

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING

Online Via MS Teams

10.00 am on Thursday 18th June 2020

Present: Ann Allen (AA) Chair, Sue Evans (SE), Alistair Scott (AS), Angela Bonney (AB), Bruce Ross (BR), Caroline Parkinson (CP), Daisy Narayanan (DN), Graham Hill (GH), Kirsty Macari (KM) & Lynn Wilson (LW)

Staff: Jim MacDonald, (CEO), Heather Chapple (HC), Lynne Lineen (LL), Sue Reynolds (SR), Anja Ekelof (AE), Emelie Borg (EB), Andrea Hepburn (AH) & Val MacBeath (Minutes)

In Attendance: Ian Gilzean (IG), PAD

1. WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

The Chair welcomed everyone to the online Board Meeting. There were no apologies and no declarations of interest.

2. PREVIOUS MINUTES AND MATTERS ARISING

The previous Minutes were AGREED.

The following was reported in relation to outstanding actions:

Feb 20 No 2 This item will be addressed in the revised Performance papers where are now scrutinised by AC.

May 20 No 2 Time period of projects will be added into revised performance papers that are now scrutinised by AC.

May 20 No 3 JMacD to meet SE to share insights into a revised evaluation

May 20 No 4 JMacD and DN had met to discuss mutual support between A&DS and Sustrans.

May 20 No 5 JMacD and Sponsor Team on strategy development and Sponsor Team are in attendance at today's meeting which is discussing the Strategy.

May 20 No 8 KM from the Board would be representing A&DS at this year's SURF awards.

The Board received an update on Venice. A&DS are in the process of testing and exploring the feasibility of the preferred option of the Project Board to take the exhibition planned for this

year to Venice in 2021, as this will generate additional work to ensure exhibition content within an already tight budget. The Board noted this project paper was a work in progress.

3. WORK PLANNING & COVID-19

A paper was presented on the Work Planning which highlighted efforts to adapt how A&DS are working to enable us to move fluidly between priorities and opportunities while being mindful of the many issues that lockdown has created. It was noted that over the course of the year we are likely to get through less work but that we will be in a much better position by the end of the year to deliver the new strategy as we become more agile.

It was acknowledged that the Board need to be realistic around capacity and recognise that A&DS staff are working in a variety of different environments.

The Board noted the challenges/concerns in preparing the paper. There had been a rapid shift in focus moving from longer to shorter timeframes in planning. We are now trying to come out of that into a longer timeframe of planning whilst recognising this can cause anxiety for all staff at some point. The Board were encouraged to note the different levels of challenges and how different people respond had been recognised.

The Board also noted the contents of the paper and were pleased with the progress and it was noted that in future there are likely to be more blended work model and colleagues may be working from home more and using the office when there is a specific need. For now, the situation is fluid and Management Team continue to be guided by Scottish Government guidance.

The Chair stressed the importance of continuing to work from home at present, being mindful of the school situation and caring responsibilities. The Board asked to be kept updated on staff wellbeing going forward.

The paper was NOTED.

4. STRATEGY & CORPORATE PLANNING

The Chair reported that although the Board has already spent a considerable amount of time discussing the strategy, deciding on the priorities and how that will play into the Corporate Plan as key to its success. The paper today has reached a decision point and is a key milestone in that process.

Work would continue fleshing out the vision. Today was an opportunity to reflect on what it means and to understand how the various contributions have led us to where we are. A lot of discussion has been about choices and change within the business. It was noted that the project remains on track to have the strategy and 3-year Corporate Plan submitted to Ministers in early 2021.

JMacD noted that the strategic milestones relate to, and are derived from, a series of discussions with staff and Board on where we want to be in 2030. We want to commit to these at this stage and develop proposals for how we get there as the process unfolds and this requires us to be clear about what we can offer and the limits of that will be critical in terms of making the most of our resources.

The Board noted that, at present, the pandemic is taking centre stage, but climate break down and how we continue to respond to that as an organisation remains a long term priority. The Board asked that there was a need to keep the narrative broad so that we have the mindset to respond to the next crisis in same way. It was agreed to refine the paper to reflect this.

Following a robust and thorough discussion it was agreed that the paper should be reissued reflecting comments gathered particularly around climate change and agility as an organisation to respond to unforeseen situations in the future – to which the Board members will be asked to approve the direction to allow the project team to move to the next level of detail.

ACTION 1: REISSUE PAPER REFLECTING DISCUSSION FOR APPROVAL BY EMAIL

5. PRESENTATION: POST COVID-19 PLANNING, SIMON RAWLINSON, ARCADIS

Simon Rawlinson, Head of Strategic Research and Insight at Arcadis, joined the meeting to discuss change drivers and value drivers post COVID.

ACTION 2: CIRCULATE PRESENTATION TO BOARD MEMBERS

AA thanked SR for the presentation and GH for organising,

6. ANY OTHER BUSINESS

Audit Committee Update

The Board noted the content of the last Audit Committee meeting, held on 2nd June 2020, which the latest set of year end accounts, year-end activity and Audit preparation programme were received. It was noted that the Audit programme will be governed by the capacity of Audit Scotland and their work to support audits across Scottish Councils and Health Boards. SE noted Audit Committee had also discussed the Risk Register, Business Plan progress and Internal Auditors report and confirmed that they were satisfied with progress on all matters.

The Board thanked the Committee for scrutiny and assurance on the latest performance pack.

Communications

It was noted that some Board members offered to write a blog on post Covid-19 recovery which would be published throughout the summer months on the website.

It had been agreed that, along with RIAS, A&DS would jointly run the student awards this year in a digital format. Two Board members were required to join the judging panel taking place around the end of August/early September. It was noted that BR and AS would be on the judging panel. The Board also noted their appreciation to the Project Team to develop and run the student awards in a digital format.

Register of Interest Forms

It was noted Register of Interest Forms would be circulated after the meeting and it was requested that Board members complete and returned as soon as possible.

The Meeting closed at 12:00.

Signed: 
Ann Allen, Chair

Date Oct 8, 2020