

Architecture+DesignScotland Business Plan 2012/13



Cover Photo (Detail): The Phoenix Flowers, Speirs Locks, Glasgow. Photo by Gary Watt (ISIS).

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A+DS is Scotland's national champion for excellence in architecture, design and placemaking. It is a nondepartmental public body of the Scottish Government.

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Architecture+DesignScotland
Ailtearachd is Dealbhadh na h-Alba

Contents

Introduction	2
Our Programmes	4
Our Corporate Projects	5
Access	6
Design Forum	7
Healthcare Design Programme	8
Schools Programme	9
Sust.	10
Urbanism	11
Corporate Services	12
Success Measures	13
Budget and Resources	14
Board and Design Forum Panel	15

Introduction



Jim MacDonald - A+DS Chief Executive.

This plan outlines the work we will do in 2012/13 to fulfil our role as Scotland's champion of good architecture and sustainable placemaking. The focus of our work this year remains firmly on working with others to shape places of value.

We will continue to be guided in this work by the wider objectives of the Scottish Government which underpin our current Corporate Plan 2011-14 and its three strategic objectives;

- 1. Collaborating** to achieve good architecture and sustainable places.
- 2. Supporting** and influencing our partners to create the best buildings and places.
- 3. Inspiring** Scotland's people to value good architecture and sustainable places.

Our priority will be work that contributes to the sustainable economic growth of the country, supports our transition to a low carbon economy and provides opportunities for young people throughout the country.

This will include engaging the public in architecture and placemaking, inspiring young people to contribute to the development of Scotland, providing advice to clients, designers and local authorities across Scotland, promoting sustainability in building and working with a range of partners to shape good places.

This commitment is underlined by the launch this year of our new Design Forum. Aimed at enabling the highest quality buildings and places, the Design Forum will provide early advice on key projects across Scotland.



Our Programmes



Our work is delivered principally through our six programmes:

- **Access** encouraging public engagement with architecture and place.
- **Design Forum** providing advice to clients, designers and local authorities on developments across Scotland.
- **Healthcare Design Programme** supporting clients and design teams to create health promoting environments.
- **Schools Programme** supporting clients and design teams to create environments for learning.
- **Sust.** promoting sustainability in building and placemaking.
- **Urbanism** working with a range of partners to shape good places.

Each programme has a distinct identity, however, much of our work involves collaboration between our programmes and external partners.

In 2012/13 we will take forward a series of corporate projects to address more strategic issues - delivered through collaboration across the programmes of A+DS.

Our Corporate Projects

Project	Description
Low Carbon Placemaking	A series of case studies, exhibitions and training events to support practitioners to deliver low carbon development projects.
Design Skills Symposium	Building on the learning from the previous Symposia this year's event will bring together a broad range of policy makers and practitioners to develop new skills to work together to deliver better places for Scotland.
New Ideas for Old Places	How would our places function better if they were more joined up? In this project we will host a range of workshops, seminars and tailored project supports to help the public sector work more effectively together to make place based planning and investment decisions.
Placemaking and Housing	This three-year project will address the barriers to delivering housing developments that meet national and local policy ambitions, through a range of supports.
Architecture Policy	Working together with the Architecture and Place Division of Scottish Government to develop a new national policy on architecture.



Access Programme



Engaging with architecture at a pre-school workshop. Image: A+DS

Responding to A+DS' objective to inspire Scotland's people to value good architecture and sustainable places, the Access programme delivers a stimulating, accessible and research-based programme to engage Scottish audiences with architecture. Below is a small selection of the broad range of exhibitions, events and teaching resources planned for 2012/13.

Our Work

Scottish Architecture internationally

Participation at Venice Biennale.

A+DS and RIAS Student Awards

Showcasing the best of student work.

Supporting Curriculum for Excellence

Curriculum Toolkit.

Continued Professional Development Courses.

Skills Training.

Architecture in Education Focus Group.

Exhibitions

Scotland's Places

A visual exploration of how Scotland's places evolved.

Commonwealth Games

Exploring places being developed in connection with the Games.

Home

Highlighting housing and how we inhabit our homes.

High Street Outreach

Tour of the High Street exhibition to venues around Scotland.

BUDGETED RESOURCES:

Staff	£184,000
Programme	£66,000
Total	£250,000

STAFF:

Morag Bain,
Emma Halliday,
Lesley Riddell-Robertson,
Lynne Cox,
Samantha MacDonald.

Design Forum

Following a programme of user-feedback and research the Design Review programme has shifted its focus from reviewing projects at planning application stage through formal peer review to creating a more inclusive forum of earlier support aimed at enabling clients and project teams to achieve the highest quality designs and places. The new Design Forum service will be rolled out throughout 2012/13.

Our Work

National and Strategic Projects

Providing expert design advice to a number of nationally and strategically significant projects from briefing through the design stages.

Place Critical Projects

Providing expert advice on key development proposals which have potential to significantly impact existing places or local settings, through workshops with clients, design teams and regulators.

Local Design Review Panels

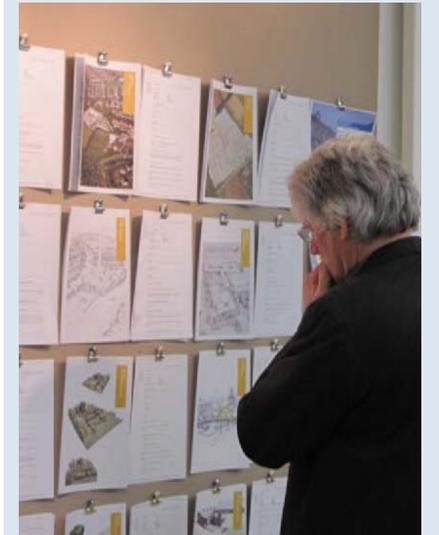
Helping to build capacity at local level by providing support and knowledge to local Design Review panels.

Library of Place and Design Exemplars

Developing an online resource library to support users in designing better places.

Masterplanning Workshops

Undertaking a series of masterplan workshops, working collaboratively with other programmes and key agencies to deliver training to Local Planning authorities in order to deliver findings from Design Review Lessons Learnt on Masterplanning.



Design Forum reports. Image: A+DS

BUDGETED RESOURCES:

Staff	£185,000
Programme	£27,000
Total	£212,000

STAFF:

Jill Malvenan,
Steve Malone,
Laura Hart,
Vacancy.

DESIGN FORUM PANEL:

See Page 15

Healthcare Design Programme



An illustration from 'Circulation in multi-service facilities' design study.
Illustration: JMArchitects

The Healthcare Design Programme helps the Health Directorates and their partners to facilitate the design of sustainable and healing environments, supporting the policies and objectives of Health Boards and the Scottish Government. The aim is to aid and empower client teams to develop places that support the human condition, places that are resource efficient and places that add value. Below are the key activities planned for 2012/13.

Our Work

Design Assessment in the Business Case

Supporting clients to establish beneficial design standards and processes to support delivery.

Design Studies

Tackling repeated issues encountered by healthcare projects.

Sharing Learning

Case studies of healing facilities, features on good practice, Pulse and other web tools.

Public Assets

Developing estates strategies to maximise the benefits of investments in communities.

BUDGETED RESOURCES:

Staff (Including overheads)	£90,000
Programme	£30,000
Total	£120,000*

STAFF:

Heather Chapple,
Kate Nicolson.

*(subject to final confirmation)

Schools Programme

Helping to create the right environments to deliver the Curriculum for Excellence, encouraging the creative use of the public estate to improve the allocation of resources and showcasing examples of outstanding settings for learning are part of the programme for the Schools Programme in 2012/13.

Our Work

Family of Schools

Exploring how Scottish regions have developed common design approaches to school design in response to their local context.

Refurbishment

Supporting the delivery of learning in challenging buildings through the development of exemplar projects in existing spaces.

Estates Strategy

Exploring the use of the whole public sector estate in providing lifelong learning for whole communities.

Case Studies

Delivering a series of case studies on small schools, outdoor learning and award winning designs.

Participation and Briefing

Sharing good practice in meaningful participation and project briefing.

Lesson Learnt

Documenting critical qualities for the design of educational spaces.

Website and Exhibition

Share what works in order to promote an informed debate on school design.



Award Winning Project by Abbuzzo at Hyndland After-School Club.

BUDGETED RESOURCES:

Staff (Including overheads)	£167,000
Programme	£83,000
Total	£250,000*

STAFF:

Sam Cassels,
Hannah Douglas,
Ali Marr,
Vacancy.

*(subject to final confirmation)

Sust. Programme



Material Considerations: Library.
Image: A+DS

The Sust. Programme aims to raise public awareness of sustainable design and the contribution it can make to delivering better places. It also works to improve the understanding of sustainability for those commissioning new developments. The programme interprets and communicates best practice outcomes to the wider professional, public and political communities, in order to support a low carbon economy.

Our Work

Outreach activities

Acting as a catalyst for the development and exchange of ideas by dissemination and transfer of knowledge through exhibitions, workshops, seminars and publications.

Scotland's Housing Expo

Undertaking a Post Occupancy Evaluation of Scotland's Housing Expo 2010 to investigate the feasibility of future similar projects.

Low Carbon Design Support

Working with other programmes within A+DS and Scottish Government to support and showcase best practice in the delivery of low carbon places.

Material Considerations

Material Considerations, a library of sustainable building materials, showcases sustainable, traditional and emerging low carbon building products and provides users with an opportunity to explore materials in a hands-on way, to promote and encourage innovation in construction in Scotland. The library complements A+DS's online resource The Green Directory.

BUDGETED RESOURCES:

Staff	£140,000
Programme	£20,000
Total	£160,000

STAFF:

Lori McElroy,
Kate Hendry,
Graeme McKirdy.

Urbanism Programme

The Urbanism Programme aims to encourage innovative practices to deliver better places. There are three areas of specific focus in 2012/13: **Sustainable Placemaking** - looking at impact oriented scenario planning and participatory methods to inform place plans, **Delivering Better Places** - action research projects on the implementation of place based proposals and **Skills and Capacities** - focussed on training and capacity building to support decision makers and placemaking practitioners.

Our Work

Sustainable Placemaking

Continued collaboration with Scottish Natural Heritage on place based scenario planning and briefing workshops.

Collaboration with Scottish Local Authority Economic Development Group on placemaking and economic development.

Delivering Better Places

Start Up Street: Ongoing collaboration in Stirling on a micro-enterprise led alternative to the high street.

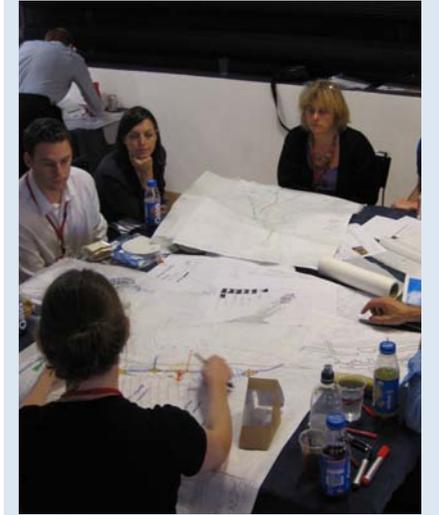
Future City Jobs: working with Glasgow City Council on a cross-EU programme to support youth employment through cultural and creative industries.

Skills and Capacities

Key Agency Group: continued participation in KAG activities on planning, including collaborative training programme.

Modular Place Training Programme: developing a training programme with partners on briefing, streets and delivery.

Leadership and Place: development of a programme focussed on leadership to fit into the Design Skills Symposium.



Participants at Design Skills Symposium 2011 Image: A+DS

BUDGETED RESOURCES:

Staff	£165,000
Programme	£39,000
Total	£204,000

STAFF:

Diarmaid Lawlor,
Eric Dawson,
Kate Given,
Carol McKenzie,
Mark Whitehead.

Corporate Services



Media interview at A+DS exhibition.
Image: A+DS

BUDGETED RESOURCES:

Staff	£263,000
Programme	£15,000
Board	£47,000
Total	£325,000

STAFF:

Senga Bate,
Anja Ekelof,
Andrea Hepburn,
Lynne Lineen,
Jim MacDonald (CEO),
Natalie McLaughlin.

The Corporate Services Team is responsible for ensuring the efficient operation of A+DS, providing support for front line programmes, leading the corporate planning and budget process, maintaining operational systems and financial reporting, and providing internal and external communications.

Our Work

Website

Leading a review of our corporate website.

Corporate Policies

A comprehensive review and update of our corporate policies.

Data Management

Ensuring efficient data management across A+DS.

External Communications

Increasing awareness of A+DS with key audiences through specific focus on branding, the creation of an image bank and suite of information materials.

Success Measures

CUSTOMER FOCUS

As in previous years, we will make concerted efforts to understand the value placed on our work by our clients and customers. Whether you visit an exhibition, take part in a workshop or receive advice or help we will continue to gather your feedback and use it to inform our business development.

OBJECTIVES AND REPORTING

Each of our programmes has specific objectives for the year which will be used as the basis for measuring our performance. Progress towards meeting these objectives will be reported to our Board on a quarterly basis.

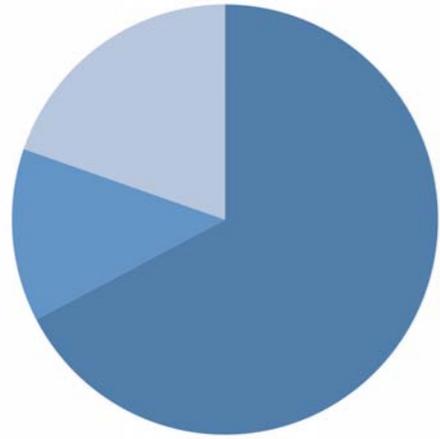
WIDER OUTCOMES

Across the organisation as a whole we will measure the success of our work against the National Outcomes set by the National Performance Framework. We will collate and present these results to inform future action. In particular we will directly support the following outcomes:

- We live in a Scotland that is the most attractive place for doing business in Europe.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We live longer, healthier lives.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We have strong, resilient and supporting communities where people take responsibility for their own actions and how they affect others.
- We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- We reduce the local and global environmental impact of our consumption and production.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.



Budget and Resources



BUDGET

Our budget this year is less than in previous years. Against this background we will work hard to align our resources with those of our partners in undertaking work that supports our objectives. The budget breakdown for this year is set out in [Table 1](#).

RESOURCES

This year we will continue to depend heavily on the energy and expertise of our staff, Board and Design Forum Panel Members. Their range of knowledge, expertise and skills will be what drives us forward as we continue to adapt to reductions in our project budgets. In addition we will continue to explore opportunities to work closely with others to make the best use of our resources.

Through our website we plan to provide more material to a wider audience than ever before, making best use of our limited resources. We will also continue to run a varied programme of events at The Lighthouse in Glasgow and across Scotland as a whole.

Table 1: Budget 2012/13

Staffing:	£1,241,000
Overheads:	£364,000
Programmes:	£280,000
Total:	£1,885,000

Our Board and Design Forum Panel

The work of Architecture and Design Scotland is supported by our board and by a panel of expert practitioners who support our Design Forum.

Our Board

To find out more about our Board Members please click [here](#).



Karen Anderson
(Chair)



Sandy Beatty



Andrew Burrell



David Chisholm



Martin Crookston



Branka Dimitrijevic



Jonny Hughes



Martin McKay



Graeme Ross



Alan Sim

Design Forum Panel

Ewan Anderson	Gordon Fleming	Alan Hooper	Suzanne McIntosh	Ric Russell
Andrew Bayne	Kenny Fraser	Gareth Hoskins	Chris Morgan	Roger Stephenson
Keith Brownlie	Keith Gowenlock	Rod Kemsley	Gordon Murray	Lesley Woodbridge
Karen Cadell	Mark Greaves	Roddy Langmuir	Morris Murray	
Jim Chapman	Marc van Grieken	Lisa Mackenzie	Chris Rankin	
Kevin Cooper	Colin Hamilton	Kevin McGeough	Peter Richardson	

To find out more about our Panel Members please click [here](#).

Architecture and Design Scotland

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