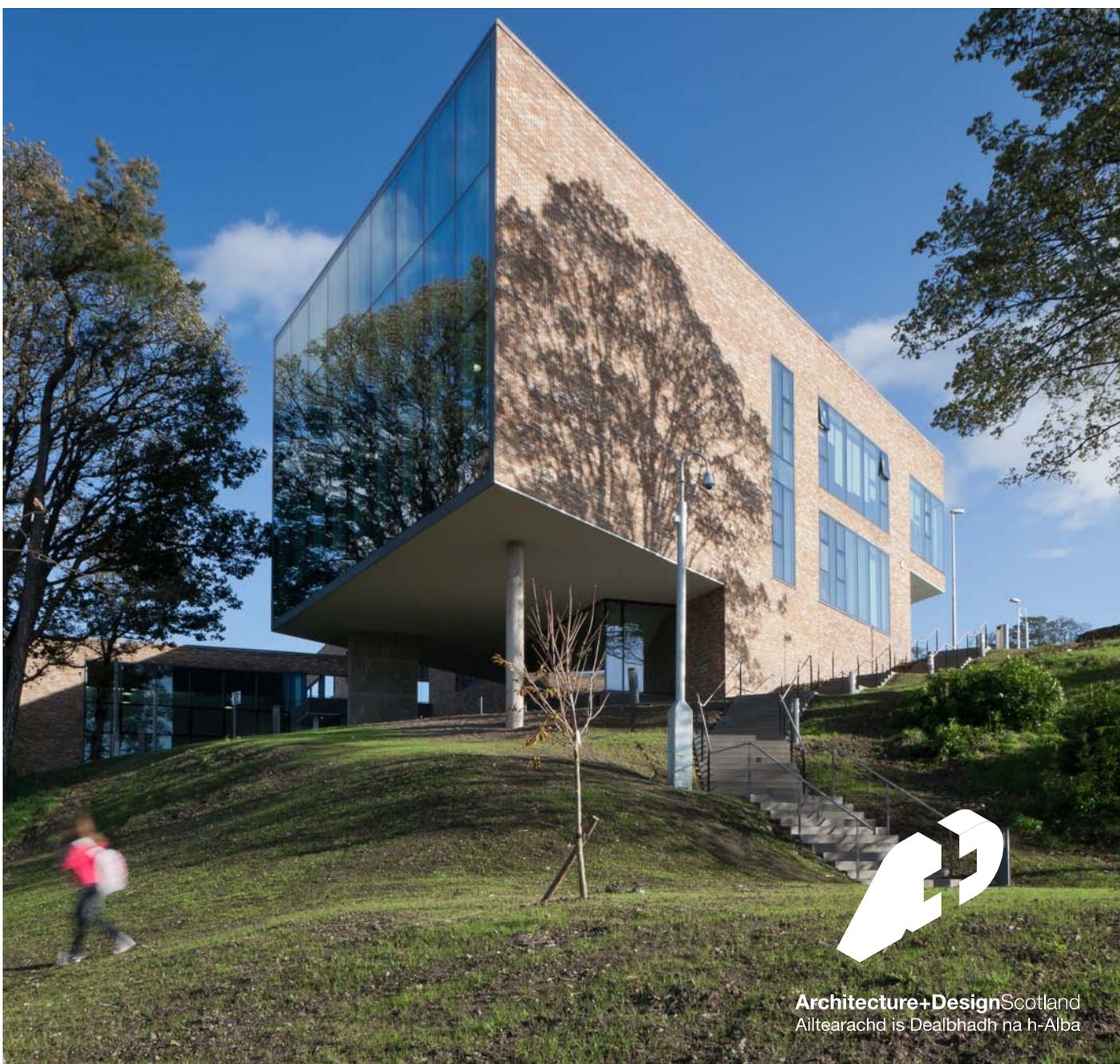

Architecture and Design Scotland Corporate Strategy 2014-17



Architecture+DesignScotland
Ailtearachd is Dealbhadh na h-Alba



WASPS South Block, Glasgow, by NORD
Doolan Award Winner 2013
Photograph: Gillian Hayes, Dapple Photography

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Cover image: Forth Valley College, Alloa, by Reiach and Hall Architects.
Photograph: Dave Morris



TOG lighthouse.
Photograph: Neil Boyd.

chair's introduction

Buildings and public spaces affect each and every one of us. We all react to the environments in which we live and work. Well-designed buildings, streets and towns make us feel happier and safer, and enhance our daily lives and leisure time. They help make us healthier and reduce our use of finite resources. Conversely, proximity to fast traffic, badly designed public spaces and ugly buildings make most of us feel uncomfortable. Yet, despite this, in Scotland fewer people take an active interest in architecture and urban design than follow music or literature.

Our task at Architecture and Design Scotland is to raise awareness of the importance of design and help those who take decisions that affect Scotland's buildings and places to prioritise good design and investment choices. This is important not just for our sense of well-being but also for our economic future and as a key means of tackling climate change.

This new corporate strategy outlines the work we plan to do over the next three years, our objectives and priorities. It reflects on how we have developed our work to better engage and support people from all walks of life to be aware of the importance of design and to make better decisions as a result. Over the next three years our staff, Board and panel members will continue to work hard to ensure that the benefits of good design are shared as widely as possible across Scotland.

In the coming years we hope to harness the national and international interest in Scotland generated by the 2014 Commonwealth Games to highlight Scottish contemporary design, legacy and practice. We will continue to develop international links and learning as a highlight in 2015, and will celebrate the Year of Architecture, Innovation and Design in 2016.

I hope that as we take forward our strategy, it is this work which will ensure that Scotland can be considered a country of best practice, where an understanding of the importance of the quality of buildings and places is thoroughly embedded in all our planning and investment decisions and where good design enhances all our lives.

Karen Anderson is the chair of A+DS Board and a founding partner of Anderson, Bell Christie Architects, Glasgow. She graduated from Glasgow's Mackintosh School of Architecture in 1984 and has practiced as an architect ever since.

about A+DS

Architecture and Design Scotland (A+DS) is Scotland's champion of good architecture and sustainable places. It was established in 2005 by the Scottish Government to promote the value of good design and provide advice to a wide range of clients.

A+DS works in different ways to support those involved in commissioning, designing, adapting and using buildings and places. We provide advice to funders, designers and local authorities on significant development proposals at a range of scales across Scotland. We deliver events throughout the country to promote architecture and sustainable design. We support clients and design teams to deliver the best environments for learning and healing.

The strategy outlined in this document will guide the work we do over the next three years. It identifies the outcomes we hope to achieve, the activities we will undertake, and the way we will approach our work. Our strategy also explains how we will manage our resources and measure our performance.

At the heart of our strategy is a determination to ensure design plays a full part in how services are delivered and how we make the transition to a low carbon economy. In this context, we have worked hard to focus our efforts on these issues and developed objectives that we believe will align well with those of the public sector as a whole.

“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

our impact

Over the past three years we have helped a range of clients with their projects, supported local people to improve their communities and provided advice to policymakers at local and national levels.

We have delivered an inspiring programme of events and increased visitor numbers to our exhibitions, developed new partnerships and reached a variety of audiences across Scotland.

We have implemented changes to our governance framework and linked our work more clearly to the National Performance Framework.

We have developed working relationships with partners, helping them to realise the potential of design in their work.

We have undertaken service reviews of three of our programmes, engaging with our stakeholders in the process and implementing a change programme as a result.

100,000

Our exhibitions – held primarily at The Lighthouse, but also in venues across Scotland – attracted 100,000 visitors.

700

Our resources for schoolchildren have gone out to 700 teachers across Scotland.

400

We launched our Design Skills Symposium in 2010 with the aim of giving active learning opportunities and chances to network to those involved in the built environment in Scotland. We have delivered four Symposia in Dundee, Stirling, Ayr and Glasgow, with 400 practitioners attending. In 2012 we founded a new network – Local Authority Urban Design Forum – to allow practitioners opportunities to share experience throughout the year.

sustainable places

We collaborated with Scottish Natural Heritage to develop a programme on Sustainable Placemaking to explore new ways for positive engagement with the development planning process.

35

We supported the clients for 35 new health buildings across Scotland, representing about £1 billion of public investment.

Our work helped them improve the standard of environment for patients, staff and the wider community.

33,000

We were instrumental in the delivery of Scotland's first Housing Expo, held in Inverness in August 2010 and showcasing new ideas in Scottish architecture and promoting sustainability. It was visited by more than 33,000 people from across Scotland, the rest of the UK and Europe.

input +

ideas

We led the public consultation on the new Scottish policy on architecture and place through the Input and Ideas exhibition held in 2012.

300,000

We relaunched our website in April 2011. It includes specialised resources and has received more than 300,000 visits since its launch.

design forum

Following extensive consultation and feedback by users of our Design Review, we developed Design Forum aimed at a more inclusive programme of early support.

13,000

We launched Material Considerations: A Library of Sustainable Building Materials in 2012 attracting more than 13,000 visits to date exploring the 160 sustainable materials on show.

Here are some highlights of our work to date.

More details are available on www.ads.org.uk

6

Our Board visited North Lanarkshire, Cairngorms National Park, Aberdeen, Dundee, Inverness and Stirling to listen to the issues affecting local people.

try before you buy

This innovative interior design project worked with pupils and teachers to involve users in developing learning spaces that respond to the Curriculum for Excellence.

We rely on the support of our stakeholders and value your views on our work. Our strategy reflects this and we will continue to listen to what you tell us, and learn from what you say.

what you said

provide practical support

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

Participant in a Primary Care Design Project.



promote Scottish architecture

“Thank you! Great idea – making architecture accessible to non-architects.”

Participant at This Friday lunchtime lecture series launched in 2013.

listen to the public

“Need for public who live or pass by buildings to have their say. Popular opinion should not be ignored just because it’s populist in favour of elitist.”

Respondent to the A+DS Corporate Strategy consultation, 2013.

Photograph (below): Alan Dimmick



inspire

“Fantastic exhibition, thoroughly enjoyable and inspiring... Want to see so much of Scotland – a beautiful place.”

Visitor to the Above Scotland exhibition created in collaboration with RCAHMS and designed by Konishi Gaffney.

Photograph (right): Alan Craigie. All other photos by A+DS.



context of our work

As a public body, we are here to help people by supporting the delivery of the Scottish Government's objectives and outcomes. Whether that is through enabling people to get more involved in shaping the places they live in or by improving the design of the buildings they use, the focus of our work is to improve people's lives.

In this way our work directly supports the aspiration of the Scottish Government to change the way we deliver services. This support for the reform of public services derives from our firm belief that making the best use of the assets we have, through a design-led approach, offers the best hope of creating truly sustainable places.

Well-designed buildings and places make the very best use of scarce resources, contribute to the development of a low-carbon economy and create the environments in which people can flourish.

In preparing this strategy, we have therefore listened carefully to people across the country. This has helped us understand the priorities they have for their own places and how they want us to support them. It has also helped us understand what we do well and where we can improve.

National Performance Framework

A+DS is accountable to Scottish Ministers in helping to deliver the Scottish Government's overarching purpose, objectives and outcomes (see opposite). Our strategy explains what we will do to support these.

Creating Places

Through our work we help to implement the policies of the Scottish Government. While we have an involvement across a range of policy areas, our principal policy focus is on implementing Creating Places, Scotland's Policy for Architecture and Place, and all of our work supports this.

The Government's Purpose

To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Strategic Objectives

Wealthier &
Fairer

Smarter

Healthier

Safer &
Stronger

Greener

National Outcomes

(See page 31)

Creating Places (2013)

Creating Places, Scotland's policy on architecture and place, supports the development of sustainable places and communities throughout Scotland. The role of A+DS is to support and promote the Scottish Minister's policies and objectives for the built environment.

The responsibilities of A+DS are to fulfil this role by:

- Supporting the creation and renewal of sustainable buildings and places
- Improving skills and increasing understanding
- Providing advice
- Effective communications and advocacy
- Promoting excellence in the delivery of public buildings and places
- Researching and building evidence

context of our work

Wider issues

The built environment touches almost every aspect of our lives – where we live and where we work, the buildings we use and those around us, our parks and open spaces and the connections between them. In this way our work addresses a wide range of issues from reviving and supporting our town centres to encouraging sustainable development in our urban and rural areas; from empowering local communities to shape the places that matter to them to designing green infrastructure; from working with service providers to deliver place-based approaches to inspiring young people to use their creativity for learning, employment, health, active living and participation.

We also recognise that our sector has been hit harder than most during the recession. Its recovery, while under way, remains a slow one. In supporting this recovery, we can play a key role in promoting the value that good design can add to people's lives and to demonstrate that in doing so we can save money and other resources.

This is particularly so within the public sector where continued reductions in funding coupled with rising demand for services present one of our biggest challenges. We know that to meet this challenge will require innovative approaches and we believe that creative, design-led solutions will be a key part of this.

We know that the work we do is of value to our clients. In particular, the feedback we get from our work with young people, our advice on the design of the healthcare and school estates and our innovative work with local authorities on delivering place-based public services suggests a demand that we will struggle to meet within current resources. We will therefore continue to explore opportunities to secure additional resources to support this and our wider work.

As pressure on our resources continues, we must look carefully at our business and what we need to deliver it effectively, and how we target our activities to have the greatest impact. Over the next three years, we will undertake a detailed review of our business and the resources we need to support it.

Better and further by design

We believe Scotland has what it takes to be an exemplar demonstrating the benefits and importance of design; recognised as a nation where innovative, design-led thinking shapes decision-making; where good design is prioritised and good designers are valued. We will continue to work to support emerging talent and promote good Scottish design through our international networks and partnerships.



Larbert Loch Viewing Platform - award-winning design by
George Watt + Stewart Architects using Scottish timber
Photograph: A+DS

our approach

Much of our success will continue to rely on the way we work and the partnerships we form in doing so. We will achieve our objectives by:

Collaborating with key partners to achieve good architecture and sustainable places

Supporting practitioners to create the best buildings and most sustainable places

Influencing funders, regulators and contractors to deliver the best buildings and most sustainable places

Inspiring Scotland's people to value good architecture and sustainable places

“Delivering better places requires decision-makers at every level to focus on the importance of built outcomes, not processes, and have a collective commitment to achieving a quality end result. This will mean working across organisational and professional boundaries.”

Creating Places, 2013

our purpose and objectives

Our Purpose:

Our purpose is to promote the value of good architecture and sustainable places.

Our Objectives:

Our objectives will focus on what we do to support the Scottish Government's National Outcomes.

Over the next three years we want to:

1. help create better buildings, streets and sustainable places in Scotland
2. encourage more people to get involved in making sustainable places
3. increase the understanding of architecture and design within the planning system
4. promote Scottish architecture and design nationally and internationally
5. provide leadership for our sector
6. deliver high-quality services which are continually improving

National Outcomes:

We live in [well-designed, sustainable places](#) where we are able to access the amenities and services we need.

We [value and enjoy our built and natural environment](#) and protect it and enhance it for the future.

We [reduce the local and global environmental impact](#) of our consumption and production.

We have [strong, resilient and supportive communities](#) where people take responsibility for their own actions and how they affect others.

Our [young people](#) are successful learners, confident individuals, effective contributors and responsible citizens.

We live longer, [healthier](#) lives.

We take pride in a strong, fair and inclusive [national identity](#).

Our public services are [high-quality, continually improving](#), efficient and responsive to local people's needs.

our action plan

We will realise our objectives through a series of actions:

1. We will help create better buildings, streets and sustainable places in Scotland by

- providing advice to people and their projects
- publishing best practice guidance
- sharing exemplar case studies
- supporting clients to prepare better strategies and briefs

These actions will help ensure that:

We live in well-designed sustainable places
We value and enjoy our built and natural environment
We reduce local and global environmental impact
We have strong, resilient and supportive communities
Our young people are successful learners
We live longer and healthier lives

2. We will encourage more people to get involved in making sustainable places by

- running participation events
- providing training on sustainable placemaking
- developing educational resources and events
- using examples to illustrate the value of good design

These actions will help ensure that:

We value and enjoy our built and natural environment
We have strong, resilient and supportive communities
Our young people are successful learners
We reduce local and global environmental impact
We live longer and healthier lives

“Good buildings and places can enrich our lives as individuals and as a society in many different ways. Whether it is by supporting active, healthy lifestyles, or reducing our carbon footprint, or being the critical factor which attracts visitors and inward investment, the value of place cannot be underestimated or ignored.”

“Government supported cultural programmes on architecture aim to further encourage debate on the role of architecture in national and local life, to promote the value and benefits of good architecture and to improve understanding of building design. These programmes will continue to be principally delivered by Architecture and Design Scotland.”

Creating Places, 2013

3. We will increase the understanding of architecture and design in the planning system by

- running training events for staff and members of local authorities
- supporting a forum for local authority design staff
- publishing guidance on design issues
- providing a forum for constructive dialogue between applicants and agencies leading to better outcomes.

These actions will help ensure that:

*We live in well-designed sustainable places
We value and enjoy our built and natural environment
Our young people are successful learners
We live longer and healthier lives*

4. We will promote Scottish architecture and design nationally and internationally by

- focusing our resources on showcasing the best emerging talent
- developing partnerships with other cultural institutions
- forging new networks at home and abroad

These actions will help ensure that:

*We value and enjoy our built and natural environment
We take pride in a strong, fair and inclusive national identity*

“Everyone responsible for Scotland’s built and natural environment must recognise that architecture and places are not simply elements of the planning process – they are among the most important outcomes that the process exists to support, and their quality should be a priority.”

“Scotland’s design heritage and design talent should be celebrated and the next generation developed and promoted.”

Creating Places, 2013

5. We will provide leadership for our sector by

- promoting design-led thinking in public procurement practices
- developing and sharing innovative approaches to placemaking
- providing a focus for debate on the role and value of design
- participating in cross-sector groups

These actions will help ensure that:

*We value and enjoy our built and natural environment
Our public services are high quality and continually improving*

6. We will deliver high-quality services which are continually improving by

- investing in staff and increasing opportunities for integrated working
- reviewing our accommodation to ensure this supports our business
- undertaking service reviews as appropriate
- driving efficiency within the business
- evaluating our audiences

These actions will help ensure that:

Our public services are high quality and continually improving

“The role of A+DS is to support and promote Scottish Ministers’ policies and objectives for the built and natural environment. This role is intended to improve the quality of development in Scotland and promote excellence in the delivery of good architecture, successful places and efficient processes. This role requires A+DS to work with other key organisations to help to develop an effective focus on place, architecture and design across policies and working practices.”

Creating Places, 2013

A key part of what we do is to promote architecture and design to a public audience through a programme of exhibitions and events. In the years ahead our public programme will be themed to look at the built environment from different perspectives. Alongside this, we will continue to deliver our established programme showcasing awards and providing learning opportunities for all.

our public programme

2014

Commonwealth legacy

In the year when Scotland hosts one of the world's biggest sporting events, our programme showcases its legacy and explores the role of design in enabling healthy and active lives.

Green2014: the environmental legacy of the XX Commonwealth Games in Glasgow

Future Proof: conference series on sustainability.

Healthy Places: lessons from A+DS' work on health buildings.

2015

Scotland and the world

As A+DS celebrates its 10th anniversary, our programme will consider what we have achieved in the preceding decade and look at Scottish design in an international context.

Connect: exploring Scottish design in an international context.

Decade: 10 years of Architecture and Design Scotland.

Scotland + Venice: contributions to the Venice Architecture Biennale.

Foundations: introduction to Scottish architecture.

Creative Catalyst: architecture in popular culture.

Home: housing design in Scotland - reflections and innovation.

2016

year of innovation, architecture and design

In the year dedicated to celebrating Scotland's innovation, architecture and design we will deliver a creative programme of events to engage our audience and celebrate the contribution that design makes to our lives.

Between Buildings: landscapes, green connections and public spaces.

Stalled Spaces: learning from Scotland's approach to vacant sites.

Ground Up: communities shaping places.

2017

nature of place

Our theme this year looks at the spaces between our buildings - how Scotland's unique nature shapes our experiences and how communities come together to improve their places.

ongoing activities

Materials Library - allowing the public and professionals to get hands-on with sustainable materials.

Showcasing architecture and design awards including the A+DS/RIAS Student Awards, RIAS Timber Awards, Civic Trust Awards and more.

Noticed Board: providing a pop-up space for temporary exhibitions.

Training events for professionals including our Design Skills Symposium.

evaluation

We are committed to understanding and demonstrating the impact of our work. To do this we will continually evaluate what we do through a number of methods, including:

- assessing the impact our involvement has made on individual projects
- seeking feedback from our clients and customers on how our involvement has influenced the outcomes of their work
- measurement of our performance against the targets we set
- monitoring the number and nature of agencies and businesses we work with and the range and geographical spread of the public we reach

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

Feedback from client participating in our sustainable placemaking programme.





Market in Aberdeen - an image from the Steve Tiesdell Legacy Image resource hosted by A+DS.
Photograph: Steve Tiesdell

get involved

Keep up to date with our work

You'll find the latest news and a wide range of resources available on our website. You can also sign up to join our mailing list allowing you to be the first to find out about events, opportunities and activities.

www.ads.org.uk
[@ArcDesSco](https://twitter.com/ArcDesSco)

Let us know what you think

If you have ideas and thoughts on architecture and design in Scotland or any feedback or queries about our work please let us know. Drop us an email or pick up the phone – we look forward to hearing from you!

info@ads.org.uk
0131 556 6699



While we have already identified the national outcomes which our work directly supports, our work contributes indirectly to others.

All 16 national outcomes are listed below and further information on these can be found here: www.scotland.gov.uk/About/Performance/scotPerforms/outcome

National Outcomes

- We live in a Scotland that is the [most attractive place for doing business](#) in Europe
- We realise our full economic potential with more and better [employment opportunities](#) for our people
- We are [better educated](#), more skilled and more successful, renowned for our research and innovation
- Our [young people are successful learners](#), confident individuals, effective contributors and responsible citizens
- Our children have the [best start in life](#) and are ready to succeed
- We live [longer, healthier lives](#)
- We have [tackled the significant inequalities](#) in Scottish society
- We have [improved the life chances for children, young people and families](#) at risk
- We live our [lives safe from crime](#), disorder and danger
- We live in [well-designed, sustainable places](#) where we are able to access the amenities and services we need
- We have [strong, resilient and supportive 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 take [pride in a strong, fair and inclusive national identity](#)
- We [reduce the local and global environmental impact](#) of our consumption and production
- Our people are able to [maintain their independence](#) as they get older and are able to access appropriate support when they need it
- Our [public services are high-quality, continually improving](#), efficient and responsive to local people's needs



Image from Critical Dialogues Scotland + Venice - Scotland's contribution to the Venice Architecture Biennale in 2012. Project by Stone Opera, Glasgow. Photograph: Gilmar Ribeiro

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