Have Your Say Workshop Event Report

RIAS Strategy Consultation
Edinburgh Architectural Association

Contents

Summary

A consultative workshop was held by the Edinburgh Architectural Association on 8 November with 43 persons attending. Through a participative process, a series of key themes emerged that were debated amongst the attendees. It was felt by participants that at present, the RIAS strategy document does not reflect their aspirations and ambition for the Incorporation.

The most pressing challenge identified by participants was concerned with structure and democracy followed by that of communication. During the round table debates, around 70% of the points raised related to these matters.

The workshop participants wished for an organisation that was much more open, inclusive and accountable, with clear, legible and democratic structures.

❚❚ What sort of profession do we envisage as the 21st century progresses? - the RIAS must represent and have a vision of that future. ❚❚
Bill Black, Architect. appendix document 423

Section A
Intentions and Objectives of the Workshop

A.1   The Edinburgh Architectural Association hosted a participatory workshop on 8 November 2017. This was undertaken to gather views about the remit and content of the draft strategy report prepared by the RIAS. In a wider context, the EAA wished to consult and have an understanding to act in RIAS Council based on the gathered views of its members.

A.2   A fundamental objective of the workshop was to ensure that all participants could be active contributors to the event and that they set the themes for discussion. As the workshop had in excess of 40 attendees, a 'town hall' meeting could not have ensured that all voices would have the opportunity to be heard.

A.3   It was stated at the workshop that the EAA would produce a document as a considered response to the Incorporation's draft strategy report based on the views and ensuing debate of the attendees. The content of this document is derived from the evidence gathered at the workshop. Important issues are represented though the frequency of posted notes and notes of the subsequent round table debates. The commentary around each theme is then referenced back to a specific note transcribed from the event.

A.4   We also asked for written responses to the draft strategy document and some reflections by the participants on the evening. A substantial contribution to this is a note on the governance and the decision making process at the RIAS by Dr Richard Atkins that is included in the appendices. (Appendix A: Document 400).

A.5   This report is a document of record. All of the posted notes, the written summations of the discussion groups, and all emailed responses are included to assist readers in gaining a grasp of the broad range of comment and input into the process.

A.6   The workshop was a comprehensive attempt to gather the thoughts and opinions of architects about their professional organisation. There were 43 participants. 8 EAA Council members were present, 4 of which are also members of RIAS Council. It is hoped this document is useful both to develop a strategy for the RIAS, but also a recording o a moment in time of the concerns and aspirations of the profession during a period of intense debate and reflection.

Section B
Workshop Structure

B.1 The workshop began with an introduction to the draft RIAS Strategy Document by the report's author Eleanor McAllister who set out her terms of reference, the content of the report and the feedback she had received to date.

B.2 The main business of the workshop was conducted in three stages.

B.2.1 **Stage 1 Setting Priorities: Writing Posting and Sorting**
Every participant had the opportunity to set out their views about current and possible developments of the strategy document. We asked everyone to write on post-it notes and attach to a 'sticky wall' that held all the contributions.

If the note fell into what was already being addressed in the strategy report, we asked participants to use a pink post-it. For those contributions which the workshop particpants felt were not yet addressed in the strategy report, we asked for a yellow note to be used.

As they populated the sticky wall, everyone could sort the notes into clusters and from these, seven categories were formed with informal guidance as to this, from participants at the wall.

B.2.2 **Stage 2 Round Table Debate**
Participants then grouped themselves at a series of tables and were asked to choose a series of themes that had coalesced on the sticky wall. Groups were free to pick whichever theme interested them and there was no limit to the number of themes discussed. Each table had an EAA council member who was a full participant, but was expected to also act as an impartial recorder of a series of notes to posters at each table.
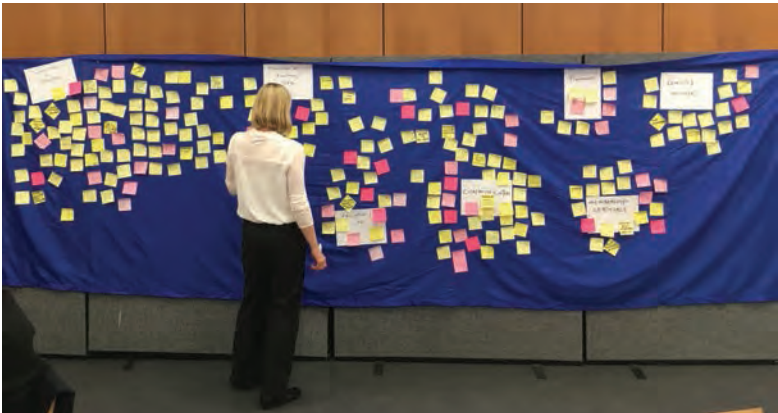
B.2.3   **Stage 3 Reporting**
At the end of the time allocated for debate, each group brought their poster to sticky wall and reported back to the room in turn. All participants were encourage to discuss the presentations in open debate.

All posted notes, and records of the stage 2 debates were retained and transcribed.

"...what I found particularly striking at the workshop was the number of young and engaged practitioners who were clearly interested in becoming involved in a reformed organisation and contribute to the growth and progression or architecture in Scotland."
Alex Reeves, Architect. appendix document 432

"The Strategy Workshops should continue at Chapter level for a 6 month period to develop thinking on how the RIAS can best represent the needs of the profession in the future"
Ewan Anderson, Architect. appendix document 433

Section C
Key Findings

- 1 Structure and Democracy
- 2 Protection of Function and Title
- 3 Education and CPD
- 4 Communication
- 5 Procurement
- 6 Membership Services
- 7 Equality and Inclusivity

% of posted notes to sticky wall by theme.

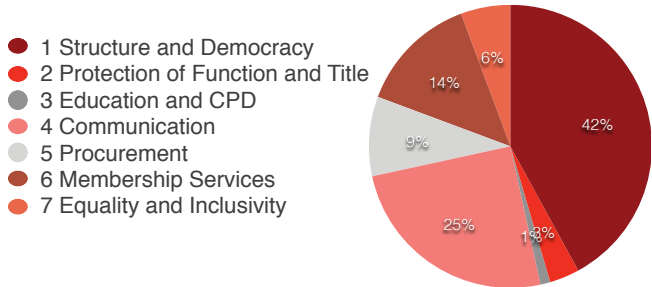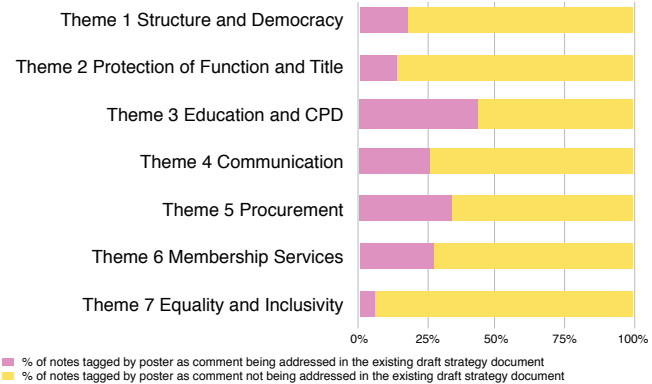- 1 Structure and Democracy
- 2 Protection of Function and Title
- 3 Education and CPD
- 4 Communication
- 5 Procurement
- 6 Membership Services
- 7 Equality and Inclusivity

% of round table discussion notes by theme.

Theme 1 Structure and Democracy
Theme 2 Protection of Function and Title
Theme 3 Education and CPD
Theme 4 Communication
Theme 5 Procurement
Theme 6 Membership Services
Theme 7 Equality and Inclusivity

0%   25%   50%   75%   100%

% of notes tagged by poster as comment being addressed in the existing draft strategy document
% of notes tagged by poster as comment not being addressed in the existing draft strategy document

Draft Strategy Document: notes lying inside/outside issues addressed by current report

C.1   We describe here the key findings gathered from the evening, followed by a more descriptive commentary on the notes and debate generated around each of the themes.

At stage 1 78% of the posted notes raised issues that those present felt were not addressed by the draft strategy document.

C.2   **The Themes**
From the arrangement and movement of the posted notes on the sticky wall, seven themes emerged. These came from the physical juxtaposition of the post-it notes that were able to be re-positioned by any participant. As a result, some of the themes have some elements of overlap with others and, where possible, we have picked this up by noting secondary categories.

Theme 1 : Structure and Democracy
Theme 2 : Protection of Function and Title
Theme 3 : Education and CPD
Theme 4 : Communication
Theme 5 : Procurement
Theme 6 : Membership Services
Theme 7 : Equality and Inclusivity

C.3   Of the themes, Structure and Democracy was very much the focus for the evening consisting of 36% of all the notes posted and 42% of all the points raised in the group debates.

Following on closely from this were issues around Communication at 19% of all notes and 25% of the content of the group debate.

C.4   In terms of the themes participants chose to talk about at greater length, 70% of the all the key points noted for these discussions were based around structure, democracy and communication.

C.5   One important category to note was Theme 7: Equality and Inclusivity. Although modest in terms of notes posted, it did generate comment and debate at the end of evening. Those who posted notes on this theme did not think that it was an issue addressed by the RIAS in the draft strategy report [94%].

Theme 1 Structure and Democracy

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

36%

64%

● theme as a proportion of total
● other responses

% of posted notes by theme

Section D
Theme 1 : Structure and Democracy
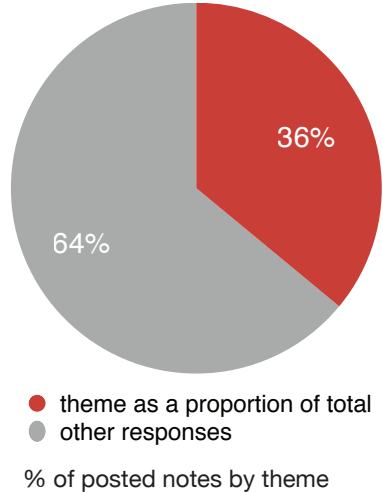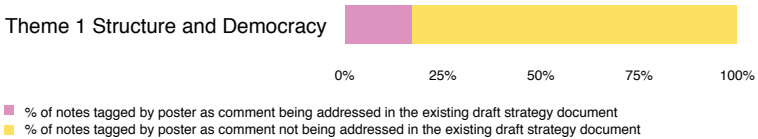
D.1   Theme 1 reflected workshop participants' interest in the structure and democratic character of the RIAS. This was the most important issue of the evening accounting for 36% of all the notes posted. Over 80% of these posts were categorised by attendees as being matters that were not addressed in the current RIAS strategy document.

In the subsequent round table discussions, again, structure and democracy was the subject of most debate with 37% of all written headings leading with this theme.

D.2   As it was the issue that drew most interest we allocated a number of subcategories, those of:
Theme 1A Transparency. Comments on the structure and workings of the RIAS?
Theme 1B Governance. Comments about governance, accountability and representation of members' interests.
Theme 1C Strategy. Comments about the Strategy Report and development of the organisation.

D.3   In terms of the wall postings, the most important issue to participants was governance at 43% of responses, followed by strategy at 30%.

At the end of the evening we asked the question 'was governance the most important thing that was discussed tonight?' The response was a unanimous 'yes'.

❝ RIAS feels too opaque, and separate from its members, the wider industry and the public generally. A situation not helped by the Incorporation's physical location, and it's poor use of digital communication. ❞
Nicholas Taggart, Architect. appendix document 432
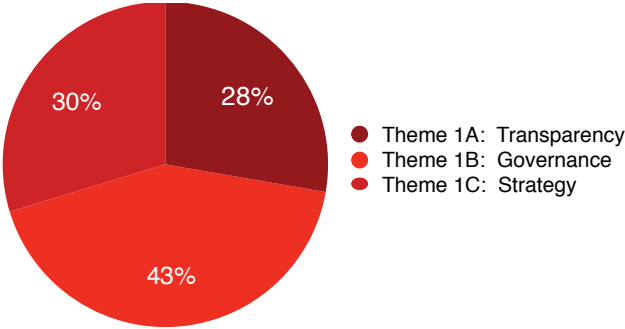
Structure and Democracy sub themes
% of posted notes to sticky wall by sub theme.

- ● Theme 1A: Transparency
- ● Theme 1B: Governance
- ● Theme 1C: Strategy

28%
30%
43%
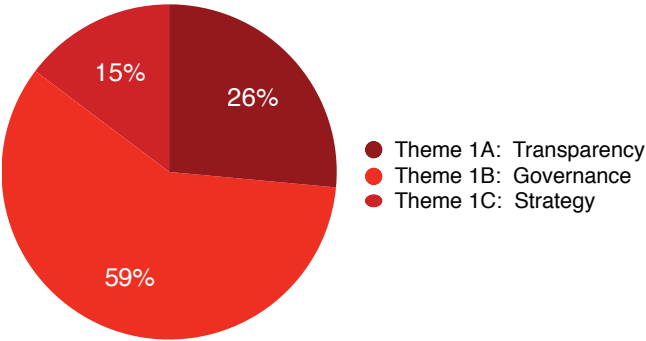
Structure and Democracy Sub Themes
% of round table discussion notes by sub theme.

- ● Theme 1A: Transparency
- ● Theme 1B: Governance
- ● Theme 1C: Strategy

26%
15%
59%

D.4   **Theme 1A Transparency**
Many participants were concerned about levels of transparency in the RIAS. The 'Mission Statement' for the Incorporation was felt to be unclear and leading from this was a desire to understand staff and committee structures more clearly. Some participants thought that the organisational 'tree' was a mystery. In terms of effective communication, a reconfigured website that properly explained the detailed workings of the RIAS to its members was thought to be a priority.

responses
5 4 115 120 42 7 10

D.5   Some notes made it clear that there was a sense of disenfranchisement in the room allied to a desire for 'wide clear and representative consultation'.

27 311 317 318 31

D.6   Straightforward measures to improve transparency question a blanket approach by the Incorporation making the meeting record inaccesible, and that minutes should be open as a default.

4 14 36 98 256

D.7   Some issues revolved around some basic ways in which members could communicate with the RIAS, with a call to make clear how members could be involved at Council, on the Committees and the means for students to have an active role.

101 142

D.8   The Headquarters building at Rutland Square was discussed. Some participants called for a new headquarters, with calls for an accessible and outward looking architecture centre. Mention was made that the RIAS could become more responsive if its meetings were held throughout Scotland as a matter of course.

34 301 114 130

D.5   **Theme 1B Governance.**
Some Participants felt that the RIAS has the sense of being a 'fiefdom' with an inward looking core.

107 117 156

D.6   There was a very strong belief that the role of President should be re-evaluated for instance, to be 'first among equals'.

124 151 152 153 159

D.7 It was felt by a large majority in the room that there should be open elections for the membership to choose both the President and members of RIAS Council.

I understand review is on going, but firmly believe it should encompass the separation of the financial and secretarial roles.
Malcolm Fraser, Architect. appendix document 421

D.8 Allied to this was a questioning of the status of Fellows with enhanced privileges operating in a new democratic structure. Allied to this was a sense of a lack of voice for younger members of the Incorporation.

153 139 160 163

D.9 Many contributions wished for a fundamental reappraisal of the roles and responsibilities of the Secretary/Treasurer.

13 23 25 97 106

D.10 Some Participants also thought that Council and Chapters should be reformed, in terms of the relationship between the centre and the chapters. It was debated whether the RIAS model of devolved organisation actually delivers proper accountability and representation.

At our table, (as on others,) the question of RIAS governance was one of the most important areas discussed. I personally think that by enacting some strategic governance changes and/or amendments to the charter, a flow of subsequent improvements and reforms could then more easily follow.
Nicholas Taggart, Architect. appendix document 432

18 167

D.11 It was suggested that there needed to be consideration given to the size of RIAS Council. It was thought better to be smaller and more responsive with a proper definition of the roles and responsibilities as Trustees.

16 122 127 145

D.12 **Theme 1C Strategy**
Comments about the existing strategy document were posted that questioned the efficacy of the mission statement, and whether the strategy document reflected the need for change wished for by many members. Participants asked that the strategy document be more consultative and effective.

31 93 94

The Workshop reached some fairly clear conclusions regarding the priority issues for the future of the RIAS, principally:
Governance – Transparency – Relevance
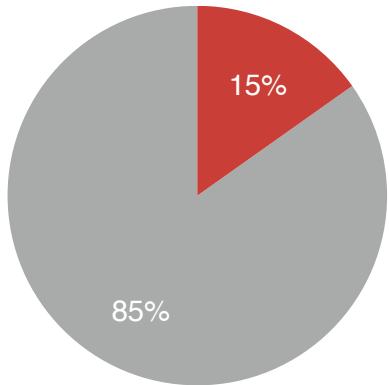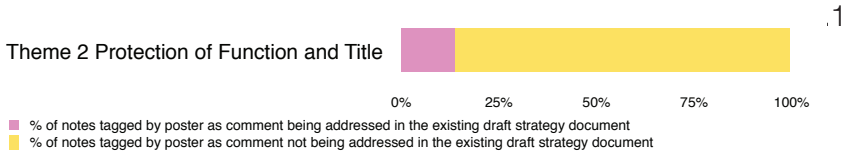Ewan Anderson, Architect. appendix document 433

D.13 **Fundamental Values**
Some comments indicate a positive desire for change. This included looking at the structure of the organisation from first principles based on the work of Patrick Geddes, to a call to capture and engage with the creative energy evident in pracitioners throughout Scotland.

171 148

Theme 2 Protection of Function and Title

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

15%

85%

● theme as a proportion of total
● other responses

% of posted notes by theme

❚❚ *RIAS to ensure that in all its activities it focuses on the issues which are relevant to the everyday working world of architectural practices and salaried architects alike.* **❚❚**
Leslie D. Howson, Architect.
appendix document 420

Section E
Theme 2: Protection of Function & Title

.1 This theme engaged the professional status and identity of architects and how this relates to the RIAS.

This theme was the third most popular in terms of posted notes [15 % of total] but was not discussed to any great extent after this [4% of total]. This reflects more the core interests of the workshop participants in the fundamentals of governance, accountability and communication.

E.2 Workshop participants made a distinction between the RIAS' relationship with the general public and communications with policy makers and key stakeholders.

E.3 In terms of public policy, some thought that the Incorporation should have a stronger advocacy role with the ARB and with some responses calling for protection of function.

responses
178 187 182 190

E.4 The RIAS was encouraged to take a lead in the Built Environment to restore the status of the profession. This sense of professionalism was key to the upholding of standards in the construction sector especially in the wake of the tragedy of Grenfell Tower.

39 235 217 222

E.5 Allied to the RIAS promoting a sense of professionalism was more effective communication of skills and values to clients. A fundamental question was asked as to whether we communicate clearly exactly 'what does the architect do?'

38 230

E.6   Participants often made a connection between professional identity, work opportunity and their employment. It was thought that the profession itself was involved in 'a race to the bottom' part of which was because of a need to promote a sense of value in what the profession offers. Employment conditions were discussed and in particular, wage levels especially for part 1, part 2 and early career architects.

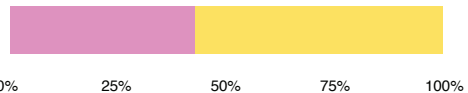176 188 189 228 270

E.7   Many participants looked forward in anticipating successful future roles for the profession. In particular and resonating with Theme 1, was a need for transparency and collaboration both internally through intelligent sharing of practice resource and externally with partner disciplines. The RIAS needs to promote design excellence more effectively.
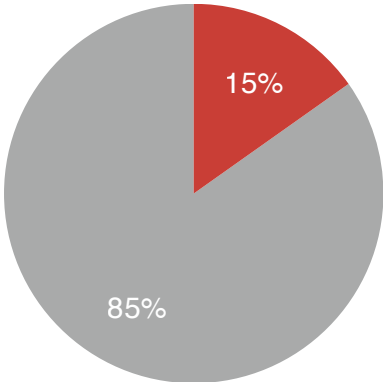
185 260 59 241 242 250

Theme 3 Education and CPD

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

15%

85%

● theme as a proportion of total
● other responses

% of posted notes by theme

Section F
Theme 3 : Education and CPD

F.1   This theme gathered participants' contributions on education and continuing professional development.

     This theme had a modest number of contributions in terms of posted notes [7% of total] but was not discussed to any great degree after this. Contributions by participants to this theme more than any other thought that it had been addressed within the existing framework of the draft strategy document [43% of total]

F.2   It was suggested that the RIAS should take on the role of strategy and co-ordination of some elements of CPD such as those engaging with legal and CDM matters.

F.3   Some existing initiatives were encouraged to develop to promote skills in building information modelling and sustainability accreditation.

F.4   Many of the responses in this category focussed on architectural education. It was thought the course is too long and the fees too high, with a wish for more training in practice, albeit operating within a harmonious work-life balance.

F.5   The role of the RIAS in promoting mentoring and support for graduates and early career architects was noted with a suggestion that structures could be put in place to allow both experienced and new entrants in the profession to collaborate and learn from each other. In this way, it was hoped students and early career architects would see the benefits of membership of the organisation.

responses
199

198 202 285

201 204 214

192 193 194 210

Section G
Theme 4 : Communication
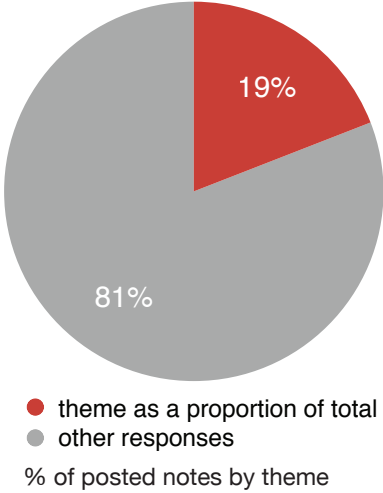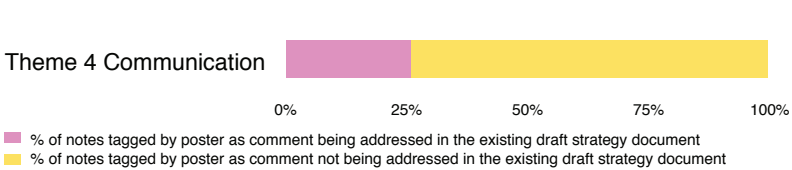
Theme 4 Communication

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

19%

81%

● theme as a proportion of total
● other responses

% of posted notes by theme

❚❚ *Ensure the website fully informs the members about all the activities undertaken by the RIAS and include the staff and committee structure diagrams.* ❚❚
Leslie D. Howson, Architect.
appendix document 420

i.1 Theme 4 engages with the ways in which the RIAS communicates with its membership and the outside world. After Theme 1, Communication was the issue of most interest to participants with 19% of the posted notes and 24% of the written discussion records engaging with this topic. 74% of the postings did not associate this theme with the content of the draft strategy document.

As in theme 2, participants made a distinction between internal and external relationships.

G.2 Posted notes called for easier communication between members, seeing the RIAS potentially as a 'collaborative community' using participative tools as a matter of course to find consensus and determine policy.

responses
225 264 266

G.3 Some thought that these modes of communication could foster 'internal skills markets' as a means of pooling expertise and project partnering to confront procurement challenges.

243

G.4 It was put forward that a web presence should be established primarily for the membership, for instance publishing RIAS minutes and providing responsive information and guidance.

42 43 46 280

G.5 A complementary web presence would engage with the world outside of public, client and policymaker. It was thought that the website should promote the RIAS and Scottish architecture worldwide. As set out in theme 2 participants thought it important the RIAS learn from the positive achievements in other disciplines.

45 55 63 238 244 245 229 238 259

G.6　　The website was thought to project an outdated image and some responses indicated strongly that the RIAS Quarterly needed to refocus with comments such as 'home spun', 'needs to show architecture' and 'not holiday snaps but details, buildings, specification related'. Related to this was negative comment about the quality of some RIAS publications, and the tone and content of the RIAS social media.

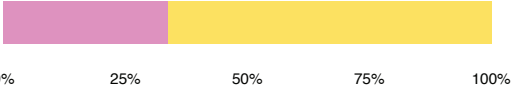G.7　　Overall, this section reflected some of the issues aired comprehensively in other forums. However the use of RIAS publications to further exemplary architecture, promote architects' skills and development illustrate a desire for a more ambitious direction for the Incorporation.
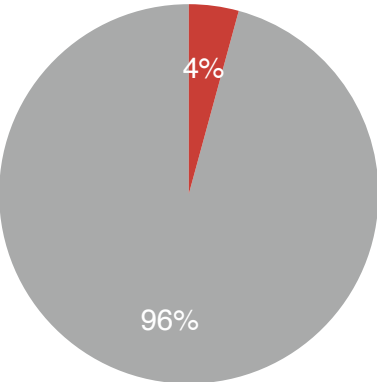
Theme 5 Procurement

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

4%

96%

● theme as a proportion of total
● other responses

% of posted notes by theme

❝ we need to be clear that disasters such as Grenfell, PFI and Housing have, at their heart, the failure of the care, craft and professionalism that architects and others offer. We need to regain our leadership – and proper remuneration. Those at the heart of Procurement I talk to, say very clearly that they want to see architects giving a better service based on higher fees. It's an open door, and we must be able to push through, to establish platforms that recognise the value we bring. ❞
Malcolm Fraser, Architect. appendix document 421

Section H
Theme 5 : Procurement

H.1   This theme coalesced around the sticky wall with an interest in professional values that relates strongly to some elements of theme 3.

Whilst only 4% of the postings coalesced around this theme, workshop participants selected issues around this topic, with 9% of round table feedback comments from the discussion groups addressing procurement and the value of design.

H.2   The notes posted around this theme often engaged with procurement issues. There was some recognition that the procurement document prepared by the RIAS was praiseworthy but that the Incorporation had to move beyond this to lobby and promote the document to Government and key stakeholders. The question was asked 'how exactly is the RIAS liaising and working with the Government in terms of procurement?'

responses
64 273 279

H.3   Allied to how the Incorporation might address the continuing challenge of procurement was about giving traction to the value of design. How could the RIAS promote and sustain successful outcomes for competitions based on design quality rather than cost. This related to calls in the room for better representation and opportunity for small practices.
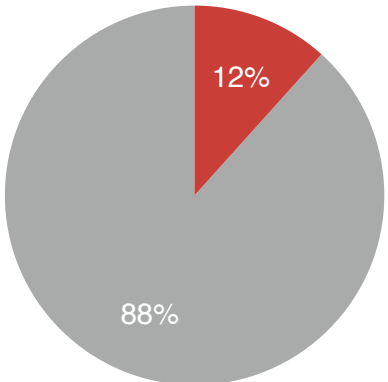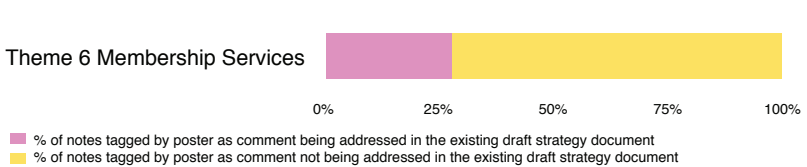
276 71 272

H.4   Some responses and the subsequent debate focused on the value of design both to our profession and how it is perceived and valued by society. Some contributions framed this in ethical terms as to the responsibility of the profession to society in terms of sustainability, building conservation, housing and the quality of the public realm.

212 269

Section K
Theme 6 : Membership Services

K.1 Membership services offered by the RIAS were explored in Theme 6. It constituted 12% of the total postings. 74% of the postings did not associate this theme with the content of the draft strategy document.

K.2 A characteristic of responses and debate around this theme was the ethos of membership services offered by the RIAS. It was thought that the RIAS should welcome and support all its members across the spectrums of gender, age, experience, and practice size, from the sole practitioner to large organisations. It was thought that membership services should address the needs of individual members as well as the interests of practices as employers.

responses
73 74 75 283 284 286 289 290

K.3 RIAS Practice Services were discussed, with participants often being supportive of the work this part of the organisation undertakes. In recognition of this value, some contributors believed that such a service [alongside the RIAS directory] should be made available to all members as part of their core subscription.

76 80 309

K.4 The RIAS Client Advisory Service and the RIAS Consultancies were thought to need reform and renewal. An important aspect of this was thought to be confidential and impartial advice on human resource issues for members either as employer or employee.

81 82 299 319

K.5 As with theme 3, CPD was seen as important and that the RIAS should publicise the benefits to members more clearly. Related to this was a relationship between CPD and accreditation, asking what might be the practical ways in which members can train for and gain accreditation in fields such as sustainability?

77 78 285 294

Theme 6 Membership Services

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

12%

88%

● theme as a proportion of total
● other responses

% of posted notes by theme

❝ *In my opinion Practice Services should be available to all members, not only for those who separately subscribe. The current arrangement creates a two-tier profession, and appears inconsistent with the Aims as currently stated.* ❞
Stephen Newsom, Architect. appendix document 422

❝ *I think that RIAS should promote and provide a forum for collaboration between practices where the small practice has a specialism which can assist a bigger practice.* ❞
Rosemary Parker, Architect. appendix document 430

Theme 7 Equality and Inclusivity

0%   25%   50%   75%   100%

■ % of notes tagged by poster as comment being addressed in the existing draft strategy document
■ % of notes tagged by poster as comment not being addressed in the existing draft strategy document

7%

93%

● theme as a proportion of total
● other responses

% of posted notes by theme

❚❚ …qualities and inclusion policy should be at the center of RIAS core objectives, both in broadening the demographic of the profession and promoting best practice in design and architecture. ❚❚
Alex Reeves, Architect. appendix document 431

❚❚ I also feel strongly that a clear approach to equality, diversity and inclusion should be central to the incorporation's strategy going forward –and did not feel that this was currently addressed in the draft strategy. ❚❚
Nicholas Taggart Architect. appendix document 432

Section L
Theme 7 : Equality and Inclusivity

L.1   This theme addressed issues that are felt to not be addressed in a sustained or structured way by the Incorporation. Although notes to this category were modest in terms of all posted [7%] nearly all of these raised matters that were not thought to be adequately addressed in the draft Strategy Document [94%]

L.2   It was thought that the RIAS did not seem to be speaking to female architects and the RIBA took this more seriously. Contributors thought that there is an image of the RIAS as an 'old boys club' and that there should be a deliberate strategy to support an inclusive membership.

responses
84 85 311 316

L.3   Whilst a question was asked 'why do so many young architects feel disengaged?' others also felt that the disconnect was more fundamental and not just a phenomenon of 'old versus young'.

317 318

L.4   Participants asked that the RIAS consciously seek a diverse membership who in turn, would be able to participate actively in the organisation. The RIAS should act as a positive advocacy organisation for inclusion and diversity in the wider built environment sector.

300 303 305

L.5   As in Theme 1A, many contributions to this theme advocated the RIAS have an open, welcoming and accessible headquarters. Parallel to this was a move to make the RIAS more accessible not just through established chapter networks, but direct relationships through 'roadshow events' and video conferencing facilities for members.

301 307 312

L.6   As with Theme 6, accessibility to commissions and the promotion of new practices was thought to be a strategy that should be actively promoted by the RIAS.

206 308 315

Section M
Concluding Remarks

M.1   The workshop participants were a very diverse group and together have produced a substantial contribution to the debate around the future direction of the RIAS. It was clear from the evening that whilst there were some areas of consensus such as better representation and communication, other issues were more complex. At the end of the session we asked three basic questions, which are transcribed below from the event recording. We wanted to gauge the overall sentiment of the room to some of the key questions emerging from the workshop.

M.2   **Question: Chapters and the Centre**
We asked the question:
"The RIAS approach is for communication with the membership as being through the Chapters, rather than directly from the RIAS. What does the room feel about that? Is it fair to say that the consensus in the room tonight, that lets say Rutland Square, should be engaging more directly with members?"

The consensus in the room, with no dissenting voices, was for a more direct relationship between the RIAS and its membership to complement existing communication channels with the chapters.

M.3   **Question: Headquarters and a Public Face**
We asked the question:
"How many people think the RIAS should move from Rutland Square?"

In this case, there was no clear consensus with many participants making the case for Rutland Square, but with ideas in tandem to make the Incorporation more accessible in every way.

M.4   **Question: Governance**
Finally, we asked the question
"How many of you think that Governance was the most important issue discussed tonight."

The response was a unanimous 'yes'.

M.5   A distinction should be made between differences of opinion and the need of the Incorporation to serve diverse constituencies.

Areas where this was apparent included the need for distinct digital presences to serve the needs of the membership and the outside world.

Another was the desire for the Incorporation to support both new entrants to the profession as well as established practices; serving the needs too of employee as well as employer.

M.6   Going forward, the findings of this workshop indicates the RIAS has a real challenge to make fundamental reforms to its structure and operation. It should be a matter of concern to the Incorporation that on the evening, out of over 300 items of data collected, only a tiny proportion could be interpreted as being complimentary. Positive views were found where members valued the work of Practice Services and the Accreditation Schemes.

The evening came with a raft of ideas for positive change. This indicates that the calls for reform come from a strong affinity for the Incorporation, combined with a desire for renewal.

Workshop attendees
Ewan Anderson, Richard Atkins, Irene Barkley, Roderick Binns,
David Burnett, William Cairns, Oliver Chapman,
Mark Cousins, Tamsin Cunningham, Chris Dobson,
Gordon Duffy, Calum Duncan, Joanne Dunwell,
Tom Edwards, Kieran Gaffney, Christina Gaiger, Charles Girdler,
Gillian Hanley, Libby Heathcote, Akiko Kobayashi, Gloria Lo,
Claire Longridge, Rosalind Love, Jen Love, Helen Lucas,
Eric Marchant, Nicola McLachlan, Caitlin Macleod, Roy Milne,
Ann Packard, Rosemary Parker, Tom Rainey, Ben Rainger,
Amy Redman, Alex Reeves, George Simpson, Liz Simpson,
Charles Strang, Imogen Strzelecki, Nicholas Taggart,
Ruta Turcinaviciute, Robin Webster, Fiona Welsh

Julie Wilson: President Edinburgh Architectural Association
Eleanor McAllister: Author of draft 5 year strategy document
John Brennan: Workshop facilitator

Feedback received by email to Strategy@eaa.org.uk

ECAN – Edinburgh Chartered Architects Network,
Dr Richard Atkins, Stephen Newson, Leslie D Howson,
Malcolm Fraser, Bill Black, Jocelyn Cunliffe, Rosemary Parker,
Ewan Anderson, Alex Reeves, Nicholas Taggart,
Roderick Binns
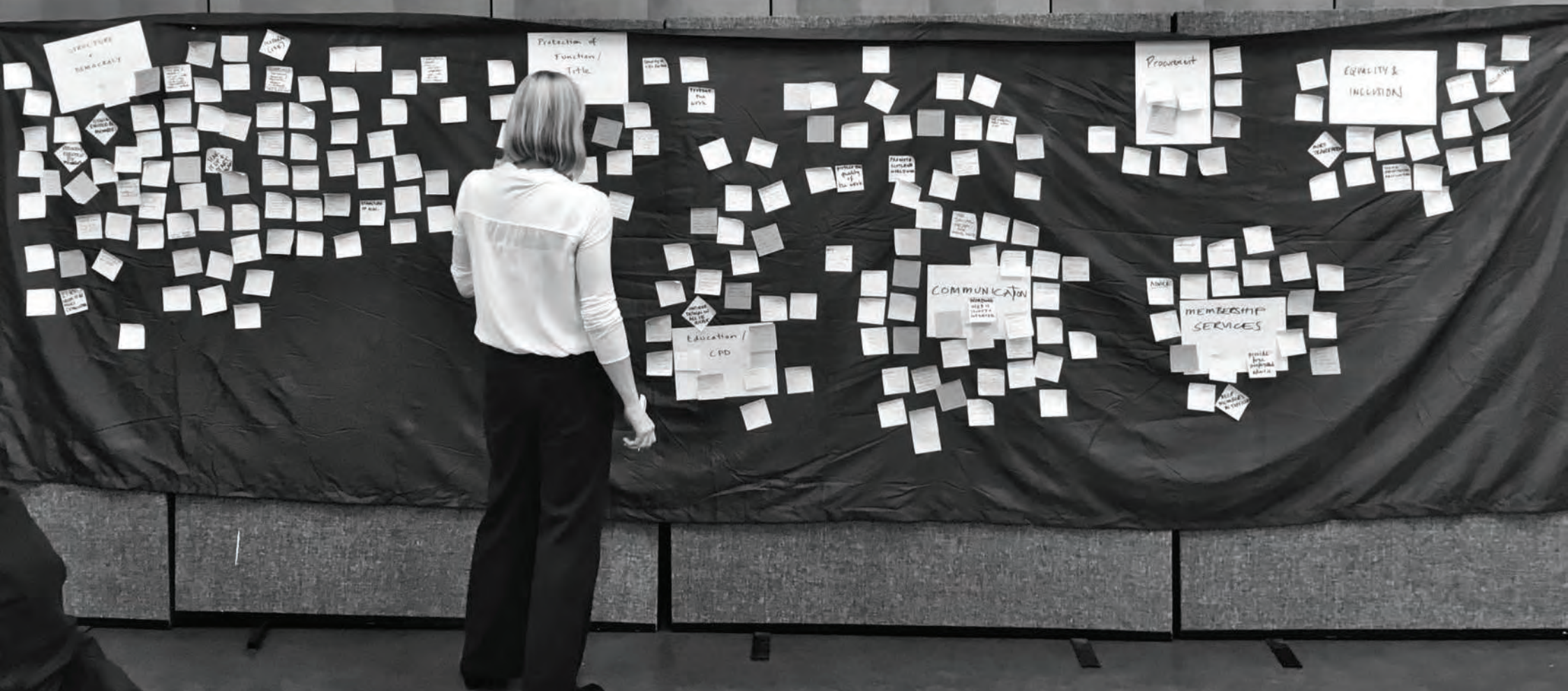
Have Your Say Workshop Event Report

RIAS Strategy Consultation
Edinburgh Architectural Association

Appendix A

Dr RICHARD ATKINS, PhD, DIP ARCH (Edin), RIBA, FRIAS, FRSA, CHARTERED ARCHITECT

The Governance and Decision-Making Processes within and by the Royal Incorporation of Architects in Scotland (RIAS).

Summary

I attended the meeting held by the Edinburgh Architectural Association on 8th November 2017. The meeting was convened to discuss the draft RIAS Strategy 2017-2022. It became apparent that the issue which dominated the discussion was the current governance of the RIAS. This paper seeks to explore:

- The origins and form of the current governance structure
- The distinction between those who attend Council and those who are Charitable Trustees of the RIAS
- The election of the RIAS President
- The role of RIAS staff

Introduction

The draft RIAS Strategy 2017-2022 has been authored by Eleanor McAllister OBE Hon FRIAS and Eleanor joined the meeting on 8th November to give an overview of the remit she had been given and the scope of her work.

The production of such a document is to be welcomed; it is good practice for every organisation to take stock of what it has done, what it does do and what it should do. I am sure, like many readers, I have been, and continue to be, involved in many organisations where this is a regular occurrence.

Understanding the governance structure of the RIAS is a fundamental first step in ensuring that whatever the plans may be for the future, there is an infrastructure in place which both represents the Membership of the RIAS and ensures that such plans can be implemented. As noted in the current Presidents reply of 19th October 2017 the majority of Charitable Trustees (Council) are elected representatives of the Membership responsible for the governance of the RIAS.

In the wake of the EAA meeting I offered to author this paper and I am grateful to those colleagues who reviewed and offered amendments. I am happy to be acknowledged as the sole author and take sole responsibility for the content. I have outlined my understanding of the governance based on serving on RIAS Council between 2000 and 2014, from reading the relevant guidance, where available, and from my experience serving in other voluntary capacities.

This paper is my interpretation of that which is intended by the cited document based on my time on RIAS Council. I welcome clarifications, observations and notes of omission. There is perhaps a case for an independent legal opinion to ensure that all Members of the RIAS have a shared understanding.

Where I refer to titles I am referring simply to the roles as laid down in the various documents cited, not any individuals, past, present or future.

Declaration of Interest

I am currently or have been:

- RIAS Council member 2000 - 2014
- Member of Environment, Housing and Town Planning (EHTP) Committee 2004 - 2014
- Chair of the RIAS Sustainability Task Group which redefined the membership criteria and application process for the Sustainability Accreditation Scheme
- Approved at the Advanced level by the RIAS Sustainability Accreditation Scheme

Dr RICHARD ATKINS, PhD, DIP ARCH (Edin), RIBA, FRIAS, FRSA, CHARTERED ARCHITECT

- A past Chair and Director of the Scottish Ecological Design Association
- A member of a Building Standards Advisory Committee Working Groups for Sections 3/4 and subsequently Section 6
- Managing Director of Home Energy and Data Services Limited, which provides technical and IT support for www.rias-regs.co.uk certification scheme
- A Fellow of the Royal Society of Arts
- Chair of the Board of Directors of BHA-Enterprises Ltd - part of Berwickshire Housing Association Group

Chapter and Verse

The history of the RIAS is well described on the RIAS website: https://www.rias.org.uk/rias/about-the-rias/history/ Central to this and enshrined in the very organisation's name is that it was the incorporation of the then 5 regional Architectural Societies now Chapters, which were joined by the Stirling Society of Architects in 1933.

This means that the RIAS has a federalist constitution and the primary means by which Members' views are expressed to Council, which is the decision making body, is through their Chapters, the Representatives of which make up the bulk of Council.

The RIAS is also a charity and is therefore bound by the Charities and Trustee Investment (Scotland) Act 2005. The activity of the charity is subject to scrutiny by the Office of the Scottish Charities Regulator (OSCR).

The RIAS Council webpage: https://www.rias.org.uk/rias/council-and-committees/rias-council/ lists 40 individuals under the overall heading of Council (one person is named twice) as members of Council, plus 5 attendees. One individual appears in both lists.

Byelaw 20 of the RIAS Charter states that Council consists of:

1) The President as elected by Council
2) The Past President as elected by Council
3) The Vice Presidents. These are the Presidents of the 6 Chapters elected by Members at Chapter level
4) Incorporation Representatives (up to 2 from Aberdeen, 2 from Dundee, 5 from Edinburgh, 5 from Glasgow, 1 from Inverness and 1 from Stirling) a total of sixteen potentially, but only nine actually on Council at present. These are elected by Members at Chapter level
5) Twelve nationally elected members (there are currently twelve)
6) Conveners of all RIAS full Committees (there are currently seven)
7) Up to 2 co-opted student representatives, who have no voting rights and are in attendance
8) Members of the Council of the RIBA who are elected to represent the RIBA in Scotland (there are currently two)
9) Nationally elected Members of RIBA Council who are resident in Scotland (the RIAS website possibly lags behind the RIBA website as it seems there is currently one)
10) Any Board Members of the ARB resident in Scotland (currently none it seems)
11) Up to six co-opted fellows or Members of the RIAS (currently there is one)

In theory all members of both the RIBA Council: https://www.architecture.com/about/riba-council currently numbering 50 and the ARB Board: http://www.arb.org.uk/about-arb/arbs-board-committees/board-members/ currently numbering 15, would be members of RIAS Council if they resided in Scotland. Leaving that unlikely circumstance aside and ignoring the current overlap in individual members, the RIAS Council has a working upper limit of 53 or so. Effectively this is always reduced due to overlapping roles and vacancies.

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Role	Number
President	1
Past President	1
Vice Presidents	6
Incorporation Representatives	16 - currently 10
Nationally Elected	12
Conveners of Committees	7 - variable
Student Reps	2 - non-voting
RIBA Representatives	2
RIBA Council Members resident in Scotland	1 - 50
ARB Board Members Resident in Scotland	0 - 15
Co-opted Members of Council	6 - currently 1 - 4 (see below)

The number of co-optees seems a grey area. Only one current name is listed explicitly but other office bearers may have been co-opted at the point of taking office.

Byelaw 27 allows that Council may appoint an Honorary Secretary and/or Honorary Treasurer or such other officers it deems to require, such as a Legal Advisor. The Byelaw is silent as to whether this necessarily makes them a de facto member of Council (if not already holding a place on Council).

Similarly, the RIBA President is by tradition invited to attend all RIAS Council meetings (and would be a member of Council if resident in Scotland). None of these office bearers or attendees automatically have voting rights through their office unless already on Council or co-opted.

Co-options can only be made from the class of Fellows and Members of the RIAS, however byelaw 30.4 states:
"*Only Fellows (including Retired Fellows) and Members (and Retired Members) shall be entitled to vote. Honorary Fellows, Students and Affiliates shall be entitled to attend and, with the permission of the person chairing and take part in any discussions, but shall not be entitled to vote*."

Byelaw 9.4 confirms further:
"*Honorary Fellows shall be entitled to the ordinary privileges of membership, except the right to vote or take part in the management of affairs of the Royal Incorporation*".

This important as Paragraph 17 of the RIAS Charter states:
"***17. THE GOVERNMENT and control of the Royal Incorporation and its affairs shall be vested in the Council subject to the provisions of these presents and to the Bye-laws of the Royal Incorporation. The business of the Council shall be conducted in such a manner as the Bye-laws of the Royal Incorporation may prescribe.***"

The most recent annual account: https://www.rias.org.uk/files/2017/226/92215C8E-CA1A-9FBB-1AD4-7D600D7F983A.pdf lists 40+ members of Council who are Fellows or Members and have been elected or co-opted (the heading does not include conveners of committees, but the list includes those who are). Those members of Council entitled to vote in Council on matters arising are the Trustees of the charity and it is they who are charged with managing the RIAS's resources in pursuit of the 13 charitable aims of the RIAS, as listed in paragraph 5 of the Charter.

The Role of Trustees
Undertaking the role of Trustee of any charity is onerous and should not be entered into lightly. All Charitable Trustees they must abide by the requirements of the Charities and Trustee Investment (Scotland) Act 2005: https://www.legislation.gov.uk/asp/2005/10/notes/division/3/1/9/1 which states:

*79.The term "charity trustees" (which is defined in **section 106**) is used throughout the Act to describe those persons having general control and management of the administration of a charity. Depending on the form of the body, this term will generally refer to the directors, the members who form a management committee or group, the trustees of a trust, or if it is an unincorporated association, the persons who normally direct the managers of the body. The term is merely used as a generic term within this Act and does not change other legislation. Hence the directors of a charitable company remain directors but take on duties as "charity trustees" under this Act.*

*80.**Section 66** sets out the general duty of care that charity trustees must follow. These are a codification of existing law and practice. **Subsection (1**) requires a charity trustee to act in the interests of the charity. In particular they have to seek to ensure that the charity acts consistently with its purposes and that they act with a level of care and diligence that is reasonably expected of someone managing another's affairs. **Subsection (1)(c)** requires a charity trustee to avoid a conflict of interest which may arise between the charity and any person responsible for their appointment as a charity trustee. If such circumstances arise, the charity trustee must put the interests of the charity before those of the person responsible for their appointment. Where another duty prevents them from doing that, the charity trustee must disclose the conflicting interest to the charity and not participate in any decision of the other charity trustees with respect to the matter in question. A charity trustee has a duty to ensure that a charity complies with any requirements of this Act (**subsection (2)**). However, **subsection (3)** provides a caveat that none of the above duties require a charity trustee to act otherwise than is imposed on them by other enactment. Hence, the general charity trustee duties do not exempt them from acting, for instance in accordance with health and safety legislation, or for charitable companies, with companies legislation. A breach of the general duties (to act in the interests of the charity, and to ensure that the charity complies with any direction, requirement, notice or duty imposed on it by virtue of the Act) is to be treated as misconduct in the administration of a charity, although OSCR must act proportionately in taking any action where it appears that misconduct has occurred. OSCR has a general duty (under **section 1(9)** to act proportionately and only in cases in which action is needed in all its regulatory activities. In addition, (under **section 31(10)**), OSCR may not suspend a charity trustee if it considers they have acted honestly and reasonably and ought to be fairly excused. **Subsection (5)** requires all charity trustees to act collectively, taking steps that are reasonably practicable to ensure that any breach of general duty by a charity trustee is corrected by that trustee and not repeated, and also that the trustee is removed as a trustee if they have been in serious or persistent breach of those duties."*

The Office of the Scottish Charity Regulator (OSCR) website provides extensive guidance including: https://www.oscr.org.uk/media/2728/v10_guidance-and-good-practice-for-charity-trustees.pdf, which all Trustees are required to be familiar with. A shorter summary can be found at; https://www.oscr.org.uk/charities/good-governance

Trustees are collectively responsible for the decisions of a charity. They are all equal in status and must undertake the business in an open and transparent manner, furthering the charitable aims of the organisation and complying with all relevant legislation. Once a decision is made all Trustees must agree to support it in public. If they are unable to do so they should resign. They must also hold each other to account, including referring matters to other authorities such as OSCR if they have valid grounds to suspect that the charitable aims are not being met, if the financial management of the charity is inadequate or if there are grounds to suspect any breach of the law.

The role of the RIAS Trustees is summarised in the RIAS document: "The Role of Trustees":
"The Board of Trustees is responsible for controlling strategy and management within the terms of its constitution and the context of their Charitable Purposes.
The role of the Charity Trustee is not a position of honour without responsibility; it requires time, understanding, vigilance and effort.
Generally, a Charity Trustee cannot delegate his/her responsibilities to others. However, although it is possible to appoint sub-committees (sometimes called Work Groups, Steering Groups, Task Forces, etc.)

to look after specific aspects of a charity's governance (e.g. finance, fund-raising, marketing, property, etc.), the ultimate responsibility for taking decisions vests in the Charity Trustees acting together as the Board of the charity. It is good practice to ensure that there is at least one Charity Trustee, but preferably more, on each sub-committee."

Trustees must prevent others, who are not Trustees from acting as Shadow Trustees, i.e. taking significant decisions about the activities and finances of the charity without the full knowledge and authority of the Trustees, again summarised well in the RIAS Document:

"Situations can arise where one or more people, who are not formally appointed as Charity Trustees, can and do influence and even control the charity, such as: the dominant spouse of a person who runs a small charitable trust, or regular attendance at meetings by someone not on the Committee who influences outcomes or becomes involved in making decisions; or a forceful executive who exerts control over a weak Chair or a disinterested Board; an Advisory Committee which is set up to provide advice, perhaps on technical matters, but exceeds its remit by stipulating conditions of management and strategy which are accepted without question by a poorly-led or weak Board of Trustees.
In such circumstances, anyone who is not a Charity Trustee but who exercises "control" over the charity can be treated as though a Charity Trustee, by virtue of section 106 of the 2005 Act, and found to be liable as such, in the event of any investigation which examines the position, with the benefit of hindsight, when things go wrong and blame requires to be apportioned."

The Election and Role of RIAS President
A group of 40+ Trustees (Council members entitled to vote) can only be effective if agendas and meetings have some form of structure to them. On the 8th November the role of RIAS President was discussed. A number of those present supported the election of the RIAS President by the wider Membership of the RIAS not just Council.

Byelaw 21 of the Charter states:
"The President, who must be a Fellow, shall be elected annually by the Council and shall be installed at the Annual General Meeting to serve for one year, although the President may be re-elected for one further year. If present, the President shall preside at all meetings of the Royal Incorporation and of the Council and shall be ex officio a member of all Boards, Committees or Working Groups of the Royal Incorporation."

On election, the incoming RIAS President becomes a member of Council (if not already on Council) with the right to vote on matters and they retain this as immediate Past President during the term of their successor (if willing to stand) making them a Trustee of the Charity. Other than presiding over the meetings of Council they have no special status relative to the other Trustees of the Charity.

Governance
The Charter recognises that 40+ Trustees (Council members entitled to vote) cannot micro manage the business of the Incorporation and can therefore remit certain duties to others, including the President, who by tradition represents the public face of the RIAS on important occasions and at external meetings.

The mechanism to achieve this is via Bye-law 28.8 which allows Council to appoint two or more of its number to act as "Attorneys". The Attorneys can then have some detailed oversight and specific areas of limited decision making authority delegated to them by the Trustees (Council members entitled to vote) on a case by case basis. Making decision-making quicker and preserving where required commercial and personal confidences. The Attorneys can only make decisions within the limits prescribed by Council and must then report back to Council seeking ratification of hose decisions as the Trustees (Council members entitled to vote) as a group take responsibility for those decisions.

The Trustees (Council members entitled to vote) should have in place a series of governance and auditing committees which can:

- Maintain and annually review a risk register of the organisations activities in order to identify and mitigate risks
- Maintain and periodically review the Staff Handbook and other documentation in the light of independent HR advice and legislation
- Undertake annual performance and salary reviews of staff
- Undertake annual performance reviews of external advisors
- Scrutinise management and annual accounts prior to presentation to Council and set and monitor authorised spending by individuals

Such a structure allows for the appointment of non-architects who have specific financial, legal and HR expertise to advise the Trustees (Council members entitled to vote).

While the role of Trustees (Council members entitled to vote) carries with it significant responsibility, Trustees (Council members entitled to vote) do have the comfort of knowing that the RIAS will maintain indemnity insurance to cover Trustees (Council members entitled to vote) with regard to genuine matters of negligence.

The meetings of Chapter Councils and the RIAS Council are sessional with RIAS Council being reconvened every May after the election of new Chapter Councils, in accordance with byelaw 37.6.4. While many individuals may serve on successive Councils, each actual Council begins anew in May and the Trustees (Council members entitled to vote) should review and renew such roles and activities as have been delegated by the previous Council, so called "*standing orders*".

The Role of Staff
In order for Council and committee meetings to be effective there is a managerial requirement to take accurate minutes, provide and agenda and evidence based papers in a timely manner. The Chair of each meeting has a responsibility to ensure that members of Council and committees have such papers in reasonable advance of the meeting.

To achieve this the Trustees (Council members entitled to vote) can employ staff to help with the day to day business of the RIAS. Originally conceived as a single secretary in 1916, staff numbers have since grown to serve the membership and further the charitable aims of the Incorporation, but the "*government and control of the RIAS is vested in Council*".

The Trustees (Council members entitled to vote) responsibility to staff is the same as for any other employer. They must ensure that all members of staff are able to work in a safe non-discriminatory working environment and ensure that all conditions of employment and legal responsibilities that fall to an employer are met.

It is critical that members of staff work within the remit that they are given and neither step over or find themselves pressed upon by the Trustees (Council members entitled to vote) to act in a manner where they may be seen to be acting as a Shadow Trustee.

It is particularly important to ensure that any HR issues which arise within or between staff are dealt with independently by suitable experts.

Dr RICHARD ATKINS, PhD, DIP ARCH (Edin), RIBA, FRIAS, FRSA, CHARTERED ARCHITECT

Conclusions

At the EAA meeting which sparked this paper there was a concentration on governance and in particular the suggestion that the RIAS Membership should elect a "President" who would have the opportunity to stand on an election manifesto.

This is an idea which is attractive to many, but not one which sits with the current constitution. Changing this would require Privy Council approval. The Presidential role, as described above, is not to be the head of an executive body with an agenda. In fact, it is the very opposite; it is to act as an independent chair of the RIAS Council encouraging open and free debate and ensure that any votes taken by the Trustees (Council members entitled to vote) are conducted in line with the byelaws. It is an important and diplomatic role.

The RIAS website states the current role of the President, to be:
"The President is empowered to nominate to all committees and to set up specific task or working groups as required with the advice of the Secretary"

At the time of writing, neither copies of any Standing Orders nor copies of the minutes of Council were available to check, to see whether such a power of Attorney has been given to the President and who their fellow Attorneys are.

Similarly, the RIAS website states:
"*While the President is elected annually the provision for re-election for a further year effectively ensures a two-year term of office*"

However, Byelaw 21 noted above states:
*"shall be elected annually by the Council and shall be installed at the Annual General Meeting to serve for one year, although the President **may** be re-elected for one further year"*

A President may serve a maximum of two years if they are willing and the Trustees (Council members entitled to vote) are so inclined, but equally a President may be replaced at any point by the Trustees (Council members entitled to vote) should they consider this is in the best interests of the charity. In such an event Byelaw 26.1 states that the Past President shall fulfil the role until the next Annual General Meeting.

Byelaw 22 states that the Past President is the last President to have demitted the role, if willing to serve. If they are not willing then the role of Past Presidents is subject to elected by the Trustees (Council members entitled to vote) from all other previous Presidents who are willing to be considered.

In summary the Trustees (Council members entitled to vote) have the necessary powers to make wide and sweeping changes to the strategic direction of the RIAS, if they consider these to be in the best interests of the RIAS's charitable aims. They also have the ability to initiate changes in the structure and governance of the RIAS at a management level, such as establishing new committees etc.

Amending the governance structure of the RIAS, to revise who might serve as a Trustee and President etc requires the external approval of the Privy Council: https://privycouncil.independent.gov.uk/royal-charters/chartered-bodies/ and is a potentially involved and expensive process, but not one which the RIAS has not undertaken in the past.

Richard Atkins, November 2017

RIAS Five Year Strategy 2017-2022 Draft Consultation – ECAN Response

Edinburgh Chartered Architects Network (ECAN) is the sole practitioners group within the EAA Chapter Area. It is a self-help group, to give all its members a wider base of knowledge to draw upon, and mutual support in everyday work, so each is able to work alone without feeling isolated. We organise CPDs and other events that are relevant to our members, participate in engagements with the authorities and other organisations to champion for the needs of sole practitioners. With our membership, sole practitioners satisfy the ARB code to have reciprocal agreement in place for means of cover in case of incapacity and death. All sole practitioners who are members of the RIAS and living in the Chapter Area are welcome to join.

Collective Comments from meeting held on 1st November 2017 at RIAS of ECAN members present, the following overarching concerns were highlighted (over and above the individual specific comments below to specific points and priorities):-

This document must act as a "first draft" of the strategy on the understanding that it needs much development and consultation input to be properly representative of RIAS members' views. It is the hope that the current exercise will indeed rectify this. It was felt that the document serves as self-congratulatory document rather than a working strategy to look forwards towards improvement.

There is a general feeling of disconnect between ECAN members and RIAS HQ staff / Council. The internal workings of the organisation are not transparent to its members. It was agreed generally that the organisation has recently failed to, and should always aim to, SERVE THE MEMBERSHIP.

On that note the three main priorities as suggested by ECAN are:
1- Governance – not with standing the review underway, the bye-laws needs to be reviewed with serving the membership at its heart. That any councils, committees or steering groups be conducted in such a way that those attending feel that it is a two way conversation, and effective means of feedback available. The crux of which is based on transparency, efficiency and inclusiveness.
2- Membership and Practice Services – all members should be supported equally (that Chartership should mean a mark of quality to the members of public,) which means that they and their work have the support of their professional body and its practice services guidance. Again these should be inclusive so that members are considered at the heart of the organisation and its service, and raison d'etre.
3- Communications – this is an area that needs to be improved dramatically, to allow effective two way communications, to allow inclusive and long term relationships between members and the organisation to be built and attract members and architects who are non-members that are currently feeling distant.

Further notes below reflect all comments received on the details of the draft. Some of which are indeed repeated, due to multiple members put forward similar views. General comments from individuals are at the end of the document.

SECTION ONE

1.1 The Brief

1.1.1 The Task
1. "This [the brief] was done by over 30 one-to-one interviews…" – comment: the number in the sample seems incredibly small? ; This cannot be seen as consultative nor representative of membership views.
2. "…the RIAS' 2011-2016 plan…" – comment: Do we have access to this plan now?
3. "Throughout the Year, the RIAS Celebrated architecture within the profession and raised is profile …" - comment: How has this been measured?
4. "Most importantly for the profession and its future influence it brought the Royal Incorporation and its members closer to the seat of power of Holyrood." – comment: How is this outcome measured?

1.1.2 The Desired Outcomes

1. "Its aims and priorities would be recognised by the membership and its partners as focusing on the key priorities of advocacy and support for the profession of architecture" – comment: Grammatically this entry makes no sense.
2. "Its content would reflect a consensus of views without sacrificing clarity" – comment: clarity of purpose or clarity of pronouncing the message?
3. " its planned activities would energise and excite, be relevant and deliverable" – comment: focus on deliverability suggests that the aims might have to be diluted so as to avoid unpleasant truths
4. "it could be delivered within available, or planned, resources," – comment: the assessment of necessary resources should follow on from the strategic aims, rather than the aims being constrained
5. "that it would serve as the basis of a promotional document for the RIAS" – comment: any need for promotional material should not focus on the RIAS but on the members

Context
1.2 RIAS Mission
- "combine the efforts of (the architecture profession in Scotland) for the advancement of architecture," –comment: would prefer the first point to say "for the advancement of the architectural profession

1.3 Governance and Organisation
- Council – an opaque body that just rubber stamps everything. Needs to be properly accountable to the membership
- President- should be elected by members not Council

1.3.1   Staffing
- Appendix C on staffing structure is not available to comment, but it would be of interest to members.
- The Secretary and Treasurer roles should not be undertaken by the same person.

1.4 Activities
1.4.1 Membership Services
- RIAS should look at ways to improve services to small and rural practices, for example online CPD or "improved engagement in RIAS HQ activity"

1.4.2 Professional and Practices Services
The Practice Team
- "This is an additional service for subscribers to Practice Services" – comment: this service should be available to all members, not only for those who separately subscribe. It creates a two-tier grouping within the membership and appears inconsistent with the Aims as currently stated

The Clients Advisory Service
- From our experience this area performs very poorly. The system has in the past been known to be abused and not fair and transparent.
- Non-existent… "where do you live / here's a directory!" Or "here's a lovely project… better put that to PPC for nominations / recommendations" (?)… if the latter still in operation a new more open and transparent system needs to be put into place.

Conservation Accreditation
- All architects should be trained to understand how existing and heritage buildings are put together and how best to protect them, design for them and enhance them for continued use and for future generations. However understanding funding bodies and such at work in reality, the emphasis RIAS take on this should be on education of all chartered architects and effectively to have all architects becoming conservation accredited, rather than needing a scheme to identify them. That should be the goal, those accredited should be teaching those who are not in CPD.

Sustainability Accreditation
- There should not be a requirement for this accreditation since all qualified architects should design with sustainability in mind. The education of the profession is in dire need of reviewing if we do not deliver this basic requirement of survival with the continual diminishing resources of the earth. Practice Notes and CPDs should encourage this direction of chartered architectural practice.

1.4.3 Business Development
RIAS Consultancy
- The provision of this service seems to be cloaked in internal secrecy and appears to me to provide income that is then largely paid out to individuals who are aligned with the "inner sanctum" of RIAS staff and Council members. We question the need or desirability of this service

RIAS Bookshop
- A great bookshop that is not open at weekends!

1.4.4 Education and Training
- There is a clear lack of guidance from the practicing profession on education, and the profession seeing (and grumbling about) the new generations of graduates lacking practical skills and knowledge, in basic constructional detailing, understanding how heritage and modern buildings are put together, how to design for climate change etc. The profession seemingly have no way to feed back on the education curriculum, to prepare architecture students with appropriate skills to become architects. This feedback mechanism needs to be further enhanced for all delivering tertiary education.

1.4.5 External Relations
- From what practitioners have observed we would disagree that the RIAS has fostered good relations with other bodies. The impression being given is that RIAS always knows best and other views are not always fully understood or accepted.

1.4.6 Communication and marketing
Media
- It has already been pointed out that the focus of media contact has recently become disproportionately skewed towards delivery by the Secretary.

Website and Social Media
- This area needs improvement in consultation with its members, and can be a great benefit for communications internally as well as externally.

Directory
- This statement is incorrect and misleading, all practices are entitled to a free entry and it is unfair to use the Directory to generate income for RIAS through seeming to promote one firm ahead of any other.

SECTION TWO

2 Review of RIAS activities 2007 to 2017

2.3 Membership

- The actual survey data about membership tells a rather different picture than that reported in the commentary, with the numbers of those architects on the register who are recorded as 'practising' staying at very much the same level over the period.

2.5.3 Festival of Architecture 2016

- It is difficult to assess the actual gains of this, whether the profile of the profession has in fact been gained. Much membership effort has been put in, including many individuals from ECAN. The recognition from RIAS was only for those who donated monies, as financial support, but for those who put in time and effort, it was completely not recognised.

2.7 Practice Services

- commented above 1.4.2
- Service should be standard for all members, even if this means a small increase in the subscription

2.8 Productions: New Initiatives

Publications

- We should only be publishing on architecture, architectural critique and history of architecture, with learned and educated architectural content, that educate both architects and the public on the subject. Departure from this would only prove that we are not in fact of highly trained intellectual status of a specific area and with critical knowledge on architecture. The likes of Architectures in Space is an example of this departure, we are not the Royal Incorporation of Science Fiction. This is a departure from our aims in publication as indeed highlighted in the first opening sentence of 2.8.2.
- Topic/subject/content all controlled solely by editor and designer
- RIAS Quarterly – a publication without thought provoking content but with back slapping updates; editorial too tightly controlled, tired and out-dated design.
- Design and other consultant services should either be tendered for or those providing such must not have any direct relationship with those responsible for appointments

Website and Social Media

- It should be made a priority that the website be improved both for use by architects and also the general public
- Website controlled too tightly by editor and designer
- Membership and public participation sections on website possible?

Directory
- This should be an equal platform for all members and paid for like an advertising campaign marketing tool, should be part of membership cost.

SECTION THREE

Strategic Priorities 2017 to 2022
- 29 priorities seems too many
- There needs to be hierarchy (urgent, essential etc)
- Rebranding should not be first

3.2 Mission
- Image – RIAS needs to lose stuffy old mans club atmosphere. Council / Members room hung mainly with portraits of old men does not reflect diverse membership or address gender equality.

SP1
- We ask that any such efforts to update a brand image be given lower priority than the SP's on governance and committee structures

3.3 Governances and Operations
- Operations opaque to members, is it too complex? Ineffective/inefficient?
- Who gets to be a Fellow of the organisation, and thereby eligible to be president elect? Could the members choose/vote/ be more involved in the whole process?
- Management – Secretary and Treasurer roles should either be separate or more accountable to the members.

SP3
- There must be something in place which allows committees to work more closely with Council. There should be a 2-way channel established.

SP4
- Is the Secretary considered to be over-worked, and if so can we be given a better understanding of all staff activities with a breakdown of time spent under each operation heading? Adding further staff is only one way, another would be to review activities.
- The Secretary and the Treasurer of the Incorporation should not be the same person, and the Treasurer should take on the role of accounts and business development separately from the Secretary. Policy development should really be taken by Council and not by staff members, assisted by the staff of course but not to the level of burdening them with the responsibility of proposing and focusing on that.

SP7
- All posts should be subject to member ballot

3.4 Membership and Practice Services

SP8
- should include review of the Chartered Practice system.

SP9
- Why is this not being continuously assessed?

SP12
- require re-wording or re-working for clarity

3.7 External Relations

- ",,, a desire to see the RIAS working even more closely with colleagues like the RICS the RTPI A&DS and BEFS…. " –comment: Agreed, because at present we do not believe we are working closely with these bodies

SP25

- "Continue to work with Scottish Government to produce a procurement strategy for public work which has quality of design as its priority " – comment: and also quality of professional service

3.8 Communications and Marketing

3.81 External communications

- "There is consensus around continuing with the FoA in some form but that it should be complemented by a communications plan which examines ways of raising the status and profile of architecture within the construction industry and with the public." –comment: We do not have a solution to this conundrum but we do know that sometimes promotion is not the only answer, better to be seen to be doing solid and dependable work with a high degree of skill and commitment. Architectural practice is not only design.
- Not sure how raise the profile of the architect best be done, and whether FoA really worked. Is any of it measureable ?

3.8.2 Internal Communications

- "Members in the main agreed that the bulletin and the *Quarterly* Magazine, are excellent." –comments:
- The Quarterly magazine is not excellent; pages are squandered on sketches and holiday blogs by certain individuals.
- The Quarterly does not give enough practical information or intellectual stimulation to architects, cf, AJ, RIBA J
- The Quarterly also does not communicate to the members what happens in the RIAS Council Chamber, PPC Chapter Councils, of matters discussed on their behalf and should be used also to publish minutes of such discussions. Matters that are of interest to its members.

SP29

- Members are not represented not only in committees, members are also not represented well on Council, not so much that there are no representatives, but that the representatives views are ignored in the main. This needs priority action to reconstitute how members voices are actually heard on Chapter Council level and RIAS Council level.
- Supposed delegated tasks such as consultations and lines of communications are not clear, it meant that the Chapter Councils are not aware of their responsibilities to consult members when RIAS is also approaching members direct.
- It is necessary to improve engagement for rural practices and sole practitioners generally.

- RIAS needs to find a way to engage better with its members, address the us and them disconnect; student reps to have voting rights.

3.9 Conclusions
- "consensus among members interviewed that the incorporation is relevant and doing a worthwhile job in supporting the profession and raising its profile the RIAS serves its members well." – comment: this highlights that the document is a 'navel gazing exercise'. Given that they only interviewed 30 people, the brief that the 'development of the plan should be as consultative as possible' was really met.

APPENDICES
- Not all appended for comment

General Overall Comments:

1. because response address is Neil Baxter and not strategy@rias which makes it personal and people don't like that. And concerned that the review and consultation is not impartial and will be vetted according to Neil's whim

2. that the extension of responses was not to all members and that ECAN members felt the original length of time of consultation was too short to submit anything thought through and worthwhile. That although EAA asked for extension and got it, there is no announcement of that for all and a misunderstanding that this extension is for EAA only.

3. the Governance Review be issued to members as stakeholders of the incorporation, under Freedom of Information and transparency. Members are interested to know and are entitled to see how their monies are spent and how their organisation is being run

4. The Probity review needs to be open document available to all Council and Chapter Council members and members. It should not be issued to a handful of people behind closed doors.

5. Strategy needs to be more strategic in the sense that it needs to identify milestones and targets of achievement, steps to be taken in order to achieve the aims and goals listed. Otherwise it is easy to see that there are some airy fairy wishes that would not be implemented. Better to do fewer things well, with proper decisive and positive steps, than to try many targets and achieve none. Each SP should therefore have 1 yr, 2 yr, 3 yr and 5 yr targets, or simple action plan steps associated with them and review accordingly as well.

6. Shocking that none of the key activities or priorities mention sustainability (apart from the accreditation that is applicable to small group of members), and generally concur with SEDA response to Strategy document.

COMMENTS ON RIAS 2017-2022 STRATEGY :

(@ 04.11.17)

I have no comments to make specifically about what the priorities should be for the next 5 years as such but do have several general observations to make viz:

On the role of the RIAS in general :

o   The wording of the four goals (stated on page 6) should perhaps be revisited with emphasis not only on the `advancement of architecture` but also `promotion of good architecture`,` improving the standing of the architectural professional` and` protection of the title of architect`.

On the public profile :

o   Improving the public perception of the architectural profession and the standing of architects and of the RIAS in general in Scotland, should always be to the fore front.

o   For the architectural profession to be able to speak to the general public via the RIAS is important.

o   The RIAS should continue to be `the go to organization` for the public and media in architectural matters in Scotland. There is no doubt that new clients seeking architects tend to start at the RIAS web site.

o   The RIAS needs to build on the successes of the Festival of Architecture.

o   The RIAS premises at Rutland Square could be more `open doors` to the public at large and with less of a the image of a private and select club (behind brass plates and exotic columns) .

   NB: Rutland Square should have a disabled entrance which is nowadays is possible without spoiling the look of the building.

On branding :

o   Expenditure on branding should be transparent and needs to be fully justified .

o   Any re branding exercise should not be about re-labelling but more about re visiting the role it plays as a the umbrella organisation for the chapters and for other subgroups in Scotland.

On governance :

   o   Ensure accountability both in terms of activities undertaken and expenditure at all levels.

   o   Ensure the web site fully informs the members about all the activities undertaken by the RIAS and include the two staff and committee structure diagrams.

On membership matters:

o   The RIAS should reach out more to non members.

o   Encourage a more open approach to non practitioner members.

o   <u>Practice Services membership should be an automatic part of membership fees paid by practices large and small.</u>

o   Consideration to be given to regular gatherings of chapters.

o   RIAS to play a more intermediary role to improve the interface between architectural students, working architects and architectural practices

o   Ensure that the value of membership of the RIAS as the main representative body for architects is promoted far and wide.

o   RIAS to ensure that in all its activities it focuses on the issues which are relevant to the everyday working world of architectural practices and salaried architects alike.

Other activities for consideration:

o   Possible funding for special studies which further the understanding of Scottish architecture and building and which are beneficial to the profession as a whole.

o   Trial the notion of an `on the street advice bureau` plus book shop and public exhibition space, run on a commercial basis. This would build on the ECAN service at the ESPC which has been successful over the years in terms of the information it provides to the public at large.

Leslie D. Howson
 @01.11.17

MF Comments on Strategy 13 Oct 17

Mission/Visioning: we need to update the "learned body" mission to lead on the:
. importance of architecture to the health and wellbeing of society;
. the importance of professionalism, in applying knowledge and standards to the built environment; and
. our focus on putting our professional skills at the service of society as a whole.

Strategic Priorities: the Draft's focus is, not unnaturally, on congratulating the rias on what it does. The reality, though, is of a continuing diminution and threat to our role, and there is a pressing need to re-establish our priorities, which Grenfel, the ongoing PFI scandals, Housing crisis and emerging issues around poor fabric performance in volume housebuilding bring urgency to. There is not enough clarity around such key, social priorities:

. Sustainability and Wellbeing: climate change, the degradation of our environment and the shoddiness and artificiality of our constructin industry should bring urgent focus to: making the best use of our existing resources, with an attack on the VAT lever that encourages good existing buildings to be demolished and a general focus on the integrity and sustainability of our existing built environment before we build anew; the avoidance of plastics, incendiary and toxic materials and treatments in our buildings; the use of natural materials and exploitation of natural resources such as timber; and a focus on sunshine, walkability and public transport in the planning of neighbourhoods, towns and cities. I appreciate we might not be able to make such specific attacks on the badness that's being done, but we must be able to set out a direction of travel that implies such as this.

. Housing: the current series of overlapping crisies demand a focus on the need for a balance between good private housing, with its diversity expanded to empower people alongside the private builders who are failing us, and revived public forms. See https://www.commonspace.scot/articles/11844/malcolm-fraser-programme-housing-renewal recording current policy lobbying I am doing on behalf of the profession.

. Procurement: we need to be clear that disasters such as Grenfell, PFI and Housing have, at their heart, the failure of the care, craft and professionalism that architects and others offer. We need to regain our leadership – and proper remuneration. Those at the heart of Procurement I talk to say very clearly that they want to see architects giving a better service based on higher fees. It's an open door, and we must be able to push through, to establish platforms that recognise the value we bring – such as 90-10 Quality-Cost bids.

. Governance: I understand review is ongoing but firmly believe it should encompass the separation of the financial and secretarial roles.

Malcolm Fraser

Feedback received by EAA on 31/10/17
from Stephen Newsom, Architect

Dear EAA,

I have listed below some comments on the current RIAS Strategy draft. My comments have already been sent to ECAN chair as part of a collated response, but I repeat them here for your information:-

Page 5

A total of 30 interviews does not seem to me to be a significant sample of the membership.

The last paragraph contains statements about the success or otherwise of the Year of Architecture that cannot be measured, hence they are open to doubt.

Page 6

The first 'Desired Outcome' bullet point makes no grammatical sense.

The second bullet point is ambiguous; clarity of purpose, or clarity of pronouncing the message?

Third bullet point: focus on deliverability suggests that aims might be diluted so as to avoid unpleasant truths.

The assessment of necessary resources should follow on from the strategic aims, rather than these aims being constrained.

Any need for promotional material should focus not on the RIAS but on the members. I would prefer the first 'Mission' bullet point to say "for the advancement of the architectural profession".

Page 8

In my opinion Practice Services should be available to all members, not only for those who separately subscribe. The current arrangement creates a two-tier profession, and appears inconsistent with the Aims as currently stated.

CAS in my opinion performs very poorly at present.

Page 9

In my opinion RIAS Consultancy operation seems cloaked in internal secrecy, providing income largely to individuals who are aligned with the "inner sanctum". I question the need for or desirability of this service.

Page 10

From what I have observed I strongly disagree that the RIAS has fostered good relations with other bodies. The impression given appears to be that the RIAS always knows best, and that other views are not always fully understood or accepted.

Page 11

Statement made concerning the Directory is incorrect – all Practices are entitled to a free entry, and in my opinion it is unfair to use the Directory to generate income for RIAS through seeming to promote one firm ahead of any other.

<u>Page 13</u>
I disagree with the interpretation given to the summary of membership numbers. It is not correct to state that membership has grown steadily, as it is clear to me that ordinary (core) membership has remained static.

<u>Page 33</u>
Under the heading 'Mission', I ask that any such efforts made to update a brand image may be given lower priority, than priorities on governance and committee structures.

<u>Page 34</u>
SP3 – committees must work more closely with council, and vice versa.
SP4 – is the Secretary considered to be over-worked, and if so can we be given a better understanding of all staff activities with breakdown of time spent under each operational heading? Adding further staff is only one possible solution to staff over-work, other ways might include review all activities and remove non-essential.
SP7 – All council posts (and key committee posts) should be subject to member ballot.

<u>Page 35</u>
SP9 – Why is assessment of members not already being carried out continuously?

<u>Page 38</u>
SP25 – must include reference to the quality of professional service.
External communications – I do not have a solution to this conundrum but I do know that sometimes promotion is not the answer; better to be seen to be doing solid and dependable work with a high degree of skill and commitment. Architectural practice is not only design!

<u>Page 39</u>
The Quarterly magazine is NOT excellent, pages are squandered on sketches and holiday blogs, not at the cutting edge of architectural practice!

Feedback received by EAA on 1/11/17
from Bill Black, Architect

In response to the call for comments noted in the RIAS 5 year strategy document I would make the following observations

Generally document is rather self congratulatory and backwards looking – it reads more like a report to an AGM and does not really offer any idea of strategic change in the future

The idea that 30 consultations represents the views of the whole profession in Scotland is unsatisfactory - a much wider inclusive consultative process needs to take place – perhaps members did not respond to an earlier request for feedback although I do not recall seeing such a thing but wider consultation is required

I think the whole document needs to be rewritten after a proper consultation and with a real eye on the future but I have listed some areas which I think should be considered in that rewriting – I'm sure there are many other topics and that other respondents will add further items

- What sort of profession do we envisage as the 21st century progresses? - the RIAS must represent and have a vision of that future.

- Response to government and in particular procurement policy - at present it feels like the RIAS has a rather cosy relationship with Holyrood and this does not challenge the problems with procurement and marginalisation of the profession increasingly enshrined in government policy – the document must challenge the way forward

- The Scottish government has an Architecture policy unit - which as far as I can see achieves nothing - is the RIAS doing anything to change this or make that policy actually have any bearing on the creation of Architecture in Scotland?

- Much more positive steps to help put architects back at the centre of construction and reduce marginalisation of our profession – This is a major problem

- Raise public awareness of the value of design and quality – I'm afraid my personal opinion is that painted garden sheds and 'foam kennels' (sic) do not achieve enough. We need real debate about these issues and the RIAS must be a key player in raising the stakes

- We need national priorities to change – the Edinburgh schools debacle is an opportunity to start this process and counter the idea that best value means the cheapest - RIAS needs to be part of promoting the value architects can bring and the strategy should address how this could be achieved

- A much more definite engagement with change in procurement must be at the heart of the strategy

- The RIAS should be setting out a clearer objective in the support of education and students and then young architects to provide opportunity for new practices to develop and thrive

- Bring the RIAS Awards back (fully)into the RIBA fold - we are a national uk profession not a devolved offshoot - it is a disaster that publication of and national publicity for the RIBA awards does not include Scotland - it's hard enough to get recognition and this is a disaster for all practices achieving awards (and those shortlisted) not to get that. It is also unreasonable that the rules for architects here (that on allowing second submissions for instance) are different from the rest of the country

- Start a proper competition process to provide a real architect-lead alternative to tick box procurement policies. To do this the RIAS consultancy needs to be totally overhauled and this should be enshrined in the strategy

I trust that is helpful and look forward to the next stage of the process

Feedback received by EAA on 14/11/17
from Jocelyn Cunliffe

Re the strategy:

I am keen to see the RIAS Architecture Guides completed so would welcome EAA support for them.   Some of the outstanding titles have authors and some don't; they are serious and authoritative and highly regarded. People still read and use books.

I don't like the strategy wording regarding the Cross Party Group on Architecture and the Built Environment. The RIAS should be doing the secretary role in a professional (even-handed) manner, as a service. It is about architects and architecture but it is about lots of other things as well. The Secretary-ship should rotate and not be used for self-promotion.

Post workshop feedback received by EAA on 9/11/17
from Rosemary Parker, Architect

It was nice to meet you yesterday. I've just had an email from RIBA which had a link to something I wrote as an idea on the sticky wall, but I felt was worth reiterating. I think that RIAS should promote and provide a forum for collaboration between practices where the small practice has a specialism which can assist a bigger practice.

www.architecture.com/knowledge-and-resources/knowledge-landing-page/collaboration-can-make-great-business-sense

**Post workshop feedback received by EAA on 13/11/17
from Alex Reeves, Architect**

I attended the EAA consultation wanted to write with some positive feedback on the session, and also note

I am an ARB registered Architect who recently relocated from London to Edinburgh. I was interested in attending the workshop to find out more about the future of RIAS before deciding whether to join the organisation. I am aware of the current questions in relation to governance at the RIAS and would certainly be looking for an appropriate resolution to the issues of transparency, member engagement and staff remuneration procedure before becoming a member.

However, what I found particularly striking at the workshop was the number of young and engaged practitioners who were clearly interested in becoming involved in a reformed organisation and contribute to the growth and progression or architecture in Scotland. I would certainly echo the sentiments of those speaking in that regard and would suggest that any reform of governance is paralleled by a programme of engagement with those in the profession who do not currently actively participate at chapter or national level.

An idea raised by the chapter representative at our table (I didn't catch his name) was a regular open forum (ie a meeting in a pub or similar) where members and non-members could meet and discuss architecture. This could be a fairly straightforward way of encouraging engagement, and could be initiated at chapter level in Edinburgh.

The RIBA ran a similar programme in London called 'The Social' which was very successful and could serve as a model for any future initiative. Events ranged from straight-up socials to lecture events and workshops. They were arrangement frequently enough to build momentum but sufficiently far apart that people didn't loose interest.

I would also note that in my opinion, qualities and inclusion policy should be at the center or RIAS core objectives, both in broadening the demographic of the profession and promoting best practice in design and architecture.

Finally, I wanted in particular to thank the facilitator who did a great job in making sure the broad spectrum of views were captured in what was clearly a difficult circumstance.

**Post workshop feedback received by EAA on 14/11/17
from Nicholas Taggart, Architect**

I attended the EAA consultation on the RIAS strategy last week and wanted to give some positive feedback on the event, particularly in light recent public debate surrounding RIAS.

I am an ARB register architect, RIBA & RIAS member, and having moved to Edinburgh from London a couple of years ago have been somewhat 'out-of-the-loop' on how RIAS functioned. I therefore found Wednesday's session incredibly informative and was very heartened by the mix and enthusiasm of the attendees, particularly non-members, all keen to see the organisation improve.

I'd also like to thank the organisers and facilitators for creating a positive and constructive event including a broad range of views (no mean feat in the circumstances!)

I've outlined my thoughts/questions/suggestions following last week's event below – and apologies for the lengthy email – and would be keen to continue to engage with the debate going forward.

Governance
At our table, (as on others,) the question of RIAS governance was one of the most important areas discussed. I personally think that by enacting some strategic governance changes and/or amendments to the charter, a flow of subsequent improvements and reforms could then more easily follow.

I wondered if given the significant range of opinion on RIAS' future, it would be possible to galvanise support around a single strategic issue – such as the direct election of the President by the members, which was clearly highlighted during the consultation – to then open the door for further future change.

One thought, (at the risk of encouraging 'referendum-fatigue,') was that a simple **e-petition** could be easily set-up, at very little cost, to canvas members and non-members on this single issue.

This could be issued to members via an email mailshot / included in the RIAS circular email / advertised on ubranrealm or the AJ etc. to encourage mass engagement. RIAS registration numbers could be collected alongside responses to give an accurate record of member votes. (with appropriate caveats and anonymising of data etc)

A number of online platforms exists to set up such a poll www.gopetition.com www.thepetitionsite.com etc – and could be set up by any member, however it feels that such a move would benefit from the authority and direction of EAA chapter organisation.

Such a petition could create a significantly greater democratic mandate, (for example, to change the wording of Clause 11 of the RIAS charter,) than the RIAS engagement to date.

RIBA / RIAS interaction
It also struck me on Wednesday evening that whilst the RIBA is by no means perfect, there are many lessons which could be learned, particularly with regard to governance and election procedures from the RIBA. Given that a significant number of RIAS members are members of both organisations, I wonder if the RIBA can be engaged more to give logistic / legal support and experience on organisation governance and engagement to RIAS, (and to make use of the expertise which exists in our partner organisation only a couple of hundred miles away- who have already been through similar processes of reform in the past.)

I wondered if in the first instance, it might be useful for the EAA to organise a workshop / CPD with a representative from RIBA London (as a chapter equivalent to the EAA,) to see what lessons could be learned?

RIAS / EAA membership + engagement
I also wondered if you could confirm the process for membership of the EAA?
(If I'm honest, I hadn't realised until Wednesday evening that EAA was in fact our local 'RIAS Edinburgh' chapter, and that broadly RIAS communications operated on a trickle down approach through the chapters.)

e.g. as an RIAS member are we automatically members of EAA? (Our facilitator at our table suggested that there was a process of
being referred / seconded to become an EAA member?)

I personally would be keen (if not already,) to become a member of the EAA and engage more with the continuing debate on the future of RIAS.

It feels to me that the more open, transparent and broad based this discussion can be, including non-members and future members, the better.

I would definitely welcome a more regular series of 'forum' events (digital or physical,) to allow all stakeholders to participate in the EAA and RIAS going forward.

Equality Diversity & Inclusion
I agree with the general consensus of Wednesday's event that currently RIAS feels too opaque, and separate from it's members, the wider industry and the public generally. A situation not helped by the Incorporation's physical location, and it's poor use of digital communication.

I also feel strongly that a clear approach to equality, diversity and inclusion should be central to the incorporation's strategy going forward –and did not feel that this was

currently addressed in the draft strategy.

For me, this feeds into all aspects of the organisation, its communication and should be central to targeting a programme of public engagement and outreach to broaden the social and demographic base of the profession.

As a first step, there are a number of related public bodies with significant expertise in this field which could be engaged to help direct this e.g Glasgow Woman's Library https://womenslibrary.org.uk/inspiring-resources/ could help chair an EAA workshop / CPD on the issue.

I personally feel that the current focus of attention on RIAS can be a positive thing for the profession as a whole, and that this current energy can be harnessed to create a lasting improvement for the industry.

I think that a continuing, open and transparent debate from as broad a base as possible is central to achieving this and I very much welcomed last week's forum. I look forward to the publishing of its outcomes, and hope that engagement in this spirit continues.

**Post workshop feedback received by EAA on 14/11/17
from Ewan Anderson, Architect**

I attended the Strategy Workshop of 8 November and would like to thank you and all of the EAA volunteers for making very occasional attendees, such as myself, so welcome.

The Workshop reached some fairly clear conclusions regarding the priority issues for the future of the RIAS, principally:

·   Governance
·   Transparency
·   Relevance

These were well documented at the event so I'd just like to add my thoughts on how things might be developed and delivered moving forward:

· The Strategy Workshops should continue at Chapter level for a 6 month period to develop thinking on how the RIAS can best represent the needs of the profession in the future. This should involve Members, ARB, members and students.
·This process should culminate in a special convention in the summer of 2018 where these matters are debated and a future strategy is agreed.
·At the same convention the next President should be elected by the Members with a mandate to deliver the manifesto agreed by the Members.

I've deliberately kept this brief as I think there is a need for simple mechanisms to navigate an efficient path through a very complex process.

I wish you well with the task of distilling the range of comments that you will no doubt receive on this. I'm keen to keep part in future EAA strategy events so please let me know if there is anything I can do to help out.

Post workshop feedback received by EAA on 2311/17
from Roderick Binns, Architect

General

- I found the draft report difficult to engage with and think that it needs to be restructured. In her slideshow at the start of the EAA workshop, Eleanor (the report author) presented some the points in a different way to the report, which I found much clearer.
- At the EAA workshop, Eleanor noted that, with hindsight, the review and appraisal of the RIAS should be separated from the future strategy proposals. Others have noted that the review and appraisal comes across as self congratulatory. I agree with both of these points.

For other points, I have taken the structure which emerged from the EAA Workshop:-

Theme 1: Structure and Democracy

- I note Dr Richard Atkins' document on Governance and Decision Making in the RIAS.
- A number of people have suggested that the RIAS president is elected by the membership, which would apparently require constitutional change. I would support this.
- I believe that the RIAS Council is too large and is unwieldy in its decision making as a consequence of this. In my opinion, the council should consist of: president (1), past president (1), Secretary (1), Treasurer (1), chapter (vice) presidents (6), chapter reps (8) - two from Edinburgh and Glasgow as the largest chapters and one from each other, committee conveners (7), student reps (2), RIBA reps (2), ARB rep (1) - total 30.
- I think that there should be a minimum 50% attendance at chapter and committee meetings. If this is not met then then the council or committee member should be required to step down. Extenuating circumstances such as illness would allow the other council or committee members to override this.
- I support SP2 for a review of the committee structure. I suggest an organogram to clarify the relationships between different committees and councils. I think that the website should explain a mechanism for members to raise an issue if they would like it represented or responded to in a more focussed way. For example, recent issues with Building Control appeared, at least to me, to have been responded to in a fragmented way.
- I support SP5 regarding an update of the staff handbook so that an appropriate framework is in place for the RIAS as an employer.
- I note that a sub-committee has already been set up to carry out a governance review but suggest that this should be a permanent committee (or absorbed into an existing committee's remit) and the membership of the group should be broadened to make a representative cross section of the profession.

- I found the EAA workshop on the RIAS strategy document to be an effective forum, and suggest that this is incorporated (for each chapter) into a formalised procedure for the five yearly strategy review of the RIAS.

Theme 2 - Protection of Function and Title

- The Status Quo where architects are subject to heavy handed external regulation but have no protection of function is both illogical and unreasonable and requires reform.
- I support Malcolm Fraser's comments on the RIAS strategy document regarding a focus on countering diminution in remuneration and the leadership role of the architect.

Theme 3 - Education and CPD

- I think that there should be improved coordination of CPD events between the RIAS and the chapters, with all events being advertised both on the RIAS website and on the relevant chapter website.
- I support the suggestion made at the EAA event to have a regular social event - perhaps a quarterly Pecha Kucha.

Theme 4 - Communication

- The RIAS website and chapter websites require a significant overhaul (SP11) to become a more effective means of communication with members, private Clients and professional Clients.
- A number of people have commented on a lack of transparency about how the RIAS works and how staff time is spent. There is some information on this on the RIAS website already, but I think there is scope to go much further with this.
- All existing and new Council members should be provided with a formal induction to explain the obligations and liabilities of trustees.
- I believe that the RIAS should develop an organogram of the various different partner organisations to understand where we sit within this network, and which organisations we should focus our efforts on communicating with.
- I believe that all council and committee minutes should be issued in draft to attendees within a week and then updated and published on the website after a further week.
- I note the work the RIAS have carried out in the past on lobbying the Scottish Government and believe that this needs to be continued.

Theme 5 - Procurement

- I understand that Willie Watt in particular has given a significant amount of his own time in lobbying the Scottish Government to improve the current public procurement system. I believe that this should remain as one of the RIAS's priorities over the next five years.

Theme 6 - Membership Services

- A number of people have suggested that Practice Services is an automatic service with RIAS membership, I support this, subject to understanding the impact on membership fees. Perhaps Student members could contribute a notional membership fee to assist with the cost of this.

Theme 7 - Equality and Inclusivity

- Nothing additional.

Appendix B

Record of table discussions at workshop

serial number	type	table no.	primary category	secondary category	Free Text Comment
1	FLIP	5	1	4	Structure + democracy - volunteer committees - need collaboration (workshop presentation sessions to each other + members)
2	FLIP	7	1	4	RIAS Image - departure from "old boys" club - New public facing institute - welcoming
3	FLIP	4	1	1a	Transparency! - minutes should be available
4	FLIP	4	1	1a	Transparency! - need to understand staff and committee structures
5	FLIP	4	1	1a	Transparency! - Clear mission statement required
6	FLIP	4	1	1a	Transparency! - How can folk get involved with the RIAS
7	FLIP	5	1	1a	Transparency: Organisational tree is a mystery
8	FLIP	5	1	1a	More Transparency
9	FLIP	7	1	1a	Structure & democracy - Lack of transparency at RIAS Council Level
10	FLIP	1	1	1b	Publish organography of Council + Committees
11	FLIP	1	1	1b	Transparent: Election of President + Council
12	FLIP	1	1	1b	Procedures
13	FLIP	2	1	1b	Governance - Secretary & Treasurer spokesperson for the profession. All one person! - UNACCEPTABLE
14	FLIP	2	1	1b	Governance - transparency: all members to have access to minutes of ALL meetings
15	FLIP	2	1	1b	Governance - Council should be formally informed about responsibilities
16	FLIP	2	1	1b	Governance - Inclusivity training & induction
17	FLIP	2	1	1b	Governance - Election procedures: by members especially President . Not by Council
18	FLIP	2	1	1b	Re-evaluate chapter silos - more joint activity to look outward
19	FLIP	5	1	1b	President voted by members - not Council
20	FLIP	6	1	1b	Governance: President political mouthpiece of RIAS
21	FLIP	6	1	1b	Governance: Charter byelaw notes President is the chairman of Council
22	FLIP	6	1	1b	WOULD LIKE A FIGUREHEAD ELECTED BY MEMBERSHIP
23	FLIP	6	1	1b	Overview/Separate - Finance, HR, Legal
24	FLIP	7	1	1b	Structure & democracy - Election of all key roles
25	FLIP	7	1	1b	Structure & democracy - Separation of Secretary & Treasurer role
26	FLIP	7	1	1b	Structure & democracy - Accountability - what are we paying for?
27	FLIP	7	1	1b	Structure & democracy - Disenfranchisement - capture existing energy and channel for positive chance
28	FLIP	7	1	1b	DIRECT ELECTION OF PRESIDENT
29	FLIP	7	1	1b	Look at how other professions structure their professional body
30	FLIP	4	1	1c	Strategy report - Where/How will the next draft be circulated?
31	FLIP	4	1	1c	Strategy report - Need for a wide, clear and representative consultation
32	FLIP	4	1	1c	Strategy report - more factual analysis of profession make-up
33	FLIP	4	1	1c	Strategy report - 30 out of 5000 members consulted is not a success
34	FLIP	2	1	1c	Move HQ
35	FLIP	2	1		Structure & Democracy - Must be first priority
36	FLIP	5	1		Remove confidentiality of documents to members
37	FLIP	5	1		Abuse of power to be addressed
38	FLIP	3	2	4	Communication to public - what does the architect do? Built environment experts/professionals
39	FLIP	2	2	4	Communication: Leading the country re: built environment - Policy - Procurement

40	FLIP	2	2		Reintroduce fee scales
41	FLIP	3	3		Membership: What does the fee give me? Should all qualified architects be RIAS members
42	FLIP	5	4	1a	Website: who's who on committees / staff etc
43	FLIP	1	4		Website: should be member friendly. Link to other Organizations.
44	FLIP	1	4		Change twitter tone
45	FLIP	1	4		Website: improve Professional / client interface
46	FLIP	1	4		Wedbsite: publish minutes of meetings - RIAS Council / Committees
47	FLIP	1	4		Website: Student interface?
48	FLIP	1	4		Magazine: Mixed ? Change to Annual?
49	FLIP	3	4		Communication: RIAS committee structure? How do people get involved + have their say?
50	FLIP	3	4		Communication: Promotion of ourselves as SCOTTISH architects (identity + value)
51	FLIP	3	4		External communication: Who are we and what can we do for the general public?
52	FLIP	3	4		Communication: How visible are we to young people looking at a career in architecture?
53	FLIP	3	4		Communication: Physical and online presence.
54	FLIP	3	4		Website + social media. We have enough internal skill to add to + contribute to RIAS identity
55	FLIP	3	4		Communication: promotion of practices
56	FLIP	2	4		Communication: website
57	FLIP	5	4		Communication - RIAS Quarterly editorial policy to be reviewed - more practice and technical info.
58	FLIP	5	4		Communication - Topic / subject editorial controlled too much for publications
59	FLIP	5	4		Communication - know more about sister disciplines & how we can interact with them
60	FLIP	7	4		Communication - Promotion of open forum discussion
61	FLIP	7	4		Communication - Online discussion for strategy response
62	FLIP	7	4		Communication - Engagement to community - public - architectural schools - broaden reach
63	FLIP	7	4		Communication - Promote & debate architecture out with internal architects circles
64	FLIP	3	5	1a	Procurement: RIAS discussion & communication with the Scottish Government (where do we find this information?)
65	FLIP	2	5		Website: improve Professional / client interface
66	FLIP	3	5		Procurement: Mandatory fees - level playing field - a proper job
67	FLIP	3	5		Procurement: RIAS facilitation (not government led)
68	FLIP	3	5		Procurement - Frameworks - team working between practices - Quality of design (standard house types)
69	FLIP	3	5		Procurement: PFI's - adequate input for architects could have avoided problems
70	FLIP	6	5		Procurement - encourage clients to procure on quality, not practice size or direct experience
71	FLIP	6	5		Procurement - promote more competition + not on price
72	FLIP	7	6	7	Membership benefits - should widen membership
73	FLIP	7	6	7	Membership benefits - for practice of different sizes and individuals
74	FLIP	7	6	7	Membership benefits - Engagement - support
75	FLIP	7	6	7	Membership benefits - opening up diversity - equality - engagement
76	FLIP	1	6		Practices services Good
77	FLIP	3	6		Member services - RIAS accreditation - an easier/more practical way to achieve this - RIAS funded training in key skills - add value

78	FLIP	3	6		Member services - CPD - better communication of benefits of attendance
79	FLIP	3	6		Member services: reinvestment of profits towards funding better services
80	FLIP	5	6		Membership services - open to al members
81	FLIP	5	6		Membership services - client advisory service - not fit for purpose
82	FLIP	5	6		Membership services - better technical & legal consultancy
83	FLIP	7	6		Membership benefits - benefits not clear. Not there?
84	FLIP	4	7		Equality + Inclusion - RIAS not speaking to (Female) ARB onlys
85	FLIP	4	7		Equality + Inclusion - RIBA takes it more seriously (tho' not perfect)
86	FLIP	4	7		Equality + Inclusion - Female Architects missing in dictionary of Scottish Architects
87	FLIP	4	7		Equality + Inclusion - What is a representative blend of membership? And how could this be achieved?
88	FLIP	4	7		Equality + Inclusion - How does a (young) newbie break into the "inner circle" of RIAS activity?
89	FLIP	1			Education: Balance between flair + preparation. Better mentoring
90	FLIP	2			Statutory consultee is a must
91	FLIP	2			Promotion of Architects

Appendix C

Record of posted notes at workshop

serial number	type	note colour	primary category	secondary category	Free Text Comment
92	POST-IT	Y	1	1c	No effective review of previous strategy
93	POST-IT	Y	1	1c	Is this a strategy?
94	POST-IT	Y	1	1a	Transparency of Council decision making
95	POST-IT	P	1	1a	Governance being more open to all members - No confidential papers
96	POST-IT	Y	1	1b	Governance
97	POST-IT	Y	1	1b	Separate out function of secretary and treasurer
98	POST-IT	Y	1	1c	Governance - Committees feedback & Council workings should be published in Quarterly + available to member view
99	POST-IT	Y	1	1c	No mention of grass roots architecture movements in Scotland - Architecture Fringe e.g.
100	POST-IT	Y	1	1b	Accountability
101	POST-IT	Y	1	1a	Structure of RIAS - How do I contact a Council member?
102	POST-IT	Y	1	1b	Is a royal charter relevant to the requirements of a modern professional association? The RIAS should review.
103	POST-IT	Y	1	1a	Clarity of the structure of the organization
104	POST-IT	Y	1	1c	Representative
105	POST-IT	Y	1	1c	Comparison with other nations needs to be done, also with/ of other professional charity bodies RCPE, RCSE
106	POST-IT	Y	1	1b	Governance - need at least 2 or 3 non architect Trustees to strengthen board + control CEO
107	POST-IT	Y	1	1b	Improve credibility - reduce "fiefdom" issues
108	POST-IT	Y	1	1b	Performance review of CEO - involve keynote external. RSA input
109	POST-IT	Y	1	1b	Governance - Control of CEO expenditure e.g. Council see details of all legal stuff
110	POST-IT	Y	1	1a	membership surveys should be externally produced to ensure independence
111	POST-IT	Y	1	1a	Transparency openness on the actual "strategy" - if there is one?
112	POST-IT	Y	1	1c	The RIAS HQ should be reviewed. How does the current location represent a forward thinking organization?
113	POST-IT	Y	1	1c	This is not a strategy - How can Eleanor work on this document and not know the strategy
114	POST-IT	Y	1		Sell Rutland Square and create a DAC style Architecture Centre
115	POST-IT	P	1	1a	Transparency - What is the remit + function of the representatives + Council members? The RIAS should make this clear and transparent
116	POST-IT	Y	1	6	RIAS could create a series of open house sessions with specialist on committees
117	POST-IT	P	1	1a	Central core isolated and inward looking - lack of transparency
118	POST-IT	Y	1	1b	Secretary and treasurer posts should be separate
119	POST-IT	P	1		Statutory consultee on Scottish Government Architecture + Planning Policy
120	POST-IT	P	1	1a	Council + committee structures not clear - critical to get clear so we can have more people involved
121	POST-IT	P	1	1C	SP1 - The mission statement is not a mission statement
122	POST-IT	P	1	1b	Formalise induction for council + committees
123	POST-IT	Y	1		Are there lessons to be learnt from the way other professional bodies are structured?
124	POST-IT	Y	1		Ensure that RIAS Presidents restrict the role to representing the RIAS + "presiding" over the meetings. They have no executive role
125	POST-IT	Y	1		Governance - transparency - finacial responsibility - elections + the electorate (eg everyone should be invited to run for President!)
126	POST-IT	Y	1		Modern (ise)
127	POST-IT	Y	1		Widen RIAS Council "the Trustees of the charity" to reflect a wider skill set as per OSCR recommendations
128	POST-IT	Y	1	1a	Better inform members with regard to the decision making process in the RIAS

129	POST-IT	Y	1		Inform Trustees "Council" of their collective responsibility to manage members money in achieving the chariable aims of the RIAS
130	POST-IT	P	1	1c	SP29 - RIAS Council could be peripatetic (travel from place to place)
131	POST-IT	Y	1		Is this an audit "of sorts" Not a Strategy!. Can the RIAS do a Strategy? Do they have one!?
132	POST-IT	Y	1		Working groups to shape RIAS policy - Planning, Housing, Prisons etc
133	POST-IT	Y	1		Undertale "review of events staff" - review of events resources would be more effective?
134	POST-IT	Y	1	1C	Tear it up and start again
135	POST-IT	P	1	4	Forum for discussion within the profession on a wide range of topics
136	POST-IT	Y	1	1a	Where are the "high-up" RIAS representatives to answer these questions?
137	POST-IT	Y	4		Representation in media - use the expertise of membership to represent architects views
138	POST-IT	Y	1	1c	What are the ratio of ARB v RIAS members? Are non-RIAS members being consulted? What holds them back from joining? What is the RIAS not doing?
139	POST-IT	Y	1	1b	Members of Council should have a limit on their term - 5 years? Too many "old guard" at present
140	POST-IT	Y	1	1a	Council to be more open
141	POST-IT	Y	1	1b	The President should be elected by the members
142	POST-IT	P	1	1a	RIAS Committee membership - who, why + how joins /is invited? Same applied to student members.
143	POST-IT	Y	1	1b	Remove members from Council + Committees if they don't show or provide feedback.
144	POST-IT	Y	1	1a	Allow people to give comment before Council
145	POST-IT	Y	1	1b	Smaller RIAS Council
146	POST-IT	P	1	1c	Look at comparator professional organisations in UK and Europe
147	POST-IT	Y	1	1c	Be an inspirational organisation
148	POST-IT	P	1		The RIAS should capture + engage with the current creative energy which is evident in small, large, new + old practices
149	POST-IT	Y	1	1b	Governance - who speaks for profession? - Not just a matter of committees - fundamental responsibilities. Elections +electorate
150	POST-IT	Y	1	1a	Transparency
151	POST-IT	Y	1	1b	Make President role full time+paid. Max 5 years. Demote secretary + treasurer role
152	POST-IT	Y	1	1b	President to be elected by members
153	POST-IT	Y	1	1B	Modernise the election of the President. Election by all members of RIAS. Shouldn't need to be a fellow!
154	POST-IT	Y	1	1c	Time line/programmed of RIAS strategy in the future. Who is going to ensure targets are met?
155	POST-IT	Y	1	1b	Will we (RIAS) survive a review of our charitable status?
156	POST-IT	Y	1	7	Culture of Rutland Square. Bullying! Intolerant!
157	POST-IT	Y	1	1b	Democratic - Governance + strategy
158	POST-IT	Y	1	1b	Governance not fit for purpose
159	POST-IT	Y	1	1b	Transparent process for nomination + election of RIAS president
160	POST-IT	Y	1		Council out of touch. Students to have voting rights!
161	POST-IT	Y	1		RIAS needs to be more democratic
162	POST-IT	Y	1		Council elected by members
163	POST-IT	P	1	7	Presidential + committee election - not transparent - very little + seemingly inaccessible to the younger generation
164	POST-IT	Y	1		More comparison with other professions
165	POST-IT	Y	1	1c	Strategy objectives should be prioritised - A Urgent - B Necessary - C Desirable
166	POST-IT	P	1	1b	reform of RIAS Governance
167	POST-IT	Y	1	1b	The RIAS should limit the time of association representatives + review how they are elected
168	POST-IT	Y	1	1b	Governance structure - robust interrogation of structures (committee + staff)

169	POST-IT	Y	1		1c	Don't be afraid of professional constructive self criticism. Better than current self congratulatory tone.
170	POST-IT	Y	1			President to be elected by members
171	POST-IT	Y	1		1c	Structure of the basis of Geddes - Survey, Analysis, Diagnosis, Plan, Implement, Monitor, Review
172	POST-IT	Y	1			Transparency of Council decision making / visibility to ALL architects
173	POST-IT	Y	1			Inaugurate meetings of the 88!
174	POST-IT	Y	2			Form a Scottish ARB - out with the RIAS
175	POST-IT	Y	2			Effective advocacy
176	POST-IT	Y	2			Could the RIAS look at the control of Architects fees - prevent "race to the bottom' mentality which commonly happens
177	POST-IT	P	2			To uphold the value of the Architect in terms of expertise + address value - links to fees and architects services
178	POST-IT	Y	2			ARB! Who defends us against the increasingly aggressive architectural police (that we pay!!)
179	POST-IT	Y	2			Evolve the role of the Architect. Raise the profile
180	POST-IT	Y	1		1a	Remuneration of RIAS staff - review levels + transparency of decisions
181	POST-IT	P	2			Focus on improving remuneration
182	POST-IT	Y	2			need to push for protection of function
183	POST-IT	Y	2			Promote and protect the profession
184	POST-IT	Y	2			Reform + reintroduction of competition process, including clearly defined strategy for support of young and emerging practice
185	POST-IT	P	2			Promote Architects role and value to the general public through transparency + collaboration
186	POST-IT	Y	2			SER: Look at the implication of this on the fast track D&B procurement strategies. Use this to help re-establish the role of architect
187	POST-IT	Y	2			Protect and promote the title
188	POST-IT	Y	2			Quality of life factors: RIBA have minimum wage aspect that employers must sign up to. This names and shames firms.
189	POST-IT	Y	2			Poor levels of pay for architects
190	POST-IT	Y	2			Protect the work
191	POST-IT	Y	2			Very quantities approach - no emphasis on the quality of services + promotion of the profession
192	POST-IT	Y	3			Encourage architects & students to get involved in the built environment.
193	POST-IT	Y	3		6	Better approach should be sought to the younger generation - few students/young architects see the benefit of membership
194	POST-IT	P	3		1c	SP16 - revamp RIAS education committee to consider year out issues.
195	POST-IT	Y	3		2	Use experience as a value before becoming an architects - suggest 15 years min.
196	POST-IT	Y	4			Consider Design is all its output
197	POST-IT	Y	2		4	Promote design excellence
198	POST-IT	Y	3		2	BIM: Impact this is having on the role of architect
199	POST-IT	P	3			The RIAS should coordinate + promote + host CPD specially legal & CDM.
200	POST-IT	P	3		4	SP20 - Can RIAS publish best post grad dissertations?
201	POST-IT	P	3			Education: Course too long - debt too high - Students put off - practices need to train Architects to be, as course does not.
202	POST-IT	P	3		5	Sustainability accreditation should be promoted by RIAS in procurement to make it relevant
203	POST-IT	P	3		6	SP20- Supporting post graduate students. Why would a student become a RIAS associate member when finishing part 2?
204	POST-IT	P	3			Integration of practice within architectural education
205	POST-IT	Y	3		6	SP13 - Review the number of HQ CPD - better to review number, and quality, and frequency
206	POST-IT	Y	3		6	Greater visibility in architecture schools of the benefits of becoming an RIAS member
207	POST-IT	Y	6			Safe space for members to see advice and support on issues relating to their employment and professional activities

208	POST-IT	Y	3	2	ARB and RIAS relationship & representation, especially relating to education and part 3.
209	POST-IT	Y	3		Urban strategy research (e.g. like the store street city model or city of London model)
210	POST-IT	Y	3	6	Facilitate meetings between "retirees and begineers"
211	POST-IT	Y	3	4	present critical debate / ideas
212	POST-IT	Y	5	2	Promotion of quality of service with sustainability + conservation etc. Should not be an add on, but what architecture is about.
213	POST-IT	P	3		Engage with schools + early education to inform career choices + raise profile of profession
214	POST-IT	P	3		Integrated part 3 qualification with practice - large amount of part 3 work could be detrimental to actual work (and life!)
215	POST-IT	Y	3		Need to reach out and have more positive presence with not only ESALA but all creative design related schools + learning.
216	POST-IT	Y	2		Protect the quality of the work
217	POST-IT	Y		2	From Cole report & Edin schools - push architects to fill this void re qulaity etc on sites
218	POST-IT	P	4		Tone of voice - esp. sort out twitter
219	POST-IT	Y	4		Publications - Quarterly should be practical for architects. Not holiday snaps but details, buildings, specification related.
220	POST-IT	Y	4	1a	How do you get involved? What is the process of getting involved?
221	POST-IT	Y	4	1a	Make it easy to talk to and discuss with members of "sister" professions.
222	POST-IT	Y	2		SER - Edinburgh Schools - Grenfell Tower
223	POST-IT	Y	4		talk programme of architects
224	POST-IT	Y	4	6	Why is there only 405 of architects in Scotland members of RIAS?
225	POST-IT	Y	4		Faciliate easier member engagament. Harness the energy in the profession
226	POST-IT	Y	4		SP28 - Social media. Too often whitless twitter
227	POST-IT	Y	4		Rebrand image is dated! It doesn't make you excited about joining!
228	POST-IT	Y	2		Practioner employment standards - study + research min wage + working hours
229	POST-IT	P	4	2	SP15/SP28 Public presence + promotion of Architetcrure in Scotland should be carefully considered. We should be leading the way.
230	POST-IT	Y	2		Work more with government to promote the imporatance of Architecture in society.
231	POST-IT	Y	2		Remove dispute resolution from website
232	POST-IT	Y	2		RIAS to become a political pressure group with the mission of "The gold standard" - protection of function
233	POST-IT	Y	4	1c	Omit all self satisfaction about Festival of Arch
234	POST-IT	P	4		Need to refocus RIAS Quarterly. Not enough info on architectutre. Too much home spun material.
235	POST-IT	P	2		Stronger voice for the promotion of the value of architecture in public and political discourse.
236	POST-IT	Y	4	6	Engage members!
237	POST-IT	P	4		website and graphics update/hold competition to engage community/ architects are good with graphics
238	POST-IT	Y	4		Promote Scotland worldwide - get rid of RIBA rule that prevents
239	POST-IT	Y	4		Engage with the public in a positive way
240	POST-IT	Y	4		Website and newsletter to allow interactive discussion between members
241	POST-IT	Y	4		Collaboration with other construction professionals e.g. RICS + chartered urban planners + landscape - share resources + site?
242	POST-IT	P	4		External relations - create shortlist of potential partners to target beyond RICS, A&DS, BEFS
243	POST-IT	P	4	1c	SP11: Establish a framework to develop collaboration between Architects - noticeboard where different skills can be shared or found
244	POST-IT	Y	4	2	At local level push architects & their value to Joe public

245	POST-IT	Y	4	1c	Promoting architecture in Scotland and encouraging debate on architectural design
246	POST-IT	Y	4		Publications- Editorial / Control too tight - design should be -top level - content of the Quarterly!
247	POST-IT	Y	4	1c	SP26 FoA - Costs? Impact on eg Doors open day
248	POST-IT	Y	4		Use social media for Council minutes
249	POST-IT	P	4		Improve website
250	POST-IT	Y	2	4	raise / maintain profile of architectural profession and the value of good quality design
251	POST-IT	Y	4		RIAS Quarterly - needs direction
252	POST-IT	P	4		Communication ought to be improved. Consider : members what do they want? - stakeholders - education
253	POST-IT	P	1	4	Carry out a survey of members. Asking non-members might also help - find out why they don't want to join!
254	POST-IT	Y	4		RIAS Quarterly needs an editor + needs to show architecture
255	POST-IT	Y	4		Publish regular project based reviews
256	POST-IT	Y	1	4	Share draft minutes of RIAS committees with chapters and maybe on the website
257	POST-IT	Y	1	1b	No one should be asked to step down or resign because HQ staff do not like what is said
258	POST-IT	Y	3	4	SP18: Identify "method" of accessing primary + secondary schools - methods plural as not one size fits all. SVQ in architecture and place?
259	POST-IT	Y	4		Communication website: Look at how RICS operate - helpful - professional - business like
260	POST-IT	Y	2	4	Influence + promote. Liaise/establish relationships with RICS / project management have more say on procurement than architects
261	POST-IT	Y	4		Wording used is stuffy + outdated
262	POST-IT	Y	4		Drop Quarterly magazine
263	POST-IT	Y	4		No more publishing books!
264	POST-IT	P	4		As a non-member, the potential for a collaborative community would make me want to join - however it is yet to display this
265	POST-IT	P	4	1c	Social media/website identity touched on but strategy needs to be both more explicit + dynamic in setting out social media engagement
266	POST-IT	Y	4		More use of members survey - survey monkey
267	POST-IT	Y	4		Put Council + Committee members emails/contact details online/ i.e. website
268	POST-IT	P	4		Pitch of festival of architecture currently poor - tends towards the patronizing on matters of public engagement
269	POST-IT	Y	5	1c	Responsibility to society - Housing - public realm - competitions - getting work. Much more vigorous lobbying
270	POST-IT	Y	5	2	Mandatory wage scale for part 1 and 2 + entry level practioners.
271	POST-IT	Y	5	2	Procurement - reintroduce mandatory minimum fees. Anything less does not resource the service adequately
272	POST-IT	Y	5	2	I worked for a two person office in Switzerland on the £5m construction of a school won through public procurement. Can this happen in Scotland?
273	POST-IT	Y	5	1c	SP22 - Does Cross Party Group increase profit and influence?
274	POST-IT	P	5	2	Continue attempts to improve public procurement
275	POST-IT	P	5	2	Procurement Document - Well done for publishing but need to push policy and industry more - get promoting it!
276	POST-IT	P	5	2	Procurement - The RIAS should encourage clients + competitions to be procured on the basis of quality + enthusiasm (not price or practice size / past experience)
277	POST-IT	Y	5	2	Procurement - Promote the role of architecture within the procurement route
278	POST-IT	Y	5	2	Whatever happened to the community architecture feasibility grants fund + committee?
279	POST-IT	P	5	1c	SP25 Explanation on how the RIAS is liaising/ working with government in terms of procurement

280	POST-IT	Y	6		Advice - at times of crisis e.g. Grenfell/Brexit - an early email of support to members
281	POST-IT	Y	6		Bookshop open weekends
282	POST-IT	Y	6		It seems like it needs to be more of a service worth paying for
283	POST-IT	P	6	2	Support Service: To provide a support service that represents + protects its members + architects in Scotland.
284	POST-IT	P	6		Robust, accessible professional support system to support RIAS members and practices
285	POST-IT	P	6		Get the RIAS sustainability accreditation running properly . On the back burner since it was started
286	POST-IT	Y	6		How does RIAS support sole practitioners?
287	POST-IT	P	6		Practice services documents to be available to all members
288	POST-IT	Y	6		Accreditation - programs are good but is it ok that competing practices approve admission onto the register?
289	POST-IT	Y	6		ECAN (Edinburgh Chartered Architects Network) - not mentioned in strategy
290	POST-IT	Y	6		ECAN - supported by EAA - works well, but not really supported by RIAS or promoted. So only small no. of sole practioners are ECAN members
291	POST-IT	Y	6		Close practice services company
292	POST-IT	Y	6		Close the bookshop
293	POST-IT	Y	6		cease all competions
294	POST-IT	P	6		SP12 - Provide courses + support to new members to gain the accreditations without currently working in the fields - developing skills
295	POST-IT	Y	6		Help members in difficulty
296	POST-IT	Y	6	1c	Aim of membership numbers - 100% of qualified architects?
297	POST-IT	P	6		Much greater analysis required on why practicing architect membership is such a small proportion of overall membership
298	POST-IT	Y	6	4	Awards on 5 year cycle
299	POST-IT	Y	6		Provide free professional advice
300	POST-IT	Y	7		Would like the RIAS to focus much more on attracting a diverse membership
301	POST-IT	Y	7		Create an open welcoming HQ (maybe in several locations?) accessible to all.
302	POST-IT	Y	7	1c	Equality + diversity + inclusion strategy
303	POST-IT	Y	4		Engage with local authorities
304	POST-IT	Y	1	1a	More transparency
305	POST-IT	Y	7		support multi-tude of voices
306	POST-IT	Y	7	6	Promote young practices
307	POST-IT	Y	7	4	Interchapter video conferencing
308	POST-IT	Y	7	6	The RIAS should be active in engaging + promoting young + new practices
309	POST-IT	Y	7	6	Equality - in support and opportunity. Practice services & directory should be available to all at basic level
310	POST-IT	Y	7		Better promotion of equality in the profession/ how RIAS are tackling inequality e.g. gender issues
311	POST-IT	Y	7		RIAS image - old boys club
312	POST-IT	Y	7		Should RIAS meetings be held in Perth in the evenings or at weekends so more folk can attend? Not just Partners.
313	POST-IT	P	7		Advocacy organisation for diversity and inclusion within the profession and the wider construction industry
314	POST-IT	Y	7		Inclusivity
315	POST-IT	Y	7	4	Young architects recognition - achievements in practice
316	POST-IT	Y	7		Representation of female architects
317	POST-IT	Y	7		Proper engagement (openly + publically) with why so many young architects feel disengaged with RIAS
318	POST-IT	Y	7		Disconnect is cross generational not young v old!
319	POST-IT	Y	6		Client advisory service - inadequate service