

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba



***Corporate Strategy 2017 – 2020***

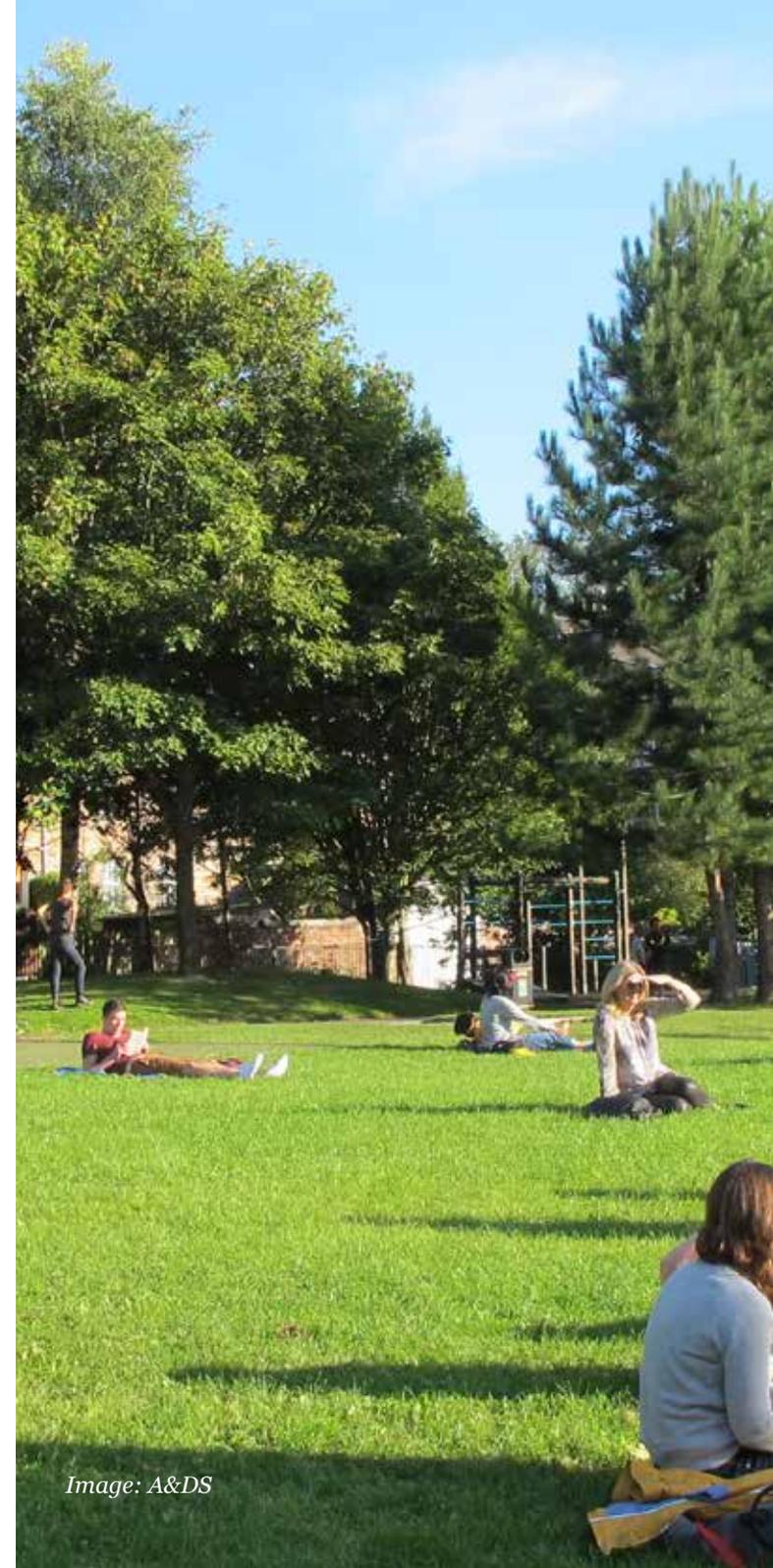


*City of Glasgow College Riverside Campus, Reiach and Hall architects association with Michael Laird Architects  
Image: A&DS*

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*Cover image (detail): Eastwood Health and Care Centre, Hoskins Architects.  
Image: Gillian Hayes, Dapple Photography*



*Image: A&DS*



## *Introduction*

**Karen Anderson, Chair A&DS**

Our buildings and places are a key influence on the quality of our lives and wellbeing. In well-designed spaces and places we feel safer, happier and more connected to those around us. Good architecture and design prioritises functionality but critically uses space, sunlight, views and links to the natural environment to enable us to live healthier, more fulfilling lives. As part of creating a country that is more equal, inclusive and provides opportunity for all, I believe it is vital that our buildings and places are designed to fully meet the needs and aspirations of the communities they serve. I am committed to help make this happen, and privileged as Chair of Architecture and Design Scotland, to work alongside those who work to do so.

In my role I am inspired by the range and reach of our work – from collaborating with teachers and students in the early stages of designing a new school to showcasing Scotland’s design talent on a global stage. During last year’s Year of Innovation, Architecture and Design, this was particularly evident as we worked with partners across the whole country and beyond, from local communities to national agencies.

At the same time, I know that we face many challenges – from a growing and ageing population, to the increased demand for the provision of homes, infrastructure and services; from climate change to the

need to grow the economy in a more sustainable way. It is vital to raise awareness of the many ways in which well-designed buildings and places make people’s lives better, to support others to deliver better public and private investment in the built environment, and to help them make the most of, and care for, our existing built assets.

As a public body, we know we must use our resources carefully and focus them where we believe we can have the greatest impact. This strategy outlines how we will approach this and sets out our priorities for the next three years. This work will support the Scottish Government’s wider efforts to improve all our lives, nurturing the next generation, reducing inequality, empowering communities and encouraging inclusive economic growth.

In preparing our strategy, we reflected on what we do and canvassed opinion from those we work with. I would like to thank everyone who contributed to this work, the outcome of which is a strategy that is clear about what we are working toward and outlines how we plan to achieve this. I and the Board look forward to working with all of our partners to ensure good design is at the heart of everything we do.

# ***About Architecture and Design Scotland***

Architecture and Design Scotland (A&DS) is an Executive Non-Departmental Public Body of the Scottish Government. Established in 2005 to promote good architecture and sustainable design, our work supports the delivery of the Scottish Government's objectives and outcomes.

Our role, as set out in *Creating Places*, 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 to support and promote excellence in the delivery of good architecture, successful places and efficient processes. This role also requires us to work with other organisations to develop an effective focus on place, architecture and design across policies and working practices.

## *Our responsibilities:*

- To support the creation and renewal of sustainable buildings and places
- To improve skills and increase understanding
- To provide advice
- To deliver effective communications and advocacy
- To promote excellence in the delivery of public buildings and spaces
- To do research and build evidence

*(Creating Places - A policy statement on architecture and place for Scotland, 2013)*

## **Partnership and Engagement**

We work closely with public, private and third sectors and support and encourage effective partnerships. We assist communities to engage effectively in the design and planning of their places.

## **Resources and Accountability**

We are accountable to Scottish Ministers who expect us to:

- provide timely and appropriate advice to support the delivery of the right development in the right place
- work with developers, local authorities, public bodies and others in the planning and delivery of developments across Scotland.

## Our work

*“I was impressed with how quickly they understood what we were trying to achieve. [The] advice, support and positive challenge was first class. We needed to cover a lot of ground in a short space of time and they added value at every turn. We look forward to working with the A&DS team further as we move forward into the next stage.”*

(Orkney Islands Council, following workshop to reimagine the educational landscape of the islands.)

*“Bringing different speakers and perspectives to the issues - it was a great idea to have someone representing the housebuilders and giving us an insight into why cul-de-sac development endures. The self-build project is really innovative and it was excellent to have an opportunity to hear about it.”*

(Participant at a Local Authority Urban Design Forum)

*“A&DS’s input has been great assistance and has, in our view, had a positive impact on a strategic level for the overall project, bringing together the major stakeholders towards a working partnership.”*

(Participant in a Design Forum)

We play a key part in delivering a wide range of buildings and places including many schools, health facilities, town centres and regeneration schemes. We support communities to shape the places that matter to them and we work with decision makers to create resilient, sustainable places across Scotland. We promote Scottish architecture, design and place-making nationally and internationally. We improve the learning outcomes for our children and the health outcomes for our people. We involve communities in the decisions that affect their places and we demonstrate how everyone benefits from a well-designed built environment.

We work collaboratively across a wide range of sectors, helping our partners to address complex issues and ensure the widest range of needs is taken into account. This helps create buildings and places which are resilient and sustainable because the needs of those who use them informs how they are designed.

Our work helps tackle inequality, empowers our communities, supports wellbeing and encourages inclusive growth. In addition, by working with our partners, we support innovative processes and solutions that contribute to improvements in the way we deliver services to communities throughout Scotland.

### **To support the creation and renewal of sustainable buildings and places we have:**

- Supported the development of 1,000s of homes, commercial and mixed use developments across Scotland, regenerating communities.
- Helped communities transform spaces that were derelict to become social hubs and places to grow food.
- Worked with children, teachers and parents to develop briefs for new schools and make better use of spaces inside the school and out in the community.

### **To improve skills and increasing understanding we have:**

- Brought public sector bodies together to develop interagency approaches to their assets and how they enable private development in their place to minimise the impact on public services.
- Supported demonstration projects to show how design can help improve outcomes and reduce costs in services across Scotland.
- Supported networks for professionals, local communities and clients to share learning and improve practice.

### **We have provided advice on:**

- Over £1bn of investment in facilities to support new models of delivery and the integration of health and social care.
- Better ways of preparing and presenting development plans, in collaboration with planning authorities.
- Activities to celebrate the built environment through the Year of Innovation, Architecture and Design, supporting over 100 communities across the country to create their own events.

### **Through effective communications and advocacy we have:**

- Provided opportunities for young people to shape the future of their places through the local development plans.
- Held learning events and exhibitions for children, students, professionals and others to share innovation and celebrate the skills of Scottish designers both at home and internationally.
- Supported the development of the Scottish Scenic Routes initiative, bringing opportunities for new talent and aiding tourism.

### **To promote excellence in the delivery of public buildings and spaces we have:**

- Developed new guidance on repurposing existing learning environments to support new models of teaching and learning, assisting councils to refresh their services while retaining schools in the communities they serve.
- Engaged patients, staff and the wider public to ensure their voices influence the design and procurement of health and care developments.

### **To demonstrate the impact of good design we have:**

- Published and disseminated good practice case studies from a range of sectors.
- Hosted a public library of sustainable materials and brought design students and others in to learn how to minimise the environmental impact of building.
- Contributed to the development and piloting of the Place Standard, a tool that helps tackle health inequalities through community involvement in the development of their place.



*Best of the Best Exhibition, 2016  
Image: Ross Campbell*

## Case Study: Prospect North

This immersive and interactive exhibition was created by Lateral North, Dualchas Architects and Soluis, on behalf of the Scotland + Venice partnership (Scottish Government, Architecture and Design Scotland, Creative Scotland and the British Council Scotland). The exhibition explored the relationship between people, culture, places, industries and economies and hearing from 'peripheral' communities from the Northern Isles of Orkney through to the industrial heartland of the central belt of Scotland, on how design has made an impact on their lives.

It premiered at the Venice Architecture Biennale in May–June 2016, and then toured to Oban, Reykjavik, Glasgow and Dundee as part of the Year of Innovation, Architecture and Design and the Festival of Architecture in 2016. A smaller version was presented at the Scottish Parliament, Edinburgh, and followed by a tour to communities throughout Scotland. Fifteen community projects were represented through augmented reality videos, and were seen by up to 12,000 people throughout 2016.

*“The event attracted national media coverage, and provided a great opportunity to promote the plans for Rockfield to everyone who came to view the exhibitions. The town’s profile was enhanced and valuable lessons were learned about exhibition set-up and event management. But above all, the Festival demonstrated the potential of the building, helped Oban Communities Trust define its priorities going forward and gave real encouragement to the many volunteers working hard to achieve the vision for the Rockfield Centre.”*  
(Andrew Pinkerton, Oban Communities Trust on the Oban Festival of Architecture)



Prospect North at The Lighthouse. Image: A&DS



In our Material Considerations: A Library of Sustainable Building Materials we feature 155 materials. In 2016 we held workshops for 300 students from across Scotland.



Health Boards surveyed reported an 87% approval for our role in supporting the development of design briefs, with 85% finding our advice helpful. 90% of respondents feel more able to develop better facilities (compared with five years ago).



### Case Study: The Eastwood Health and Care Centre.

The Eastwood Health and Care Centre, designed by Hoskins Architects and commissioned by NHS Greater Glasgow and Clyde and East Renfrewshire Council, was designed as part of a study and set standards of quality and efficiency for new integrated care projects across Scotland. The study was commissioned through the Hub Process by the SFT, with input from HFS and A&DS, using a fixed-fee, quality-based selection process. The resulting design cleverly uses space in a way that is both wonderfully humane and highly efficient; the savings in construction cost alone for this one building were 22 times the design fee (to stage C ), showing that good design and clever procurement can work. In 2016 it won the Health Facilities Scotland Design Excellence Award and Paul Taylor Award for best project.

*Image: Gillian Hayes, Dapple Photography*

*Exploring materials at Doors Open Day. Image: A&DS*



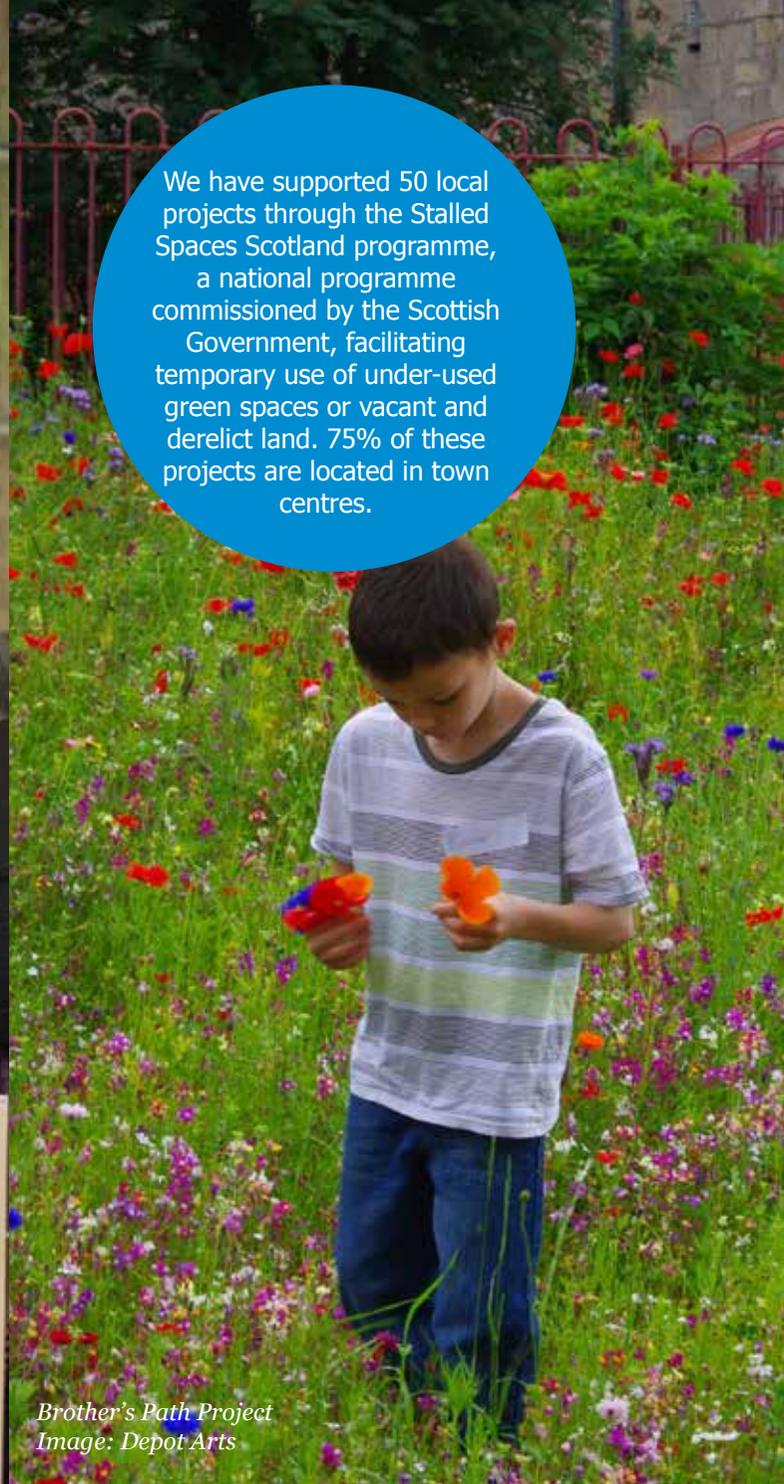
In 2015 to celebrate our 10th anniversary the DECADE programme allowed us to collaborate with 110 organisations, reach 350 people with 10 DECADE events.

*DECADE event The Grass is Greener, August 2015.  
Image: A&DS*



Throughout the Year of Innovation, Architecture and Design and Festival of Architecture in 2016, we supported 162 local projects to help people connect with their local built environment.

*Prospect North at Oban Festival of Architecture 2016  
Image: Rhona Dougall*



We have supported 50 local projects through the Stalled Spaces Scotland programme, a national programme commissioned by the Scottish Government, facilitating temporary use of under-used green spaces or vacant and derelict land. 75% of these projects are located in town centres.

*Brother's Path Project  
Image: Depot Arts*



*Glasgow Stalled Spaces  
Image: A&DS*

# Context

Our work is guided by the priorities of the Scottish Government as set out in the National Performance Framework, the Programme for Government and established policies.

The National Performance Framework provides a clear vision for Scotland, with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets, and a set of outcomes for the public sector to work towards.

The Programme for Government focuses on an education system providing opportunities for all, an economy with more jobs and fair work, public services fit for the future, empowering people and communities through strengthened local democracy and safeguarding Scotland's place in the world.

Specific aspects of this programme that will shape our work over the next three years include:

- delivery of 50,000 new affordable and social homes by 2020
- changes to the planning system to empower communities and deliver inclusive growth
- delivery of opportunities to our children and young people
- promotion of Scotland internationally
- reforms to how we deliver public services
- implementation of the Town Centre First principle
- reforms to school governance to empower parents, teachers and local communities to make more decisions.

Central to the ambitions of the Government is empowering local people to shape decisions. We have a strong track record of working with communities, developers and officials to support good, informed decision-making and will continue to adopt this collaborative approach.

# *Challenges and opportunities*

The built environment touches almost every aspect of our lives – where we live and where we work, the buildings we use, our open spaces and the connections between them. For this reason, the built environment can play a significant role in responding to the challenges we currently face. Therefore, in considering how to tackle inequality, adapt to climate change, grow our economy in an inclusive way or reform our public services, how we procure, construct, use and manage our buildings and places are key considerations.

During the next three years, the effects of the United Kingdom's decision to withdraw from the European Union will become clearer. Together with continuing downward pressure on public expenditure, increasing demand for services and historically low levels of economic growth, such challenges make it more important than ever that our buildings and places are designed around the needs, now and in the future, of the communities they sustain.

Against this background, opportunities exist which can be used to achieve much of what we are seeking. The reform of the planning system to create great places founded on active participation and community engagement is one such opportunity. Others include the delivery of 50,000 new affordable and social homes by 2020, increasing support for children in their early years, the implementation of the Community Empowerment Act and the need for effective asset management strategies.

We know that meeting these challenges will require innovation and we believe that creative, design-led solutions will be a key part of this. We also know, from the feedback we get from our clients, that our collaborative approach is very effective in solving problems. We will therefore continue to explore opportunities to secure additional resources to support this and deliver benefits for a wider range of partners. In this way, we will play our part in meeting these challenges and making the most the opportunities that arise.



## ***Our vision***

***We live in a Scotland where a well-designed built environment supports sustainable, resilient communities which meet the needs of all.***

To realise our vision, we have identified a set of outcomes to work towards. These support the national outcomes set out by the Scottish Government to ensure that what we do will make a positive contribution to the lives of Scotland's people.

Over the next three years, we will work to ensure that more people in Scotland:

- are involved in decisions that affect their places
- benefit from well-designed buildings, places and spaces
- see how good design adds value to their lives.



# *Delivering our vision*

The nature of the built environment is broad and the potential scope of our work reflects this. To focus our work, we have therefore identified a set of issues we want to tackle.

In deciding on these, we have listened carefully to our stakeholders and reflected on their views and been guided by the priorities of the Scottish Government, notably the reform of the planning system, the delivery of affordable housing, provision for early years and the regeneration of our town centres.

In each of our focus areas we will deliver a mix of advice, capacity building and outreach as we work to promote the value of good design. Within this we will pay particular attention to promoting Scotland on the international stage, building on our successful presence during the Year of Innovation, Architecture and Design at the Venice Biennale and the Arctic Circle Forum in Reykjavik.

## **The delivery of inclusive growth through more and better housing**

Why? Because providing advice on housing developments, exploring new approaches to planning and delivery and sharing good practice from across the country will enable us to support the Joint Housing Delivery Plan, create better designed places and help meet the government's target of creating 50,000 new affordable homes by 2020.

## **Creating better schools, hospitals and other public investment**

Why? Because working with users to inform design briefs for new schools, hospitals and other public buildings and promoting how this collaborative approach works, empowers people in decision-making, supports design-led procurement and improves the way we deliver public services.

## **Improving the design quality of infrastructure and public space**

Why? Because supporting the implementation of Designing Streets and Green Infrastructure: Design and Placemaking will encourage more effective engagement with communities in creating places. We will deliver projects that help meet social and environmental needs; improve health and wellbeing; increase walking and cycling; facilitate climate change adaptation; encourage urban biodiversity and underline the benefits of preventative expenditure.

## **Increasing the emphasis on community empowerment**

Why? Because by working with communities to shape their places, we can support community empowerment, help create sustainable places designed around people and promote a stronger sense of local identity. As part of this work we will underline the key importance of stewardship at all levels, as looking after what we have and building a sense of shared ownership of the built environment is critical for a more sustainable future.

***Putting design,  
innovation and place  
at the heart of delivery***

***Focus***

***We will***

**The delivery of inclusive growth through more and better housing**

Contribute to implementing the Scottish Government's Joint Housing Delivery Plan

Prioritise housing-based development proposals through our advisory work

Support local authorities in the preparation of effective spatial strategies

**Creating better schools, hospitals and other public investment**

Work with users to inform design briefs for new education, healthcare and other public buildings

Support the creation of spaces to deliver services for children in their early years

Develop place-based approaches to asset management, service planning and spatial planning

**Improving the design quality of infrastructure and public space**

Work with funders, practitioners and regulators to deliver well-designed streets, infrastructure and spaces

Support community initiatives using design to engage residents and users in the future of their streets

Support the implementation of Designing Streets by promoting best practice examples from Scotland

**Increasing the emphasis on community empowerment**

Provide opportunities for the public to engage with design, architecture and place

Connect communities across Scotland with opportunities to shape their places through a range of work

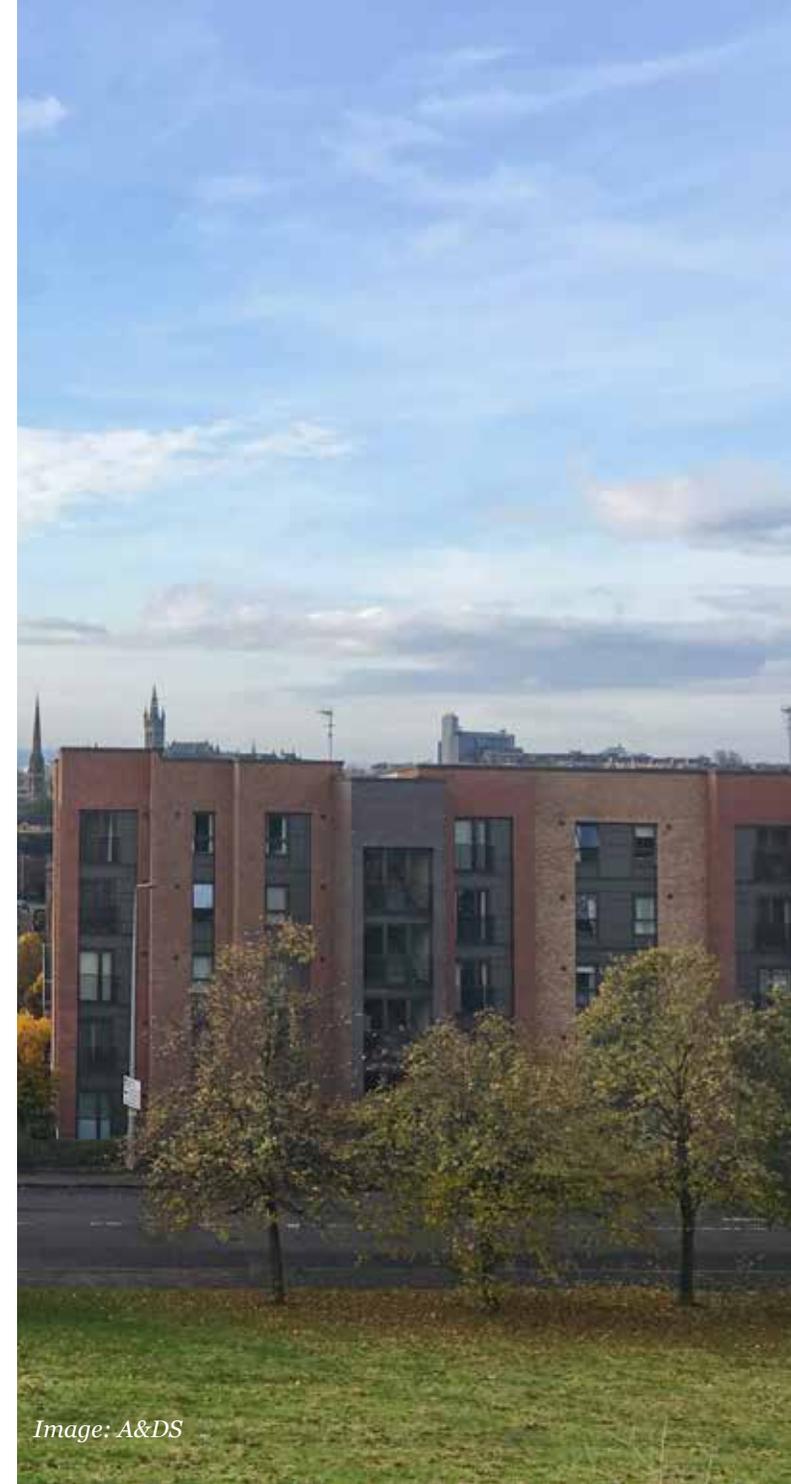
Use lessons from Stalled Spaces to inspire communities to take control of their own environments

# *To support the delivery of inclusive growth through more and better housing*

## **We will:**

- Support local authorities in the preparation of effective spatial strategies
- Prioritise housing-based development proposals through our advisory work
- Showcase innovative approaches to housing delivery at home and abroad
- Promote good practice in housebuilding within Scotland
- Contribute to implementing the Scottish Government's Joint Housing Delivery Plan
- Engage communities through the promotion of the Place Standard as a way of informing strategies and masterplans
- Promote sustainable techniques and materials in house design and construction

**The delivery of inclusive growth through more and better housing**



*Image: A&DS*

# *To support the creation of better schools, hospitals and other public investment*

## **We will:**

- Work with users to inform design briefs for new education, healthcare and other public buildings
- Promote best practice in public investment from Scotland, the UK and beyond
- Share lessons from completed public developments
- Promote participation as a means to empower people in decision-making and improve the way we deliver public services.
- Support the creation of spaces to deliver services for children in their early years
- Support public sector staff in taking decisions around procurement, design and asset management
- Promote our approach to national and international audiences
- Support a forum for public sector clients to share learning (Public Sector Client Forum)



*James Gillespie's High School, JM Architects  
Image: Andrew Lee*

# *To improve the design quality of infrastructure and public space*

## **We will:**

- Support community initiatives which use design to engage residents and users in the future of their streets and open spaces
- Highlight the importance of street design in delivering sustainable development
- Support the implementation of Designing Streets by promoting best practice examples from Scotland
- Work with funders, practitioners and regulators to deliver well-designed streets, infrastructure and open space
- Develop a programme of outreach to celebrate innovation in design and delivery



*Helensburgh Public Realm, Austin-Smith: Lord  
Image: Keith Hunter*

## *To increase the emphasis on community empowerment*

### **We will:**

- Connect communities across Scotland with opportunities to shape their places
- Promote the use of the Place Standard as a tool to empower communities
- Use our expertise to support the development of new early years provision
- Involve users in the early stages of designing places and creating spatial strategies
- Provide opportunities for the public to engage with design, architecture and place
- Support a forum for local authority design staff to share learning (LAUDF)



## *Performance and impact*

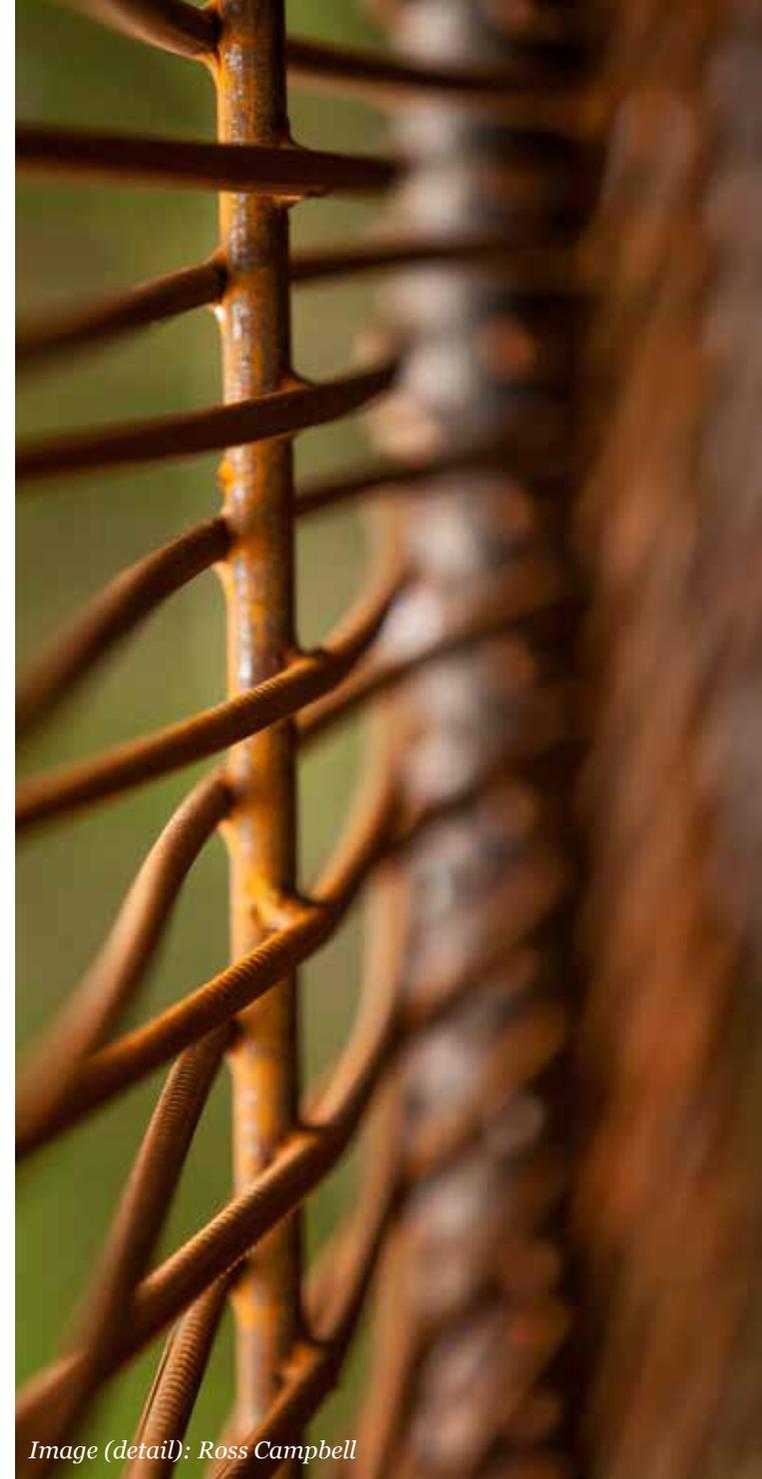
All of our work will be underpinned by an effective, resilient and customer-focused Corporate Service Team which will:

- plan, organise and control resources to deliver results and priorities
- implement new ways of working and improve internal systems to ensure continuous development and learning within the organisation
- improve our working environment and the way we work
- ensure the welfare of our people is properly managed
- support the implementation of effective organisation change to meet the challenges of increasing commitments and reducing resources
- manage money and other resources effectively, achieving best value and satisfying the controls defined in the assurance process
- provide an effective administrative support service.

We are committed to measuring our performance and understanding the impact of our work. Doing so effectively will ensure we use our resources well and learn from our work, allowing us to focus on the things which make a difference.

Over the next three years, we will adopt a new approach to measuring our performance and evaluating our impact. This will involve:

- a balanced scorecard approach to corporate and individual performance
- annual performance reports to our Board
- outcomes-based evaluation of projects to establish their impact
- feedback from clients and stakeholders
- lessons-learned reporting to support continuous improvement.



*Image (detail): Ross Campbell*

# Architecture & Design Scotland

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