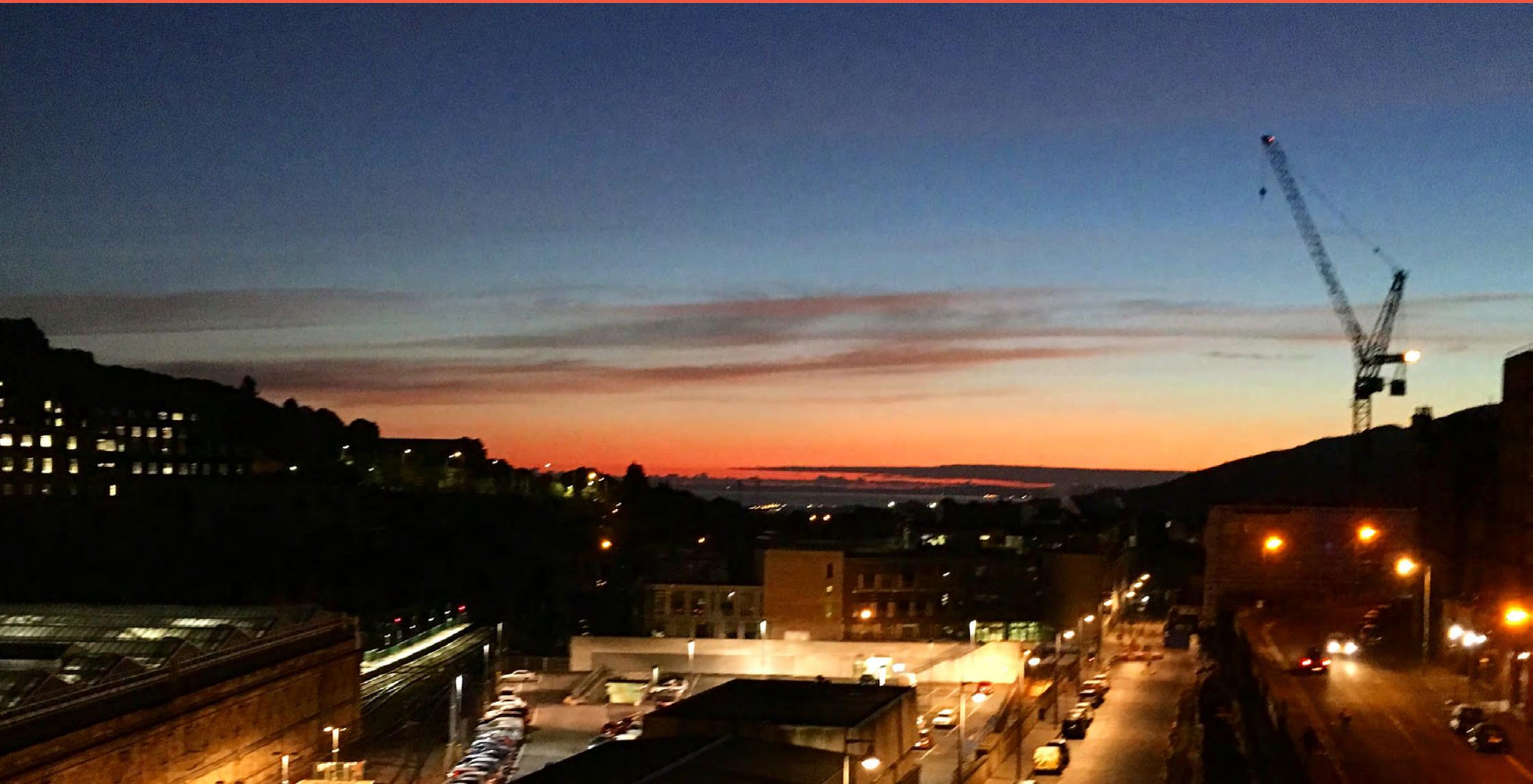


Building on Success:
A&DS Corporate Strategy 2017-2020
Consultation Document

Architecture &
Design Scotland
Ailtearachd is Dealbhadh na h-Alba

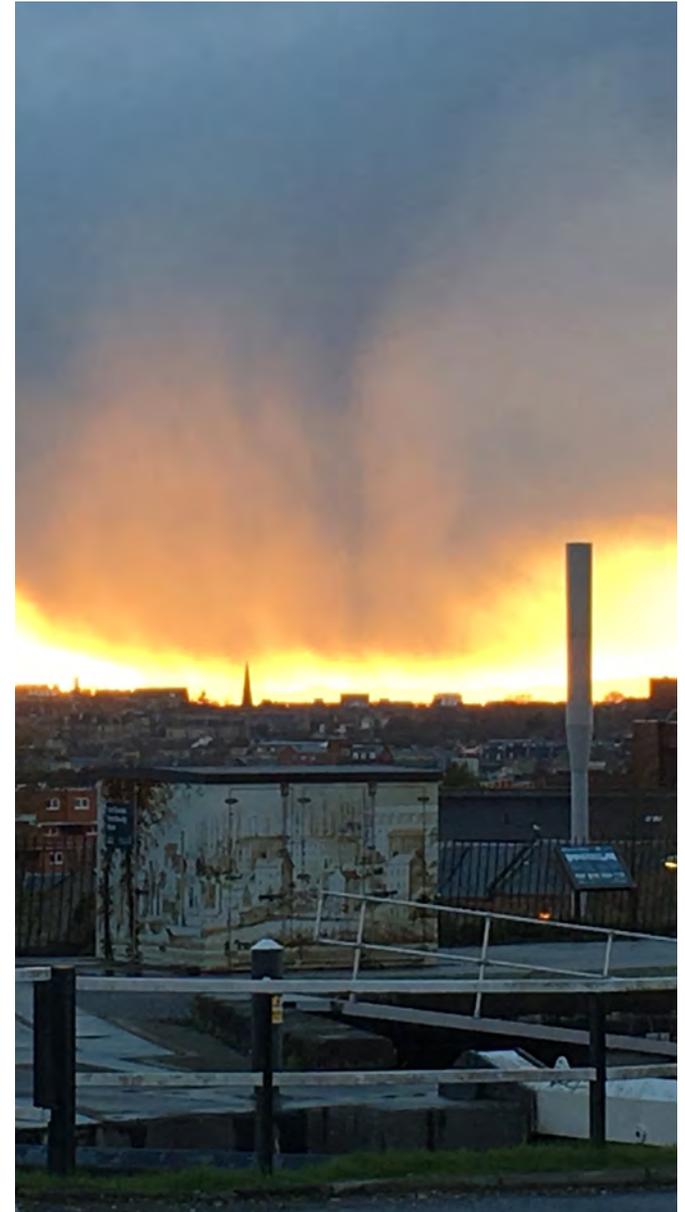


Introduction

Well-designed buildings and places add to people's wellbeing and support a sustainable future for our country. They make best use of our finite resources, offer choice and opportunity and provide a sense of identity to our communities.

As Scotland's design champion, our purpose is to promote the value of good architecture and sustainable places. We do this through a range of advisory, support and promotional work.

This plan outlines what we propose to do over the next three years to fulfil our role. It sets out what we hope to achieve, how we will work and the things we will do. It also explains how we will evaluate the impact of our work.



Have your say ...

The work on our new strategy began with a reflection on our current strategic objectives, the work we do to achieve those and how we evaluate the impact of our work. In this document we have set out our vision, identified new objectives and established how we will work to achieve these.

At this point in the development of our plan we would like to hear from you. As our work relies on collaboration with a range of individuals and organisations it is important to us that you have a say in what we do next. Your views will ensure our work is focussed on the most important issues – the issues that matter to you.

We are inviting comments from individuals, groups and organisations on our website. Responses can be made online by answering the questions set out there.

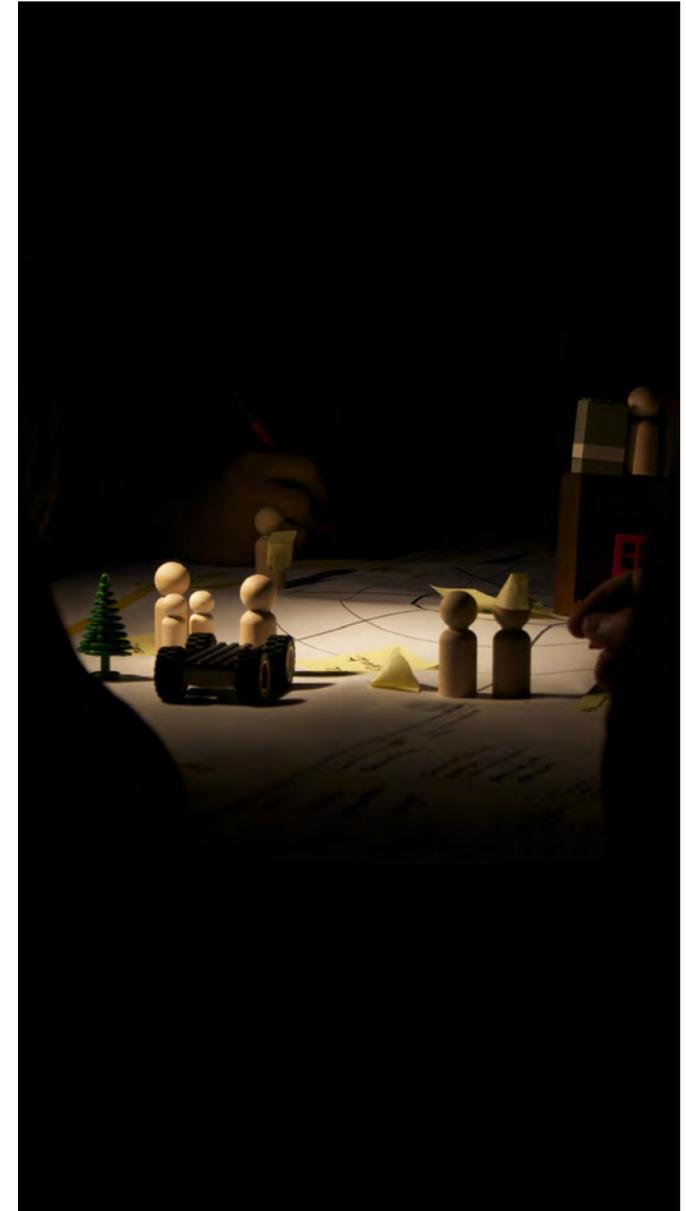
Throughout this document look out for sections that are **highlighted** – these questions are part of the online consultation. For reference, the questions are also on pages 10 – 11 in this document. Your submissions should be with us by the 31st of October 2016.

Contribute to the consultation here:

<https://www.surveymonkey.co.uk/r/corpstrategy1720>

www.ads.org.uk

@ArcDesSco



Our Vision

In recent years, Scotland has seen the creation of some amazing buildings and a growing awareness of the importance of places that offer people what they need to lead happy, healthy and fulfilled lives. Despite this, the quality of our built environment remains mixed and new development does not always deliver the well-designed, sustainable places that future generations need.

We must be more ambitious. We must strive to articulate the very real benefits that well-designed and sustainable places offer. These benefits touch everything from individuals to the planet, from tackling climate change to the health and wellbeing of all of us. A positive future for the places where people live, work and spend time can only be achieved by involving people, and we aim to help make this happen.

What is the A&DS vision?

We want to see a network of well designed, sustainable places across Scotland which support the diverse nature and ambitions of our people. This can be achieved through:

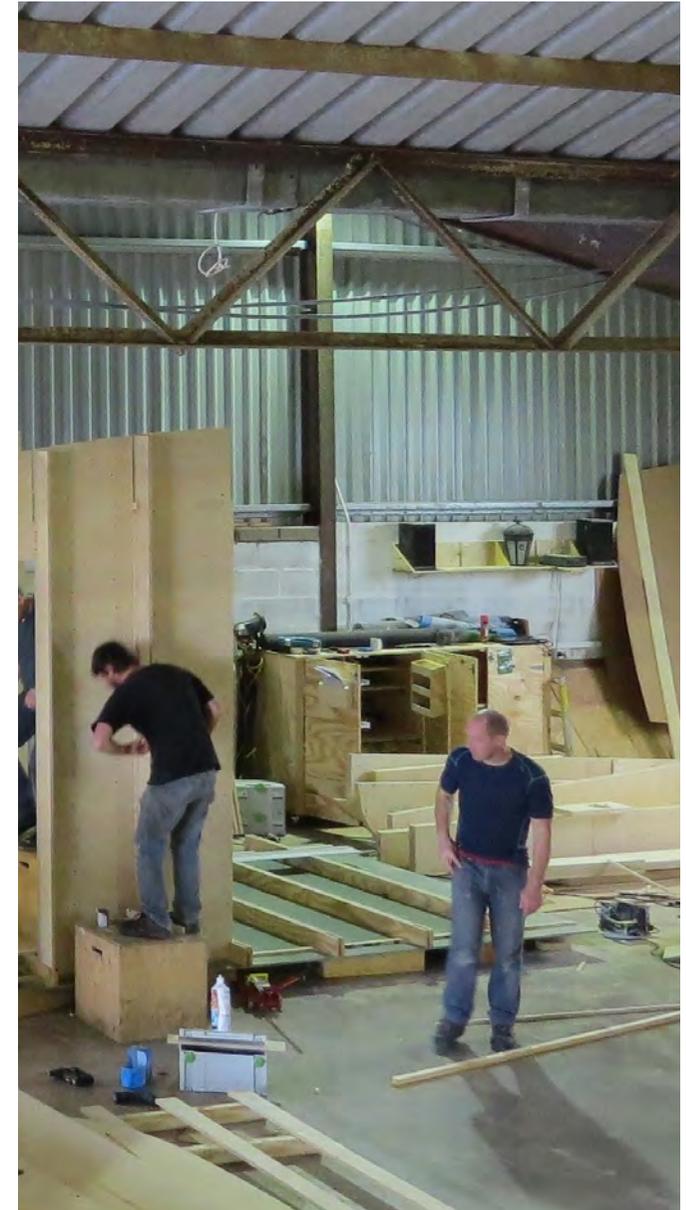
- **Inspiring and engaging people in their places**
- **Ensuring all places embrace the principles of good placemaking**
- **Supporting those who are directly involved in the decisions that shape our places**

What are we calling for?

- A commitment to work together to shape our places – how they are planned, designed, built and looked after
- A recognition of the social, environmental and economic value of well-designed, sustainable places
- A strategic approach to tackling the key obstacles to place quality.

How can you get involved?

You don't need to be an expert to make a real difference to Scotland's built environment. Whether you are interested in volunteering, attending an event or getting involved in your own neighbourhood, you can find out how to get involved at www.ads.org.uk



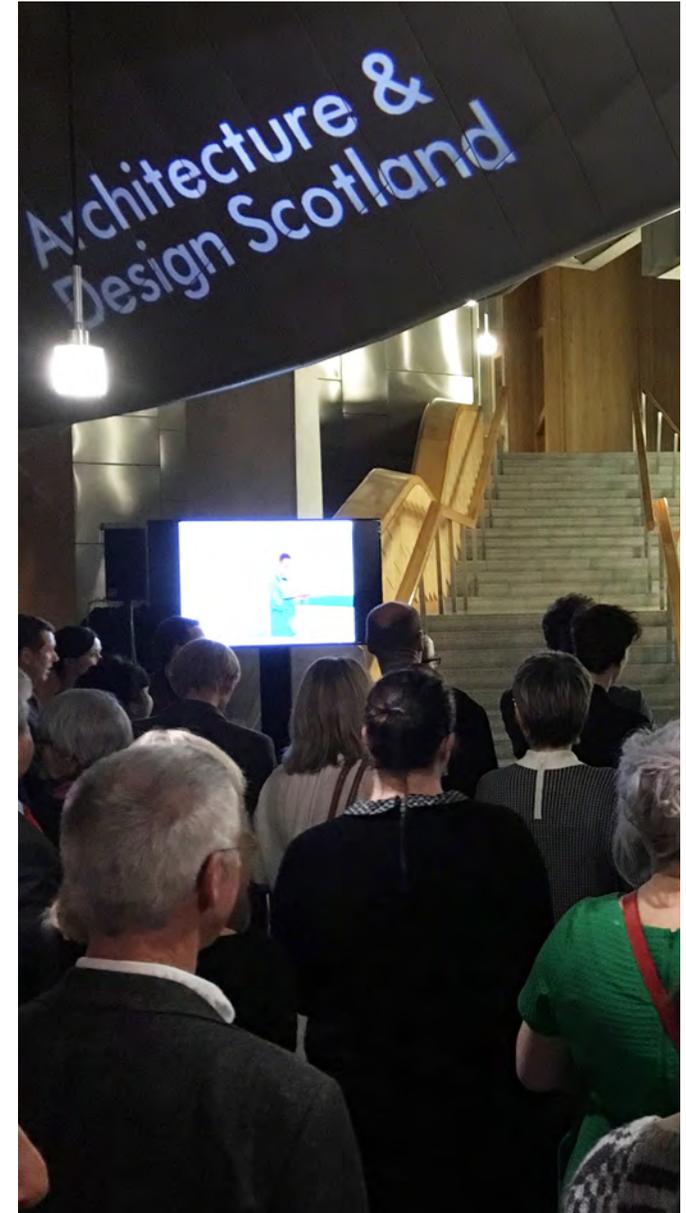
Our Objectives

In undertaking our role on behalf of Scottish Ministers we have identified a set of core objectives. These have been prepared in light of the national outcomes, Creating Places, the Scottish Government's policy on architecture and place, wider policy priorities, e.g. Joint Housing Delivery Plan and the Planning Review, and the views of our stakeholders.

Our objectives will provide us with a focus for our work and its impacts and will be reviewed annually as part of our formal reporting to government.

In 2017-20 our objectives are:

- **To help make better buildings, places and spaces**
- **To get more people involved in shaping their places**
- **To extend awareness of Scottish architecture and placemaking**



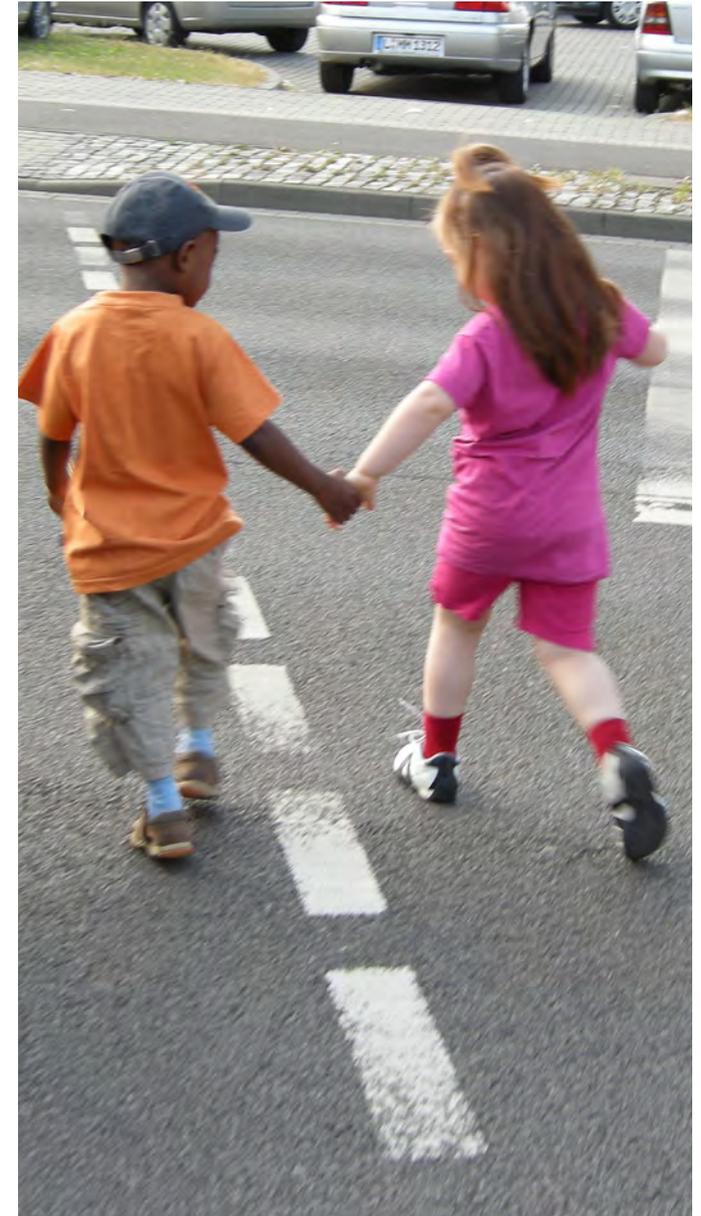
Our Priorities

The challenges our built environment faces are significant. Given our resources we need to identify the things that we will give priority to. Choosing what to prioritise is not easy, but we are guided in this task by the views of those we work with directly, the expertise and advice of our Board and the experience of our staff in delivering our work on the ground.

In 2017-20 we propose to prioritise the following themes:

- **Housing and publicly funded development**
- **The importance of stewardship – caring for our built environment for the long-term**
- **Well-designed streets**

This means all of our advice, capacity building and promotional activity would be focussed on these priorities in pursuit of our core objectives.



Our Strategy

In pursuit of our objectives we have developed a strategy for the next three years that we believe will enable us to fulfil these.

The strategy is founded on doing the things we think will make the biggest difference and working in a way that will get most out of our limited resources. The former is the result of careful analysis of what we have done in the past and how this can inform the work we need to do in the future. The latter relies on maximising the value we add within wider partnerships and listening carefully to what our stakeholders need from us to fulfil their own objectives.



Our Strategy: Activities

The work we will do to achieve our objectives

1. We will help make better buildings, places and spaces by:

- Publishing best practice guidance
- Providing advice to people and their projects
- Supporting clients to prepare better project briefs
- Helping local authorities prepare spatial strategies
- Supporting forums for local authority staff and public sector clients

"Good buildings and places can enrich our lives as individuals and as a society in many different ways. Whether it is by supporting active, healthy lifestyles, or reducing our carbon footprint, or being the critical factor which attracts visitors and inward investment, the value of place cannot be underestimated or ignored."

– Creating Places, 2013

2. We will get more people involved in shaping their places by:

- Running participation events
- Holding events for people of all ages
- Supporting a forum for local design review panels
- Developing and sharing innovative approaches to placemaking

"Government supported cultural programmes on architecture aim to further encourage debate on the role of architecture in national and local life, to promote the value and benefits of good architecture and to improve understanding of building design. These programmes will continue to be principally delivered by Architecture and Design Scotland."

– Creating Places, 2013

3. We will extend awareness of Scottish architecture and place-making by:

- Supporting partners to deliver local events
- Delivering engaging content through our digital platforms
- Showcasing the best buildings and places through national awards
- Supporting Scotland's contribution to the Venice Biennale

In doing all of this we will continue to make best use of our resources and strive to improve how we operate. We will achieve this by investing in staff and increasing opportunities for integrated working.

Our Approach and Impact

Approach

"Delivering better places requires decision makers at every level to focus on the importance of built outcomes, not processes, and have a collective commitment to achieving a quality end result. This will mean working across organisational and professional boundaries."

– Creating Places, 2013

Much of our success will continue to rely on the way we work and the partnerships we form in doing so. We will achieve our objectives by:

Collaborating to achieve good architecture and sustainable places

Influencing funders, regulators and the development industry to deliver the best buildings and places

Inspiring Scotland's people to value good architecture and sustainable places

Impact

We are committed to understanding the impact of our work and measuring the difference it makes.

To do this we will continuously evaluate what we do by:

- being clear about the outcomes we are seeking
- measuring our performance against the targets we set
- getting feedback from our clients and customers



Consultation Questions

Across these pages we have outlined the consultation questions.

The full survey is on <https://www.surveymonkey.co.uk/r/corpstrategy1720>.

It may be useful to keep a copy of this document open for reference or clarification.

Our Vision

We want to see a network of well designed, sustainable places across Scotland which support the diverse nature and ambitions of our people.

Do you support this vision?

Are you willing and able to help realise our vision, and in what way(s) can you help us achieve our vision?

What changes would you like to see to the vision outlined above?

Our Objectives

In 2017-20 our proposed objectives are:

- **To make better buildings, places and spaces**
- **To get more people involved in shaping their places**
- **To extend awareness of Scottish architecture and placemaking**

Do you agree with these objectives?

Are there alternative objectives that you consider to be more important, and if so, what are they?

Our Priorities

In 2017-2020 we will prioritise the following themes:

- **Housing and publicly funded development**
- **The importance of stewardship – caring for our built environment for the long-term**
- **Well-designed streets**

Do you agree with the priorities we have chosen for our work?

If not, what do you feel we should focus on instead?

Consultation Questions (continued)

Our Strategy: Activities

Please see **page 8** for further details on how we propose to achieve our strategic objectives.

Do you support the ways in which we propose to achieve our objectives?

Are there other things that we should consider alongside these or as alternatives?

Our work

Much of our success will rely on the way we work and the partnerships we form in doing so.

Is the work we propose likely to:

- a) support you in achieving your objectives?
- b) lead to improvements in Scotland's built environment?
- c) achieve the impacts we are seeking?

Overall

What do you value most about the work of A&DS?

What do you value least about the work of A&DS?

Which of our services have you used in the past three years?

Do you have any other comments on our work and our strategy?

We would really appreciate if you were able to complete the consultation survey by following this link:

<https://www.surveymonkey.co.uk/r/corpstrategy1720>

The deadline is 31 October 2016.

If you have any problems using the survey or would like to complete the survey in a different format please do not hesitate to contact us on:

info@ads.org.uk

(0131) 556 6699

Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

Architecture and Design Scotland

9 Bakehouse Close, 146 Canongate, Edinburgh, EH8 8DD

The Lighthouse, 11 Mitchell Lane, Glasgow, G1 3NU

T: 0131 556 66 99

E: info@ads.org.uk

W: ads.org.uk