asked why the bank’s Board did not deliver better challenge and oversight before the financial crash of 2008.

“He pointed out, ‘sat opposite me was a finance director who was a former Professor of Economics from Harvard with a double PhD who had created the seemingly unbreakable economic models... how do you realistically challenge that knowledge base?’ ”

It was an issue Fraser realised he needed to address – and the Finance and Non-Finance Directors component of the Chartered Director programme was ideal for doing just that.

But it wasn’t just numbers that Fraser sought help with. “One of the other areas I was interested in was improving our corporate governance. The IoD course was brilliant for highlighting how the Board should operate and how it can ‘look further down the road’ and deliver real strategic oversight on the business and its future direction.

“It’s too easy for directors to get bogged down in the day-to-day *minutiae*. It’s easy for gurus to say, ‘just focus on Blue Sky thinking’ but in my experience, that’s not realistic all of the time. What the Chartered Director course did was show me how you can bring more strategic oversight into your role while focusing on your existing duties.”

He was also impressed by the benefits he derived from the marketing element: “It allowed me to review our values and



“Chartered Director was an ideal way to challenge thought process and fill holes in my knowledge base; it was particularly useful in giving me new insights into how our Board could look at things differently and deliver truly effective leadership”

what we deliver to our customers. CBES is a very eclectic business, with divisions in a host of areas, and it is fundamental to ensure our clients understand the value and solutions we can bring to support them.

“The Chartered Director made me ask questions and interact more with different sections of the business to really get to grips with what we mean to our customers and what our core values are.”

As well as the content, Fraser was impressed with how the course was delivered. “It was very fast-paced and varied. The course leaders were great value; they had loads of experience and raised great points all the time.”

“The leaders challenged you and your preconceptions consistently, and how your business operates. You couldn’t get

away with ‘well, that’s how we’ve always done things...’”

Even the diploma exam, while testing, was fun while incredibly challenging— as was the interview and gathering evidence for his portfolio, which completes the process. “The Chartered Director exam was the most testing thing I’ve done since my Masters degree. The interview was robust and challenging but I thoroughly enjoyed the test it gave of my skills.”

Had it led to him re-evaluating all his experience? “No, this isn’t a Damascene moment, whereby everything you’ve ever known is thrown away and you start again. I take it that the way you lead is a result of the experiences you’ve gained through your life.”

“Rather, the Chartered Director got me to ask new questions about how I

operate and challenged some preconceptions. It’s given me more tools to use, and filled in some key gaps in my knowledge.”

How has it impacted on the business during the pandemic lockdown? “Clearly, the advantage I’m seeing is in the changes we’ve put in place for communicating to the workforce, which have been beneficial. People are apprehensive at the moment – and understandably so – so it has been vital that we can get clear, concise messages out to our people and make them see why we are doing what we’re doing and bringing them along with us.”

How we get out of the Covid-19 crisis will be dependent on key decision making now, Fraser says. “Being able to see further down the road, as I put it before, is important. We’ve put in place strategies not for now, but for 12-18 months’ time, as we plan our way back to normality.”

“We have taken an analytical approach to lockdown: my risk management background has been really useful, because we’re looking at how we can operate safely in the future.”

Is the Chartered Director something he’d recommend to colleagues?

“Absolutely, though it has to be said, going the whole way through to Diploma might not be for everyone. It can be costly and time consuming – but it is worth it.”

“I think for some of my colleagues, parts of the course are ideal to make sure your key people have the right capabilities and competences.”

But he’s keen to stress that gaining the Chartered Director qualification “isn’t about getting a badge and a new certificate.”

It gives you “a new compass with which to evaluate your business, your team and your own performance. Quite often I find myself leading by instinct; you get a gut feeling with what to do. But the Chartered Director gives you a more informed instinct. It has helped me ask very different questions of the board, of our direction and our operational practices.”

It has also helped him value diversity of thought in decision making. “When people talk ‘diversity’ they tend to be referring to gender or race which is absolutely right. The course has made me more aware than ever before of the need to embrace diversity of thought as well, to fully contribute to shaping boardroom discussions and decision making.”

“We need to find a blend of different kinds of thinking to develop strategies that really deliver success: that’s one area in which I’ve seen improvements in my own performance.”

Now more than ever, we need to... Celebrate our finest leaders

IoD Scotland Director of the Year Awards
September 8, 2020



IoD Scotland is delighted to reveal the shortlist for the 2020 Director of the Year Awards, and over the next few pages we will introduce them all to you.

The awards celebrate the recent achievements of Scotland's individual leaders within the private, public and voluntary sectors, with categories embracing everything from large multi-national giants to start-up businesses.

In addition, we will also be naming our

regional Directors of the Year, who were assessed by the IoD Scotland branch network.

Each nomination has been evaluated by our prestigious judging panel, made up of some of Scotland's finest business leaders and academics.

Unfortunately, the Covid-19 pandemic has forced us to postpone our traditional black tie dinner at which we celebrate the finalists and announce the winners.

We are currently working on a plan to deliver a successful and highly memorable event for everyone involved – our finalists, our sponsors and supporters and our guests, to take place on the previous date, **Tuesday, 8 September**. Make sure you have the date in your diary and all will be revealed very soon through. See www.iod.com

2020 Director of the Year finalists International



1 David Anderson: Score Diagnostics Limited

David has worked tirelessly to grow sales of the company's installed base of MIDAS Meter products to more than 30 countries around the world. He developed a clear sales and marketing strategy, backed by a strong brand identity. But face-to-face always works: he is on the road 40+ weeks of the year, evangelising about his product.

• *Message from our finalist:*
<https://vimeo.com/426217465>



2 Graham McWilliam: Glencraft (Aberdeen) Ltd

Social enterprises don't usually find themselves nominated for international trade awards but Graham McWilliam's far-sighted leadership has seen it sign lucrative deals with companies as far afield as China and South Korea. It's innovative mattresses have huge appeal – not least from HM the Queen's Balmoral Estate.

• *Message from our finalist:*
<https://vimeo.com/427023078>



3 Colin Wade: Chemco International Ltd

Colin took over a business with a strong balance sheet and niche products that almost sold themselves – but flat sales were still an issue. He has revitalised the sales side, directing more attention to face-to-face interaction and renewing the global distribution network while raising the company's profile in a bid to consolidate its world-class reputation.

4 Anna White: ScotlandShop

ScotlandShop's tailored tartan clothing and interiors is taking the world by storm, with USA the current centre of activity. Plans for a new bricks and mortar store and distribution centre have been backed by attendance at trade shows and a number of pop-up shops at existing Scottish shops to generate interest.

• *Message from our finalist:*
<https://vimeo.com/426216485>



IoD Scotland Chair's Award

In addition to the categories here, IoD Scotland will also announce a special award selected by its national chair, Aidan O'Carroll. The recipient will be a business leader with a lengthy track record of inspiring and outstanding work from within the Scottish business community.



Large Business

1 Mark Atherton: Superglass

The transformation in Superglass' fortunes under Mark's leadership has been remarkable. Formerly loss making and seemingly on the verge of being closed down, today it stands as one of the brightest manufacturing prospects in Scotland, with a modern infrastructure, good customer relations and a profitable order book.

• *Message from our finalist:*
<https://vimeo.com/425507621>

2 Jim Galbraith: Scottish Friendly Assurance Ltd

Throughout its long 158-year history Scottish Friendly Assurance has always taken the long-term view – and Jim remains steadfast to that principle. He is still happy to challenge structures, however, and its

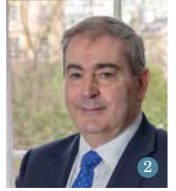
'diversify and grow' initiative is delivering financial rewards within a controlled risk environment.

• *Message from our finalist:*
[See https://vimeo.com/427022301](https://vimeo.com/427022301)

3 Niall MacDonald: previously with Aquascot

Niall's leadership has seen Aquascot embark on an ambitious five-year growth strategy. This will deepen its existing relationships with key clients including, among others, Waitrose, while at the same time building a new label. He has a clear vision of the future and a restructuring has created a leaner, more focused team capable of delivering on targets.

• *Message from our finalist:*
<https://vimeo.com/428036124>



Small-Medium Business



1 Marshall Dallas: EICC

Under Marshall's leadership, the EICC has demonstrated phenomenal growth despite more competition and increasingly competitive global events market. A reassessment of internal processes has seen increased employee empowerment being embedded into the business, allowing staff to make their own decisions and trust their instincts as they seek out new business.



2 Allan James: AJ Engineering & Construction Services Ltd

Since setting up the business in 1999, Alan James has strived for constant improvement, investing heavily in new equipment to improve manufacturing processes and ensuring staff are at all times trained to deliver exceptional standards of workmanship. A focus on training and apprentices has helped fill skills shortages.

• *Message from our finalist:*
<https://vimeo.com/426217519>



3 Heather Matthews: Little's Chauffeur Drive Ltd

Helen's relentless belief in her family-owned chauffeur business led to a record-breaking 2019, with 39 per cent growth in turnover and 95 per cent increase in profits. Bookings were also up as the company broadened its customer base to become a truly international player, delivering Little's brand values around the world.

• *Message from our finalist:*
<https://vimeo.com/427053862>

4 Murray McCall: Anderson Strathern

An experience employment lawyer, Murray oversees for all major firm operations and shaping and implementing strategy. He has a clear focus for the businesses and introduced smarter working practices to improve productivity. Its success has been evidenced by 10 and 28 per cent rises in profitability in 2018 and 2019 respectively.

• *Message from our finalist:*
<https://vimeo.com/426215272>

5 Michael Rolland: The Paint Shed

Since joining the family business in 2016 Michael has helped take what was a profitable paint business and turned it into a market-leading paint specialist retailer. Investment in a 'click and brick' model has doubled turnover and profitability, driven by public confidence in its honest, price transparent policy.

6 Sara Speirs: Spectrum Service Solutions Ltd

Spectrum is a family cleaning business which continues to go from strength to strength. Sara has guided the company from launch into a truly UK-wide operation, overseeing consistent increases in revenue and profitability despite strong investment in technology. Staff loyalty remains strong, a notable achievement in a sector that tends to have a high turnover of employees.



Awards sponsors & supporters



2020 Director of the Year finalists

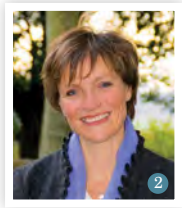
Equality, Diversity & Inclusion



1 **Lynne Cadenhead:** Women's Enterprise Scotland

Lynne leverages the collective experience on hand at Women's Enterprise Scotland to drive meaningful and strategic change at policy level, with the aim of improving the landscape for female entrepreneurs. A key goal is ensuring effective leadership development and training programmes are accessible to all.

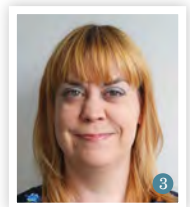
• *Message from our finalist:*
<https://vimeo.com/426214413>



2 **Lisa Kerr:** Gordonstoun

The first female Principal of one of the world's most famous public schools, Lisa has championed diversity from the outset. She

has rebuilt the school's reputation after negative publicity, shored up declining revenues and improved pupil numbers. At the same time she has pushed for more bursaries and financial support for deserving young people in the Moray region.



3 **Susan Russell:** Women in Tourism Ltd

Susan has led from the front in improving the number of women in executive-level positions within the tourism sector. She has directly challenged businesses and organisations on their gender diversity and organised a sector-wide survey to highlight the paucity of women in senior management positions, as well as launching a drive to find the Top 100 Women in Tourism.

Family Business

Sponsored by **TURCAN CONNELL**

More details: www.turcanconnell.com

A Message from our Sponsor

Family businesses are the backbone of both the Scottish economy and Turcan Connell's focus. The quality of the entrants this year was incredibly high, demonstrating diversity across sectors as well as the importance of those businesses to their local area. Each finalist also evidenced strong family values running through it and this made selecting a winner especially difficult. We wish to congratulate all of the finalists and to thank them for their contribution.

Mike Kane, Partner and Head of Family Businesses at Turcan Connell

1 **Isabella MacDonald:** Kinloch Lodge Hotel Ltd

After taking over the family hotel on her parents' retirement, Isabella has overseen an extensive programme of renovation and expansion - while retaining the authentic warm Highland welcome and focus on local seasonal produce that was always the hotel's trademark.

• *Message from our finalist:*
<https://vimeo.com/425156137>

2 **Heather Matthews:** Little's Chauffeur Drive Ltd

Heather leads a business founded by her father in 1966 with a single-minded determination to deliver the best possible customer service to its clients. Despite a challenging economic period her decision to invest in both her fleet and her team has seen Little's make a successful entry into the leisure tours sector.

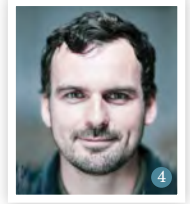
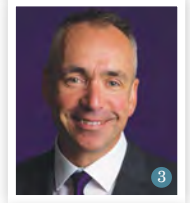
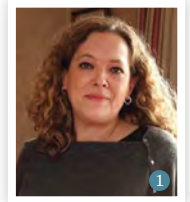
• *Message from our finalist:*
<https://vimeo.com/427053862>

3 **Ed Monaghan:** Mactaggart & Mickel

Family-owned since 1925, the house builder is now under its fourth generation of leadership. Ed has overseen continuing growth in both turnover and profit and has firmly established its presence in England, where it has broken new ground on a number of major developments.

4 **Martin Murray:** Dunnet Bay Distillers Ltd

Martin has built Dunnet Bay Distillers Ltd into a major player in the blossoming craft gin sector in just six years. Sales growth, market presence and brand strength have soared, as Martin's close-knit team has worked tirelessly to take on the world from their corner of Caithness.



Public Sector

Sponsored by



More details: www.mclcreate.com

1 Derek Crichton: Dumfries & Galloway Council

Faced with challenges on income and demographics, Derek set about improving council services by increasing community engagement and local decision making to prioritise and sustain public services. New models of service delivery have been introduced while delivering significant budget savings.

• *Message from our finalist:*
<https://vimeo.com/426217586>

2 Simon Milne MBE:

Royal Botanic Garden, Edinburgh

Simon responded to shrinking Government budgets by conducting an extensive programme of change management, ensuring RBGE increased self-generated income while committing to a revised mission - to promote biodiversity and create solutions to the climate emergency.

3 Alan Moore: thinkWhere Limited

Alan has transformed thinkWhere Limited into a successful, innovative provider of GIS products and services, expanding its services and creating a wholly new model for how the public sector utilises complex mapping for land and property.

4 Dr Ken Thomson OBE: Forth Valley College

Under Ken's leadership Forth Valley College continues to perform consistently well, offering a creative learning environment that makes a real difference to its students. An emphasis on vocational provision has seen it become one of the largest Modern Apprenticeship providers in Scotland.

• *Message from our finalist:*
<https://vimeo.com/426213937>



Third Sector

Sponsored by



A Message from our Sponsor

SCVO is delighted to once again support the IoD's Third Sector Director of the Year award. Every year, this category demonstrates the wealth of leadership talent across our sector. At a time when the voluntary sector is needed more than ever, creative and inspiring leadership has never been more important. I'd like to congratulate all of the finalists and look forward to celebrating with them at the awards.

Anna Fowlie, CEO, SCVO

More details: <https://scvo.org.uk/>



1 Kirsteen Campbell: Scottish SPCA

Since joining in 2017 Kirsteen has led efforts to diversify income streams to Scottish SPCA, removing its dependence on legacies and personal donations by improving links with the corporate world.

Extensive public engagement has seen the charity champion calls to improve animal welfare, with a focus on securing support before the next Holyrood election for its campaigns.

2 Julie Cosgrove: Caledonia Housing Association

Julie has recorded a host of achievements at CHA, including increasing housing stock, generating income to build more affordable homes and modernising service to tenants through a commitment to digital. She has set her sights on an ambitious £30m plan to transform Bellsmyre Housing Association as the next goal.

3 Iain MacRitchie: MCR Pathways

Iain has led a revolution in the way Scotland responds to the needs of care-experienced young people, offering them hope that they can fulfil their potential through education and work. Crucially he has placed listening to the needs of young people first, ensuring that their input sets the tone and content of policies.

• *Message from our finalist:*
<https://vimeo.com/426217782>

4 Mike Robinson: Royal Scottish Geographical Society

Since becoming chief executive of RSGS in 2008, Mike has overseen a fundamental rejuvenation across every aspect of the business. Its membership base has increased, as has its public recognition. A new HQ in Perth and visitor centre has provided the first opportunity for the wider public to access its treasure trove of maps, books and artefacts.

• *Message from our finalist:*
<https://vimeo.com/426216570>

2020 Director of the Year finalists

Social Value & Sustainability Impact

Sponsored by



www.zerowastescotland.org.uk/

A Message from our Sponsor

You can view a message from Iain Gulland, Chief Executive of award category sponsor Zero Waste Scotland, at <https://vimeo.com/427405717>

1 David Farquhar: Intelligent Growth Solutions

With food demand rising and available land for arable production diminishing, it is up to businesses like Intelligent Growth Solutions to come up with the answers to what is a growing crisis. David has helped develop the world's most advanced farming system, attracting investment from agritech investors excited by the vision and culture he has put in place.

• *Message from our finalist:*
<https://vimeo.com/428027298>

2 Iain MacRitchie: MCR Pathways

Iain founded MCR Pathways to offer a mentoring programme to care-experienced pupils and assist in their future career and life choices. It now supports 2,300 pupils a week, aiming ultimately to reach 5,000 nationally, as it builds on Dr Ritchie's overarching

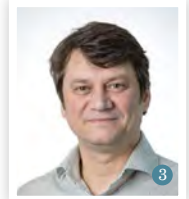
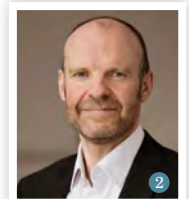
vision of realising the potential of everyone, combining transformation stories with clear statistical measures.

• *Message from our finalist:*
<https://vimeo.com/426217782>

3 Martin McCrimmon: CMS Window Systems

CMS' success has been underpinned by a sustainable strategy that seeks to constantly evolve its processes and technology. Martin's brief spans economic, social and environmental objectives, designed to ensure that the business remains financially robust with a clear growth path, while also making a positive contribution to the local communities in which it operates and reducing its carbon footprint.

• *Message from our finalist:*
<https://vimeo.com/427404454>



Start-Up

1 Dr Dave Hughes: Novosound

A spin-off from the University of West Scotland, Novosound is an IP-rich specialist in sensors for ultrasonic testing. Dave's foresight and vision has enabled it to tap into pools of investment from leading technological-based funds, with sales to 20 countries in the oil and gas, aerospace and semiconductor sectors.

2 Ken Morrice: MM Search

Ken has ripped up the rulebook of the executive search model, giving clients a distinct point of difference based on market knowledge, excellent delivery and unrivalled levels of service. Building key support functions has proved central to growth in terms of both turnover, clients and profitability.

• *Message from our finalist:*
<https://vimeo.com/425175216>

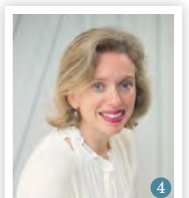
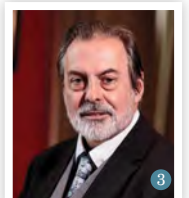
3 Dr Keith Nicholson: Cyber Security Scotland

In just two years Dr Nicholson has built Cyber Security Scotland's reputation into that of a trusted advisor that sets the standard for every public body. Its innovative approach to service delivery, knowledge sharing and partnership working has benefited countless other organisations, to the benefit of the wider economy.

4 Nicki Sturzaker: Drylaw House

Since its launch in 2018, Nicki has evolved Drylaw House's customer offer through clever use of social marketing, lifestyle photoshoots and brand placement. Wedding and events bookings are up, and the advent of a presence on the Airbnb platform has helped further commercialise this unique north Edinburgh classic Queen Anne-style property.

• *Message from our finalist:*
<https://vimeo.com/426978104>



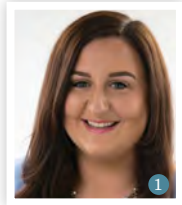
Young Director

Sponsored by insights

www.insights.com

A Message from our Sponsor

You can view a message from the sponsor of this award category, **Andy Lothian, CEO of The Insights Group and Co-founder, Insights Learning and Development**, at <https://vimeo.com/426987196>



1 **Rebecca Bell:** Spectrum Service Solutions Ltd

Rebecca's management of Spectrum's involvement with The Open Golf at Portrush and the Solheim Cup (Gleneagles) far exceeded expectations, further cementing the company's reputation as Scotland's leading event service company and adding value, both financially and strategically.



2 **Dr Lewis Brown:** Star Refrigeration

The implementation of new processes within the contracts team at Star have resulted in strong profit figures. Lewis has focused on cost control and quality improvement to deliver improved service standards and client retention.

• *Message from our finalist:*
<https://vimeo.com/428189654>



3 **Brandon Clements:** Isle of Gigha Heritage Trust

Brandon has taken a lead role in developing facilities on the Isle of Gigha, where his inspiring idea for building a multi-use community hub has been taken up with enthusiasm by the 160-strong population of the island. Such is his vision for the project that he is taking on roles as diverse as liaising with architects and planning future use of what will be a much-needed resource.

• *Message from our finalist:*
<https://vimeo.com/427320800>



4 **Craig Everett:** Holibob

Consumer-facing travel brands struggle to sell their clients extra tours and experiences - but that's where Holibob comes in. Craig has developed a 'plug and play' digital offer that opens up a lucrative new market for established travel giants. He has set ambitious goals to match the scope of this innovation, looking to use scalable tech to keep headcount low while profits are high.

• *Message from our finalist:*
<https://vimeo.com/428438762>

Innovation

Sponsored by



Scottish Government
Riaghaltas na h-Alba

www.gov.scot/about/

A Message from our Sponsor

The Covid-19 emergency has shown how quickly many businesses adapted their processes or supplied new products to support vital services across Scotland. We need to continue, and build on, this surge in innovation, and by unlocking the skills and strengths of Scottish companies, restart our economy.

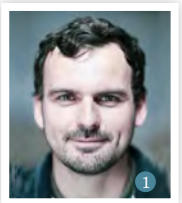
1 **Martin Murray:** Dunnet Bay Distillers Ltd

As well as showing innovation in his products, Martin has pushed Dunnet Bay Distillers to the forefront of best ecological practice. He has introduced a recyclable pouch in which to 'bottle' his best-selling drinks, allowing customers to re-use the beautiful ceramic bottles which are the distillers' trademark at a saving on price and to the environment.

2 **Chris Newlands:** Spelfie Ltd

How would you like to capture your next high-profile event from space? That's Chris' plan - to utilise satellite technology to create a unique portrait of your attendance at a big set-piece event, creating the best web content to drive brand awareness and site traffic, boosting both hosts and attendees.

• *Message from our finalist:*
<https://vimeo.com/425506755>



3 **Nathan Pyne-Carter:** Ace Aquatec Ltd

Nathan has brought real innovation to the fish farming sector, implementing a unique approach to R&D that enables quick development and deployment of new technology and concepts. Among these are a host of eco-farming measures that have brought plaudits and sales in a sector that is becoming more environmentally focused.

4 **Martin Sayer:** Tritonia Scientific Ltd

After the university that operated the underwater diving and research company withdrew funding, Martin moved quickly to re-establish it as a private sector operation. He has excelled in the faster pace of private sector operation, handling challenges around finance and new business with confidence while revelling in the freedom to apply commercial rigour to the company's technical work.

• *Message from our finalist:*
<https://vimeo.com/426215076>



2020 Director of the Year finalists

Non-Executive Director

Sponsored by



www.wheatley-group.com

A Message from our Sponsor

The Wheatley Group recognises the critical role Non-Executives play in the effective governance of organisations. As Boards across these country grapple with the unprecedented times, the role of Non-Executives has never been more challenging. We are thrilled to support the Non-Executive of the Year category and recognise their essential contribution. We would like to congratulate all the finalists for their sterling work and look forward to marking this with them later in the year.

Anthony Allison, Director of Governance, Wheatley Group



1 John Anderson: iMultiply Resourcing Limited

John specialises in building effective and balanced boards for businesses on swift growth. He is adept at helping senior leaders unlock talent and opportunities within their organisations while introducing best practice in corporate governance, reporting and risk management.

Message from our finalist:
<https://vimeo.com/426215926>

3 Professor Lesley Sawers OBE: Crosswind Developments

Professor Lesley's energy, experience and knowledge of the corporate, public and third sectors have been crucial to the building of Crosswind Development's Elements Edinburgh site, helping to frame the narrative behind this unique 65-acre mixed-use site of housing and commercial properties that encompasses the very best in zero carbon and sustainable living.



2 Sarah Deas: Bank of Scotland and Wellbeing Economy Alliance (Scotland)

Sarah's over-arching vision is to have a positive impact on society and help build a progressive economy. Her work with the Bank of Scotland Foundation has overhauled its governance and aims, allowing it to significantly increase its impact and donate over £3.5million to 640 charities across Scotland.

4 Brian Williamson: 4icg

In the often impersonal world of big tech, Brian brings a humanising touch to the companies he works with. His strategic oversight allows businesses to plan for growth in ways that makes best use of the skills they have to hand, while allowing them to respond quickly to customer demand and market movements.

Message from our finalist:
<https://vimeo.com/425506145>



Regional Finalists

IoD Scotland Branches assessed the applications received in their regions. Some of the nominees below have also been included in the main national awards, and their photographs can be found in the relevant category.

Aberdeen & Grampian

David Anderson Score Diagnostics Limited
Graham McWilliam Glencraft (Aberdeen) Ltd
1 Allan Merritt Arnlea Systems Limited
 See <https://vimeo.com/425151467>
2 Nathan Payne Optic Earth Limited

Central Scotland

Mark Atherton Superglass
3 Abeer Macintyre BTA
Michael Rolland The Paint Shed
Dr Ken Thomson OBE Forth Valley College

Edinburgh & Lothians

John Anderson iMultiply Resourcing Limited
David Farquhar Intelligent Growth Solutions
Simon Milne MBE Royal Botanic Garden Edinburgh
4 Robin Stevenson Hamilton Waste & Recycling Ltd

Glasgow & West of Scotland

5 Patrick Byrne 4icg Group Ltd
6 Vanessa Gilpin strEAT Events
 See <https://vimeo.com/425506849>
Iain MacRitchie MCR Pathways
7 Paul McColgan Community Renewal Group
Ed Monaghan Mactaggart & Mickel

Highlands & Islands

8 Stephen Kemp Orkney Distilling Limited & Orkney Builders (Contractors) Ltd
 Gordonstoun
previously with Aquascot
Lisa Kerr Dunnet Bay Distillers Ltd
Niall MacDonald
Martin Murray

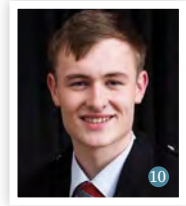
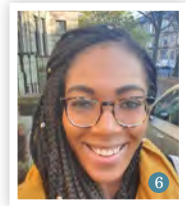


South of Scotland

9 Joanna Campbell Dumfries and Galloway College
<https://vimeo.com/427690010>
Derek Crichton Dumfries & Galloway Council
10 Lyle Hamilton Idiom Marketing Ltd
 See <https://vimeo.com/426215336>
Anna White ScotlandShop

Tayside & Fife

Kirsteen Campbell Scottish SPCA
Julie Cosgrove Caledonia Housing Association
Nathan Pyne-Carter Ace Aquatec Ltd
Mike Robinson Royal Scottish Geographical Society



IoD Events Diary

IoD Professional Director Series

Now available online with virtual delivery

The IoD is here to help you be the best leader you can be – and during the Covid-19 pandemic, it's never been more crucial that you stay on top of your game by developing your leadership and directorial skills.

Whether you've been a director for days or decades, there is always something new to discover about the role, your responsibilities, and the business world around you. In an economy that's changing by the day, it's vital you stay on top of your game with professional development.

And now, to help you understand your role as a director, and future-proof your board and organisation, we've developed our Professional Director Series to be delivered virtually – bringing accessible and digestible CPD straight to you.

The whole series – wherever you are in the world – is mapped to the IoD Director Competency Framework, keeping your learning relevant, up-to-date and in line with your professional development ambitions. Whether you're embarking on the Certificate in Company Direction or are a qualified Chartered Director, this CPD series is the perfect accompaniment – or refresher – to your existing knowledge. You'll be part of a group of leaders from organisations of all shapes and sizes from across our regions and nations, allowing you to connect, learn, share your setbacks and successes, and encourage each other at the most senior level during these difficult times.

All sessions will be delivered online; they cost £75 + VAT for members, £100 + VAT for non-members.



Step to the Top

**Next session: July 1
9.30am-11am**

This workshop will enable participants to determine whether they are ready (and willing!) to take the step up to the boardroom. Some people are presented with the opportunity to become a board member based on being good at something else (eg, a senior manager) or by accident!

Often, no consideration is given to whether they are board-ready or capable. This interactive workshop explores

what it means to be a director, the duties and obligations that the role brings and how it differs from being a manager in an organisation.

It also examines the skills, knowledge and mind-set that are required of an effective board member and provide delegates who wish to make the leap to the boardroom with signposting to areas where they can get further support and training in order to be effective directors.



Company Purpose and ESG: Driving Long-term Value

**Next session: June 30
11.30am-1pm**

Recent years have seen significant changes in the way stakeholders expect organisations to present and run their business, requiring boards companies to re-evaluate their purpose within an environmental, social and governance (ESG) context. Boards need a firm grasp of value creation that satisfies all stakeholders, internal and external.

This workshop explores how meaningful purpose statements at the heart of an organisation's business model bring benefits and drive long-term value creation. It also examines what influences stakeholder demand and introduces different reporting and disclosure frameworks that will help organisations report and communicate their ESG credentials effectively to their stakeholders.



Leading from the Chair

Next session: July 2
9.30-11am

The role of the chair is often misunderstood and confused with that of the CEO. But the chair's role is far more than organising and managing board meeting execution. Successful organisations reveal that the leadership role of the chair is vital in order to ensure that the board makes decisions and discharges its duties and obligations effectively. This session will clarify the chair's role in order to unleash the value creating potential of the board.



Strategic Decision Making

Next session: June 30
9.30-11am

This workshop will equip delegates with ways of strengthening their strategic decision-making ability. In a Covid/post-Covid world, being able to make great decisions around strategy has never been more important. This workshop looks at effective strategic decision-making and offers practical solutions to the main challenges.

It based on contemporary research into how directors and leadership teams make effective strategic decisions, and draws on global insight from entrepreneurs and thought-leaders.



Find out more at
www.iod.com



IoD Coronavirus Hub: Support for you and your business

No matter how big, small, local or global your business is, the IoD is here to support you through the months ahead and beyond.

The **IoD Coronavirus Hub** is designed to provide you with access to the latest advice, information and resources you need to support your business.

Our global community of directors is a huge asset, and we want you to get involved.

We are in direct contact with Government and will continue to make your voice heard, seeking the support you need.

Visit the IoD Coronavirus Hub for the most up to date information.

For more information, please contact IoD Scotland on 0131 557 5488

As part of our commitment to our members, the IoD is hosting online webinars and professional development

sessions through the summer months.

The following sessions are planned and will be of interest to IoD Scotland members. While some of these events are run by other regions around the UK, they are open to all members; just register and you will be sent details of how to join. All sessions are free unless otherwise stated. The list is updated regularly; see www.iod.com for new events.

Events Diary

All events before September will be held online. Venues for all events post-summer will be dependent on whether rules around social distancing and lockdown change. We will keep all attendees informed of venues are to change.

Leadership Webinar with Poonam Gupta OBE

Date: 24 June
Time: 4pm-5pm
Price: Free

Our people will always be our most important asset, so we need to care, nurture and bring the team together. Leadership is never more important than during times of crisis – good leaders bring the team with them. Poor leadership leaves the team to flounder.

In this session, hosted by Neil Bradbrook, Deputy Chair for Central Scotland, we'll hear Poonam Gupta OBE, CEO of PG Paper, one of Scotland's fastest growing companies, and current EY Entrepreneur of the Year, describe how she built PG Paper from scratch.

In the second half we are also delighted to welcome George Lindsay,

Chairman of IndiNature, an innovative leader manufacturing naturally produced thermal insulation for buildings.

The themes for this session are:

- Overcoming adversity
- Dealing with the unexpected
- Leading your team remotely
- Thoughts on the impact of Covid on future international markets

The webinar will be an engaging and entertaining 1 hour session, full of thought-provoking insights. It will include a Q&A at the end for you to ask your own questions.

Event manager: Patricia Huth
t: 0131 557 5488
e: Patricia.Huth@iod.com

Helping you, help others

Now more than ever, IoD Scotland is committed to providing access to high level events and speakers so where we can, our events will remain free for Members to attend. To secure your place, we instead ask that you may consider making a donation of £10 to our 2020 Charity Partner, Epilepsy Scotland here. Thank you.



Covid 19: Impact on the Scottish Economy, with Fraser of Allander Institute

Date: 25 June
Time: 3pm-4pm
Price: Free

Following the publication of the latest Fraser of Allander Economic Commentary, Mairi Spowage, Deputy Director of the Fraser of Allander Institute, will outline the latest trends in the economy and discuss the impact of the crisis on the Scottish economy. The session will explore:

- What has the overall impact of the pandemic on the Scottish Economy?
- How is the pandemic impacting different sectors, regions and households in the Scottish economy?
- What is likely to be next for the Scottish economy?

Mairi Spowage is a principal knowledge exchange fellow and the deputy director of the Fraser of Allander Institute. Her areas of expertise include economic

policy, economic statistics, national accounting, public sector finances, and economic and fiscal forecasting. She is regularly asked to give evidence at parliamentary committees, including the Finance and Constitution Committee and the Economy, Jobs and Fair Work.

Event manager: Patricia Huth
t: 0131 557 5488
e: Patricia.Huth@iod.com

Leading Innovation - A Ros Taylor Masterclass

Date: 24 June
Time: 9.30am-11.30am
CPD: 2 hours
Price: Members, £100 + VAT
 Non Members £120 + VAT

This workshop can be taken alone or in conjunction with three other masterclasses that aim to provide practical learning and focus on the different behaviours and skills needed to be effective on boards.

Of relevance to individuals who are currently directors and those about to be appointed within the Private, Public and Third Sectors, this series is for those serious about their professional development.

‘Creativity will be the biggest determinant of company success this century’. So why leave creativity to artists? We are all creative! Doing things

differently to gain edge, to gain business advantage is in the grasp of all of us. But how to go about it is the challenge. This workshop addresses the following:

- The ability to come up with new ideas
- Creating an “ideas allowing” work environment
- How creative are you? Questionnaire and feedback
- Learning to be an agile problem solver
- Twisting/noodling/hatching- the language of the new creative
- Team innovation.

It will be led by one of the IOD’s most respected course leaders, Ros Taylor.

Event manager: Patricia Huth
t: 0131 557 5488
e: Patricia.Huth@iod.com

IoD Advance Insight: Driving a culture of performance

Date: 24 June
Time: 1pm-2pm

IoD’s Insight Events – run by members, for members – are designed to enable you to explore a key topic, grow your network and gain practical advice from experts within the Advance community.

This session will help you define and measure culture in the right way to improve business performance. We will explore the things you should concentrate on, and discuss the things you shouldn’t.

The UK has one of the lowest employee engagement scores in the World according to Gallup. The best cultures perform over 50% better than the worst in the same industry group. Most leaders cannot describe their culture accurately, and cannot put a

value on what it is worth to them.

Attendees will be able to define culture in a way that works for them, understand the key ingredients that make a culture and how to measure their own culture.

You will see examples of different cultures and which cultures directly impact positively on performance, and which negatively – including examples of cultures that actively work against the objectives of the organisation. You will understand how they should go about understanding and managing their culture actively.

This session will be ran by Martin Lister, Advance member and Partner at Humantelligence, Inc.

Event manager: Anna Calderbank
t: 020 7766 8808
e: advance@iod.com

Creating a compelling business proposition

Date: 30 June
Time: 10am - 11am
Price: Free

Creating a compelling business proposition helps secure debt and/or equity. However, the business principles that lie behind a compelling business proposition are the basic foundations that make great companies.

This session will explore why:

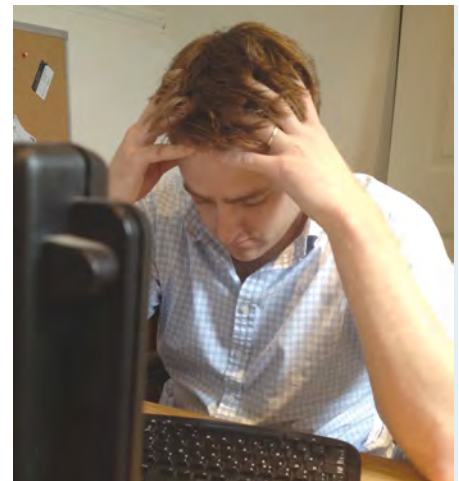
- Legislation is often the spark that can change your business proposition from interesting to compelling; and
- Probing the challenges your clients have has many benefits.
- Poor basic assumptions are often the

very thing that holds a business back.

This interactive session will be led by Brian Williamson who will use some of the audience to work through real live examples, ideally learning from each other as well as the speaker.

Brian is an award-winning entrepreneur and will draw on experience gained from his success building up and exiting nine businesses in his life. The 2020 Covid-19 recession is the fifth recession Brian has lived through as a businessman.

Event manager: Patricia Huth
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Stress & Mental Health: Preparing to come out of lockdown

Date: 29 June
Time: 11am-12 noon
Price: Free

Pre-lockdown, mental health awareness was an important topic for employers to understand. But Covid19 has now made this a top priority and leaders must turn that awareness into action. It is no longer just a tick-box exercise.

Gin Lalli will present her take on stress and brain function and will open up the discussion into how we can all prepare ourselves and our staff to come out of lockdown.

The session will explore the following

- Only nine per cent of Britons want life to return to ‘normal’ once lockdown is over.
- But what is ‘normal’ and do we really want to return to what it was like before?
- What has lockdown taught you about your own mental health and wellbeing?

The session will include an open and frank discussion about mental health and stress.

Our host, Gin Lalli, has always been fascinated by how the brain works; why can some people cope with difficult circumstances and others find it more challenging? Gin began a journey to study neuroscience and psychology, which ultimately led to her becoming a qualified solution-focused psychotherapist. She people to regain control of their lives by explaining the science behind how the brain functions.

Event manager: Patricia Huth
t: 0131 557 5488
e: Patricia.Huth@iod.com

Virtual Launch of the IoD Centre for Corporate Governance

Date: June 30
Time: 1.30-3pm
Price: Free

A high-profile panel of leading commentators has been gathered to launch the IoD Centre for Corporate Governance and address the issue "Does the global pandemic signal an enduring shift in corporate governance?"

The global pandemic has prompted a series of unprecedented interventions by governments and regulatory agencies around the world. Despite the uncertainties of the current environment, the Covid-19 crisis might prove to be a watershed moment in a number of contexts - including in the re-orientation of corporate governance priorities towards addressing climate

change, social impact and the interests of a wider group of stakeholders. This 90-minute webinar will examine what changes might endure in the longer term, both in the UK and beyond. Eminent speakers will consider the governance consequences for today's dominant paradigms in business and regulation.

About the IoD Centre for Corporate Governance

Housed within the IoD, the Centre is a hub for discussion of corporate governance and related environmental, social and governance (ESG) issues fostering an inclusive and multi-disciplinary approach. Exploring developments and facilitating debate in

respect of the law and practice of corporate governance in the private, public and not-for-profit sector, the Centre will work to share its findings with business practitioners, policy makers, and the general public.

Join us in launching the centre, and hear from IoD Chair and Centre Chair Charlotte Valeur on the Centre's mission, conference host Deborah Hargreaves and keynote speaker Darren Jones, the Labour MP for Bristol North West and chair of the Business, Energy and Industrial Strategy (BEIS) Select Committee at Westminster.

Event manager: Sophie Breeden
t: 020 7451 3134
e: carum.basra@iod.com

Making an impact for business presentations: A Ros Taylor Masterclass

Date: July 1
Time: 9.30-11.30am
CPD: 2 hours
Cost: Members £100 + VAT
Non-members £120 + VAT

This workshop aims to provide practical learning and focus on the different behaviours and skills needed to be effective on boards. It will highlight how to put together a presentation without jeopardising quality and how to be relaxed enough to focus on the audience.

This workshop will help participants present to any size of group and have a rewarding, enjoyable experience.

It will also explain what makes a good presenter, the nature of audience body language and the essential components to make an impressive impact. It will be led by Ros Taylor, a leading clinical psychologist and leadership coach.

Event manager: Patricia Huth
t: 0131 557 5488
e: Patricia.Huth@iod.com

Communicating out of a pandemic

Date: July 1
Time: 1.30-2.30pm

Covid is causing most businesses to rethink their business plans, their operational and resource plans with big decisions being made on people, premises and possible pivots.

John Morrison will provide valuable insights to help you successfully communicate your way out of this pandemic, internally and externally, ensuring that the company's reputation remains intact.

John is the managing director of Morrison Media, one of Scotland's most highly respected PR, public affairs and media training companies. He has a track record of providing advice and training at boardroom



level for some of the biggest brand names in the country including BP, CGI, the Scottish Police Federation, SSE and Scottish Water.

He has also provided training and communications advice to several UK universities and local authorities.

Before setting up Morrison Media, John was one of the most recognisable faces on BBC News for more than 20 years, and from 2001 to 2006, was Scotland Correspondent.

Event manager: Patricia Huth
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The Future Way of Working

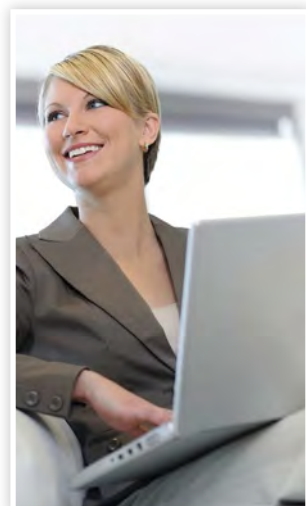
Date: July 2
Time: 11am - 12 noon
Cost: Free

Employers have had to react quickly during lockdown to implement new ways of working. We have seen a rapid, forced experiment in working from home and flexible working. What lasting impact will this upheaval have?

Join our panel of business leaders in an interactive question and answer session on the future way of working.

Some of the areas under discussion: will include: Meetings - Virtual v Face to Face; workforce preferences - mature employee v Generation X; social and cultural influences; staff mental health; health and safety; remote working and self-discipline; productivity and office space retention.

Event manager: Jo Dukes
t: 0111 516 3155
e: jo.dukes@iod.com



IoD Advance Insight: Focus & Resilience in a Fast-Changing World

Date: July 7
Time: 1pm - 2pm
Price: Free

Do you know what wastes your time? How resilient are you really? What is procrastination, why do we do it, and how do we manage it?

Together we'll explore different ways to

maintain and boost resilience, as well as look in to the physiology of performance and its impacts.

In this session we'll explore what are your time wasters, and explain why we procrastinate, and how do we manage it. This will give an opportunity to reflect on what gets in the way of your focus, and resilience. We will also consider tools and

strategies to better support future outcomes.

This session will be led by Meryl Gilbert, Advance member and Director at MGL Ltd.

Event manager: Anna Calderbank
t: 020 7766 8808
e: advance@iod.com



Effective research techniques and approaches for directors

Date: 16 July
Time: 12.30pm-1.30pm
Cost: Free

Having the ability to perform effective, robust, reliable and unbiased research is a key capability for all directors.

As part of normal business, all firms need to research the market place to determine how they should operate their firm, therefore during this IoD webinar you will discover the following:

- Understand the different types of information - eg, quantitative verses qualitative data
- How to design a research plan
- How to create a sample and understand the challenges and issues
- How to gather data via a variety of sources
- How to perform data analysis and summarise the research data

It will be led by Paul Taylor who has 30 years' experience of implementing change across the financial services, oil/gas, charities and professional bodies.

Event manager: Caroline Kearney
t: 07917 699498
e: caroline.kearney@iod.com

Date: September 17
Time: 6.30pm-8.30pm
Venue: CodeBase Stirling , Stirling
Cost: Members and guests £15 + VAT
 Non-members £20 + VAT

The IoD Central Scotland Committee is delighted to present an evening dedicated to the fast-changing digital economy, where we aim to inspire by example.

Business leaders can learn from shining examples of how businesses created opportunities for growth by embracing evolutions and opportunities in Digital

Technology. Our experienced guest speakers, including Ron Smith, Chair, IoD Central Scotland Committee; and Alain Van Weert lead on Digital Economy, IoD Central Scotland, will highlight how their own businesses embraced the opportunities of the digital age. Q&A and networking, plus refreshments.

Event manager:
Patricia Huth
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Learn & Lunch: How to Bid And Win!

Date: October 6
Time: 12noon - 2pm 14:00
Venue: Inverness Chamber of Commerce, Inverness
CPD: 1.5 hours
Cost: Members and guests £15 + VAT
 Non-members £20 + VAT

Hear from Andrew Morrison, founder and BD director of AM Bid, Scotland's largest bidding and tender specialist, in a bespoke bidding masterclass for directors and senior leaders. Andrew was an IoD Scotland Director of the Year in 2018

The Masterclass will cover:

- Bid strategy
- Identifying and qualifying opportunities

- Bid resourcing
- Developing robust internal bid processes
- Creating winning bids
- Increasing bid win rates

Delegates will gain a clear understanding of the value of strong bid strategy and governance, and how increasing bid win rates can lead to transformational business growth.

Andrew Morrison is a bidding professional who founded AM Bid, Scotland's largest and multi-award winning bid and tender specialists. AM Bid was established in 2014 and has already built a reputation for being the 'go to' specialists who can win bids in any

sector. With staff across the UK and extensive experience in bidding to the public, private and third sectors, they have plenty of expert tips to pass on. Winning bids, tenders and awards can be transformational for a company's growth prospects and value.

Andrew's spike is his deep understanding of what clients want to see in bids and proposals. He can confidently unpick both specifications and strategies to craft winning bids.

Event manager:
Patricia Huth
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The essential guide for directors

Insolvency, directors' duties and avoiding personal liability

The UK Government has sought to help company directors who are trying to guide their company through these unprecedented times.

One notable change is the relaxation of the wrongful trading laws, for directors of companies who are in financial difficulty.

However, while some specific rules have been relaxed, directors should keep in mind that their general statutory and other duties remain in place, despite the current pandemic. Below we have summarised some of the key considerations for directors at present.

The Corporate Insolvency and Governance Bill 2020

The Corporate Insolvency and Governance Bill 2020 introduces a number of temporary measures to manage the effect of the Covid-19 crisis, and also introduces a number of other changes to the existing insolvency arrangements in the UK.

These include a new 'free-standing moratorium' which can be instigated by directors; a restructuring plan proposal to provide flexible options for companies in financial difficulties; provisions to prevent the termination of supplier contracts upon the counterparty's insolvency; and temporary changes to winding up petitions and wrongful trading provisions.

The new bill does provide comfort to companies and their directors. It allows them breathing space to rebuild their business and at least keep the wolf from the door. It does not, however, let the directors off the hook, nor condone behaviour which falls below the standard expected of directors.

As businesses and directors get to grips with recovery and rebuilding their businesses, they must nonetheless remain vigilant. We set out below key considerations that still apply.

Directors duties still apply

The UK business secretary Alok Sharma has said [notwithstanding the suspension of wrongful trading provisions] "all of the other checks and balances that help to ensure directors fulfil their duties properly will remain in force".



"All of the other checks and balances that help to ensure directors fulfil their duties properly will remain in force", Business Secretary Alok Sharma has said.

provisions under s.213 of the Insolvency Act 1986 remain in full force.

What should directors be doing to comply with their duties and protect themselves from liability?

There is no panacea for company directors in these troubled times. However, directors will significantly reduce the potential for personal liability by doing some simple things:

- Focus on the financial position – directors need to assess the financial position of the company – especially cash flow; this may include new policies limiting the number or value of creditors.
- Hold regular board meetings (phone calls and video conferences are likely to be fine) to show that all pertinent issues have been considered and discussed, and reasonable decisions made.

Separate meetings should be held for each group company. Check the articles of association/shareholders agreements to ensure you follow any rules about how and when board meetings must be held. If you don't follow these rules, your decisions could potentially be challenged subsequently.

- Document board decisions. Board minutes do not have to be essays – just a concise record of points discussed and decisions made. If nothing else, use the 'record' setting available on most video conferences and back it up; advisers often attend board meetings – particularly in times of financial stress, and they will be able to provide an objective and well-documented version of events.

- Ensure you are comfortable that the company can meet its debts as they fall due; if your company strays into the 'zone of insolvency' ensure you take professional advice (from, eg, an accountant, lawyer, insolvency practitioner).

- Check your D&O insurance; speak to your broker; understand the gaps. Most

The directors' primary duty is to promote the success of the company for the benefit of its shareholders as a whole.

As a swift reminder, the directors' duties under the Companies Act 2006 (the Act) are:

- to act within powers
- to promote the success of the company
- to exercise independent judgment
- to exercise reasonable skill, care and diligence
- to avoid conflicts of interest
- not to accept benefits from third parties
- to declare interest in proposed transaction or arrangement.

These duties are owed to the company and its shareholders, and creditors in the event of insolvency – the courts have held this is when the directors know, or should know, that the company is or is likely to become insolvent (ie, insolvency is probable). In the event of a severe breach of these duties, directors may incur personal liability. It should also be noted that the fraudulent trading



Hold regular board meetings (phone calls and video conferences are likely to be fine) to show that all pertinent issues have been considered and discussed...

insurance will cover the directors' personal liability. Still, there are likely to be exclusions for reckless behaviour, or for 'conduct unbecoming' of a prudent, considerate director who adheres to good standards of corporate governance.

- Identify onerous contracts early. If your company has entered into a contract or has obligations that may overwhelm it - [think... 'the company may not be able to meet its debts'], take advice and/or speak to the counterparty to see if a grace period can be given.
- Communicate - with lenders, key customers, suppliers, stakeholders/ shareholders, pension trustees; dialogue with all the parties is implicit in fulfilling

the role as a director of a company and discharging directors' duties.

- Act early - identify risks, discuss with fellow directors, take professional advice as soon as necessary.
- Get shareholders' approval - if you are a director of a group company, and your company is being asked to 'take one for the team' (eg, take on an onerous obligation for the greater good of the group as a whole), ensure you understand the full picture, act in the best interests of your company, and if need be, get shareholders' direction (ie, directing you to take the specified action).
- Focus on your company - a director must act in the best interests of his/her

company - not another company in the group.

- Every type of director - the duties (and therefore potential personal liability) applies equally to a *de jure* director (a person validly appointed as a director), a *de facto* director (a person who acts as if they are a director and is treated as such by the board but has not been validly appointed) and a shadow director (any person whose directions or instructions the directors of the company are accustomed to act). Think carefully about who this may apply to, and ensure they understand what is expected of them. People involved in management may well be treated as directors.

VISTRA CORPORATE LAW CAN HELP...

Vistra Corporate Law can help directors and companies mitigate business risks through astute advice on the best action to take to remain compliant with your duties and responsibilities as a director. If you have any questions or require any support, please get in touch.

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