

Board Chairperson application pack

September 2023

BE—ST



Thank you for your interest in becoming the next independent Chairperson of Built Environment - Smarter Transformation.

This information pack includes:

- An introduction to BE-ST
- The role and responsibilities of the Chairperson
- What to expect of the recruitment process
- how to apply and key timings
- The criteria used to assess potential candidates





An introduction to BE-ST

Stephen Good, CEO

Built Environment – Smarter Transformation (BE-ST) is Scotland's national innovation centre for construction and the built environment.

BE-ST's mission is to accelerate the built environment's transition to net zero . It does this by creating a safe space for industry, academic and public sector partners to collaborate, to innovate, and to accelerate the deployment of new skills, products, processes, services, and business models that will address the global climate crisis.

Collaboration partners can access a rich innovation ecosystem and a range of flexible tools and support services including an extensive network of academic experts and the Innovation Campus – Scotland's Accelerate to Zero (A-Z) Living Labs. A Lab is where we accelerate Scotland's appetite, knowledge, and uptake of innovative solutions. And Z Lab is the zero carbon innovation lab where we create them.

BE-ST delivers impact across four interlinked programme areas; digital transformation, modern methods of construction, sustainability and retrofit, and two overarching strategic themes; culture change and workforce development. Across these areas, BE-ST is supercharging change to create a better built environment that delivers inclusive and sustainable economic, social and environmental impact for people and the planet.

BE-ST is a Scottish national innovation asset, supported by Scottish Government, Scottish Funding Council, and Scotland's Enterprise Agencies. BE-ST is hosted by Edinburgh Napier University, and is a registered Scottish charity.

BE-ST is a United Nations International Centre of Excellence for High Performing Buildings.

Our values

Our mission is to accelerate the built environment's transition to zero carbon emissions.

BE-ST is an ambitious organisation – we get things done and make change happen.

We operate in a sector which moves slowly and is extremely diverse so there will always be challenges to overcome and naysayers to convince. It's our proactive mindset and attitude that will help us drive forward. It's not what we say, but what we do that matters.

BE the connection

Bring people and organisations together

BE open

Embrace inclusiveness and different opinions

BE a challenger

Disrupt the status quo and stand out from the crowd

BE a game changer

Lead the way and embrace a culture of transformation

BE an innovator

Focus on solutions and discovering smarter ways

Diversity and equality

BE-ST is firmly committed to diversity and equality. We are determined to have a broad spectrum of forum members with different points of view and experiences.

We hope to receive suitable applications from a wide range of talented people irrespective of religion or belief, gender, gender identity, age, disability, sexual orientation, ethnic origin, political belief, socio-economic status, relationship status or caring responsibilities.

We especially encourage applications from groups underrepresented on Scotland's public bodies and technology companies, such as women, disabled people, ethnic minorities and the LGBTQIA+ community.



About the BE-ST Board

The strategic direction and performance of BE-ST is overseen by a diverse Board comprising representatives from across the entire breadth of the built environment ecosystem, including policy makers, clients, industry stakeholders, academia, and key public sector agencies.

BE-ST is fortunate to have a hugely engaged board. The board meets formally four times a year, however board members support and engage with a range of wider BE-ST initiatives, key partners and stakeholders regularly between board meetings.

Becoming BE-ST's Board Chairperson is a superb opportunity to contribute to the evolution of a sector of global importance in which Scotland has the potential to be world-leading.

BE-ST's new Chairperson will have the skills and experience to steer the organisation into the future and enable the board to contribute effectively to BE-ST's ongoing success as a vital and unique part of Scotland's innovation support landscape.

BE-ST's new Board Members will have the skills and experience to support the organisation into the future and enable the Board to contribute effectively to BE-ST's ongoing success as a vital and unique part of Scotland's innovation support landscape.



About the Chairperson

The principal role of the Chairperson is to provide leadership for the BE-ST board and to enable the board to fulfil its obligations and responsibilities in relation to the strategic direction and governance of the innovation centre.

The Chairperson will also have responsibility for ensuring that BE-ST fulfils its legal obligations as required within its host institution, Edinburgh Napier University, the objectives of its Infrastructure Investment Plan and conditions attached to public and private funding in its work.

The Chairperson will be a non-executive member of the board. They will establish a professional working relationship with the CEO who has day-to-day responsibility for the efficient and effective running of BE-ST and its activities, and wider leadership team tasked with the delivery of BE-ST's objectives.

Responsibilities of the Board Chairperson

- Leading, managing, and developing the Board
- Chairing board meetings, encouraging collaboration while challenging the Board in a constructive and supportive way
- Anticipating individual and group needs and supporting board members to maximise their contributions and reach timely, consensual decisions
- Setting an agenda which is primarily focused on strategy, performance and value creation for the built environment and ensuring that issues relevant to those areas are considered important by the board
- Monitoring progress on the implementation of board decisions
- Representing BE-ST in the public arena and where appropriate, acting as a spokesperson for the organisation
- Ensuring appropriate delegation of authority from the board to executive management
- Knowing and reinforcing the roles and responsibilities of each board member, coaching where necessary
- Ensuring effective governance at all times, including the Remuneration, Audit and Risk, and Finance and Performance Committees, and leading the board in monitoring BE-ST's financial performance in the context of its budget, business, and operational plans
- Managing the performance of, and conducting regular performance management reviews with the BE-ST CEO

Relevant experience

- Experienced member of a public sector and/or private sector board
- Ideally, experienced as a chair or vice chair of a body with financial responsibility
- Experience of liaising with university or research organisations at national and international level
- Experience of engaging in policy development and/or debate, as well as building relationships with senior civil servants and/or politicians
- Understanding of structures and mechanisms for funding of joint public/private initiatives
- Familiarity with the principles and objectives of the Innovation Centre
- Practical knowledge and understanding of business, and the Scottish construction, built environment, innovation and/or research sectors
- Experience and skills to facilitate effective decision-making

Expected commitment

- Around 24 days per year
- Chairing quarterly board meetings held in February, May, August, and November each year (at BE-ST's Innovation Campus in Blantyre) and other meetings of the board as is deemed necessary
- Representing and supporting BE-ST at public and private events and attending meetings with key industry stakeholders, academic partners, funders and Scottish and UK Ministers
- Holding periodic meetings with key stakeholders such as the Scottish Government, Scottish Funding Council & Scotland's Enterprise Agencies
- Providing strategic advice to the CEO

Remuneration & expenses

- Remuneration is available and will be commensurate with experience
- Travel and expenses costs incurred in connection with the role will be reimbursed in line with Edinburgh Napier University HR protocols

The recruitment process

How to apply

Please send your CV and covering letter detailing why you have applied for the role and what your experience, knowledge and networks would bring to BE-ST, to hello@be-st.build

The closing date is 5.00pm on 13th October 2023. Interviews will take place w/c 23rd October 2023.

If you have queries about the role or appointment process, please send an email to Grace Crossan in the first instance at gcrossan@be-st.build

Selection process

The board's Appointments Sub-Committee will conduct a two-stage selection process. First, it will shortlist candidates against the role profile, using the criteria grid on pages 10 & 11. If you are shortlisted, you will be invited to meet the Appointments Sub-Committee and assessed at interview using the criteria on pages 10 & 11. The Sub-Committee may then invite preferred candidates for a second interview. The appointment will be ratified by the Board.

Conflict of Interest

Conflicts of interest Conflicts may relate to situations where there is a clash between your role on this board and your professional or personal interests. Also, if you and a panel member have a close relationship, the panel chair can decide that the panel member should not be

involved in your assessment and may ask them not to take part in the appointment round.

Nationality

If you are a non-British national you can apply for this appointment. However, you must be legally entitled to work in the UK.

Telling you about progress

We will tell you about the outcome of your application in writing after closing date. If you are invited to interview, we will offer you feedback based on the assessment of your merit in relation to the skills, knowledge and experience required by the role profile and criteria. The successful applicant will be notified December 2023

Expenses for attending interviews Interview

Candidates can claim for reasonable expenses involved in attending interviews however we do expect interviews to be held online. In the event interviews are conducted in person, expenses include childcare and dependent career costs. We expect you to use the most efficient and economical means of travel, and the amount we reimburse will normally be restricted to this. You would be required to provide receipts to support all claims. More details about claiming for expenses, and a claim form, will be included in the invitation letter if applicable.

Assessment criteria

Skills/quality/ experience	What does this mean?	How will this be tested?
BOARD MANAGEMENT Working collaboratively with the board while challenging it in a constructive and supportive way	Ability to: <ul style="list-style-type: none"> • Anticipate individual and group needs, and support board members to maximise their contributions and reach timely, consensual decisions • Show and encourage respect for others by personally behaving with integrity, honesty and openness • Question proposals confidently, and create a safe environment for the board to disagree and debate issues Encourage objectivity in the board by thorough preparation, active listening and timely interventions • Know and reinforce the roles and responsibilities of each board member, coaching where necessary • Ensure effective governance at all times, including the Remuneration Committee • Manage the performance of, and conduct regular performance management reviews with, the BE-ST CEO and Deputy CEO 	You will be required to demonstrate your knowledge and experience in writing and more fully in person with relevant examples. We will want you to tell us about your own personal experience of managing the performance of senior people
BOARD EXPERIENCE AND EXPERIENCE OF PUBLIC AND ACADEMIC ORGANISATIONS A seasoned member of a public sector and/or private sector board	<ul style="list-style-type: none"> • Ideally, experience as an existing chair or vice chair of a body with financial responsibility • Experience of working with government at national level • Experience of liaising with university or research organisations at national or international level • Conversance with structures and mechanisms for the funding of joint public/private initiatives • Familiarity with the principles and objectives of the Innovation Centres programme 	You will be required to demonstrate your knowledge and experience with relevant. At the interview we will ask about your knowledge and understanding of what BE-ST does, and the role and responsibilities of executive staff and the board. We will want you to tell us about your own personal experience of managing the performance of senior people.
RELEVANT KNOWLEDGE Practical knowledge and understanding of business, and the Scottish construction, built environment, innovation and/or research sectors	<ul style="list-style-type: none"> • Experience in at least one senior position within the construction and built environment arena, or other relevant sector, and innovation ecosystems both within and perhaps beyond • Scotland Understanding of the importance of the sector to the Scottish and UK economies • Understanding of the role of innovation to drive economic and social benefit for Scotland Extensive knowledge and understanding of working in the business community • Ability to positively represent BE-ST and the sector in public forums including annual events, funding partner meetings, university forums and Scottish Government briefings, meetings and enquiries 	You will be required to demonstrate your knowledge and experience in writing and more fully in person with relevant examples.

Skills/quality/ experience	What does this mean?	How will this be tested?
DECISION MAKING Experience and skills to facilitate effective decision-making	<ul style="list-style-type: none"> • Ability to clearly explain how conclusions and consensus have been reached; and to share knowledge, simplify data and ensure the board have a common understanding • Ability to recognise when information is limited and where more information might be needed • Board skills to chair meetings, facilitate discussion, reach consensual decisions, positively influence others and manage disagreements 	You will be required to demonstrate your knowledge and experience with relevant examples.

BE the change

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