

**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (24)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 8 April 2013**



Architecture+DesignScotland  
Aithearachd is Dealbhadh na h-Alba

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Andrew Burrell (AB),  
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),  
Heather Chapple (HC) (Item 5), Sam Patterson (SP) (Item 7) &  
Diarmaid Lawlor (DL) (Item 8)

**ACTION 1 : Paper on Retrofit Scotland to be circulated.**

**ACTION 2 : JMacD to finalise for KA to approve for issue.**

**ACTION 3 : DL to re-present Symposium proposals for May Meeting.**

**ACTION 4 : JMacD to circulate information to Board Members on the Conference in Copenhagen.**

**ACTION 5 : All to feedback to AS on "On Board" Consultation ASAP.**

**ACTION 6 : JMacD to follow up the Minister's Board visit in August 2012.**

**ACTION 7 : JMacD to check for updates on the Town Centres Review.**

## **1 APOLOGIES**

Apologies were received from Branka Dimitrijevic and David Chisholm.

## **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **3 MINUTES OF MEETING ON 18 FEBRUARY 2013 & MATTERS ARISING**

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

The Cabinet Secretary has sent the Business Plan and it will be published on the website when AE returns from leave later in the week.

### Action 2

The March Away Day will be discussed later on the Agenda.

### Actions 3

JMacD fed the Board's comments back to Access and Comms.

#### Action 4

LMcE's paper regarding Retrofit Scotland to be circulated.

#### **ACTION 1 : Paper on Retrofit Scotland to be circulated.**

#### Actions 5

Comments on the Architecture Policy Consultation were submitted to SG.

#### Action 6

The Corporate Plan will be discussed later on the Agenda and more fully in May.

#### Action 7

The Design Skills Symposium will be discussed later on the Agenda.

### **4 BUSINESS PLAN 2013/14**

Following detailed budgeting, the amended Business Plan was tabled and agreed.

Discussion took place regarding the Materials Library and it was suggested that LMcE gives a tour of the Materials Library at the next Board Meeting in May.

### **5 REVIEW OF CONSTRUCTION PROCUREMENT**

HC joined the meeting to discuss A+DS's response to the above Review.

Discussion took place and the draft response was agreed subject to completing amendments and issuing these via the Chair.

It was also agreed that a short term working group would be formed to assist with the response. KA, GR & MM to participate and co-opt additional members are required.

#### **ACTION 2 : JMacD to finalise for KA to approve for issue.**

### **6 MARCH AWAY DAY**

The March Away Day to Aberdeen was discussed and all agreed it was one of the best Away Days and thanked SB for organising this.

SB reported that the visit had received positive feedback from staff in Aberdeen who are keen for A+DS to assist them in a facilitator or mediator role with various activities, an example being their bid for the City of Culture.

Discussion also took place on the relationship between Aberdeen City and Aberdeenshire and also the City's relationship with RGU.

### **7 NOTICED BOARD**

SP joined the Meeting and made a presentation on the Noticed Board.

Discussion took place and the Board welcomed the addition of the Noticed Board to our programme and noted its success in its first year.

## 8 DESIGN SKILLS SYMPOSIUM

DL joined the meeting to discuss the key lessons learnt from previous symposiums and the way forward for 2013, with a reduced budget. Over the last 3 years the Symposiums have improved although the main difficulty is getting people in the room – the absence of architects is a particular challenge. The work for last year's Symposium was shared around A+DS with all the teams coming together as this was a Corporate Project.

Feedback from attendees shows that people enjoy the event but are not keen to carry out similar events – they would like either online resources or A+DS assisting them if they were to organise something themselves. Other feedback showed that people would like smaller events where people get together.

DL's proposal for 2013 is potentially for 3 smaller regional events that bring everyone together at the end. Discussion took place surrounding this proposal which included potential themes; online tools being available involving the DF Panellists and the potential for it to be worked on over a longer timescale.

The general feeling was that 3 events bringing everyone together at the end may be more difficult to organise with different views on the theme in different regions. We don't wish to kill something that works or lose the momentum. It was agreed that DL would go back to staff to discuss and get the basics worked out for the May Board Meeting.

**ACTION 3 : DL to re-present Symposium proposals for May Meeting.**

## 9 PLANNING UPDATE

It was agreed that discussions around the Planning Report would be deferred until the May Meeting. This would also give the Planning Group the opportunity to go through the paper and more up to date information would be available on the Consultation.

## 10 COMMUNICATIONS UPDATE

JMacD updated the Board on Comms. The Business Plan will be on the website by the end of the week when AE returns from annual leave; the Critical Dialogues Seminar was well supported; the Cabinet Secretary was pleased with the A10 Magazine interview with KA and IG; the new A+DS leaflet was tabled and new pop up stands have just arrived and there is new A+DS branding throughout the second floor of the Lighthouse making our presence more prominent.

The new homepage design for the website has been signed off and AE will report on the progress of this and the Board logins at the May meeting.

## 11 ANY OTHER BUSINESS

### Chair Update

KA has recently attended the Critical Dialogues Seminar; the opening of a book on Social Housing out of Govan; the Biennale Opening; The Civic Trust – My Place Awards and a workshop organised by the Princes Trust on Upskilling Planners.

### CE Update

JMacD advised that both himself and KA will be attending the Dedicated to Architecture Conference in Copenhagen at the end of next week. The main purpose of this event is to make contact with similar organisations across Europe.

**ACTION 4 : JMacD to circulate information to Board Members on the Conference in Copenhagen.**

JH advised the Board that he will be attending the Academy of Urbanism Event on Garden Cities in London next weekend.

#### Corporate Plan 2014/17

JMacD advised that he is working on the next Corporate Plan alongside AE and CMcG - the outline of which will be circulated to Board Members. The plan is to have a morning session prior to the May Board to devote to this. The Corporate Plan will also be the focus of the Staff and Board Away Day in June.

#### Research Links

MC tabled an update on Lori's Research Links information from February. LMcE can provide an update to this in May.

#### Future Away Days

MC tabled a paper on Future Away Days, especially the potential for a London visit utilising contacts of both MC and JH re post Olympics/Commonwealth Games legacy linkages. Discussion took place around this with the view being that the Olympics/Commonwealth legacy is possibly not of interest although we may come back at a later date with another theme, ie housing regeneration.

#### Board Reviews

The Board reviews are ongoing with a few still to be completed. JMacD advised that these need to be finalised by the next Board Meeting.

#### Staffing

JMacD advised the Board that SC will be leaving his post of Design Advisor, Schools in the middle of May.

#### "On Board" Consultation

AS advised that the "On Board" Consultation documents had gone out to all public bodies and responses are due back by 26 April. AS is away between 14 & 21 April therefore would like feedback ASAP to produce our Response.

**ACTION 5 : All to feedback to AS on "On Board" Consultation ASAP.**

#### Public Bodies Conference

JMacD advised that A+DS have been asked to make a presentation on our work on Learning Towns at the Public Bodies Event in May. This is a good shop window for A+DS.

#### Minister Update

GR asked if there were any updates from the follow up items when the Minister met with the Board in August.

**ACTION 6 : JMacD to follow up the Minister's Board visit in August 2012.**

#### Town Centre Review

GR asked if there was any update on the Town Centres Reviews since the discussions at the January Board Meeting.

**ACTION 7 : JMacD to check for updates on the Town Centres Review.**

The Meeting closed at 4.40 pm.

Signed: .....  
**KAREN ANDERSON, Chair**

Date .....

**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (25)  
The Lighthouse, Mitchell Lane, Glasgow  
1.30 pm on Monday 13 May 2013**



Architecture+DesignScotland  
Aithearachd is Dealbhadh na h-Alba

Present : Karen Anderson (KA) (Chair : Items 6-13), Martin McKay (MM) (Deputy Chair : Items 1-5), Alan Sim (AS), Andrew Burrell (AB), Branka Dimitrijevic (BD), David Chisholm (DC), & Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lori McElroy (LMcE) (Items 7 and 13 – Sust Events Pilot), Eric Dawson (ED) (Item 9) & Diarmaid Lawlor (DL) (Item 8 & 13 – Town Centre Review)

**ACTION 1 : Include Corporate Projects/Objectives in future Business Plan summaries.**

**ACTION 2 : Design Forum Evaluation paper to be tabled at a future Board Meeting.**

**ACTION 3 : JMacD to arrange for an update paper on the Materials Library in the Autumn.**

**ACTION 4 : JMacD to develop a Plan on what A+DS should commit to re Planning Consultations.**

**ACTION 5: Information on the North Seas Group to be circulated to the Board**

**ACTION 6 : Comms Group Meeting to be arranged to obtain website feedback.**

## **1 APOLOGIES**

Apologies were received from Graham Ross, Jonathan Hughes & Martin Crookston.

## **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **3 MINUTES OF MEETING ON 8 APRIL 2013 & MATTERS ARISING**

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

The paper on Retrofit Scotland was issued.

### Action 2

The response to the Review of Construction Procurement was approved by KA prior to issue.

### Action 3

This will appear later on the Agenda.

### Action 4

The Dedicated to Architecture Conference details were circulated and will be discussed later on the Agenda.

#### Actions 5

AS confirmed the response to the "On Board" Consultation was issued to SG by the deadline.

#### Action 6

JMacD liaised with Ian Gilzean re following up the Minister's visit in August. He is to speak to her to test her appetite for further involvement and hopes she will be back to see the Board soon.

#### Action 7

This will appear later on the Agenda.

### **4 AUDIT COMMITTEE UPDATE**

MM updated the Board on the recent Audit Committee Meeting. The updates to the Risk Register were reviewed – the Register will have a full Audit review in August and is now a compacted version with approximately 15 Corporate Risks. The Health & Safety Policy was reviewed; SLAB are due to carry out an internal audit and have identified procedures they will be looking at including payroll, pensions, absence management and IT Infrastructure and the Project Management procedures were tested and reviewed.

The Management Accounts were reviewed with Lynne and budgets were more or less on target with some queries on items like POs in progress, pre-payment items and payments pending. KPMG (external auditors) also tabled their Audit Plan for the coming year. Internal and external audit reports will be looked at by the Audit Committee and reported to the full Board if necessary.

### **5 BUSINESS PLAN REVIEW 2012/13**

The Review of last year's Business Plan was tabled. There were no significant issues with the majority of activities carried out as planned and within budget. SB asked if it would be possible to include separate reports on the Corporate Projects in future. JMacD agreed to this.

#### **ACTION 1 : Provide reports on Corporate Projects to future Board meetings.**

It was noted that Design Forum (DF) had carried out engagements across only 4 Local Authority areas. JMacD explained that the level of engagement with projects being reviewed is greater than previously and that DF are also carrying out other activities. The Board asked JMacD to bring an evaluation paper to a future meeting, setting how effective the new approach is.

#### **ACTION 2 : Design Forum Evaluation paper to be tabled at a future Board Meeting.**

AB asked for an update on the Housing Corporate Project. JMacD advised that this will be on the agenda for the August Board.

In conclusion, the Board welcomed the Business Plan Review paper and discussions, in particular regarding Design Forum, were noted.

### **6 BUSINESS PLAN UPDATE 2013/14**

An update of the 2013/14 Business Plan was tabled. The activities are all in the early stages but are programmed and budgeted for over the next year. The Materials Library, Design Skills Symposium and the Sust Events programme will be looked at later on the Agenda. The Board noted the report.

### **7 MATERIALS LIBRARY**

LMcE joined the meeting to discuss the Materials Library programme for 2013/14.

We propose to deliver lectures, seminars and CPD events – some in conjunction with other organisations – and develop case studies. In addition, the materials element of the Green Directory will be developed to create an online version of the Library.

The Board asked who used the Library. LMcE confirmed that there is a lot of interest from students but it is also used in conjunction with other organisations for exhibitions and CPD events aimed at professionals and policy makers. We are looking for partners to assist with and help fund the Library with the hope that in years to come it will be self-financing – JMacD advised that we would be happy to prepare an assessment of funding options for a future Board if required.

The Board welcomed this suggestion and in acknowledging that the resource is in its early stages and needs time to be developed, asked that an impacts and evaluation strategy be developed and presented to the Board later this year.

**ACTION 3 : JMacD to arrange a follow up paper on the Materials Library in the Autumn.**

## **8 DESIGN SKILLS SYMPOSIUM (DSS)**

DL joined the meeting to update on the Design Skills Symposium.

The DSS was discussed at a recent meeting where APDE suggested that the international dimension of the Symposium could be built on. DL proposes to submit a proposal to APDE for joint resourcing of the Design Skills Symposium with the aim being to build on the learning gained from the 3 years of the event so far; build the international dimension in preparing for the Commonwealth Games and strengthen relationships with the Improvement Service.

The Board agreed to this approach and asked to be kept informed of progress with external funding.

## **9 PLANNING CONSULTATIONS**

ED joined the meeting to discuss how A+DS should be involved in Planning Consultations. The broad principles proposed were that we should respond formally only to national consultations, e.g. SPP. Our support to local authorities in their development planning work would extend to guidance on handling design and place issues within development plan, highlighting best practice from across the country and delivering workshops on placemaking in selected areas.

The Board noted the proposed approach and asked that a detailed plan of what A+DS should commit to be developed and presented to the next Board meeting.

**ACTION 4 : JMacD to develop up a Plan on what A+DS should commit to re Planning Consultations.**

Discussion also took place on the Planning Sub-Group whose advice and assistance has been valuable, especially with the recent Planning workshops. It was agreed that they would reconvene on an ad hoc basis as and when required.

## **10 DEDICATED TO ARCHITECTURE**

JMacD updated the Board on the recent Dedicated to Architecture Conference in Copenhagen which he attended with the Chair. This was a valuable few days with links to European Partners working, supporting and sharing knowledge. There are possibilities to deliver direct benefits and JMacD has discussed this with IG who is keen to develop overseas links. The possibility of Scotland hosting a similar event in 2016 (the proposed year of Architecture) has been discussed.

It was agreed that the opportunities for International collaboration are good. The question was raised on what happened to the North Seas Group – JMacD to obtain information on this.

## **ACTION 5: Information on the North Seas Group to be circulated to the Board**

### **11 THE LIGHTHOUSE**

The paper updating on activity within the Lighthouse was tabled. The Lighthouse Reference Group has been re-formed with a new and clearer remit and JMacD currently sits on this for A+DS. At a recent meeting it was reported that visitor numbers are up at the Lighthouse (287,000 in the year to 31 March 2013) placing it high up on the list of visitor attractions within Glasgow. There is a 3 year strategy planned for the Lighthouse which will be useful for the Reference Group to test but the main message coming out of it is that things are set to get better.

### **12 COMMUNICATIONS UPDATE**

AE reported on recent Comms activity highlighting recent media support for the Green Conference and a review in the AJ on the Critical Dialogues Exhibition. The Ice Lab Exhibition will be launched in July which is a touring exhibition and this will be the first time it has been in the UK therefore good media coverage is anticipated.

The Corporate Plan is in progress – the Board discussions today will be followed up with an all staff session on Thursday prior to its being the main topic for the Away Day.

An overview of the Annual Report is now on the Intranet.

The website has been re-launched and AE ran through the external site and the new Board Intranet site. A Comms Group Meeting is to be arranged to obtain feedback on the website changes.

## **ACTION 6 : Comms Group Meeting to be arranged to obtain website feedback.**

### **13 ANY OTHER BUSINESS**

#### Chair Update

The Chair spoke at the recent Tenement Conference and met APDE re the Architecture Policy – there is an agreed remit for A+DS as part of this.

#### Construction Procurement Review

JMacD & HC have a meeting at VQ on 29 May to discuss this prior to formalising a meeting for the Board/Chair to review.

#### Town Centre Review

The Town Centre Review Report is due to be published at the end of May. There were some debates during this Review including rates, the service sector, service improvements, community development and the process of Masterplanning. Local Authorities have identified towns where land is locked - there is no money but in the past two organisations (eg supermarkets) would have been in competition with each other for this.

The Report will comprise of two parts – recommendations and detailed narrative. SG will discuss the report and then will say what they propose to do.

#### Corporate Away Day

The Agenda for the Board/Staff Away Day on 10 June will be developed after the staff session on the Corporate Plan later this week - Velodrome is an interesting venue with potential for some activities on the day.

Board Reviews

The Chair confirmed that all the Board Reviews have been completed. Due to other commitments two Board Members (BD & MM) do not wish to be considered for re-appointment next year.

Sust Events Pilot

Sust Programme committed last year to the delivery of 3 one-day conferences as a pilot with Spectrum Events who assisted with the organisation including venue, speakers, sponsors, etc. These events generated income to A+DS which in effect meant they were delivered at no cost.

The Board noted this initiative and agreed that it would be appropriate to look at this model for events across A+DS with a brief being created and partners being invited to tender for this work. The company chosen would need to work closely with us and we would need to be specific about our Agenda, logos and branding. The Board noted the potential of this for audience growth and additional income.

The Meeting closed at 5.00 pm.

Signed: .....  
**KAREN ANDERSON, Chair**

Date .....

**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (26)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 12 August 2013**



Architecture+DesignScotland  
Ailtearachd is Dealbhadh na h-Alba

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),  
Anja Ekelof (AE), Diarmaid Lawlor (DL) (Items 8 & 11), Hannah Douglas (HD) (Item 8),  
Lesley Riddell-Robertson (LRR) (Item 9), Samantha MacDonald (SMacD) (Item 9)

**ACTION 1 : AE to check status of the Nordic Horizons Group and potential for A+DS involvement.**

**ACTION 2 : Board Members to advise JMacD/AE of any groups they feel should be included in the Consultation process.**

**ACTION 3 : JMacD to table the requirements in the Architecture Policy against the Corporate Plan and circulate ASAP.**

**ACTION 4 : AE to arrange a means of highlighting the consultation within the Lighthouse.**

**ACTION 5 : Paper on the Updated Housing Project to be included in the next Board papers.**

**ACTION 6 : JMacD to establish what links we have with SG Housing Investment Team.**

**ACTION 7 : Copies of the Architecture Policy to be available for Board Members in both A+DS offices.**

**ACTION 8 : MC to establish next steps and inform the Board.**

**ACTION 9 : GR to clarify timings of Saltire Awards with a view to rescheduling the Audit Meeting to later that morning.**

## **1 APOLOGIES**

Apologies were received from Sandy Beattie and Jonathan Hughes.

## **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **3 MINUTES OF MEETING ON 13 MAY 2013 & MATTERS ARISING**

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

The Business Plan is included in the papers under Item 5.

#### Action 2

It is proposed that the update paper on Design Forum is tabled at the December meeting.

#### Action 3

It is proposed that the update paper on the Materials Library is tabled at the October meeting.

#### Action 4

Eric Dawson is preparing a note on this which will be circulated in due course.

#### Actions 5

Discussions subsequent to the conference in Copenhagen indicate this may be the Nordic Horizons Group. AE to pursue this to see if there is anything we can do or attend in this regard.

**ACTION 1 : AE to check status of the Nordic Horizons Group and potential for A+DS involvement.**

#### Action 6

This is now arranged for 12:00 on Monday 19 August 2013.

## **4 DRAFT CORPORATE STRATEGY**

The Draft draws together the outcome of our internal review process and presents an outline of our strategy for 2014-17 as the basis for consultation. The consultation will take place over the next eight weeks and Board members are invited to identify individuals or groups who should be involved in this.

JMacD outlined the key elements of the strategy and the changes that have been made relative to the current strategy within our Corporate Plan 2011-14 and invited the board to agree this as the basis for the consultation.

MC asked how the strategy responds to the new architecture policy and requested that a review of both documents be prepared to explain this.

MM suggested that the text could benefit from additional editing.

It was agreed that both the review and the editing would be done this week with no need to refer the documents back to the Board prior to issue.

The draft strategy will be available online and GR requested that it should be made available to visitors in the Lighthouse. It is also planned to hold consultation workshops with various groups around the end of September/beginning of October. The finalised draft will be presented to the Board in December.

The Board AGREED the Draft Strategy document as the basis for consultation, subject to the changes noted above.

**ACTION 2: Board Members to advise JMacD/AE of any groups they feel should be included in the Consultation process.**

**ACTION 3: JMacD to table the requirements in the Architecture Policy against the Corporate Plan and circulate ASAP.**

**ACTION 4: AE to arrange a means of highlighting the consultation within the Lighthouse**

## 5 BUSINESS PLAN UPDATE 2013/14

JMacD noted an error in the paper, namely that the reference to projects supported through Design Forum should refer instead to Health.

Two key changes to the Business Plan were highlighted relating to Design Skills Symposium and Housing.

The Symposium was originally scheduled to take place in the Autumn but following discussions with SG colleagues has been put back to Spring 2014. This is to accommodate the main focus of the event being the Commonwealth Games.

Following a meeting with APDE in July regarding the Housing project we have agreed to work with SG and others to prepare guidance for house providers. Information on how this project will be managed and the outputs proposed will be circulated in due course.

In discussion, KA asked what links we have with the Scottish Government's Housing Investment Team. JMacD agreed to pursue this and brief the Board.

The Board noted the report.

**ACTION 5 : Paper on the Updated Housing Project to be included in the next Board papers.**

**ACTION 6 : JMacD to establish what links we have with SG Housing Investment Team.**

## 6 ARCHITECTURE POLICY

This report was presented for information.

KA enquired whether it would be possible for Board Members to have copies of the Policy to hand out and AE advised that she would arrange for additional supplies to be available in both Edinburgh and Glasgow offices.

The Board noted the report.

**ACTION 7 : Copies of the Architecture Policy to be available for Board Members in both A+DS offices.**

## 7 FARRELL REVIEW

This report was presented for information. The review has drawn attention to Scotland's adoption of a policy and Ian Gilzean has been involved in discussions with the review team. Separately, KA has been asked to go to a feedback exercise and JMacD will be involved in a Seminar in December. As the consultation phase ended last month, several Board members sought clarification on the next steps. In the absence of anything on the review website, MC agreed to try and find out more and report back.

The Board noted the report.

**ACTION 8 : MC to establish next steps and inform the Board.**

## 8 SCHOOLS PROGRAMME UPDATE

DL and HD joined the meeting to discuss recent changes to the Schools Programme. The programme is now focussed on 4 related elements: Guidance on Refurbishment; Guidance on Outdoor Learning; Case Studies of new/refurbished schools; and an Annual Symposium.

The appointment of the new Programme Manager for the Schools team is imminent and the workstreams have been confirmed with Learning Directorate. The bulk of the work will be completed during the third quarter of the year and disseminated in the fourth quarter.

The Board noted the report and thanked DL & HD.

## **9 ACCESS PROGRAMME UPDATE**

LRR and SMacD joined the meeting to discuss their work within the Access programme.

The emphasis is on working by embedding projects into the curriculum for excellence through skills training for teachers; glow webinars; on-site workshops and CPD in partnership with local authorities.

We are developing the education aspect via cross programme working to reach e.g. professional audiences as well as developing partnerships with teachers' trainers at universities and school based mentors.

The Board noted the report and thanked LRR and SMacD.

## **10 COMMUNICATIONS UPDATE**

AE reported that July had been busy with the Icelab launch attracting a lot of media coverage including several publications and broadcasts that A+DS have not been in before. The report on the Board Intranet contains links to the reports. It was agreed that strong images had helped the publicity of this event.

The newsletter was sent out in July and the Architecture Policy was a popular article resulting from that.

Feedback from the Away Day in June was good - the results are posted on the Board Intranet.

Upcoming events can be accessed via the calendar in the Intranet and key things include the Icelab events; Architects for Health (10 September); Edinburgh Arts Festival (26 August); Scottish Planning & Environmental Law Conference (JMacD speaking – 5 September) and a Cosla Event Open Space – Next Generation (13 August).

We are also working with local visitor attractions marketing the local area around the Canongate the leaflets for this have gone to print.

## **11 TOWN CENTRE REVIEW**

DL joined the meeting to update the Board on the Town Centres Review. There was a soft launch of the report in July by Nicola Sturgeon and the response will be delivered by Derek Mackay.

The report was noted.

## **12 ANY OTHER BUSINESS**

### Chair Update

Recently spoke about Learning Towns at an event in the Borders on the Town Centre Review.

During attendance at a recent Housing Forum in the north-east of England the difference in funding profiles and housing space standards between England and Scotland was highlighted. The Housing Corporation plans to reduce Housing Association Grant further in the years ahead.

CEO Update

Attended the Icelab press launch; attending the Creative Scotland Festival Reception on 13 August; presenting to the Scottish Planning and Environmental Law Conference on 5 September; UK Agencies Chief Execs meeting planned for 17 September.

As the Saltire Awards take place on 9 September, MM suggested the Audit Meeting be put back an hour to 10.30 am. GR to clarify timings for the Saltire Awards prior to the Audit time being confirmed.

**ACTION 9 : GR to clarify timings of Saltire Awards with a view to rescheduling the Audit Meeting to later that morning.**

SNP/NPF

The Planning Consultation responses were agreed and signed off by the planning sub-group prior to submission. The Board noted their thanks to Eric Dawson and Kate Givan for the work done on this.

Housing Project

This was covered under the Business Plan Update earlier on the Agenda.

Construction Procurement Review

The implementation proposal will be circulated.

The Meeting closed at 4.45 pm.

Signed: .....  
**KAREN ANDERSON, Chair**

Date .....



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

Staff : Jim MacDonald, Chief Executive (JMacD), Anja Ekelof (AE), Maureen Jobbins (MJ -  
Minutes) Jill Malvenan (JM) (Item 7), Johnny Cadell (JC) (Item 7), Heather Chapple (HC)  
(Item 8), Lori McElroy (LMcE) (Items 9 & 10)

**ACTION 1 : JMcD to arrange for an attendee at NH event.**

**ACTION 2 : JMcD to arrange a meeting with Scot Govt Housing colleagues.**

**ACTION 3 : JMcD to pursue details of The Farrell Review.**

**ACTION 4 : JMacD to query and provide an explanation regarding the increase in the gas consumption.**

**ACTION 5 : AE to provide the Board with details of who has already attended so that they do not duplicate any contacts.**

**ACTION 6 : JMacD to confirm with LL what budget has been set aside for training.**

**ACTION 7 : JMacD to keep Board aware of the progress of this item.**

## **1 APOLOGIES**

Apologies were received from Sandy Beattie & Jonny Hughes.

## **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **3 MINUTES OF MEETING ON 12 AUGUST 2013 & MATTERS ARISING**

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

Completed. The Board requested that we attend to determine to what extent architecture features within the group. JMcD to arrange.

### Action 2

Complete.

### Action 3

Info circulated.

#### Action 4

Micro-exhibition installed in September.

#### Action 5

Item 7 on current Agenda.

#### Action 6

Ongoing. JMcD to arrange meeting with Scot Govt. with regards to the SG Housing Investment Team.

#### Action 7

Copies are available in both Bakehouse Close and The Lighthouse.

#### Action 8

MC advised that he had no further information about The Farrell Review. JMcD to pursue.

#### Action 9

Complete.

**ACTION 1 : JMcD to arrange for an attendee at NH event.**

**ACTION 2 : JMcD to arrange a meeting with Scot Govt Housing colleagues.**

**ACTION 3 : JMcD to pursue details of The Farrell Review.**

## **4 ANNUAL REPORT & FINANCIAL STATEMENTS**

The report and financial statements were presented having been agreed with KPMG, the external auditors, and Audit Committee. MM asked that the efforts of Lynne Lineen (LL) and her team be noted and the Board recorded its thanks.

AS asked that the increase in gas consumption be looked at to establish the reasons.

**ACTION 4 : JMacD to provide an explanation regarding the increase in the gas consumption.**

## **5 CORPORATE STRATEGY**

JMacD confirmed that the consultation period had been extended until 31 October. The workshop series had started with two meetings held last week and two further meetings scheduled this week. A fifth workshop planned for Perth was cancelled owing to low take up.

AE advised that to date we had received 48 online responses. There is the opportunity to hold further discussions if demand is there. The Board asked that details of who has attended the workshops be circulated to avoid duplicate contacts.

**ACTION 5 : AE to provide the Board with details of who has already attended so that they do not duplicate any contacts.**

## **6 BUSINESS PLAN UPDATE 2013/14**

JMacD presented the Q2 updates and apologised for the late receipt of some of these. It is proposed to add CG2014 as a new Corporate Project, subject to the Board's approval of the relevant paper on today's agenda. JMacD reported that overall, this year's programme is currently on-track and within budget.

AS asked for confirmation that the training programme was on track and properly resourced. JMacD confirmed that preparation of the programme had been delayed but was now underway and that resources were in place to support it.

**ACTION 6 : JMacD to confirm with LL what budget has been set aside for training.**

## **7 HOUSING PROJECT**

JM and JC presented a paper on the Housing Project. This was collated from findings of the pilot study and will be provided as background material to the Place Standards project in which A&DS are one of the 3 main project groups, others being Scottish Government Planning and Architecture, and Health Scotland. JMacD advised that the project is in its early stages and he will keep the Board updated regarding its progress. As various issues were identified that required further consideration, the Board requested that our draft report be reworked before it is published.

The Board noted the report and thanked JM & JC and the team for the work undertaken for this report.

**ACTION 7 : JMacD to keep Board aware of the progress of the Place Standards project.**

## **8 QUALITY AND EFFICIENCY**

HC joined the meeting to present a paper on "Quality and Efficiency". JMacD underlined that in setting out very clearly how good design can deliver savings, this report has strengthened our working relationship with Scottish Futures Trust (SFT). In addition, the principles it contains are applicable more widely and we will continue to work across the public sector to promote these and seek support for their implementation beyond the health sector. The report can be found on the A&DS website.

The Board noted the report and thanked HC for a clear and concise report.

## **9 SUST. SERVICE REVIEW**

LMcE joined the meeting to present a paper on the Sustainability Service Review. LMcE confirmed that in reviewing the service, Sust will reflect on what they do uniquely as other agencies/organisations provide similar services. JMacD confirmed that the review would be undertaken using best value principles and that the results will be reported to the Board in due course. The Board welcomed the review and noted their preference for a thorough and systematic approach so asked that staff ensure this happens.

## **10 COMMONWEALTH GAMES 2014**

LMcE presented the proposed scope of the programme and the approach to its delivery. LMcE confirmed that Scottish Government's Legacy Team have committed £40K towards the project which has been matched from our own budgets. In addition to this, further funds have been earmarked from within Scottish Government's Local Government and Communities Directorate. KA queried if other parts of the Lighthouse were to be utilised in such a way as to encourage as many visitors as possible, LMcE confirmed that the Lighthouse has requested funds towards a "cultural" theme.

There may also be the opportunity to obtain sponsorship to support the programme. The Board agreed the scope presented and asked that this be developed into a deliverable programme as soon as practical.

AB was nominated as the Board representative to sit on the Project Board.

## 11 PERFORMANCE PLANNING FRAMEWORK

This report was produced by Eric Dawson (ED) and was presented for information.

The Board noted the report and thanked ED for a very informative piece of work.

## 12 COMMUNICATIONS UPDATE

AE gave a verbal update on the following:

- a) Ice Lab;
- b) CAST;
- c) Corporate Strategy Consultations;
- d) Programme Team (Public Programme) – to be discussed at next Board meeting;
- e) Website - update is going well;
- f) Aite (Design Forum) – new launch;
- g) Friday lunchtime talks start on 11 October in the Lighthouse.

## 13. AOB

### Chair Update

Adverts are launched on 18 October for the 2 new Board members. They will be targeting main stream Legal, Financial and Media bodies as well as partner organisations. Interviews are expected to be held in January 2014 with an induction with the Board sometime in March 2014.

### CEO Update

Our Island Home – AE & LM to review how issues that were raised have been handled and what lessons we can learn from this.

### November Board Day

Not discussed.

### Meeting with CSfCEA

Not discussed.

The Meeting closed at 5.30 pm.

Signed: .....

**KAREN ANDERSON, Chair**

Date .....

**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (28)  
Bakehouse Close, 146 Canongate, Edinburgh  
2.00 pm on Monday 9 December 2013**



Architecture+DesignScotland  
Ailtearachd is Dealbhadh na h-Alba

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),  
Anja Ekelof (AE), Diarmaid Lawlor (DL) (Items 8 & 11), Eric Dawson (ED) (Item 12)

**ACTION 1 : JMacD to send link round BMs re the Nordic Horizons Group meetings.**

**ACTION 2 : Online version of Annual Report to be changed to Directors' Report and Accounts and made available on the website.**

**ACTION 3 : BMs to advise JMacD of parties we may wish to send the Annual Report to.**

**ACTION 4 : JMacD to look into feasibility of establishing a "focus group".**

**ACTION 5 : JMacD to arrange for the draft to be amended and represented at the next meeting in January.**

**ACTION 6: JMacD to circulate potential dates for Board Governance training.**

## **1 APOLOGIES**

Apologies were received from Alan Sim and Jonathan Hughes.

## **2 DECLARATIONS OF INTEREST**

GR declared an interest in Item 9, Place Standard & Value of Design based on Austin Smith Lord's appointment by the Scottish Government.

## **3 MINUTES OF MEETING ON 7 OCTOBER 2013 & MATTERS ARISING**

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

JMacD advised that the Nordic Horizons Group meet in the Parliament with the next meeting scheduled for 15 January 2014 – the topic being Transport in Oslo. There is a standing invitation to Board Members for these meetings and JMacD will send the link round the Board.

**ACTION 1 : JMacD to send link round BMs re the Nordic Horizons Group meetings.**

### Action 2

JMacD has contacted the new Director of Housing to arrange a meeting but has still to hear back.

### Action 3

JMacD is speaking at a seminar re the Farrell Review on Thursday. The Report is due to be with the Ministers at the end of the month.

#### Action 4

The gas consumption increase in BHC last year was due to the heating being on longer as the building was always cold at the start of the week. CST have been asked to pursue this matter.

#### Actions 5

Done.

#### Action 6

The training budget is currently at £8.5k, although appraisal training has been identified which will bring the total up to £10k.

#### Actions 7

This item is later on the Agenda.

## **4 ANNUAL REPORT**

AE tabled the publication version of the Annual Report which is ready to be lodged with Parliament. The Communications Group agreed the draft version in November. The Report will not be published on the website until Parliament have agreed it. All agreed it was clear, interesting and a strong move from what we have done previously.

The Report states that full accounts are on the website – it was requested that in future this read Directors' Report and Accounts and published on the website.

**ACTION 2 : Online version of Annual Report to be changed to Directors' Report and Accounts and made available on the website.**

Discussion also took place on the distribution of the hard copies of the Report and suggestions are welcomed.

**ACTION 3 : BMs to advise JMacD of parties we may wish to send the Annual Report to.**

## **5. CORPORATE STRATEGY CONSULTATION**

JMacD presented a report on the Corporate Strategy Consultation exercise.

The key messages from this were that people support A+DS and like what we do but want us to make the case for the value of design and to target those who don't know much about design.

Discussion took place surrounding the consultation and JMacD confirmed that we will share the report with the workshop attendees and thank them for their participation.

MC asked whether there would be merit in forming a "focus group" that we could consult with regularly. JMacD confirmed we would be happy to look at the feasibility of this.

**ACTION 4 : JMacD to look into feasibility of establishing a "focus group".**

## **6. DRAFT CORPORATE STRATEGY**

JMacD presented the initial draft of the new Corporate Strategy and confirmed that it was prepared in light of the consultation responses received and previous discussion internally. The Board discussed the stated objectives, their alignment with wider Scottish Government outcomes and the consistency of language across the text.

It was agreed that the objectives are appropriate, that the text would benefit from a clearer explanation of how these will deliver SG outcomes and that further editorial work is required to ensure internal consistency.

On this basis, KA requested that JMacD arrange for the draft to be amended and circulated ahead of the Board's next meeting on 20 January 2014. This will include a draft programme for 2014 – 2017.

**Action 5: JMacD to arrange for the draft to be amended and represented at the next meeting in January**

## **7 BUSINESS PLAN UPDATE 2013/14**

The updated Business Plan reporting on progress to date was tabled. JMacD advised that we remain on track to complete our planned projects on time and on budget. In addition there have been some changes to the programme though the year. Specific changes to note are the addition of the following projects:

- Commonwealth Games (Corporate Project);
- Repairs to Bakehouse Close;
- Reactivate Exhibition.

The Design Skills Symposium was originally scheduled for the autumn but has been re-programmed and will now take place in the spring.

## **8 SCHOOLS PROGRAMME UPDATE**

DL joined the meeting to update on the Schools Programme. The agreement with the Schools Directorate is to deliver four workstreams and DL updated on progress:-

- Case Studies – these have been reviewed already and the message is now out there;
- Schools Estate Conference – a recent conference on this recently brought together all of the Local Authorities;
- Outdoor Space and Learning – two workshops have been facilitated and we are in discussion with other towns on this. It is hoped that this can map across the work on Learning Towns;
- Refurbishment – we have agreed the advocacy and key statements with SG and the refurbishment scope has been agreed which we are engaging with SFT on.

The first two workstreams have been done and the third and fourth are difficult issues but we are on track to deliver these.

The Board noted the Report and thanked DL.

## **9 PLACE STANDARD & VALUE OF DESIGN**

The paper was tabled for information and to give an overview on both these pieces of work.

The Board had no questions and noted the Report.

## **10 AUDIT COMMITTEE UPDATE**

MM reported from the Audit Meeting on 5 November. Our internal auditors, SLAB, have carried out audits on Financial Management and Project Management. Both reports were satisfactory with only one or two minor recommendations on finance which have been implemented. Project Management Guidance is ongoing and currently being rolled out.

The Committee ran through the Risk Register and also had sight of the Programme Risks. The Risk Register is up to date and presents no concerns. The Financial Reports to the end of September were covered in detail and the Committee are confident we will achieve the required spend.

JMacD advised that he has completed the autumn review with Lynne Lineen with potential underspend being reallocated to other projects.

## **11 TOWN CENTRE REVIEW**

DL updated the Board on progress. The Scottish Government has broadly accepted the External Advisory Group's Report on Town Centres. It is now planned to establish a working group in the spring and A+DS will be invited to participate in this. The Access team will resource the Stalled Spaces work as a major project and funding regarding this will be known later this week.

This work links to Place Based Reviews and Learning Towns and will involve collaborating with Creative Scotland and Historic Scotland exploring strategic alignment of policies. There will also be opportunities through the Regeneration Directorate who are taking the Place Based Review approach. There is a lot of interest in this along with cross departmental support at Government level. This is an opportunity for A+DS to showcase some of what we have already learnt.

The Board noted the Report and thanked DL.

## **12 SUSTAINABLE PLACEMAKING**

ED reported on the collaboration with SNH to deliver a Sustainable Placemaking programme. This is a three year programme which is shortly coming to an end although there is demand and enthusiasm to further develop the programme and we have now been invited to meet with Government to discuss this.

SB noted that this was a great piece of work and asked if the next step should be rolling it out across all Local Authorities. SB advised he is happy to help support this.

ED advised that SG run development plan forums and we have discussed presenting at one of these.

The Board noted the Report and thanked ED.

## **13 COMMUNICATIONS UPDATE**

AE updated on the Communications Group Meeting on 5 November. The main activity was the draft Communications Strategy which ties in to the Corporate Strategy. The initial draft of the Annual Report was also tabled and met enthusiastically by the Communications Group.

Other recent activity includes the Cast Exhibition, the launch of which received coverage on the BBC website and the Reactivate Exhibition opened last Friday and is already attracting good coverage; the Annual Report has now been produced and will be published after it is laid before Parliament and website stats are currently looking good.

## **14 ANY OTHER BUSINESS**

### Chair Update

The Chair reported her attendance at the opening of Reactivate last Friday; along with JMacD she will be attending the RTPI Convenors' Reception on Tuesday; is attending an Economic Convenors Conference next Wednesday and will be assisting with the interviews for new Board members in mid-January.

CEO Update

JMacD advised that he will be attending a briefing on the White Paper with other CE's on Tuesday; will be speaking at a Farrell Review Seminar in London on Thursday and meeting John Mathers of the Design Council on Friday.

A+DS offices will be closed PM on Wednesday 18 December as staff are at Christmas lunch then will be closed from Wednesday 25 December – Thursday 2 January inclusive for the festive break.

White Paper

JMacD advised that the White Paper is now published and available to download from SG's website. If anyone wishes a hard copy please advise JMacD.

Accommodation Review

The process of this is now "public" within A+DS. We need to scope out different options and plan to put the business case to the Cabinet Secretary in late 2014. Engagement with staff is key to this. We are required to look at business needs along with the availability of accommodation in other SG offices. A future Board Strategy session will be set aside to discuss this.

Board Training

JMacD will circulate a list of potential dates for Board Governance Training, which will also allow the new members to participate.

**ACTION 6 : JMacD to circulate potential dates for Board Governance training.**

Design Forum Panellists

JMacD reported that the appointment of the Panellists took place in Spring 2010. They are not Ministerial appointments but Jill Malvenan is looking to put a robust framework in place and is keen to extend the volume of panellists. KA enquired whether there would be merit in approaching unsuccessful Board applicants for this role.

SG Further Consultation on Planning & Sustainability

SB advised that the response ED filled in regarding this is okay with him.

Commonwealth Games Exhibition Project Board

AB advised that he is part of the above group and the first meeting is later this week.

My Island Home

DC advised he had been involved in assessing the My Island Home entries.

The Meeting closed at 5.05 pm.

Signed: .....  
**KAREN ANDERSON, Chair**

Date .....



**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (29)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 17 February 2014**

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),  
Anja Ekelof (AE), Lori McElroy (LM) (Item 7)

**ACTION 1 : Clarification sought on wording of Annual Report on website.**

**ACTION 2 : Focus Group/Evaluation and Impact measures to be reported to the April Board.**

**ACTION 3 : JMacD to speak to trainer re the programme for Governance Training.**

**ACTION 4 : Finalised copy of Corporate Plan to be sent to Board Members.**

**ACTION 5 : Draft Business Plan to be re-presented to Board in April.**

**ACTION 6 : AE to send note round BMs re presence at DSS.**

**ACTION 7 : Business Plan 2013/14 closure report to be tabled at May Board.**

**ACTION 8 : Board and sub-committee dates to be scheduled and circulated.**

**ACTION 9 : Request that GCC spend some money on the Lighthouse building.**

## **1 APOLOGIES**

Apologies were received from David Chisholm, Sandy Beattie and Jonathan Hughes.

## **2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **3 MINUTES OF MEETING ON 9 DECEMBER 2013 & MATTERS ARISING**

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

The link re the Nordic Horizons Group was circulated.

### Action 2

The Annual Report and Accounts is now on the website. Clarification was sought on the wording being changed to "Directors Report and Accounts".

**ACTION 1 : Clarification sought on wording of Annual Report on website.**

### Action 3

JMacD did not receive the names of any parties we could send a hard copy of the Annual Report to.

### Action 4

JMacD is looking at the potential of a Focus Group as part of the evaluation and impact measures and will report back on this to the April Board.

**ACTION 2 : Focus Group/Evaluation and Impact measures to be reported to the April Board.**

### Action 5

The Corporate Plan will be discussed later on the Agenda.

### Action 6

Thursday 1 & Friday 2 May 2014 are the confirmed dates for Board Governance Training. JMacD is to speak to the trainer re the programme for this.

**ACTION 3 : JMacD to speak to trainer re the programme for Governance Training.**

MC enquired re the actions from the October meeting if JMacD had met with the new Director of Housing. JMacD advised that he has met with Lesley Farrer and is waiting to hear back from her.

## **4 DRAFT CORPORATE PLAN 2014/17**

The final draft of the Corporate Plan was approved by the Board.

This will be subject to final proofing and checking of images prior to being sent to the Minister next Monday – the Board to also be provided with a copy.

**ACTION 4 : Finalised copy of Corporate Plan to be sent to Board Members.**

## **5 DRAFT BUSINESS PLAN FOR 2014/15**

The Draft Business Plan tabled is not in the finalised form – activities have been reorganised under the new objectives but there is nothing in the budget column as there is no cash to allocate to activities at present. The document is currently a work in progress following a staff meeting last week which is to be followed up with a further meeting in early March.

Normal sign off of the Business Plan is February but as budgets for next year are unknown the document will be worked on subsequent to staff meetings and will be re-presented to the Board in April.

**ACTION 5 : Draft Business Plan to be re-presented to Board in April.**

## **6 BUSINESS PLAN UPDATE 2013/14**

The updated 2013/14 Business Plan was tabled. JMacD reported that most projects will spend their budgets and be completed by the year end. Expenditure is on track although we have asked APD about the potential for a small carry forward. The Commonwealth Games project is a separate item and the Design Skills Symposium programme is now finalised.

Board presence at the DSS was sought and AE will send a note round re this.

**ACTION 6 : AE to send note round BMs re presence at DSS.**

The Report was noted and a closure Report will be tabled at the May Board.

**ACTION 7 : Business Plan 2013/14 closure report to be tabled at May Board.**

## 7 COMMONWEALTH GAMES PROJECT UPDATE

LM joined the meeting and updated the Board on the progress of this project. The objective is to showcase the sustainability legacy of the Commonwealth Games and demonstrate how approach and planning can ensure the money is spent appropriately. SG wants to demonstrate how this can be rolled out nationally and Stalled Spaces will be a key part of this. LM briefed the Board on the format of the exhibition which will run from the front door of the building up to Gallery 2. There will be events for children, the public, CPD and This Friday Presents will have a Commonwealth theme.

AE advised that the comms and marketing plan has been developed for this project.

MC asked if this should be in front of Ministers more as it is high profile and ultimately could we possibly take the international lessons learnt to other countries, ie the Baltics?

## 8 BOARD MEETING CYCLE

Following discussions at the January strategy session JMacD tabled a paper with various options on the best way to divide up Board Members 24 days per year between Board Meetings, Strategy Sessions, Away Days, Sub-Committees, Engagement and Administration.

After discussion it was agreed that this would take the format of:-

What	How many
Formal Board meetings (incl AGM)	5
Strategy Sessions (incl Staff Away Day)	3
Away Days	3
Sub-Committee	4
Admin	4
Engagement	5
<b>Total</b>	<b>24</b>

It was agreed to call the formal and strategy days Board Business Meetings and Board Strategy Sessions respectively.

Due to the Easter holidays the April Board date has been rescheduled to Monday 7 April in Edinburgh. Other Board and sub-committee dates will be arranged and circulated in due course.

**ACTION 8 : Board and sub-committee dates to be scheduled and circulated.**

## 9 ICE LAB EVALUATION

The Ice Lab Evaluation Report was tabled. JMacD advised that these reports will be circulated routinely for information. We are currently looking at the infrastructure corporately of how we review projects to make the process simpler and more focused. The Board felt the lessons learnt was well presented and should be taken on board.

## 10 SCHEME OF DELEGATION

In the past Corporate Policies have required Audit/Board approval. Audit committee is happy that new/amended policy approval is delegated to the CE/Management Team.

The Board agreed to this change.

## 11 COMMUNICATIONS UPDATE

AE updated the Board on the Draft Communications Strategy, which is linked into the Corporate Plan and has been discussed at length at the Comms Committee. This is aimed at the Board and staff to get across the key messages in the Corporate Strategy and sets out our key audiences.

The Board discussed the document with questions raised on whether politicians should be listed as an audience, also ensure that description of A+DS is consistent across all platforms.

The Board approved the document subject to the comments made.

## 12 ANY OTHER BUSINESS

### Chair Update

The Chair reported that she had been involved in the interviews for new Board members; asked to Chair the Biennale Panel interviews; judge RTPI's Scotland's Best Places competition; has spoken at GASH lunches in both Edinburgh and Glasgow about A&DS work and was interviewed on the radio (BBC Radio Scotland) earlier in the day.

### CEO Update

JMacD is on holiday the remainder of this week; most of January has been taken up with the Corporate Strategy and he is finalising the detail for the Board Away Day to Inverness in March.

### Communications Update

AE has been working on the Corporate and Comms Strategies; work is ongoing promoting DSS; we have received recent coverage around Reactivate and Derelict Glasgow; we plan to publish the Corporate Plan on the Noticed Board from mid-March and the draft Board Toolkit was discussed at the Comms Meeting and will be presented to the next Board.

### Expenses

With the financial year end fast approaching AH reminded Board Members to submit their expenses as soon as possible.

### Lighthouse Building

MM asked if we could encourage GCC to spend a bit on the Lighthouse building as some of the areas are requiring a bit of TLC.

**ACTION 9 : Request that GCC spend some money on the Lighthouse building.**

### Landscape Institute

The Landscape Institute are having a lunch in BHC on Wednesday - if any BMs want to attend please let Diarmaid know.

### Design Forum Day

The Design Forum Panellists Day is on Wednesday 26 February in Edinburgh. AB to attend and represent the Board.

As MM cannot attend the Away Day in March the Chair extended thanks to him for his work on the Board and Audit Committee over the last four years.

MM thanked the Chair and advised that both professionally and personally it has been enjoyable through a process of change for A+DS.

The Meeting closed at 4.35 pm.

Signed: .....  
**KAREN ANDERSON, Chair**

Date .....