

Architecture & Design Scotland

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A&DS Planning Performance Framework *2018 - 2019*



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Front page image credit:
A&DS Caring Places Illustration

A&DS Planning Performance Framework 2018 - 2019

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1. Introduction

Architecture & Design Scotland (A&DS) is Scotland's design champion and our work supports the delivery of the Scottish Government's objectives and outcomes. We are an Executive Non-Departmental Public Body of the Scottish Government and were set-up in 2005.

Our vision as set out in our Corporate Strategy is that "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. A&DS works 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.

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 four priority areas we want to tackle which are housing, public investment, infrastructure/public space and community empowerment. In each of our focus areas we deliver a mix of advice, capacity building and outreach as we work to promote the value of good design. As part of this we are involved in providing advice and other support within the planning system and are committed to working with others to improve Scotland's places.

2. Description of Our Service

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.

In the context of the planning system, we fulfil our purpose by providing advice on the extent to which plans, policies and development proposals support successful placemaking. As a key agency, we contribute to local development plans and other national and regional spatial plans.

We are not a statutory consultee and do not determine planning applications or other development consents. Those who do

so take account of our advice as they make decisions about development proposals on the basis of relevant plans and policies. In 2018-2019 we contributed to the planning system in the following ways:

- Strategic/Development Planning: Place Based Briefing, Place Standard, Town Centre Living, Making Places
- Development Management: Pre-Application Design Advice; Rural Tourist Infrastructure Fund, Green Infrastructure in Social Housing
- Support/Capacity Building: Local Authority Urban Design Forum, Public Sector Client Forum, Local Design Panels, Case Studies, Making Places, Key Agencies Group.

This work is delivered as part of our core service by our architects, urban designers, planners and landscape architects working in multi-disciplinary, project teams.

3. Performance Markers 2018 to 2019,

Placemaking

a) Strategic Planning

A&DS has provided support to 3 strategic spatial strategies and 1 strategic placemaking initiative as follows:

- Clackmannanshire and Stirling City Region Deal: Support to Clackmannanshire Council to consider how investments from region deal and housing for older people could strengthen communities as caring places across the authority
- Falkirk: Support with development of investment zone proposals and region deal focussing on circular economy opportunities for future of Grangemouth
- Dundee, Perth and Kinross and Angus: Support with HUB East Central to explore potential of learning investment to support place-based regeneration
- Support to Scottish Government to explore links between Place Principle and strategic development

Mini case study – The Place Principle

The Place Principle is an expectation on all public bodies to develop a collaborative, place based approach with a shared purpose for all services, assets and investments to maximise the impact of their combined resources. A&DS supported Scottish Government in the development of the principle, and in the ongoing engagement with leadership across sectors to implement the aims of the principle. This includes working with local authority partners on spatial strategies and regeneration linked to region deals and public sector investment projects.

b) Local Development Plan Engagement

A&DS has supported 7 Local Authorities in the preparation of 9 effective local spatial strategies.

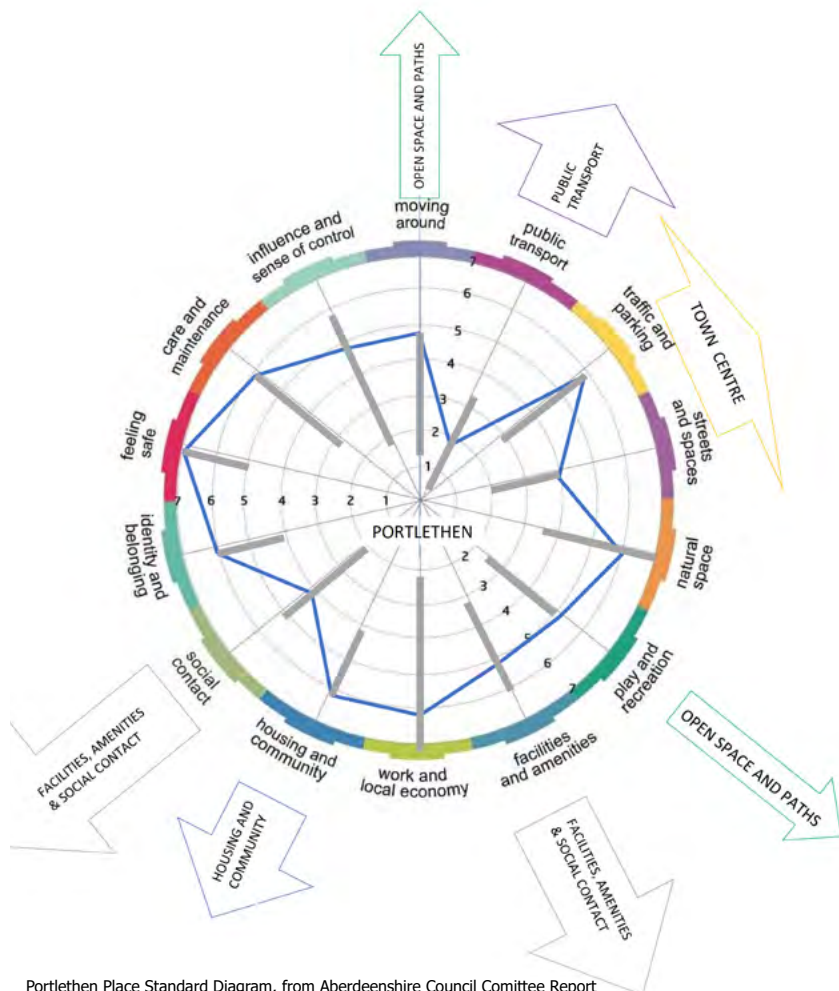
In a number of cases local communities have been supported to engage with local authorities in planning for their area using the Place Standard tool.

A range of local spatial strategies have been supported including...

- City of Edinburgh Council:
 - Ongoing support with development of spatial framework and learning strategy for Granton area.
 - Support to shape a brief for wider spatial opportunities afforded by potential future redevelopment of Redford Barracks.
- Midlothian Council: Support to consider coordination of investment to deliver a Caring Place in Newtongrange.
- Aberdeenshire Council:
 - Banff and MacDuff, support to explore opportunities around locality planning and LDP
 - Portlethen, support with community engagement using the place standard to inform development of a local place plan for Portlethen Town Centre
- Orkney Islands Council: Input to review of approach to guidance for housing in the countryside
- Clackmannanshire: Support to engage communities using Place standard to inform a town centre regeneration masterplan in Alloa.
- Support to communities to engage more effectively with the development planning process as part of A&DS' input to the Scottish Government's Making Places initiative. One community in Fortwilliam was supported to feed their aspirations for redevelopment of the harbour area into the wider Fortwilliam 2040 visioning exercise.

**Mini case study:
Place Standard
Aberdeenshire Council,
Portlethen Place Planning**

In May 2018 A&DS supported Aberdeenshire Council to convert earlier Place Standard community engagement into a series of structured projects included in a council endorsed Place Plan for Portlethen, a partnership between community and local authority. The work also identified specific projects and initiatives to be reflected in the LDP and Settlement Plan. This was carried out as a series of stakeholder workshops consolidating and testing community council ideas, involving local landowners, businesses and retailer, followed by cross-service group work by the council and a dedicated implementation planning group. The work established initiatives ranging from active travel improvements and park restoration, to a farmers market, events space, from a community run web site for local groups to town centre regeneration.



The Community Council provided this comment:

What we as the Community Council wanted to see most was for endless discussions to move on towards an action plan. With this consultation, we were able to move from consultation after consultation to clear action points and get it done.” Ian Bruce Vice Chair Portlethen Community Council

**Mini case study: Design Advice (Public Sector, spatial strategy)
City of Edinburgh Council,
Granton**

Edinburgh's waterfront is identified as a key priority in the Economic Strategy for the city. A&DS has facilitated City of Edinburgh Council workshops to develop strategic ambitions with partners, to shape a learning strategy with Scottish Futures Trust for the area and has supported the development of the spatial strategy with design advice. Once delivered, the waterfront project will deliver over 800 homes, new parks, mixed use and business spaces and enhanced learning opportunities for the local area and city.



Granton Waterfront, City of Edinburgh Council, Consultation Summary Report

c) Development Management

A&DS has provided design advice to **67 projects** at pre-application stage, including nationally significant developments such as Ravenscraig Masterplan and the A96. Improvements in briefing, process or design were evident in **85%** of projects.

We supported **15 housing** led projects, totalling over **14,500 new homes** and ranging in scale from 50 to 6,000 units. Improvement in design was evident in **100% projects**. Layouts demonstrated improved tenure mix on the site, improved public realm, privacy of homes and connectivity to public transport infrastructure. Early advice resulted in improved briefing for outcomes, embedding in planning, housing or developer's processes.

We provided detailed advice to **20 community-led projects** seeking support from the Scottish Government's Rural Tourism Infrastructure Fund, helping local groups to get the most from planned investment. Designs were at an advanced stage on submission. However, over 50% made improvements, rationalising parking to protect the views to, and setting of, local attractions, or improving landscape to reduce the visual impact of new facilities.

Our advice on public investment has focused on health and education.

All NHS projects submitted to Scottish Government are subject to collaborative design assessment process with input from A&DS. Through that NHSScotland Design Assessment Process (NDAP), **£790million** worth of public investment has received design advice, across **23 NHS projects** nationwide. **100%** of projects demonstrated design improvements ranging from response to setting and landscape to the internal patient and staff environment.

One Community Health and Care Partnership forwarded this user feedback on a project we supported with design advice a few years ago, and which is now delivered:

"We received a compliment stuck to one of our wheelchairs at the reception area. To Centre Manager. Best designed health centre I've ever seen. A real pleasure to be here. Congrats to Architects and all who assisted them in getting it right."

We have supported the City of Edinburgh Council and East Lothian Council on briefs for **6 significant education projects**, however these are too early in the process to evidence outcomes.

Through our work in public investment this year we have engaged with over **260 stakeholders and community members** to ensure that the standards established for school and health buildings reflect their needs. In addition, our work in housing is increasingly involving local stakeholders in early scenario testing to inform priorities and approaches to development – see Redford Barracks mini case study below.

**Mini case study:
Design Advice (Housing)
Clackmannanshire Council,
Developer Kingdom
Housing Association,
Project Title: Primrose
Street**

Kingdom Housing Association are redeveloping a town centre car park to provide affordable, accessible homes primarily for older people. We supported local parties both to use the Place Standard to consider wider links and amenity, and also to develop the design response within the site to protect resident's privacy and amenity from residual parking pressures and increase opportunities for social interaction between residents.



The Planning Department provided this comment:

"The design workshops allowed the key stakeholders to come together and have an open discussion, in a manner that would not have been possible through the normal planning process. A&DS were able to call on examples of good practice and could illustrate how ideas had worked in practice from other case studies, which we may otherwise not have been aware of. This helped the architect and client."

**Mini case study – Design Advice (Housing)
Council: City of Edinburgh
Council, Client: Ministry of Defence, Project Title: Redford Barracks**

We ran stakeholder workshops to test different scenarios for the planned redevelopment of the Redford Barracks, engaging circa 60 local people so that the potential influence of the change on adjacent areas could be understood and incorporated in the redevelopment approach. Following this work the Council is producing a place brief, incorporating the principles established in the workshop, to provide increased direction, certainty and comfort to future developers in progressing masterplan proposals.



The Planning Department provided this feedback:

"Thank you very much for facilitating the Redford workshops and for the reports...The Council officer update report on Redford was discussed at Corporate, Policy and Strategy Committee [with] positive feedback on the community engagement workshops."

Mini case study – Design Advice (Infrastructure)
Client: Transport Scotland
Project Title: A96

Early engagement is underway for design advice support to Transport Scotland (TS) on the A96 Dualling project. As a project of national and strategic significance the A96 project follows on from previous engagement between A&DS and Transport Scotland on other significant infrastructure projects. The planned May 2019 workshop will consider early stage principles and approach with contributions from TS on the overall approach, particularly to landscape, tourism, and communities, and by the three consultant teams on particular challenges and approaches for their elements of the route or project. A&DS look forward to further future engagement with the project teams on the proposals where we can add value.



The client provided this feedback:

"We are keen to understand any architectural considerations each of our design teams should take into account in their work on the individual schemes and to discuss any issues that [A&DS] believe we should be considering in our work."

Alastair Templeton, Transport Scotland

Mini Case Study - Key Agencies Group (Place-making subgroup role)

The Key Agencies are considering together how greater collaboration at an early stage of development could have positive outcomes for our shared placemaking objectives. Collaboration is likely to take the form of the provision of support from relevant agencies to local authorities and project teams via facilitated 'place' workshops, on significant or complex projects prior to the mandatory pre-application process. In support of this work, A&DS' facilitated a workshop between agency partners to explore scenarios for collaboration across different scales of place and supported development of early proposals for a joint way of working, framed around A&DS' existing experiences and models of support for briefing and design development. We look forward to supporting development and workshop facilitation of pilot projects to trial the new collaborative approach in 2018-19, through projects already identified in Fife, Stirling and Perth.

Capacity Building

d) Sharing Good Practice, Skills and Knowledge

A&DS has delivered and collaborated on 13 capacity building or practice sharing events in 2018-19.

A&DS has lead delivery of events covering topics such as Housing Delivery, Local Design Panels, Engaging Communities, Street Design and Caring Places, for a range of public, private and community audiences.

We have collaborated with partners to deliver events on Place Standard, Partners in Planning – Planning Skills, Working with the Key Agencies and Governance and Organisation for Community Groups.

We developed content for a series of [7 Place Standard](#) in Planning Case Studies, to encourage application of the place standard across a range of planning scales and contexts. In collaboration with Place Standard Implementation group partners, we provide ongoing input to place standard alliance events and place standard lead events to support spatial planners and community planners to share learning and inform practices related to application of the place standard tool.

We assisted 3 Local Design Review Panels to review their operation and issued guidance on setting up and running a panel, '[All You Need to Know About Local Design Review Panels](#)'. We hosted an event for local panels in Spring 2019 where officers and panellists shared learning and co-designed a guide on '[How To Be An Effective Panel Member](#)'.

We produced a report on [Town Centre Living: Caring Places](#) and associated [Case Studies](#), which explore the essentials for creating caring places with a focus on how to support older people and the provision of care.

We produced 2 LAUDF newsletters sharing learning from events in [May](#) and [December](#).

In February 2019 we began work with SNH and Scottish Government to support improved approaches to delivering Green Infrastructure in Social Housing. This work will see three projects supported through 2019/20 and the publication of good practice lessons and benchmarks.

Through our regular newsletter mailings and website, Instagram and Twitter updates we have ensured greater uptake of information about benefits of good housing / well designed public buildings and spaces / better infrastructure and public spaces / community stewardship.

**Mini case study – Sharing Good Practice, Skills and Knowledge
Local Authority Urban Design Forum, Housing Delivery**

In 2018/19 Architecture and Design Scotland’s website continued to grow. On average the website was visited by over 5,000 visitors per month in 2018/19 (up from 3,500 in the previous year). On average nearly 13,000 pages of content were viewed each month (up from 11,000 in 17/18). Our Twitter following grew by an average of 64 new followers per month with high levels of engagement.

A&DS supports The Local Authority Urban Design Forum (LAUDF), a network for local authority practitioners with an interest in urban design. Forum members meet twice a year to share current issues, to exchange practice and to build up resources that everyone can benefit from. Meetings typically attract a broad professional mix from local and public authorities across Scotland.

The 11th LAUDF meeting in June 2018 considered what practitioners can be doing to support Housing Delivery. Presentations and workshops enabled sharing of knowledge and insights on masterplans, plots passports, design codes, tenure blind development, self-build, offsite construction and Simplified Planning Zones. A [newsletter](#) following the event summarised learning points for wider sharing. Feedback from participants to LAUDF events in 18-19 indicates that over 90% anticipate positive impacts on their practice as a consequence of involvement in the forum.



Participant feedback in 2018-19 included:

"The workshops provided an opportunity to network with other practitioners from around the country, and to share ideas and to contrast how other authorities are working on similar issues."
"The [workshop example] aligned with my own ideas about upskilling colleagues about design and inspired me to broach the subject with my manager."

Mini Case Study - Sharing Good Practice, Skills and Knowledge
Caring Places: Public Sector Client Forum, Report and Case Studies

A Public Sector Client Forum themed on 'A Caring Place' was held in September 2018. 60 delegates attended, largely from the voluntary / 3rd sector. The event included facilitated workshops that gave participants the opportunity to explore issues around town centres as supportive and caring environments for older people.

A report '[Town Centre Living: A Caring Place](#)' capturing the output from the workshops, including 10 principles for a Caring Place, was published in March 2019. [Town Centre Living: Caring Place Case Studies](#) were also published online. The work has been presented at a number of events including Scottish Parliament Cross Party Groups and generated interest from a number of parties which is leading to Design Advice work including: support to Crichton Trust on 'design statement' briefing for an Intergenerational 21st Century Village; development of work with Clackmannanshire, and exploring the potential for working together on a housing pilot with Scottish Future Trust.

Building on the Caring Places work A&DS are contributing to a number of Scottish Government groups including: Intergenerational and Co-living Working Group; Connected Scotland National Advisory Group; and support to the Town Centre Fund 2019-20.



Visualisation of: Town Centre Living: A Caring Place

e) Data sharing

A&DS does not host any specific data. All our materials are published online via our website.

Service

f) Delivery against consultation timescales

A&DS is not a statutory consultee and we do not hold statistics on performance against consultation timeframes. We engage in development management at pre-application stage. Our design advice typically takes the form of a workshop series, which is tailored to meet the needs and timescales of each project.

g) Customer Satisfaction

A&DS monitors customer satisfaction through regular stakeholder surveys. Our last stakeholder survey, in 17-18, returned a Net Promoter Score of 92 based on positivity of feedback from clients on their view of relationship with A&DS.

In terms of the effectiveness of support A&DS provides to stakeholders to deliver best environments - 83% of stakeholders indicated that work with A&DS had a positive impact.

While we didn't survey in 18-19, ongoing project-based feedback indicates that levels of satisfaction remain high. For example, over 90% of participants at LAUDF events anticipate positive impacts on their practice as a consequence of involvement in the forum and 100% indicated that they would attend future meetings or recommend attendance to a colleague.

h) Service-statement and Joint Working Agreements

Our [service statements](#), published in 2019 describe what A&DS can offer across the range of support we provide for service users.

i) Contribution to improvement

See table p.16

A&DS last reported in 2018, that in the coming year we will:
Committed improvements and actions
 (From A&DS PPF, 2017-2018)

In the coming year we plan to make the following improvements:

Evidence

Introduction of impact assessments for each of our projects. This work, planned as part of our business improvement programme will provide us with clearer evidence of the difference our work makes and the extent to which we are achieving the outcomes set out in our Corporate Strategy.

Evaluation planning built into project management processes and work underway to formalise supporting mechanisms to record, monitor and report outcomes as part of organisation wide transition to Office 365.

Establishment of new projects relating to:
 1: Skills Development for planning / placemaking
 2: Community Capacity
 3: Housing
 These projects have been developed to ensure our commitment to supporting a modernised planning system is adequately resourced

1: Skills Development (Housing) project initiated and content under development for modules with input from HOPS, IS, RTPI and local authority partners in 2018-19.
 2: Community Capacity: A&DS provided support to 32 communities through our role with the Scottish Government's Making Places initiative.
 3: We launched new work to support Housing teams within Local authorities and public sector clients to brief and plan for housing.

Development of a Service Statement to ensure our partners and stakeholders know what we do and how we can help them.

Service notes developed and published online across range of A&DS' services

4. Changes to meet this year's improvement priorities

We have provided ongoing input to the reform of the Scottish Planning System. As part of the Key Agency Group, we meet regularly as agencies and with Scottish Government to discuss how we can support the review of the planning system. We contributed to joint KAG correspondence supporting the case for changes to Stage 2 amendments to the Planning Bill.

We have supported collaborative work with other key agencies to develop a new approach to early engagement on significant projects, with a focus on working more effectively to deliver better placemaking outcomes.

We have also contributed to KAG discussions on the preparation of the National Planning Framework 4 (NPF4). We look forward to collaborating through the KAG on the development of this important planning document, and contributing toward the creation of national policy for the sustainable and inclusive growth of Scotland's places.

We have initiated new services for Low Carbon Communities, Skills and Housing that will be structured to support opportunities emerging from planning reform.

5. Service Improvements

In 2019/20, we plan to make the following improvements:

- Align existing services to respond to opportunities and requirements emerging from the new Planning Act and deliver new projects on:
 - Skills
 - Low Carbon Places
 - Community Placemaking

- Review all advisory work in light of place principle to ensure effective support for implementation.

- Lead pilot work for KAG collaborative pre-application engagement approach to support delivery of better placemaking outcomes.

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