



**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (30)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 7 April 2014**

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

Staff : Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),  
Anja Ekelof (AE), Jill Malvenan (JM) (Item 9)

<b>ACTION 1 : LL to circulate details of the new Sub-Committees.</b>	LL
<b>ACTION 2 : Revised dates for the Audit and Comms Meetings in May 2014 to be scheduled.</b>	AH/LL/AE
<b>ACTION 3 : Locations of Board meetings to be reviewed and recirculated.</b>	JMacD
<b>ACTION 4 : Good Practice Guides to be shared with the Board before issue.</b>	JMacD
<b>ACTION 5 : The Board to formally thank the Design Forum Panellists for their time and contributions.</b>	KA
<b>ACTION 6 : Draft KPIs/Evaluation to be updated and circulated ahead of the May meeting.</b>	JMacD
<b>ACTION 7 : Board to consider Design Procurement issue further at Strategy Meeting. JMacD to consider the feasibility of an exhibition on Highland Schools.</b>	JMacD
<b>ACTION 8 : All to provide suggestions to the Chair regarding Obstacles to Good Placemaking Debate.</b>	KA
<b>ACTION 9 : Availability of MM and BD after May/June's dates to be checked for a catch up.</b>	AH

## 1 WELCOME

The Chair welcomed SE and GH as our two new Board Members. Round table introductions were made.

## 2 APOLOGIES

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

## 3 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

## 4 MINUTES OF MEETING ON 17 FEBRUARY 2014 & MATTERS ARISING

The minutes were agreed.

Actions from the Minutes were as follows.

#### Action 1

JMacD confirmed that the Annual Report is titled Directors Report and Accounts as this format is preferred by SG and Audit Scotland.

#### Action 2

Item 11 on the current agenda.

#### Action 3

Board training is scheduled for 1 & 2 May.

#### Action 4

The finalised Corporate Strategy was published last month. Hard copies are available on request as is a summary version.

#### Action 5

Item 8 on the current agenda.

#### Action 6

DC represented the Board at the recent Design Skills Symposium.

#### Action 7

The Business Plan 2013/14 closure report will be circulated to the Board ahead of the next meeting.

#### Action 8

Item 5 on the current agenda.

#### Action 9

JMacD has raised the condition of the common parts in the Lighthouse with colleagues at GCC.

The Chair agreed to take Items 5 and 6 in reverse order.

## **6 APPOINTMENT TO SUB-COMMITTEES**

Following the changes to the Board, the membership of the three sub-committees requires to be agreed.

Prior to filling the vacant positions the Chair enquired if anyone wished to stand down from their current roles. All Board Members present confirmed they were happy to continue in their sub-committee roles. Of those not present, SB had previously indicated his willingness to continue as Chair of the Planning and Consultations Sub-Committee.

Audit Committee: Following discussion it was agreed that GH will join the Audit Committee and that MC will assume the role of Chair of Audit Committee.

Communications: Following the meeting DC confirmed his willingness to serve on the Communications Sub-Committee.

Planning and Consultations: SE indicated a willingness to joining either the Communication or Planning groups. As DC is to serve on Communications SE will join the Planning and Consultations.

### **ACTION 1 : LL to circulate details of the new Sub-Committees.**

## 5 BOARD AND SUB COMMITTEE MEETINGS 2014/15

Proposed dates for the Board and Sub-Committee Meetings were tabled.

The 6<sup>th</sup> of May was not considered suitable for the chairs of both the Audit and Communications Committees and it was agreed to find alternative dates for these.

The May Board meeting will be a strategy discussion which will cover procurement, evaluation and the accommodation review.

It was agreed that the location of each of the future Board meetings would be reviewed and recirculated.

**ACTION 2 : Revised dates for the Audit and Comms Meetings in May 2014 to be scheduled.**

**ACTION 3 : Locations of Board meetings to be reviewed and recirculated.**

## 7 MODEL CODE OF CONDUCT

The Model Code of Conduct (MCoC) prepared by Scottish Government for public bodies was tabled which the Board are required to adopt.

Following discussion the adoption of the MCoC was AGREED.

## 8 FINALISED DRAFT BUSINESS PLAN 2014/15

JMacD presented the finalised draft of the Plan incorporating amendments requested in February. Following discussion the draft was AGREED.

It was also AGREED that updates would be provided quarterly to the Board and at other times as requested.

The Chair requested that the Good Practice Guides the Schools programme are working on be shared with the Board before issue.

**ACTION 4 : Good Practice Guides to be shared with the Board before issue.**

## 9 DESIGN FORUM

JM joined the Meeting to provide an overview of Design Forum now that it has been in place for two years. She summarised what the programme set out to do, the outcomes and challenges going forward. The publication of Creating Places last year reiterated the locus of Design Forum. The goals were early engagement; current issues; informed advice and wider influence.

A wider support is offered than was the case through Design Review. The Forum Panellists play a pivotal role in this with the same panellists seeing a project through from start to finish.

In future we plan to increase the pool of panellists and skills on offer and hopefully more local authorities will sign up to working with us increasing our local engagement and reach.

JM requested that the Board formally thank the forum panel for their time and considerable contribution.

**ACTION 5 : The Board to formally thank the Design Forum Panellists for their time and contributions.**

The Chair thanked JM for her presentation which was well received and for her work for A+DS over the last four years and wished her well for the future in private practice.

## 10 COMMUNICATIONS UPDATE (AE)

Activity since the previous meeting has included coverage of the Derelict Glasgow exhibition and a project undertaken by Napier University design students. Green2014 programme (Commonwealth Games) launches this Thursday; newsletters sent out in February & March had a good opening rate; the Noticed Board highlights the Corporate Plan and includes a Corporate video.

The Board toolkit is being worked up and this will also be accessible on the Board Intranet.

Website hits have increased since the last meeting, primarily due to Derelict Glasgow and the Design Skills Symposium. We are also currently undertaking technical and user testing of the website.

## 11 PERFORMANCE INDICATORS AND EVALUATION

JMacD presented a set of draft Performance Indicators for consideration. He advised that A+DS has not previously used KPIs and this has been highlighted by our auditors as an issue to be addressed.

The draft tabled was discussed – we need to get this right to enable us to work through performance measures. A lot of what we do is project specific and measured which feeds in to this but we require measures for overall performance. We need to set starting points and targets to measure these against. SE commented that the Annual Report was very good in providing examples of outputs, outcomes and compelling narrative/stories. This contrasts with the Business Plan which is lacking measurable and qualitative figures and targets. For example, on communications we should have a baseline for say enews readers and be able to set a target for increased readership against the starting figure. The skill will be to set targets which are predominantly deliverable whilst also providing organisational stretch.

It was agreed that JMacD would make the changes discussed and recirculate – Board Members to feed in thoughts and this will be developed for issue before the May Strategy session. Once this is developed a workable document will be available post May strategy session.

**ACTION 6 : Draft KPIs/Evaluation to be updated and circulated ahead of the May meeting.**

## 12 ANY OTHER BUSINESS

### Highland Council

MC viewed that we should follow through on findings re design procurement from the Inverness visit in March. He suggested the aspects of local contextualism they aimed to promote were interesting and well presented and would make a good exhibition. He felt this would fit in well with the work our Schools Programme are doing.

**ACTION 7 : Board to consider Design Procurement issue further at Strategy Meeting. JMacD to consider the feasibility of an exhibition on Highland Schools.**

### Chair Update

The Chair reported that she had been involved in Scotland's Best Place and the Biennale judging. She will also be involved in a BEFS debate in May – Obstacles to Good Placemaking – any suggestions anyone has would be appreciated.

**ACTION 8 : All to provide suggestions to the Chair regarding Obstacles to Good Placemaking Debate.**

CEO Update

JMacD reported that Green2014 launches on Thursday; he will be speaking at the UK Forum of Architecture Schools in Aberdeen on 24 April; internal recruitment to replace JM is about to get underway.

Board Members Updates

GR reported that RSA Cities Growth Commission are looking at a Scottish dimension tied in with the Scottish Cities Alliance. The RIAS convention is in Glasgow on 16 & 17 May and the Academy of Urbanism Convention is also in May.

SE reported that she will be judging the Quality in Planning Awards in May and the Central Scotland Network Forum is on 3 June.

GH advised he will be attending the SCDI Forum on 1 & 2 May.

Ex-Board Members

The Chair hopes to have an opportunity to say thanks to Martin Mackay and Branka Dimitrijevic for their time on the Board. Their availability to a catch up on the May and June dates to be sought.

**ACTION 9 : Availability of MM and BD after May/June's dates to be checked for a catch up.**

The Meeting closed at 5.20 pm.

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

Date .....

**ARCHITECTURE + DESIGN SCOTLAND**  
**MINUTES OF BOARD MEETING (31)**  
**The Lighthouse, 11 Mitchell Lane, Glasgow**  
**1.30 pm on Monday 11 August 2014**



Architecture+DesignScotland  
 Ailtearachd is Dealbhadh na h-Alba

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), Diarmaid Lawlor (DL) (Items 7 & 8)

<b>ACTION 1: Good Practice Guides to be tabled at a future meeting.</b>	JMacD
<b>ACTION 2: Board to formally thank the Design Forum Panellists for their time and contributions.</b>	KA/JMacD
<b>ACTION 3: Performance evaluation framework to be tabled at next Board Meeting.</b>	JMacD
<b>ACTION 4: Design Procurement to be discussed at September Strategy session.</b>	JMacD
<b>ACTION 5: DL to confirm to the Board the dates of the follow up event.</b>	DL
<b>ACTION 6: DL to scope the proposal out further to enable discussion at the September Board meeting.</b>	DL
<b>ACTION 7: PG to make changes to the Business Plan before the September meeting.</b>	PG
<b>ACTION 8: LL to clarify the use of amber colour-coding on selected fields.</b>	LL
<b>ACTION 9: JMacD to prepare a note ahead of the September meeting.</b>	JMacD
<b>ACTION 10: AE to provide a report to future Board meetings.</b>	AE
<b>ACTION 11: LL to prepare new Terms of Reference for Audit Committee for approval at the December Board.</b>	LL
<b>ACTION 12: EH to circulate dates of events to the Board once finalised.</b>	EH
<b>ACTION 13: JMacD to clarify with Scottish Government whether there is scope to lower the delegated limits set out.</b>	JMacD
<b>ACTION 14: JMacD to discuss our present contact with SCDI with GH.</b>	JMacD/GH
<b>ACTION 15: JMacD to discuss implications of the Value of Design forward actions with APD.</b>	JMacD
<b>ACTION 16: Board to consider A+DS's involvement subsequent to the visit to Aberdeen.</b>	All
<b>ACTION 17: JMacD/LL to put together points from On Board training and circulate.</b>	JMacD/LL
<b>ACTION 18: Summary of Away Day to be circulated.</b>	JMacD

## 1 APOLOGIES

Apologies were received from Jonathan Hughes.

## 2 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

## 3 MINUTES OF MEETING ON 7 APRIL 2014 & MATTERS ARISING

The minutes were agreed.

Actions from the Minutes were as follows.

### Action 1

Details of the new sub-committees was circulated.

### Action 2

Revised dates for Audit and Comms meetings were scheduled and circulated.

### Action 3

Locations for future meetings was reviewed and circulated.

### Action 4

JMacD confirmed that Good Practice Guides will be presented at a future meeting.

### **ACTION 1 : Good Practice Guides to be tabled at a future meeting.**

### Action 5

The Board has still to formally thank the Design Forum Panellists for their time and contributions.

### **ACTION 2 : Board to formally thank the Design Forum Panellists for their time and contributions.**

### Action 6

The draft KPIs/Evaluation work is still ongoing and will be completed for presentation at the next meeting.

### **ACTION 3 : Performance evaluation framework to be tabled at next Board Meeting.**

### Action 7

Design Procurement to be discussed at September's Strategy meeting.

### **ACTION 4 : Design Procurement to be discussed at September Strategy session.**

### Action 8

The Chair received suggestions for the Obstacles to Good Placemaking Debate.

### Action 9

MM and MD attended a small get together after the May Strategy Session.

## 4 MINUTES OF STRATEGY MEETING ON 12 MAY 2014 & MATTERS ARISING

AS advised that under Item 5 reference to DTAS should instead be to CCH.

MC proposed that once established, KPIs should be reviewed by Audit annually. This was agreed.

Thereafter the minutes were agreed.

Actions from the Minutes were as follows.

#### Actions 1

JMacD has amended the KPIs in line with the changes discussed.

#### Action 2

The management team has established baselines for each KPI.

#### Action 3

KPIs will be used as the basis for staff performance appraisals.

#### Action 4

Procurement will be looked at further in September.

#### Action 5

JMacD to discuss actions from the Board training with Head of Corporate Services.

#### Action 6

JMacD to seek update from HC on proposals for developing better links between Board and Panellists.

The Chair asked that Items 7 & 8 be brought forward.

## **7 DESIGN SKILLS SYMPOSIUM FOLLOW UP**

DL joined the meeting to highlight November's follow up event and outline the initial scoping for next year's Symposium.

The follow up event is being developed and is planned to include a visit to the athletes' village, the Postcode 3000 Exhibition and the use of Noticed Board to provide a summary of the outputs of the Symposium and a follow up to Stalled Spaces.

Next year's Symposium is currently being scoped out with a view to building relationships with potential partners and securing resources for the event.

DL advised that he would prepare a paper for a later Board Meeting as the basis for establishing the focus of next year's Symposium.

The Board asked to be provided with dates for the November event once this is confirmed.

**ACTION 5 : DL to confirm to the Board the dates of the follow up event.**

## **8 DESIGN LABS AT A+DS**

DL presented a paper on the "Design Lab" event hosted by A+DS in July and aimed at senior professionals. The event was led by Professor Winy Maas of MVRDV on What Makes a Successful City Region and focussed on national planning and how some techniques might be applied. A report on this event is available on the A+DS website.

In light of the success of the event, it is proposed that A+DS facilitate similar events. It was recognised that additional resources will be required. The next steps should therefore be:-



- to initiate discussions with Scottish Government and other prospective partners;
- test the model for effectiveness and;
- scope out a programme of Labs for next financial year.

The Board approved this proposal and asked that DL scope this out further to enable it to be discussed at the September Board meeting.

**ACTION 6 : DL to scope the proposal out further to enable discussion at the September Board meeting.**

## **5 DRAFT ANNUAL REPORT & FINANCIAL STATEMENTS 2013/14**

JMacD reported that the Audit Committee had approved this at their earlier meeting. As previously, we intend to publish the Report via our website and use it as the basis for an illustrated version intended for a public audience. This latter version will be published in December. In addition, copies of the report will be submitted as required to the Scottish Parliament and to Companies House.

Following discussion and subject to the correction of typographical errors, the Board agreed the draft annual report.

## **6 BUSINESS PLAN UPDATE**

JMacD highlighted that the latest version of the Business Plan includes presentational changes and responsibility for collating updates now sits with the Support Services Manager (PG).

The Board noted with concern that certain programmes appear not to have provided updates on their activities. The Board also requested that format of the Plan revert to being ordered by Objectives. In addition, the Board requested that consideration be given to omitting the detailed tasks listed under Objective 6. Finally, the Board asked that status updates be provided on all activities and that clarification be provided on the amber fields.

**ACTION 7 : PG to make changes to the Business Plan before the September meeting.**

**ACTION 8 : LL to clarify the use of amber colour-coding on selected fields.**

## **9 ADVOCACY ROLE OF BOARD MEMBERS**

The Chair and GR have been discussing how the Board Members can use their time more effectively to develop their ambassadorial role. Discussion took place on how the Board identifies key messages and themes and the best way for Board Members to exchange information with each other. JMacD noted that the Board Toolkit is updated regularly, is available on the Board Intranet and provides a useful starting point to support this work.

It was agreed that JMacD would prepare a note outlining messages around the themes of Housing, Town Centres and Planning as the basis for discussion at the September meeting.

**ACTION 9 : JMacD to prepare a note ahead of the September meeting.**

## **10 COMMUNICATIONS UPDATE**

AE updated the Board on Comms activity over the last few months. Activity has been dominated by Green 2014. Notable events included the Legacy Run and the Stalled Spaces photo-shoot attended by Derek Mackay MSP and the Chair. Elsewhere, the Student Awards received coverage and work is currently being done in preparation for the Scotland at Venice events.

Website activity dipped in June but was up again in July – website content now includes interviews with speakers at our events.

The Communications Sub-Group considered the project plan for reviewing the website and are content with what is planned.

The Board requested that future updates be provided via a written report.

**ACTION 10 : AE to provide a report to future Board meetings.**

## 11 AUDIT COMMITTEE UPDATE

A report on the May Audit Committee was presented and MC updated members on the Audit meeting that took place immediately prior to the Board.

MC noted that:-

- Q1 management accounts are on track;
- there are currently £50k of unallocated funds but that these will be allocated shortly;
- the final two pieces of internal audit work from 12/14 should be completed by the end of August;
- an exercise to appoint Internal Auditors for 14/15 onwards is underway;
- Audit Committee requested that the number of risks are removed from the Risk Register prior to the Board update later in the year.

The Terms of Reference of the Audit Committee are being reviewed by LL and a further member for the Committee is being sought. Following discussion, it was agreed that GH would join the Audit Committee.

**ACTION 11 : LL to prepare new Terms of Reference for Audit Committee for approval at the December Board.**

## 12 CREATIVE SCOTLAND EVENTS FUNDING

A paper prepared by Emma Halliday was tabled for information. The Board noted this and asked that dates of the events described are circulated as soon as possible.

**ACTION 12 : EH to circulate dates of events to the Board once finalised.**

## 13 HEALTH PROGRAMME FEEDBACK SURVEY

A paper prepared by Heather Chapple was tabled for information. The Board noted the report and asked JMacD to ensure the information provided formed part of our evaluation framework.

## 14 CERTIFICATES OF ASSURANCE

JMacD presented a new Draft Framework Document prepared in conjunction with Scottish Government. The Framework Document is a key part of our governance and control process and sets out the framework of policy, planning, accountability and delegations within which A+DS operates on behalf of Ministers. Particular attention was drawn to the delegated limits set out.

The Board APPROVED the draft but asked whether we would be entitled to lower the delegated limits voluntarily. JMacD agreed to seek clarification in this from Scottish Government.

**ACTION 13 : JMacD to clarify with Scottish Government whether there is scope to lower the delegated limits set out.**

## 15 ANY OTHER BUSINESS

### Chair Update

The Chair met with Derek Mackay and Councillor Liz Cameron at the launch of Stalled Spaces; she attended the launch of Green 2014 Phase 2; wrote an article on housing for SFHA magazine; attended the Venice Biennale in May as a scouting mission for Scotland in Venice which takes place in October and has been asked by RIAS to go to Lithuania from 11-14 September.

AE advised that the Scotland in Venice project ties in with the international theme for next year – the content of this exhibition is still being developed and we are looking at launching it in February.

### CEO Update

JMacD and the Chair are due to meet with RIAS President and Secretary shortly; JMacD is due to hold separate meetings with Visit Scotland and the Director of Culture at the Scottish Government regarding the 2016 Year of Architecture.

### Board Members Updates

GH met with the Chair of SCDI and will continue to provide contact for A+DS - JMacD to discuss our present contact with SCDI with GH. He also attended meetings in connection with the Commonwealth Games Legacy and will be attending the Scottish Infrastructure and Investment Conference on 9 October.

#### **ACTION 14 : JMacD to discuss our present contact with SCDI with GH.**

GR was involved in the Winy Mass event last month; he noted that the Kevin Murray Review of Strategic Development Plans in Scotland and The Value of Design in the Built Environment have both been published - both have a number of forward actions some of which A+DS could take on. JMacD will discuss these with APD.

#### **ACTION 15 : JMacD to discuss implications of the Value of Design forward actions with APD.**

SB has attended meetings with RTPi; been invited to a Scott Sutherland School of Architecture Open Day and an RICS Conference on City Centre Masterplanning. SB asked the Board to consider where it sees A+DS's involvement subsequent to the visit to Aberdeen last year. There are two significant projects underway in Aberdeen: the city centre masterplan and new harbour. In addition a City Deal is being prepared for Aberdeen.

#### **ACTION 16 : Board to consider A+DS's involvement subsequent to the visit to Aberdeen.**

AS attended the launch of MPF3 at which Derek Mackay was present.

SE is involved in the judging for the Scottish Quality in Planning Awards this year.

MC has a follow up meeting with DL and BEFS/RCAHMS on 22 August and is assisting DL and ED on Strategic Planning with Glasgow & Clyde Valley.

### Women on Board Consultation

The Planning and Consultations Group's agreed this Consultation response in July.

### Accommodation Review

JMacD advised that this project is over-running and it now anticipated that we will make the submission to Minister in March 2015 rather than this year. A detailed report and options appraisal will be prepared for the October Board.

GH offered to provide advice based on previous relocation experience.

On Board Training

GR asked when the points reflected in the Board training sessions in May would be available. JMacD will be meeting with LL to put these together and they will be shared with the Board members who could not attend.

**ACTION 17 : JMacD/LL to put together points from On Board training and circulate.**

Board/Staff Away Day

The Chair asked if a summary of the Away Day in June would be circulated.

**ACTION 18 : Summary of Away Day to be circulated.**

The Meeting closed at 5.00 pm.

Signed: .....

**KAREN ANDERSON, Chair**

Date .....

**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (32)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 06 October 2014**



Architecture+DesignScotland  
Ailtearachd is Dealbhadh na h-Alba

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), Maureen Jobbins (MJ - Minutes),  
Anja Ekelof (AE), Emma Halliday (EH) (Item 5), Michael Cant (MPC) (Item 6), Lynne  
Lineen (LL) (Items 8 & 11)

<b>ACTION 1: JMacD to prepare update on the development of the performance evaluation framework for the Board meeting in December.</b>	JMacD
<b>ACTION 2: DL to prepare update on Design Lab for the Board meeting in December.</b>	DL
<b>ACTION 3: KA to prepare an updated paper on housing for the Strategy meeting in November.</b>	KA
<b>ACTION 4: EH to circulate the dates once finalised.</b>	EH
<b>ACTION 5: JMacD &amp; GH to arrange a date to discuss contact with SCDI.</b>	JMacD/GH
<b>ACTION 6: JMacD to review Value of Design to identify actions relating to A+DS</b>	JMacD
<b>ACTION 7: JMacD to write to CEO of Aberdeen Council to establish if A&amp;DS can help with the projects.</b>	JMacD
<b>ACTION 8: Housing &amp; Accommodation Review to be discussed at the November Strategy meeting. JMacD to add to agenda.</b>	JMacD
<b>ACTION 9: LL to procure a supplier to provide Internal Audit services as soon as possible.</b>	LL
<b>ACTION 10: JMacD to review items listed under heading 3 prior to discussion at the November Strategy meeting.</b>	KA/JMacD
<b>ACTION 11: JMacD to provide confirmation of the programme for 2015 at the next Board meeting.</b>	JMacD
<b>ACTION 12: Board members to consider ahead of discussion at November Strategy meeting.</b>	JMacD
<b>ACTION 13: JMacD to circulate a copy of the Gifts Policy to all staff and Board members.</b>	JMacD

## 1 APOLOGIES

Apologies were received from Jonathan Hughes.

## 2 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

## 3 MINUTES OF MEETING ON 11 AUGUST 2014 & MATTERS ARISING

Amendment to Action 11 as it should have read December and not October. Thereafter minutes were agreed.

Actions from the Minutes were as follows.

### Action 1

A paper on the refurbishment guidance for schools is on today's agenda.

### Action 2

Letters have now gone out to the Design Forum panellists. The Chair would like to thank Heather and the Design Forum team for making each letter personal to the individual panellist.

### Action 3

The performance evaluation framework is still in the process of being updated and will be discussed at the next Board meeting.

**ACTION 1: JMacD to prepare update on the development of the performance evaluation framework for the Board meeting in December.**

### Action 4

Design procurement to be discussed as Item 4 on the current agenda.

### Action 5

DSS follow up date is set for 6<sup>th</sup> November at the Lighthouse Workshop.

### Action 6

Design Lab paper is progressing with input from Scottish Cities Alliance. The final draft will be presented to the Board in December.

**ACTION 2: DL to prepare update on Design Lab for the Board meeting in December.**

### Action 7

Business Plan update to be discussed at Item 8 on the current agenda.

### Action 8

This was an error which has been corrected.

### Action 9

KA is to prepare an updated paper before the next Strategy meeting in November.

**ACTION 3: KA to prepare an updated paper on housing for the Strategy meeting in November.**

### Action 10

Communications update this is tem 9 on the current agenda.

#### Action 11

New Terms of Reference for Audit Committee will be tabled for approval at the December Board.

#### Action 12

EH will circulate dates of events to the Board when finalised.

**ACTION 4: EH to circulate the dates once finalised.**

#### Action 13

JMacD noted that Scottish Government have confirmed we are able to lower delegated expenditure limits

#### Action 14

JMacD and GH to discuss present contacts with SCDI, this will take place by end of October.

**ACTION 5: JMacD & GH to arrange a date to discuss contact with SCDI**

#### Action 15

**ACTION 6: JMacD to review Value of Design to identify actions relating to A+DS**

#### Action 16

A discussion took place about how best to approach Aberdeen Council to establish what assistance A&DS may be able to offer, either in a consultative role or as part of a stakeholder group, with the 2 major projects that they currently have in progress.

**ACTION 7: JMacD to write to CEO of Aberdeen Council to establish if A&DS can help with the projects.**

#### Action 17

A paper is included on today's agenda

#### Action 18

The summary of the Away Day has been circulated to all Board members.

## **4 NOTES OF STRATEGY MEETING ON 8 SEPTEMBER 2014 & MATTERS ARISING**

The notes were agreed. The next strategy meeting was confirmed for 10<sup>th</sup> November in Edinburgh, details on timing and agenda to follow.

**ACTION 8: Housing & Accommodation Review to be discussed at the November Strategy meeting.**

## **5 STALLED SPACES SCOTLAND**

EH joined the meeting to outline the programme for Stalled Spaces Scotland, meetings had already been held in Edinburgh (BHC) and Glasgow (Lighthouse) and these had been well attended. Additional dates have been set for Dundee and Aberdeen.

The Board noted the report.

## 6 SCHOOLS REFURBISHMENT GUIDANCE

MC joined the meeting and presented the "Remade Learning Places" which forms the Schools Refurbishment Guidance that had been commissioned by the Schools Infrastructure unit of the Scottish Learning Directorate. SE asked if outdoor learning pace had been included in any of the case studies, MPC will be reviewing the case studies that they have to see if items such as this can be included.

The Board noted the report and thanked MC for the comprehensive and well put together guidance.

## 7 AUDIT COMMITTEE UPDATE

LL joined the meeting to update Board on the Audit Committee meeting held on 11 Aug 2014. All to note that GH is now a member of the Audit Committee.

Discussion took place about the future provision of Internal Audit services and it was agreed that efforts should be made urgently to secure a supplier for Audit services and if Board approval was required then it would be given.

The Board noted the report.

**ACTION 9: LL to procure a supplier to provide Internal Audit service as soon as possible.**

## 8 BUSINESS PLAN UPDATE

LL presented an update report on the current year's business. LL advised that the Business Plan is largely on track with no significant issues to raise. GR advised that the Scot Govt had sent out a tender invitation to Design Led Procurement.

The Board noted the report.

Chair requested that item 11 be brought forward to be discussed after item 8.

## 11 GOVERNANCE

LL presented a short report outlining the work that is planned to address a range of governance issues raised by the Board.

KA has advised that items listed under heading 2 could progress and those under heading 3 should be reviewed by the Chair/CEO with a view to relevant items being discussed at the next Strategy meeting.

The Board noted the report and APPROVED the approach presented.

**ACTION 10: JMacD to review items listed under heading 3 prior to discussion at the November Strategy meeting.**

## 9 COMMUNICATIONS UPDATE

AE presented a short report outlining current activity.

The Board noted the report.

## 10 2015 PROGRAMME



AE presented an outline of the programmed outreach activities for 2015. In particular, she advised that A+DS was represented by Morag Bain (MB) at the Venice + Scotland 2014 event, with communications support provided by Scot Govt.

Decade: 10 years of A&DS: current thinking is to around "10x10: 10 Big Ideas" with a programming format combining keynote speeches, exhibitions, workshops and a publication.

Connect: Scottish Design in an International Context: Not progressed

The Board noted the report and asked that JMcD provide confirmation of the final programme for both Decade and Connect as soon as possible and expressed concern around the lack of progress on Connect.

**ACTION 11: JMcD to provide confirmation of the programme for 2015 at the next Board meeting.**

## 12 ANY OTHER BUSINESS

### Chair Update

Recently visited Lithuania with RIAS, had a busy tour meeting a range of government and professional colleagues.

NHBC – Pride in the job lunch, thought that this could be captured by A+DS in a similar format.

**ACTION 12: Board members to consider ahead of discussion at November Strategy meeting.**

### CEO Update

JMcD attended the Place Alliance discussions in London – useful network and contacts made with a range of partners. Chair/CEO will attend a meeting (20<sup>th</sup> October) with GCC regarding the Lighthouse. JMacD will attend The Scottish Awards for Quality in Planning and the Doolan Awards on the 5<sup>th</sup> of November.

### Board Members Updates

MC - will be in Swansea representing A&DS at the Welsh equivalent of A&DS.

SE - judging the Scottish Quality Awards and involved with the programme for Stalled Spaces.

GH - attended an investment and property event.

### Housing Position Paper Update

This was discussed under Item 4 above.

### Accommodation Review

The closing date for tenders for the property search was on Friday and we hope to confirm an appointment this week.

Thanks to recent improvements in communication, staff are now better informed and more engaged in what is happening.

The review is on track to provide an initial report to the Board in December.

### 2016 Year of Innovation, Architecture & Design

Discussion on the form and content of this will take place at November's Board meeting. We plan to invite colleagues from Scottish Government and the RIAS to join the meeting for this discussion.

Performance Evaluation

This item is to be discussed at next Strategy meeting in November.

Gifts Policy

MC requested that a copy of the gifts & hospitality policy is circulated so that all know when to update the register.

**ACTION 13: JMcD to circulate a copy of the Gifts Policy to all staff and Board members.**

The Meeting closed at 5.05 pm.

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

Date .....



**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (33)  
The Lighthouse, 11 Mitchell Lane, Glasgow  
1.30 pm on Monday 8 December 2014**

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

**Staff :** Jim MacDonald, Chief Executive (JMacD), Andrea Hepburn (AH - Minutes),  
Anja Ekelof (AE)

**Guest :** Ian Gilzean, APD, Scottish Government

Action Point	Responsibility	Date Due
<b>ACTION 1 : Performance Evaluation Framework to be finalised ahead of the next Audit Committee.</b>	JMacD	31/1/15
<b>ACTION 2 : JMacD to (a) meet with agents and (b) write to the Cabinet Secretary seeking a meeting in the New Year re Accommodation Review.</b>	JMacD	Jan 15
<b>ACTION 3 : Updated Budget figures to be distributed post meeting.</b>	JMacD/LL	Dec 14
<b>ACTION 4: Further comments on the Annual Review to AE by 5pm on 10 December.</b>	All	10/12/14
<b>ACTION 5: LL to review Board Skills Questionnaire for re-issue.</b>	LL	Jan 15

**1 APOLOGIES**

There were no apologies.

**2 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**3 MINUTES OF MEETING ON 6 OCTOBER 2014 & MATTERS ARISING**

The minutes were agreed.

Actions from the Minutes were as follows.

Action 1

The development of the performance evaluation framework will be completed by the Management Team for presentation at the next Audit Committee.

**ACTION 1 : Performance Evaluation Framework to be finalised ahead of the next Audit Committee.**

Action 2

The update on the Design Lab will be covered at the February Board Meeting.

### Action 3

Complete - updated paper on housing was produced for the Strategy meeting in November.

### Action 4

Complete – EH has circulated event dates

### Action 5

Meeting arranged for 22 January 2015 with JMacD/GH & SCDI.

### Action 6

Outstanding - JMacD is considering reviewing Value of Design to identify actions relating to A+DS.

### Action 7

Outstanding - JMacD in discussion with SB regarding contact with the CEO of Aberdeen Council.

### Action 8

Housing & the Accommodation Review were both discussed at the November Strategy Session – both of these items are ongoing.

### Action 9

Outstanding - procurement of new internal auditors to commence this week.

### Action 10

In progress - the items under heading 3 of the Governance Work Report have been reviewed and were discussed at Audit earlier today.

### Action 11

Complete - the programme for 2015 was discussed at the additional Strategy Session last week.

### Action 12

Board members considered the NHBC Pride in the Job Lunch format prior to the November Strategy session.

### Action 13

Completed - the Gifts Policy has been circulated to staff and Board members.

## **4 NOTES OF STRATEGY MEETING ON 10 NOVEMBER 2014**

The Strategy Meeting notes were agreed subject to one change on page 3 under Accommodation Review. "A single location would result in the loss..." should read "A single location would possibly result in the loss...".

## **5 ACCOMMODATION REVIEW**

JMacD presented a report following the completion of the latest stage of the Accommodation Review Project.

This work has brought clarity to property, financial, stakeholder and staff issues. The key finding from this is that none of the current options is affordable. Discussion took place on various options from alternative means of making savings, further space planning in BHC/LH, whether gallery space within the Lighthouse could be leased as and when required and whether we could take office space only and events and exhibitions could be held in alternative venues when required.

On this basis the Board agreed that JMacD should meet with the landlords/agents for each of the shortlisted options and with colleagues in Scottish Government with a view to establishing an affordable proposal. The Board also asked that we keep the Cabinet Secretary up to date with progress and seek discussions with her early in the year.

**ACTION 2 : JMacD to (a) meet with agents and (b) write to the Cabinet Secretary seeking a meeting in the New Year re Accommodation Review.**

Item 10 was discussed after Item 5.

## **10 2015/16 BUDGET**

JMacD presented an indicative budget for 2015/16. Based on a marginal reduction in funding (0.5%) and a small increase in core costs (c. 2%) the budget shows a 'break even' position. JMacD noted that further refinement of the figures since the papers were circulated indicates a tightening of this position which now shows a deficit of around £42,000. Confirmation of this will be circulated after the meeting.

**ACTION 3 : Updated Budget figures to be distributed post meeting.**

The Board noted the significance of these figures and agreed with the need for a detailed review of our business priorities at the next meeting. Ahead of this the Board asked JMacD to consider how further efficiencies, savings, restructuring, etc may assist and to present these at the January Strategy session.

## **6 AUDIT COMMITTEE UPDATE**

MC updated the Board on this morning's Audit Committee Meeting. He confirmed that the Committee:-

- agreed Revised Terms of Reference which will come to a future Board meeting for approval;
- recommend that Health & Safety should now appear as a standing item on all Board agendas and;
- approved amendments to the Corporate Risk Register.

## **7 BUSINESS PLAN UPDATE**

The updated Business Plan was tabled for information. JMacD updated on the milestones in the report and advised there were no new projects since the last Report. While the update is a standing item, if there are any queries between meetings members are free to direct these to JMacD.

The Report was noted.

## **8 COMMUNICATIONS UPDATE**

AE updated on Comms activity for October/November. The main activities have been related to A Picture of Health; the Stalled Spaces Seminar; the preparation of the Annual Report and the website project.

Hard copies of the Annual Report will be produced to compliment the version available via the website. The website project is on track and following a tender exercise we will be interviewing 7 suppliers with a view to an appointment in early January.

## 9 ANNUAL REVIEW 2014

The Draft Annual Review was tabled. Suggested amendments made at the earlier Communications Sub-Committee were to highlight topics e.g. Town Centres, Health, Sustainability to enable people interested in these to be drawn to these sections. The Board commended AE on the draft and accepted the changes proposed by the Communications Sub-Committee. AE noted that she was happy to take further comments from Board members over the next 48 hours.

**ACTION 4: Further comments on the Annual Review to AE by 5pm on 10 December.**

## 11 ANY OTHER BUSINESS

### Chair Update

KA chaired the Landscape institute in Scotland's Placemaking Awards where a number of excellent and diverse projects were recognised and commended. She met with RICS to discuss the housing agenda and hopes to have a joint event in the months ahead on this; has attended the RIAS Council Meeting; attended the Scottish Awards for Quality in Planning, the Doolan Awards and the Scottish Government Housing Event in November.

She has been asked by RIAS if A+DS would support the naming of the annual Lecture associated with the RIAS A+DS Student Awards as the Andy Macmillan Lecture and asked for Board views. All agreed that this should be supported and pursued.

### CEO Update

JMacD noted that A+DS co-hosted the Green 2014 Closing Ceremony with GCC; attended the Scottish Leaders Forum; attended Stalled Spaces Seminar with the new Minister for Communities and Local Government and attended the latest meeting of the 4 UK agencies in Belfast last month.

### Board Members Updates

SB presented a CPD event for the Aberdeen Society of Architects.

AS attended a Design Skills Symposium follow up workshop which had good feedback and also a non-executive Directors Event which was well attended.

MC represented A+DS at a recent DCfW Conference in Cardiff.

SE/GH are going to the NDPB event at the Theatre Royal in Glasgow on 11 December.

### Health Exhibition

SE thought this was an excellent event but felt the landscape aspects could have been strengthened in the written reports.

### Board Skills Questionnaire

SE asked if this could be re-issued with more options and/or be done via a Survey Monkey.

**ACTION 5: LL to review Board Skills Questionnaire for re-issue.**

### Design Forum

JMacD highlighted that new Design Forum Panellists are currently being recruited.

Briefings

JMacD asked if Board members found the new approach to providing briefings between meetings helpful. The Board agreed that this approach is helpful and avoids unnecessarily long Board agendas.

Procurement

IG noted that the Dutch Architecture Presentation on Public Construction Procurement Trends Review which will be published next week may be a model case study for our research.

Ian Gilzean

IG advised the Board that he will be going on secondment to Australia from January until mid March.

The Meeting closed at 4.35 pm.

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

Date .....



**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (34)  
The Lighthouse, 11 Mitchell Lane, Glasgow  
1.30 pm on Monday 9 February 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), Diarmaid Lawlor (DL) (Item 7)

**Guest :** Sandy Robinson, APD, Scottish Government (Items 1-6)

Action Point	Responsibility	Date Due
<b>ACTION 1 : JMacD to arrange circulation of the list of Design Forum Panellists to Board.</b>	JMacD	When Available
<b>ACTION 2 : JMacD to arrange a paper on how our activity supports housing at an early development stage.</b>	JMacD	Tbc
<b>ACTION 3 : JMacD to arrange a presentation to Board on Place Standard.</b>	JMacD	Post Sept
<b>ACTION 4 : JMacD to prepare a further Accommodation Report to the March Board.</b>	JMacD	2/3/15
<b>ACTION 5 : AE to upload the branding presentation to Board Intranet.</b>	AE	ASAP
<b>ACTION 6 : Board members to provide contact details of recipients for hard copies of the Annual Report to AE.</b>	All	19/2/15
<b>ACTION 7 : AE to circulate Communications Sub-Committee papers to Board.</b>	AE	Tbc
<b>ACTION 8: JMacD to consider attendees for the Scottish Development Planning Conference.</b>	JMacD	Tbc
<b>ACTION 9 : JMacD to draft a response for the Chair to the Equality 50:50 by 2020 Policy.</b>	JMacD	Tbc

**1 APOLOGIES**

Jonathan Hughes.

**2 DECLARATIONS OF INTEREST**

SB declared an interest in item 7 having drafted the letter included within the Annex.

**3 MINUTES OF MEETING ON 8 DECEMBER 2014 & MATTERS ARISING**

The minutes were agreed subject to two changes:-

Under AOB, Board Member Updates should read "SB presented a CPD event".



Under AOB, Health Exhibition should read “could have been strengthened in the written content”.

Actions from the Minutes were as follows.

#### Action 1

JMacD & LL have met to review the Performance Evaluation Framework. In progress, intention to present to the May Audit Meeting.

#### Action 2

Meetings held with agents/landlords. Meeting with the Cabinet Secretary now confirmed for 11 March.

#### Action 3

Updated Budget figures were distributed post meeting.

#### Action 4

Comments received and Annual Review now published.

#### Action 5

Complete – all Board Skills Questionnaires have now been returned.

### **4 BUSINESS PLAN UPDATE**

The latest progress on implementation of the Business Plan was presented.

SB asked for feedback on the Picture of Health Exhibition. JMacD advised that the team is currently collating this and that a version of the exhibition is now available on our website.

AB asked who the new Design Forum Panellists are. JMacD will ask Design Forum to circulate a list of all panellists.

#### **ACTION 1 : JMacD to arrange circulation of the list of Design Forum Panellists to Board.**

JMacD invited members with any questions or issues between Board Meetings on the Business Plan to contact him in the first instance.

### **5 DRAFT BUSINESS PLAN & BUDGET FOR 2015/16**

The January Strategy meeting provided the basis for the development of a business plan. In line with the new focus for our work, this is structured around three broad areas and is presented in outline for board approval.

The plan includes the work that we believe supports the new way of working while delivering our objectives; omits work that in light of the new way of working is no longer considered a priority; and highlights areas of work that we are no longer able to undertake owing to our financial position. This work will continue to fulfil the role required of us by Ministers as set out in Creating Places and will not require any changes to the current Corporate Strategy.

JMacD noted that a change programme is being prepared to assist staff and that investment in training and development is being planned as part of this.

KA noted that the importance of establishing how we can be most effective with decreasing budgets. This is particularly so in the case of our public facing role where evidence of purpose and impact achieved will be essential.

KA asked whether APD were aware of the proposed new ways of working. JMacD confirmed he had met SR ahead of the Board meeting to outline these and the issues related to the new approach.

Members queried the proposal to withdraw from research. JMacD confirmed that this relates to commissioning research not undertaking our own in support of an agreed project eg a case study.

The Board queried the nature and focus of the planned activity on housing and how this supports the early stage engagement that works well in other areas, eg health. JMacD to arrange a further paper on this to provide Board with clarity.

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

DC sought clarification on Place Standard and what it entails. SR explained that Place Standard is a joint piece of work between APD, A+DS and Health Scotland and publication of this is due around September. KA asked that at the appropriate point the Board receive a further presentation on this.

**ACTION 3 : JMacD to arrange a presentation to Board on Place Standard.**

Members asked whether we need to look forward and incorporate the Business Plan into a three year strategy. JMacD noted that it is open to the Board to amend the Corporate Strategy if circumstances and or priorities change. Any such amendment would require the agreement of Ministers.

The Board noted the significance of A+DS no longer requiring dedicated exhibition/event space. In relation to this, JMacD noted that if a third party were able to meet the cost of leasing exhibition space we may still be able to support and/or host exhibitions where these clearly support our priorities/messages.

SR confirmed that while Grant-in-Aid funding will be protected as far as possible, care should be taken to ensure that A+DS maintain sufficient flexibility to adapt to any future reductions. KA thanked SR for this advice while noting that the current restrictions around redundancy made this extremely difficult.

The Board AGREED to the outline draft Business Plan for 2015/16 as it stands subject to the comments made and instructed the Chief Executive to prepare a detailed plan and budget for approval in March.

The Board AGREED to amend the terms of the Accommodation Review to omit the requirement to include exhibition and/or events space.

The Board DIRECTED the Chief Executive to prepare a detailed change plan ahead of the March Board meeting.

## **6 ACCOMMODATION REVIEW**

JMacD presented the findings of the additional work instructed by the Board in December. This established that:-

- Breckenridge House/McLellan Galleries is unworkable owing to planned refurbishment works;
- GCC have provided improved terms for the Lighthouse;
- Improved terms for Bakehouse Close are awaited;
- The Whisky Bond is not affordable.

Updated information reflecting the revised terms offered for The Lighthouse were tabled owing to their late receipt from GCC.

JMacD then outlined various scenarios involving our existing premises, highlighting issues around affordability, staffing and operational effectiveness.

Discussion took place with concerns raised by the Board around:-

- the impact on/loss of staff following any office move;
- the risks around withdrawing from The Lighthouse in 2016 as Year of Innovation, Architecture and Design;
- the impact on staff of the business priorities/change process happening at the same time as a potential office move.

It was agreed to instruct the Chief Executive to look at the feasibility of retaining two offices in both the short and long term and to examine the feasibility of deferring a move to a single location until 2017. This work is required for the March Board.

**ACTION 4 : JMacD to prepare a further Accommodation Report to the March Board.**

## **7 DESIGNLAB**

DL presented a short paper on the application of DesignLab within a planning context. The DesignLab proposal emerged from the Design Skills Symposium as past attendees are from the junior/middle level of Local Authorities with very little interest from senior level. DesignLab is aimed at targeting the senior decision makers.

Separately, A+DS participated in SG's State of the Nation event on Housing and there is influence at SG level on how this relates to the planning system. The Scottish Cities Alliance is interested in a meeting planned to look at the follow up.

Time will be required to pitch for resources with the focus being to get senior leaders involved – would we have more engagement if we attract senior leaders from the private sector?.

KA confirmed that the Board is supportive of the proposal and asked that DL prepare an outline of how the Board's members can help develop it.

## **8 AUDIT COMMITTEE UPDATE**

The report on the December Audit Meeting was tabled. MC provided a verbal update on the February Audit Meeting noting changes to the Risk Register, the appointment of Chiene and Tait as our new internal auditors and confirmation of the programme/issues for external audit.

## **9 AUDIT COMMITTEE TERMS OF REFERENCE**

The revised Audit Terms of Reference were presented for approval. AS queried the section on an APD representative may attend. JMacD confirmed that the form of wording provides APD with the right to attend meetings.

The Audit Terms of Reference were APPROVED.

## **10 HEALTH & SAFETY UPDATE**

This is a new item which will appear on all future agendas.

The report was NOTED.

## 11 COMMUNICATIONS UPDATE

AE confirmed the website project is in progress. We have appointed a consultant, are working with staff on the website content and related to this have also appointed an agency to design a new logo. The drafts for this were presented to the Communications Sub-Committee this morning and will be presented to staff on Thursday morning for comment. The presentation will also be put on the Board Intranet for their information.

**ACTION 5 : AE to upload the branding presentation to Board Intranet.**

Scotland in Venice launched last week and we received good media coverage; the Annual Report was published and printed copies are available – names for any recipients to AE; the Comms Group continued to discuss Key Messages which we will look to deliver through the Board – the paper is to be shared with the Board and AE also reminded Members about the Board Toolkit which is on the Intranet and updated regularly – this will also be shared with staff.

**ACTION 6 : Board members to provide contact details of recipients for hard copies of the Annual Report to AE.**

**ACTION 7 : AE to circulate Communications Sub-Committee papers to Board.**

## 12 ANY OTHER BUSINESS

### Chair Update

The Chair attended a meeting of the Strathclyde University Lifelong Learning Architecture Group; had discussions instigated by Stewart Gulliver to take forward the housing discussions and was at the Venice Opening last week which was attended by the Minister for International Development who was deputising for the Cabinet Secretary.

### CEO Update

Attended the recent RIAS Forum Festival meeting; is attending the SG Year of Steering Group meeting later this week; will be in London on 24 February for the Place Alliance meeting and there is currently an ongoing programme of training underway for the Management Team.

### Board Members Updates

DC & SE attended an awards ceremony through the Carnegie Trust on Health & Wellbeing.

SB has been invited to be on the judging panel for the Society for Architects Awards in the north east; has ongoing meetings with DL regarding Place and is involved in ongoing discussions regarding 2016 and what this means for the north east – he is also seeking clarity regarding funding for 2016 and also A+DS's role in this.

AS attended a 2 day OECD workshop in Paisley, the Chief Executive of Renfrewshire Council was also in attendance; he met David Cowan, Head for Regeneration who was very complimentary regarding A+DS and Stalled Spaces – who also mentioned Stalled Buildings in conversation.

AB attended an NHBC dinner on KA's behalf last week.

GH recently attended a UKTI RIO (UK Trade and Investment Regeneration Investment Organisation) meeting on 4 February and will be attending the ULI PwC Emerging Trends in Real Estate conference on 25 February and the SCDI Forum 2015 - All Cylinders Firing: Decentralising Powers, Driving Productivity event on 20/21 March.

SE asked if anyone from A+DS was involved in the upcoming Scottish Development Planning Conference. JMacD to consider potential attendees.

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

50:50 by 2020

We have been asked to respond to the Government's Public Bodies - Equality 50:50 by 2020 Policy. As the Board appointments are made by Scottish Ministers and not A+DS JMacD/KA will work on a follow up response to this.

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

2015/16 Meeting Schedule

The Meeting schedule for 2015/16 was AGREED. The March Meeting will take place in Edinburgh, agenda to follow. KA asked members to consider locations/themes for the Board/Staff Away Day in June.

The Meeting closed at 5.15 pm.

Signed: .....

**KAREN ANDERSON, Chair**

Date .....



**ARCHITECTURE + DESIGN SCOTLAND  
MINUTES OF BOARD MEETING (35)  
Bakehouse Close, 146 Canongate, Edinburgh  
1.30 pm on Monday 9 March 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)

**Guest :** Sandy Robinson, APD, Scottish Government (SR) (Items 1-6)

Actions	Who	When
<b>ACTION 1: JMacD to arrange a paper on external funding to come to a future Board meeting.</b>	JMacD	May
<b>ACTION 2: JMacD to provide an update on the Change Plan to the May Board.</b>	JMacD	May
<b>ACTION 3: JMacD to arrange for copies of One Scotland, Scotland’s Economic Strategy and our own papers from January to be circulated to the Board.</b>	JMacD	13/03/15
<b>ACTION 4: JMacD to arrange for an update on Housing.</b>	JMacD	31/03/15

**1 APOLOGIES**

There were no apologies.

**2 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3 MINUTES OF MEETING ON 9 FEBRUARY 2015 & MATTERS ARISING**

The minutes were agreed subject to one correction:-

Item 12, Board Member Updates “DC attended an awards ceremony” should read “DC and SE attended an awards ceremony”.

Actions from the Minutes were 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

LMcE to present a paper to the May Board.

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

JC/ED to present to the August Board with a progress update being provided in May.

**Action 4 :** JMacD to prepare a further Accommodation Report to the March Board

Item 5 on today's agenda.

**Action 5** : AE to upload the branding presentation to Board Intranet

Complete.

**Action 6** : Board members to provide contact details of recipients for hard copies of the Annual Report to AE

Complete.

**Action 7** : AE to circulate Communications Sub-Committee papers to Board.

Complete.

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

AS intimated interest in attending. JMacD to follow-up with staff

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

Outstanding – JMacD to follow-up.

#### **4 DRAFT BUSINESS PLAN & BUDGET UPDATE FOR 2015/16**

The finalised draft business plan for next year was presented. JMacD confirmed that this is now funded and the budget associated with it is balanced. It was also noted that to achieve this it has been necessary to find savings from within the staffing budget the consequence of which is to leave an existing post (B3) vacant. Should further income/savings be found in-year we may be in a position to revisit this.

Board members confirmed they are keen to see the planned activities go ahead and pleased to hear that staff are working on securing additional resources for these. Several Board members asked about the potential to explore additional funding to support those activities/posts that we are not currently able to resource. JMacD confirmed that staff are currently working on an external funding paper which will be presented to the Board early in 2015/16.

**ACTION 1: JMacD to arrange a paper on external funding to come to a future Board meeting.**

The published version of the Business Plan will be available in April and updates will be provided throughout the year.

#### **5 ACCOMMODATION REVIEW**

JMacD presented a further report on our accommodation options. This focussed on four variations of options considered previously. Discussion took place on the options, associated risks and responsibility for lease terms agreed. SR advised that all public bodies are facing challenges and, whatever decision A+DS reach, it must be affordable and provide the organisation with flexibility if possible.

Following discussion, the Board AGREED the recommendation.

#### **6 CHANGE PLAN**

JMacD presented an initial draft of the Change Plan noting that the Management Team is hoping to finalise the plan in April. The purpose of the plan is to support our move towards a more integrated organisation and articulate we need to do, how we do it and how we resource it. The Board NOTED the report, accepted the timescale proposed and asked that an update be provided to the May Board with a developed Action Plan and an assessment of Risks.

**ACTION 2: JMacD to provide an update to the May Board.**

**7 ANY OTHER BUSINESS**

April Strategy Meeting

The April Strategy Meeting will take place in Glasgow on Monday 20 April from 1100 until 1600. It will be used to discuss how well our work is aligned with One Scotland and the new Economic Strategy and to review progress on Design Led Procurement, Value of Design and possibly ambassadorial roles. The Board asked that relevant papers be circulated in advance.

**ACTION 3: JMacD to arrange for copies of One Scotland, the new Economic Strategy and our own papers from January to be circulated to the Board.**

Branding

KA and AS reported that the Communication Sub-Committee met to discuss branding and that an update will be provided at the May board meeting.

Board Member Annual Reviews

These will take place in Edinburgh w/c 11 May and for Glasgow w/c 18 May.

Member Updates

SB was on the judging panel for the Aberdeen Society of Architects Awards last week.

AS attended a meeting with Transport Scotland regarding the high speed rail network.

KA attending a SDI research event on Off Site Manufacturing of Housing.

GH & JMacD held a joint meeting with Ross Martin of SCDI in February.

JH highlighted that the focus of this year's Academy of Urbanism Annual Congress will be Health, Happiness & Wellbeing. The Congress takes place in Birmingham from 4-6 June.

Land Reform Bill: Public Consultation

JH asked if we responded to this. JMacD confirmed that we did not.

Housing

KA asked for an update on housing and follow-up to the SG event in November 2014. JMacD to arrange.

**ACTION 4: JMacD to arrange for an update on Housing**

The Meeting closed at 4.15 pm.

Signed: .....

**KAREN ANDERSON, Chair**

Date .....