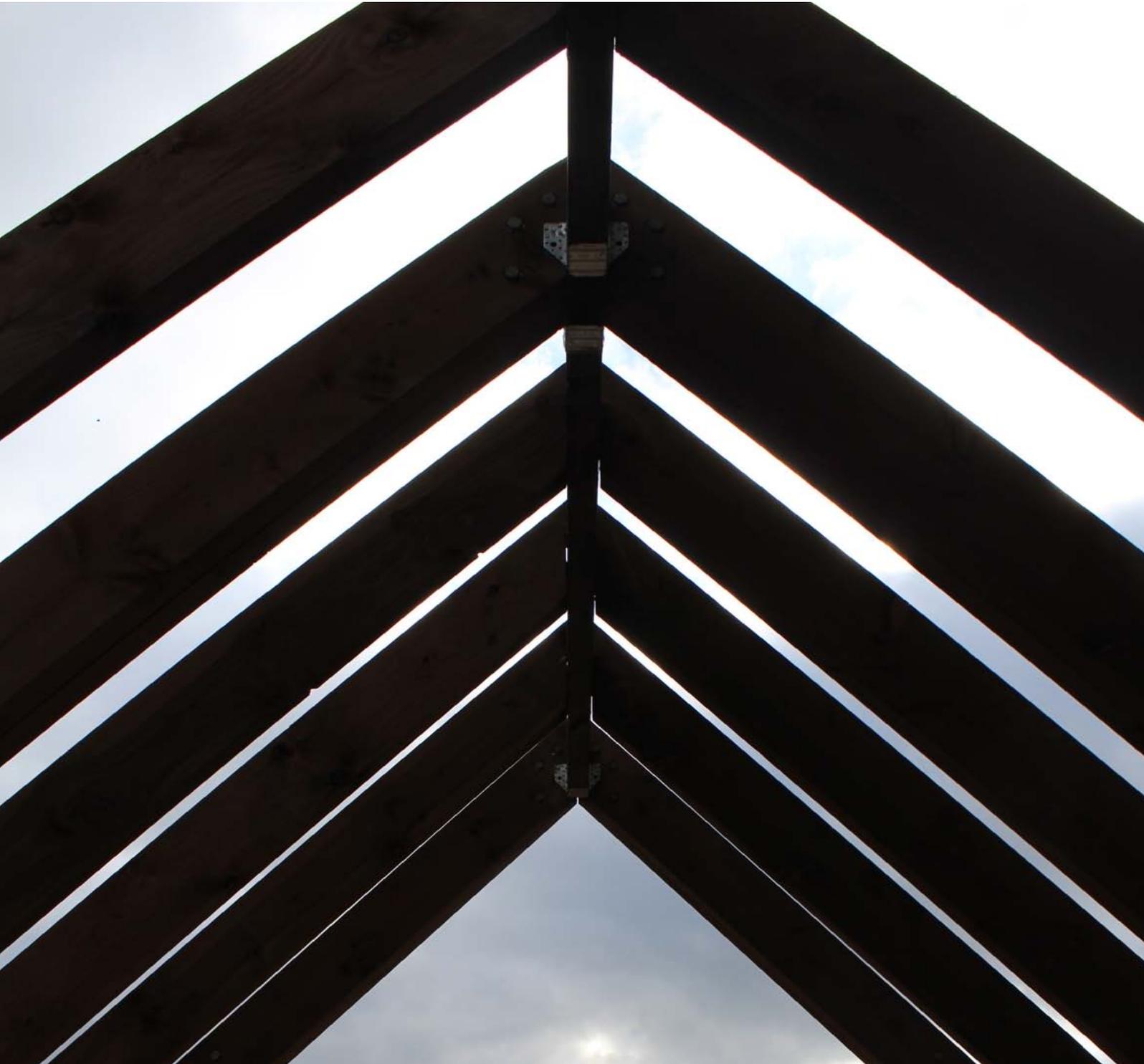




**Architecture+DesignScotland**  
Ailtearachd is Dealbhadh na h-Alba



**annual report 2013**



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“ Architecture and Design Scotland is a champion for good architecture, design, placemaking and planning. It works to help deliver Scottish Ministers' policies and objectives for the built and natural environment for the benefit of the people of Scotland.

Creating Places, 2013 ”



## chair's review

2013 was an important year for architecture in Scotland as it saw the launch of Creating Places – the Scottish Government's new policy statement on architecture and place, and the announcement that 2016 would be a Year of Innovation, Architecture and Design.

Architecture affects everyone – it can make the places and spaces we work, live and play in beautiful and functional and it can help grow our economy and improve our lives.

As it shapes our places architecture says who we are as a nation. Architecture and placemaking can help us address the economic, social and environmental challenges we face in Scotland. Creating Places clearly demonstrates the Scottish Government's commitment to architecture and place in Scotland. We welcome the emphasis in the policy on the important role A+DS will have in delivering the objectives set out. We will continue to work hard to celebrate the value of good architecture, improving the understanding of good building design and providing support for those involved in delivering Scotland's places.

This report will give you an insight into how A+DS has supported those involved in shaping our places and how we seek to inspire and engage the public with the importance of architecture and place.

With the publication of Creating Places and the announcement of a Year of Innovation, Architecture and Design Scotland's climate for architecture and placemaking is positive. We look forward to collaborating with organisations and individuals to continue to improve our places.

Karen Anderson  
Chair, Architecture and Design Scotland



## chief executive's review

Our work over the last year has been founded on the commitment and creativity of our staff, board and panel members. The range and quality of the activities they have delivered have been received warmly by all our partners and stakeholders.

While the continued downward pressure on spending across the public sector has affected us as much as other organisations, all of our programmes have responded positively to ensure our services continue to be delivered. This has involved establishing new partnerships, notably with the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) to deliver Above Scotland; extending existing partnerships for example with the Scottish Government in supporting the process to develop Creating Places, Scotland's new policy on architecture; developing new ways of delivering events and continuing to make efficiency savings within the business.

Against this background it is worth noting that some parts of our work have seen an increase in funding. In particular, the expansion of our Health Programme is hugely encouraging and a testament to the value of the advice we provide to support Health Boards across Scotland. This advice and our role in the process for developing and delivering health buildings provides a model example of different parts of the public sector working effectively to deliver outcomes for Scotland and we will continue to look at ways to extend this approach to other sectors.

During the last year we also began the process of reviewing our strategy. This will take us forward to 2017 and as such covers a series of key milestones, including next year's Commonwealth Games, the referendum on independence for Scotland and the Year of Innovation, Architecture and Design in 2016. We are very grateful to all those who have taken the time to feed into our strategy process and look forward to working with all of you to deliver it.

Jim MacDonald,  
Chief Executive, Architecture and Design Scotland

You can explore some of our work from 2012/13 over the next few pages, followed by a review of activities from our programmes.



The Input + Ideas exhibition in 2012 allowed the public to contribute to the development of the new policy on architecture and place - Creating Places.  
Image: Alan Dimmick

“

I like buildings that make the most of natural light and spaces to bring the outside in.

Young person's response to Input + Ideas postcard questionnaire

”

## creating places: developing a policy on architecture

Creating Places, Scotland's new policy on architecture and place, was launched in June 2013 and was welcomed by A+DS and many other organisations and individuals involved in the built environment. It contains a section clearly outlining the work of A+DS and it supports our activities and objectives.

At the same time as the new policy on architecture was introduced A+DS began a consultation process to produce a new Corporate Strategy to cover 2014-17. A number of workshops, supported by RIAs chapters, were held throughout the country. Submissions were received from members of the public, professionals and organisations. The Corporate Strategy will be launched in spring 2014.

In 2012 Architecture and Design Scotland supported the public consultation on what was to become Creating Places - the new architecture and place policy for Scotland. Organised around an exhibition - Input + Ideas - it asked visitors to The Lighthouse to add their voices to the development of the new policy.

Visitors were asked to rate the importance of a number of factors. Here are some examples of their feedback:

- Issues of importance in relation to the development of local areas were green spaces, public spaces for people to meet and transport links.
- "Well designed" was rated as most important in relation to the quality and commissioning of public buildings.
- Other priorities for public buildings were energy efficiency, re-use of existing buildings and enhancing surrounding areas.

We also consulted with children and young people and collected postcards with their Input + Ideas. Throughout the summer of 2012 A+DS also held or supported a number of workshops with various groups and individuals from the built environment sector.

Belmont Street,  
Aberdeen. Image  
from Steve Tiesdell's  
Legacy Collection  
(see page 14-15)



A+DS' approach to city visits is to learn about the places of Scotland in all their diversity. We want to learn about good practice and try to spread this learning. We want to know what we might help with and how best to support what cities and communities are trying to achieve.

In March 2013 the A+DS Board visited Aberdeen and met with City Council members and officers, and staff of the city's two universities. Board member **Martin Crookston** sends this "Postcard from Aberdeen".

## postcard from Aberdeen

A+DS visit to Aberdeen included a walking tour of the city centre and a visit to Aberdeen University's striking new library by Schmidt Hammer Lassen. This was followed by a discussion session around Robert Gordon University (RGU)'s new paper on "Regenerating Aberdeen: a vision for a thriving and vibrant city centre".

*Everywhere's unique, but Aberdeen's uniquer than most...*

A booming local economy; a busy working harbour smack in the city centre; developers busting a gut to develop business space within the city...

There are worries, of course: the great commercial axis of Union Street is looking weak in places. The transport system is inefficient, intrusive and polluting. A worryingly high proportion of Aberdonians are outwith the loop of prosperity and growth. But it still seems a place with possibilities that many British cities can only dream of.

In the discussion, Board members responded to this range and variety with range and variety of their own. Inspired by the university visit, a plea to listen to young people and give them the space for their ideas and enterprise. A nudge towards engaging not just with 'key stakeholders' but also local community organisations and trusts. Recognition of the economic dynamism associated with oil and gas, but suggesting a need to widen the 'beneficiaries' and to think about diversification. An endorsement of RGU's stress on the need for a clear identity and cultural message for the city.

There was a lively debate about the scale of intervention. Does Aberdeen need a *grand projet*? - or is it more a matter of many small initiatives, Belfast-style? Is the approach radical enough? On transport in particular, in that the city may be approaching a threshold where previous (car-reliant) approaches have to be completely rethought?

IDEAS

BECAUSE

YOU NEED TO

EARN YOUR LUNCH!!

- one idea per pastry



Stirling - Scotland's heart. The old HMRC building on King Street, is an empty unloved building in the centre of the city. Unlocking its potential was the subject of a one-day workshop facilitated in 2012 by A+DS, with Ice Cream Architecture, Creative Stirling, We Are Snook and Stirling Council as part of the 'Start Up Street' initiative.

Three of the participants in the workshop – **Amy Brazenall**, **Ashley Mitchell** and **Jennifer Pirie** - architecture graduates from the Scott Sutherland School of Architecture, Robert Gordon University, Aberdeen, share their experience.

## creative collaborations in Stirling

As recently graduated architecture students, times are tough and jobs few and far between. A+DS contacted us to take part in a one-day workshop with recent graduates and creative communities in Stirling. We were keen to accept the challenge to allow us to demonstrate our creativity and imagination.

The HMRC building is in the ideal location to provide space for the spring of creative local talent in the city. A temporary hotel could cultivate the spirit of vitality lacking at the heart of many city centres today.

The day provided a platform to discuss the opportunities for the arts and creative community to access a low rent, centrally located yet disused building. It also provided a creative challenge around identity; creative ideas to change negative stereotypes of the former use of the building and its current condition. Could we make it loved and relevant?

We participated in idea workshops on how best to use the building. Proposals included creating a flexible working space, production and learning facilities for a range of creative and skilled people within the city, along with a welcoming community hub of information about various events taking place. The four-storey building also has the potential to provide accommodation for visitors to the city; mixing guests with citizens, art with hospitality.

*continues overleaf*



“ It was also apparent that identifying the specific needs of the local creative user would be paramount to its potential success and in cultivating the spirit of ‘uniqueness’ and specificity to Stirling. ”

It is clear that the process of the building will be one of constant adaptation; visitors in one month will not have the same experience as those six months later. With creative interventions it was demonstrated that the HMRC building has the opportunity to showcase what the creative industries in the town have to offer, produce and potentially teach those who are willing to explore.

It was also apparent that identifying the specific needs of the local creative user would be paramount to its potential success and in cultivating the spirit of ‘uniqueness’ and specificity to Stirling the project could have. It is essential projects like this happen and integrate their community’s ideas, skills and talents from the start to cultivate a sense of ownership and pride within the project.

Even if graduates have not yet been successful in finding work, we believe it is vital to get involved in architectural discourse and maintain creative momentum in such tough times. Design workshops, like this opportunity from Architecture and Design Scotland, give graduate students the opportunity to meet others in the same situation, those in related fields and learn valuable lessons from those more experienced through a range of activities including team work, quick thinking and communication of ideas, which we are sure to find useful in finding our feet in the world of architecture.

Amy Brazenall, Ashley Mitchell and Jennifer Pirie  
 Graduates of the Scott Sutherland School, Robert Gordon University





Image: Falkirk by Steve Tiesdell.

Available from the free to use resource [flickr.com/photos/steve\\_tiesdell\\_legacy/](http://flickr.com/photos/steve_tiesdell_legacy/)

Please consider making a contribution to the endowment fund.

## shaping places: Steve Tiesdell

Dr Steve Tiesdell, Senior Lecturer in Public Policy at the University of Glasgow and one of the UK's leading academic urban designers, died in 2011. Throughout his career, Steve was at the forefront of re-interpreting and re-energising urban design as a means to transform people's lives for the better. In 2012 A+DS curated an exhibition exploring place through the photography of Steve Tiesdell. The exhibition also supported the publication of *Shaping Places* by Professor David Adams and Steve Tiesdell.

During his life, Steve was a prolific observer of places. Steve captured through photography the various urban conditions on his travels, with great focus on people's interaction with place. The Tiesdell family, with the University of Glasgow, have placed this image library catalogues in the trust of A+DS to share as an open source learning resource.

Over 8,000 images capturing aspects of place from Europe, South Africa, Australia, New Zealand, Japan, Singapore and USA are available to download from the dedicated Flickr site: [http://www.flickr.com/photos/steve\\_tiesdell\\_legacy/](http://www.flickr.com/photos/steve_tiesdell_legacy/)



The *Shaping Places* exhibition (right) was held in The Lighthouse, Glasgow, to explore place through the photography of Steve Tiesdell.



**Kirsty Macari** is a Planning Officer with Angus Council. She has attended the A+DS Design Skills Symposium since its inception in 2010 and is now involved in the Local Authority Urban Design Forum (LAUDF) steering group. LAUDF was set up in response to feedback from the attendees at the Design Skills Symposium in Ayr in 2012.

## creating a network for local authority design professionals

The 2012 Design Skills Symposium in Ayr was as challenging and inspiring as always. Bringing together people from varying skills, sectors and areas of expertise allows for a sharing platform. Everyone has a valid view and you can use the event to build on your own ability to learn. You can then bring knowledge and skills back to your own work areas as shared learning to colleagues.

The practical sessions at the Design Skills Symposium encourage participation and an opportunity to understand more of the physical design process and challenges that come with day to day working. However, something which was difficult was the “what to do in between the Skills Symposia?” This year I think that this has been achieved in the most interactive and engaging way with the creation and development of the Local Authority Urban Design Forum (LAUDF) developed with local authority practitioners and A+DS.

The formation of the steering group and the success of the first Forum event has met, what I feel, the important challenge of allowing the local authority staff opportunities to further collaborative working with A+DS and assist in developing areas of work and learning targeted at needs from the local authority perspective. The level of participation caters for all. There are a number of ways to be involved: whether you are part of the steering group learning important skills such as facilitation, or a contributor to a forum meeting sharing your own project with others, helping shape the agenda for a session or creating an online forum to allow ongoing contact, help, advice and ideas sharing.

I had no hesitation in becoming involved with the steering group and taking the first tentative steps as a co-chair at the inaugural LAUDF. I was enthused by the number of attendees from my own local authority who attended an in-house seminar that I had arranged, with assistance of A+DS, to discuss charrettes.

Over the past year I have become more confident in my contributions towards place-making and this has been assisted by the opportunities created through Symposia and LAUDF. The positive effects of the past year have been great, I can't wait to see what happens next!

Our third Design Skills Symposium was held in Ayr in October 2012. 115 delegates attended from 17 Local Authorities and other public and private organisations, including Scottish Futures Trust. There was a mix of professionals, including architects, planners and asset managers. Five international experts spoke and facilitated the event. The programme included presentations, site visits and workshops.

This page outlines some of A+DS work in facts and figures. Read more about our work on pages 20-31.

## overview of 2012-2013

160

**160** samples of sustainable materials held in **Material Considerations: A Library of Sustainable Building Materials.**  
**13,000** visitors using the materials library since its launch in 2012.

Media covering A+DS included: BBC, Scotsman, The Guardian, The Herald, Architects Journal, A10, Building Design and Wired.co.uk.

13,000

Over **50,000** visits to our exhibitions at The Lighthouse  
1 Apr 2012 - 30 Sept 2013.

32

**32** people, representing 23 local authorities and public bodies, took part in the first meeting of the Local Authority Urban Design Forum meeting in May 2013.

**70** people submitted their views as part of our Corporate Strategy Consultation in 2013.

70

50,000

**21** projects received direct support from our health programme in 2013/13.

21

In 2012/13 we delivered direct teaching of architecture to schools in: Glasgow/Edinburgh/Dundee/Aberdeen/Wigtown/Dumfries/Ayrshire/Inverness/Harris/Invereray/Peebles/Isle of Bute and Campbeltown.  
  
Resources on architecture delivered directly to schools have reached over **700** locations around Scotland.

168,000

**168,000** visits to [www.ads.org.uk](http://www.ads.org.uk) between 1 Apr 2012 - 30 Sept 2013  
  
**1,849** Tweets (and Re-tweets) from @ArcDesSco

115

**115** delegates attended the Design Skills Symposium in Ayr in 2012.

9

**9** projects took part in the new Design Forum process from 01/04/12-31/03/13

700

1,849



Above Scotland, in collaboration with RCAHMS, launched in October 2012, provided the public with a unique bird's eye view of significant landscapes and places across Scotland.

Exhibition design by Konishi Gaffney. Image: Alan Craigie

## access

“

The students got a superb deal; independence, invaluable skill sets, exposure to the built environment as well as working together in a relaxed environment. The workshop demonstrated how much enthusiasm and talent is in the next generation if they are given a chance.

University tutor

”

A+DS delivered a range of activities at The Lighthouse and across Scotland. These included:

- Input + Ideas: Rethinking Scotland's Policy on Architecture and Place, a series of school workshops and an exhibition to support the consultation for the new Scottish architecture policy;
- Above Scotland: run in partnership with RCAHMS and involving an exhibition and education workshops at primary schools around Scotland;
- Critical Dialogues: Scotland and Venice, an exhibition showcasing Scotland's contribution to the Venice Architecture Biennale in 2012. A seminar exploring architecture in Europe was held in conjunction with the Critical Dialogues exhibition;
- In the summer of 2013 A+DS premiered Ice Lab: New Architecture and Science in Antarctica, in collaboration with British Council and the Arts Catalyst, an exhibition exploring ground breaking designs in one of the world's most extreme environments.

Other exhibitions included NVA's Invisible College, Glasgow School of Art's Churches of the Modern World and the Civic Trust's My Place Awards. In 2012 we launched a new flexible exhibition space - The Noticed Board - and showed a number of exhibitions covering a variety of topics.

We distributed lesson plans on the built environment to over 700 schools across Scotland to support the Curriculum for Excellence and provided a CPD programme reaching 200 teachers. This included the development of online teaching through GLOW sessions with Education Scotland. Our education work was nominated for the Creative Scotland Awards 2012.

A number of A+DS exhibitions toured across Scotland including High Street, which toured to Crieff and West Kilbride and the A+DS and RIAS Annual Student Awards exhibition which toured to four schools of architecture.

àite > Quality of Place

Housing

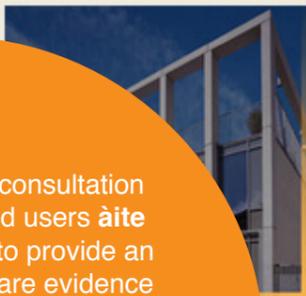
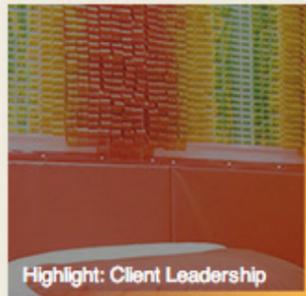
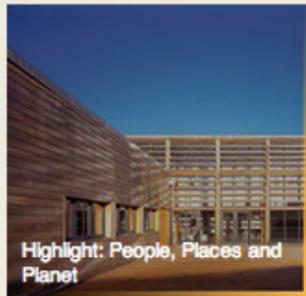
Qualities in Housing

- ▼ Introduction
- ▶ Process
- ▶ Strategic Decisions
- ▶ Sustainable Development
- ▶ Context + Layout
- ▶ Built Form

New housing, whether one-off or procured in volume, has the potential to create benefit to house buyers, residents, neighbouring communities, businesses, and the environment in which it exists. Good design can assist in achieving such benefits and maximising their potential, however certain qualitative aims need to be incorporated from the outset and to inform decisions such as site selection, land acquisition and the commissioning of consultants as well as the more obvious and subsequent matters such as layout or house design.



Tigh-Na-Cladach, Dunoon - Image: Andrew Lee - Design: Gokay Deveci



àite

Following extensive consultation with stakeholders and users àite has been developed to provide an online resource to share evidence and research gathered from over a decade of Design Reviews. Users can download advice in relation to placemaking, and gather images and reference material which might inform briefing of future projects.

“

[the process] was clear and focussed which allowed us to respond to it in a productive way and, ultimately, to improve the scheme.

Project team for a large proposal engaged by Design Forum

”

design forum

In 2012 we published guidance for the new Design Forum process which emerged from the previous Design Review programme. This guidance explains our new approach, including how we identify projects on which we might offer support, working with commissioning bodies on projects which are of National or Strategic importance, and with Local Authorities and design teams on projects which are proposed to us as being Locally Significant. In both cases we look to select projects where we think we can add value.

The iterative, informed engagement of the Forum process results in potentially fewer projects being engaged than with Design Review, with the general learning from these projects communicated to the wider design world on our new web resource àite. [ads.org.uk/designforum/aite](http://ads.org.uk/designforum/aite).

We conducted the design forum process on nine projects across four local authority areas between 1 April 2012 to 31 March 2013. In addition we took part in regular working groups on major rail and freight hub infrastructure initiatives.



Image: Cover of Quality and Efficiency report, Gareth Hoskins Architects

## health

“

[...] it seemed the architects had a real desire to understand how GPs work, and how the design of the building could compliment this whilst providing a positive experience for staff and patients.

Participant in the Primary Care Reference Design Project

”

**Quality and Efficiency: Value for money lessons and performance measures from the Primary Care Reference Design Project** written by Scottish Futures Trust and A+DS, records the good practice developed through a multi-agency design study.

Two architecture practices developed creative responses to the new integrated social and healthcare agenda. Through clever design the teams were able to provide an attractive environment for patients and staff, and to reduce the total area of the building needed to support the service. This demonstrates the tangible benefits of a design led approach as construction cost savings alone are estimated at £900,000, 22 times the design fee to develop the building concept.

In 2012/13 A+DS provided direct support to 21 projects across Scotland, totalling over £600m of public investment. Initial preparatory work and advice was provided to a further eight. Most of these projects were assisted through multiple engagements. For some we led workshops to help establish project specific beneficial design standards that intrinsically link the business objectives for the project to the qualities of the built outcome in terms of the human experience of being in and around the buildings and their relationship to the community they serve. Then, working with Health Facilities Scotland, we provided both informal advice and formal reporting to Boards and to Government on the level to which the designs being developed are likely to deliver the required benefits.

In addition, significant support was provided to the Community Health and Care Reference Design Project, commissioned by the Scottish Government through the Scottish Futures Trust. In this project two architects worked through dialogue and focussed engagement with stakeholders for a live project to develop designs which delivered on quality and affordability. A publication (see opposite) drawing out key lessons for future community projects was published in 2013.



### The River Ness mapping workshop

In the context of major changes to the River Ness, A+DS worked with pupils from Culloden Academy and Inverness High School to document and map their experience of the river, and how they could see ways to improve their experience of the river for the future.



“

The team engaged with the pupils to have a better understanding of their world, their opinions and their suggestions for a new school environment.

Report on work at Boroughmuir High School, Edinburgh

”

## schools

Collaboration and participation is at the heart our work helping those in Scotland tasked with creating successful places that support learning.

The ways in which existing buildings can rise to the challenges of the Curriculum for Excellence was further developed in a number of projects, from looking at the possibilities of an urban Victorian school, a large 1960s secondary school, an urban primary school and a small rural school. The work on these four projects became the basis of the Re:design exhibition held in Glasgow. It explored the challenges of different educational building types and how designers can help reveal the hidden potential of our existing schools.

We developed new participation techniques working with pupils to map their surroundings (*see example of River Ness mapping workshop opposite*) and explore new ways of shaping better places for active outdoor learning. These projects took place in the Scottish Borders, Edinburgh, Midlothian and the Highlands.

Working with partners across Scotland, we continued to explore the opportunities of whole places to deliver learning. This took the form of exploring the additional benefits that could be achieved from thinking creatively about investment in learning. Throughout the year, we worked in a range of small towns, developing the ‘Learning Towns’ approach, learning big lessons from small spaces.

**Material Considerations:  
A Library of Sustainable Building  
Materials.**

Supported by the Forestry Commission and the Scottish Government, located on Level 2 at The Lighthouse, Glasgow and launched in 2012 it aims to showcase sustainable, traditional and emerging low carbon building products and to promote and encourage innovation in construction in Scotland using indigenous resources.



sust.

“

We are pleased to continue our strategic partnership with A+DS to deliver exhibitions and knowledge transfer events to promote the efficient use of sustainable materials to deliver Scotland's low carbon built environment.

Andy Leitch, Forestry Commission Scotland.

”

Our resource library Material Considerations opened in April 2012 with over 200 samples of natural and/or recycled building materials, many produced in Scotland. This library allows us to continue to develop relationships with other agencies and construction/trade organisations.

We held three conferences on sustainability themes, including Building Sustainably, Estate-Scale Renewables and Green Jobs, expanding our themes to a wider audience from the private and public sector.

We curated two exhibitions - Larbert Loch Design Competition with NHS Forth Valley and the Forestry Commission Scotland and the Best Use of Timber Exhibition with the RIAS Awards scheme, Forestry Commission Scotland and Wood for Good. We have worked closely with Zero Waste Scotland (Resource Efficient Scotland) on the development of a Resource Efficient House on the BRE Innovation Park at Ravenscraig and a further exhibition on the development of the house was held during the summer of 2013. Working with the Access Team, we developed the sustainability aspects of the exhibition CAST: innovations in concrete and put together a rich programme of seminars and events for both public and professionals.

We continue to support the delivery of policy relating to low carbon places through post occupancy evaluation and monitoring of Scotland's Housing Expo in Inverness and inputs to the Scottish Government's sustainable housing strategy, the Low Carbon Building Standards Strategy for Scotland, provision of technical support to the Climate Challenge Fund and input to Retrofit Scotland.



The joint A+DS/SNH programme on **Sustainable Placemaking** explores new ways of enabling positive change through engaging with development planning processes. It aims to build skills and capacity in design and placemaking by 'learning through doing'.

More information available on [www.ads.org.uk](http://www.ads.org.uk)

“

The workshop raised the challenge in balancing complex issues...We have had very positive feedback from the attendees about the value of the event.

Robin Edgar, Fife Council

”

## urbanism

We continued working with the Centre for Local Economic Strategies, SLAED and Improvement Services around the Community Planning agenda through projects on economic resilience, with NHS Community Care on the planning of settlements around the principle of integrating land use planning and services, and we supported the International Association of People Studies (IAPS) World Conference in Glasgow on participation and place.

We continued to build on the success of the Sustainable Placemaking programme through partnering with Scottish Natural Heritage, influencing relationships with Scottish Futures Trust, and delivering investment impact in various projects including the Scottish Borders, Midlothian, Fife and Dumbaron.

We have helped to forge alliances and partnerships to promote better placemaking through supporting the formation of the Local Authority Urban Design Forum (LAUDF) and through chairing the Key Agencies Group (KAG) and actively representing and promoting the work of the group.

Our partners in the continued Start Up Street work in Stirling realised the establishment of two pop up shops. We also published the image archive of Steve Tiesdell as a free to use resource, and produced a small exhibition of the work of Steve Tiesdell and Professor David Adams (see page 14-15).



Image:  
Ariadne's Thread.  
Winner - The RIAS  
Drawing Award  
2012, John Kennedy  
(University of  
Strathclyde) -  
Part of the A+DS and  
RIAS annual student  
awards.

In 2012/13 the A+DS Board visited Stirling to meet with groups that we have collaborated with around Start Up Street and other initiatives. The Board also visited Aberdeen (see page 8-9). The Board supported the Input + Ideas consultation hosting a number of workshops. Formal board meetings were held ten times from 01/04/12-30/09/13. The Board is chaired by Karen Anderson.



Karen Anderson

## our board



Alan Sim



Andrew Burrell



Branka Dimitrijević



David Chisholm



Graham Ross



Jonathan Hughes



Martin Crookston



Martin McKay



Sandy Beattie



Image: Daniele Sambo

# financial summary

The total revenue for the year ended 31 March 2013 was £2,211,369.

## Income and Expenditure Statement for the year ending 31 March 2013.

|                      | 2013        |
|----------------------|-------------|
|                      | £           |
| Revenue              | 2,211,369   |
| Staff Costs          | (1,130,387) |
| Other Expenditure    | (999,725)   |
| Operating Surplus    | 81,257      |
| Finance Cost         | -           |
| Surplus Before Tax   | 81,257      |
| Taxation             | -           |
| Surplus For The Year | 81,257      |

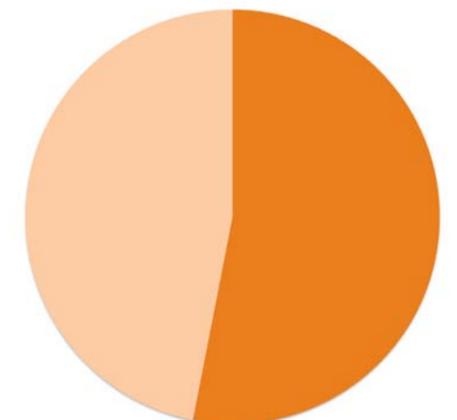
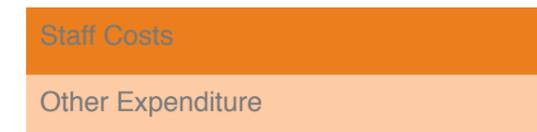
All of the activities of the company are classified as continuing. The company has no recognised gains or losses other than the results for the year as set out above. A full set of our audited annual accounts is available on [www.ads.org.uk](http://www.ads.org.uk).

### Expenditure

For year ended 31 March 2013

|                   |            |
|-------------------|------------|
| Staff Costs       | £1,130,387 |
| Other Expenditure | £999,725   |

### Expenditure (year ended 31 March 2013)



Cover image:  
Detail of the winning entry for the  
Larbert Loch viewing platform design  
competition won by George Watt +  
Stewart Architects. Image: A+DS

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**Architecture+DesignScotland**  
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