

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (41)

Bakehouse Close, 146 Canongate, Edinburgh

1.30 pm on Monday 9 May 2016

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Lynne Lineen (LL) (Items 5-10), Anja Ekelof (AE) (Item 11)

Actions	Who	When
ACTION 1 : JMacD to circulate the Action Plan once drafted and Board Members to have email discussion by 6 June.	All	6 June 2016
ACTION 2 : LL to add mitigations from the staff survey into loss of staff risk.	LL	End July 2016
ACTION 3 : AE to issues a briefing on Scotland + Venice to the Board.	AE	
ACTION 4 : SB to prepare a postcard on the Aberdeen month of Innovation and Design.	SB	

1 APOLOGIES

Apologies were received from Sue Evans and Graham Ross.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 8 FEBRUARY 2016 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

Actions from the Minutes were as follows:-

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

An update is provided under Item 4 while a briefing on LAUDF will follow separately.

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

To follow after JHDP Sub-Group on 11 May.

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

Included under Item 10.

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

Figures not available. JMacD to source details of booked visitors.

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

JMacD to share evaluation project details with JH.

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

Outstanding – LL to prioritise.

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

KA/SE met HC/JMacD and agreed handling.

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

Included under Item 11.

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

To be discussed under Item 11.

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

To be discussed under Item 11.

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

Completed.

4 BUSINESS PLAN REVIEW 2015/16

JMacD presented a review of the most recent business year highlighting the extent of work undertaken and providing a summary of the associated expenditure. It was noted that New Workstreams and KAG lines had not been updated but that the former had resulted in 20 engagements with a range of potential partners while the latter involved our attendance at three of the 4 meetings during the year and submission of the annual performance report to government.

Board welcomed the report and in particular the detailed summaries provided for each activity, notably Design Assessments and National Projects. The Chair asked the Chief Executive to pass on the Board's appreciation to the staff for the hard work that went into delivering such a wide range of activity.

The Report was NOTED.

5 STAFF SURVEY RESULTS (IN CONFIDENCE)

ACTION 1 : JMacD to circulate the Action Plan once drafted and Board Members to have email discussion by 6 June.

6 CORPORATE STRATEGY 2017/20

The principles are the same as for the preparation of the current Corporate Strategy with the first draft being presented at the August Board prior to a consultation phase with final Board sign off in January prior to submission to Ministers.

The proposals were AGREED.

7 CORPORATE RISK REGISTER

LL drew members' attention to the principle changes to the register, notably the removal of the Accommodation Review as this is now complete. Further minor small changes relating to the status of other items were also highlighted.

As part of our restructure, programme risk registers will be dropped and risk included within all project plans.

KA asked if management consider anything in the staff survey might impact on the risk relating to loss of staff risk. It was agreed to add this and consider amending the mitigating actions for this risk.

The Report was NOTED.

ACTION 2 : LL to add mitigations from the staff survey into loss of staff risk.

8 AUDIT COMMITTEE UPDATE

LL presented a formal report on proceedings at the February meeting. Separately, MC updated Board on the May Audit Committee which covered Risk; KPIs and Management Accounts.

DC enquired if Audit cover governance and/or HR matters. MC advised that they consider matters as and when directed by the CEO. JMacD advised that A&DS HR procedures are aligned with SG but that is important for the Board to be satisfied that these are being applied. LL advised that Internal Audit are looking at HR in 2016/17 and updates will be provided to Audit Committee.

The Report was NOTED.

9 HEALTH & SAFETY UPDATE

LL advised that there were no incidents to report.

The Report was NOTED.

10 LONE WORKING PROCEDURES

LL advised that the subsequent to the February Board the Lone Work Procedures have been updated, approved by the Management Team and issued to staff.

JH enquired if there is a Staff Absence Policy. LL advised there is, that this includes standard procedures and that employees have access to OH Assist where they require confidential advice.

The Report was NOTED.

11 COMMUNICATIONS UPDATE

AE tabled the Comms Update for February to April 2016 and highlighted:-

- Copies of the Decade publication and the Annual Report are available should anyone wish copies.
- Say Hello to Architecture (SH2A) functions have been updated and Board Members were asked to highlight events in their area they would like to be involved in. Information packs for SH2A will be sent to all MSPs
- The exhibition "Getting Things Done" launches at the Lighthouse on 16 May and is on until the end of June. Board Members will receive invites.
- Scotland + Venice launches on 25 May and will subsequently tour to venues around Scotland. This is being pitched to both UK and European media and Board members were encouraged to share details of potential invitees for the launch with AE.
- The Best of the Best exhibition launches on 21 June prior to it touring various venues around the country.
- May Communications Sub-Committee discussed a project aimed at ways of improving and developing the website content and we are working towards ways of improving the website stats and developing more meaningful analytics.

The Board noted these updates and asked for a briefing on Scotland + Venice. AE to arrange.

ACTION 3 : AE to issues a briefing on Scotland + Venice to the Board.

AS advised that the Comms Group discussed Media Handling Protocol this morning. The Group were happy with the content and propose to circulate it for adoption at the next Board Meeting.

The Report was NOTED.

12 ANY OTHER BUSINESS

Chair/CEO Diaries

KA spoke at the Institute of Chartered Foresters Conference, attended a Can-do Enterprise event and a Wood for Good event at Surgeons Hall. She also asked if anyone was interested in volunteering to take her place on the panel for Scotland's Homes & Housing Awards.

KA suggested offer to promote the Place Standard at the Development Trust Association Scotland Conference. AS is to take this up and update JMacD.

KA has been approached to assist at the Scottish Canals Conference – she is unavailable to assist so is looking for someone else to step in.

JMacD is attending a meeting of the SG Joint Housing Development Plan sub-group on Wednesday, the Kirking of Parliament on Wednesday evening and the launch of Scotland + Venice.

Board Member Diaries

DC had a meeting with the West Fife Villages group which was attended by a Community Manager who has participated in a Place Standard Pilot.

GH attended an event last week on the Built Environment Network organised by Edinburgh and Glasgow Universities; has been invited to join the Common Purpose Edinburgh Advisory Group who held an event in BHC; attended the SURF event on regeneration; attended the SCDI event on the National Planning Framework and also their Annual Forum.

MC met the Features Editor of Planner Magazine who is interested in talking about A&DS and has passed details to AE.

SB updated on a month of Architecture Innovation and Design in Aberdeen which was well attended with a range of partnered events and series of lectures involving the School of Architecture. SB will prepare a postcard of this.

ACTION 4 : SB to prepare a postcard on the Aberdeen month of Innovation and Design.

KAG Update

JMacD reported that there is interest in a one stop approach to strategic planning and is exploring whether a meeting of the Chairs of the Key Agencies is possible.

Board Development : Shadowing

As part of Board succession planning, KA advised that she is investigating whether there is scope to co-opt people onto the Board and whether there are opportunities for Board Members to shadow other Boards. She will discuss these issues with sponsor team and update Board in due course.

Board Member Reviews

Board Member reviews are due and KA hopes to do these week commencing 6 June. She would welcome suggestions for helpful ways of doing the reviews and would also like to build in a post review collective conversation.

June Away Day

The next Board Meeting will be the Staff/Board Away Day on Monday 13 June 2016 in Glasgow – location and details to be confirmed.

The Meeting closed at 16:20.

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

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ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (42)

Second Floor, The Lighthouse, Mitchell Lane, Glasgow

1.30 pm on Monday 8 August 2016

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Anja Ekelof (AE), Lynne Lineen (LL)(Items 1-4), Diarmaid Lawlor (DL)(Item 7), Danny McKendy (DM)(Item 9)

Actions	Who	When
ACTION 1 : AE to issue an updated briefing on Scotland + Venice.	AE	
ACTION 2 : KA to do a Postcard from Oban.	KA	
ACTION 3 : Stakeholder suggestions for Corporate Strategy consultation to be sent to JMacD.	All	End Aug 16
ACTION 4 : DL to provide set of recommendations on housing work for the September Board meeting.	DL	5 Sept 16
ACTION 5 : SE to provide details of the 2016 CSGN Ideas Fund.	SE	
ACTION 6 : JMacD to prepare a remit for the Succession Planning Committee.	JMacD	
ACTION 7 : Dates of Board Member terms to be re-circulated.	AH	Sent 8/8/16
ACTION 8 : Information Management to be reviewed within the Risk Register.	LL	
ACTION 9 : Media Handling Protocol to be uploaded on to Trello.	AE	
ACTION 10 : Suggestions for recipients of the Decade publication to AE.	All	

1 APOLOGIES

Apologies were received from Graham Ross.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 9 MAY 2016 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

Actions from the Minutes were as follows:-

Action 1 : JMacD to circulate the Staff Survey Action Plan once drafted.

Completed.

Action 2 : LL to add mitigations from the staff survey into loss of staff risk.

Completed.

Action 3 : AE to issues a briefing on Scotland + Venice to the Board.

AE was unsure whether this was done in the busy build-up to Venice. As the exhibition is now touring Scotland an update will be circulated.

ACTION 1 : AE to issue an updated briefing on Scotland + Venice.

Action 4 : SB to prepare a postcard on the Aberdeen month of Innovation and Design.

SB still to complete this. In addition KA will do a postcard from Oban from the Scotland + Venice opening.

ACTION 2 : KA to do a Postcard from Oban.

4 ANNUAL REPORT AND FINANCIAL STATEMENTS

The Draft Annual Report and Financial Statements were tabled. LL advised that the Audit Committee reviewed the report and agreed it subject to a few minor amendments/clarifications.

Following discussion, the Draft Annual Report and Financial Statements were APPROVED subject to the amendments requested by the Audit Committee.

5 CORPORATE STRATEGY 2017/20

JMacD provided an update on the preparation of the Corporate Strategy for 2017/20. The Review of the current Corporate Strategy (2014/17) will be finalised this week. This will be used to inform and initial draft which will be circulated by 19 August. A detailed consultation plan covering engagement with staff and stakeholder consultations will be provided ahead of the Board's meeting on 12 September which will formally consider the draft.

Discussion on the merits of establishing a longer timescale for our strategy concluded that as we need to remain flexible in the short term there would be no advantage to adopting a 10 year strategic plan at this stage.

Board also noted that the established objectives could benefit from review and might usefully be condensed. JMacD confirmed that this would be factored into the drafting of the new strategy and informed by the review of the current strategy.

The list of stakeholders engaged in the current Corporate Strategy was provided with a request that other potential stakeholder be identified by the Board.

ACTION 3 : Stakeholder suggestions for Corporate Strategy consultation to be sent to JMacD.

The Report was NOTED.

6 STAFF SURVEY

The Action Plan from the results of the staff survey was tabled. JMacD confirmed that the management team is responsible for its implementation and the Board will be provided with regular updates. The intention is that a survey will be undertaken annually. JH asked that this include a question to allow a 'net promoter score' to be generated.

The Report was NOTED.

7 HOUSING

DL presented a paper setting out a review of current work on housing and highlighting possible actions in the context of The Independent Planning Review and Joint Housing Delivery Plan. KA and DL recently met with Ian Gilzean and Kevin Stewart, the Minister for Local Government and Housing who wants to see people work together on these. DL suggested here is a strategic role for A&DS but that we need to decide how to do this; whether in the form of case studies, a more hands on approach scrutinising and providing feedback or working jointly with other organisations.

Discussion took place around this and the Board asked that DL provide clear recommendations to enable them to reflect on this more fully at the September Strategy Session prior to agreeing the preferred course of action.

ACTION 4 : DL to provide set of recommendations on housing work for the September Board meeting.

8 BUSINESS PLAN IMPLEMENTATION

The updated Business Plan was tabled. JMacD noted errors in the printed version (status column has not been updated for all activities and some fields have been transposed) that will be sorted by the next meeting.

SE mentioned the 2016 CSGN Ideas Fund which will be engaging with disadvantaged schools and will send details of this on.

ACTION 5 : SE to provide details of the 2016 CSGN Ideas Fund.

The Report was NOTED.

9 SAY HELLO TO ARCHITECTURE UPDATE

DM joined the meeting and updated on Say Hello to Architecture. He noted that the programme is still growing and there are a lot of interesting things coming up during the rest of the year. We will be looking at buildings in communities, there will be small events across Scotland and a co-housing event in November. Publicity around the Scotland + Venice exhibition launch in Oban was strong notably across broadcast media. We have established links with new partners and have had more people coming to us than anticipated therefore less time to go out into communities ourselves. DMcK also noted that the staff have all pulled together well on this project

SE thanked the team for the quality and amount of activity this project has generated.

The Report was NOTED.

10 BOARD SUCCESSION PLANNING

JMacD presented an update following meetings with colleagues in Scottish Government. The merits of a Succession Planning Committee were discussed. A group of 3 or 4 people will be required to liaise with the public bodies group and develop a brief for the next Board – the group will have a clear remit and very few meetings will be required. SE, JH & DC were all happy to participate.

Decision: The establishment of a Succession Planning Committee was AGREED.

ACTION 6 : JMacD to prepare a remit for the Succession Planning Committee.

ACTION 7 : Dates of Board Member terms to be re-circulated.

11 AUDIT COMMITTEE UPDATE

The formal report on proceedings from the May meeting was tabled. MC updated the Board on the August Audit Committee which covered the Annual Audit, the draft Annual Report and Financial Statements, Risk Register, Management Accounts and Internal Audit update. He highlighted our requirement to comply with the Public Records (Scotland) Act by September 2017. SB asked if this will require a privacy impact assessment. JMacD advised that this would be considered as part of the work to ensure compliance. MC noted that, as we have a deadline for having procedures in place, Information Management should be escalated within the Risk Register.

ACTION 8 : Information Management to be reviewed within the Risk Register.

The Report was NOTED.

12 HEALTH & SAFETY UPDATE

The Health & Safety Report was tabled and AH reported that there were no incidents to report since the last meeting. GH emphasised that near misses should be reported and JMacD advised this will be raised with the Management Team as health & safety is always a source of concern.

The Report was NOTED.

13 CAMPAIGNING

AE tabled the report that was prepared for the Communications Group in May as a follow up to Strategy Session discussions. AE highlighted things to consider including objectives, timescales, audiences, outcomes, channels, resources, risks and opportunities. It was agreed that this was helpful .

The Report was NOTED.

14 MEDIA HANDLING PROTOCOL

AE tabled the report that was prepared for the Communications Group in May who were happy with the content. This will also be re-issued to staff to ensure everyone is aware of the content. SE also requested that this is put on Trello.

ACTION 9 : Media Handling Protocol to be uploaded on to Trello.

The Report was NOTED.

15 COMMUNICATIONS UPDATE

AE tabled the Comms Update for May to July 2016 which was a very busy period and highlighted:-

- Positive media coverage for Scotland + Venice for both the Venice Biennale and Oban exhibition.
- The Nobody's Home exhibition in Gallery 2 has received good coverage, most notably from the BBC.
- Annual Student Awards.

There is a limited run of the Decade publication available to be sent out to key people. We will be sending to the Cabinet and Ministers in areas of interest. Suggestions for other recipients are sought.

ACTION 10 : Suggestions for recipients of the Decade publication to AE.

Website traffic was high during May/June due to the recruitment of a new Corporate Services Manager along with events like Best of the Best and the Student Awards. Website content will be supported and generated through both Project Helpful and Project Engage which will include research into what our audiences find helpful.

KA congratulated AE on the substantial amount of comms work covered over the last few months.

16 ANY OTHER BUSINESS

Chair/CEO Diaries

KA has been involved in the judging of the Student Awards; met with Kevin Stewart the Housing Minister; introduced various events including Play Time at the Merchant City Festival, Design Directions and Nobody's Home; attended the openings of Best of the Best and Scotland + Venice at both the Biennale and in Oban.

AE advised that Best of the Best is awaiting confirmation on various potential venues but ideas are still required for possible locations.

JMacD attended the Design Directions event last week.

Board Member Diaries

DC attended a Creative Spaces event in Dundee which involved schools competing to design and make a model.

AB advised that there has been recent good collaboration between A&DS and the Academy of Urbanism.

SE attended a City of Edinburgh Council discussion on Civic Space Policy and has had meetings with the GIA and the Landscape Institute.

GH attended the Scottish Transport Infrastructure Forum and will be attending the Price in Jobs Lunch on behalf of KA.

The Meeting closed at 17:10.

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

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ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (43)

Bakehouse Close, Canongate, Edinburgh

1.00 pm on Monday 14 November 2016

Present : Karen Anderson (KA), David Chisholm (DC), Martin Crookston (MC), Sue Evans (SE), Johnny Hughes (JH), Graham Ross (GR), Alan Sim (AS).

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes), Emelie Borg (EB)(Item 6)

Guest : Anna Davis, Achieve Balance (AD)(Item 6)

1 APOLOGIES

Apologies were received from Andy Burrell, Graham Hill and Sandy Beattie.

Due to short timescales after the in camera Board discussion it was agreed to take various items as read/held over until December with the exception of Item 6 which would be discussed.

Prior to the formal agenda, Board considered a confidential report prepared by the independent investigator appointed to consider an HR issue. A note of this discussion will be prepared but owing to its nature this will be treated as restricted in confidence. Separately, a note outlining the actions arising from this report will be provided to the Chief Executive for circulation amongst the wider staff.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 8 AUGUST 2016 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

4 CEO UPDATE

The report was taken as READ.

5 CORPORATE STRATEGY 2017/20

The report was taken as READ.

6 EVALUATING OUR WORK

EB made a presentation on the Evaluation Project which will develop a set of methods and infrastructure to enable staff to work more clearly toward joint outcomes using the Logic Modelling concept which allows you to focus on outcomes and is a dynamic way to gather all the information required.

Measuring outcomes is easier if we are clearer on what we are trying to achieve from the outset. We are currently developing this for a few pieces of work to test how it will fit into the Corporate Strategy and objectives.

AD reported on the Balanced Scorecard which will develop a set of measures related to our strategy and provide us with performance measures for each staff member and the organisation as a whole. A lot of progress has been made on this over the last few months as the auditors are asking for KPIs and it ties in with the Staff Survey Action Plan. Looking at the whole system it will allow us to prioritise things and balance leading and lagging measures. The component aims are a work in progress as outcomes are difficult to measure and individual performance measures may be a challenge.

Discussion took place around the Evaluation Project and Balanced Scorecards and the report was NOTED.

7 BOARD SUCCESSION PLANNING

This item will be CARRIED FORWARD to the December meeting.

8 BUSINESS PLAN UPDATE

The report was taken as READ.

9 AUDIT COMMITTEE UPDATE

The report was taken as READ.

10 SAY HELLO TO ARCHITECTURE UPDATE

The report was taken as READ.

11 COMMUNICATIONS UPDATE

The report was taken as READ.

12 DESIGN ADVICE

The report will be CARRIED FORWARD to the December meeting.

13 ANY OTHER BUSINESS

None.

The Meeting closed at 4.15 pm

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (44)

Bakehouse Close, Canongate, Edinburgh

1.30 pm on Monday 12 December 2016

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

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

Actions	Who	When
ACTION 1 : Members' suggestions for images to be used in the Corporate Strategy to be sent to AE.	All	ASAP
ACTION 2 : AH to convene the first Committee Meeting in the New Year.	AH	Jan 17
ACTION 3 : AH to amend the Terms of Reference and issue to Board for information.	AH	Jan 17
ACTION 4 : Follow up meeting with HC/KA/SE pre February Board to be arranged by AH.	AH	Jan 17
ACTION 5 : Updated paper to be prepared by HC for the February Board.	HC	6 Feb 17
ACTION 6 : All to send names of recipients for Annual Review to AE.	All	Jan 17

1 APOLOGIES

Apologies were received from Jonny Hughes and Martin Crookston.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 14 NOVEMBER 2016 & MATTERS ARISING

The Minutes of the previous Meeting were AGREED.

4 CORPORATE STRATEGY 2017/20

JMacD presented the latest draft of the Corporate Strategy which reflects the recent consultation exercise and the responses to that.

At this stage the images are place holders and members are invited to suggest any images they would like to see used.

ACTION 1 : Members' suggestions for images to be used in the Corporate Strategy to be sent to AE.

The next steps will be to re-work the draft and discuss it with members in January ahead of presentation of the final draft for sign off in February. The intention is that the next draft will be circulated by 23 December. The Deputy Chair and Chief Executive will then meet with the Cabinet Secretary early in 2017 to discuss the strategy and seek her views ahead of the February Board meeting.

5 BOARD SUCCESSION PLANNING

KA advised that we need to establish a timetable for the Succession Planning Committee to meet. The Sub-Committee will then map out our requirements based on the profile/experience we require. In addition, the Sub-Committee will need to ensure diversity and gender equality is also taken into account.

SE suggested adding the following to the Terms of Reference responsibilities:-

- Understand the public appointments process;
- Establish an agreed programme and methodology for progression.

The timetable for April 2018 appointments will probably commence with adverts around October 2017. As the Chair sits on the panel then the process for a new Chair will commence prior to this.

SB advised he would be happy to sit on this committee in addition to DC, SE & JH who had put themselves forward at the August meeting.

ACTION 2 : AH to convene the first Committee Meeting in the New Year.

The Board were happy to APPROVE the draft Terms of Reference subject to the additions SE suggested.

ACTION 3 : AH to amend the Terms of Reference and issue to Board for information.

6 UPDATE ON HR REPORT

This item was heard by Board Members *in camera* at the conclusion of the meeting.

7 DESIGN ADVICE

HC's paper on Design Advice was tabled. This forms part of the change process and makes roles and responsibilities clearer and is a useful aid to make good use of our resources.

The Board welcomed the paper but asked that an update on how it was brought together be prepared. It was agreed that the schedule is useful but it would be easier if it was a flow chart showing the process of who gets involved and where with the impacts at the end. KA/SE also enquired what came out of the panel discussion from the last Panel event that they attended and requested a follow up meeting with HC prior to the February Board.

ACTION 4 : Follow up meeting with HC/KA/SE pre February Board to be arranged by AH.

ACTION 5 : Updated paper to be prepared by HC for the February Board.

8 ANY OTHER BUSINESS

JMacD tabled designs for the Annual Review 2016. AS commented that under the list of places we had worked possibly East and West Dunbartonshire should be listed as Bishopbriggs, Kirkintilloch, etc.

We will be printing approximately 500 copies for distribution. Members were invited to send names of proposed recipients to AE.

ACTION 6 : All to send names of recipients for Annual Review to AE.

Chair/CEO Diaries

KA has been involved with the Inverness Architecture Conference; Disappearing Glasgow; RIAS Gardens; RIAS Council and the Dundee Festival.

JMacD activities are in the weekly blogs and he noted that the Management Team Training from the HR investigation will be on Wednesday & Thursday of this week.

It was noted that the office will close early on Friday 23 December and re-open on Wednesday 4 January.

Board Member Diaries

DC attended an event in the Fire Station in Dunfermline which would make a good Best of the Best location; Tim Ferguson of Ferguson Planning met with the local village council and is keen to involve PAS with the opportunity for a demonstration workshop and DC also referenced a Longannet Power Station innovation.

SE attended the Landscape Institute Awards in November – it was noted that The Landscape Institute has a new CE, Dan Cook.

SB has been asked to be an assessor at the Aberdeen & Aberdeenshire Local Awards in January.

GR sat on the panel for the Scottish Property Awards and DMcK has been in touch to contact the Saltire Panel re Place Standard.

AB attended an Academy of Urbanism event in Dundee which was well sponsored.

GH attended the Private Jobs Awards; a Breakfast on the Housing Crisis and is engaging with Edinburgh City on the City Vision.

The Meeting closed at 3.45 pm

Signed:

Karen Anderson, Chair

Date

Architecture & Design Scotland

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ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING (45)

Bakehouse Close, Canongate, Edinburgh

1.30 pm on Monday 13 February 2017

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

Staff : Jim MacDonald, Chief Executive (JMacD), Lynne Lineen (LL), Sue Reynolds (SR), Andrea Hepburn (AH - Minutes)

1 APOLOGIES

Apologies were received from Sandy Beattie, Andy Burrell & Jonny Hughes.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES OF MEETING ON 12 DECEMBER 2016 & STRATEGY SESSION ON 16 JANUARY 2017 & MATTERS ARISING

The Minutes of the previous Meeting and Strategy Session were AGREED.

The new format for actions listed as a separate schedule was welcomed.

12 December 2016 : Action 1

JMacD advised that images for the Corporate Strategy document are still sought and should be sent to AE.

16 January 2017 – Action 5

It was noted that skills required for potential new board members should include audit and social media. All the info circulated to date to be brought to the first Succession Planning Committee meeting and AE to be updated for Comms purposes.

ACTION 1 : AH to bring all information collated to date to Succession Planning Meeting on 1 March and AE to be kept updated with progress.

4 CEO UPDATE

It was noted that subsequent to the last meeting Strategic Risk has been added to this paper – the 13 Corporate Risks that Audit review are distilled into three Strategic Risks. Cyber Crime has been added and this was discussed at Audit that morning. The Management Team is currently looking at the Business Continuity Plan and an update will be provided at the next meeting.

Feedback on the Decade project was presented to the Communications Group that morning. The Chair wished to thank the staff involved in the project and advised that we can use it as a platform for future working and the lessons learned on new ways of working.

ACTION 2 : AH to circulate Decade Project Review to Board.

The CEO Update paper was taken as READ.

5 CORPORATE STRATEGY 2017/20

JMacD summarised the latest feedback from colleagues in Scottish Government. The key points within this are that the draft does not:

- convey a strategic way of working;
- have sufficient regard to SG work;
- set out policy context clearly or comprehensively.

There was also a recommendation that we provide a diagrammatic illustration of how our work supports our central purpose.

SE noted that the Land Reform Consultation out at present provides a good example of linking to the SG performance framework.

It was agreed that we should include a diagram along the lines suggested by Scottish Government and refine the draft further to address the latest set of comments.

Subsequently, the draft will be issued to the Cabinet Secretary ahead of our meeting with her on 8th March 2017.

ACTION 3 : JMacD to amend the Draft Corporate Strategy.

6 DRAFT BUSINESS PLAN 2017/18

JMacD confirmed that the 2017/18 Business Plan is currently incomplete and will be circulated when completed. SE asked if we can have an allocation of staff time in this.

ACTION 4 : JMacD to finalise the 2017/18 Business Plan and issue to Board.

7 DRAFT BUDGET 2017/18

The draft budget for 2017/18 was tabled. This confirms that we will not be renewing the gallery space next year and back-filling two out of five current vacancies.

The draft budget was AGREED.

8 HR PROVISION

An action plan for reviewing our HR provision was tabled. The Board were supportive of this proposal and timetable. Questions were asked around the frequency of staff appraisals and whether those carrying them out are trained – JMacD to investigate and report details of this to the Board.

ACTION 5 : JMacD to report on the training of managers to undertake staff appraisals.

The next staff survey is scheduled for March – as part of this it was suggested that staff are briefed on what has been done since the last survey.

JMacD asked if the Board would like quarterly or monthly updates on this. The consensus was monthly until this is up and running then quarterly.

9 BUSINESS PLAN UPDATE 2016/17

The Business Plan Update was tabled. Everything with the exception of Health Case Studies should be completed by the year end.

10 AUDIT COMMITTEE UPDATE

The update on November's Audit Meeting was tabled. MC updated on that morning's meeting which covered the Risk Register – including Cyber Crime and the effects of Brexit on staff (ie non UK citizens leaving). The Management Accounts were tabled of which the auditors will allow us to carry forward a potential £20,000 for allocated spend. Audit Scotland outlined the audit plan for the year and the Data Management Project was also outlined.

11 ANY OTHER BUSINESS

Proposed 2017/18 Meeting Dates

Discussion took place around the 2017/18 meeting dates agreement of which was deferred pending confirmation of school holiday dates.

ACTION 6 : AH to provide confirmation of school holiday dates.

Suggestions for 2017/18 included meeting with Key Agencies or City Deal Partnerships to develop working on our Key Focus Areas. KA suggested other organisations we do joint working with, ie LAUDF and the Public Sector Forum. SE noted that Greenspace Scotland's Parks Management Forum are looking for sponsors to host their meetings and Corporate Natural Capital can come and talk to us. Additionally, Transport Scotland and Housing partners including Glasgow City Council who we would wish to work with.

Separately, it was agreed that the next meeting (March 2017) will take place in Edinburgh and cover the Business Plan, Corporate Strategy and a Succession Planning update.

Design Forum Panel Day

The Annual Design Forum Panel Day is on 22 February. SE can no longer attend but AS will try and attend in her place. KA asked if Board Members had been approached re attending this. Board members did not recall but some are sitting in on upcoming reviews. KA thanked them and emphasised the need to build Panel/Board relationship, feedback and joint 'mission'.

Chair/CEO Diaries

KA and JMacD will be having lunch with the Secretary and President of RIAS on 23 February and are meeting with the Cabinet Secretary on 8 March.

KA will be at the Disappearing Glasgow event at the Lighthouse on Thursday evening and is a speaker at the Scotland Policy Conferences : Next Steps for Enhancing Natural Capital and Biodiversity in Scotland Seminar on 1 March.

The Meeting closed at 4.25 pm

Signed:

Karen Anderson, Chair

Date

Matters Arising

Action Date	Action	Owner	Update	Status
13 Feb 17 No 1	AH to bring all information collated to date to Succession Planning Meeting on 1 March and AE to be kept updated with progress.	AH	Information circulated to Succession Planning Committee	Completed
13 Feb 17 No 2	AH to circulate Decade Project Review to Board.	AH	Information circulated to Board	Completed
13 Feb 17 No 3	JMacD to amend the Draft Corporate Strategy.	JmacD		
13 Feb 17 No 4	JMacD to finalise the 2017/18 Business Plan and issue to Board.	JmacD		
13 Feb 17 No 5	JMacD to report on the training of managers to undertake staff appraisals.	JmacD		
13 Feb 17 No 6	AH to provide confirmation of school holiday dates.	AH	Holiday list circulated	Completed
16 Jan 17 No 5	<p>Board Succession planning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> CEO ensure a timetable be prepared for consideration at the first meeting of the Succession Planning committee; <input type="checkbox"/> CEO arrange for details of the most recent Board skills audit be circulated to members; <input type="checkbox"/> Board members reflect on the issues and provide their own suggestions as to the skills/knowledge gaps that they consider we should prioritise; <input type="checkbox"/> CEO identify specific networks to be used to improve the diversity of the Board. 	JMacD	The Committee met on 1 March and an update in in the Chair's Brief on today's agenda.	Completed