



**ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (36)
Bakehouse Close, 146 Canongate, Edinburgh
1.30 pm on Monday 11 May 2015**

Present : Karen Anderson (KA) (Chair), Andrew Burrell (AB), Alan Sim (AS), David Chisholm (DC), Graham Ross (GR), Graham Hill (GH), Martin Crookston (MC), Sue Evans (SE), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lynne Lineen (LL) (Items Items 1-4 & Item 6)

Guest : Ian Gilzean (IG), Architecture & Place, Scottish Government

Actions	Who	When
ACTION 1 : AE to investigate use of electronic v-cards.	AE	End July
ACTION 2 : JMacD to follow up on RIAS Dundee Chapter.	JMacD	End July
ACTION 3 : Written update on Place Standard to be provided.	JMacD/JC	End July
ACTION 4 : JMacD to circulate briefing paper on Change Plan prior to the Away Day in June.	JMacD	Pre 8 June
ACTION 5 : Thoughts/input re Scottish Housing & Future Places resources to JMacD as soon as possible.	All	ASAP

1 APOLOGIES

Apologies were received from Jonny Hughes.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 9 MARCH 2015 & MATTERS ARISING

The minutes were agreed subject to one correction:-

Item 7, Board Member Updates should read “was on the judging panel for the Aberdeen Society of Architects Awards”.

Actions from the Minutes were as follows:-

Action 1 : External Funding to come to a future Board Meeting.

LMcE is working on this and it will be circulated to Board Members for comment prior to being presented to the August Board.

Action 2 : JMacD to provide an update on the Change Plan.

Under AOB on today’s agenda.

Action 3 : One Scotland & Scotland’s Economic Strategy documents to be circulated.

Complete.

Action 4 : JMacD to prepare an update on Housing.

Under AOB on today's agenda.

Outstanding items from 9 February Meeting were noted as follows:-

Action 1 : JMacD to arrange circulation of the list of Design Forum Panellists to Board.

Outstanding - JMacD to follow up.

Action 2 : JMacD to arrange a paper on how our activity supports housing at an early development stage.

Ongoing.

Action 3 : JMacD to arrange a presentation to Board on Place Standard

There is nothing substantive to report at present – an update will be presented to the August Board.

Action 8 : JMacD to consider attendees for the Scottish Development Planning Conference.

Complete.

Action 9 : JMacD to draft a response for the Chair to the Equality 50:50 by 2020 Policy.

Feedback has been given to SG.

4 HEALTH & SAFETY UPDATE

LL ran through the Health & Safety Update which is now a standing Item. There were no reported accidents or near misses.

GH advised that in order to raise awareness of Health & Safety it would be good to highlight near misses.

Item 6 was taken before Item 5.

6 RISK REGISTER

LL updated on the Risk Register. This is discussed monthly at the Management Meetings, tabled at every Audit Meeting and six monthly at Board level. With some input from SE the format has recently changed with residual risk and completion date columns added and new additions are highlighted in gold.

The Audit Committee this morning asked for the new items' colour coding to be added to the key, any new risks added have a new ID number with risks retaining their ID number throughout and under mitigations in Risk 10 "risk management strategy" is changed to read "risk management".

Risks 2 & 4 were downgraded as these were both linked to staff losses as a result of the accommodation review which is nearly completed. Risk 3 was added and relates to the Change Process as new ways of working may impact on delivering current projects while staff adjust.

5 AUDIT COMMITTEE UPDATE

The Audit Report tabled summarised the February Meeting. MC updated on this morning's Audit Meeting which covered Internal Audit, Corporate Polices, Management Accounts and Governance Report. It was agreed that Succession Planning should be given priority with a

report going to the August Audit Meeting. The next Agenda will also look at how effectively the Audit Committee works.

7 2014/15 BUSINESS PLAN REVIEW

The Business Plan Update for 2014/15 was tabled which summarised achievements from last year. Projects we were unable to progress were highlighted, this was mainly due to a lack of resources. Activity around Green 2014 was a major element and this has led to further work with the legacy team at Scottish Government.

Discussion took place around the report including how the work done in the last year could be used to test KPIs; ways to pull out feedback to improve things we do; ways of reporting back, etc and also if our sponsor unit were aware of items we could not do due to lack of resources.

The Board were happy with the activities and format of reporting and commended the staff for their achievements.

8 PUBLICATION SCHEME 2015

AE explained that the Publication Scheme requires us to make information available on our website - In 2011 we adopted the Information Commissioner's Model Publication Scheme for four years and this now requires renewing for a further term.

The Board APPROVED the Re-adoption of the Model Publication Scheme.

9 COMMUNICATIONS UPDATE

AE provided an update on Comms work over the last few months. Purdah restricted how much external comms we could do but the focus has been on the launch of Decade, the Business Plan is on the website and we have provided editorial content for both RIAS Quarterly and the Lighthouse.

Internal comms focus has been on the Change Plan; the staff/Board Away Day in June which will take place in the White House, Craigmillar and the Parliamentary Reception has been confirmed as 24 November and will be supported by Patricia Ferguson.

The original website supplier was unable to deliver to due to staff shortages resulting in the contract being cancelled at no cost to A+DS. The new provider is R R Donnelley Creative/Civic. The new timeline is on track with launch anticipated end July/beginning August.

The Comms Group looked at re-branding and after consulting a design agency has agreed a typographical expression. This is primarily to coincide with our tenth anniversary but will also launch with the new website and be phased in thereafter.

SB suggested that electronic v-cards are developed to attach to emails. AE to look into this.

ACTION 1 : AE to investigate use of electronic v-cards.

10 ANY OTHER BUSINESS

Chair/CEO Diaries

The Chair recently spoke at the Cross Party Group at the Parliament about Festival 2016; was a judge at Scotland's Homes Awards and is carrying out Board Member reviews this month.

JMacD, along with KA & AB, is attending the RIAS Convention later this week; has 3 one day staff workshops planned for the Change Plan; has been involved in meetings both for the Year of

Architecture and Festival 2016 and will be in London at the end of May meeting with the UK Design Agencies.

Board Member Updates

DC attended the RIAS Chapter on Creative Dundee. JMacD is happy to follow up on this.

ACTION 2 : JMacD to follow up with RIAS Dundee Chapter.

SE attended a Homes for Scotland Place Standard workshop.

AB highlighted the Academy of Urbanism Congress on Health and Wellbeing which takes place in Birmingham this year.

AB attended a Place Standard event at the Mac which was well attended. Discussion on this took place and a written update to be provided as soon as convenient.

ACTION 3 : Written update on Place Standard to be provided.

GH attended an Association of University Directors of Estates event in Stirling and will be attending a Scotland's Regions and Cities in global Economy Conference this Wednesday.

GR attended a Strathclyde University Architecture Department open session for students, practitioners and staff.

SB advised that RGU are keen to get the Architecture School more involved with our work and attended a Countess Wells Place Group meeting – a consortium looking at Quality of Place.

Accommodation Review

Finalisation of the Business Case remains on hold until we have concluded discussions with colleagues in Scottish Government. The target for submission is 31 August 2015.

Change Plan Update

JMacD updated on this - the Management Team has undergone a series of externally facilitated training days in preparation for the new ways of working. This has been positive with clear messages coming out of the training. All staff will attend one of three all-day workshops next week to introduce the way forward. The workshops will then be developed into concepts for the June staff/Board Away Day. The timetable for the Change Plan was circulated in March but this will be re-visited as we aim to complete this sooner than anticipated. A briefing paper will be circulated prior to the Away Day.

ACTION 4 : JMacD to circulate briefing paper on Change Plan prior to the Away Day in June.

Housing Expo Update

JMacD circulated the briefing in advance to ensure the Board is up to date on this. The Board felt it was thorough and liked the conclusion. It was also good to look at the view housing developers took. Any further questions on this LMcE is happy to assist.

Scottish Housing & Future Places

The briefing on this was circulated. 34 actions have been highlighted with key lead/partner organisations identified. It is unclear why A+DS have been identified under some actions and there are others that we could have input in.

The key challenge will be resources – some things align to our existing work but most would require additional resources. JMacD to meet with SG to discuss further. Any thoughts and input from the Board to JMacD ASAP.

ACTION 5 : Thoughts/input re Scottish Housing & Future Places resources to JMacD as soon as possible.

The Meeting closed at 4.10 pm.

Signed:

KAREN ANDERSON, Chair

Date



ARCHITECTURE + DESIGN SCOTLAND
MINUTES OF BOARD MEETING (37)
The Lighthouse, 11 Mitchell Lane, Glasgow
1.30 pm on Monday 10 August 2015

Present : Karen Anderson (KA) (Chair), Andrew Burrell (AB), Alan Sim (AS), David Chisholm (DC), Graham Ross (GR), Graham Hill (GH), Jonathan Hughes (JH), Martin Crookston (MC), Sue Evans (SE), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lynne Lineen (LL) (Items 1-5 & Item 7), Johnny Cadell (JC) (Item 12), Lori McElroy (Items 10 & 11)

Guest : Sandy Robinson (SR), Architecture & Place, Scottish Government (Item 12)

Actions	Who	When
ACTION 1 : Paper on Review of Audit Committee Functions to be circulated to Board.	LL/AH	Done
ACTION 2 : LMCE to provide details of success measures and governance for the 2016 project.	LMCE	By 7 Sept
ACTION 3 : LMCE to prepare follow-up paper on External Funding for presentation to October Board.	LMCE	End Sept
ACTION 4 : Suggestions for key contacts for Decade Events to be sent to AE ASAP.	All	ASAP
ACTION 5 : Link for new website prototype to be circulated for feedback.	AE	By 31 Aug
ACTION 6 : Final version of Annual Report to be circulated prior to signing.	LL/AH	End Sept
ACTION 7 : JMacD to review Business Plan procedures and updating with Management Team.	JMacD	By 5 Sept
ACTION 8 : Names of attendees for the Parliamentary Reception to AE ASAP.	All	By 31 Aug
ACTION 9 : Suggestions for September's Strategy Session to the Chair.	All	By 24 Aug

1 APOLOGIES

There were no apologies.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 11 MAY 2015 & MATTERS ARISING

The minutes were agreed subject to one correction:-

Item 10, Board Member Updates should read "SE attended a Homes for Scotland Place Standard workshop". In addition only AB attended the Place Standard event at the Mac.

Actions from the Minutes were as follows:-

Action 1 : AE to investigate use of electronic v-cards

This will be included within the new brand guidelines.

Action 2 : JMacD to follow up on RIAS Dundee Chapter

JMacD is hoping to meet with the President later this month. DC is also in touch with Dundee; SE is talking to Glasgow; and SB Aberdeen, AS plans to contact Stirling; KA Inverness and GH Edinburgh.

Action 3 : Written update on Place Standard to be provided

Item 12 on today's Agenda.

Action 4 : JMacD to circulate briefing paper on Change Plan prior to the Away Day in June

Completed.

Action 5 : Thoughts/input re Scottish Housing & Future Places resources to JMacD as soon as possible.

JMacD thanked Board Members for their responses and confirmed that a meeting had been held with Scottish Government to discuss our contribution.

4 HEALTH & SAFETY UPDATE

LL highlighted one incident involving intruder alarm activation at Bakehouse Close and one near miss. Measures have been put in place to address these.

5 AUDIT COMMITTEE UPDATE

MC noted the issues covered at May's Audit meeting and highlighted items from the August Audit Meeting including the draft Internal Audit Strategy; the draft Annual Report and Financial Statements; succession planning and Audit Committee functions. MC asked if the Board were happy for Audit to include KPIs in their remit. This was AGREED. KA requested that the Audit Review paper is issued to the Board.

ACTION 1 : Paper on Review of Audit Committee Functions to be circulated to Board.

12 PLACE STANDARD

JC made a presentation on Place Standard explaining its purpose, how it will work and how it relates to what A&DS do. It is being piloted now ahead of its launch in November.

Board members commended the project and urged that it be considered for widest possible use. Eg. GH asked if there was potential for Place Standard compliance to be part of SG's Procurement Gateway process and AS suggested it could be part of consideration for funding/grants etc. KA admired the accessible language and hoped that it will be a key tool to develop wider understanding of the importance of place design and investment decision making.

Following discussion, the Chair thanked SR and JC and asked that the Board be kept updated on this project.

10 2016 - YEAR OF INNOVATION

LMcE presented the updated programme for 2016. Its objective is to introduce the wider population to architecture under the suggested title of "Say Hello to Architecture" and it will be made up of 3 strands (local, national and Best of the Best) with the possibility of a 4th strand (Venice) if resources can be secured from Scottish Government.

The programme has been discussed with RIAS and colleagues at VisitScotland and we have been encouraged to apply for funds to assist with the delivery of the full programme. In addition, various partners have been identified to assist in the delivery and a funding application has been submitted to Event Scotland. The result of this will be known before the end of September and there are opportunities to apply for two other funding sources – RIAS and Creative Scotland.

Discussion took place around the staff resources required and concerns were expressed that a lot of staff time and costs might be involved in a touring exhibition which would limit capacity elsewhere. LMcE agreed that this was a Risk and confirmed she would be working on further detail of the proposals. Post Meeting Note : This work to cover relationship with RIAS Festival local activity.

The importance of establishing clear success measures and ensuring this potentially complex programme is managed effectively was highlighted and LMcE directed to provide details of both success measures and governance.

ACTION 2 : LMcE to provide details of success measures and governance for the 2016 project.

If funding is secured to involve A&DS as a partner in Scotland in Venice, it was suggested that Stalled Spaces may be an ideal theme for Scotland's contribution.

The Chair thanked LMcE and asked for the Board to be kept updated monthly on the development and delivery of the programme.

11 EXTERNAL FUNDING STRATEGY

LMcE presented a paper on the Draft External Funding Strategy as a means of extending revenue streams. The focus of the strategy is working with other agencies and identifying funding bids.

The Board expressed concern that the paper presented is more of a Project Development/Action Plan than a Paper that allows the Board to understand the strategic issues and opportunities for obtaining funding appropriate for our activity and objectives. The Chair expressed disappointment as this item had been deferred from 2014/15 to allow more detailed work to be carried out and a funding strategy developed. She asked that further work is undertaken to consider the relevant issues and present a draft strategy ASAP detailing specific opportunities and any risks. In preparing this, it was emphasised that we need to be mindful of our priorities and state what service we can/should offer to which customers; how we choose partners appropriately; what lessons we can learn from other NDPBs dealing with similar issues and what dedicated staff work/training is required.

ACTION 3 : LMcE to prepare follow-up paper on External Funding for presentation to October Board.

6 COMMUNICATIONS SUB-COMMITTEE TERMS OF REFERENCE

The revised Terms of Reference for the Communications Sub-Committee were tabled and APPROVED.

8 COMMUNICATIONS UPDATE

AE updated the Board on Comms activity since the last meeting and noted that the next three Decade events are confirmed. Names of key contacts are required to invite to these events – please let AE know suggestions ASAP. The Decade publication should be published before the Parliamentary Reception on 24 November with the first draft available in September

ACTION 4 : Suggestions for key contacts for Decade Events to be sent to AE ASAP.

Work is progressing on the new branding which will go live on 31 August to coincide with the launch of the new website – guidelines for this and an updated Board PowerPoint presentation will be circulated.

AE gave a brief overview of the new site, albeit it is currently being worked on and only has a limited amount of content transferred to date. Once the prototype is fully functional with more content a link will be sent round for feedback.

ACTION 5 : Link for new website prototype to be circulated for feedback.

7 ANNUAL REPORT

The Annual Report and Financial Statements were presented for Board approval.

Subject to correction of typographical errors and updates required, the Board APPROVED the Annual Report. KA asked if a finalised version could be circulated once the amendments are made.

ACTION 6 : Final version of Annual Report to be circulated prior to signing.

9 BUSINESS PLAN UPDATE

An update to the Health and Design Forum sections of the Business Plan was circulated. Concerns were raised regarding the format and the failure of some activities to provide updates.

JMacD noted these concerns and undertook to work with the Management Team to address these. In particular the Board wish to see clear reporting of budgets and strategic priorities and success measures.

ACTION 7 : JMacD to review Business Plan procedures and updating with Management Team.

13 ANY OTHER BUSINESS

Chair/CEO Diaries

The Chair is working with the Biennale Steering Group; made a presentation at Snook's "Social by Design" event; is part of the Decade Editorial Team which has met twice to date and last week had the latest six monthly meeting with JMacD and the Chair & President of RIAS.

JMacD confirmed that Alex Neil MSP, Cabinet Secretary for Social Justice, Communities and Pensioners' Rights will be opening the Place Challenge event in October.

Board Member Updates

GR was delighted to be involved in this year’s Student Awards.

SE made a presentation last week to the GIA and recently attended a Landscape Institute Scotland meeting.

GH recently attended a Built Environment networking event and a RICS London Fellowship event.

DC enquired if there was potential for Transport Scotland to be involved in discussions regarding access to Hopetoun House. KA also suggested there may be merit in meeting Transport Scotland to cover key working but perhaps suggest local ‘car free’ days for some 2016 events.

AB suggested some of the Stalled Spaces work could be useful for Decade or Venice.

Parliamentary Reception 24 November 2015

The date for the Parliamentary Reception is confirmed as Tuesday 24 November. Please can everyone send names of influential attendees for this event to AE as soon as possible.

ACTION 8 : Names of attendees for the Parliamentary Reception to AE ASAP.

Accommodation Review

JMacD had circulated a briefing paper on the Accommodation Review as an update. The next steps are submission to Scottish Government for a decision by Minister’s after which we can start implementing our preferred solution.

Change Plan Update

JMacD had circulated a briefing paper on the Change Plan as an update. The Guiding Group meet fortnightly and regular updates will be provided.

Blogs

The Chair thanked Board Members for their contributions to the blogs.

Next Meetings

Owing to holidays it was AGREED to bring October’s Board Meeting forward a week to Monday 5 October.

The September meeting is a Strategy Session. The Chair will look at direction for this from the Board Reviews and also at future business and how the Board can influence/help with this. Any other suggestions for the Strategy session would be welcome.

ACTION 9 : Suggestions for September’s Strategy Session to the Chair.

The Meeting closed at 5.30 pm.

Signed:

KAREN ANDERSON, Chair

Date

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (38)

The Lighthouse, Mitchell Lane, Glasgow

1.30 pm on Monday 5 October 2015

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), Graham Ross (GR), Graham Hill (GH), Martin Crookston (MC), Sue Evans (SE), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Diarmaid Lawlor (Items 7 & 8)

Actions	Who	When
ACTION 1 : All to send 5 names of Parliamentary Reception attendees to AE & AH ASAP.	All	ASAP
ACTION 2 : JMacD to discuss the value of Board Members sitting on working groups with the Management Team and brief the Chair.	JMacD	Prior to Dec Board
ACTION 3 : JMacD to arrange for a report on the Public Sector Client Forum to be prepared and circulated to the Board.	JMacD	Prior to Dec Board
ACTION 4 : JMacD to seek confirmation that the Health Directorate is content with the Health Case Studies being behind schedule.	JMacD	Confirmed
ACTION 5 : JMacD to arrange for the Business Plan to be amended to show a section explaining why projects are behind schedule.	JMacD	Dec Board
ACTION 6 : JMacD to follow up why there are no planned KAG meetings with colleagues and SG.	JMacD	Prior to Dec Board
ACTION 7 : When the programme for the Student Awards exhibition and tour is finalised a copy to be circulated to Board Members.	MB	When confirmed
ACTION 8 : JMacD to look at options for promoting the availability of our spaces on Level 2.	JMacD	Prior to Dec Board
ACTION 9: DL to refine the Participation in Place Making proposal as outlined for discussion at the November meeting.	DL	Nov Board
ACTION 10 : JMacD to circulate background papers and presentation for Participation in Place Making to the Board.	JMacD	Completed
ACTION 11 : AE to come up with options for the design of invites for the Parliamentary Reception.	AE	Completed

ACTION 12 : JMacD to provide an update on the Change Plan ahead of the November Board meeting.	JMacD	Nov Board
ACTION 13 : AE identify potential partners and invite them to the Parliamentary Reception.	AE	Completed

1 APOLOGIES

Apologies were received from Andrew Burrell, David Chisholm and Jonathan Hughes.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 10 AUGUST 2015 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

Actions from the Minutes were as follows:-

Action 1 : Paper on Audit Committee functions to be circulated.

Completed.

Action 2 : Details on success measures and governance for the 2016 project to be provided.

JMacD advised that these would be available for circulation by the end of this week.

Action 3 : Follow-up paper on External Funding to be presented to October Board.

JMacD advised that responsibility for this is being reallocated and the paper will be presented to a future meeting.

Action 4 : Suggestions for key contacts for Decade Events to be sent to AE.

AE will issue the updated Decade programme to Board Members for circulation to their contacts.

Action 5 : Link for new website prototype to be circulated.

Completed.

Action 6 : Final version of Annual Report to be circulated.

Completed.

Action 7 : JMacD to review Business Plan procedures and updating with Management Team.

Completed.

Action 8 : Names of attendees for the Parliamentary Reception to AE.

Board Members to supply at least 5 names ASAP.

ACTION 1 : All to send 5 names of Parliamentary Reception attendees to AE & AH ASAP.

Action 9 : Suggestions for September's Strategy Session to the Chair.

Completed.

4 HEALTH & SAFETY UPDATE

The report was NOTED.

5 AUDIT COMMITTEE UPDATE

The report was NOTED.

6 2015/16 BUSINESS PLAN

JMacD tabled the updated Business Plan, advised that staff had worked hard to make the changes required and highlighted the pressures being experienced by staff in maintaining delivery while managing both a process of change and reduced resources.

The Board welcomed the updated format and the clarity it provides.

Issues were raised as follows:-

Given the value of the working groups the Board asked if it would it be helpful for Members to sit on some of these.

ACTION 2 : JMacD to discuss the value of Board Members sitting on working groups with the Management Team and brief the Chair.

A report on the Public Sector Client Forum event on 23 September was requested.

ACTION 3 : JMacD to arrange for a report on the Public Sector Client Forum to be prepared and circulated to the Board.

Health Case Studies appear to be behind schedule

ACTION 4 : JMacD to seek confirmation that the Health Directorate is content with the Health Case Studies being behind schedule.

Members asked that a section be added to the Plan explaining why projects are behind.

ACTION 5 : JMacD to arrange for the Business Plan to be amended to show a section explaining why projects are behind schedule.

It was noted that the Key Agencies Group has not met in the last quarter and no meetings are planned.

ACTION 6 : JMacD to follow up why there are no planned KAG meetings with colleagues and SG.

ACTION 7 : When the programme for the Student Awards exhibition and tour is finalised a copy to be circulated to Board Members.

The under use of our Lighthouse Gallery spaces was discussed and the Chair asked the Chief Executive to find ways to promote its availability to relevant partners, e.g. via the newsletter.

ACTION 8 : JMacD to look at options for promoting the availability of our spaces on Level 2.

7 PLACE CHALLENGE BRIEFING

DL briefed members on the forthcoming Place Challenge event. This takes place in Arbroath on 28 and 29 October and was sold out over two months ago. The programme has been released with Day one concentrating on Town Centre Living : Strategic; Area Investment; Town and Building. Day two will comprise projects brought in to discuss possibilities. Experienced facilitators will be brought in but Board Member knowledge and expertise will be required within the groups. The ambition is to capture the learning outcomes from the event.

There is a good mix of attendees from different backgrounds and geographical areas. The briefing paper will be circulated later this week.

8 PARTICIPATION IN PLACE MAKING

DL presented a proposal to establish a new approach to our work focussed on participation.

The Board felt that on reading the papers the proposal is not sufficiently clear. Further work is required to refine the proposal, identify the associated risks, explain how the proposal links to the Change Process and how it will figure within the next Business Plan (2016/17). Whilst the Board welcomed the fact that the principles have been discussed with the Management Team, they felt it needs to be much clearer before it can be shared with staff and potential partners.

It was agreed that the refined proposal should be presented for further discussion at the November Board meeting.

The Board AGREED the principles set out but instructed staff to refine the proposal for discussion at the November Board meeting. Board also requested sight of both DL's presentation and the consultant report referred to in the papers.

ACTION 9: DL to refine the Participation in Place Making proposal as outlined for discussion at the November meeting.

ACTION 10 : JMacD to circulate background papers and presentation for Participation in Place Making to the Board.

9 COMMUNICATIONS UPDATE

AE presented the latest report and delivered a presentation on the new Brand Guidelines.

The Report was NOTED.

10 ANY OTHER BUSINESS

Chair/CEO Diaries

KA is speaking at the opening of Scotland + Venice at the Mac this Thursday.

JMacD is attending the next Cross Party Group Meeting at the Parliament on 6 October; the YIAD 2016 Steering Group on 8 October; APD Liaison Meeting on 21 October.

Board Member Diaries

SB has been invited to be a judge on the Civic Trust Awards; has attended local RTPI Chapter CPD events; has met with the local RIAS president and will be attending the school of Architecture Awards on Tuesday.

AS has meet with the Stirling RIAS Chapter and is arranging a meeting with the Glasgow Chamber of Commerce – SE noted an interest in also attending this meeting.

GR recently attended the Mackay Hannah Scottish Housing Conference. He will prepare a Briefing Note

MC is currently waiting to hear about the Place Standard Advisory Group.

GH is unable to attend Place Challenge but will attending a PRS dinner the evening before and E C Harris hosted a dinner for the new Chief Executive of Edinburgh Council which was also attended by JMacD.

Parliamentary Reception

The priority is to get the invite list and invite finalised and to confirm the attendance of Board Members. The Chair asked that AE consider carefully the design of the invites.

ACTION 11 : AE to come up with options for the design of invites for the Parliamentary Reception.

Change Plan Update

Work is ongoing on our new structure and roles & responsibilities. As part of this we are engaging HR support and have met with officials in Scottish Government to scope this. JMacD will circulate an update in advance of the November Board meeting.

ACTION 12 : JMacD to provide an update on the Change Plan ahead of the November Board meeting.

Head of Access and Sust

We are currently recruiting internally for the Head of Access/Sust. Any appointment will be on a temporary basis until 31 March 2016. LMcE's last working day will be 22 October.

The Board asked that their thanks to Dr McElroy for all her hard work on their behalf be noted and that their best wishes to her in her new role be passed on.

Year of Innovation, Architecture and Design

The Board asked that we invite potential partners for 2016 to the Parliamentary Reception.

ACTION 13 : AE identify potential partners and invite them to the Parliamentary Reception.

Future meetings

The 9 November meeting is a Strategy Session with the location and timing to be confirmed.

The 2015 AGM will take place in Edinburgh at 1.30 pm on Monday 14 December.

The next formal Board Meeting will take place following the AGM at 2.00 pm.

The Meeting closed at 16:40.

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (39)

Bakehouse Close, 146 Canongate, Edinburgh

1.45 pm on Monday 14 December 2015

Present : Karen Anderson (KA) (Chair), Alan Sim (AS), David Chisholm (DC), Graham Hill (GH), Martin Crookston (MC) & Sue Evans (SE)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lynne Lineen (Items 4 & 7), Danny McKendry (DMcK) (Item 8) & Morag Bain (MB) (Item 8)

Guest : Ian Gilzean (IG), Architecture & Place, Scottish Government

Actions	Who	When
ACTION 1 : LL to check statutory requirements for first aid cover and confirm at January Board.	LL	1 February 16
ACTION 2 : LL to discuss Lone Working Policy with the Management Team and brief January Board.	LL	1 February 16
ACTION 3 : LL to review Risk 13	LL	1 February 16
ACTION 4: LL to review weighting, mitigation measures and residual weighting of each entry and report to February Board	LL	1 February 16
ACTION 5: JMacD to include additional information on project timescales in future plans.	JMacD	1 February 16
ACTION 6: JMacD to clarify why no success measure relating to community engagement is indicated for Stalled Spaces.	JMacD	1 February 16
ACTION 7: JMacD to provide information on Capacity Building (Schools) and the dates of the LAUDF meetings.	JMacD	1 February 16
ACTION 8: JMacD to prepare detailed report for the next meeting	JMacD	1 February 16
ACTION 9 : Board Members to send suggestions for receiving hard copies of the Annual Report to AE/AH.	All	Mid January
ACTION 10 : JMacD to arrange for an update on the Joint Housing Delivery Plan to be provided to the next meeting.	JMacD	1 February 16

1 APOLOGIES

Apologies were received from Sandy Beattie, Graham Ross, Andrew Burrell and Jonathan Hughes.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 5 OCTOBER 2015 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

Actions from the Minutes were as follows:-

Action 1 : Send names of Parliamentary Reception attendees ASAP.

Completed – there were over 100 attendees at the Reception.

Action 2 : The value of Board Members sitting on working groups to be discussed with Management Team.

JMacD reported Management Team's view is that the current arrangements are appropriate, e.g. P&C Sub-Committee.

Action 3 : Report on the Public Sector Client Forum to be prepared and circulated.

Outstanding – JMacD to pursue.

Action 4 : Seek confirmation that the Health Directorate is content with the Health Case Studies that are behind schedule.

JMacD reported that an amended scope of work was agreed with SG Health Directorate.

Action 5 : Business Plan to be amended to show a section explaining why projects are behind schedule.

Completed.

Action 6 : Follow up why there are no planned KAG meetings.

Meetings commence in February and recur every 2 months, dates will be circulated once confirmed.

Action 7 : Student Awards exhibition and tour schedule to be circulated.

Outstanding – JMacD to pursue.

Action 8 : Look at options for promoting the availability of our spaces on Level 2.

JMacD reported that he has had discussions with RIAS, Visit Scotland and The Lighthouse to support this.

Action 9 : Refine the Participation in Place Making proposal for discussion at the November meeting.

Completed.

Action 10 : Background papers and presentation for Participation in Place Making to be circulated.

Completed.

Action 11 : AE to design invites for the Parliamentary Reception.

Completed.

Action 12 : Provide update on the Change Plan ahead of the November Board meeting.
Completed.

Action 13 : Identify potential partners to be invited to the Parliamentary Reception.
Completed.

4 HEALTH & SAFETY UPDATE

LL updated the Board and confirmed that there were no incidents or near-misses to report. SE queried why there is only one first aider in each office and what the statutory requirements are. LL to check what we are required to provide in relation to this.

DC queried lone working, whether we have procedures in place for this and how we ensure these are being followed. LL to review the operation of our lone working policy.

ACTION 1 : LL to check statutory requirements for first aid cover and confirm at January Board.

ACTION 2 : LL to discuss Lone Working Policy with the Management Team and brief January Board.

7 CORPORATE RISK REGISTER

LL presented the latest version of the Risk Register and confirmed that this is reviewed at every Management Meeting, quarterly at Audit and six monthly at Board. LL drew attention to two new risks within the updated Risk Register, information management (12) and pressures on staff (13).

MC asked if Risk 13 is being reviewed in light of the change process. SE queried why the probability of loss of staff/skills is reducing. LL advised that this was previously higher due to the accommodation review. SE requested that due to a few recent staff leavers we look at this again. JMacD confirmed that this risk will be reviewed.

ACTION 3 : LL to review loss of staff (Risk 13)

MC highlighted that several entries were considered to be high residual risks and asked that this be reconsidered.

ACTION 4: LL to review weighting, mitigation measures and residual weighting of each entry and report to February Board

5 AUDIT COMMITTEE UPDATE

MC provided an update on the Audit Committee Meeting. He noted the decision to ask LL to discuss with our internal auditors the potential to bring forward the HR Audit from year 3 of their plan. In addition, he confirmed that a note on Directors' liability was presented in relation to property matters.

6 2015/16 BUSINESS PLAN

JMacD presented the updated Business Plan. GH noted that many projects are marked as 'not completed' and queried why this might be. JMacD advised that much of the work described is ongoing, e.g. design forum, while many projects are designed to complete near the end of the year.

Following discussion it was agreed that reporting of projects should be clearer on their timescales. JMacD to arrange for this to be addressed as part of the preparation of the 2016/17 plan.

ACTION 5: JMacD to include additional information on project timescales in future plans.

MC asked why no success measure relating to community engagement is indicated for Stalled Spaces. JMacD agreed to clarify this ahead of the next meeting.

ACTION 6: JMacD to clarify why no success measure relating to community engagement is indicated for Stalled Spaces.

KA asked if the Board could have further information on Capacity Building and the dates of the LAUDF meetings. JMacD to arrange for this to be provided.

ACTION 7: JMacD to provide information on Capacity Building (Schools) and the dates of the LAUDF meetings.

MC highlighted the behind schedule status of the Health Case Studies and advised this was discussed at Audit and the Health Directorate had agreed a revised work schedule.

8 SAY HELLO TO ARCHITECTURE

DMcK made a presentation to the Board on next year's Say Hello to Architecture project which will comprise three strands:-

Local events – we will provide materials and support for community run events throughout the country;

Best of the Best – a touring exhibition bringing together architectural awards from the last five years;

Scotland + Venice – working with Prospect North we will be looking at opportunities with our Nordic neighbours and tour 3 venues in Scotland.

A&DS will be working in parallel with other organisations to promote architecture in 2016 with our branding and events being shared on their websites and promotional materials – likewise we will be sharing their events and their logos will appear on our materials.

Following discussion the Board AGREED the proposals and thanked DMcK for his presentation.

9 CHANGE PROGRAMME

JMacD outlined the latest position in relation to the change programme, focussing specifically on the nature and operation of the proposed structure. It was clarified that this may require making posts but not people redundant.

In discussion, GH suggested avoiding asking C1 posts to head all projects/work-streams, instead they should work together to fairly allocate resources to the workstreams. This was supported by the Board. In addition it was suggested that it would be a good idea to identify capability leaders to promote the professional expertise of their relevant profession - not a specific role as such but the champion of the capability in the organisation. The Board asked JMacD to discuss this with management team.

Following discussion, the Board AGREED the proposal and asked JMacD to present details of the new role profiles and draft business plan for 2016/17 to the next meeting.

ACTION 8: JMacD to prepare detailed report for the next meeting

10 COMMUNICATIONS UPDATE

AE updated on recent Comms work. The Decade events were concluded and the publication was produced at the end of November. There has been good feedback from this and we are looking to maximise its content in 2016. The Parliamentary Reception was a good event and Comms this morning discussed how to do similar promotional/awareness events. The Place Challenge in October produced successful newsletters and the video content, etc will be ready to go on the website in the new year.

The website was launched in early September and we are still transferring content over from the archive site. There has been a dip in hits which could partially be down to content no longer being in silos – we are working with our web providers to find a “signpost” solution to this and look to have a dedicated web editor who can drive forward more content being added. There are opportunities to increase hits in 2016 with the linkages through partner organisations on Say Hello to Architecture. The branding for Say Hello is currently going through the project team.

The Annual Report was presented and we hope to do a print run in the new year – suggestions on contacts it can be sent out to are invited.

ACTION 9 : Board Members to send suggestions for receiving hard copies of the Annual Report to AE/AH.

11 ANY OTHER BUSINESS

Chair/CEO Diaries

JMacD is attending the HES inaugural reception this evening; attending a meeting regarding the spending review at VQ on Wednesday and meeting BRE at the end of the week. He is on annual leave from 23 December returning on 6 January while the offices are closed from the afternoon of 24 December re-opening on 5 January.

The Chair was at the Doolan Awards and spoke at last week’s Place Standard launch; and a recent housing conference run by Mackay Hannah.

Board Member Diaries

DC is involved in a small group with Fife Council to improve the way the planning system works and has been asked to join Dunfermline First.

GH advised that Arcadis have launched “Big Idea” which is aimed at solving the housing crisis and Edinburgh Council’s new CE is appointing a Director of Place.

AS is having a meeting with a view to A&DS becoming a member of the Glasgow Chamber of Commerce. JMacD will consider.

MC along with AS attended the Scotland’s Towns Partnership Conference in Falkirk where he spoke to the new Chief Executive of Homes for Scotland. He has spoken to Graham Hutton of Dundee University and is speaking to DL re being an external helper re SESplan.

IG updated that the Spending review will be announced on Wednesday; around the change process we should think more about our strategic leadership role and influencing Ministers. All are keen on the delivery of better ‘Places for People’.

Accommodation Review

JMacD advised that the joint submission with Creative Scotland for the Lighthouse was submitted to Ministers earlier today. This assumes the retention of Bakehouse Close for a further 3 years with office accommodation in the Lighthouse for a similar period.

Separately, we have budgeted to retain the Materials Library, Sust Gallery and Gallery 2 during 2016 and are looking to confirm this as soon as possible.

Joint Housing Delivery Plan

JMacD confirmed that Deborah Smith is now leading on this for SG. Eric Dawson is liaising on this and an update will be provided at the next meeting.

ACTION 10 : JMacD to arrange for an update on the Joint Housing Delivery Plan to be provided to the next meeting.

The next Board Meeting will be a Strategy Discussion in the Lighthouse on Monday 18 January 2016.

The Meeting closed at 17:20.

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (40)

Bakehouse Close, 146 Canongate, Edinburgh

1.30 pm on Monday 8 February 2016

Present : Karen Anderson (KA) (Chair), Andrew Burrell (AB), David Chisholm (DC), Graham Ross (GR), Graham Hill (GH), Jonathan Hughes (JH), Martin Crookston (MC), Sue Evans (SE), Sandy Beattie (SB)

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lynne Lineen (Items 1-6)

Actions	Who	When
ACTION 1 : JMacD to pursue updates on Capacity Building (Schools) and LAUDF meeting dates.	JMacD	
ACTION 2 : JMacD to obtain overview and timetable for action points with Joint Housing Delivery Plan.	JMacD	
ACTION 3 : LL to prioritise updating of the Lone Working Policy.	LL	
ACTION 4 : JMacD to share the Materials Library visitor figures.	JMacD	
ACTION 5 : JMacD/JH to progress planning and monitoring framework.	JMacD/JH	
ACTION 6 : 2016/17 budget figures to be circulated once firmed up.	JMacD	
ACTION 7 : Consideration to be given to circulating Forum events to Board Members for information.	JMacD	
ACTION 8 : Future website stats to reflect more meaningful content.	AE	
ACTION 9 : Board members to add 2016 activities identified to the schedule on the Trello board.	All	
ACTION 10 : AE to send out links to education resources on the website.	AE	
ACTION 11 : GR to email contacts for March day to JMacD.	GR	

1 APOLOGIES

Apologies were received from Alan Sim.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 14 DECEMBER 2015 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

Actions from the Minutes were as follows:-

Action 1 : LL to check statutory requirements for first aid cover and confirm at January Board.

This will be covered under Item 4 on the Agenda.

Action 2 : LL to discuss Lone Working Policy with the Management Team and brief January Board.

This will be covered under Item 5 on the Agenda.

Action 3 : LL to review Risk 13.

Risk 13 has been updated on the Risk Register and Audit were updated this morning.

Action 4: LL to review weighting, mitigation measures and residual weighting of each entry and report to February Board.

These have been updated and Audit were updated this morning.

Action 5: JMacD to include additional information on project timescales in future plans.

The Business Plan now includes this information.

Action 6: JMacD to clarify why no success measure relating to community engagement is indicated for Stalled Spaces.

This is now included on the Business Plan.

Action 7: JMacD to provide information on Capacity Building (Schools) and the dates of the LAUDF meetings.

There are no updates on these as yet – JMacD to pursue.

ACTION 1 : JMacD to pursue updates on Capacity Building (Schools) and LAUDF meeting dates.

Action 8: JMacD to prepare detailed report on the Change Process for the next meeting.

This will be covered under Item 8 on the Agenda.

Action 9 : Board Members to send suggestions for hard copies of the Annual Report to AE/AH.

Completed.

Action 10 : JMacD to arrange an update on the Joint Housing Delivery Plan.

We now have a contact for this and a meeting is to be arranged in the next few weeks. KA asked if we can get an overview of where the plan is and a timetable for the action points.

ACTION 2 : JMacD to obtain overview and timetable for action points with Joint Housing Delivery Plan.

4 HEALTH & SAFETY UPDATE

LL updated the Board and confirmed that there were no incidents or near-misses to report. As an update to the queries raised at the last Board regarding statutory requirements the Health & Safety Executive guidelines were appended to the report. The report was NOTED.

5 LONE WORKING PROCEDURES

LL advised that the Lone Working procedures are included in the Health & Safety Policy. These are adopted from SG's policy and the Management Team have advised that not all sections are applicable to A&DS therefore this will be reviewed and updated. Staff have been advised to keep calendars, etc up to date with their out of office movements.

After discussion it was agreed that as Health & Safety issues are high on agendas that it would be prudent to prioritise the updating of the Lone Working Policy.

ACTION 3 : LL to prioritise updating of the Lone Working Policy.

6 AUDIT COMMITTEE UPDATE

LL advised that the tabled Audit Update was for the December meeting which covered the Management Accounts, Risk Register, Internal Audit and Board Members' Liability.

MC updated on this morning's Audit Meeting which covered Risk Management, Management Accounts, KMPG's Audit Strategy and the Internal Audit which is currently underway. Subsequent to the January Strategy Session the Forecast Assumptions were also reviewed. KA advised that an update on this would be covered under Item 8 on the Agenda.

7 2015/16 BUSINESS PLAN IMPLEMENTATION

The Updated 2015/16 Business Plan was tabled and JMacD advised that we are on track to complete what was planned and looking at the budgets we will complete on spend.

The Materials Library was discussed and KA stressed how important this resource is for Construction Innovation Scotland and The Forestry Commission who both contribute funding towards maintaining this. AB asked how many people use the Materials Library and JMacD advised that he can share the figures.

ACTION 4 : JMacD to share the Materials Library visitor figures.

There are no updates regarding Capacity Building (Schools) as this will consist of a Conference in March.

8 STRUCTURE & STAFFING

Further to the January Strategy session JMacD updated on this. We have subsequently had confirmation that the health funding will be reduced by £20k and there will be an increase to the salary figures previously tabled of £9k. The salary projections assume 100% occupancy at the top of the scales. The accommodation costs will remain the same until 2018/19.

The proposal has flexibility and we are not obliged to fill all vacant posts – it would probably be prudent to defer the full population until after the September budget. The unions are supportive of the plans as are the majority of staff. The Change Group have done a good job and are gearing down to more of a communications role.

JH advised that he works with an organisation that have a planning and monitoring framework that can be put on one page as a useful oversight tool. JMacD/JH to chat re how to progress this.

ACTION 5 : JMacD/JH to progress planning and monitoring framework.

The Board AGREED the proposals subject to flexibility on staffing post September once the budget for the next three years is known.

9 2016/17 BUSINESS PLAN & DRAFT BUDGET

The draft Business Plan for 2016/17 was tabled and JMacD advised that this forms part of the change process and shows the work we know we will be doing along with work we might do, subject to Management Team approval. Potentially more projects will be brought forward as they emerge.

It was noted that the budget figures were not presented as they are currently being worked on and will be presented later.

ACTION 6 : 2016/17 budget figures to be circulated once firmed up.

Discussion took place on future presentation of the plan and how the activities relate to the strategic objectives.

Discussion also took place on the support the Board can give the Forum Panellists. KA and SE are attending the annual Panellists day later this month – any views on Forum activities can be fed in to them prior to this. GR also asked if a calendar of Forum events could be circulated.

ACTION 7 : Consideration to be given to circulating Forum events to Board Members for information.

The draft Business Plan for 2016/17 was AGREED subject to the budget being provided and different forms of presentation looked at.

10 COMMUNICATIONS UPDATE

AE presented the Communications Update for December and January. The Annual Review has been finalised and hard copies will be sent out over the next few days along with an electronic mailing. Say Hello is progressing as is Scotland + Venice which will be announced in late February. The website work continues with Pulse and Spark being finalised.

As the website stats predominantly have Home and About as the top pages MC asked if future stats could indicate the most visited pages after these.

ACTION 8 : Future website stats to reflect more meaningful content.

11 BOARD MEMBERS' KEY THEMES & COMMUNICATION IN 2016

AE tabled a discussion paper on the themes for 2016 and potential Board involvement. KA agreed that the more the Board know about the context of the themes the better – the Festival programme is due to be published soon and it would be useful to have a draft timetable of the Hello programme.

AE said we want to use 2016 to raise our profile and build on the Board involvement in DECADE. Briefing materials will be available and themes can be connected to events. KA suggested that Board Members write a postcard every time they attend an event.

AE made a presentation on Trello and plans to make this the platform that replaces the Board Intranet (hosted on the old website). Briefing materials will be placed on this and the Say Hello events, etc will be updated regularly. The programme has been circulated and this is constantly being updated with activities.

Board members were asked to add activities – for example identified through their work with Chapters - to the schedule through the Trello board.

ACTION 9 : Board members to add 2016 activities identified to the schedule on the Trello board.

12 ANY OTHER BUSINESS

Chair/CEO Diaries

KA has an upcoming Biennale meeting – we are co-curators of this event. She also advised that with effect from 1 March she will be taking on more of a consultancy role with ABC.

JMacD was at the SLF workshop on Friday where Leslie Evans was the speaker; has had recent dialogue with our sponsors and the unions regarding the change process; is meeting the Health Directorate later this week while pursuing Schools for a meeting and meeting Philip Long of V&A in Dundee on 29 February.

Board Member Diaries

DC is going to talk to the local primary school about architectural work – AE will send out links to all Board Members to the resources on our website.

ACTION 10 : AE to send out links to education resources on the website.

SE was at the Landscape Institute Policy & Comms Committee looking at housing and rural issues; is trying to contact GIA to set up a meeting; met the Head of Architecture at GSA and CSGNT are holding an in-house Place Standard session.

JH has been made an Honorary Fellow of Edinburgh University.

MC is involved in the housing sub-group.

AB had a recent meeting with Nicola Barclay.

GR advised that APD are taking a review of the number of charrettes.

March & April Meetings

Ideas were sought for the March meeting which is scheduled to be an Away Day. GR suggested a walk around the proximity of the Lighthouse, eg Gorbals, etc, to highlight the issues flagged up at the January strategy session. GR to email JMacD with contacts to speak to.

ACTION 11 : GR to email contacts for March day to JMacD.

The April meeting will be a strategy session.

Planning Review

JMacD is meeting ED on Wednesday for an update on this.

2016 Update

This was discussed under Item 11. Local event forms will be sent out tomorrow and organisations are being offered events under our banner. Three strands of work sit under this namely Venice; Best of the Best and Say Hello.

Scottish Parliament Elections

This is on 5 May and Parliament will have a six week recess prior to this. There will be no effect on A&DS operationally during this period with the exception of changes beyond the election and the availability of Ministers.

The next Board Meeting will be an Away Day on Monday 14 March 2016 - details to be confirmed.

The Meeting closed at 16:40.

Signed:

Karen Anderson, Chair

Date