



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (01)
Level 2, The Lighthouse, Mitchell Lane, Glasgow
3.30 pm on Monday 19 April 2010**

Present : Karen Anderson (KA) (Chair), Andrew Burrell (AB), Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR), Jonathan Hughes (JH), Martin Crookston (MC), Martin McKay (MM), Sandy Beattie (SB).

Staff : Trevor Muir, Interim Chief Executive (TM), Diarmaid Lawlor (DL), Senga Bate (SB), Andrea Hepburn (Minutes)

ACTION 1 : DL to provide information on what Design Champions do. KA to speak to Gareth & Paul regarding an extension of their roles.

ACTION 2 : TM to pursue date for Minister to thank previous Board and meet new Board.

ACTION 3 : TM to produce diagram on Business Planning.

ACTION 4 : TM to arrange Board Induction Session.

ACTION 5 : Audit Committee to be established consisting MM MC JH & AB. AH to arrange meeting dates.

1 APOLOGIES

Apologies were received from Alan Sim.

2 MINUTES OF MEETING ON 4 MARCH 2010 & MATTERS ARISING

The Minutes from the final meeting of the previous Board were tabled. TM explained that the previous Board was also established as the Company Board through the Articles of Association and with the overlap have not resigned yet. Officially the Company Board which includes the Member (Scottish Ministers' representative) meets once a year at the AGM therefore the current Board are free to meet as the Board of A+DS and the matter of the Company Board will be regularised in due course.

The update on the Actions from the previous Minutes were as follows:-

Action 1 – A provisional date of 11 May had been suggested for the Minister to attend a Board Event for the departing Board. The Minister is now unavailable on that date therefore a suitable future date will be sought. KA gave some background information on this Event.

Action 2 – The draft Business Plan has been reviewed and the amended version tabled at today's meeting.

Action 3 – KA explained that the framework Agreement for Health & Schools had Design Champions for these sectors, namely Gareth Hoskins (Health) and Paul Stallan (Schools) who were previously Advisory Board/Board Members.

A discussion took place on the merits of Design Champions, whether Gareth and Paul should be asked if they wish to continue in their Champion roles meantime, and what role do they play. KA advised that Gareth is on the newly appointed Design Review Panel (Paul did not apply for this). Questions were asked on what they do and also how both Gareth and Paul feel about these roles being extended.

ACTION 1 : DL to provide information on what Design Champions do. KA to speak to Gareth & Paul regarding an extension of their roles.

ACTION 2 : TM to pursue date for Minister to thank previous Board and meet new Board.

3 GOVERNANCE

a) Board Pack

The Board Pack had been previously distributed to the Members and covers items such as Code of Conduct, Register of Interests, etc. This is a large pack covering many issues and after discussion it was agreed to hold an Induction Session on Governance in May to focus on issues arising from the Pack. TM stated that he would ask Scottish Government to assist in the Induction Session.

b) Management Statement/Financial Memorandum

The draft document that KA/TM have been in discussions with at Victoria Quay was tabled. A discussion took place regarding this with the overall opinion being that once again a separate discussion on this is required. Many of the aims and responsibilities are unclear in the document, possibly as most of the document is generic and been around for a long time. The Management Statement also refers to the Corporate Plan which has been in place for a few years and also the Business Plan. Questions were asked on how this all fits in together and it was proposed that a diagram is drawn up and circulated for discussion at the next meeting. TM to action.

ACTION 3 : TM to produce diagram on Business Planning.

ACTION 4 : TM to arrange Board Induction Session.

4 2010/11 ACTIVITY

a) Draft 2010/11 Business Plan (taken after 4b)

DL ran through the Draft Business Plan for the year which sets out where we are and how we will deliver. After the A+DS Review the Working Party Group was set up and the headlines from this are reflected in the aims and objectives. We are working towards the six programmes all having a consistent reporting system and wherever possible setting up shared projects.

KA thanked DL for his Presentation, although it is a lot for Board Members to take in. She also commended the staff for the additional work that has had to be put into the Plan following the transfer of the Lighthouse Programmes.

A discussion took place regarding the Business Plan with various points being made on where we fit in with other organisations; it could be more outcome focused – it does not show what we are working towards; how do we measure our successes and how do we know when things are delivered; the main headlines could be bullet pointed along with target dates and costings.

Both Sust. and Access currently have Steering Groups, which are Chaired by APD, as these were in existence when A+DS inherited the programmes. The old Board decided to keep these Groups running meantime until the new Board settle in.

b) Financial Statement (taken before 4a)

TM ran through the Financial Statement and explained that A+DS's operations are primarily Government funded. This year we have a carry forward of income, which would not normally be the case, primarily due to acquiring the three programmes which were part of the Lighthouse Trust.

As things stand at the moment Grant in Aid should be the same next year with the usual 2% year on year cut.

A+DS are in the process of moving over to Sage for Financial Management Accounting which in due course will enable comprehensive monthly reporting on income and expenditure. It was also proposed that an Audit Committee would be set up to deal with most of the financial business with monthly updates given to the Board (covered in AOB). This committee would also agree on the best form of financial reporting and advise the Board, Chief Executive and Chair on financial issues.

Questions were asked on why some of the programmes have £0 allocated for salaries. SB explained that historically these amounts are taken from the core Grant in Aid from APD and can be expressed on a programme basis.

5 ANY OTHER BUSINESS

a) Sub-Committees

KA proposed that sub-committees might be formed who in turn would report back to the Main Board. The proposal might be to form the following:-

- i) Audit/Performance Committee (see above)
- ii) Programmes/Delivery Committee
- iii) Communications & Research Committee

She asked Members to think about this and come back to her with their thoughts. It was felt that at the forthcoming Induction a clearer picture would be available and Members could be assigned to the Committees.

It was agreed that an Audit and Evaluation Committee was the most important at this stage and MM, MC, JH and AB agreed to serve on it.

It was agreed, after discussion, to work on the Board's strategic review and the preparation of the new Corporate Plan, and thereafter consider what sub-committees may be necessary at this point. Any Board Member who has a specific interest in any A+DS function should contact the Interim CE, so that he may arrange a briefing by the appropriate staff.

ACTION 5 : Audit Committee to be established consisting MM MC JH & AB. AH to arrange meeting dates

b) Design Review Panel

KA explained that there were over 130 applications for the Design Review Panel of which 28 Panel Members were selected. A training day has been held and the first of their Panel Meetings will be at the end of May.

c) Head of Design Review

Angela Williams, Head of Design Review, retires at the end of April. Jill Malvenan has been appointed as the new Head of Design Review and starts on 1 June.

d) Declarations of Interest

Everyone was asked if they could return their Declaration of Interest forms as soon as convenient.

6 DATES OF NEXT MEETINGS

It was suggested that the meetings are monthly meantime – alternating between A+DS's Edinburgh and Glasgow offices. A start time of 3.00 pm in Glasgow was proposed due to the closure of the building at 6.00 pm.

It was agreed that the proposed Induction Session and next Meeting in May be combined to a one day event with the Induction in the morning, lunch then an early afternoon Board Meeting.

Proposed dates will be circulated to assess availability.

The Meeting closed at 5.50 pm.

29 April 2010

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (02)
Bakehouse Close, 146 Canongate, Edinburgh
11.00am on Monday 24 May 2010**

Present : Karen Anderson (KA) (Chair), Andrew Burrell (AB), Alan Sim (AS),
David Chisholm (DC), Graham Ross (GR), Martin Crookston (MC),
Martin McKay (MM), Sandy Beattie (SB).

Staff : Trevor Muir, Interim Chief Executive (TM), Diarmaid Lawlor (DL), Heather
Chapple (HC), Sam Cassels (SC), Senga Bate (Minutes), Jim MacDonald CE
Designate

ACTION 1: DL to collate and distribute a note on the role of Design Champions

ACTION 2 : TM to pursue new date for Minister prior to July for a small informal event

**ACTION 3 :TM to confirm with CIPFA that Board Training would take place a.m. on 21
June in the Glasgow Office**

**ACTION 4: Presentation on PR/Communications issues on 21 June 2010; KA to have
discussions with APD and others regarding the A+DS message with a view to the
outcome being clarified before the September launch**

**ACTION 5: MB/SB to ensure that the date of the re-launch is changed to 30 September
2010**

**ACTION 6: A sub-group [GR/SB/AS/ED/DL] to be set up: SB's presentation to be
circulated to all Board members**

ACTION 7: Board to commence work on Corporate Plan for 2011-14 in early course

**ACTION 8: Board accepted the Business plan for 2010-11 and DL was asked to
simplify, refine and have it circulated; it would also be on the September Board
Meeting agenda.**

1 APOLOGIES AND WELCOME

Apologies were received from Branka Dimitrijevic and Jonathan Hughes. KA welcomed Jim MacDonald (JMacD) to the meeting and introduced him to the Board as the new Chief Executive of A+DS as from 1 August 2010.

2 MINUTES OF MEETING ON 19 APRIL 2010 & MATTERS ARISING

The Minutes were AGREED; and the format was endorsed.

The update on the Actions from the previous Minutes were as follows:-

Action 1 – Design Champions: KA was to have had discussions with the Design Champions for the Health and Schools programmes on their role going forward into 10-11. The role and position of DCs will be reviewed. AB requested that a note on what the role of a Design Champion entails be circulated; DL to collate.

ACTION 1: DL to collate and distribute a note on the role of a Design Champion

Action 2 – Minister's visit: TM explained that the Minister had to cancel her visit to A+DS at short notice due to a devolved Parliaments' meeting in Ireland. KA asked that a visit from the Minister be pursued and a date found that would suit her diary. A small event could then be arranged.

ACTION 2 : TM to pursue new date for Minister prior to July for a small informal event

Action 5 – Audit Committee: first Audit Committee meeting was confirmed to take place on 17 June in Glasgow office

3 Chief Executive's Report

3.3 Governance: TM reported that CIPFA had sent a quote to undertake Board Training on the morning of 21 June 2010. This would be followed by the Board Meeting at 3.00pm. The next meeting would take place in the Glasgow Office.

ACTION 3: TM to confirm with CIPFA that Board Training would take place a.m. on 21 June in the Glasgow Office

3.6 Communications/PR: It was confirmed that BD would update Board on issues after her discussions with, and following the presentation by, A+DS Communications Manager, Davie Hutchison.

A+DS's message: KA reported that she had met with A+DS Programme Leaders, whilst preparing for the RIAS conference at which she was speaking, and her view was that work was still required internally to clarify issues pertaining to the future strategy of the organisation. Externally, A+DS's message is still unclear and this needed focus and attention. KA said that she felt that this would be clarified by the launch of A+DS in September.

ACTION 4: Presentation on PR/Communications issues on 21 June 2010; KA to have discussions with APD and others regarding the A+DS message with a view to the outcome being clarified before the September launch

3.8 September Launch: The date of the launch, which would take place in the first floor gallery of the Lighthouse, should be moved to 30 September due to conflict of holiday dates Morag Bain [MB] is co-ordinating.

ACTION 5: MB/SB to ensure that the date of the launch is changed to 30 September 2010

4 Health Presentation

Before the presentations by HC and SC, KA gave an overview of the context in which A+DS is established: the government policies that are relevant; relationships with its Sponsor Department, ADP, and the Planning Directorate; its partnerships; stakeholders; and the directorates in which its programmes are delivering. Wide ranging discussion followed which ultimately highlighted the need to focus on the areas of work that would give A+DS a higher profile and the need to communicate its successes.

HC then followed with a presentation on the new Agreement with the Health Directorate. Particular attention was given to the new methodology of assessing design in the business case, helping the decision makers in health boards and in government consider if the proposed development is good enough to fund. This workstream is both assessing design and systemic enabling, looking to embed all the issues around aspiration, briefing and clientship that previously would have been advocated on a project by project basis.

This activity complimented by a greater profile through the web resource and by 'demonstration projects' that seek to use our cross-sectoral remit to make broader connections and greater possibilities.

There was discussion about the role of design champions within specific programmes. These were originally a contractual requirement of the framework agreements, with specific roles identified for the champions such as chairing design assessment. The current agreements do not have such requirements and there are advantages seen for the programme, in terms of managing external perceptions and perceived conflicts of interest, in not having a specified designer as the 'face' of that programme.

5 Schools Presentation

SC summarised the context for the Schools Programme, the contract with Scottish Government, and the resulting workstreams to be delivered by the team. He briefly described each of the four areas of work: *Policy* based on 'Building Better Schools'; *Participation* building on the work of 'Senses of Place'; *Communication* using smarterplaces.org; and *Delivery*, particularly with the 'Scottish Futures Trust'. He showed how all programme projects were located within this framework. He then used a case study of their work with Fife Council and St Andrews University as an example of how projects developed, the nature of their close collaboration with Local Authorities, the links with other programmes, and their impact.

7 Planning Reform

SB gave a presentation which gave an overview of how the planning process operates within his Local Authority area, City of Aberdeen. He also outlined A+DS interaction with the Council through DR and Enabling, and regarded its input as having generated positive outcomes in projects of major importance to Aberdeen. SB went on to say that Planning Reform is a priority area of work but that A+DS involvement should be proportionate dependent upon funding available to it. During discussion it was recommended that a sub group be set up to look at the question of what influence A+DS could hope to have during the next 4 years. This sub group would be tasked with looking at work done, in the recent past by A+DS working group and Eric Dawson [ED], then formulating a methodology to map the landscape of other organisations working within Planning [RTPI/RIAS for instance] and looking at the way forward for the organisation. An interim report should be prepared. It was requested that SB's full presentation be circulated.

ACTION 6: A sub-group [GR/SB/AS/ED/DL] to be set up: SB's presentation to be circulated to all Board members

8 Financial Statement

TM explained that the paper before the Board was a summary; and that it would be the Audit Committee with CE and Chair that would deal with the detail. The Board were interested in the work schedule for the year ahead and the subsequent pattern of commitments to be made. DL assured the Board that cash flow within the programmes would follow on from the Business Plan.

9 Business Planning

TM outlined what was required to be done by the Board: use the MS/FM as the framework; have a Corporate Plan for 2011-14 in place later this calendar year; accept the current Business Plan for 10-11 and sign off the Report and Accounts for 09-10. A Strategic Review was paramount in the early stages of the new Board. A+DS will be

subject in due course to the Best Value Regime of auditing, so it is important that the Business Planning approach reflects this e.g. KPIs.

ACTION 7: Board to commence work on Corporate Plan for 2011-14 in early course

10 Business Plan

DL took the Board through the amendments to the Business Plan for 2010-11. The Board accepted that this was a transitional document from the previous Board and moved to accept it for 2010-11. DL was asked to simplify and refine it and then circulate it. It would be reviewed at the September Board meeting.

ACTION 8: Board accepted the Business plan for 2010-11 and DL was asked to simplify, refine and have it circulated; it would also be on the September Board Meeting agenda.

11 ANY OTHER BUSINESS

The date of the first Audit Committee Meeting was confirmed to be 17 June. SB would circulate details and papers in due course.

A planning meeting would be held for the launch in September on 11 June in the Lighthouse Ian Gilzean APD would attend and KA would chair. Interested Board members were invited to attend.

The Access Steering Group would be meeting in the near future. A date, time and place would be circulated.

Saltire Society: TM reported that A+DS had been asked to take a level sponsorship for the Housing Awards. The Board agreed sponsorship for 2 awards, subject to APD approval. KA/AB/GR declared an interest in this matter and took no part. MM chaired this discussion.

12 DATE OF NEXT MEETING: Monday 21 June 2010

The meeting closed at 5.00pm

4 June 2010

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (03)
Level 2, The Lighthouse, Mitchell Lane, Glasgow
3.00 pm on Monday 21 June 2010**

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR),
Martin Crookston (MC), Martin McKay (MM), Sandy Beattie (SB)

Guests : Ian Gilzean (IG), & Sandy Robertson (SR) Architecture & Place Division, Scottish
Government, Jim MacDonald (JMacD), Incoming Chief Executive

Staff : Trevor Muir, Interim Chief Executive (TM), Diarmaid Lawlor (DL),
Davie Hutchison (DH), Senga Bate (SB), Andrea Hepburn (Minutes)

ACTION 1 : MS/FM to be circulated and comments back to KA by Monday 2 August.

ACTION 2 : Further comments on the Planning Paper to be with Eric Dawson by Friday 2 July prior to a follow up meeting taking place.

ACTION 3 : BD's paper on Communications to be circulated to all Board Members.

ACTION 4 : Expenditure amounts to be shown as percentages and comments added to the monthly spend sheets.

ACTION 5 : Outstanding Companies House Forms to be returned ASAP.

ACTION 6 : The Chair's presentation to be circulated round Board Members.

1 APOLOGIES

Apologies were received from Jonathan Hughes.

2 MINUTES OF MEETING ON 24 MAY 2010 & MATTERS ARISING

Subject to a few minor amendments to be made prior to the Chair signing the Previous Minutes these were AGREED.

The update on the Actions from the previous Minutes were as follows:-

Action 1 – DL's note on the role of Design Champions is being drawn up and will be distributed in the near future.

Action 2 – The Minister was unable to attend today's meeting and it is hoped she will be available for an informal meeting in the near future with KA and JMacD.

Action 3 – Governance/Induction training took place this morning.

Action 4 – The Presentation on Communications is scheduled under Item 5 on today's Agenda.

Action 5 – This will be discussed further under AOCB on today's Agenda.

Action 6 - The Planning Reform Update will be discussed under Item 4 on today's Agenda.

Action 7 – The Board will take an early view on the Corporate Plan.

Action 8 - The 2010/11 Business Plan has been accepted and refined version will be circulated in due course.

3 MS/FM AND COMPANY BOARD – ROLE OF APD

Ian Gilzean, APD, spoke about the role of A+DS and the change from Advisory to Executive NDPD post Barraclough Review. Some Executive NDPBs are Limited by Guarantee with the Directors being appointed by Ministers, as is the case with A+DS. This offers A+DS the opportunity to flourish and deliver a more effective public service by achieving the Government's objectives for Scotland – Wealthier, Healthier, Safer, Smarter, Greener.

APD is the sponsor team within The Directorate of the Built Environment responsible for Corporate Governance and Accountability, basically monitoring the work of A+DS and reporting back to the Ministers.

The Management Statement/Financial Memorandum is the key document for the framework under which we operate setting out our aims, objectives, guidelines, targets and responsibilities.

At present Grant in Aid is reduced year on year although A+DS's budget increased due to the transfer of programmes from the Lighthouse Trust last year. The UK Budget announcements tomorrow will affect Scottish Government and its priorities in the medium term, and all Divisions of SG will need to effect possible savings.

TM advised that the amendments have been made to the draft FM/MS. KA asked the Board if they were happy for her to sign this document. It was agreed that a final version is circulated and comments are back by 2 August.

ACTION 1 : MS/FM to be circulated and comments back to KA by Monday 2 August.

4 PLANNING REFORM UPDATE

The Draft Planning Report that was written following a sub-group meeting had been circulated prior to the Meeting. It was agreed, after discussion, that any further Board members comments on this should be sent to Eric Dawson by Friday 2 July with a view to a further sub-group meeting taking place mid July.

ACTION 2 : Further comments on the Planning Paper to be with Eric Dawson by Friday 2 July prior to a follow up meeting taking place.

5 COMMUNICATIONS

Davie Hutchison, Communications Manager, made a presentation on A+DS's Communications Strategy. BD had produced a paper on Communications subsequent to a meeting with DH which is to be circulated to all Board Members.

Discussion took place regarding the key points of the presentation, predominantly surrounding the development of the website, and the importance of A+DS and its' corporate message.

Whilst individual programmes, eg Sust. and Access should have web based information, the corporate approach to the website appears fundamental.

DH stated that each workstream will have their own landing pages, which can accessed as separate websites as well as from the main A+DS website.

It was agreed that a Communications Group should be formed and volunteers were sought. BD, AB and AS were happy to do this and JH was also suggested. The staff liaison on the Committee will be Davie Hutchison along with Morag Bain.

ACTION 3 : BD's paper on Communications to be circulated to all Board Members.

6 FINANCIAL STATEMENT (MAY)

The Financial Statement to the end of May had been circulated prior to the Meeting. It was noted that spending commitments appear low. Discussion took place on not having any under-spend and the ability to move money between projects if necessary. It was requested that the expenditure amounts are also shown as percentages and commentary is added on spend.

ACTION 4 : Expenditure amounts to be shown as percentages and commentary added to the monthly spend sheets.

7 AUDIT COMMITTEE UPDATE

The Audit Committee had their first Meeting last week. The Meeting agreed that MM Chair that Meeting and the Board then confirmed his formal appointment as Chair of the Audit Committee. He gave a brief verbal update on the discussions which included how finances will be presented, the implementation of the Sage accounts package and the 2009/10 audited accounts which had been presented by the Auditors, Tenon. He recommended that the Chair now sign these Accounts. The Committee will meet every three months and the Minutes will be circulated.

8 ANY OTHER BUSINESS

Guidance on Public Spending

The Chair tabled a letter that had been received from the Minister, Fiona Hyslop, regarding public spending. A+DS have also received a letter from SG regarding HR issues affecting NDPBs in light of the financial position.

Acting Chief Executive

TM confirmed that Diarmaid Lawlor has been appointed acting Chief Executive for the month of July, following due process by TM and the Chair.

Registration of Directors

Some Companies House Forms are still to be returned. These are required to enable SG to register the Board Members as Directors of the Company. As things stand at the moment the previous Board are still the registered Directors. This changeover is required to enable KA to sign off the 2009/10 Annual Accounts.

ACTION 5 : Outstanding Companies House Forms to be returned ASAP.

Board Workshop Session

The Chair made a small presentation highlighting what we need to think about over the next three years – Delivering and Demonstrating Value.

The Chair proposed a Workshop Event at the end of July/early August to enable discussion to take place regarding Strategy, etc. Dates to be circulated for availability for Workshop Event. A request was made for the presentation to be circulated.

ACTION 6 : The Chair's presentation to be circulated round Board Members.

September Launch Event

It was confirmed that there is a Working Party Group working on the Launch Event for September with a view to making it a networking/learning/telling event. We have asked if Fiona Hyslop can attend this event and suggested if possible more Ministers could be invited.

The Meeting closed at 5.25 pm and was followed by a small presentation to TM as outgoing Interim CE.

20 July 2010

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (04)
Bakehouse Close, 146 Canongate, Edinburgh
2.00 pm on Monday 30 August 2010**

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR),
Jonathan Hughes (HH), Martin Crookston (MC), Martin McKay (MM),
Sandy Beattie (SB)

Guest : Laurence Kenny, Head of Development & Strategic Planning, Transport Scotland
(Items 6 & 7)

Staff : Jim MacDonald, Chief Executive (JMacD), Lynne Lineen (LL), Andrea Hepburn
(AH - Minutes), Diarmaid Lawlor (DL)(Item 9), Eric Dawson (ED)(Items 6, 7 & 9)

ACTION 1 : JMacD/BD to liaise regarding a further Comms Committee Group meeting.

ACTION 2 : DL to distribute a note on the role of Design Champions.

ACTION 3 : JMacD to draw up a list of key Stakeholders for discussion at next Meeting.

ACTION 4 : JMacD to begin preparation of draft Corporate Plan.

ACTION 5 : JMacD to begin preparation for CP launch.

ACTION 6 : JMacD to carry out needs assessment.

ACTION 7 : JMacD to draft basic procurement framework as interim measure.

ACTION 8 : JMacD to approach SNH re next Board meeting and/or to arrange another presentation by KAG.

ACTION 9 : AH to circulate a list of future Board Meeting dates to June 2011.

ACTION 10 : JMacD to discuss vice chair appointment and confirm with APD.

ACTION 11 : JMacD to draw up guidelines on speaking on behalf of A+DS.

ACTION 12 : S Bate to set future Audit Committee dates.

ACTION 13 : AH to circulate T&S rates round Board Members.

1 APOLOGIES & WELCOME

No apologies were received. The Chair introduced LL, A+DS's Accountant, and welcomed JMacD to his first meeting as Chief Executive.

The Agenda was re-organised moving DL's presentation on Urbanism to the start of the Meeting and the Joint Agencies Presentation would take place on arrival of the guest speaker at 3.00 pm.

8 URBANISM PRESENTATION

DL made a presentation giving an overview on the Urbanism Programme covering Placemaking, Planning and Special Projects including SSCI and Scottish Centre for regeneration.

2 MINUTES OF MEETING ON 21 JUNE 2010 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

The update on the Actions from the previous Minutes were as follows:-

Action 1 – The updated draft MS/FM has been circulated. In its current form there are two small amendments to be agreed between JMacD and APD.

Action 2 – SB advised that the Planning Sub-Committee has been unable to meet since the last Board meeting. They will have a further meeting in September and report back at the next Board meeting.

Action 3 – The Communications paper has been circulated round all Board members. Further meetings have taken place and a further one is to be organised. JMacD is gathering together all the information from the meetings and liaising with staff on Communications. The website is a major tool in this and JMacD advised that the re-vamp is being done in three stages; firstly the four Edinburgh programmes followed by Access then Sust.

Subsequent to the first Comms Group meeting JH circulated a template which may be of some use. It was also suggested that the Group meet with the staff regarding the key messages.

ACTION 1 : JMacD/BD to liaise regarding a further Comms Committee Group meeting.

Action 4 – LL confirmed that she has subsequently added the percentages to the monthly spend sheets.

Action 5 – AH confirmed that all the Companies House Forms have been returned and lodged with Companies House.

Action 6 – The Chair's Presentation has been circulated round the Board members.

In addition it was also noted that Action 1 from the 24 May Meeting regarding the role of Design Champions is still outstanding.

ACTION 2 : DL to distribute a note on the role of Design Champions.

3 CHIEF EXECUTIVE'S REPORT

JMacD ran through the contents of his Report with the main points being:-

Corporate Plan

The timescales for the publication of the Corporate Plan were discussed. The Board agreed the programme and requested that a list of key stakeholders who will be consulted is produced for discussion at the next meeting.

ACTION 3 : JMacD to draw up a list of key Stakeholders for discussion at next Meeting.

The Board Strategy Workshop paper produced by JH was also discussed as it ties in with the Corporate Plan. This was agreed as a basis for the production of a draft Plan.

ACTION 4 : JMacD to begin preparation of draft Corporate Plan.

“Launch” Event

JMacD confirmed that the previous dates proposed for the “Launch” are unsuitable for the Minister and due to recess she is unlikely to be available in October. The Event planned is more of a “Think Tank” than “Launch” to enable as much access to Ministers as possible. JMacD advised that the Chair and he would be meeting the Minister, Fiona Hyslop, the following evening in Dundee at the Design Skills Symposium.

It was agreed to hold a stakeholders event in November to tie in with the Corporate Plan programme and for the event to launch the Corporate Plan in spring 2011.

ACTION 5 : JMacD to begin preparation for CP launch.

Accommodation

JMacD confirmed that the timescales for any decision are tight and he hopes to report further on this at the next Meeting. The Board agreed the scope proposed with the addition of a needs assessment.

ACTION 6 : JMacD to carry out needs assessment.

Procurement

JMacD may look to members of the Audit Committee for advice on some procurement matters. Drawing up a framework for this will take time and it was suggested that the Audit Committee have delegated authority to agree to this.

ACTION 7 : JMacD to draft basic procurement framework as interim measure.

6/7 JOINT AGENCIES GROUP/JOINT AGENCIES PRESENTATION

Laurence Kenny of Transport Scotland joined the meeting along with Eric Dawson and they made a presentation on the work of KAG (Key Agencies Group). KAG is made up of representatives from SNH, Historic Scotland, Transport Scotland, SEPA, Scottish Water & A+DS. Cosla and the Scottish Government also attend the meetings. Laurence Kenny is currently the Chair of the Group – this position rotates round the members on a six monthly basis.

After the Presentation Mr Kenny answered a variety of questions on the role of Transport Scotland and KAG.

ACTION 8 : JMacD to approach SNH re next Board meeting and/or to arrange another presentation by KAG.

4 FINANCIAL STATEMENT (JULY)

LL re-circulated the figures with percentages listed and briefly ran through them answering any questions – it was suggested that some explanatory notes are attached to the figures each month to avoid repetitive questioning.

JMacD & LL are meeting with all the programme leads in the near future re budgets, etc. Once purchasing issues, etc are sorted out we will be in a better position to predict future spending - unfortunately due to Clare leaving the staff we have had to put back the Sage implementation date to 31 October.

5 BOARD STRATEGY WORKSHOP

This was discussed alongside the Corporate Plan aspect of the CE's Report and will be used as the basis for the Corporate Plan.

9 ANY OTHER BUSINESS

Future Meeting Dates/Locations

Board meetings up until now have been scheduled for the last Monday in the month. Over the course of the year this clashes with approximately five local or national holidays therefore JMacD enquired whether the second Monday in the month would be a more suitable date.

It was agreed that this was a better schedule, with the exception of October, therefore the next meeting is scheduled for the first Monday in October (4th) and thereafter will be the second Monday in the month.

ACTION 9 : AH to circulate a list of future Board Meeting dates to June 2011.

Venues are to be confirmed but are likely to alternate between Edinburgh and Glasgow. The Chair has had an invite to hold a Board meeting, possibly in October, at SNH's headquarters in Inverness. JMacD will liaise with SNH regarding this and advise when a decision is made.

Events

The Chair advised that she has received a large number of invitations to events over the last few weeks. She proposed that, subject to APD approval, Graham Ross takes up the position of Vice Chair to assist with such matters. All attendees were in agreement with this.

ACTION 10 : JMacD to discuss vice chair appointment and confirm with APD.

The Chair asked if anyone is aware of any events if they can email the details to AH who has an events schedule that is updated regularly and will be circulated round all Board members. JMacD is to liaise with Davie Hutchison to see if there is a diary system that would give everyone access to the schedule.

The Chair also requested that anyone who is approached to speak at an event on behalf of A+DS lets JMacD know. Guidelines on representing A+DS will also be drawn up and circulated.

ACTION 11 : JMacD to draw up guidelines on speaking on behalf of A+DS.

Audit Committee

JMacD is to liaise with Senga Bate to set the quarterly Audit Committee dates. The next Meeting should be some time in September.

ACTION 12 : S Bate to set future Audit Committee dates.

Expenses

BD enquired about expenses, eg this week's Symposium in Dundee. JMacD advised that expenses incurred when representing A+DS can be reclaimed.

AH advised that a list of T&S rates will be circulated. Any receipts should be sent in for processing and cheques will be sent out to reimburse expenses. Once we are up and running with Sage we will have a simple expenses claim form and all expenses will be paid by BACS.

ACTION 13 : AH to circulate T&S rates round Board Members.

The Meeting closed at 5.25 pm.

Date of next Meeting : Monday 4 October 2010 – venue and time TBA.

24 September 2010

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (05)
Level 2, The Lighthouse, Mitchell Lane, Glasgow
1.00 pm on Monday 4 October 2010**

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR),
Jonathan Hughes (HH), Martin Crookston (MC), Martin McKay (MM),
Sandy Beattie (SB)

Guest : Pam Ewen, TAYplan Manager (via Skype for Item 5)

Staff : Jim MacDonald, Chief Executive (JMacD), Jill Malvenan, Head of Design Review
(JM), Andrea Hepburn (AH - Minutes)

ACTION 1 : DL to distribute a note on the role of Design Champions.

ACTION 2 : The Chair to speak to SNH's Chair to arrange a future meeting.

ACTION 3 : JMacD to obtain written approval from APD to the appointment of a Vice Chair.

ACTION 4 : JH to draft up Terms of Reference for Comms Group.

ACTION 5 : JMacD to arrange for the format of the Finance Report to be changed.

ACTION 6 : JMacD/JM to consider strategic direction of DR and prepare discussion paper for Board.

ACTION 7 : SB to make final amendments and issue final paper.

ACTION 8 : Consultation invitees list to be augmented and split into categories for easier reference.

ACTION 9 : AH to circulate document on sustainable land use to find out if we have any involvement in this.

1 APOLOGIES

None.

The Chair advised that Rod Fairley of SNH was unable to make the meeting therefore item 6 would no longer take place. In addition, Pam Ewen of TAYplan (Item 5) was unable to attend the meeting in person and her presentation would take place via Skype at approximately 2.00 pm.

2 MINUTES OF MEETING ON 30 AUGUST 2010 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

The update on the Actions from the previous Minutes were as follows:-

Action 1 – A paper regarding this was appended to Item 3 and would be discussed later in the meeting.

Action 2 – DL has been on annual leave therefore this item is still outstanding.

ACTION 1 : DL to distribute a note on the role of Design Champions.

Action 3 – This is appended to Item 3 on the Agenda.

Action 4 – An update is in the Chief Executive's Report, Item 3.

Action 5 – An update is in the Chief Executive's Report, Item 3.

Action 6 - This is underway although we are having trouble getting a response from the agents for the Lighthouse. JMacD advised that he was considering asking external consultants to undertake this exercise due to the timescales involved. JMacD and the Chair to liaise further.

Action 7 – This is currently being drafted up and will be circulated round the Board for information.

Action 8 – Response awaited from Ian Jardine, SNH Chief Executive. The Chair advised that she will speak to SNH's Chair, Andrew Thin regarding this.

ACTION 2 : The Chair to speak to SNH's Chair to arrange a future meeting.

Action 9 – This has been done. The suggestion was made that all the Meeting dates, ie Audit Committee, Comms Group and Planning Group along with events are also circulated – or made available on a Group style calendar possibly on the new website.

Action 10 – A discussion took place with APD but a formal response in writing is required.

ACTION 3 : JMacD to obtain written approval from APD to the appointment of a Vice Chair.

Action 11 – This will form part of the Communications Strategy once finalised.

Action 12 – The next Audit Committee Date is set for Monday 8 November.

Action 13 – This has been done.

3 CHIEF EXECUTIVE'S REPORT

JMacD ran through the contents of his Report with the main points being:-

Corporate Plan 2011-14

The draft Corporate Plan will be issued to Board Members and staff for comment on Friday, there will then follow a two week period for comments to be submitted. The Board will then consider the finalised draft on 8 November prior to a consultation event with key stakeholders later that week – this was initially at the Parliament on 9 November but will now be later in the week at The Lighthouse.

Accommodation

The update was covered earlier in the meeting.

Staffing

The transfer of the remaining staff on Lighthouse terms and conditions is more complicated than initially thought – advice is being sought from RCAHMS with a view to this being resolved prior to the next Board meeting.

Communications

The roll out of the new website along with the incorporation of Access re-launching scottisharchitecture.com was discussed – we inherited this domain from The Lighthouse Trust and due to its brand recognition we will keep this name acknowledging it is now part of A+DS.

Discussion also took place on the merits of running the new website for a few weeks parallel to the old one prior to its launch to enable any changes to be made as opposed to making changes in six months time.

The Comms Strategy was discussed at length and it was agreed that the development of this needs accelerated ASAP. The Comms Group to date has been informal with AB/BD/JH & AS attending meetings. Once a strategy is in place the Comms Group can make decisions and report to the Board - the Chair asked to be copied in on all correspondence regarding Comms. JH volunteered to draft up Terms of Reference for the Comms Group.

ACTION 4 : JH to draft up Terms of Reference for Comms Group.

5 TAYPLAN PRESENTATION – PAM EWEN

Pam Ewen of TAYplan made a short presentation (via Skype) regarding the Importance of Place. A+DS has been one of their key stakeholders and Pam stressed that Diarmaid Lawlor and Eric Dawson's contributions to this have been extremely positive and exceeded expectations.

A question and answer session followed and the Chair thanked Pam for her time and looked forward to building on the relationship between the two organisations.

4 FINANCIAL STATEMENT (AUGUST)

The Financial report for August was noted and JMacD advised that meetings are being arranged with the Programme Heads to forecast their budgets to the year end. The suggestion was made that possibly programmes that can transfer spend between them are listed together and health, schools, etc that cannot transfer are kept together.

ACTION 5 : JMacD to arrange for the format of the report to be changed.

6 KAG DISCUSSION

As advised at the start of the meeting this item would no longer take place.

7 DESIGN REVIEW PRESENTATION – JILL MALVENAN HEAD OF DESIGN REVIEW

Jill Malvenan, Head of Design Review, made a Presentation on the work of the Design Review Team.

A discussion took place afterwards on this and also regarding local design review panels – historically Edinburgh and Glasgow have had local panels which we have been represented on but there are a number of other authorities setting up panels now and the pros and cons of representation on these were discussed along with national perspective A+DS panellists have as they are selected from all over the UK and come with a variety of skills.

ACTION 6 : JMacD/JM to consider strategic direction of DR and prepare discussion paper for Board.

8 ANY OTHER BUSINESS

Planning Working Group

SB ran through the paper produced by Eric Dawson on behalf of the Planning Working Group which has been split into three sections – Plans, Projects and Processes. We need to make sure we publish what we are doing and how we are doing it.

SB and AS thanked Eric Dawson for the amount of input and patience he has put into this.

ACTION 7 : SB to make final amendments and issue final paper.

Corporate Plan Consultation Invitees

The Chair requested that the list annexed to the CE's Report is split into groups, ie architects, developers, etc.

ACTION 8 : Consultation invitees list to be augmented and split into categories for ease of reference.

Consultation on Sustainable Land Use

MC had received information on a Government Consultation on sustainable land use and enquired if we knew about this or were involved in this. The information will be circulated round staff to see if we have any involvement.

ACTION 9 : AH to circulate document on sustainable land use to find out if we have any involvement in this.

Business Between Board Meetings

The Chair advised that she holds regular meetings with JMacD between Board Meetings and if anyone has any business they wish discussed between meetings to let her know.

The Meeting closed at 4.40 pm.

20 October 2010

Signed:

KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (06)
Bakehouse Close, 146 Canongate, Edinburgh
1.30 pm on Monday 8 November 2010**

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR),
Jonathan Hughes (JH), Martin Crookston (MC), Martin McKay (MM),
Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes)

ACTION 1 : JMacD to obtain views on Design Champion roles to enable a report to be done.

ACTION 2 : Itinerary for Inverness to be drawn up and Expo visit investigated.

ACTION 3 : APD approval to Vice Chair to be circulated with next papers.

ACTION 4 : Sustainable Land Use Consultation document to be circulated round Board and responses gathered. Discuss APD's involvement with them.

ACTION 5 : JMacD to check what Sustainability Labelling Scheme Consultation means for A+DS.

ACTION 6 : Brief of Communications Officer post and note of all external consultancy expenditure to be drawn up.

ACTION 7 : A summary of responses received on the website to be provided along with a report on spend to date.

ACTION 8 : Quarterly Communications Committee Meetings to be arranged.

ACTION 9 : Draft Communications Strategy to be circulated by 1 December.

ACTION 10 : FOI information to be circulated.

1 APOLOGIES

None.

2 MINUTES OF MEETING ON 4 OCTOBER 2010 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

The update on the Actions from the previous Minutes were as follows (referring to Action Point numbering from previous Minutes but if further Action required then highlighted numbering is for these Minutes):-

Action 1 – DL's note on Design Champions is still outstanding. It was agreed that this should be parked but a report may be useful - possibly Jill Malvenan actioning. The views of Heather Chapple and Sam Cassels to be sought on this.

ACTION 1 : JMacD to obtain views on Design Champion roles to enable a report to be done.

Action 2 – Monday 17 January's Board Meeting will most probably be held in SNH's Inverness office. The possibility of also having a trip out to the Housing Expo was also discussed and will be investigated.

ACTION 2 : Itinerary for Inverness to be drawn up and Expo visit investigated.

Action 3 – Written approval from APD to GR being appointed as Vice Chair has been received. JMacD will circulate this with the next papers.

ACTION 3 : APD approval to Vice Chair to be circulated with next papers.

Action 4 – JH apologised as he has not completed this yet.

Action 5 – The format of the Finance report has been amended.

Action 6 – The Design Review paper has been scoped out and will be ready for the January Meeting.

Action 7 – The Planning paper still requires final amendments prior to issue due to SB taking annual leave and Eric Dawson just returning to the office after long term sick leave.

Action 8 – The Corporate Plan Consultation list has been split into groups and is covered under Item 3.

Action 9 – The information on the sustainable land use consultation was distributed round staff to see if we have any involvement in this and no responses were received back. The document is to be circulated round the Board for their comments. JMacD to look at paper/responses and discuss with APD their involvement.

ACTION 4 : Sustainable Land Use Consultation document to be circulated round Board and responses gathered. Discuss APD's involvement with them.

Discussion took place regarding both this consultation and other consultations and how much involvement A+DS should have in these. The Sustainability Labelling Scheme Consultation was also mentioned – JMacD to check with Lori McElroy what it means for us.

ACTION 5 : JMacD to check what Sustainability Labelling Scheme Consultation means for A+DS.

3 CHIEF EXECUTIVE'S REPORT

JMacD ran through the contents of his Report with the main points being:-

Corporate Plan 2011-14

The Draft Corporate Plan with the previously suggested amendments was tabled. A few minor changes were suggested which will be made prior to the document being presented at the Consultation on Thursday 25 November.

JMacD advised that the Lighthouse space will hold 100 people. All MSPs are on the invitation list although it is unlikely that any of them will be available to attend. It was agreed that any amendments/deletions/additions to the invite list is back with JMacD by close of play on Tuesday to enable the invitations to be sent out on Wednesday.

Accommodation

JMacD advised that both Montagu Evans and Colliers have bid to carry out the consultation work. Meetings will be held with them both with a view to the work being carried out and a Report being available for the next Board Meeting.

Communications Update

The Comms paper was tabled with both the website construction and the merits of an unfilled position being used to employ a Communications Officer discussed at length.

An additional staff member with a different skills to Davie Hutchison would enable A+DS to do a lot of in-house work that is currently being outsourced – although it was acknowledged that some things, eg website design, would possibly still require to be outsourced to a certain degree. It was agreed that the Board would need to see a brief of the post and also a note of all expenditure on external consultancy work to date that could be saved by being done in-house.

ACTION 6 : Brief of Communications Officer post and note of all external consultancy expenditure to be drawn up.

It was felt that the new website should be held back to until further revisions are made – these should not be made when the site is operational. The Chair requested that DH provides a summary of the earlier responses received regarding this. It was also requested that a report is provided on spend to date to reach this point with the site. Future additions to the website, etc to be parked meantime.

ACTION 7 : A summary of responses received on the website to be provided along with a report on spend to date.

A lot of these issues can be discussed by the Communications Committee and outcomes reported on at future Board Meetings. AH to organised quarterly meetings.

ACTION 8 : Quarterly Communications Committee Meetings to be arranged.

The draft Communications Strategy will be circulated by 1 December.

ACTION 9 : Draft Communications Strategy to be circulated by 1 December.

Board & Staff Away Day

A one day event involving an external facilitator was discussed. Monday 6 December seemed to be the date that suited most people - an afternoon session followed by a more informal evening meal was suggested. This would involve Board Members and the senior Management Team.

4 FINANCIAL STATEMENT (SEPTEMBER)

MM reported back from this morning's Audit Committee. JMacD and Lynne Lineen have met with all the Programme Leads and improvements have been made regarding total, actual and committed expenditure.

The Terms of Reference for the Audit Committee was agreed, subject to some minor amendments. The Risk Register was tabled and the Audit Committee are working through that although it requires amendment and simplification – a copy of the Risk Register is available should any other Board member wish to see it. An Internal Audit Plan is to be produced and accounts will be produced in-house with Tenon undertaking the External Audit.

5 ANY OTHER BUSINESS

TUPE Staff

JMacD advised that the information on the staff from the Lighthouse is not adequate enough to progress matters. He will be holding meetings with the staff concerned in order to fill any gaps failing which Job Evaluations will require to be carried out.

NDPB Meeting

JMacD reported that the Permanent Secretary, Peter Housden, attended the recent NDPB Meeting. He anticipated 10% cuts in budgets which we plan in advance for. The Secretary stressed the importance of Communications and Shared Services.

Housing Expo

JMacD advised that APD have given us a budget of £30,000 to do work on the lessons learned from this project. Lori McElroy will lead.

Academy of Urbanism Awards

SB will be attending on behalf of the Council the Academy of Urbanism Awards on 18/19 November and is happy to represent A+DS if required.

Strategic Planning

JH commented that this is now the sixth Board Meeting and most discussions have been around processes and strategic planning. Discussion took place surrounding this as it was felt we are not dealing with our key messages and responses to consultations. In addition to what extent is our role to develop new ideas? The Chair outlined that to date the Board Presentations had been provided to 'context set' and work towards a Draft Corporate Plan. In future Board time could be re-directed as required. The session planned week commencing 6 December 2010 would be good for general discussion of how best this might happen.

FOI Requests

GR enquired how much staff time is spent on FOI requests. JMacD advised that this is part of the Risk Register and we are looking to publishing info so we are open with it and it can be retrieved easily. The FOI information will be distributed to Board members once there is clarification on how much information is required.

ACTION 10 : FOI information to be circulated.

The Meeting closed at 5.10 pm.

22 November 2010

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (07)
Level 2, The Lighthouse, Mitchell Lane, Glasgow
2.30 pm on Monday 13 December 2010**

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Graham Ross (GR),
Martin Crookston (MC), Martin McKay (MM), Sandy Beattie (SB)

Guests : Ian Gilzean & Les Scott - Architecture & Place Division, Scottish Government
Barbara Cummins, Historic Scotland (up to Item 3)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes)

ACTION 1 : Masterplanning Skill development to be considered further.

ACTION 2 : Planning Group to look at Planning Consultations and make recommendations.

ACTION 3 : Papers on Actions 4 - 7 from previous Minutes to be circulated as soon as possible.

ACTION 4 : Number of FOI requests and amount of time spent on them to be circulated.

ACTION 5 : Draft Corporate Plan to be more prominent on the website.

ACTION 6 : AH to collate travel requirements and organise.

1 APOLOGIES

Apologies were received from Jonathan Hughes.

The Chair advised that Item 3, Barbara Cummins, Historic Scotland, would take place before item 2.

3 BARBARA CUMMINS, HISTORIC SCOTLAND ON BEHALF OF KAG

Barbara Cummins of Historic Scotland was introduced and outlined Historic Scotland's role as part of the Key Agencies Group and the work they collaborate on with both A+DS and the other organisations in KAG.

A lot of the KAG work to date has focussed on delivering Planning Reform. With speaking to each other the Agencies have avoided duplication by sharing work and getting each other involved at the correct time. Historic Scotland leads KAG on skills and capacity building and good feedback has been received from the recent Design Skills Symposium in Dundee which delivered the first joined up training.

Further training on Masterplanning has been asked for and IG advised that SG were looking to develop the recent Charette experiences and the idea of a Masterplanning session should be followed up. KA suggested that proposed spring extension to the Design Skills Symposium could cover Masterplanning.

ACTION 1 : Masterplanning Skill development to be considered further.

The Chair thanked Barbara for her participation and said it was good to get an idea of each of the Agencies involvement both with A+DS and KAG.

2 MINUTES OF MEETING ON 8 NOVEMBER 2010 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

The update on the Actions from the previous Minutes were as follows (referring to Action Point numbering from previous Minutes but if further Action required then highlighted numbering is for these Minutes):-

Action 1 – This will be covered under the Chief Executive's Report.

Action 2 – This will be covered under Any Other Business.

Action 3 – This will be covered under the Chief Executive's Report.

Action 4 – JMacD has a paper on this which will be circulated as soon as possible this week. If anyone has any comments can they revert to JMacD as soon as possible before the Consultation deadline.

The question was raised of how we know which consultations are coming up and how we prioritise them. There are papers out on Planning and the Chair asked the Planning Group to look at this and make recommendations to JMacD. If Board Members are aware of any consultations these should be brought to JMacD's attention.

ACTION 2 : Planning Group to look at Planning Consultations and make recommendations.

Action 5 – This information will be circulated as soon as possible.

Action 6 – This information will be circulated as soon as possible.

Action 7 – The responses have been received and will be circulated.

ACTION 3 : Papers on Actions 4 - 7 from previous Minutes to be circulated as soon as possible.

Actions 8 & 9 – Will be covered under Item 7 on the Agenda.

Action 10 – JMacD advised that the information we have on FOI is the internal FOI policy which is not of any value to the Board therefore guidance on this needs to be prepared. GR asked how many FOI requests we get in and how much staff time is spent on them.

ACTION 4 : Number of FOI requests and amount of time spent on them to be circulated.

4 CHIEF EXECUTIVE'S REPORT

JMacD ran through the contents of his Report with the main points being:-

Corporate Plan

Comments on the draft Corporate Plan are being invited up to 1 January with Board comments being invited up until mid January. GR requested that the draft Corporate Plan is more prominent on the website to attract more attention.

ACTION 5 : Draft Corporate Plan to be more prominent on the website.

Spending Review

Early indications are that we will face a reduction in our funding against 2010/11 levels of 8%. JMacD is working with the management team to plan how we can absorb this reduction with as little impact on our front-line services as possible. At present reductions are confirmed for our Core grant in aid, Access to Architecture and Sust. The allocations from Health, Schools and Greener Directorates are not yet confirmed.

Deputy Chair

The email from Ian Gilzean, Scottish Government confirming the appointment of Graham Ross as Deputy Chair was appended to the CE's Report.

Banking

Details of an extraordinary meeting which agreed banking authorisations for the Chief Executive is detailed in the CE's Report.

Accommodation

Montagu Evans have been appointed to advise on accommodation options and provide costings. This information should be available for the January Board Meeting.

TUPE

Our HR advisors RCAHMS are looking at the draft proposals for the TUPE staff.

Communications

Some Communications matters will be covered later in the Agenda. The requested information from the previous Meeting's Actions will be circulated as soon as possible. The Communications Group are looking at the website issues.

Design Champions

JMacD advised that having examined the issues, there is no longer a need for Champions. On this basis the Board agreed not to seek further appointments to these roles.

5 FINANCIAL STATEMENT (NOVEMBER)

The Finance Statement to the end of November was tabled. We are working closely with the budget holders regarding future expenditure and are awaiting further information from Sust and Access on their future spend proposals.

MM enquired why Health's unallocated funds have gone from £18,000 last month to a return of £26,000 now.

6 FEEDBACK FROM AWAY DAY

The Chair thanked those that made it through snow and ice to attend the previous Monday's Away Day at Surgeon's Hall.

JMacD made a presentation summarising the day which was deemed to have been helpful and covered a lot of ground identifying our priorities, key audiences and messages and the roles of staff and Board.

The Report is currently in draft format and once finalised this will be distributed. If the general consensus is that last week's session was beneficial we will look at doing this again in the future and involving senior staff next time.

7 COMMUNICATIONS GROUP

The Comms Group are currently revising the Strategy Paper – a December Meeting is unlikely at this stage therefore any discussions on this will be done electronically. A further meeting is planned for 13 January and hopefully quarterly thereafter.

The Chair advised that this group currently do not have a Chair. BD suggested KA also Chair the Comms Group and this was agreed.

8 ANY OTHER BUSINESS

Inverness Trip

The draft timetable for the next Meeting on 17 January in SNH's offices, Inverness was tabled. It was agreed that it would be easier for the travel to be booked together. AH to organise.

ACTION 6 : AH to collate travel requirements and organise.

The Meeting closed at 4.15 pm.

14 January 2011

Signed:
KAREN ANDERSON, Chair

Date



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (09)
Bakehouse Close, 146 Canongate, Edinburgh
1.30 pm on Monday 14 February 2011**

Present : Graham Ross (GR) (Vice Chair) Alan Sim (AS), Andrew Burrell (AB),
Branka Dimitrijevic (BD), David Chisholm (DC), Jonathan Hughes (JH),
Martin Crookston (MC), Martin McKay (MM), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Lynne Lineen
(LL)(Items, 1, 2, 3, 4 & 8), Jill Malvenan (JM)(Item 5)

Guest : Marie-Louise Fox, Scottish Legal Aid Board (Item 3)

ACTION 1 : Declarations of Interest to be on all future Agendas.

ACTION 2 : APD Workshop Event note to be circulated when completed

ACTION 3 : Steering Group Members to be advised that these Groups will not continue after April 2011 and a list of Members to be provided to the Board.

ACTION 4 : JMacD to draft up Terms of Reference for the Planning Policy Group and circulate.

ACTION 5 : Comms Strategy document to be circulated.

ACTION 6 : Clarity to be sought on the under spend - especially Sust and Access.

ACTION 7 : Design Review Update to be circulated to Board on a monthly basis.

ACTION 8 : JMacD to investigate detailed costs/impacts on operations.

ACTION 9 : Redrafted Corporate Plan to be circulated when finalised.

ACTION 10 : Risk Register and Audit Minutes from November to be circulated.

ACTION 11 : The next year's meeting dates and options to be circulated.

1 APOLOGIES & WELCOME

Apologies were received from Karen Anderson (Chair).

GR Chaired the meeting in the absence of KA and welcomed Marie-Louise Fox of SLAB to do a short presentation on Register of Interests and answering any questions thereafter.

To allow Marie-Louise to finish promptly Item 3 would be taken first on the Agenda and in addition to allow LL to leave Item 8 would be taken after Item 4.

3 REGISTER OF INTERESTS TRAINING

Marie-Louise Fox made a presentation on Register of Interests. She explained the basic principles of Selflessness, Integrity, Objectivity, Openness and Honesty. The six categories the Register of Interests is split into are Remuneration; Related Undertakings; Contracts; Houses, Land and Buildings; Shares & Securities and non Financial Interests.

The key test to check if there could be a conflict of interest is to ask whether a member of the public, acting reasonably, might think an interest could influence you. If anyone is unsure about anything then the Standards Commission can provide advice on this.

The topic of Declarations of Interests was discussed. Marie-Louise advised that at the start of Meetings this topic should be at the top of the Agenda. Board Members will then be asked if they have any interest, either financial or non financial, in any business to be discussed at the meeting. They should also be aware of matters that a close family member or partner is involved in. If there are any financial interests then this Board Member will have to withdraw from any discussions on the matter involved.

It was agreed that this would be on all future Board Meeting Agendas.

ACTION 1 : Declarations of Interest to be on all future Agendas. – JMacD/AH.

DECLARATIONS OF INTEREST

Prior to the remainder of the Meeting commencing, and subsequent to SLAB's advice, GR added Declarations of Interest to the Agenda.

There were no Declarations of Interest.

2 MINUTES OF MEETING ON 17 JANUARY & MATTERS ARISING

The Minutes of the previous Meeting were agreed.

The update on the Actions from the previous Minutes were as follows (referring to Action Point numbering from previous Minutes but if further Action required then highlighted numbering is for these Minutes). In addition GR requested that for Actions carrying over from earlier Minutes a note of what they are is added as a reminder.

Action 1 – This is ongoing with SNH while we work out the focus of joint training events.

13 December Minutes : Further training on Masterplanning has been asked for and IG advised that SG were looking to develop the recent Charette experiences and the idea of a Masterplanning session should be followed up. KA suggested that proposed spring extension to the Design Skills Symposium could cover Masterplanning.

Action 2 - The FOI information was circulated after the last Board Meeting.

8 November Minutes : GR enquired how much staff time is spent on FOI requests. JMacD advised that this is part of the Risk Register and we are looking to publishing info so we are open with it and it can be retrieved easily. The FOI information will be distributed to Board Members once there is clarification on how much information is required.

Action 3 - The Consultation responses are on the Agenda as Item 7 and annexed to the papers.

Action 4 - The Audit Committee had sight of the budgets in the draft Business Plan. This document will be revisited by staff and tabled at the 14 March Meeting. APD are also being kept up to date with this

Action 5 - The DR Strategy document is on the Agenda as Item 5 and annexed to the papers.

Action 6 - The notes from the APD Workshop on 14 January are still being drafted up and will be circulated when available.

ACTION 2 : APD Workshop Event note to be circulated when completed.

Action 7 - The Chair had queried the £10k difference in Comms spend between the November and December Financial Statements. It was confirmed that this amount had been allocated to website development in the Intervening period.

- Action 8 - JMacD confirmed that there is nothing in the Management Statement regarding the frequency of Board Meetings.
- Action 9 – It was confirmed that most people were available in early March for a half day follow up session to the December Away Day. KA/GR & JMacD have met and propose using the morning of the next Board Meeting, 14 March, as the date for this. This was agreed.
- Action 10 – The deadline for the Planning Consultation Paper has passed and this has been submitted.
- Action 11 - The request for Rob Cowan to attend a future Meeting regarding the Design Skills Symposium Feedback Report is not feasible due to the cost implications and Diarmaid Lawlor can provide the same information at a future date.

4 GOVERNANCE REPORT

JMacD ran through his Governance Report and explained that the object was to ensure our Governance is clear – at present there is some confusion on how decisions are made. Both Access and Sust have Steering Groups and of the Board Sub-Committees (Audit, Planning and Comms) only Audit currently have Terms of Reference.

The first proposal is to discontinue the Steering Groups for Sust and Access with effect from 1 April 2011. JMacD advised that he has discussed this with APD, who have representatives on the Steering Groups - they are comfortable with this as both these Programmes are represented at the bi-monthly APD/A+DS Monitoring Meetings.

After discussion it was agreed that this was the way forward and the Steering Group Members should be approached and advised of this decision. GR also requested that a list of the Steering Group Members are provided to the Board.

ACTION 3 : Steering Group Members to be advised that these Groups will not continue after April 2011 and a list of Members to be provided to the Board.

The Planning Group was originally formed to put together a paper on Planning Reform. After discussion it was agreed that they could spend time not available at Board Meetings looking at any Planning issues and relevant Consultations and can bring any issues that occur to the Board. It was agreed that the existing work should be closed down and they should be re-named the “Planning Policy Group” and Terms of Reference should be drafted up and circulated.

ACTION 4 : JMacD to draft up Terms of Reference for the Planning Policy Group and circulate.

The Comms Group was discussed at length. It was agreed that it was originally set-up as a short term working group to primarily draft up the Comms Strategy. JMacD advised that he had just received a copy of the most up to date draft Comms Strategy and he would be circulating this in due course and that the majority of the Comms work is operational activity.

ACTION 5 : Comms Strategy document to be circulated.

It was suggested that the group should continue until the Strategy is rolled out along with consistency with the key messages and thereafter they could merely form a monitoring and evaluation role. It was also suggested that the Board and key staff could have an annual “Away Day” on the subject of Comms.

It was agreed that the Comms group would continue meantime until the Strategy is rolled out.

8 FINANCIAL STATEMENT

LL tabled the January Financial Statement and associated commentary. JMacD has had clarification from APD that we will be allowed to carry forward committed funds into the new financial year. The final draw down of £235k will be done on 30 March. £60k of previously budgeted funds will not be drawn down of which £25k are Health savings, £30k Schools savings and £5k is savings made on Sust staff costs due to the loss of a staff member part way through the year.

Sust have requested that they can carry forward an underspend of £40k into the next financial year and approval to this is awaited.

The main areas of concern are underspend to date especially funds allocated to Core, Sust and Access. Core will spend their allocation as this covers office costs like rent, rates, electricity and IT – there are IT improvements required and costings are currently being done for this prior to the year end. Access have an underspend of £82k, of which £30k is staff underspend due to staff changes and will be allocated back into Core. The balance will be allocated to the Cedric Price exhibition along with some smaller exhibitions which are planned. Sust plan to allocate their underspend to the Land of Stone exhibition.

MM briefed the Board on the earlier Audit Meeting which had gone into more detail on the spend. Clarity on underspend is being sought as there were concerns over the budget management, procurement and purchase order processing. Next year's Business Plan will show more clarity and control over projects.

ACTION 6 : Clarity to be sought on the under spend - especially Sust and Access.

5 DESIGN REVIEW REPORT

The document outlining the proposals for the way forward with Design review was tabled. Discussion took place with questions being asked on the influence we can have on local Design Review Panels without losing focus on the National role. The recent DR Panellists day was mentioned and it was requested that any future events like this could possibly have some Board attendance.

JM confirmed that a list is kept of past and upcoming reviews and the Board requested that they receive a monthly update on this.

ACTION 7 : Design Review Update to be circulated to Board on a monthly basis.

The scoping document was met favourably and the Board were happy to endorse the initiatives subject to refinement and any Governance issues.

6 ACCOMMODATION REPORT

The Accommodation Report, in conjunction with Montagu Evans' report was tabled. Lengthy discussion took place regarding the various options and issues associated with them. It was noted that Montagu Evans did not comment on any operational/staff costs that would be involved in any proposed move. There was no clear view on the best way forward and it was agreed that the best solution in the short term was to retain the status quo but seek the option of a rolling break clause in the Bakehouse Close lease. This therefore allows further information to be sought on the hidden costs and key criteria to the business needs before reviewing the situation in another year.

ACTION 8 : JMacD to investigate detailed costs/impacts on operations.

7 CORPORATE PLAN RESPONSES

There were a lot of points raised in response to the Corporate Plan and the Board and staff responses are not listed in the document. The Corporate Plan will be redrafted and circulated over the next few weeks.

ACTION 9 : Redrafted Corporate Plan to be circulated when finalised.

9 ANY OTHER BUSINESS

Audit Committee

MM reported briefly on the earlier Audit Committee Meeting. The spend figures were looked at in detail and upcoming audits, project control and risk management was discussed. The risk register has been reduced down from 80 to 20 with the top risks being monitored – a copy of this along with the signed off Audit Minutes was requested.

ACTION 10 : Risk Register and Audit Minutes from November to be circulated - JMacD.

Meetings Cycle

Discussion on this was deferred as some Board Members had left the Meeting. As the potential dates for a half day follow up to the December Workshop were not suitable to all KA/GR & JMacD had decided the morning of the next Board Meeting (14 March) was a more suitable alternative. JMacD is coming up with options for the next year’s meetings and will circulate.

ACTION 11 : The next year’s meeting dates and options to be circulated.

A+DS Signage

The Chair had requested that the signage leading to Bakehouse Close be discussed. This will be discussed at a later date/once the accommodation issues are decided. JMacD to investigate.

Monthly Events List

A list of events was requested in order to avoid clashes with more than one event on the same day and to enable attendances to be aligned to the skills of attendees. This will be discussed further at the 14 March Workshop.

Draft Budget

This will be discussed at the next meeting along with the Business Plan.

Expenses

AH requested that Board Members submit any expenses they have as close to the start of March as possible (including travel for the 14 March Board Meeting) to enable as many as possible to be paid before the year end.

The Meeting closed at 5.00 pm.

1 March 2011

Signed:
GRAHAM ROSS, Vice Chair

Date



Present : Karen Anderson (KA) (Chair), Graham Ross (GR), Alan Sim (AS),
Branka Dimitrijevic (BD), David Chisholm (DC), Jonathan Hughes (JH),
Martin Crookston (MC), Martin McKay (MM), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),
Lynne Lineen (LL)(Items 1, 2, 3, & 4), Diarmaid Lawlor (DL)(Items 1, 2, 3, 4 & 9)

ACTION 1 : Both Design Review documents to be circulated to enable a decision to be made on the most suitable format.

ACTION 2 : JH to re-word the Strategic Objectives and Priorities for Action Sections and submit to The Chair/JMacD for approval.

ACTION 3 : Any minor alterations to the Comms Strategy to be submitted by the end of the week.

ACTION 4 : Board members to forward suggestions for strategy/away days to AH by 1 April.

1 APOLOGIES & WELCOME

Apologies were received from Andy Burrell.

To allow Diarmaid Lawlor to leave promptly Item 9 would be taken after Item 4.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

3 MINUTES OF MEETING ON 14 FEBRUARY & MATTERS ARISING

The Minutes of the previous Meeting were agreed.

The update on the Actions from the previous Minutes were as follows (referring to Action Point numbering from previous Minutes but if further Action required then highlighted numbering is for these Minutes).

Action 1 – Declarations of Interest are now a standard Agenda item.

Action 2 - The APD Event note is still being completed and will be circulated thereafter.

Action 3 - The Access Steering Group Members list is available. We are still awaiting the Sust Steering Group Members list – both of these will be circulated in due course.

Action 4 - The draft Terms of Reference for Sub-Committees are with the papers and will be discussed under Item 6.

Action 5 - The draft Communications Strategy is with the papers and will be discussed under Item 7.

Action 6 - Sust & Access under-spend will be covered under Item 4.

Action 7 - Design Review are happy to circulate their draft agendas to enable the Board to know what is coming up at Meetings and/or the notes after the Meetings. After discussion it was agreed that both would be circulated to enable Board Members to decide what is most helpful.

ACTION 1 : Both Design Review documents to be circulated to enable a decision to be made on the most suitable format.

Action 8 - The accommodation review costs are quite complex and still ongoing. JMacD hopes to have a report on this available for the April Meeting.

Action 9 – The revised Corporate Plan is with the papers and will be discussed under Item 5.

Action 10 – The Audit Committee Minutes and Risk Register have been circulated

Action 11 - Next year's proposed Meeting dates/options are with the papers and will be discussed under Item 8.

4 FINANCIAL STATEMENT (FEBRUARY)

LL ran through the financial statement and advised that a lot of the recent activity has been speaking to the Programme Leads regarding their current spend – an extra column has been added into this month's figures showing Purchase Orders that have been submitted to date in March. At the moment there is unplanned spend to the year-end of £96,000 – the main area of which is £80,000 in core. The main concern is where Purchase Orders have been raised and the invoices have not come in yet. We are meeting with APD on Thursday regarding next year's budget and will seek clarification then on any potential carry over into next year.

SB thanked LL for presenting the monthly figures in an understandable format and this was seconded by JH and GR.

9 WHOLE PLACE PLANNING – PRESENTATION BY DIARMAID LAWLOR

DL made a Presentation summarising the work the Urbanism Team had carried out in the last year. The Chair thanked DL for the presentation and enquired if we are formulating a response to the paper that has gone out subsequent to the Scottish Centre for Regeneration closing. DL advised that a response would be issued. The Chair outlined that the importance of housing investment in a regeneration context should be stressed as a strong message. DL/JMacD noted this and agreed to consider it as part of the response. JMacD enquired about the Permanent Secretary's commitment to delivering sustainable places. DL advised that the Secretary is the key speaker at the Heads of Planning Conference and it was suggested that we have some input via his office on his opening speech.

5 CORPORATE PLAN

The Corporate Plan was circulated for consideration and approval. JMacD advised that the most recent draft of the Corporate Plan contains changes which are mainly typographical and images. The Chair advised that some of the images are still not strong enough graphically. GR enquired about using images of buildings that have won awards that we have had some form of involvement in. JMacD to pursue

JH advised that he felt the Strategic Objectives on page 12 and Priorities for Action on page 14 basically sounded the same and suggested a re-write of this section, which he was happy to carry out. After discussion it was agreed that JH would draft up revised text for this section by the next day and if The Chair and JMacD were happy with these changes they would be implemented otherwise the old text would remain.

ACTION 2 : JH to re-word the Strategic Objectives and Priorities for Action Sections and submit to The Chair/JMacD for approval.

6 TERMS OF REFERENCE FOR SUB-COMMITTEES

The Draft Terms of Reference for both the Planning and Communications sub-groups were tabled. Discussion took place around the "vacant" position on the Planning Group and the ability to co-opt another Member for up to a year. It was agreed that someone with the relevant expertise from elsewhere, eg one of the Key Agencies, would be beneficial to both parties involved.

7 COMMUNICATIONS STRATEGY

The Draft Comms Strategy, that has been approved by the Comms Group, was tabled. Any minor amendments to be made regarding typos etc will be required by the end of the week.

ACTION 3 : Any minor alterations to the Comms Strategy to be submitted by the end of the week.

DH then gave a brief demonstration of the new website which is currently going through final checks to ensure everything is where it should be prior to its launch. There is currently nothing in for Sust due to their timescales on other current work deadlines but it is hoped this section will be ready in 2 weeks. Discussion took place on whether the launch should be once the Sust end of the website is ready or to go ahead with a soft launch and a button for Sust is put on meantime which will provide a link to their current site. Details of launch proposals to be considered.

8 BOARD MEETINGS CYCLE 2011/12

A schedule of future Board Meetings was tabled suggesting 6 full Board Meetings with the other dates used for strategic meetings with potentially no Meeting in July due to the summer holiday period. Due to time restraints an Away Day is suggested for November although in future years May would be the ideal time of year whereby staff and Board can reflect on the year past and look forward to the following year.

It was felt that the January meeting in Inverness had been productive and it was suggested that possibly at least one, if not two, Board Meetings could take place in other organisations' headquarters. SB advised that Aberdeen Council are due to open a new office and would be happy to host a Board Meeting.

The Chair suggested that these Agendas can be scoped out and any suggestions can be sent to JMacD.

ACTION 4 : Board members to forward suggestions for strategy/away days to AH by 1 April.

10 ANY OTHER BUSINESS

Highland Council – Expo Funding

MM advised that he had noted in the press that Highland Council have been approached for additional funding of the Expo last August.

11 SENSES OF PLACE – SAM CASSELS TOUR OF EXHIBITION

Sam Cassels of the Schools Programme joined the Meeting and explained the background to the Senses of Place Exhibition. He invited Board Members to join him informally for a tour of the exhibition as the formal part of the Meeting had now closed.

The Meeting closed at 4.50 pm.

21 March 2011

Signed:
KAREN ANDERSON, Chair

Date