

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

A&DS WorkPlan 2024-25

<p>Healthcare Estate</p> <p>Overview:</p> <p>Our work in the healthcare sector will continue through the NHS Scotland Design Assessment Process (NDAP). However, we expect the demand for this to be reduced over the next couple of years so will also explore opportunities to work at a more strategic level, testing approaches to whole system planning in a health setting with a small number of health boards and where possible linking this to other parts of the public sector. The learning we gather from this will be used to understand the potential to establish place-based, collaborative approach to a whole health board area with a view to building this approach across the country. In addition, we will look to use the wider lessons learned from our work in the healthcare sector to promote the value of design and how it can be used to improve people’s lives and support public service reform. By 2027, we hope to see an increased amount of our time being spent supporting Boards to plan across their areas and to be gearing up for this approach to be rolled out nationally.</p> <p>Key partners/influencers:</p> <p>Scottish Government (Health and Social Care Finance) Health Boards NHS Assure Scottish Futures Trust Public Health Scotland/Healthcare Improvement Service</p>	
NDAP support	<p>We will work with NHS Assure and Health Boards to support projects which wish to conclude key stages of NDAP. The volume of this is unknown but we have programmed for around 4-5 Health Boards and focus on 6-10 projects.</p> <p>Outputs: design statements, outline business cases; full business cases</p>
NDAP Review	<p>We will work with NHS Assure and Scottish Government to conclude the review of NDAP and make adjustments to the approach to reflect agreed changes. SG approval will be sought to formally adopt the refreshed/updated NDAP.</p> <p>Outputs: report to SG; updated NDAP process; website update to reflect the updated process.</p>

Whole systems planning pathfinder	<p>We will explore approaches to implementing whole systems planning, learning by working with 1-2 selected Health Boards. This is intended to gather learning to share with other Health Boards.</p> <p>Outputs: presentation outlining approaches tested with the pathfinder Health Board(s).</p>
Impact Analysis	<p>We will review past NDAP projects and gather evidence on the impact created, supported through a collaborative design-led approach. We will use this to develop the Pulse database.</p> <p>Outputs: brief for analysis work; data on impact.</p>
<p>Learning Estate:</p> <p>Overview:</p> <p>Our focus for the next three years will be working with our partners to champion user-centred design to enhance the contribution of outdoor learning to tackling climate change, child poverty, and health and wellbeing. We aim to gather evidence to advocate for additional metrics in learning estate investment that help prioritise outdoor space, accessible environment and inclusive practices in the design and redesign projects.</p> <p>Key Partners/Influencers:</p> <p>Scottish Government (Education) SFT Local Authorities Education Scotland</p>	
Support for design and redesign of learning estate	<p>We will gather insights from previous projects such as Tests of Change and where required conduct small-scale projects to enhance our understanding. We will disseminate key learning to others through briefings, case studies and Learning Places Scotland conference, with a specific emphasis on people-centred outdoor and indoor design and redesign and people-centred inclusive design and redesign.</p> <p>Outputs: Report on key learning from previous projects; brief for small-scale projects to add knowledge gaps; presentation and briefing notes on key design principles.</p>
Learning Estate Investment Programme 3 support	<p>We will provide design support to Local Authorities undertaking place-based reviews. We will test this support by working with Hub North with their 'Programme Approach for the North', supporting the 5 local authorities involved in LEIP Phase 3.</p>

	Outputs: Notes of key barriers and opportunities emerging from the programme reflecting a standard/programme approach.
Learning Estate in Place	<p>We will test out methods to assist with the design of the learning estate at a place/town scale. We will work with a Local Authority to prototype approaches that support place partnerships and place-based approaches.</p> <p>We will capture the learning and share with others.</p> <p>Outputs: Briefing note/presentation outlining the approach tested and transferable learning.</p>
Shared Learning Events	<p>We will work with SFT on bringing together local authorities in 4 shared forum throughout the year to discuss lessons learnt, challenges, and relevant topics that will help inform the design of the learning estate.</p> <p>Outputs: Notes of key barriers faced by projects and transferable learning.</p>

<p>Regeneration</p> <p>Overview:</p> <p>We will work with place-based organisations/partnerships (Local Authorities, public sector organisations, housing associations community and third sector organisations) to explore how to develop and strengthen place partnerships which can lever greater investment and outcomes through joining up and setting out a shared plan for regeneration.</p> <p>Key partners/influencers:</p> <p>Scottish Government (Regeneration) SFT, SLC, STP Local Authorities Private and Third Sector Public Health Scotland</p>	
Support to place-based regeneration investment	<p>We will draw together knowledge and insights from current and past A&DS initiatives including the Place Demonstrator project, Perth Place Tech Hub, Town Centre Living work, Caring Places, Climate Action Towns and Alva Pathfinder.</p> <p>We will consolidate this information into an accessible "roadmap to regeneration," integrating key elements that foster a vibrant and sustainable community. We will select 1-2 areas to test out the roadmap and different</p>

	<p>ways of developing shared regeneration investment plans.</p> <p>Outputs: Initial roadmap to regeneration; presentation on key findings from recent initiatives.</p>
<p>Spatial Development Planning</p> <p>Overview:</p> <p>Our support for spatial development planning aims to create plans which are place-based and prepared through wide collaboration. We will continue our work with Key Agencies Group and the pilot local authorities to test this approach, gathering learning as we go. As this work matures and moves on to future plan-making stages, we will seek to draw more partners into the process as a means of building stronger partnerships in these places.</p> <p>Key partners/influencers:</p> <p>Scottish Government (Planning) Key Agencies Group Heads of Planning/Local Authorities</p>	
Local Development Plan (LDP) Evidence Reports Collaboration	<p>We will work with KAG partners to test out the collaborative place-based approach to the evidence report production of LDP. This will involve working with 5-6 pilot authorities selected in 2023. Learning on the approach, benefits and barriers will be collected.</p> <p>Outputs: workshop reports; notes on shared issues from pilots.</p>
Prototype new phase of approach for proposed plan stage	<p>We will work with KAG partners and 1 – 2 pilots who have completed their evidence reports and are moving on to proposed plan, to help prototype initial steps for programme of support for this stage.</p> <p>This will include identification of key points to intervene with design input. We will co-design the new process steps and support options with KAG partners.</p> <p>Outputs: Updated process</p>
Shared Learning and Skills	<p>We will produce and publish place skills for plan making stage 2. We will hold a shared learning event with Heads of Planning and the Improvement Service to share learning with relevant stakeholders including Local Authorities.</p> <p>Outputs: skills resources and templates; website update to reflect new resources.</p>

Key Agencies Group (KAG)	<p>We will continue to chair the Key Agencies group and provide leadership to a range of activities.</p> <p>Outputs: Key Agencies Group work plan</p>
<p>Outreach: Promoting the value of good design and architecture</p> <p>Overview:</p> <p>We will deliver a programme of publications, campaigns and events to highlight how design can improve people's lives and contribute to Scotland's just transition to zero. The teams involved in Outreach will work closely with advice teams to support the learning intent and to shape outputs so that we a) share learning and b) raise our profile as a result of sharing high-quality, engaging learning on an ongoing basis.</p> <p>Key partners/influencers:</p> <p>All partners that advice teams seek to influence</p> <p>Internal audiences</p> <p>Media and Public audiences (e.g. recipients of news/followers on social media)</p>	
Multi-channel campaign: Value of Design	We will design and run a campaign which uses social media, press, website and events we will promote the value of design, to highlight our USP and what we do – raising our profile.
Events programme	We will deliver an events programme which is closely aligned with our advice work and campaign themes, including Place Forums and Place Conversations.
Grow and maintain channels	To ensure that our channels are active we will produce regular content for our website and our social media channels. We will use SEO research to link key search terms with relevant content from our work/area of influence. We will continue to send regular newsletters.
Internal Coaching	The Outreach team will continue to deliver a programme of internal training to help share our messages widely – training to include video, presentation, writing for web etc.
Press and media engagement	Regular engagement with press and media, with supporting briefing for staff and board.
<p>Corporate – Continuous improvement</p> <p>Overview:</p> <p>We will ensure our corporate function fully supports the delivery of our work as set out in Corporate Plan 2. This will be achieved by supporting and developing colleagues, and ensuring we continue to develop the systems in place to make efficiencies in a challenging public sector environment.</p> <p>Key partners/influencers:</p>	

Scottish Government (PARD) Audit Scotland, External auditors TIAA, Internal Auditors	
Invest in People	We will work with colleagues to continue to develop our wellbeing offering, investment in our people and a refresh of our HR and People Strategies.
Release efficiencies	<p>We will continue to use our Microsoft licenses and development of Microsoft Applications and platform to improve efficiencies in data management and processes.</p> <p>We will embed our reset options into the anticipated office move.</p> <p>We will ensure continuous development of our finance strategy, to align with funding risks for the future</p>
Maintain good governance	<p>We will review our risk strategy, developing a risk appetite approved by our Board.</p> <p>We will continue rigorous scrutiny and monitoring of our risk register.</p>
Enhance digital systems and practice	<p>We will continue to develop our consolidation of newly adopted systems.</p> <p>We will reshape these systems as part of Corporate Plan 2 implementation.</p>