


**Architecture &
Design Scotland**
Ailtearachd is Dealbhadh na h-Alba

Business Plan 2025/26





Image: Locals enjoying The Howff on Community Day 2024 at Queen Margaret University, Edinburgh.

The background of the page features a photograph of a modern architectural structure with a prominent green roof. A person is seated on a wooden bench in the foreground, and the scene is set against a clear blue sky. The image is partially obscured by a large, semi-transparent white rectangular area that serves as a backdrop for the text.

Architecture and Design Scotland 2025/26 Business Plan

In 2024, the Scottish Government began a review of architecture policy delivery in Scotland.

The recommendations that emerged from the review provide an important shift in the future focus and role of our organisation. Most notably, we will deliver a renewed focus on architecture and sector development, with a reshaped remit as a centre for excellence.

This 2025/26 Business Plan sets out the work that we will undertake to translate the review recommendations into a programme of work, as well as a range of meantime activities largely drawn from our pre-existing programme.

These include:

- review implementation
- design advice
- outreach
- corporate

Review Implementation

Activity	Description
Change programme	Plan, design, develop and deliver a major programme of change related to the new functions and structure of the organisation as a centre for excellence.
Corporate planning	Revise Corporate Planning Framework document in light of the recent review, including: <ul style="list-style-type: none"> • re-evaluate processes and timelines • deliver robust governance
Communication channels	Evolve content, approach and how these communication channels will be utilised post-review: <ul style="list-style-type: none"> • review communications strategy focusing on brand awareness, communicating impact with content tailored to audiences • develop 'grow and maintain channels' work
Corporate reporting	Develop reporting dashboard to demonstrate impact with evidence.
Implementation of review recommendations	Analysis, research, stakeholder engagement, and testing to establish new/adapted workstreams that respond to the review's findings. Themes to be explored include: <ul style="list-style-type: none"> • healthcare • learning • housing • retrofit • digital innovation • sector development
Internal learning project	Deliver internal learning programme which responds to identified skill gaps crucial for delivering on the review's objectives.

Design Advice

Activity	Description
Healthcare: support to capital investment	<p>Oversee delivery of the healthcare programme, management of resources, and reporting to Board/SG. Activities include:</p> <ul style="list-style-type: none">NHSScotland Design Assessment Process (NDAP) supportNDAP Review working groupimpact analysis
Learning: support to capital investment	<p>Oversee delivery of the learning programme, management of resources, and reporting to Board/SG. These activities include:</p> <ul style="list-style-type: none">publication of resources on inclusive and accessible learning spacesdelivery of online shared learning eventsour role in the Learning Estate Investment Programme Design Reviewinvolvement in Learning Places Scotland conference
Strategic design advice	<p>Oversee delivery of strategic design advice activities into a programme which may align strongly with our future work. These activities include involvement in the:</p> <ul style="list-style-type: none">Town Centre Living working groupHomes for Scotland AwardsClyde Mission Strategic Masterplan

Outreach

Activity	Description
20th Anniversary	Programme to highlight our new role and focus through the lens of our 20th Anniversary.
Annual Review 2025	Prepare and deliver Annual Review 2025 to showcase our work and impact throughout the year.
A&DS and RIAS Scottish Student Awards for Architecture 2025	Deliver strategic partnership with RIAS to focus on the importance of design to student architects and designers.
Press and media engagement	Build awareness of our brand and promote our new work, direction and goals post-review.

Corporate

Activity	Description
Administration	Ensure all administration functions are operated effectively and efficiently, making best use of digital platforms.
Annual Report and Accounts	Prepare audited Annual Report and Accounts (ARA) in line with statutory requirements.
Board and Audit Committee	Provide the secretariat for Board and Audit Committee to support effective governance.



Image: Walking tour from Partick to Govan in Glasgow at the "2024 Place Forum: What next for Place?".

About Architecture and Design Scotland

Architecture and Design Scotland is Scotland's national champion for the design of the built environment. As a public body, we support those who plan, fund and use Scotland's building and places. Our team draws on experience and insights from a range of backgrounds and professions. We believe passionately in the ability of design to transform places.

Credits and acknowledgements

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Image credits

Cover: Hamilton Hill Claypits, Architecture and Design Scotland

Page 2: The Howff, Architecture and Design Scotland

Page 8: New housing in Govan, Architecture and Design Scotland

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