

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

## ARCHITECTURE & DESIGN SCOTLAND

### MINUTES OF BOARD MEETING

Online Via MS Teams

10.30 am on Thursday 16 December 2021

**Present:** Ann Allen (AA) Chair, Sue Evans (SE), Alistair Scott (AS), Angela Bonney (AB), Bruce Ross (BR), Caroline Parkinson (CP), Graham Hill (GH), Kirsty Macari (KM) & Lynn Wilson (LW)

**Staff:** Jim MacDonald, (CEO), Lynne Lineen (LL), Sue Reynolds (SR), Anja Ekelof (AE), Emelie Borg (EB), Danny McKendry (DMcK from Item 5), Andrea Hepburn (AH - Minutes)

**Guest:** Ian Gilzean (IG), Planning and Architecture Division, Scottish Government

**Apologies:** Daisy Narayanan

#### 1. WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

The Chair welcomed the Board to the online meeting. Apologies were received from Daisy Narayanan. There were no declarations of interest.

#### 2. PREVIOUS MINUTES AND MATTERS ARISING

The previous Minutes were APPROVED.

##### Matters Arising

There was only one matter arising which was completed.

#### 3. ANNUAL REPORT AND ACCOUNTS

The Annual Report and Accounts was tabled. LL updated the Board that these had gone to Audit Committee earlier in the month for scrutiny prior to Board sign off today. One of the main differences from previous years is the increased use of graphics throughout this year's document which is to make it more user friendly and engaging. We try and improve the Report each year and the auditors are happy with the changes we have made.

The areas that are not enhanced are the areas that we are legally required to report on like the Corporate Governance Report and Statement of Accountable Officers Responsibilities.

A lot of focus has been on decarbonisation and climate change and we will look to grow on that next year - we included the staff Climate Emergency Training that was done this year in the Report. A lot of our recycling rates, water consumption and travel expenditure was low this year with the offices being closed therefore these figures are distorted. It is also useful to identify our key strategic risks.

The auditors were pleased with the way audit went and the assistance given to help this run smoothly. The information is disclosed the same as last year and is now referred to as the Statement of Comprehensive Net Expenditure with our grant monies no longer treated as income. Audit Committee discussed reserves and a paper explaining this will be done for Audit Committee early next year.

CP asked if the Strategy and it's measures could be reported on in the Annual Report and Accounts next year. LL advised that this is something we are looking at as the Strategy came into place on 1 April 2021 so will be included next year.

The Annual Report and Accounts was APPROVED for signing.

#### **4. SHADOW BOARD**

This paper is not ready yet and will be reported on at the February Board.

#### **5. OUTCOMES REPORTING FRAMEWORK**

JMacD advised that we have worked through the Strategy systematically to create an evaluation framework that covers the Strategy and Corporate Plan. The evidence we gather and the rationale for this to bring this style of report to the Board twice a year to show the evidence we are gathering telling us how we are doing against the outcomes set against the Corporate Plan. This can also be used to form the basis of the Annual Report each year. This report will show the evidence we have currently gathered and to give a heads up in how the report will look in six months' time by which time we will have a more comprehensive set of data to draw on.

EB explained that the "design stage" of the reporting framework has been done and the current report is still at the "building stage" as we don't have everything we want but have a rough and ready document going through each measure for all outcomes. We want to do a publishable document each year showing our impacts. We are confident things are going in the right direction and there are no areas with negative evidence.

JMacD advised that this is currently raw data and won't be shared apart from with the Board. The paper will be developed again before the Board see it again in May and when we have our systems and processes in place we will show a finalised version of this form of reporting. We may learn things from this evidence gathering and may have to re-visit what we do.

EB clarified that we are effectively evaluating ourselves and the internal auditors can look at the process we are using and help us to check for robustness and provide assurances.

CP asked if we can include Equalities, Diversity and Inclusion in this. JMacD advised that we regularly review so there is potential to adjust the measures – we won't review on an ad-hoc basis but will do on an annual basis and this will be part of that process.

AA advised that the report was a great work in progress and the idea that we need to be flexible as we look at the impacts and it is important to keep reviewing that we are measuring the right things.

JMacD advised that this is a comprehensive framework but in the past there has been a gap in measuring impacts. We will be looking at diversifying our channels and media on how we get things across going forward.

AA advised that we have a Government very focused on delivery and this will support them and what they are trying to achieve so is vitally important going forward and aligning us well supporting both our sponsor team and the cabinet ministers we have conversations with.

The report was NOTED.

## **6. ANNUAL REVIEW**

AE tabled the draft of the Annual Review for 2021 which runs alongside the Annual Report and Accounts which is more an overview of our work over the past year. The Report has been broken into three main sections starting with an introduction around the Strategy, moves onto the collaborative work we've been doing, then we move on to the championing side of things and the final section focuses on climate. We are trying to get a balance between both long and short stories. We hope to send this out on 20 January and will then link it to existing content we have.

The draft Annual Review was well received.

## **7. UPDATE FROM AUDIT COMMITTEE ON 2 NOVEMBER 2021**

The November Audit Meeting report was tabled and SE highlighted that Risk ID8 was a new risk added by the Leadership Team recently and it was hoped that this risk will be removed again quite soon.

AA thanked SE and the Audit Committee for the work they do which frees the Board up to work on the Strategy and other matters.

SE wished to thank all the Audit Committee along with LL and SR.

## 8. ANY OTHER BUSINESS

### Spending Review

JMacD advised that our PAD settlement is the same next year and we have expectations of funding from Energy and Climate Change, Health and Learning Directorates. Learning and Health expect the same levels funding to be confirmed soon. Energy and Climate Change are hopeful but the nature of funding will take time to work through their system. There are pressures elsewhere in Scottish Government and we may be asked to consider supporting these.

We will start work on the draft budget for next year and this will be tabled at the February Board meeting. Due to the pay policy in real terms it means we are facing a reduction in our spending so we need to think about how best to use the money to support our work.

### Board Recruitment

The process for this formally kicks off tomorrow for recruiting successors to GH and SE. Things will move quickly and the recruitment window is 4 February to 4 March – we will be looking to Board Members for assistance with promoting this. Christina Gaiger from RICS is the independent panel member for this.

AA advised that we are currently speaking to the sponsor team regarding the Board Member renewals for next year.

### Scotland+Venice

JMacD advised there are a few loose ends to tie up now the exhibition has now closed and the materials are either back in Bakehouse Close or with the communities who will make use of the display boards. The project is currently being evaluated and work will start next year on the 2023 event with the curator having been announced this week.

### 2022/23 Meeting Dates

The proposed Audit and Board Meeting dates for 2022/23 were tabled.

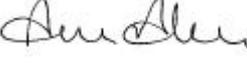
It was requested that these are looked at to avoid any clashes with school holiday dates, particularly October and February.

### **Action 1 : Check proposed Board Dates against clashes with the main school holiday dates.**

JMacD wished to convey his thanks to the Board on behalf of himself and the staff for all their support over the last year.

AA thanked everyone as A&DS have achieved so much over the last year including how quickly we were able to arrange Cabinet Secretary meetings when there were cabinet changes. The team moved into the virtual world last year and have built on that. The Board Members have had many achievements over the last twelve months both for the Board and themselves and should be congratulated on this.

The meeting closed at 11.40am.

Signed:   
**Ann Allen, Chair**

Date: 17 February 2022