



# A&DS Planning Performance Framework 2017 - 2018

Architecture &  
Design Scotland

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City of Glasgow College  
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# A&DS Planning Performance Framework 2017 - 2018

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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 priorities as set out in our Corporate Strategy are focussed on housing, public investment, infrastructure/public space and community empowerment. 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.

We currently contribute to the planning system as follows:

- Strategic/Development Planning: Place Based Briefing, Simplified Planning Zones, Place Standard, Design Policy
- Development Management: Pre-Application Design Advice; Local Design Panels,
- Support/Capacity Building: Local Authority Urban Design Forum, Public Sector Client Forum, Making Places, Key Agencies Group, to support Policy.

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 2017 to 2018,

#### Placemaking

##### a) Strategic Planning

A&DS has provided support to 1 Strategic Development Plan team and to 3 other strategic spatial strategies as follows:

- SESPlan, support to SESPlan team with strategic placemaking advice
- Ayrshire Growth Deal, support with visioning and outcomes
- Moray Growth Deal, support with visioning and outcomes
- Northern Alliance Early Years, support with briefing and placemaking

#### Mini case study – SESPlan

A&DS provided support to the SESPlan team from 2016 onwards to help shape the vision and spatial strategy for the region. Support was in three forms: (a) contribution to stakeholder conference on place-shaping to invite discussion on the opportunities of an integrated approach to the region (b) communication workshop with elected members on key messages and opportunities of a regional place-shaping approach (c) facilitation of collaborative workshop with key stakeholders on place-shaping scenarios. The outcome of engagement was a prioritization by the team of key issues to drive the developing regional strategy.



## **b) Local Development Plan Engagement**

A&DS has supported 3 Local Authorities in the preparation of 5 effective local spatial strategies.

One community has been supported to engage with the local authority in development planning for their area at MIR stage, where the Place Standard tool has been used.

The following local spatial strategies have been supported...

- Dumfries and Galloway – Strategic Planning Zone Pilot
- City of Edinburgh - Waterfront Development Framework
- Aberdeenshire:
  1. Inverurie Town Centre, support on visioning and outcomes
  2. Fraserburgh community planning, support on visioning and outcomes
  3. Local Place Making Support - Place Standard in Portlethen, informing engagement elsewhere in authority.

### **Mini case study: Community Engagement in Development Planning Portlethen Place Standard engagement**

A&DS supported the area management team of Aberdeenshire Council in their work with Portlethen Community Council, the local community and stakeholders to generate a placemaking plan for Portlethen. The process embodies local aspirations for an improved town centre overcoming the consequences of 20th century planning, land use zoning, and a car dominated physical environment. The work has helped the community and council to identify how to improve a sense of place, local identity, to strengthen the role of a series of local centres and characteristics affecting health and well-being. A&DS supported the Council in an empowerment project built around the place standard to identify local needs and aspirations, to identify priorities for action and improvement and to work towards a deliverable implementation plan. The work in Portlethen will be replicated in towns across Kincardine and Mearns.

*"This tool enables the community, both business and residential, as well as officers to have detailed discussions around 14 themes that cut across all aspects of community life and wellbeing."*  
Aberdeenshire Area Manager



Place Standard, Edinburgh- Leith Creative, Here & Now

## **c) Development Management**

A&DS has provided design advice to 56 projects at pre-application stage.

Based on recent stakeholder feedback, the proportion of projects in which we are involved, which improve with our input is 91%.

Major housing-led projects have been a focus for design advice. 23 staff or panel engagements have been delivered for 10 projects. Our advice has addressed a proposed 13,000 homes. Improvement of design was evident in 100% of those projects.

Impacts ranged from stronger expressions of placemaking intent from Local Authorities at briefing stage to adaptation by developers of standard housetypes and layouts to improve streetscape, built form and landscape in-line with policy aspirations set out in Designing Streets and SPP. In one project for a major proposed urban expansion, relocation of a community campus within the site promises improved benefits for the place and local community.

In addition, wider influences on practice were evident in 80%. These changes ranged from improvements to officer confidence, to use of previously reviewed projects as benchmarks for subsequent projects by authorities. In one authority a collaborative placemaking protocol was developed between planning and housing teams as a direct consequence of engagement with A&DS.

Our advice on public investment has focused on health and education. We have also provided advice on 6 major or nationally significant masterplans or infrastructure projects.

All health projects submitted to Scottish Government are subject to collaborative design assessment process with input from A&DS. Through that NHS Scotland Design Assessment Process (NDAP), £650million pounds worth of public investment has been advised on by A&DS on health projects alone, with 100% of projects demonstrating design improvement where they are seen more than once.

**Mini case study: Design Advice (Housing)  
City of Edinburgh Council,  
Cala and Barratt David  
Wilson - Cammo**

A&DS provided pre-application design advice to City of Edinburgh Council, Cala and Barratt David Wilson Homes in relation to the design and layout of a masterplan for a major 28Ha housing site allocated for 500 – 700 homes. The City of Edinburgh Council development brief required an urban frontage to Maybury Road and the stitching of new development into local walking routes, a managed flood corridor and the historic designed landscape of Cammo Estate. A&DS provided a forum for constructive dialogue between the council and development team as to how to respond to placemaking and designing streets policies to achieve site specific townscape, distinctive streets, parkland and a new local centre integral with adjoining housing and landscape.



**The project designers provided this comment:**

*"As a result of the last workshop both developers have made significant moves forward with the architectural typologies and the unresolved elements of the landscape strategy and it's fair to say that the workshop process has resulted in the emerging design being of a higher quality than would otherwise be the case."*

**Mini case study: Design Advice (Public investment, infrastructure)  
Clyde Waterfront and  
Renfrew Riverside City  
Deal**

A&DS provided design advice support to the City Deal team at Renfrewshire Council on proposals for a new opening bridge link and adjacent masterplan as part of the Clyde Waterfront & Renfrew Riverside project. The project aims to regenerate the Clyde Waterfront as an attractive riverside and urban destination – linking communities and business on both sides of the river.

We facilitated two workshops in March and June 2018 with the project team and relevant planning authorities (Renfrewshire, Glasgow and West Dunbartonshire Councils). The workshops sought to: assist the Client to maximise the multi-faceted potential of the crossing link routes and development sites, by ensuring that the best urban design, landscape design and engineering solutions were brought together in successful placemaking; and support the Local Planning Authorities in their determination of the application once submitted.

Councils were congratulated for the significant investment that the project would bring to run down areas both sides of the river. At the second session we welcomed the evolved masterplan and the considerable development of a narrative around the design principles for the site, and noted a greater appreciation of the context, landscape, and ways in which the project could 'lock' into this particular place. The project team was commended for the ambitious design of the twin cantilever bridge, which in itself has the potential to become an exemplar.

**Renfrewshire Council City Deal Team provided this feedback:**

*"The input from the A&DS team... resulted in several refinements and adjustments of the initial designs all aimed at achieving the goals we set ourselves...the dialogue resulted in the project team rechecking the basis for previous design decisions and completing new work to confirm the effectiveness and appropriateness of the design response. While the project is an infrastructure intervention, the challenge to prove that it could add to the following development opportunities and contribute to the overall sense of publicly accessible space and drive good quality private sector design was a positive experience for the City Deal team and aided the progression of the project.*

**Mini case study – Design Advice (Public investment, Health)  
Dumfries and Galloway Royal Infirmary**

The new Dumfries and Galloway Royal Infirmary opened its doors in December 2017. We supported the design development of this £220m investment through involving staff and patients in developing a strategic design brief, then assessing the developing designs against this and engaging the Planning Authority in a co-ordinated appraisal of competing designs through the procurement process. The resultant 'garden hospital' was shortlisted for the 'best new health project' at MIPIM, being the only Scottish development represented at these prestigious international awards.



**Mini case study –  
Pre-Design Advice  
(Housing)  
Moray Council, Elgin South**

A&DS supported The Moray Council shape a strategic brief for the development of lands at Elgin South with the Developer partners, cross council services and key agencies. The development firms a major extension of the town, comprising a mix of housing, school, leisure facilities, green infrastructure and mixed use linking existing communities and firming a new urban edge to the town. A&DS facilitated a multi stakeholder workshop focusing on agreeing shared outcomes, key development objectives and design principles. The output helped drive the development framework and masterplan development, and support Council staff in evaluating development proposals and negotiations at planning application stage. This work was supported by Design Awareness training delivered by the Council, supported by A&DS which was recognised for a Scottish Award for Quality in Planning

**Capacity Building**

**d) Sharing Good Practice,  
Skills and Knowledge**

A&DS has delivered 13 capacity building or practice sharing events, covering topics including Engaging Communities in Street Design, Delivering Landscape and Public Open Space, Making Places, Learning at the Heart of Communities, and Place Standard (as part of Place Standard Alliance).

We have produced 3 case studies on the briefing, design and delivery of health facilities and have circulated 2 LAUDF newsletters sharing learning from those events on Engaging Communities in Street Design and Delivering Landscape and Public Open Space.

Feedback from participants to LAUDF events indicates that 100% anticipate positive impacts on their practice as a consequence of involvement in the forum.

We provided input to Stewart Milne on development of their new in-house design guidance to support good placemaking practice through landscaping in new housing developments. 'Designing successful streetscapes' was an innovation finalist for the Scottish Home Awards.

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.

A&DS' average monthly engagement in 2017/18 was 5079 users, up from an average of 3500 users in 16/17.

**Mini case study – Sharing Good Practice, Skills and Knowledge**  
**Local Authority Urban Design Forum 10 – Delivering Landscape and Public Open Space**

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 ideas on current issues, to learn from each other's experiences and to build up resources that everyone can benefit from. Meetings are developed and chaired by forum members with support from A&DS. Meetings typically attract a broad professional mix with over 40 participants from 20 or more local or public authorities from across Scotland.



In December 2017, LAUDF met on the topic of Delivering Landscape and Public Open Space. Presentations and workshops enabled sharing of knowledge and insights around issues including major strategic greenspaces, integrated green infrastructure, community engagement, public/private partnership, SuDS coordination and integrating development with public realm. A [newsletter](#) following each event summarises learning points for wider sharing. Feedback from participants indicates that 100% anticipate positive impacts on their practice from involvement in the forum and 100% would attend future meetings or recommend attendance to a colleague. Participant feedback in 17-18 included:

*"It is invaluable to have an opportunity to hear about what counterparts in other local authorities are doing and how they are approaching their work."*

*"many new items came up that were useful to be able to gain a contact or example, which could then be taken back and investigated further, or applied to our own Local Authority working."*

*"The mix of occupations allowed me to better understand others' perspectives"*

## **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**

Through our regular stakeholder survey, we have 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 indicate that work with A&DS had a positive impact.

### **h) Service-statement and Joint Working Agreements**

Our online guidance describes our approach to design advice for service users. Design advice typically takes the form of a workshop series, tailored to meet the needs and timescales of each project. Through our regular stakeholder survey, 92% of people indicate that we delivered what we said we would.

### **i) Contribution to improvement**

We report performance annually to Scottish Government on delivery towards our [corporate strategy](#). We last set out Planning Performance Framework service improvement commitments in 2015 for the year 2015 - 2016. See table on following pages for updates.

## Committed improvements and actions

(From A&DS PPF, October 2015)

### In the coming year we will:

### Evidence

Continue to focus our service to the refreshed Corporate Strategy objectives of A&DS, and the landscape of changing organisational resources which will include a sharper definition of development planning support and capacity building support.

We continue to develop our range of services in support of our new Corporate Strategy Focus Areas. Capacity building and development planning is supported through our design advice services, through place standard activities, through Simplified Planning Zone pilot work and through Local Authority Urban Design Forum, Public Sector Client Forum and Local Panel networks.

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Pilot projects and methods which link the spatial planning and community planning agendas through engagement with RTPI on the community planning research, through implementation of 'Place Standard' and development of a participation focus across all A+DS services.

//////////  
We continue to work in partnership with Scottish Government and NHS Scotland to support and promote use of the [Place Standard Tool](#). Place Standard has been recognised with an [RTPI award for Planning Excellence](#).  
A 2017 masterclass with City of Edinburgh Council and their community planning partners tested how Place Standard could assist joint working on Local Development Planning and Locality Planning.  
A nationwide survey of Local Authority officers has captured learning on use of Place Standard in the planning process. The [Stalled Spaces](#) project concluded in 2017 with launch of a toolkit. New support for community participation has become available in 2018 through the [Making Places Initiative](#).

//////////  
Focus the Sustainable Placemaking programme on the SESPlan area, and on publishing online resources around services, urban structure and density drawing on lessons from the programme;

//////////  
We contributed to a series of multi-agency workshops with the SESplan team in 2016-2017, as part of the Sustainable Placemaking programme. The programme has since concluded. Learning has been captured and resources are in preparation for online release in support of Planning Reform.

Maintain the current level of Design Forum engagement and continue to develop the local design panel relationship, and shared learning, to ensure proportionate coverage of local, major and national issues.

Review and improve our online service for development planning on the basis of customer need and feedback to compliment our face to face services.

Work with KAG and other partners to support planning authorities and planning services generally by responding to emerging issues and building capacity.

Develop and maintain the professionalism and skills of our staff through change management processes, regular appraisals, team and programme meetings to ensure our service is prioritised, proportionate, responsive and adaptive to the needs of our clients

Our Design Advice Services provided support to 56 projects in 2017-2018. Feedback on effectiveness of support indicates design improvements are evident in 100% of projects where evidence is available.

We have supported Helensburgh Community Council and West Dunbartonshire Council with establishment of Local Design Panels. In February 2017 we hosted a nationwide Local panel event that brought together authorities from across Scotland to share learning and practice.

We have supported development of the [place standard online tool](#) and [video](#). We have surveyed local authorities across Scotland to capture insights on use of place standard in local development planning, which are in development for release as online case studies.

Our face to face support for strategic visioning and placemaking outcomes in spatial planning continues through input to for example, growth deals.

We have attended regular KAG meetings and contributed to associated activities including development of a new KAG Planning Performance Framework.

We have responded to emerging issues for local authorities through new design advice services with a focus on town centre living and on pre-design advice for housing.

We have built capacity through LAUDF, PSCF and local panel networks. As a contributor to the Planning Skills Forum we are collaborating with partners on development of the Partners in Planning Skills Portal.

We have responded to consultations on the Planning Review, the Planning Bill, and contributed to associated steering groups and research consultations. We undertook research for the Government to assist monitoring of NPF3 in relation to placemaking.

We have provided input to Stewart Milne on development of new inhouse design and placemaking guidance on landscaping in new housing development.

We have adopted a refreshed approach to project management which is supporting new flexible/collaborative approach to work planning and delivery.

We plan for and gather regular feedback to help us monitor and evaluate the outcomes of our work.

We hold regular staff briefing and reflection sessions which are strengthening internal communication and knowledge around organisational activities and outcomes. Recent topics have included the planning review and climate change adaptation. Our approach to appraisals has been refreshed and a strong focus is being taken to continuing professional development.

#### **4. Changes to meet this year's improvement priorities**

We have provided input to the review of the Scottish Planning System including responses to People Places and Planning, participation in working group discussions, and have responded to the call for evidence from Local Government and Communities Committee on the Planning Bill. We have contributed to associated research including Monitoring the Outcomes of Planning and Deliverability of Site Allocations. 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 have worked collaboratively with other agencies to develop the revised Planning Performance Template in 2017-18.

#### **5. Service Improvements**

In 2018/19, we plan to make the following improvements:

- 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.
  - 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.
- Development of a service statement to ensure our partners and stakeholders know what we do and how we can help them. The adoption of this will bring us into line with other agencies.

# Architecture & Design Scotland

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