

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

BOARD STRATEGY DISCUSSION

9 Bakehouse Close, 146 Canongate, Edinburgh

1.00 pm on Monday 10 April 2017

Present : Karen Anderson (KA), Andy Burrell (AB), Sandy Beattie (SB), David Chisholm (DC), Martin Crookston (MC), Alan Sim (AS), Sue Evans (SE), Graham Hill (GH)

Staff : Jim MacDonald, Chief Executive (JMacD), Sue Reynolds (SR).

1. Welcome, Apologies and declarations of Interest

KA welcomed members. Apologies were received from Jonny Hughes and Graham Ross. No declarations of interest were noted.

2. Workshop: Strategic Issues for 2017 and beyond

Members participated in a workshop to establish the outline of a programme for strategy/away days.

Action 001 : JMcD to write up outputs and circulate for final comment.

3. BUSINESS PLAN 2017/18

JMcD presented the latest version of the Business Plan for the current year. This has been reworked to provide better alignment with the Corporate Strategy. A working version of the document will capture detail on resourcing, outputs etc. and be used as the basis for reporting to the Board and Management.

Following discussion the plan was AGREED with the following comments/requests:

- Core activities be rebadged and restricted to internal activities/processes;
- Project Helpful, Engage, KAG and other lines as appropriate to be presented within the 4 themes;
- Presentation – thought to be given to using presentation to reflect resource allocation (time and money);
- Additional paragraph to be added on Review, Evaluation and Reporting; and
- Proof reading required for final copy.

4. Action Plan Updates - Staff Survey and HR Plans

JMcD reported that staff survey is on track to issue in late April. A report on the headlines will be circulated to Board and will influence the June all staff/Board meeting.

AS noted that [REDACTED] piece of work had concluded.

JMcD said that [REDACTED] had met around 10 staff to seek their views on next steps, following the HR review. The feedback received was for a conventional staff away day. This is being followed up with staff.

It was AGREED that JMcD will send a note out to all staff to highlight what has been achieved in the last year.

Board members AGREED that a Board Strategy Sessions in 17/18 would be held in Glasgow.

5. Succession Planning Update

SE updated Board members on the Succession Planning Committee meeting which had been heard earlier in the day.

A revised draft programme had been agreed – and SR will share this with SG colleagues. The revised programme takes account of the fact that we cannot run recruitment for the Chair and Committee members as one process. We will recruit a new chair first and that will enable the new Chair to sit on the panel for committee appointments.

Results for the recent skills audit had been analysed and the Committee agreed the following skills set should be advertised for the 2018/19 recruitment round of committee members:

- Audit
- Legal
- HR
- Comms and PR
- Smarter cities

This list will sit alongside the need to be mindful of gender, age and protected rights – and a targeted messaging campaign will be worked up to ensure we target the key groups. A communication plan with stakeholders will be drawn up and a short 15 minute resenatation will be prepared to take out on the road to deliver at events, workshops etc. SE and SR will develop risk register to mitigate key risks eg chair not recruited first time round.

KA said that she had agreed to participate in a pilot being run by SG and Standard Life. Scottish Government is committed to improving the diversity of Scotland's public boards, with the overall aim to deliver effective boards that are reflective of the people of Scotland.

Work is underway to identify and remove barriers to participation. In relation to younger people – one of the groups still most underrepresented – barriers can include:

- balancing participation in public life with the need to engage in full time employment, and potentially family and / or caring responsibilities;
- challenges envisioning themselves in the boardroom – meaning there is a need to bust the myths around what a public sector board member looks like;
- actual or perceived boardroom culture; and
- belief that their own skills are less relevant in public service leadership.

Experiencing the boardroom from the executive perspective can be a helpful precursor to a non-executive posting. Conversely, experiencing the boardroom from a non-executive perspective can be an excellent career development opportunity. Standard Life recognises the potential impact of non-executive experience and as such promotes non-executive activity as part of its talent development offer.

A&DS have been assigned 2 women to shadow our Board. It was AGREED that both can attend Quarterly meetings and perhaps one strategy meeting and that they could be co-opted onto Committees if appropriate.

- SG Public Appointments Team contribute to the Standard Life non-executive development programme with a *Come on Board* workshop that introduces potential candidates to public appointments.
- The offer from the public body will be to co-opt an 'apprentice' onto one of their sub-committees for a one year period [and offer coaching / mentoring as an optional extra].
- Standard Life will release the apprentice for four to six days per year, as if it were a corporate training opportunity.
- At the end of the year, both host board and apprentice will review the experience.
- We will track future applications for public appointments from participants.

Benefits

6. There are potentially positive outcomes for all parties involved in this pilot:

- **Scottish Government** develops the pipeline for future members, introducing talented, private sector individuals to the concept of participating in public life in the future [and potentially increasing the number of non-executive members aged 49 and under].
- **Standard Life** benefit from employees' participation in non-executive activity which aids their own personal development and brings useful experience back to the workplace.
- **Public bodies** benefit from the diversity of contribution such an apprentice brings to their organisation.

6. Planning Review Update

SB noted that all Board members had received copy of the A&DS submission on the planning Review, which was prepared by KG. The Board noted the hard work that had done on pulling the submission together and asked that a note of thanks be recorded for all the hard work on the submission.

SB noted that SG were aiming for Bill to be ready by late 2017.

JMcD to raise a couple of issues in his next meeting with the sponsor departments:

- Is here a sense of how much of national planning policy statement will have to be changed as a consequence of the reviews;
- Discuss how A&DS can help on the review going forward, eg we could engage in city deal processes – as a low risk option;
- Position A&DS to be a key stakeholder going forward.

7. AoB

- KA - noted her recent involvement in the RIAS Awards judging panel; attendance at an NDPB Chairs Event; and upcoming role as chair at a hustings event organised by BEFS in Glasgow;
- SE attended the GIA AGM last week and highlighted a Central Scotland Green Forum event on 6th June;
- GH attended MIPM last month and noted the prominence of Scottish cities at the event;
- MC attended a recent meeting of NDPB Audit Committee Chairs and will provide a report on this at a later date;
- AS attended the recent annual panel day at the Riverside Campus of Glasgow College. He found the day very useful and commended those who had organised it;
- DC will be attending a SCT reception on behalf of the Chair;
- AB highlighted AoU activities including the next congress meeting in Aarhus.

The meeting closed at 4.15 pm.