

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

ARCHITECTURE & DESIGN SCOTLAND

MINUTES OF BOARD MEETING

9 Bakehouse Close Edinburgh and Via MS Teams

14:00 on Thursday 6 October 2022

Present: Ann Allen (AA) Chair (part), Angela Bonney (AB), Alistair Scott (AS), Bruce Ross (BR), Caroline Parkinson (CP), Georgiana Varna (GV), Kirsty Macari (KM) Lynn Wilson (LW) & Samantha McCabe (SMc)

Staff: Jim MacDonald (JMacD) CEO, Sue Reynolds (SR), Anja Ekelof (AE), Emelie Borg (EB), Val MacBeath (VM - Minutes) Karen Ridgewell (KR – Climate Update), Gillian Black (GB – KAG Green Recovery Presentation), Kate Givan (KG – KAG Green Recovery Presentation) and Eirini Atmatzidou (EA – Launch of new pamphlet)

Guests: Ian Gilzean (IG) Planning, Architecture & Regeneration Division (PARD), Scottish Government

Apologies: Graeme Walker (GW), PARD and Daisy Narayanan (DN)

1. WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

The CEO welcomed everyone to the meeting.

Apologies were received from Daisy Narayanan.

There were no declarations of interest.

2. PREVIOUS MINUTES AND MATTERS ARISING

On page 2 No 3 para 3 of the previous minutes it was agreed to revise the wording 'we are not in a position to be net zero' and to include a short explanation as to why we are not in a position to be net zero.

The previous Minutes were then AGREED subject to the one change above.

Matters Arising

The following was noted against the Matters Arising:

May No 1	A meeting had been scheduled and would take place on 11 th October 14:00-15:00
May No 3	A meeting had been scheduled and would take place on 27 th October 15:00-16:00
May No 4	Ongoing - working on a dashboard for the next outcomes report due in November

3. CLIMATE UPDATE

KR presented the Climate Update paper to the Board. It was reported that a small working group, consisting of staff, has been set up to look at possible next steps on developing A&DS's appetite and ambition to support the climate emergency, both within our work and as an organisation. The working group will have a short life to get things moving and build momentum towards business as usual.

The Board were asked to note the governance structure and their role within that - which is to "to hold the LT to account for delivery of climate plan and reporting and to support the LT with advice and feedback". The proposed Board reporting cycle is as follows:

- **November 2023** – Review PBCCD report submitted to be submitted to SSN
- **February 2024** - Presentation to the Board of A&DS Climate Action Plan for Feb – Sept 23
- **September 2024** - review progress and agree A&DS Climate Plan and any next steps

It was noted that the working group would hope to provide updates for all Board meetings.

The Board welcomed the involvement of representatives from across the Home Teams – this would be key to the wider engagement element. They were keen to see what the milestones and targets look like broken down in a way that is achievable and gives a picture on how people can make a positive impact in the steps they take.

A number of activities, forums and avenues for conversations have been set up around the content to ensure the voices of staff are heard and ideas considered.

The Board were asked to note we are not currently statutorily required, as a NDPB, to complete and submit a Public Bodies Climate Change Duties (PBCCD) Report at this time, however there will be increased scrutiny on this issue going forward and it is likely that we will be required to do so in the future and therefore the Leadership Team have taken a decision to lead on this issue.

The Chair thanked KR for the presentation.

The Board NOTED the paper.

4. ACCOMMODATION REVIEW

It was reported that since agreeing our current terms for Bakehouse Close, the impact of the Covid-19 pandemic has transformed the way we work. Amongst other things, it has resulted in a sharp reduction in the use of our office accommodation and an increased reliance on on-line platforms for a range of purposes. These changes look set to remain for the foreseeable future and with continued downward pressure on budgets, the case of retaining dedicated office space appears slight.

Leadership Team determined that now was a good time to begin an accommodation exercise. The process will involve initial discussions with colleagues in Scottish Government, a review of our business needs and options appraisal and testing before we finalise our recommendations.

As the process moves forward, Board's input and advice will be sought as appropriate and the Board's will approve the submission to Scottish Ministers on what the future of accommodation looks like before 1 April 2024, when the lease for BHC can be relinquished. We will also engage with staff throughout the process both to seek their input and to keep them informed. It was noted at this stage staff are aware of this paper and that we are looking at a range of different options.

The Board advised caution on making decisions based on the past 12 months as it has not been a typical year. Consideration should be given to the type of space required, for example, do we require a more collaborative hub rather than lots of desks. The Board were made aware that there could be more than one stage to this involving short and longer term solutions.

There was a need to ensure we present Ministers with something that suits us along with a robust case to ensure support.

It was confirmed we would draw on the expertise of the Climate Team throughout the process and similarly that of the Board, as well as the Estates Directorate at Scottish Government.

The Board NOTED the paper.

5. PROGRAMME FOR GOVERNMENT AND 2022 SPENDING REVIEW

It was noted that the Programme for Government is a much slimmed-down document from previous years, a reflection of its overarching focus on the "cost crisis" and we expect this to be reflected in the upcoming spending review.

It was reported, as with previous years, we continue to work closely with colleagues in our Sponsor Team and they continue to help us get our messages across. Our Sponsor Team will ensure they make the best case possible (with materials provided by ourselves) to Ministers throughout this process to ensure we continue to be funded around the same levels as we currently are.

Once it is understood what the landscape will look like there will be a further set of conversations with the Board, to think about the priorities the Board has, to help us assemble a programme of work and an overall resourcing picture for future years. We expect that to emerge between New Year and Easter 2023.

It was noted that the challenges may allow us to look slightly differently at funding and this fits well in the spirit of wider collaboration. It was important that we sell the narrative in a way that it will appeal, and ensure that we also bring it back to that vision of how we contribute to a sustainable healthy community in Scotland, the stories that sit behind it, and have the ability to articulate what that means. In the past we have been successful in getting different funding out of different streams of Government. The Board highlighted the importance of showing Government we are exploring different options. In future we may need to look outside Government for funding and it was noted that the innovation agenda might be an interesting space for A&DS to think about.

The Board NOTED the paper.

6. KAG GREEN RECOVERY PRESENTATION

KG and GB gave a presentation on KAG Green Recovery.

It was reported that we were keen this came to the Board as it was essentially what our strategy is trying to achieve to move to that place-based approach across the whole country. A number of the challenges mentioned are those which we need to address around this table and with our sponsor team. It was felt that it was important to get this on the Board's radar to see what is involved. We need to think carefully about how the resourcing of that plays out over the next few months and years.

The Board noted that the big challenges identified were skills based rather than budget/resources and felt this was positive. It was noted that leadership within Local Authorities (LA's) had been identified as a challenge. LA's no longer have the budget to outsource the work and are struggling to push this agenda forward and get buy in in-house.

NPF4 is trying to express at a national scale what the big infrastructure requirements are and the challenge for LA's is to make sense of how that plays out for them in their local context. There is some suggestion within NPF4 of how that might work at a regional scale. A&DS can help convene these discussions and we are beginning to start those conversations. Other agencies will also be part of that conversation as they are recognising the pressures LA's are under around skillset and the number of people available.

We anticipate receiving requests to support more people that we can begin to support alongside a spending review. We need to look at how we, and those we work with, communicate the significance of that.

The Board highlighted the importance of capturing the benefits of the new approach demonstrated in the presentation and getting those benefits in front of decision makers to evidence that it works.

The Chair thanked GB and KG for their presentation.

ACTION: SEND ROUND PRESENTATION TO BOARD MEMBERS

7. LAUNCH OF NEW PAMPHLET

AE and EA gave a presentation and circulated hard copies of the new pamphlet *Helping to make the Place Principal an everyday reality – A snapshot of the outcomes of our work*. The pamphlet distils a snapshot of where we are at with our Corporate Strategy and Corporate Plan. It is intended as a simple and easy read for us to use as an opportunity to advocate around the strategy and demonstrate how we are progressing. It is important that we use it as a tool to keep re-engaging with people and telling our stories to show our impact whilst keeping A&DS's name tightly associated with the delivery of the place principal.

We will target a narrow range of stakeholders in a range of ways and the Board was asked to share their thoughts on who these people might be.

ACTION: BOARD MEMBERS TO SHARE THOUGHTS ON POTENTIAL STAKEHOLDERS

The Chair thanked AE and EA for their presentation.

9. ANY OTHER BUSINESS

26th October Away Day

The Board away day would take place in Glasgow and would include a visit to the Burrell Collection and perhaps the Western Infirmary Site. There would be presentations from staff and a presentation from former Board member Graham Ross. Further information would be circulated shortly.

Audit Committee

The Chair of the Board and the Chair of Audit Committee have agreed to invite all Board members to be part of Audit Committee to help reduce the risk of the meeting not being quorate. It was noted that Audit Committee meetings usually take place online, last no longer than an hour and provide Board members with an in-depth view of the challenges we face. A paper to reflect this change will be brought to the Committee at the next meeting.

ACTION: UPDATE AUDIT COMMITTEE MEETING INVITE TO INCLUDE ALL BOARD MEMBERS AND PREPARE A GOVERNANCE PAPER TO APPROVE CHANGE IN MEMBERSHIP TO 26 OCTOBER 2022 BOARD MEETING

Student Awards

The Andy MacMillan Lecture and the announcement of the winning and commended student projects in the A&DS and RIAS Scottish Student Awards for Architecture will take place on 27th October 2022 from 18:00-20:00 at Collective Architecture in Glasgow.

The meeting closed at 16:10 pm.

A handwritten signature in black ink, appearing to read 'Ann Allen', written in a cursive style.

Ann Allen, Chair

Date: 26 October 2022