

**MINUTES OF THE SCOTTISH ENTERPRISE BOARD HELD ON FRIDAY 27 FEBRUARY 2026 IN SYNGENTA OFFICE GRANGEMOUTH**

**Present:** Professor Sir Jim McDonald  
Adrian Gillespie Chief Executive  
Professor Gillian Murray  
Raymond O'Hare  
Graham Soutar  
Professor Stephen McArthur  
Jacqui Gale  
Cameron Murray  
Greig Rooney  
Luke Logan  
Stuart Patrick

**In Attendance:** Jane Martin, MD, Innovation and Investment  
Gill McNeill, Chief People Officer, People, Digital and Communications  
Kerry Sharp, Chief Finance & Investment Officer  
Reuben Aitken, MD, Energy Transition and International Operations  
Rhona Allison, MD, Productivity and Business Growth  
Karen Hannah, Corporate Office

**Apologies:** Professor Richard Williams  
Colin Cook, Scottish Government  
Richard Rollison, Scottish Government

The Chair welcomed everyone to the meeting and noted apologies from Richard, Colin Cook and Richard Rollison. A warm welcome was extended to new Board members, Jacqui, Luke, Stuart, Cameron and Greig.

Declarations of interest were sought and none declared.

**STANDING ITEMS:****1. Minutes of the meeting held on 05 December 2025 – SE(M)357**

The minutes of the meeting were approved subject to amendment to the Military Trading discussion. Kerry to suggest revisions to be shared with Adrian and Sir Jim for final approval.

**2. Minutes of the Additional Board Meeting held on 21 January 2026 – SE(M)358**

The minute was approved. The Chair noted that the DFM had announced a number of economic development programmes and commented on SE's positive role in attracting significant investment at the recent Spin Out Conference held at the University of Strathclyde.

The Chair also suggested holding a future Board Meeting at the Prestwick aerospace cluster.

### **3. Matters Arising – SE(347)MA**

It was noted that matters arising were in progress.

### **4. Board Committee Updates/Minutes:**

#### **4.1 Audit & Risk Committee held on 26 November 2025 – SEAC(M)(25)04**

The minutes were noted. Graham updated that he and Raymond had met with EIS partners recently.

#### **4.2 Board Urgent Approval Meeting held on 08 January 2026 – SEBUA(M)(26)01**

The Minutes were approved.

### **5. Chair's Report**

The Chair updated on his meeting with the First Minister on 6 January, as suggested by Sir Jim, to discuss offshore wind. Also in attendance were Adrian, Cabinet Secretary, Gillian Martin, the Director General Net Zero, Andy Kerr, Michelle Quinn and Kersti Berg. The discussion focused on coordinating activities, current challenges and capturing opportunities and Adrian had a follow up call with Andy Kerr, who was taking some time to understand future direction. Adrian to have regular discussion with Andy Kerr and Gregor Irwin.

Sir Jim joined a meeting hosted by Adrian with senior executives from the National Wealth Fund (NWF) on 14 January with the opportunity to be introduced to the new CEO, Oliver Holburn. The Chair reflected on recent announcements of areas for investment which the National Wealth Fund had identified, one of which being the Advanced Manufacturing Innovation District Scotland.

An engagement meeting was held with Aquora (formerly XLCC) on 25 February which provided an opportunity to hear about the company's changing strategy.

The Chair advised that he had invited Lord Patrick Vallance to meet in Glasgow, and would involve key colleagues from Scottish Enterprise.

Sir Jim updated on discussions at the recent meeting (8 January) of the National Manufacturing Institute for Scotland, attended by NWF, SNIB and financial institutions.

### **6. Chief Executive's Report**

The Board noted the sad passing of a member of the Office Services team, Willie Torrance, who had worked in Scottish Enterprise for over 25 years. The individual died shortly after falling ill in the SE offices. Colleagues responded promptly, administering CPR and using defibrillators, with the ambulance attending swiftly. The event was not classed as a RIDDOR incident, but was very distressing for all involved. The Board formally recorded its condolences, acknowledged the significant contribution made by Willie over many years, and commended staff for their exemplary response.

An immediate investigation was conducted, resulting in recommendations for contractor Vigilant to ensure suitable First Aiders are present on site. All response procedures functioned as expected, and plans are in place to install new defibrillators and implement ongoing training in CPR and defibrillator use.

The organisation maintains a strong health and safety record, having been ROSPA accredited for ten consecutive years. There is ongoing encouragement for increased reporting, with a new category introduced alongside near misses and incidents, leading to a rise in reported events. Health and Safety moments have been embedded in ELT meetings for the past year, with any issues reported to the Board.

The Wellbeing aspect was briefly discussed, referencing absence statistics and mental health considerations.

The Board received an update on the VE Programme, noting that 46 applications had been received. Applications are currently being reviewed for appropriateness and to assess whether those who have applied may be released, recognising that some positions are critical and present challenges. Should all applicants depart, the estimated financial dividend would be approximately £3 million, though this benefit is expected to be largely offset by inflation, rendering the impact marginal and potentially disruptive. Departures are anticipated to occur in April, with the opportunity to flex associated costs throughout the financial year. In response to member queries, it was confirmed that the programme was targeted at management and back office functions, with the intention of protecting front-line roles, although consideration will be given to the wider staff population. It was noted that feedback has been generally positive, particularly in focused areas.

Adrian updated the Board on an internal investigation underway to identify any connections in relation to the recent media coverage on impropriety in public office.

The Board was pleased to hear that SE's Digital Transformation Team were finalists in ScotlandIS Digital Technology Awards 2026, with the winner to be announced on 17 March. The team had been awarded for leading Scotland's first AI-readiness market taking 40 senior leaders through SE-designed programmes to build adoption and capability and for co-creation with private sectors taking 32 companies on high-impact learning journeys and major international events to unlock new thinking and opportunities.

Adrian updated the Board on UAE Scotland Week (w/c 25 January) which was the second of these major events, the first in April 2025, with significant momentum being generated. This involved a four-day programme of meetings and engagements with over 30 Scottish companies participating. The programme focused on strengthening trade, investment, and collaboration opportunities with the UAE. The first Investopia event was also successfully delivered, fostering trade connections with the UAE. The delegation was advised that sustainable business relationships require ongoing engagement, rather than sporadic visits. The team was commended for their outstanding work, having supported thirty companies and achieved notable momentum, with ambitions to replicate this approach in other countries.

Adrian also visited Saudi Arabia to showcase the scale of the opportunity for Scotland following a very successful food and drink trade mission in September 2025, resulting in £31m of increased sales to the companies who had attended. Despite not having a dedicated team in Saudi Arabia, access to key stakeholders was considered exceptional. The Board noted the importance of building relationships ahead of Expo 2030. It was suggested that leveraging university alumni networks, as previously done, could be

beneficial, and an event was hosted in Saudi Arabia involving Globalscots and alumni, with plans to repeat this next year.

January's Food & Drink Learning Journey to the Winter Fancy Food Show in San Diego marked the completion of phase two of the US Accelerator Programme. The visit supported 11 Scottish companies and early feedback has been very positive, with projected sales estimated at £24m+ over the next three years.

SE led a Scottish delegation to the Singapore Space Summit this week, where three MoUs were formally signed between Scottish companies and Malaysian partners, reflecting a shared commitment to advancing sustainable space development, and demonstrating the increasing depth of strong partnerships between Malaysia and Scotland.

The first Scottish AI Growth Zone was announced in January by the UK Government to be located on the Datavita Campus in North Lanarkshire, spanning over 1000 acres including Strathclyde Business Park. SE is in discussions with Scottish Government and UK Government on support for the AI Growth Zone and prioritisation of support for the 20+ additional Green Data Centre projects. Datavita is partnering with Coreweave and Nvidia in the development and operation of the facility; SE is building relationships with all three partners.

Adrian provided the following company/project updates:

**Celtic Renewables:** SE has supported the company over many years, and the SE Board approved additional funding of £6.23m repayable R&D grant (through the Grangemouth Just Transition Fund) and £5.25m commercial funding prior to Christmas. SE completed the first tranche of its commercial investment on 19<sup>th</sup> December and the grant contract was issued on 29<sup>th</sup> January.

**Orbital Marine Power:** In October 2025, Orbital raised £8m, comprising £4m from a private investor following an introduction by Scottish Enterprise, £3m from SE, and £1m in grant funding from Highlands and Islands Enterprise. To date, SE has invested £14.23m in Orbital through a combination of equity and debt. Following the recent investment, SE and PXN appointed new non-executive directors and adjusted the board composition to balance control, one being Ronnie Bonnar, Chair of the Offshore Energy Catapult and highly experienced offshore renewable energy specialist.

The company has also secured an additional 2.4MW of Contracts for Difference in the Auction Round 7a, for an additional device at EMEC, to support new renewable-energy capacity through the UK Government's annual sealed-bid auction.

**Ryanair:** Following the Board's approval of SE's support package, the Board of Ryanair have now approved an investment to expand Maintenance Repair & Overhaul capacity at Prestwick. This will result in 450 new jobs being created and an investment of over £30M. Announcement is expected in March. Feedback, provided directly to the FM, was also received from the company to say that, in over 25 years they had never experienced such prompt and professional support like it has received from SE.

**Lenovo:** has chosen to establish two international AI hubs in the UK. Adrian and Reuben had recently met with Lenovo's CTO when he visited Edinburgh in preparation for the official opening of their new Advanced AI Technology Centre of Excellence in Edinburgh. Following a global site selection process, Lenovo has decided to establish two of their international AI hubs, one in Edinburgh and the other in London.

## 7. Financial Strategy Update – SE(26)02

The Board reviewed progress on the financial strategy, including the action plan and its implementation. Updates highlighted foundational work undertaken to establish a platform with significant financial flexibilities, commending Rachel and the team for their efforts.

Deep dives were outlined, focusing on positioning as 'Team Scotland' and engagement with agencies working on strategic opportunities. The Strategic Site Accelerator initiative is expected to secure funding for one or two sites. The Board discussed the need for increased creativity and acceleration to push boundaries, particularly regarding balance sheet stability and income generation.

Rachel reported substantial progress on pillars three and four, providing a strong basis to concentrate on pillar one, new funding models and pillar two, balance sheet management. The implementation of ERP is underway, with expected completion by 1 April 2027, offering enhanced analytics and visibility to support transformative activities.

The Board considered exploring tipping points and external partnerships, recognising significant opportunities and the need to adapt approaches when utilising external funding.

Sir Jim announced the formation of a short-term working group, with involvement of a number of the Board Members, to contribute to the framing of the financial strategy over the upcoming months.

The stability of the environment for partnerships with external organisations was raised and Kerry confirmed that additional income this year and next year can be retained, exceeding previous expectations. Stuart highlighted involvement in the Connected Places Catapult as an effective model for generating income.

The Board discussed the focus on equity assets and balance sheet challenges, noting the organisation is now in a different position than previously and a question was raised whether the best income-generating opportunities align with organisational missions, emphasising the importance of prioritisation and resource deployment. Kerry reiterated the need for choices regarding funding models and investment focus, while Jane suggested integrating investment and grant activities for greater impact. It was acknowledged that income generation should support priority activities, however, it was queried whether sufficient resources are allocated to maximise funding outcomes. Kerry acknowledged the challenge of prioritisation and resource deployment, noting a shift in colleague thinking towards income and partnership opportunities, and confirmed support through staff training. A suggestion was also raised in relation to property investment and the possibility of assembling and selling equity portfolios as income-generating strategies.

A question was posed on intellectual property (IP) as a potential asset for income generation, referencing past experiences with Wave Scotland. Kerry affirmed consideration of IP protection when companies are not based in Scotland.

The importance of branding and messaging was also raised and connections with universities and catapults.

Adrian updated on recent progress regarding financial flexibilities, including VAT implications and year-end closure priorities.

Jim concluded by inviting expressions of interest in joining the working group to develop an operational model to deliver the financial strategy.

## **8. Finance Report as at end of January 2026 – SE(26)03**

Rachel reflected on the increasingly constrained environment, highlighting a growing reliance on flexibility within the capital budget. She noted that while the full-year position for 2025/26 remains manageable, the outlook for 2026/27 is more challenging, with budget demand and the strength of the project pipeline exceeding the available average budget. Prioritisation discussions are ongoing to address these pressures.

For 2025/26, a balanced position has been achieved across all budgets, primarily through sale of listed shares, totalling £10.6 million - £4 million higher than anticipated due to lease charges falling earlier than expected. There is no concern, provided that budget cover is in place for the following year. £1.9 million remains in the listed shares portfolio.

In terms of resource, the forecast was £1.3 million underspend, up from £0.6 million. No repurposing of this underspend has occurred, as capacity is being retained to fund future requirements. The end-of-year position for the ECL budget will not be known until year-end.

Key movements and risks were outlined, including the backloading of the capital budget and efforts to ensure staff are managing £3 million in reserves to address potential slippage.

Some uncertainty remains regarding the value of ECL and royalty income, which is historic but can be retained.

The Chair advised that a meeting had been scheduled with Professor Peter Mathieson regarding the Edinburgh Bioquarter.

## **9. Performance Report – SE(26)04**

Dinker provided a summary of organisational performance, focusing on the broader economic context and progress of the six published outcome measures. Updates were also shared regarding cyber security, people, and marketing.

Performance measures were reviewed monthly, with weekly reviews closer to year-end. It was noted that targets for jobs and planned capital expenditure are unlikely to be met, primarily due to anticipated job creation in the renewables sector not materialising and project delays resulting from the defence policy. The organisation is now expected to close the year with approximately 11,000 jobs created, below the original target range of 13,000–15,000. Both jobs and capital expenditure are projected to be 10–15% below target, and messaging will be adjusted accordingly.

The Chair observed that, despite considerable headwinds, including the impact of defence policy, overall performance has been commendable. Graham highlighted that constraints on funding are affecting key performance indicators (KPIs) and emphasised the importance of maintaining staff motivation.

Discussion ensued regarding the colour-coding of targets, with a question raised on the meaning of amber and green status. Sir Jim explained that early identification of issues (red status) enables recalibration and the setting of revised KPIs, with the Board playing a role in this process. Adrian advised that red status in summer typically resolves to green by year-end.

The implications of missed targets for the organisation's relationship with the Scottish Government (SG) was raised. Adrian confirmed this is a new situation, with the SG being

kept informed. It was noted that results will be published at the end of August, with further communication planned. Adrian also reported that innovation targets are at risk.

The Board raised concerns about reduced funding and increased complexity, asking how Non-Executive members can provide better support in the coming year. Adrian confirmed that a refresh process to consider restructuring and recalibration of missions are underway, with plans to present future targets to the Board. This refresh will also provide an excellent way to engage the new Board membership in this exercise given the significantly changed context within which SE operates.

It was noted that emerging risks, such as defence policy, were not one of the top risks. Adrian explained that such risks were addressed as 'immediate and extreme' upon identification.

The need for an appropriate narrative for stakeholders was raised and Adrian proposed using the five-year performance record and EY inward investment results to contextualise outcomes, including positive developments in other European markets. The narrative will aim to maintain investor confidence and highlight the global context of current challenges, with Adrian also planning to raise these matters with the First Minister.

Adrian updated on planned innovation investments, specifically a collaboration with the University of Glasgow spin-out Chemify, highlighting the potential for significant impact and the possibility of urgent Board approval due to high risk and reward.

Graham referred to ongoing reviews of corporate risks and risk appetite, with plans to address these at a future Board meeting. Despite best efforts, some risks remain high, particularly in financial stability and cyber security, prompting consideration of a revised approach to risk appetite.

Dinker invited feedback on the report's format and content, with the Chair encouraging Board members to provide suggestions directly to Dinker via email.

## **FOR DISCUSSION/APPROVAL:**

### **10. Grangemouth Transition Programme – SE(26)05**

#### **10.1 Grangemouth Transition programme – Background Information**

Jan Robertson, Karen McAvenue and David MacCallum joined the meeting for this discussion.

Jan introduced the two papers, focusing on the strategic direction for Grangemouth's economic future and the choices required to secure it. The importance of the industrial cluster for Scotland, concentration of national infrastructure, and the £900m GVA contribution were highlighted. The clear ambition is to transition Grangemouth to a low-carbon industrial hub. Following the launch of the PID, a ministerial taskforce involving UK and Scottish Governments, an investment taskforce, and the Grangemouth Future Industry Board (GFIB) were established. Work is underway to drive integrated investment and an international plan.

One year on from the Project Willow plan, significant short-term progress has been delivered, with foundations laid for long-term success. System-level dependencies, such as cost competitiveness and industrial capability, were noted, alongside global

environmental hesitancy and unclear policy in key areas. The paper outlines dependencies and scenarios for achieving a secure and sustainable future.

The Board discussed positioning Grangemouth at the core of the industry chemical strategy, considering whether the growth case is robust, SE's role, and collective advocacy approaches.

Karen emphasised the importance of infrastructure, and David reported good progress on collaborative projects, with ongoing conversations about unlocking more ambitious initiatives. Jim thanked the team for the quality of materials provided.

In response to UK Government uncertainties, Jan explained that energy pricing remains complex, being 25% higher than in Europe, which is deterring projects. Grid access is improving but continued dependence on gas will have an impact. Efforts are underway to secure special dispensation for Grangemouth. The UK Government is exploring various schemes but no clear path to reduced pricing has emerged, with project timeframes not aligning with current policies.

Jan noted policy gaps and the need for greater cohesion across the UK, as current approaches are disaggregated and uncoordinated. Some improvements are being seen, but more joined-up action is required.

On sovereignty, Jan highlighted the significant reliance on imports and the need to understand the minimal viable product for Grangemouth, which should be central to the solution.

Regarding dynamics between the Scottish and UK Governments, Jan described the relationship as highly collaborative, with both governments lobbying on similar issues, though aligning local agendas remains a challenge.

The Board discussed areas to be unlocked to accelerate progress, with Jan confirming no conflicting directions at present. Karen stressed the need to unify voices and address conflicting policies. Making the growth case sufficiently compelling and cost-effective was identified as a priority, with infrastructure utilisation offering further benefits.

The Board acknowledged that positive traction is being achieved, with real progress evidenced by active projects. A question was raised on the issue of land ownership, with Jan clarifying that SE does not own the land, limiting control over decisions, but the Willow plan has enabled joint working. Balancing legacy business continuity with new development remains a challenge.

It was noted that engagement with UK Government departments primarily occurs through DESNZ and the Scotland Office, providing aggregated facilities and advocacy. Direct contact is strong, though coordination across departments could be improved.

The importance of identifying and overcoming barriers at Secretary of State level was discussed, with Sir Jim encouraging the team to have a direct conversation with Stuart Patrick.

A question was raised regarding alignment of projects with the growth case, with confirmation provided that recycling and organic material projects are reasonably aligned and can unlock initial progress, particularly as bio-products have their own funding and de-risking mechanisms.

Jan reported ongoing dialogue with GFIB, Scottish and UK Governments on the growth case. Workstreams are being developed to incentivise cohesion, with the Board committed to delivering change. The challenge is balancing short-term delivery with the strategic focus required to achieve long-term ambition, noting risks that short-term decisions could undermine future options.

Graham suggested that 'sandbox' approaches are effective for maintaining momentum, but lower energy costs would further attract investment. Jan indicated that outcomes depend on project specifics, with current energy costs being addressed by revaluing products. The sandbox is broader than Grangemouth and splitting projects by commercial price and scale could achieve desired targets.

The Board agreed to support the growth model and the Chair thanked the team for the very compelling papers and discussion.

## **11. Ambition 28 Progress Update and Plan Ahead**

Gill reported that last year focused on establishing foundations, while this year centres on building and implementation. Approval has been secured for the adoption of Workday and the Customer Management Platform, both of which will accelerate the customer strategy. Implementation will begin this year, with a planned launch in early 2027. Preparations for workforce readiness are underway, and the operating model is evolving to encourage new thinking regarding organisational structure. Changes to ELT portfolios have been communicated, and following the election, the VE process will conclude.

On data, the priority is to embed positive behaviours and optimise data ingestion to leverage future opportunities. Enhanced coordination and communication remain key objectives.

A question was raised on whether international activity forms part of Ambition 28; with Gill confirming that it does. Reuben noted that there are just over 100 staff overseas, emphasising that their roles contribute to the wider organisation.

The Board highlighted the importance of regular staff engagement and internal communication during change processes. Gill confirmed that quarterly temperature checks via a staff survey (Peakon) is undertaken, with the current survey underway currently. Regular communications were also ongoing, with a further round of divisional calls scheduled for May.

## **12. Governance Update – SE(26)07**

Gary Stewart joined the meeting and provided an overview of the paper which covered two governance aspects: i.) a proposal to merge the Remuneration Committee and Nominations & Governance Committees with the intention of streamlining and rationalising operations rather than retaining legacy arrangements; and, ii.) Outlining key changes to the Framework Agreement.

- **People & Governance Committee Terms of Reference**

The Board reviewed the TOR, noting that the approach has been reviewed in comparison to other organisations and aligns with Scottish Government guidance.

The proposal was approved.

- **Framework Document Key Changes**

Gary highlighted that the process has involved several years of dialogue with the Scottish Government (SG). The updated Framework is based on a model agreement but tailored specifically for the Scottish Enterprise (SE) environment. Key changes, as outlined include enhanced flexibility in budget management and delegation of authority, reflecting the evolving landscape and SG operational practices. The Board emphasised the importance of ensuring that SE retains the necessary flexibility and agility to advance its objectives.

Discussion clarified that the Framework would not impact the Board's own delegation of authority, which remains aligned to internal arrangements and is derived from the Framework itself.

The Board also considered governance framing to support delivery and acknowledged SG's expectations. It was noted that while ministerial approval is not currently required, consideration of financial strategy and the avoidance of operational blockages remain important. Membership of committees was raised, and the Chair would follow up with members.

The Board welcomed opportunities to influence and support SG strategy development through ongoing engagement. Representation arrangements at SE Board and Committee meetings were discussed, with a clear preference expressed for continued Director attendance at meetings, rather than observers, to ensure added value. Finalisation of the Framework to be completed with the CEO and Chair with the final framework document published on the SE website.

Nicola Anderson, Lisa Hannon and Andrew Henderson joined the meeting for the following two discussions.

### **13. Life Sciences Scotland Scottish Enterprise Delivery Plan – SE(26)08**

The Board considered two interconnected items, focusing on options for the Life Sciences sector, particularly in relation to the Scottish Enterprise Delivery Action Plan within the broader strategic context, including the Industrial Strategy and the Scottish Government's own strategy.

Input was sought from Board members to help shape the actions, following an assessment of the ecosystem. Four strategic themes were highlighted:

1. **Accommodation:** Addressing a shortfall of two million square feet, with the Life Sciences Accommodation Programme introduced at the previous Board meeting.
2. **Access to Capital:** Noted progress in companies raising capital in Scotland, while highlighting the need for further seed investment. Efforts include building stronger relationships with sector investors and improving information provision to unlock investment challenges.
3. **Internationalisation:** Observations from the Corstorphine report stressed the importance of market access. Programmes are underway to help companies understand regulatory matters and form partnerships in global markets, supporting international scaling.
4. **Ecosystem Development:** Work continues to enhance the ecosystem, building on the Scottish Government cluster strategy.

The overarching framework allows each project to be integrated within the strategic plan. Board members expressed strong support for the approach, noting its effectiveness in connecting cluster accommodation, supporting company growth and scaling, and generating revenue.

The importance of communicating progress and mapping outcomes was discussed, with the strategy seen as a potential template for other areas. Delivery will involve cross-organisational expertise and partnership engagement to ensure the right outcomes.

The Board also discussed the role of enabling technology in Scotland's unique offering, with the Life Sciences sector as a focal point for scaling innovation and ecosystem connectivity. Clarity on sector-specific needs was deemed essential before exploring broader options.

The Board welcomed and endorsed the approach.

#### **14. Building Nine Re-Fit & Refurbishment Programme, Edinburgh BioQuarter – SE(26)09**

The Board considered the proposed phased refurbishment of Building 9 at Edinburgh BioQuarter, recognising its importance to the evolution of capability within the Life Sciences sector. The initiative is aligned with the broader Life Sciences Accommodation Programme but places specific emphasis on addressing longstanding capacity constraints in Building 9, which has been fully utilised for several years. Previous attempts at joint ventures to expand space were unsuccessful.

To meet ongoing demand, the second floor has been vacated and relocated to neighbouring premises, enabling the creation of additional growth and laboratory space (totalling 24,000 sq ft). This expansion will facilitate company progression and release incubation space back into the market. The underutilised ground floor, including the café area, will be repurposed to provide collaboration and touchdown space, further enhancing the ecosystem at EBQ. The project also aims to achieve a 20% reduction in emissions, supporting net zero objectives.

The Board discussed the strategic importance of this investment, noting that the property remains in good condition and plays a role in narrowing the regional viability gap. The proposal adopts a phased approach, with each phase brought forward for separate approval in response to demand. Flexibility in design was emphasised to accommodate future requirements, and a robust approach to cost management was recommended.

The Board acknowledged the strong demand for space and noted that companies currently based in EBQ and seeking expansion would be prioritised. Construction will proceed in response to demand rather than in advance. The programme is consistent with previous decisions and received broad support. Concerns regarding cost and valuation were raised, with agreement that the team discuss tenders and valuations once received with Cameron and Greig, and provide an update to the Board, prior to final approval.

The Board further noted the importance of flexible design to future-proof the accommodation and noted that demand-side considerations would inform the design process. The project will be monitored via six-monthly strategy reports, with endorsement of the programme and recognition that ongoing Board engagement will be required throughout its five-year duration. Approvals will be sought for any elements exceeding delegated authority, while smaller works will proceed as appropriate.

The project was approved.

## **FOR INFORMATION:**

The following papers for information were noted.

- 15. Framework Document Between Scottish Ministers and Scottish Enterprise – SE(26)16**
- 16. Cladach Clean Energy Zone – Update – SE(26)10**
- 17. Key Performance Facts – SE(26)11**
- 18. Approvals Within Delegated Authority – SE(26)12**
- 19. Testimonials & Complaints – SE(26)13**
- 20. CEO & Chair Summary of Key Activity – SE(26)14**

Reuben highlighted that the Cladach paper was being shared for information at this time to provide early insight to the Board and in response to the ask for teams to come forward with transformational projects.

### **21. Any Other Business**

Graham highlighted an ask from the Audit & Risk Committee for the development of cyber training for Board members.

**Hunterston – Highview Power:** Adrian updated on the positive news for a long duration energy project at Hunterston. SE had been asked to use our networks and connections to raise capital needed to bridge through to the next phase

**Flamingo Land:** Following the SG decision to not grant planning permission, the company is considering its option to appeal to the Court of Session. The decision to extend the Longstop Date for the Exclusivity Agreement to its current contractual position was discussed and endorsed by the SE Board in October 2024. Any extension to the conditional contract therefore needs to be ratified by the SE Board.

The Chair thanked the Executive Leadership Team for their contribution and the meeting was closed.