

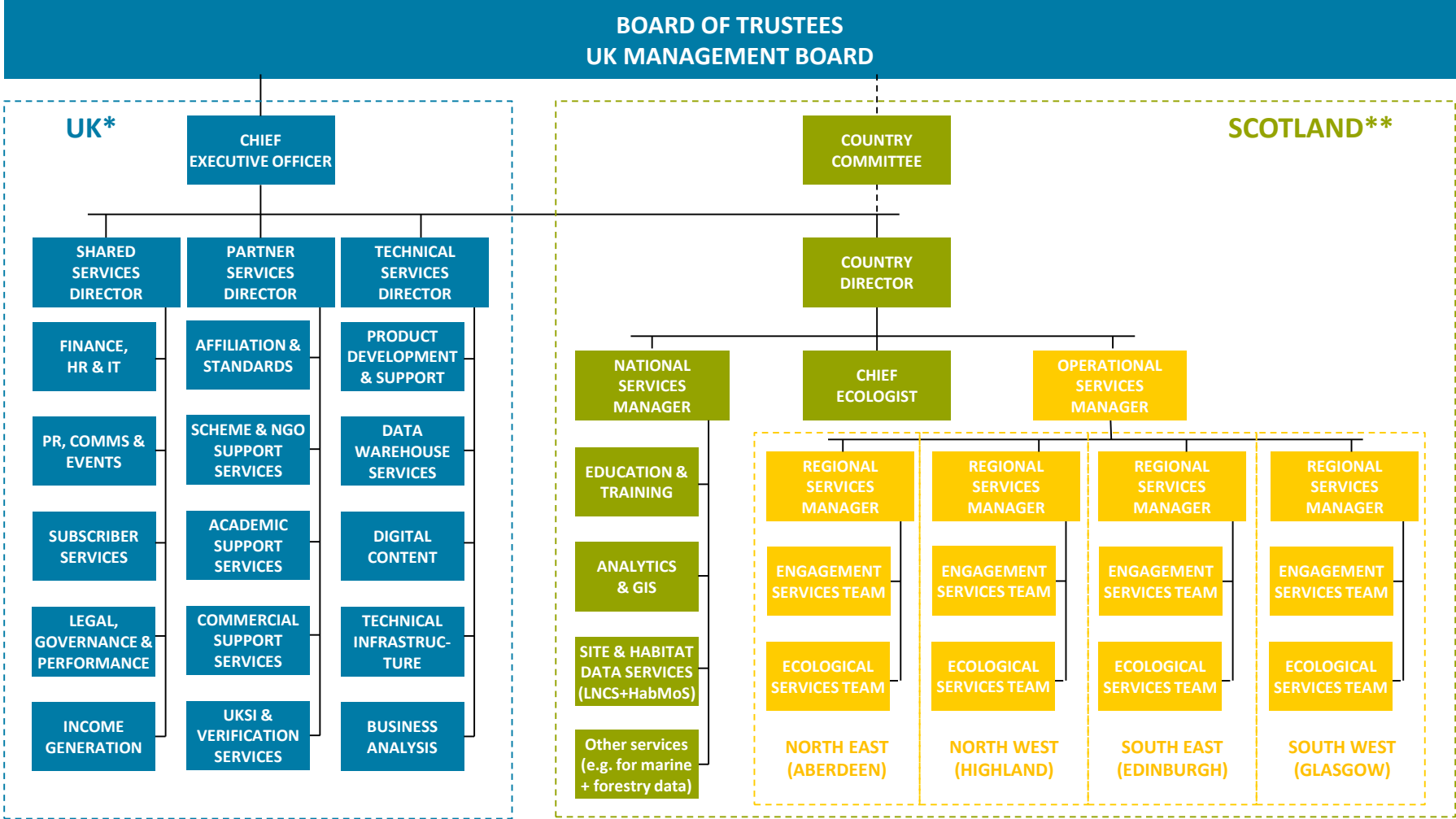
# Outputs from the SBIF Review Workshop on Governance

9-10 November 2017

# Key messages from Workshop 3

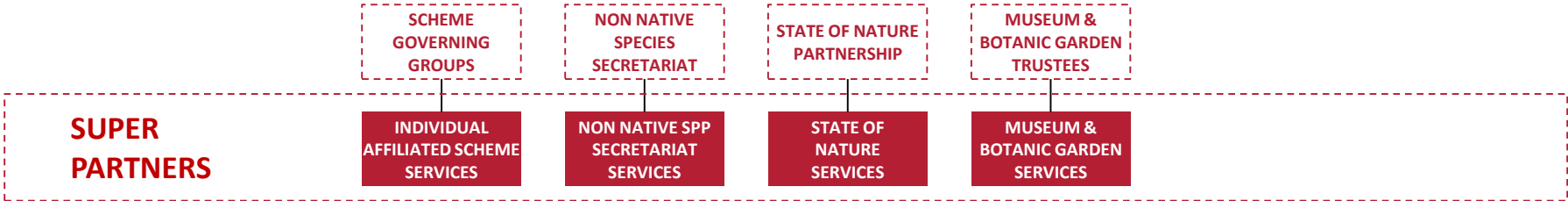
1. We collectively believe in, and want to realise asap, our vision of an improved infrastructure by 2025; a key measure of success is whether other stakeholders in other UK countries join us.
2. We believe that a new organisation is needed to supersede current governance arrangements at all levels (central, national, regional) so that governance can be improved, clear, respected and effective.
3. We are agnostic as to where a Central Hub for the UK could be located (but we are happy to offer Edinburgh or any other suitable Scottish location!) except that we prefer it is not in London.
4. We want to have a Scottish Biodiversity Innovation Centre in Stirling acting as our National Hub that is open to all to lever business benefit across public, private, academic and voluntary sectors.
5. We want to have four Regional Hubs in Scotland, in Aberdeen, Highland, Glasgow and Edinburgh (subject to drive time analysis etc); we will foster regional pride and empowered regional teams.
6. We recognise the value of Super Partners such as the Non Native Species Secretariat, State of Nature Partnership, all National Recording Schemes and Museums and Botanic Garden Collection Curators and we will determine the support that these partners need in a separate workshop.
7. We recognise we need to understand if and how data analytics are common across the UK or bespoke to a country and we will investigate further before determining how analytics could be fulfilled.
8. We recognise that lessons learned and the approach to secure buy-in for Scottish Environment Web (SEWeb) may be useful to inform our approach when seeking buy-in for our vision.
9. We recognise that some workshop attendees prefer an evolutionary approach (and that we all have different assumptions about what exactly is in scope - which needs clarification) but feel a revolutionary approach is significantly more likely to deliver the improvements we seek.

# Our Proposed Governance Model



\* Where of value, some central roles could be out-posted in a National Hub

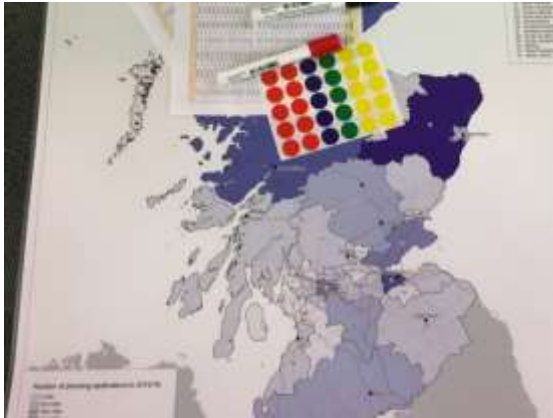
\*\* Regional Hub locations are not yet confirmed



# Workshop participants



*Left to right: John Kerr, Kevin Walker, Jo Judge, Lindsay Bamforth, Claire Lacey, David Roy, Liz Edwards, Andy Musgrove, Jeff Waddell, Natalie Harmsworth, Gill Dowse, Tom Hunt, Richard Smith, Nick Fraser, Sarah Eno, Scot Mathieson, Ron MacDonald, Ro Scott, Kelly Ann Dempsey, Andy Ford, Colin McLeod, Ella Vogel, Colin Edwards, Christine Johnston, Marina Curran-Colthard, Ed Mackey (additional Day 2 participant not pictured: Jonathan Willet). [Battleby Conference Centre, 9 November 2017]*



# Workshop Objectives

- To inform attendees about the SBIF Review and progress towards a sustainable biological recording infrastructure
- To harness the expertise of participants in determining how we should be organised and governed
- To develop a vision for effective governance by:
  - *Identifying potentially valid governance models based on agreed design principles*
  - *Comparing cost, value and ease of transition for each model*
  - *Considering the resources needed to facilitate a successful transition*
  - *Recommending our preferred model to take forward to the final workshop and Detailed Business Case*

# Workshop sessions

1. Icebreaker question
2. SBIF Review so far...
3. Review of governance scope and design principles
4. Introducing our Aunt Sally model
5. Developing our options
6. Model refinement
7. Culture and values
8. Business changes needed
9. Managing the transition
10. Workshop feedback

Icebreaker

# **SESSION 1**

**1a) Icebreaker question:** Given the workshop objectives, what is the biggest benefit for you in identifying an improved model for how we organise and govern our infrastructure?

*Local Government and LERCs:*

Clear roles, shared training

Coordination – more efficient

Consistency

Strategic leadership

Shared goals

Better co-ordination of key messages

National coverage

Cats facing same direction  
– more cooperation

More professional

Sustainable prioritisation  
e.g. beyond regional

More organised - synergy

Facilitating trend analysis

**1b) Icebreaker question:** Given the workshop objectives, what is the biggest benefit for you in identifying an improved model for how we organise and govern our infrastructure?

*SBIF Working Group:*

Sense of belonging

One Authority for  
Scottish Biodiversity

Accountability

Streamlining  
– eliminate duplication

Transparency

Clarity – who to go to for  
info/advice/leadership

Consistency – standardised  
approach

Parity of esteem

Streamlined system

Single point of contact,  
streamlined, clarity, consistency,  
hierarchy/structure, mutual  
benefit, authority, accountability,  
partnership

Working to common standards,  
knowing what everyone has  
signed up to, what/who they are  
accountable to

**1c) Icebreaker question:** Given the workshop objectives, what is the biggest benefit for you in identifying an improved model for how we organise and govern our infrastructure?

*National Government and Commercial:*

Responsibilities and roles better clarified

Collaboration: wishing for a common objective and best use of limited resources

Credibility – to attract funding

Clear process – easier for everyone

Effectiveness: dependability, resilience, efficiency

Vision – shared understanding

“Turning data hoards into treasure troves”

Introduces a sense of order (there must be order!)

Added-value and (greatly) improved efficiency

Introduce some accountability in terms of getting data in and getting data out

Set reliable standards – easier to enforce/implement if a cohesive pathway

Improved rigour in collection – collation – availability. Provides openness and consistency to give (us) confidence in outputs

Without wishing to detract from citizen science and current recording schemes, a change of focus away from just recorder data would be great; consultants and academics maybe don't feel engaged yet (use the term 'data' rather than 'records' to engage them)

**1d) Icebreaker question:** Given the workshop objectives, what is the biggest benefit for you in identifying an improved model for how we organise and govern our infrastructure?

*NGOs, Schemes and NBN:*

Avoid volunteer burn-out

Similar service levels across the whole of Scotland

Improve access to data (sustainable model; money, human effort)

Reduce duplication of effort and streamline use of resources so that funds are used to make the biggest impact

Long term stable and sustainable infrastructure (not having to rake around for grants every few years)

Centralisation of systems removes duplication, improves efficiency and allows people to do what they want to be doing

Reduced duplication, more efficient and logical use of resources in the sector; more robust governance structures should lead to more sustainable resourcing

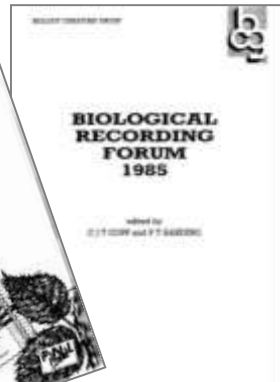
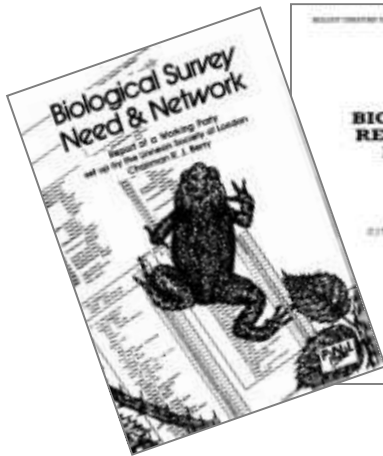
Improved efficiency to better realise the huge value of biological recording by volunteers = impact on environment/conservation

All records being used by all people & organisations who could benefit from using them; the flow of biological records not being an impediment to nature conservation

SBIF Review so far...

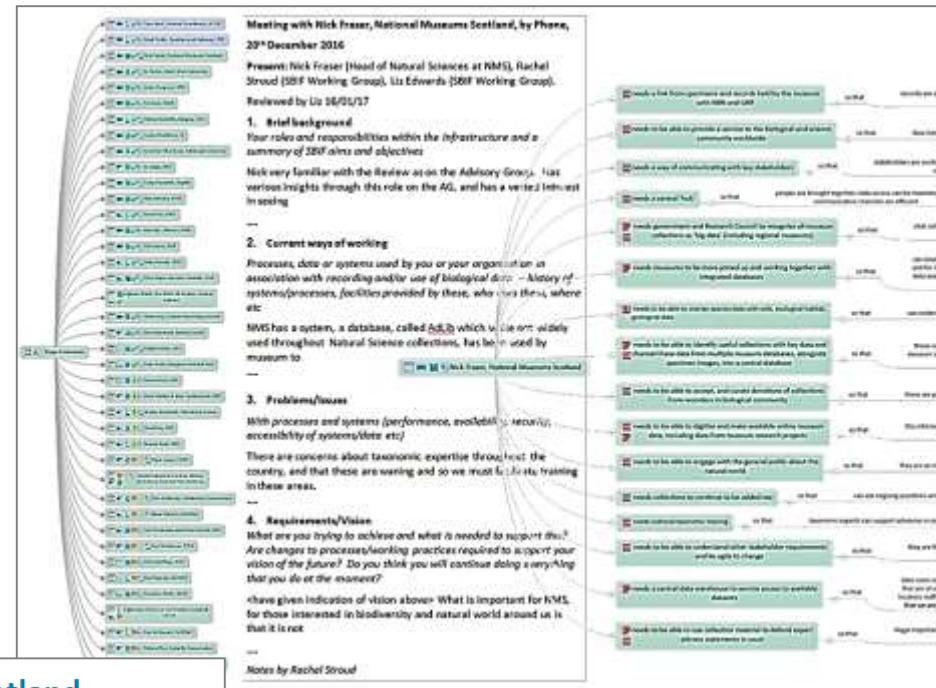
## **SESSION 2**

# Summary of findings so far



## 1 - Literature Review

## 2 - Interviews



## 3 - Questionnaire

### SBIF Review of the Biological Recording Infrastructure in Scotland

#### Welcome to the SBIF Review Questionnaire

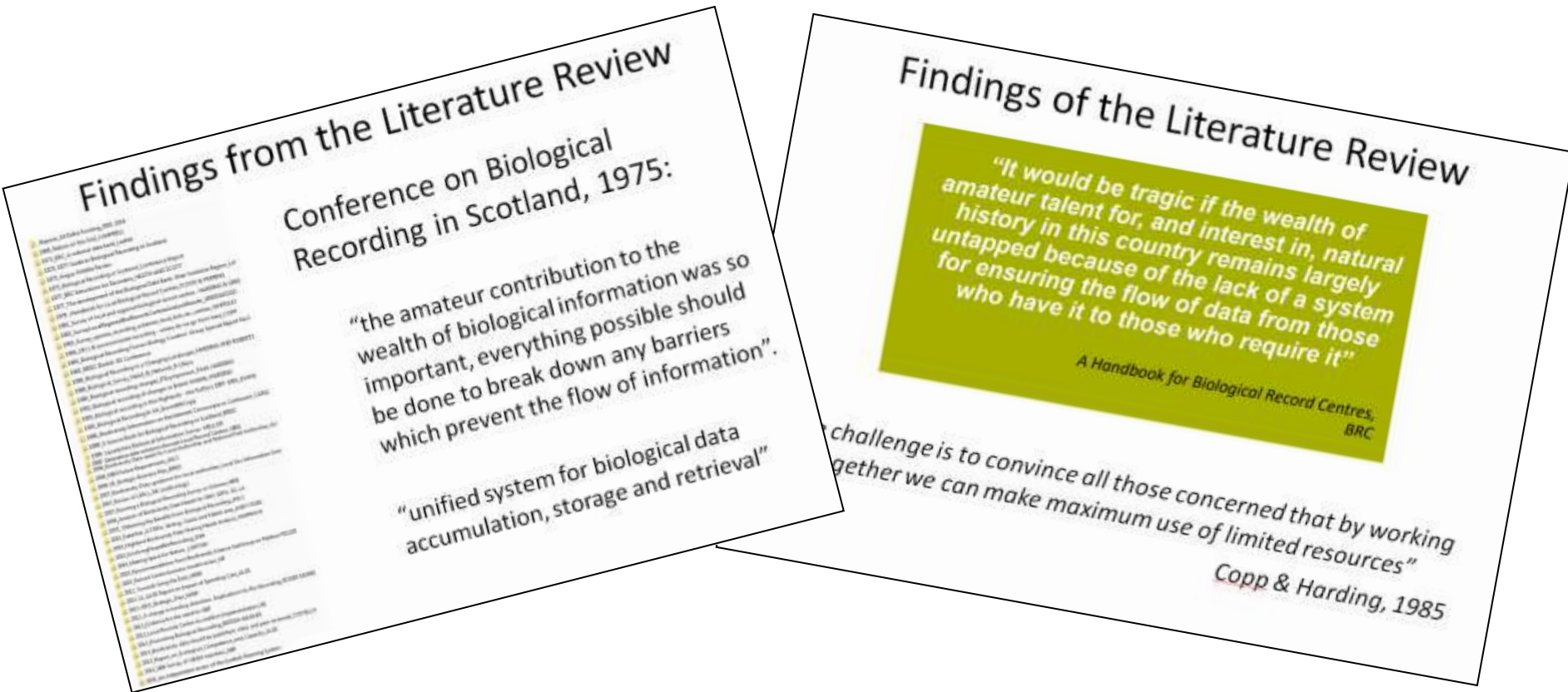
Dear Questionnaire Participant

Many people are involved in the collection or use of biological records - together we are a vital network with a shared desire to understand, enjoy and protect the biodiversity around us. We are needed more than ever as pressures on the environment are growing and biological records are essential for monitoring species and habitat change, informing planning and conservation decision making and bringing people closer to the natural world. Yet the complexity of our biological recording communities and infrastructure for collecting and sharing biological records, along with the difficulties of securing long term funding, may mean that we are less effective collectively than we could be.

## 4 – Workshops 1 and 2



# Key messages from the Literature Review



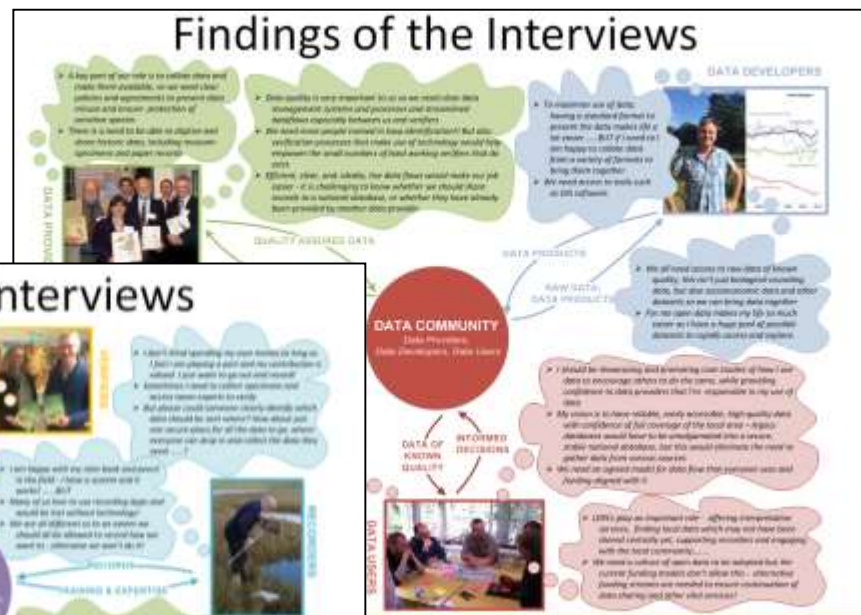
- We are unique in the UK to have such a strong tradition of biological recording...
- Our ambition remains the same: a unified network making maximum use of limited resources...

# Key messages from the Interviews

## Findings of the Interviews



## Findings of the Interviews



## Findings of the Interviews



### Service Community want -

- consistent system for screening planning applications
- sustainable funding
- technical and IT support for national schemes, recorders and users
- central database with access to attribute rich data of known quality
- income generated from adding value to data
- improved networking and knowledge transfer
- more support for recording community

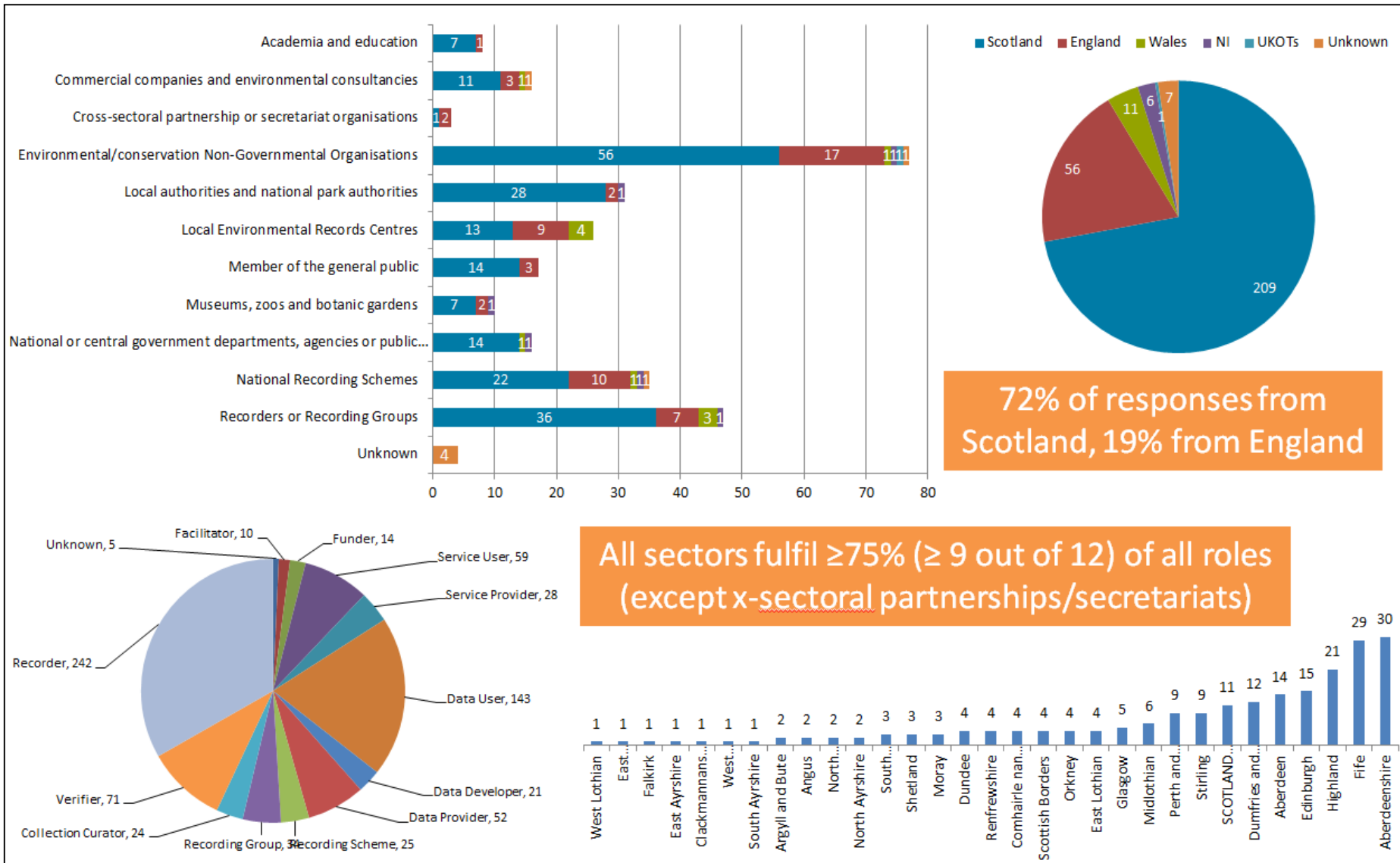
### Biological Recording Community want -

- simple, transparent data flows into a stable central database
- consistent verification process with standard data formats and automation where possible
- sustainable funding
- mobilisation of historic data

### Data Community want -

- clear and simple data flows
- tools to manage data holdings
- data of known quality available in a well-funded central database
- centrally agreed standards on openness
- easily accessible, reliable, high quality data
- confidence of full geographic coverage across all areas

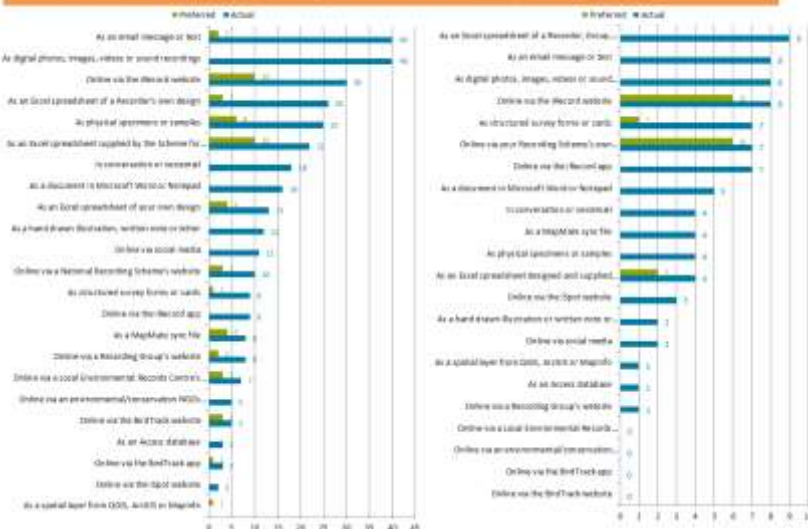
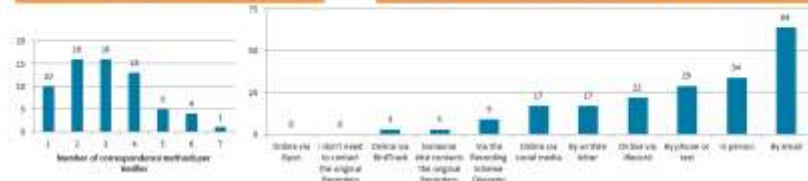
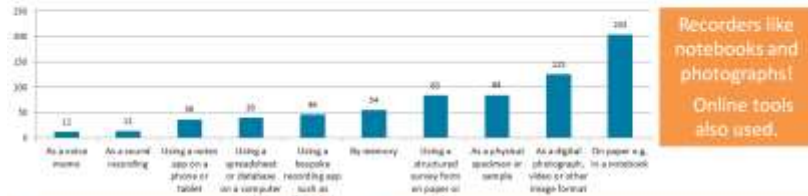
# Key messages from the Questionnaire



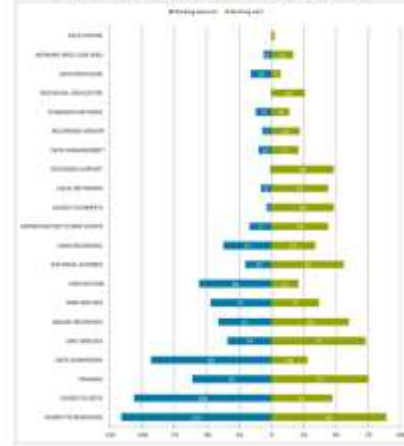
## Key messages from the Questionnaire

## Findings of the Questionnaire

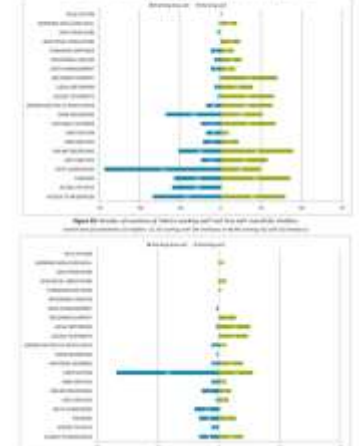
"How do you capture your biological records in the field?"



**Figure 10** Number of mentions of "what is working well" and "not well" scored by all respondents (except non-respondents) [www.cfr.com](http://www.cfr.com) for the working well (left) and not well (right) side of the survey. [www.cfr.com](http://www.cfr.com)



**Figure 10** Results of treatment of steel-reinforced polypropylene poly-modified concrete  
 (steel reinforcement ratio: 0.5%, 1.0%, 1.5%, 2.0%, 2.5%, 3.0%, 3.5%, 4.0%, 4.5%, 5.0%)



# Key messages from the Questionnaire

Priority areas for SBIF attention focused on capacity building, sustainable resourcing, ease of use of online tools and an improved infrastructure overall.

Figure Y: Relative priorities for SBIF attention by broad theme and role

	All	Recorder	Verifier	Curator	Group Operator	Scheme Operator	Data Provider	Data Developer	Data User	Service Provider	Service User	Funder	Facilitator	n
Outreach, networking, training and capacity building	16.3%	17.8%	11.6%	20.6%	22.1%	18.8%	11.1%	6.1%	9.8%	6.2%	7.4%	11.1%	3.7%	92
Sufficient sustainable resourcing	12.1%	12.0%	14.4%	9.5%	19.5%	14.6%	18.5%	18.4%	15.4%	29.2%	14.1%	22.2%	22.2%	68
Functionality and ease of use of online tools	10.6%	12.0%	4.1%	6.3%	11.7%	6.3%	6.5%	6.1%	10.8%	4.6%	10.4%	0.0%	7.4%	60
Clarity on, and improvement of, data flows	9.6%	9.2%	12.3%	7.9%	10.4%	18.8%	14.8%	12.2%	9.8%	7.7%	9.6%	11.1%	11.1%	54
An improved national to local data infrastructure	6.9%	6.4%	10.3%	4.8%	7.8%	4.2%	9.3%	12.2%	7.2%	12.3%	10.4%	25.9%	18.5%	39
Improved coordination and integration, reduced duplication	6.9%	7.5%	8.9%	6.3%	5.2%	0.0%	2.8%	4.1%	7.2%	4.6%	8.9%	3.7%	7.4%	39
Improved data availability	6.6%	6.9%	4.8%	6.3%	0.0%	8.3%	4.6%	10.2%	8.5%	3.1%	8.9%	0.0%	0.0%	37
Standardisation, consolidation or centralisation	5.1%	5.2%	7.5%	9.5%	1.3%	8.3%	2.8%	4.1%	3.6%	3.1%	2.2%	3.7%	3.7%	29
Full coverage of Scotland	4.4%	3.4%	2.1%	3.2%	2.6%	2.1%	3.7%	2.0%	5.2%	7.7%	6.7%	7.4%	0.0%	25
Improved data quality	3.7%	3.2%	4.1%	7.9%	1.3%	2.1%	2.8%	8.2%	4.3%	1.5%	4.4%	0.0%	3.7%	21
Verification	3.5%	3.4%	5.5%	4.8%	3.9%	4.2%	4.6%	2.0%	3.6%	4.6%	3.7%	3.7%	3.7%	20
Open Data	2.8%	2.8%	3.4%	1.6%	2.6%	6.3%	8.3%	4.1%	3.0%	4.6%	4.4%	3.7%	7.4%	16
Promoting the value of biodiversity data and recording	2.8%	3.0%	2.7%	6.3%	3.9%	4.2%	1.9%	2.0%	3.3%	4.6%	1.5%	3.7%	3.7%	16
Other	2.3%	1.9%	2.7%	1.6%	2.6%	0.0%	0.9%	2.0%	2.6%	0.0%	1.5%	3.7%	0.0%	13
Recognition and feedback	1.8%	1.7%	2.1%	0.0%	2.6%	2.1%	1.9%	2.0%	1.3%	3.1%	3.0%	0.0%	7.4%	10
Use of biodiversity data for decision-making	1.4%	0.6%	2.1%	1.6%	0.0%	0.0%	1.9%	4.1%	1.6%	3.1%	2.2%	0.0%	0.0%	8
Access to EIA data	1.1%	0.6%	0.7%	0.0%	2.6%	0.0%	2.8%	0.0%	1.3%	0.0%	0.7%	0.0%	0.0%	6
Access to experts and other resources	0.7%	0.9%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	4
Recording of priority or under-recorded sites or species	0.7%	0.6%	0.7%	0.0%	0.0%	0.0%	0.9%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	4
Improve recording of effort and absence	0.5%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	3
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
n	564	466	146	63	77	48	108	49	305	65	135	27	27	

0%

0.1-4.9%

5.0-9.9%

10-14.9%

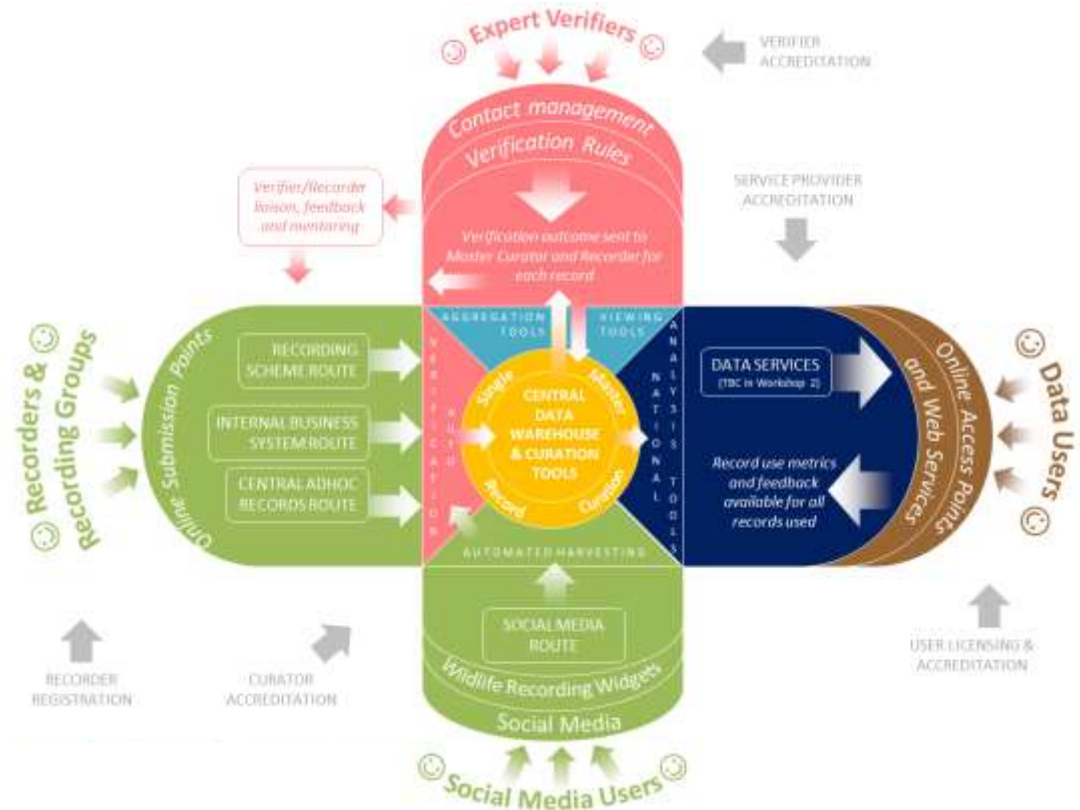
15.0-19.9%

20.0-24.9%

25.0-29.9%

# Key messages from Workshop 1

- Overall data flow should be centralised for maximum efficiency and to facilitate availability of records for everyone
- A single centralised route for the submission of *ad hoc* records should be established to accept records from anywhere in the UK
- Both off and online capture of records should be accommodated, social media included, but formal submission is to be online
- Auto-verification and early aggregation are crucial for handling the bulk of records while allowing records that need expert verification to be flagged. Both verified and unverified records to be aggregated but with a 'quality stamp' so they are of known quality
- That analysis tools are required at a national level for Scotland to meet Scottish needs while being part of a shared UK toolset
- That improved feedback to recorders and ongoing access to their own records is key for effective engagement and recognition of recorders



# Key messages from Workshop 2

Regional

National

Central

X-Cutting

## Central Services

## National Services

## Regional Services

- Enhance data searches and bespoke reports
- Expert planning screening and interpretation
- Local Recorder engagement, liaison and mentoring
- Loan of/access to equipment
- Entry level engagement and taxonomic training

- Automated planning screening
- Data driven local + national species lists
- Gap analysis for species + habitat monitoring
- Composite layer creation (habitats + local sites)
- Bespoke reporting tools for national use
- Archiving, mgmt + loan of voucher specimens
- Specialist taxonomic training + apprenticeships
- Fast tracking of verification + digitising

- Financial management + procurement
- Legal, HR, IT, admin support + event management
- Accreditation, standards + innovation
- UK Species Inventory management + development
- Technical platform + central data warehouse
- Data submission + curation portals
- Automated validation + verification
- Viewing, presentation + visualisation tools
- Social media harvesting
- Data aggregation (commercial/academic included)
- Scheme Recorder /Verifier engagement + liaison

- Regional rather than local
- Online access
- Automated planning screening nationally, enhanced regional interpretation
- Support needed for local/internal business dataset curation on a centralised platform (e.g. Recorder 6 functionality)
- Difficulty of business decisions on service provision while being considerate to all and wanting to ease any transition to a new normal

## Cross Cutting Services

- Office + facilities management
- Access to premium OS data (raster +vector)
- Expert mapping + GIS including data visualisation
- Innovation

Review of governance scope and design principles

## **SESSION 3**

# Governance Scope and Design Principles

## Governance Scope

### Scope:

In the context of this workshop, the term 'governance' encompasses:

- *The type and number of people, groups or organisations needed to facilitate the data flows and services proposed in workshops 1 and 2*
- *How we direct and manage everyone involved most effectively and efficiently, both during transition to any new model and thereafter*
- *Our desired culture, shared values and the relationships between all key players*

Using a POPIT approach to consider four key elements:



## Design Principles

### Any Governance Model must:

1. Describe the governance and people needed for any transition to, and operation of, our desired infrastructure
2. Be focused on meeting Scotland's needs, achieving full geographic coverage, while maximising potential value for all 4 countries of the UK
3. Engender 'the 7 principles of public life':
  - Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership
4. Be bold, but proportionate to the decision-making and risk management that may be required over the next 5 – 10 years
5. Be attractive to *Funders* so that they are confident their investment is worthwhile
6. Be attractive to *Recorders* and *Data Providers* so that they are confident that their contribution is worthwhile
7. Be attractive to *Data Users* so that they have confidence in the available data
8. Be simple to draw and explain, and better than the status quo



Discussion covered:

- **Addition of a new principle** on the need for leadership to push things through, via strategic leadership – change requires collective or organisational leadership that is respected by all
- **Addition of three words to Principle 5:** Innovative (as we want to see improvements in the way we do things), Transformative (as we want to have new capabilities for new purposes but our existing capabilities don't work sufficiently well), Economical (we all have funding constraints and need to make sure the case is persuasive and fundable for a wider range of funders so we have greater resources)
- **Re-wording Principles 5-7** to use a stronger word than 'attractive' i.e. being of real, compelling value
- **Addition of a new principle** on the need for advocacy to demonstrate our scope and why we are so concerned it is done properly, e.g. the importance of having all data in one place...
- **Addition of a new principle** to cover Service Providers feeling their contribution is also effective and Service Users valuing and having confidence in the services provided

Introducing our Aunt Sally model

# **SESSION 4**

# Session 3: Introducing the Models

## Aunt Sally Concept

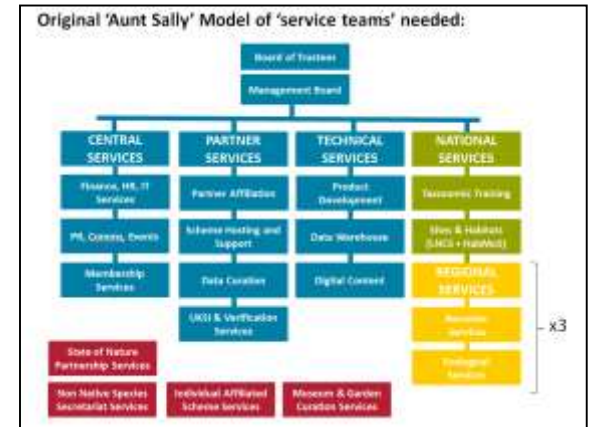


*Aunt Sally is an Oxfordshire pub game where you throw sticks to knock a wooden 'doll' down from its swivel...*

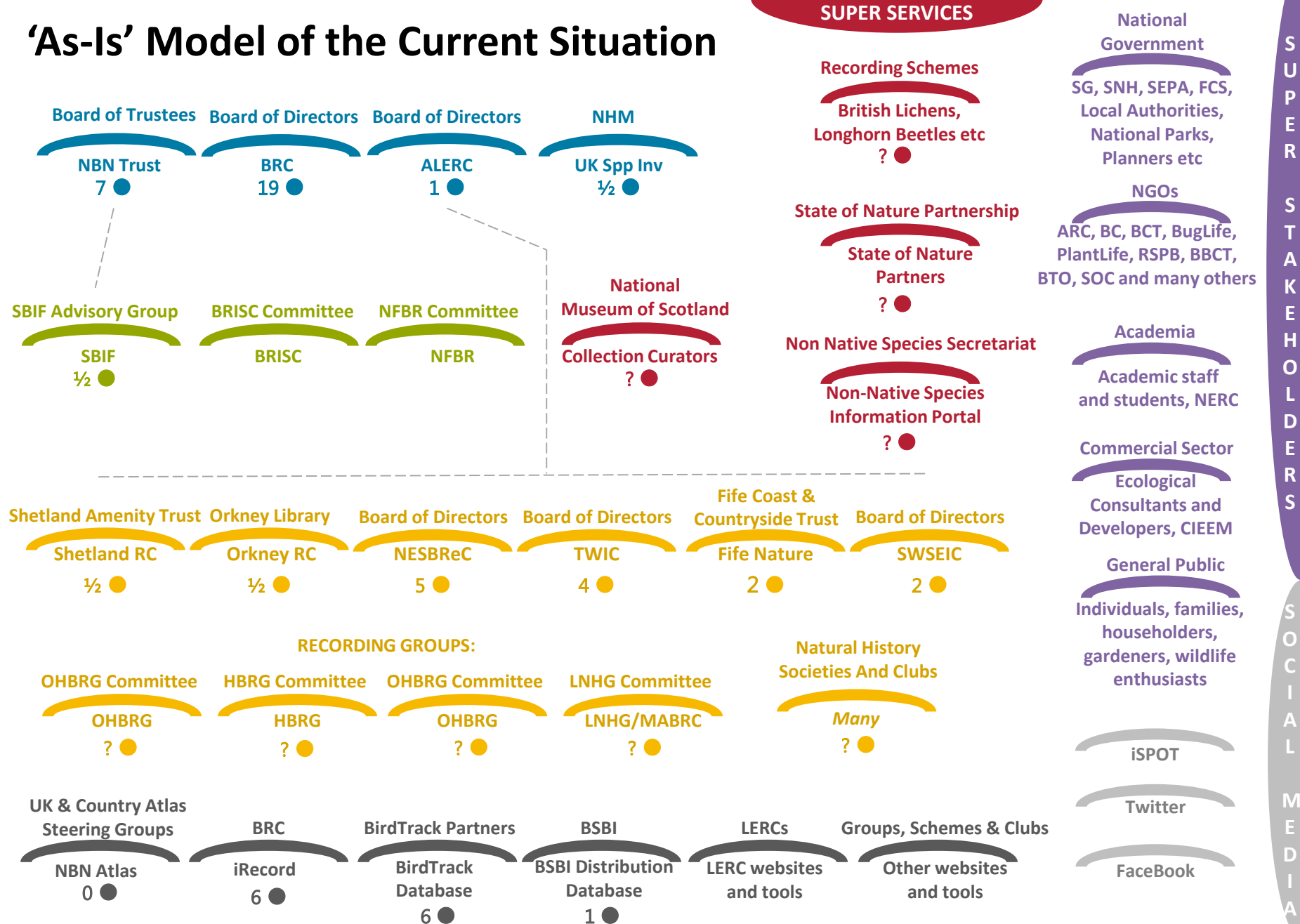
## As-Is Model



## Aunt Sally Model



# 'As-Is' Model of the Current Situation



Many independently-governed players, multiple technical platforms, many super services and super stakeholders...

# 'Aunt Sally' Model of functions needed:

## UK BOARD OF TRUSTEES

### MANAGEMENT BOARD & COUNTRY COMMITTEES

Governance

Leadership

Strategy

Risk management

#### CENTRAL SERVICES

Finance

Legal

IT

HR

Admin

PR + comms

Event management

Facilities management

Membership support

#### PARTNERSHIP SERVICES

Partner affiliation

UKSI + verification rules

Scheme hosting+support

Ad hoc record curation

Academic data curation

Commerc'l data curation

Fast track digitising

UK user group

UK product owner

#### TECHNICAL SERVICES

Platform development

App + web development

APIs and web services

Automation

Technical assurance

Data warehouse admin

Portal management

BA + UX design

Content management

#### NATIONAL SERVICES

Partner liaison

Composite layer creation  
(Habitats + LNCS)

Taxonomic training

Apprenticeship scheme

Collection curation

Fast track verification

National user groups

National product owner

#### SUPER SERVICES

Non Native Species alerts + expertise

State of Nature trends + expertise

National Recording Scheme services + expertise

Museum + Garden curation services + expertise

#### REGIONAL SERVICES

Public engagement + entry level training

Recorder engagement + support

Recording Group hosting + support

Enhanced data services and planning screening

# 'Aunt Sally' Model of regions needed:

## KEY



Regional Hub



National Hub



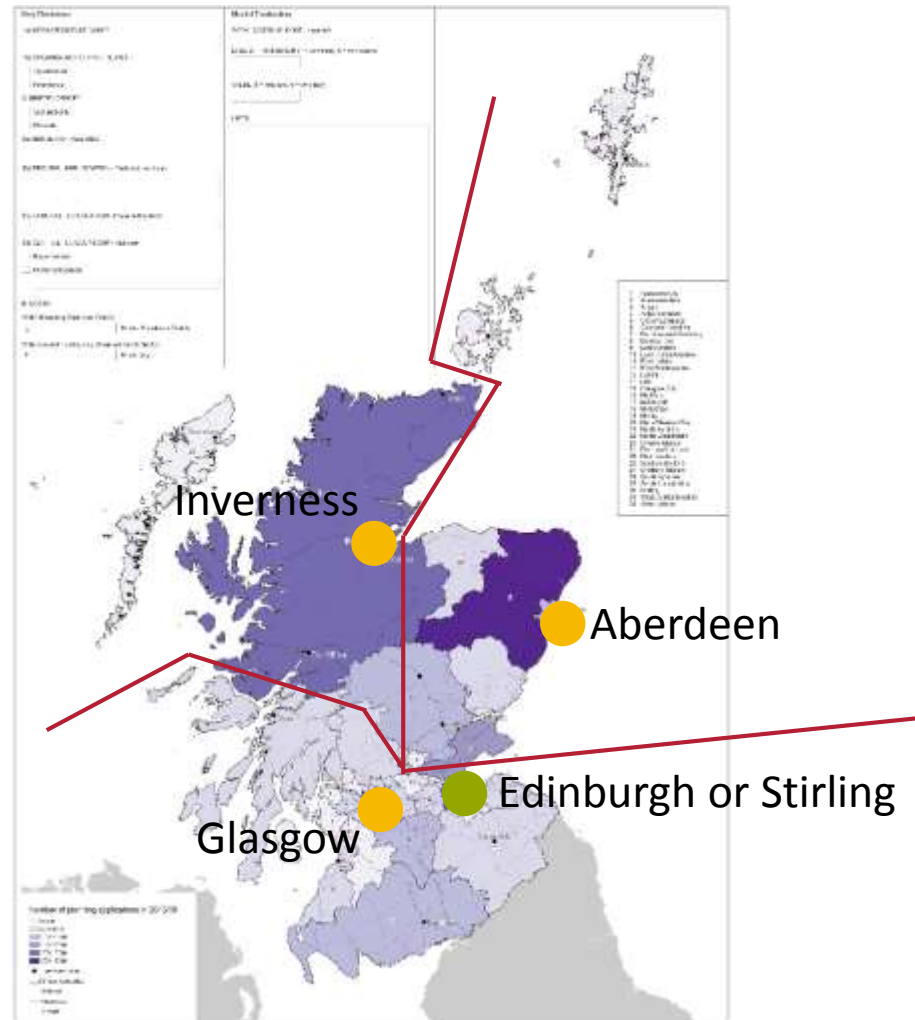
Central Hub



Region boundary

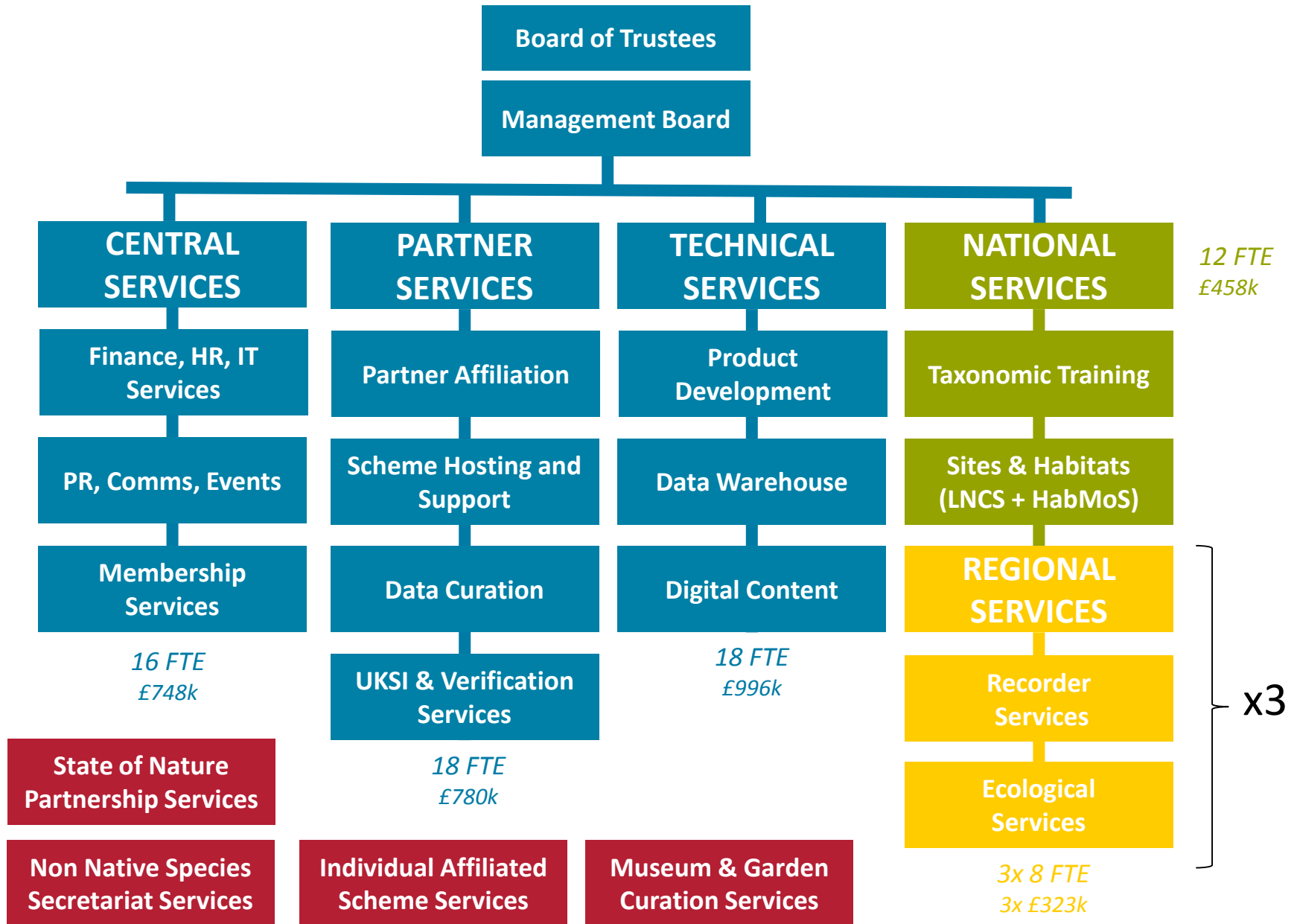


Shading indicates the number of planning applications per Local Authority



Wallingford, Nottingham or  
York/Cambridge/Oxford/London

# 'Aunt Sally' Model of 'service teams' needed:



*Financial contribution to Super Partners not yet defined*

*i.e. 24 FTE, £969k*

# 'Aunt Sally' Model costings using example roles and paybands:

Per Regional Hub:  
£323k, 8FTE

Per National Hub:  
£458k, 12 FTE

Per Central Hub:  
£2,524k, 52 FTE

Scotland overall:  
£1,427k, 36 FTE

EXAMPLE COSTS FOR FULL COST RECOVERY

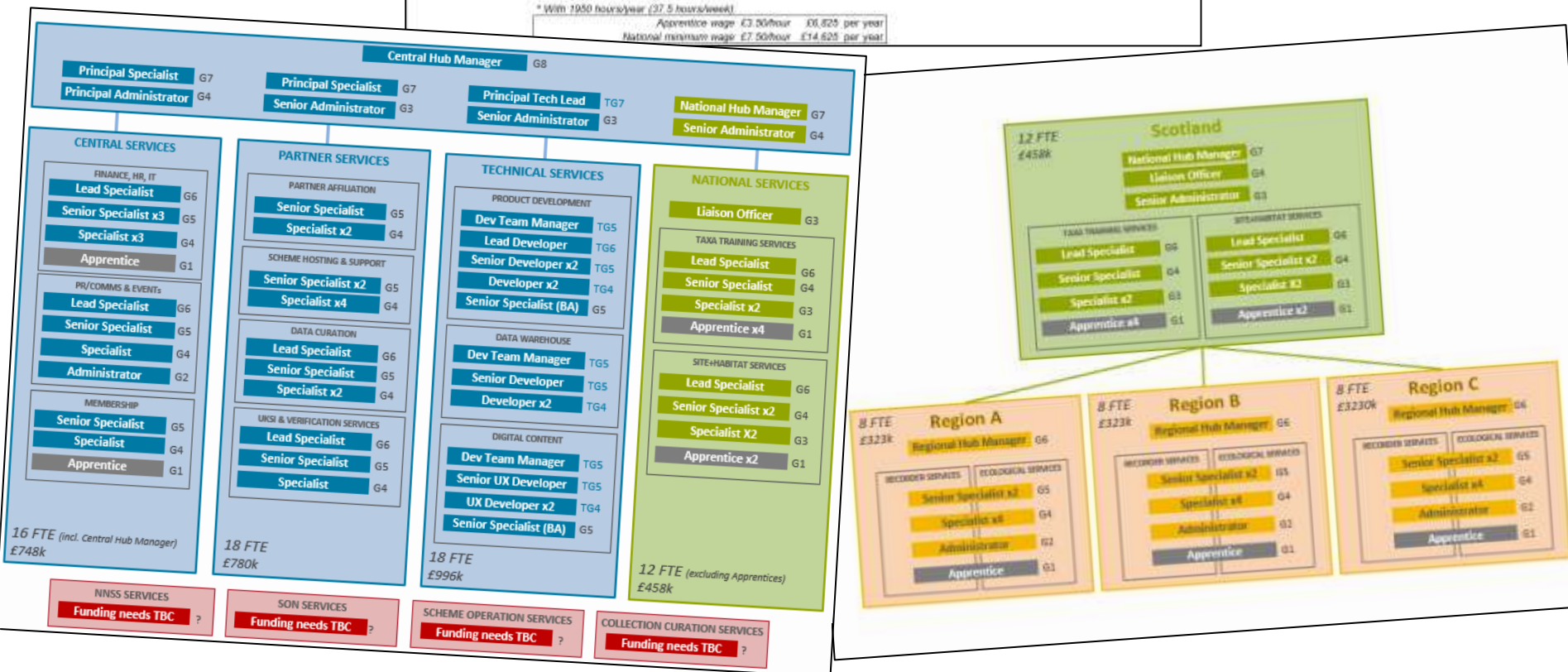
Non-Technical Roles											
Grade	Salary Range	Example Roles	Range Midpoint	NI @ 12%	Pension @ 7%	Total Salary Costs	Office Space @ 5.0 SqM	Equipment	Training	T&S	E/Role
8	£60,000 - £75,000	Executive Specialist/Central Hub Manager	£67,500	£8,175	£4,725	£81,000					£85,000
7	£50,000 - £60,000	Principal Specialist/National Hub Manager	£55,000	£7,150	£3,850	£66,000					£70,000
6	£40,000 - £50,000	Lead Specialist/Regional Hub Manager	£45,000	£5,400	£3,150	£54,000					£58,000
5	£30,000 - £40,000	Senior Specialist/Team Leader	£35,000	£4,200	£2,450	£42,000	£1,500	£750		£1,000 £750	£48,000
4	£25,000 - £30,000	Specialist/Principal Administrator	£27,500	£3,300	£1,925	£33,000					£37,000
3	£20,000 - £25,000	Junior Specialist/Senior Administrator	£22,500	£2,700	£1,575	£27,000					£31,000
2	£15,000 - £20,000	Assistant Specialist/Administrator	£17,500	£2,100	£1,225	£21,000					£25,000
1	£7,000 - £15,000	Apprentice/minimum wage*	£11,000	£1,320	£770	£13,200					£17,200

Technical Roles											
Grade	Salary Range	Example Roles	Range Midpoint	NI @ 12%	Pension @ 7%	Total Salary Costs	Office Space @ 5.0 SqM	Equipment	Training	T&S	E/Role
8	£70,000 - £100,000	Day Rate Technical Consultant	£85,000	£11,060	£5,950	£102,000					£107,000
7	£60,000 - £70,000	Principal Technical Lead	£65,000	£8,450	£4,550	£78,000					£83,000
6	£50,000 - £65,000	Lead Developer	£57,500	£7,475	£4,025	£69,000					£74,000
5	£40,000 - £55,000	Senior Developer/Dev Team Manager	£47,500	£6,175	£3,325	£57,000					£62,000
4	£30,000 - £40,000	Developer	£35,000	£4,200	£2,450	£42,000	£1,500	£1,250	£1,500	£750	£47,000
3	£20,000 - £30,000	Junior Developer	£25,000	£3,000	£1,750	£30,000					£35,000
2	£15,000 - £20,000	Intern	£17,500	£2,100	£1,225	£21,000					£26,000
1	£7,000 - £15,000	Apprentice/minimum wage*	£11,000	£1,320	£770	£13,200					£18,200

\* With 1950 hours/year (37.5 hours/week)

Apprentice wage	£3.90/hour	£8,625 per year
National minimum wage	£7.50/hour	£14,625 per year



Developing our options

# **SESSION 5**

## Key Decision 1:

### Organisation or Partnership model?



#### A New Organisation

- having overall accountability for resourcing and running the infrastructure
- with an independent Management Board empowered to set strategy and standards aligned with national needs
- delivering through its central, national and regional hubs or branches, working with partners as appropriate
- a centre that leads...

#### A Revised Partnership

- sharing accountability for resourcing and running the infrastructure
- with a central independent Umbrella Body empowered to set strategy and standards aligned with national needs
- delivering through its multiple independent partner organisations, nationally and regionally
- a centre that serves...

## Key Decision 2:

### Level of independence?



#### Scotland

#### UK

- Independent organisation or partnership only covering Scotland
- Separate set of technical resources and platform
- UK organisation or partnership covering any or all participating UK jurisdictions or Crown Dependencies
- One common set of technical resources and platform

## Key Decision 3:

### Regional boundaries?



#### Exercise:

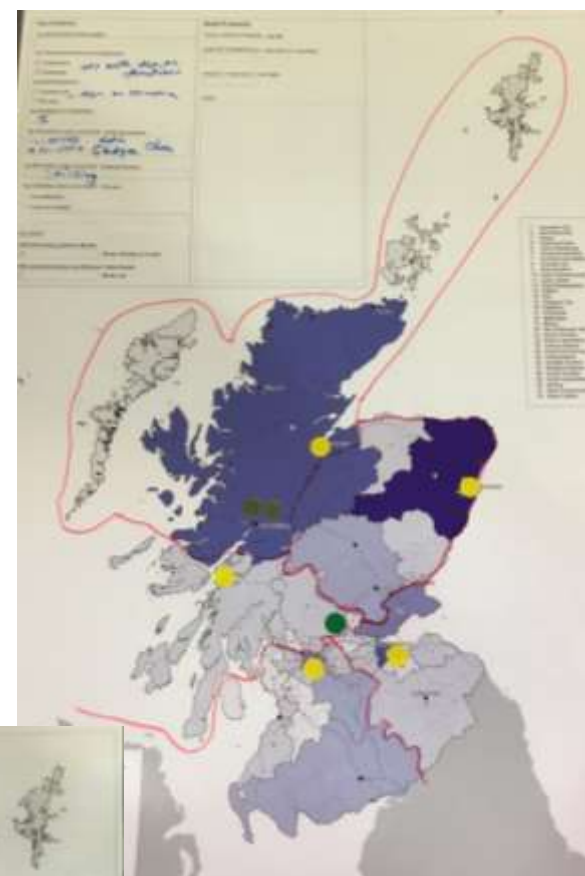
"Where will the **boundaries** lie between regions?"

"Where will the **regional, national & central hubs** be located?"

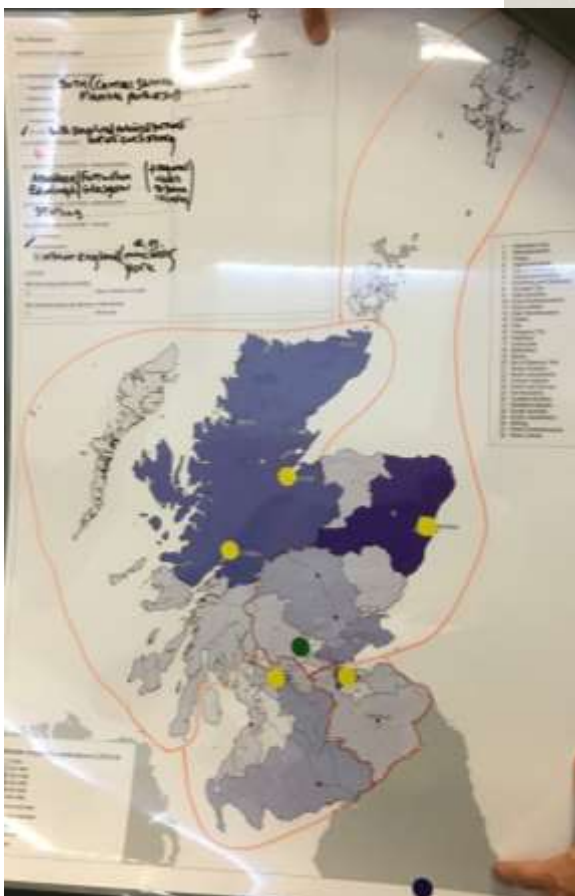
## Decisions banked:

- **Decision 1:** a New Organisation with a Revised Partnership including Super Partners
- **Decision 2:** a UK Organisation making technology and shared support services available to all four countries of the UK (and UKOTs)
- **Decision 3:** a National Hub for Scotland located in Stirling and four Regional Hubs located in Aberdeen, Highland, Glasgow and Edinburgh (but locations to be confirmed after further planning and costing)

**National Experts  
Group**



**Local Knowledge  
Group**



**Wise Owls  
Group**



**Bright Sparks  
Group**

#### Key Decision 4:

##### Teams?



##### Exercise:

*"What teams, and roles within them, are needed in each regional, national and central hub?"*  
*"What services do the teams provide and how many staff are required to deliver these?"*

#### Key Decision 5:

##### Structures?



##### Exercise:

*"What management or partnership structure could oversee all the roles and teams needed?"*

#### Key Decision 6:

##### Costings?

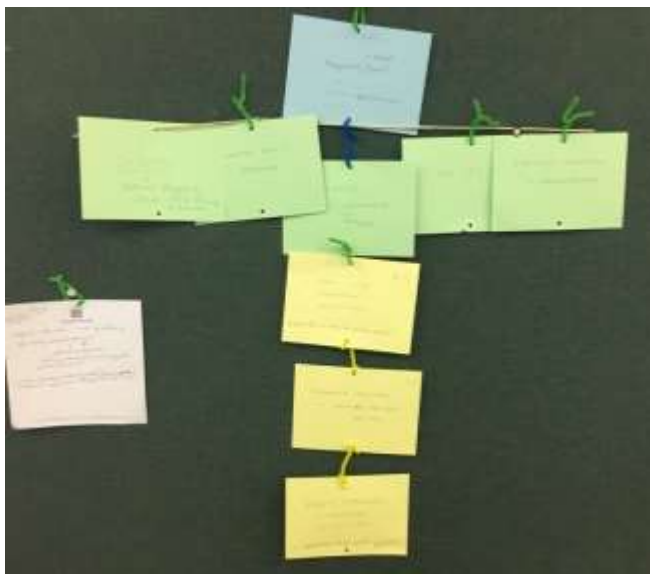


##### Exercise:

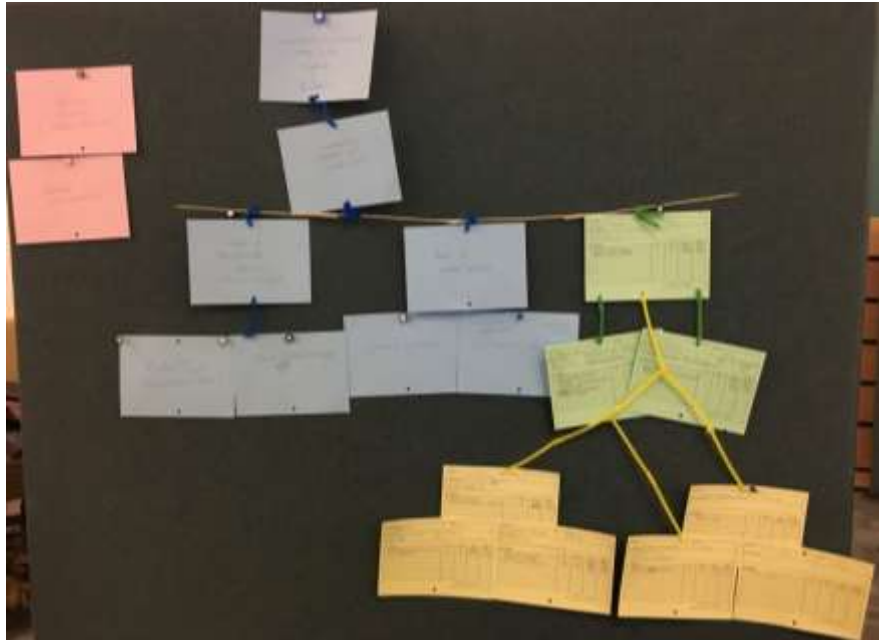
*"What operating costs need funding for each of the organisations and partners involved in running our infrastructure?"*

## Decisions banked:

- **Decision 4:** broad support for the original Aunt Sally Mk I with various modifications leading to the development of the teams listed in the final Aunt Sally Mk III
- **Decision 5:** an organisation with Country Directors reporting to the Central Hub CEO (and forming part of the overall Management Board) and the Operational Services Manager (managing Regional Services Managers) reporting to the Country Director – see Aunt Sally Model Mk III for details
- **Decision 6:** various considerations to be taken into account when preparing costings for the detailed business case (see subsequent two slides or resources needed); Super Partner needs to be discussed in a subsequent workshop devoted to understanding key Super Partners' needs



**Local  
Knowledge  
Group**

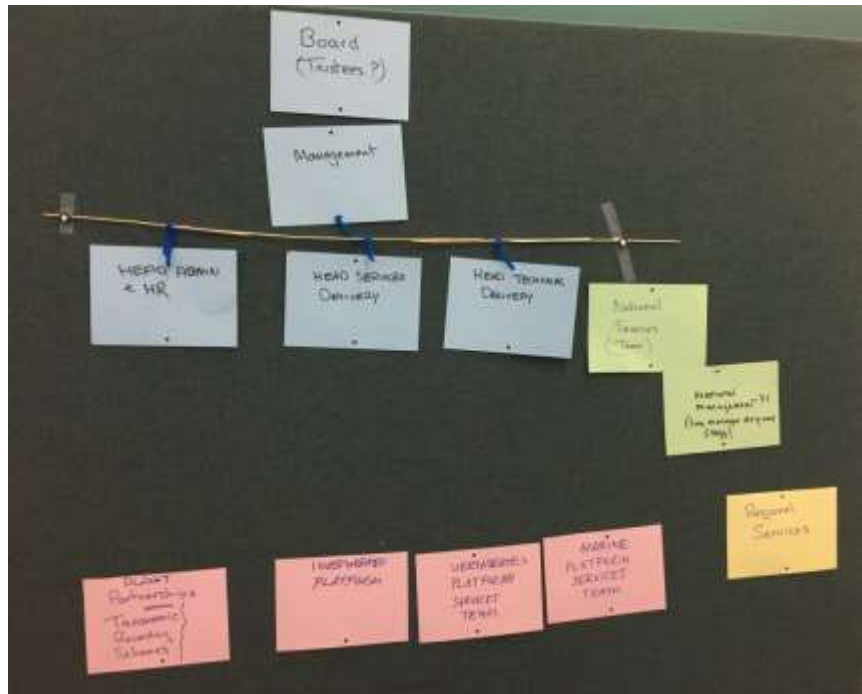


**Bright  
Sparks  
Group**



**National  
Experts  
Group**

(which  
endorsed  
the original  
Aunt Sally  
Model  
pictured)



**Wise  
Owls  
Group**

# Resources needed

- Group 1: £££££, data storage/hosting/servers etc, software licences, premise/estate management, insurance, equipment to loan out, T&S for conferences/hosting events, IT systems for e.g. project management/procurement/finance/payroll/broadband/mobiles, staff training/CPD, maternity/paternity sick leave, PR material, financial support for schemes/societies/volunteers/recruitment costs
- Group 2: equipment to support recorders, storage, vehicles/travel, CPD/training, events/conferences, comms/advertising/engagement, legal (inhouse/bought in), training materials, support for national schemes
- Group 3: travel & subsistence + vehicles, office space + equipment + services (heating etc), IT licences/OS, publicity + branding, survey equipment + ID resources, communications/phones (getting message across), training, website, pension obligations, legal costs, library, office supplies, specialist/ad-hoc contractor, volunteer expenses
- Group 4: branding, PR, comms (internal + external), office facilities: capital + running costs, volunteer expenses: equipment + travel, database, software licences/OS licences, data protection legislation, professional fees, relocation expenses for existing officers, hardware, data backup/data security, library/reference materials, training

Data Storage / hosting / servers etc  
 Software licences  
 premises / estate + management  
 insurance  
 Equipment to loan out  
 T+S with + external to organisation  
 conferences  
 Hosting events  
 IT systems for e.g. project management / procurement  
 finance / payroll / broadband / mobiles  
 Staff training / CPD  
 maternity / paternity / sick leave  
 PR material  
 Financial support for schemes / societies / volunteers  
 Recruitment costs

- Equipment - To support Recorders
- Storage
- Vehicles? Travel
- CPD / Training
- Events / conferences
- Comms / Advertising / Engagement
- Legal in house / bought in
- Training Materials
- Support for National Schemes!

- ### WHAT ELSE? 3
- 1 - TRAVEL & SUBSISTENCE + VEHICLES
  - 2 - OFFICE SPACE + EQUIPMENT + SERVICES (HEATING ETC.)
  - 3 - IT LICENCES / OS
  - 4 - PUBLICITY + BRANDING
  - 5 - SURVEY EQUIPMENT + ID RESOURCES
  - 6 - COMMUNICATIONS / PHONES (GETTING MESSAGE ACROSS)
  - 7 - TRAINING
  - 8 - WEBSITE
  - 9 - PENSION OBLIGATIONS
  - 10 - INSURANCE
  - 11 - LEGAL COSTS
  - 12 - LIBRARY
  - 13 - OFFICE SUPPLIES
  - 14 - SPECIALIST / AD-HOC CONTRACTOR
  - 15 - VOLUNTEER EXPENSES

#### 4 Other considerations

Branding, PR, Comms 
 external comms  
 internal comms
   
 Office facilities: capital + running costs  
 Volunteer expenses: equipment, travel  
 Database  
 Software licences / OS licences  
 Data protection legislation  
 Professional fees  
 Relocation expenses for existing officers  
 Hardware  
 Data backup / data security  
 Library / reference materials  
 Training

Resources and other considerations flip charts

Model refinement

# **SESSION 6**

ADDITIONAL  
AFFILIATED  
SCHEME SERVICES

NASS / STATE  
OF NATURE  
SERVICES

MUSEUM AND  
GARDEN  
CURATOR SERVICES

BOARD  
OF  
TRUSTEES  
MANAGEMENT  
BOARD  
/ / . . 11

COUNTRY  
COMMITTEE

SHARED  
SERVICES

PARTNER  
SERVICES

TECHNICAL  
SERVICES

Operational  
Services

FINANCE, HR,  
IT SERVICES

PARTNER  
AFFILIATION

PRODUCT  
DEVELOPMENT  
& SUPPORT

National  
Services

Regional  
Services

PR, COMM,  
EVENTS

SCHEME HOSTING  
& SUPPORT

DATA  
WAREHOUSE  
SERVICES

Taxonomic  
Training  
Co-ordination

EDUCATION  
&  
TRAINING

Regional  
Services  
A

Regional  
Services  
B

SUBSCRIBER  
MEMBERSHIP  
SERVICES

DATA  
CURATION

DIGITAL  
CONTENT

Sites  
Habitats  
(Mills + Holmes)

INNOVATION  
Innovation  
Analytics

Engagement  
Recorder  
Services  
A

Recorder  
Services  
B

LEGAL,  
GOVERNANCE  
& PERFORMANCE

UKSI &  
VERIFICATION  
SERVICES

TECHNICAL  
INFRASTRUCTURE

Data  
Development  
GIS

Ecological  
Services  
A

Ecological  
Services  
B

FUNDRAIS-  
ING

ACADEMIC /  
COMMERCIAL  
HOSTING &  
SUPPORT

Regional  
Services  
C

Regional  
Services  
D

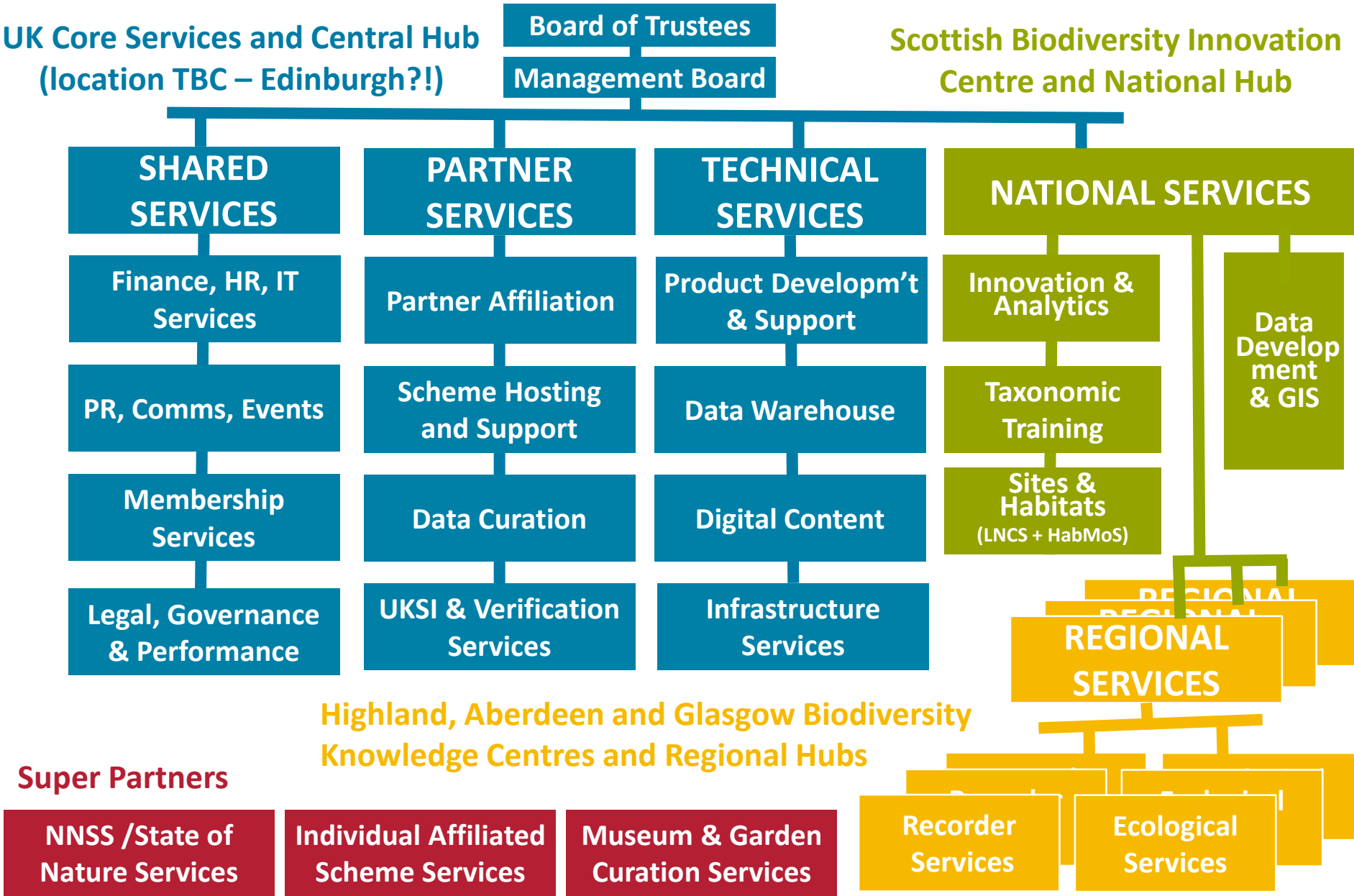
Recorder  
Services  
C

Engagement  
Services  
D

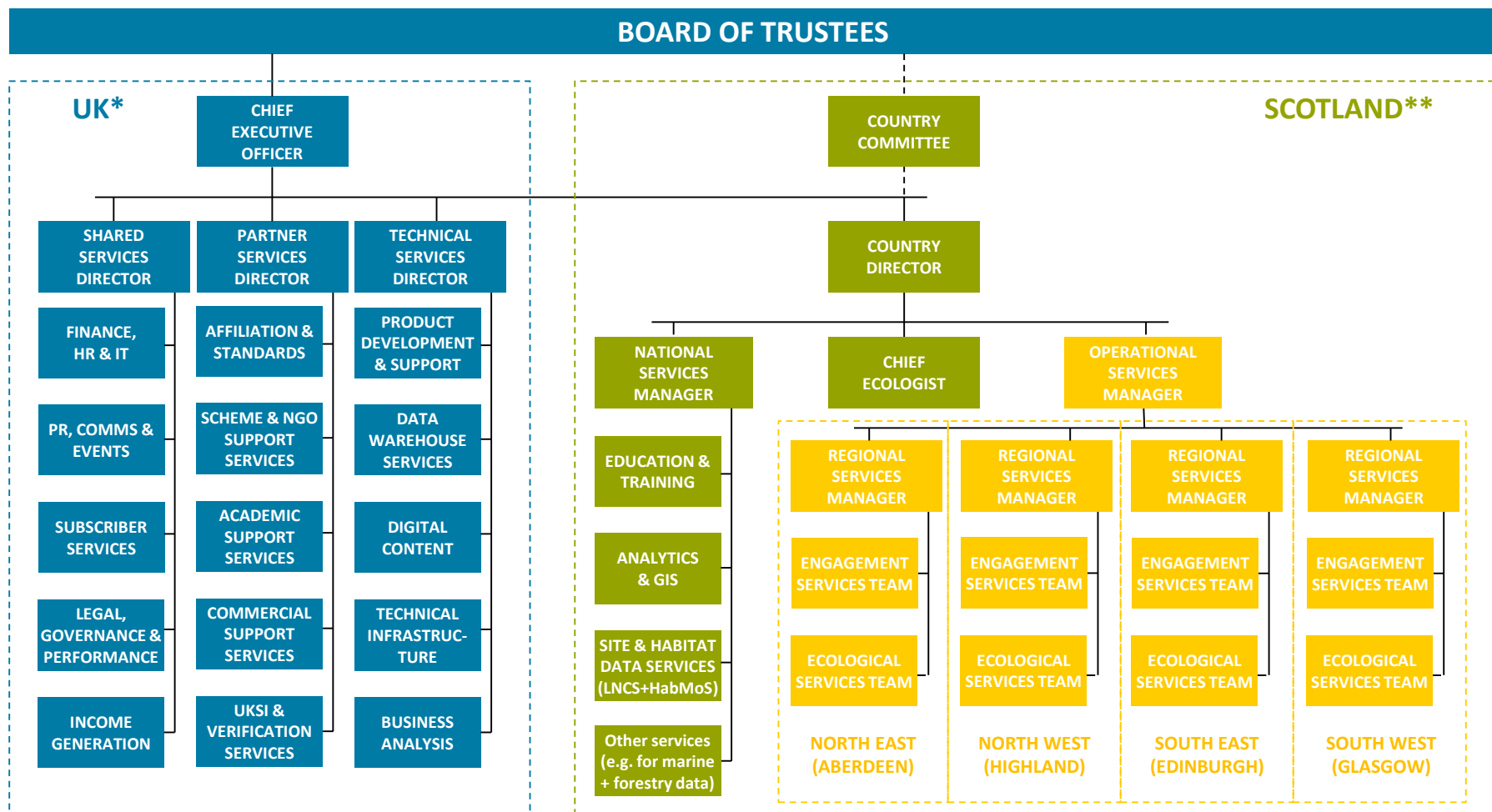
Ecological  
Services  
C

Ecological  
Services  
D

# 'Aunt Sally' Model Mk II:

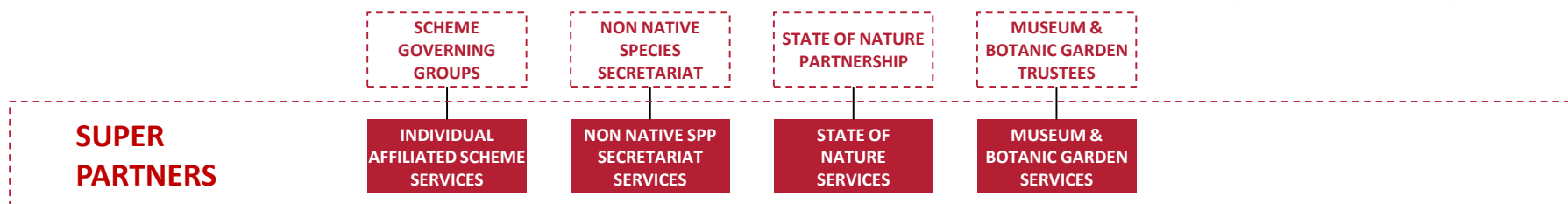


# Final 'Aunt Sally' Model Mk III: (post-workshop)



\* Where of value, some central roles could be out-posted in a National Hub

\*\* Regional Hub locations are not yet confirmed



# 'Aunt Sally' Model of regions needed Mk III:

## KEY

- Regional Hub
- National Hub
- Central Hub
- Region boundary
- Shading indicates the number of planning applications per Local Authority



*NOTE: Regions and boundaries are for illustration as exact regional locations have yet to be confirmed*

Wallingford, Nottingham or  
York/Cambridge/Oxford/London

Culture and values

# **SESSION 7**

# Culture and Values

*"What are the key behaviours or values needed within an integrated infrastructure?"*

- Group 1: Collaborative, parity of esteem, respect, **enabling**, 7 principles of public life, recognition of effort, **enjoyment**, community, belonging, facilitative, sharing, **trusted**, joined-up, responsive, dynamic, challenging, informing, diplomatic, inclusive, bold, innovative, efficiency, fit for purpose, rewarding, powerful, IMPACT
- Group 2: Transparency, **openness**, respect, fairness, serving the common good, clarity, **integrity**, supportive + **collaborative**, accountability, shared responsibilities, common understanding/empathy, listening, commitment to goals, innovative
- Group 3: Humble, honest, valued, safe pair of hands, **innovative**, 7 principles of public life, democratic, collaborative, sharing, inclusiveness, openness, work for multiple benefits/outcomes, work with those who would benefit (e.g. local communities), supportive, appreciative, proactive, can-do, integrity, robustness, evidence-based decision-making, efficient, **ambitious**, capable, service-orientated, mindful of clients + suppliers' needs/listens, fair, responsive, shows leadership, partnership, objective, **authoritative**, respected, trusted, neutral/impartial, dependable/reliable, welcoming, accountable + responsible, even-handed, outward looking, diverse/representative, enthusiastic, open-minded
- Group 4: Inclusiveness, supportive, listening/responsive, considerate, expertise, **care for natural world**, sustainable, inspirational, innovative, **leadership**, recognise differing priorities/needs, influential, effective, trusted/integrity, collaboration, respect, parity/equality, value opinions, **stewardship**, united by our vision, bold

OVERALL: **enjoyment, trusted, authoritative, collaborative, ambitious, stewardship, integrity, openness, innovative, enabling, care for the natural world, leadership**

# Culture & Values

Collaborative

Parity of Esteem

Respect

Enabling

7 Principles of public life

Recognition of effort

Enjoyment

Community

Belonging

Facilitate

Sharing

Trusted

Joined-up

Responsive

Dynamic

Challenging

Informing

Diplomatic

Inclusive

Bold

Innovative

Efficiency

Fit for purpose

Remanding

Powerful!

IMPACT

Culture & Values

7 principles of public life

- Valued
- Safe point of contact
- Inclusive
- Fair
- democratic
- collaboration
- sharing
- inclusiveness
- openness
- Work for multiple benefits/outcomes
- work with those who would benefit
- wellbeing
- ambitious
- capable
- integrity
- robustness
- evidence-based decision making
- discrete
- intuitive
- open-minded
- resilient
- responsible
- accountable
- outward-looking
- care for the natural world
- leadership
- unity
- vision
- bold
- effective
- trusted/integrity
- collaborative

## Culture and values flip charts

Top three per group:

Transparency

- Openness
- Respect
- Fairness
- Serving the common good
- Clarity
- Integrity
- Supportive + collaborative
- Accountability
- Shared Responsibilities
- Common understanding / empathy
- listening
- commitment to goals
- innovative

Culture & Values

4

Inclusiveness

Supportive

Listening/Responsive

Considerate

Expertise

Care for natural world

Sustainable

Inspirational

Innovative

Leadership

Recognise differing priorities/needs

Influential

Effective

Trusted/Integrity

Collaborative

Respect

Parity/Equality

Value opinions

Stewardship

United by our vision

Bold

ENJOYMENT

TRUSTED

AUTHORITATIVE

COLLABORATIVE

AMBITIOUS

STEWARDSHIP

INTEGRITY

OPENNESS

INNOVATIVE

ENABLING

CARE FOR THE NATURAL WORLD

LEADERSHIP

Business changes needed

# **SESSION 8**

# Business changes to achieve the new model

*“What needs to be different in future if we achieve our preferred governance model?”*

## STOP

- Unnecessary duplication
- Silos/sectoral working
- Competition (for funds within sector)
- Being inefficient
- Being marginal for society
- Being inconsistent in our messages
- Being inward looking
- Under-appreciating our collective strength
- Being timid
- Doing current practice just because it is comfortable
- Being narrow-minded
- Stop not being standardised
- Stop not being governed (stop the chaos)
- Stop fragmentation of effort
- The decline of biodiversity
- People under-valuing/under-utilising biological data and recorders
- Expecting government to lead or show leadership
- Reviewing and get on with it (once we finish reviewing [i.e. this review])
- The funding insecurity
- Running on shoestrings
- Expecting too much of vols
- Independent record centres
- Carrying dead wood

# Business changes to achieve the new model

## START

- Getting access to sustainable funding
- A fundraising/development office
- Using standard operating procedures
- Agree quality control standards
- Build central structure + national/regional
- Establish vision and values
- Preparing a business case
- Thinking in terms of regions
- Thinking about big picture
- Thinking in terms of how organisation contributes to improving global biodiversity
- Advocating for new vision and the use of biodiversity data
- Thinking long term + in business cycles
- Thinking about 'future-proofing' esp. in terms of tech
- Be non-partisan but attuned to stakeholders/funders/customers need
- Raising importance of biodiversity data with other sectors e.g. healthcare
- Succession planning + developing people
- Collaborating better
- Targeting knowledge gaps (geographic + taxonomic)
- Delivering multiple outcomes
- Improving joining up data providers + users
- Democratising access to regional data trends
- Start supporting recorders properly
- Being relevant at all scales
- Investing in better
- Integrating marine + terrestrial
- Board of Trustees and Country Committees
- Integrating new methods – eDNA/sound recognition
- Investing in new model
- Selling the benefits
- Start managing performance
- Advertising/raising profile

# Business changes to achieve the new model

## CONTINUE WITH CHANGES

- Providing regional added-value
- Regional hub coverage (expansion)
  - Align boundaries
- Management of structure regionally
- Recorder support
  - Capture management systems
  - Develop existing structures
- Redistribution of current resources
- Making recording scheme data more open
- Align governance of existing systems with new structure
- More joined-up governance
- Central support services
  - Central database/curation
  - Support for schemes/societies
  - Species Dictionary
  - Technical services
  - Verification
  - Management of online systems
- SBIF – Country Committee?
- Using data to inform biodiversity strategy nationally
- Meeting targets
- More decision support tools
- Turning data hoards into treasure troves
- Fuller interpretation of data
- Bring together marine and terrestrial data
- Integrating environmental datasets

# Business changes to achieve the new model

## CONTINUE WITHOUT CHANGES

- Super services
- Meeting targets e.g. Aichi, Natura, SBS (but with the aspiration to improve)
- No negative impact on current recording
- Existing good will + buy-in
- Exemplars of good practice (particularly well-performing LERCs)
- Recognition of expertise of amateur experts
- Verification
- Maintain amateur recording capacity + systems (not corporate)
- Retain high level volunteer input (within new governance structure)
- Retain effective steering groups

## STOP

- Unnecessary Duplication
- Silos/Secret working
- Local management
- Competition for funds within Sector
- Being inefficient
- Being marginal for Society
- Being inconsistent in our messages
- Being inward looking
- Underappreciating our collective strengths
- Being timid
- doing current practice just because it's comfortable
- Being narrow-minded
- STOP NOT being Standardised (A-START!)
- STOP NOT being Governed. (STOP The Chaos) (A-START!)
- STOP Fragmentation of effort
- The decline of Biodiversity
- People undervaluing/underutilising Biological data
- Expecting government to lead or show leadership
- Reviewing & get on with it (Once we finish Review)

## START

- getting access to sustainable funding
- A sound business/development strategy
- using standard operating procedures
- agree quality control standards
- build central structure
- establish vision + values
- prepare a business case
- thinking in terms of regions
- thinking about big picture
- thinking in terms of how organisation contributes to improving global biodiversity
- Advocating for new vision
- thinking long term + in business cycles
- thinking about 'future-proof' esp in terms of fresh
- be non-partisan but attuned to stakeholders/funders level
- Raising importance of biodiversity data with other sectors eg. health care
- Successful planning + developing people
- Collaborating better
- raising the knowledge gap (geographical)
- Delivering multiple outcomes
- improving bottom up data providers + users
- democratising access to national data through
- staff supporting members properly
- bring relevant at all scales
- Investing in better
- integrating values + territorial
- board of trustees
- cautious of centralised
- establishing new methods
- customers
- investing in new model
- start selling the benefits
- start planning program
- addressing/raising public

## CONTINUE WITH CHANGES

- Providing regional added value
- Regional hub coverage (expansion)
- align boundaries
- Management of structure regionally
- Recorder support - capture management systems
- develop existing schemes
- Redistribution of current resources
- Making recording scheme data more open
- Align governance of existing systems with new structure
- More joined-up government
- Central support services
- SBIF - Country Committee?
- Central database / curation
- Support for schemes + societies
- Species dictionary
- technical services
- Verification
- management of online systems
- using data to support inform biodiversity strategy nationally
- Meeting targets
- More decision support tools
- turning data boards into treasure troves
- Fuller interpretation of data
- Bring together marine & terrestrial data
- Integrating environmental data sets

## Continue Without Changes

[Continue Biodiversity as before]

### Super Services

Meeting targets eg. Aichi Nature, SBS

No negative impact on current recording & (Ain't pin fall off).

Existing good-will & buy-in Verification.

Recognition of expertise of amateur experts.

Maintain amateur recording capacity.

Systems (not with corporate).

Retain 'high level' volunteer input (within new governance structure)

Retain effective steering groups

Business change flip charts

Managing the transition

# **SESSION 9**

# Key Question A:

## Success?



### Exercise:

*“What does success look and feel like?*

*What can we do to ensure we succeed?”*

# Success

## What does success look/feel like?

- Group 1: everyone united + happy (x-sector, gov, recorders, schemes, NGOs, LRCs etc), data flow faster and better (measurable), more people recording and engaged with recording, more data openly available, more innovative data products being created + used, something we can measure, funding sustainable + secure, more data verified, better taxonomic + geographic coverage
- Group 2: Securing funding, full coverage, no more reviews, everyone is happy, no one left out, growing more comprehensive data, reduced taxonomic + geographic gaps, better understanding + evidence base for decision-making, trusted, model can be sustained long term, better environmental outcomes, increased numbers of people involved, existing networks/organisations not being alienated, data flow revision being implemented, balance between central-national-regional feels right, rest of UK wants to follow

## What can we do to ensure we succeed?

- Group 1: Keep talking! To each other, new people and communicate plan, progress, milestones and vision. Gather requirements, define KPIs/smart targets (Tom [Hunt] will do it all[!]), develop and communicate vision + business case, get it into government programme, present to Scottish Government + other stakeholders [e.g.] COSLA/Improvement Service
- Group 2: Secure buy-in + funding, aim high, implementation group (resourced properly), continue consultation + workshop work, widen consultation to include academia/health/gov/agri/forestry, publicity – press releases of our successes, use partner events, each of us continue advocacy, getting training workshops, use imagination and show how to use data to gain value

# Success

## What does success look/feel like?

- Group 3: Consistent pan-Scotland coverage, sustainable long term resourcing for core activities, greater clarity over strategic objectives (eg data flow) at all levels, trust/confidence in systems + data, expanded recording community + more use of data, mainstreamed, consistent pan-taxa coverage, happy + supported recorder community, well-informed decision-making across all sectors, increased use of data in decision-making
- Group 4: better decisions taking account of biodiversity, Data Flow Pathway works, mainstreaming of using biodiversity data, increase in data coming in, increase in data being used, new structure valued + used, participant/staff retention is high, people want in, complete geographic coverage, funding is secure, an innovation centre, being seen as leaders + asked for knowledge transfer, be the new ALA i.e. a recognised centre of achievement, data from academia/commercial etc routinely shared

## What can we do to ensure we succeed?

- Group 3: measure set + defined targets, good communication of benefits, achieve political support + champions, motivate recorder community, more diverse + effective outcome indicators across sectors eg biodiversity, health + well-being, widespread buy-in, maximise collaborative working + partnership, come together + agree way forward, public outreach/engagement + wider publicity, celebrity endorsement, social media engagement, make it trendy!
- Group 4: have adequate regional/national/central services, adequate + sustainable funding, raise profile, strong + well-costed business case, advocates, consensus over what we are trying to do, clear + measurable outcomes (corporate plan), embed use of biodiversity data in statutory + public funding, remain non-partisan, cross-sector involvement in strategic decisions + in governance

<p>WHAT DOES SUCCESS LOOK/FEEL LIKE?</p> <p>Everyone united, happy X-factor, gov, media, clubs, etc. LBC &amp; Co.</p> <p>Data, slow &amp; steady &amp; better (available)</p> <p>More people recording &amp; engaged with recording</p> <p>More data openly available</p> <p>More innovative data products being created &amp; used</p> <p>Something we can measure</p> <p>Funding sustainable &amp; secure</p> <p>More data verified</p> <p>Better coverage to geographic coverage</p>	<p>WHAT CAN WE DO TO ENSURE SUCCESS?</p> <p>Keep talking to each other communities, gov, progress, industries, vision</p> <p>Gether requirements</p> <p>Define KPIs / smart targets (Tom will do it all)</p> <p>Develop &amp; communicate vision to business case</p> <p>Get it into government programme</p> <p>Persuade to Scottish Gov &amp; other stakeholders (COSLA) / improvement services</p>
--	---

WHAT DOES SUCCESS LOOK/FEEL LIKE?	WHAT CAN WE DO TO ENSURE SUCCESS?
CONSISTENT PAN-SCOTLAND COVERAGE	MEASURE <input checked="" type="checkbox"/> SET + DEFINED TARGETS
SUSTAINABLE LONG-TERM RESOURCING FOR CORE ACTIVITIES	GOOD COMMUNICATION OF BENEFITS
GREATER CLARITY OVER STRATEGIC OBJECTIVES OF DATA PAY AT ALL LEVELS	ACHIEVED POLITICAL <input checked="" type="checkbox"/> SUPPORT + FINANCIAL COMMITMENT
<input checked="" type="checkbox"/> TRUST/CONFIDENCE IN SYSTEMS + DATA	INSTITUTE REORDER COMMUNITY EFFORTS
EXPANDED RECORDING COMMUNITY + MORE USE OF DATA	PRICE OVERSEAS/OUTCOME INDICATORS ACROSS SECTORS - EX BIODIVERSITY, HEALTH + WELL-BEING
MAINSTREAMED	<input checked="" type="checkbox"/> WIDESPREAD BUY-IN
CONSISTENT PAN-TRUST COVERAGE	PROVIDE COLLABORATIVE WORKING + PARTNERSHIP
HAPPY, SUPPORTED REORDER COMMUNITY	<input checked="" type="checkbox"/> COME TOGETHER + AGREE WAY FORWARD
WELL-INFORMED DECISION-MAKING ACROSS ALL SECTORS	PUBLIC INTEREST/ENGAGEMENT + WIDER AWARENESS
INCREASED USE OF DATA IN DECISION-MAKING	CELEBRITY ENGAGEMENT
	SOCIAL MEDIA ENGAGEMENT
	MAKE IT TALKY!

## Success flip charts

# Key Question B:

Pace?



## Exercise:

*“How quickly do we want to make a transition?  
What steps are involved?”*

# Pace

## Group 1

### 2018

- Develop business plan
- Present BP in this year to Gov
- Gather requirements for the infrastructure (all levels)
- Form a Transition Body around SBIF and resource
- (Transition Body = project management team + steering group)

### 2022-2024

- Secure funding for additional parts of the infrastructure
- Form new governance structures – redeploying or recruiting
- Modular deployment of IT/Agile

### 2019-2021

- Build plan into Biodiversity Strategy post 2020
- Secure funding to build infrastructure for MVP (minimum viable product)
- Commence developing IT structure
- Modular deployment of IT/Agile

### 2025

- Have a party

*"In 2018 we complete the business case and models and we present that business plan to Scottish government and key stakeholders as this gets out into the wider world and be recognised beyond our community. We start gathering requirements for the infrastructure at all levels and get a feel for different bits. Also form a transition body using SBIF but this needs to be resourced – i.e. a project management team and a steering group. By 2019 we start building our plan for biodiversity strategy post 2020 and we secure funding to build our minimum viable model for the minimum infrastructure needed and commence the IT structure, going for agile development approach. Forming new governance structures and redeploying and recruiting where necessary new staff. On 2022 we are onto securing further funding for later modules of the infrastructure so that in 2025 we are having a party and we are all invited. Next Scottish biodiversity strategy in 2018 we need to be part of we need to know the size and time for IT capacity building, and the atlas is critical in all of this."*

# Pace

## Group 2

### 2018

- Implementation Plan
- Consultation
- Final costed plan with milestones etc
- Fundraising
- Implementation Group formed
- Governance Structure
- Advocacy

### 2019-2021

- Core digital infrastructure developed/adapted
- Central office (core) established
- Regional network in place
- National office in Scotland
- Launch
- Fundraising
- Advocacy

### 2022-2024

### 2025

*“Lots of interesting discussions but didn’t get very far! We do want to go faster! With this level of investment and a feel for the need, we want to see some benefits sooner rather than later. Be ambitious to see early returns. Saw 2018 as a consolidation and more detailed planning year, developing a consultation plan with the implementation plan to come up with fully costed plan, but on the expectation we will be fundraising during this year. Then good governance and good plans behind the whole programme which will take time and resourcing. Continual need for advocacy to sell our need for biodiversity and to embed it in government and society. We moved onto the 2019/21 period and which order you’d start developing the capacity. Whether the core functions first. Core digital infrastructure is key from the beginning to allow existing orgs to adapt to make best use of that facility. It is important (core). Establishing a physical office as a statement that this is happening at UK and national level and the innovation stream alongside this as we already have an incredible legacy of data that we can get data from. We should aim to launch something formally and then to grow it. Next two periods are growth and then success....”*

# Pace

## Group 3

### 2018

- Complete Review + develop model + consult
- Engage all key stakeholders
- Create draft business model
- Create implementation plan + group
- Timetable
- Initiate publicity/advocacy
- Identify key funders
- Initiate fundraising team

### 2019-2021

- Develop final business model + transition model
- Engage key funders
- Initiate recruitment
- Establish board + management structure
- Build + test global IT system
- Change management + migration of data
- Initiate essential elements + use structure

### 2022-2024

- Bulk of recruitment
- UK + regional “launches”
- Achieve full model
- Switch to new regional structure within Scotland (gradual building up of UK structure)

### 2025

- Adapt model

*Fundraising*  
*Publicity*

*Monitor delivery against outcomes*

*“we didn’t want to be constrained by boxes so created a boomerang... had the Frisbee of fundraising and publicity, the boomerang of monitoring and delivery against outcomes. Some things may be out of order but first thing we would do is complete the review and develop the model, engage and consult all key stakeholders and create a draft business model, then an implementation group and plan and at that stage initiate publicity and advocacy, then initiate a fundraising team, then develop a final business model, then a transition model, then engage key funders and then may be in a position to initiate recruitment. Start off with key posts in a UK org and to establish management board then to recruit posts below. Once that is there we then think about change management and migration of data. Moving to 2024 that is when bulk of recruitment would happen, switch to new regional structure with regional centres. Thought 2025 was too far away but want to look then at review and adaptation?”*

# Pace

## Group 4

### 2018

- Complete Review
- Business Case submitted
- Starting collaborative work between existing record centres
- SBIF to Umbrella Org (two-way street nat-local)
- Interim funding of the above
- Employee + collaborative review

### 2019-2021

- Softly softly
- Umbrella org
  - interim structure/existing
  - Bring everyone up to standard
  - Improvement to current technical infrastructure
  - Create new Regional Hub
- Transition Team
- Funding £5Million
- Change management
- Advocacy, SBS 2021

### 2022-2024

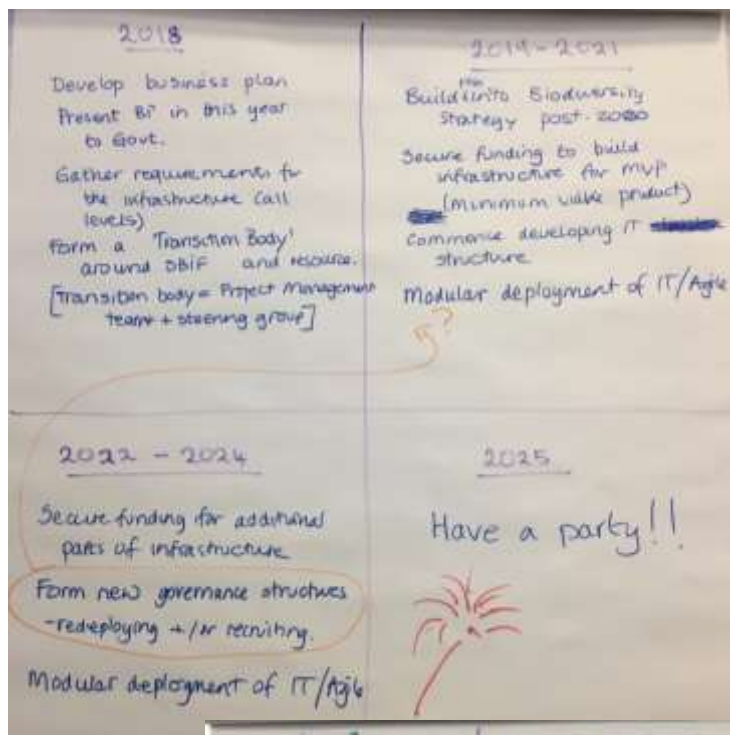
- Transition from Umbrella Org to “The Infrastructure” over this period – depending on the funding
- Tech development
- Hammer Time!

### 2025

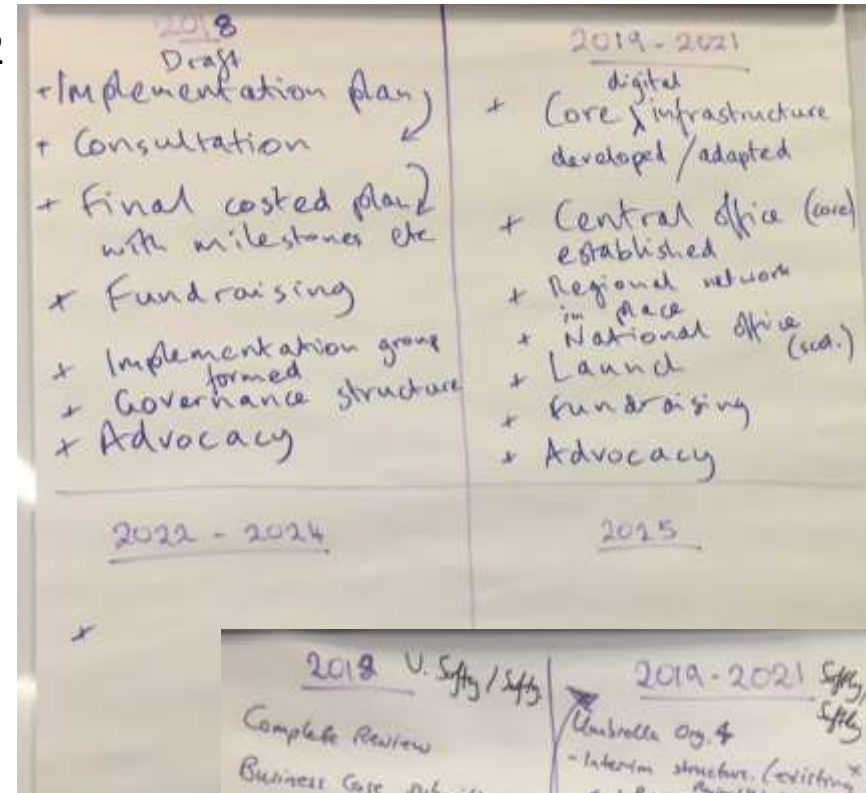
- Full structure in place
- Done!
- Onward to Victory!

*“In terms of speed, 2018 is softly softly, 19-21 softly too, then in 2022 that’s when we really go for it, then 2025 is onward to victory developing and improving. By 2018 the review should be completed and submitted. We should be starting collaborative approach between existing LERCs and bringing those together and getting them up to that standard. SBIF as a group would morph into an umbrella org overseeing the LERC partnership requiring funding as people facilitate the dialogue between the record centres with the idea that the LERCs morph into the regional structures of the future. By 2019 the regional hubs are working in collaboration with a minimum level of delivery and to deliver that there is a need to fill personnel gaps and to improve tech infrastructure for LERCs, and the biggest funding gap is creation of new regional hub once we know what to put into it. Also the transition team needs to be in place to develop the infrastructure and overseeing change management between existing entities leading to those regional hubs becoming part of the infrastructure. By 2030 Scotland will be a world leader in biodiversity and the infrastructure will help to deliver that. If/when we are all delivering, there will be gaps and we will be seeking to have got the funding and to be delivering more. Transition from umbrella org to infrastructure going forward wil be in 2022. If we manage collaborative working now between existing hubs hopefully they would be funded and it would be easier to make the point that highland is missing out so that all 4 hubs are funded. By 2025 everything in place then constantly evolving...*

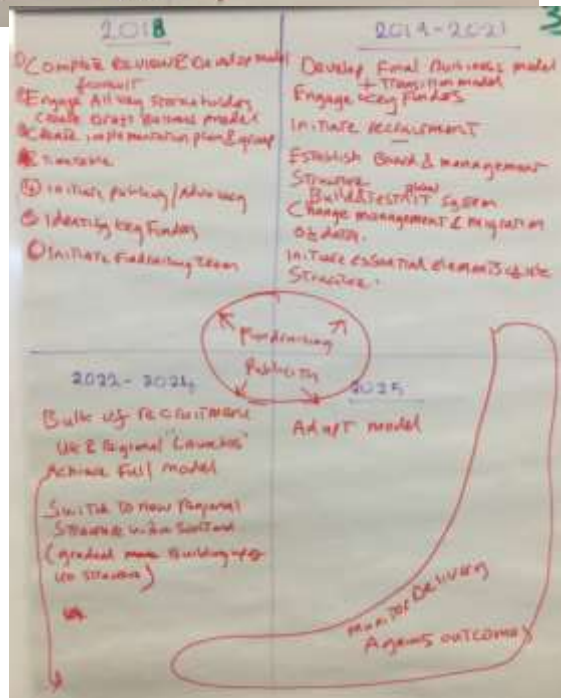
*Fs on the flipchart mean funding required...*



Group 2

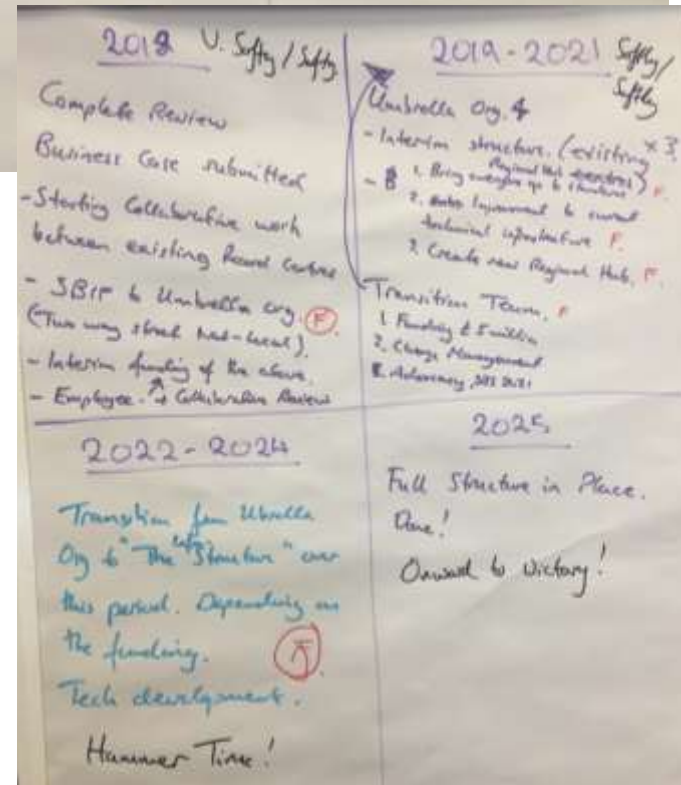


Group 1



Group 3

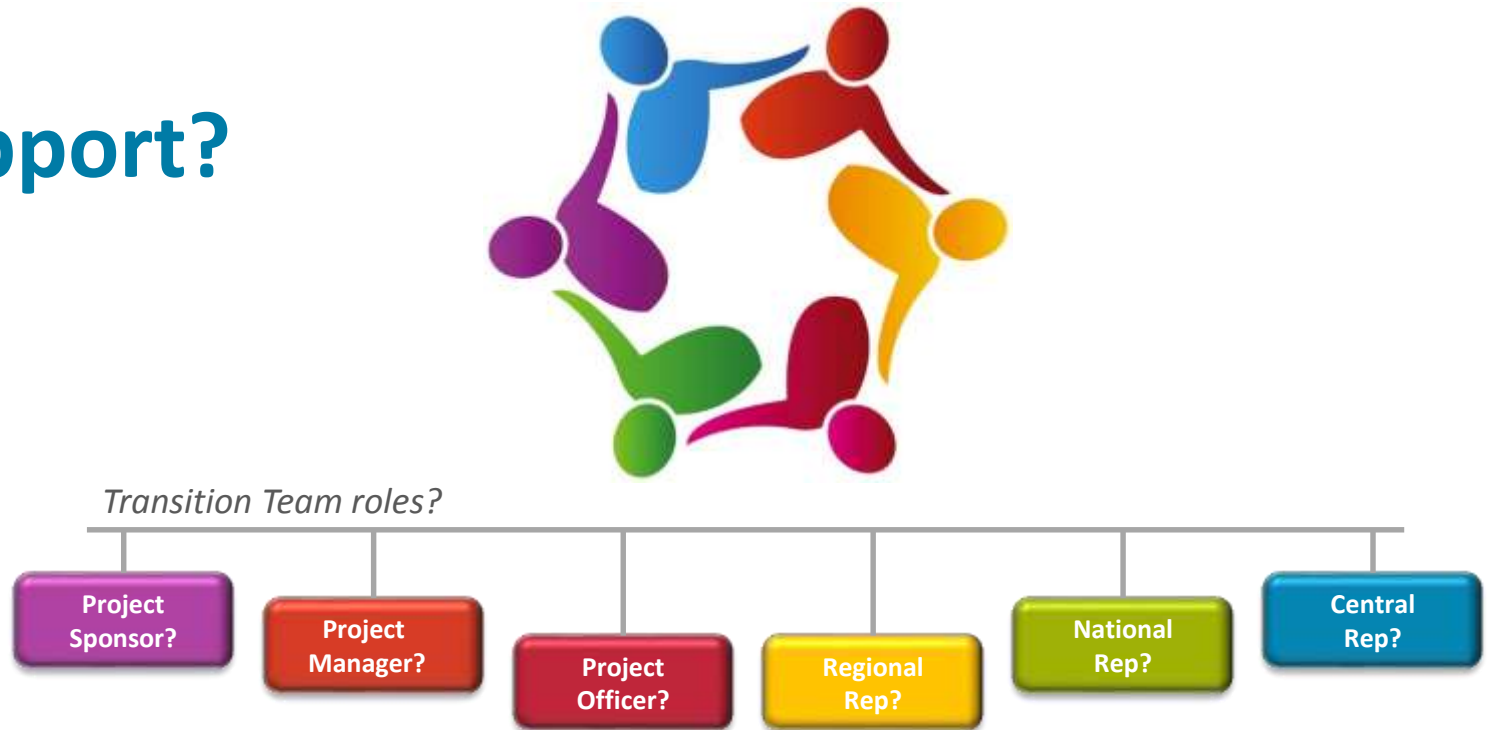
Group 4



Pace flip charts

# Key Question C:

## Support?



## Exercise:

*“What support would people making the transition value most?  
What resources are needed to support the transition process?”*

➤ *E.g. the ‘project team’ needed*

# Transition Support

## Group 1

- **PROJECT SPONSOR:** this can sit outside of the team but this is being a trusted champion, influential across sectors (gov, education) and beyond government – communicating the vision, demonstrating the benefits, motivating engagement and collaboration, and seek to secure resources which may be through reconfiguration of existing structures or finding new channels to build the model
- **PROJECT MANAGER:** draws up project plan, is accountable to project steering group and works in collaboration with existing partners in different levels, looks after timeline, monitoring costs, providing highlight reports, monitors funding and expenditure and adapts as requirements change; keeps the team happy and has coffee, biscuits, chats etc to keep people happy.
- **PROJECT OFFICER:** people-managing the HR aspects of change doing recruitment and redeployment and benchmarking across sectors to make sure correct levels are set, looking after office resources etc.
- **DEVELOPMENT OFFICER** looking after funding, needs 1 big cheque, source funding, write bids, manage subscriptions
- **BUSINESS ANALYST:** that is essential for what you want to do and get right, listens to what people need and converts into what they actually need.
- **ADVOCACY AND ENGAGEMENT OFFICER:** keeping everyone up to date with what we are all up to, setting up a set of representatives across sectors, might dabble in fundraising dabbling in social media and lookin at brand
- **TECHNOLOGY PROJECT OFFICER:** to scope out the required technical architecture and manage the delivery of new technology and support the adoption of existing technologies.
- We would need: somewhere to sit (shiny building or squeeze into somewhere), access to HR expertise and legal expertise; need a budget, and time and resources from the interested stakeholders so people have the time to talk to our BA...

# Transition Support

## Group 2

- **PROJECT SPONSOR:** principle role is of champion but also have an additional role to selling benefits and the story, I am also Mr Fixit to solve tensions between partners and stakeholders so my role is to achieve consensus and to drive forwards. In addition to articulating benefits and added value it is trying to explore with key stakeholders what is in it for them and telling the story also about what is broken... the revolutionary ambition is also costly so have key role in justifying. Would need careful briefing, good comms, social media and tech support.
- **PROJECT MANAGER:** as for previous group, services such as finance, HR, premises (whether shared with a supportive partner); timeline and plan development; budget and contingency budget, support from sponsor is also key and a project officer.
- **PROJECT OFFICER:** delivery – person who delivers the gantt chart and is the go-between linking the top and bottom and smooths things through, full time for duration of project; support needed is on personnel side, data and tech. Middle manager.
- **REGIONAL REP:** might not be a full time post; communicating with and liaising with regional organisations making sure their views and needs are articulated and checking what the regions need and communicating the needs of the project. Needs are T&S for 1:1 face to face meetings with the regions. {would we have more people?} yes in terms of techie data support because some of the key elements would be needed to help with IT design. May want to call off HR support around employment rights if very challenging.

# Transition Support

## Group 3

- UMBRELLA BODY CHAIR: overseeing the umbrella body steering group as is existing at present, with additional members to help. They would seek funding to deliver the other officers and as being managed by the steering group is impossible so would have someone on the advisory group to manage and host the project officer role.
- REGIONAL HUB PROJECT OFFICER – set up 4<sup>th</sup> region which is critical; to get this thing started have to demonstrate deliverables otherwise funding officer has no way to demonstrate that this programme is needed and being deliverables.
- FUNDRAISER – someone who can raise their own salary, to start going on to the next level to demonstrate that this is a wider deliverable. They need to understand about what the organisation is about and be a prime advocate. For all this we need HR support, T&S etc to keep these posts going.
- PROJECT MANAGER TT: TT = transition team – they need clear steer once transition is starting we need to build the tech stuff so we'd take on a...
- TECH LEAD: overseeing development; needs resources of programmers, support staff, testers, servers, hosting for data, equipment, data managers/database managers/website designers + managers...

# Transition Support

## Group 4

- PROGRAMME MANAGER to oversee transition, reasonably high level management of whole programme with someone experienced in managing complex transitions who would link to higher levels of governance. We also merged two other roles which can we separate – a need for high level sponsorship to interact with gov to get cross-gov support to realise the level of funding we are looking for, and a high level advocate to convince everyone that we are in this together and the only way we can achieve this is by working together.
- TECHNICAL SYSTEMS ANALYST – there are a lot of aspirations for how data might flow and be used. It needs a system analyst to get to the bottom of the concepts we throw around and to pick apart the detail of what the flows are, how they exist and how they can be married up. Thereafter commissioning work/services and recruiting more technical staff, so this would be someone who can lead on that. The other person we wondered about was someone who is quite hands on with data who can innovate and provide exciting examples of what it is that we are all talking about which can be hard to communicate. If someone shows a map or infographic the picture speaks a thousand words so having someone early on to create technical material that can inspire can be very important for moving things on.
- FUNDRAISING POST – skilled in fundraising and able to engage supporters and knowledgeable about reaching different schemes and innovative and able to build applications for funding.
- ENGAGEMENT OFFICER – to ensure levels of engagement did not decrease during the partnership would engage with Las, planners and look for opportunities with schools etc.
- All roles need SUPPORT ROLE especially if to be an employed team, not necessarily an expert could buy in support from elsewhere.
- Resources – we need office, IT, buy in legal expertise etc, need a budget also to cover T&S and to be able to commission things...

Workshop feedback

# **SESSION 10**

# Workshop feedback

- All very well run – thank you
- Nothing was awful...!