

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

BOARD STRATEGY DISCUSSION

9 Bakehouse Close, 146 Canongate, Edinburgh

1.30 pm on Monday 16 January 2017

Present: Andrew Burrell (AB), Sandy Beattie (SB), David Chisholm (DC), Martin Crookston (MC), Sue Evans (SE), Graham Hill (GH), Johnny Hughes (JH), Graham Ross (GR), Alan Sim (AS).

In attendance:

Jim MacDonald (JMacD), Ian Gilzean (IG) Scottish Government

For item 2: Diarmaid Lawlor (DL), Heather Chapple (HC), Lynne Lineen (LL), Sue Reynolds (SR) A&DS

1. Apologies

Karen Anderson.

2. Draft Corporate Strategy 2017-20

JMcD introduced the most recent draft of the new corporate strategy and explained how the comments received from Board and sponsor team are being addressed.

GR invited IG to share his thoughts on the draft and the extent to which it addresses the issues raised by sponsor team. IG confirmed that he doesn't consider it addresses them at all and that fundamental changes are required before it can be signed-off. In particular, there is a need to link the strategy more explicitly to SG policy etc.; to explain why the stated priorities were chosen; to describe the specific challenges/opportunities anticipated within the life of the plan; to set out explicitly the things that will be done to address the priorities; and to outline how this work will contribute to the stated outcomes. IG also noted a tendency to repetition and use of generic language within the draft.

Board explained that careful consideration had preceded the decision to focus on the 4 stated priority areas and that these were very much seen as supporting the wider priorities of the government. Board was therefore firm in its desire to retain these, but agreed that further work should be undertaken to link these more clearly to SG priorities etc.

Board members discussed how A&DS should respond to these points to develop the strategy ahead of the next Board meeting and agreed the following actions for JMcD to take forward:

- prepare additional content to set the strategy within the context of the National Performance Framework, Programme for Government and Creating Places. It was also noted that a diagrammatic approach to this might be useful;
- explain how the stated priorities support the delivery of NPF outcomes;
- include more content on expected challenges/opportunities to 2020;
- rework the Action Plan to include specific activities grouped around the delivery of the stated priorities;
- set out a new programme for the completion of the strategy;
- rearrange the meeting planned with the Cabinet Secretary for 1 February.

JH and GR offered to provide direct input to the process of redrafting between now and the next Board meeting.

3. Draft Business Plan 2017/18

Given the extent of changes proposed to the draft strategy document, it's was agreed to continue this paper until the next meeting.

4. Working culture

GR introduced the paper prepared by the Chair and setting out a series of proposed actions related to the recent independent investigation report and asked JMCD to update the Board on progress with the implementation of the report's recommendations.

JMCD confirmed that the action related to recommendation 2 has been completed while the remaining actions related to recommendations 1 and 3 are being pursued.

Following discussion the Board took the following decisions:

- Instruct the CEO to develop, and report the implementation of, an action plan for improvement. This plan to include management and HR training and suggestions to increase opportunities for staff to work and meet together.
- The CEO will prepare a regular report to the Board on current HR issues.
- The Management Team will in future attend all Board meetings.

5. Succession Planning

GR introduced the paper prepared by the Chair regarding the process for replacing those Board members who will be standing down over the next two years.

Following discussion it was agreed that:

- CEO ensure a timetable be prepared for consideration at the first meeting of the Succession Planning committee;
- CEO arrange for details of the most recent Board skills audit be circulated to members;

- Board members reflect on the issues and provide their own suggestions as to the skills/knowledge gaps that they consider we should prioritise;
- CEO identify specific networks to be used to improve the diversity of the Board.

6. AoB

JMcD highlighted the recent publication of a consultation by Scottish Government on proposed reforms to the planning system. A formal response will be submitted via the relevant sub-committee and further details on how this will be prepared will be shared in due course.

Copies of the Annual Review leaflet are available for members today. JMcD reminded everyone to let Anja Ekelof know of any individuals or organisations that they would like us to send a copy to.

Owing to space constraints in the Lighthouse, it was confirmed that for the time being Board meetings would be held in Bakehouse Close. GH offered to make his firms offices in Glasgow available if helpful and it was agreed that JMcD would follow this up.

Next meeting: 13 February 2016.