

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

## 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
<b>ACTION 1 : AE to issue an updated briefing on Scotland + Venice.</b>	AE	
<b>ACTION 2 : KA to do a Postcard from Oban.</b>	KA	
<b>ACTION 3 : Stakeholder suggestions for Corporate Strategy consultation to be sent to JMacD.</b>	All	31 Aug 16
<b>ACTION 4 : DL to provide set of recommendations on housing work for the September Board meeting.</b>	DL	5 Sept 16
<b>ACTION 5 : SE to provide details of the 2016 CSGN Ideas Fund.</b>	SE	
<b>ACTION 6 : JMacD to prepare a remit for the Succession Planning Committee.</b>	JMacD	
<b>ACTION 7 : Dates of Board Member terms to be re-circulated.</b>	AH	Sent 8/8/16
<b>ACTION 8 : Information Management to be reviewed within the Risk Register.</b>	LL	
<b>ACTION 9 : Media Handling Protocol to be uploaded on to Trello.</b>	AE	
<b>ACTION 10 : Suggestions for recipients of the Decade publication to AE.</b>	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 2016 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 .....