

Architecture+DesignScotland | Corporate Plan 2008 - 2011





The context

The most successful countries place high value on their buildings and on the spaces between their buildings.

They recognise that good buildings and public spaces enhance the quality of life for both citizens and visitors. **Architecture and Design Scotland (A+DS)** has been established by Scottish Ministers to champion good architecture, design and planning in the built environment. A+DS has been charged with helping the development industry in Scotland to 'raise its game'; to ensure that Scotland has a built environment to match the natural environment, that attracts visitors and provides a high quality standard of life.

The places we live in support the majority of human activity. A good quality built environment fosters a confident, effective and cultured society. Fine buildings and spaces lift the spirit, support good health and deliver environmental benefits; they generate and reinforce the unique identity of places; they encourage tourism, and economic performance; and they are a key element in our shared quality of life. The quality of the built environment has been shown to have a major influence on the health of citizens, in the educational performance of our young people, and on our ability to create a sustainable planet.

Scotland is currently enjoying a building and development boom. The challenge that faces the development industry is to ensure that this is of the highest quality, and it is a challenge that is not always met.

Scotland possesses some new developments that provide an international quality of place. Scotland has some very talented designers that can compete with the best of the rest. The country has some public and private clients that aspire to the highest quality. There are some planning committees and staff that regularly encourage better development. So there is a basis upon which to develop – and that is the opportunity for A+DS in facing the challenge. For A+DS will only be able to help promote better buildings and spaces by working in partnership with a wide range of players. A+DS brings to the challenge the skills and experience of our board members alongside a dedicated staff group; and it offers a national perspective on architecture, urban design and the quality of places delivered through the planning process. A+DS's strategic leadership is underpinned by specialist knowledge and experience in the delivery of architecture and urban design, in a diverse national and international context.

Key Scottish Government Outcomes for A+DS

Architecture and the built environment are important contributors to the achievement of ten of the Government's 15 National Outcomes

(as set out in *Spending Review 2007, Chapter 8, National Performance Framework*):

- “We live in well-designed, sustainable places where we are able to access the amenities and services we need.” This outcome includes the principles of inclusive and humane design, as well as environmental and economic objectives.
- Such successful sustainable settlements strengthen our communities by designing out crime, who can state that “we live our lives safe from crime, disorder and danger”; and, growing in confidence confirm that “we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.”
- Well designed neighbourhoods, alongside the provision of new and refurbished health and education facilities contribute to ensuring that “our children have the best start in life and are ready to succeed”, and “our young people are successful learners, confident individuals, effective contributors and responsible citizens.”
- Furthermore, a country where we can say that “we value and enjoy our built and natural environment and protect it and enhance it for future generations,” is one in which the business community, supported by a high quality built environment, and an excellent workplace environment can state that “we live in a Scotland that is the most attractive place for doing business in Europe.”
- Well designed places help to support health improvements - “we live longer, healthier lives” - minimise energy and waste - “we reduce the local and global environmental impact of our consumption and production” - and, ultimately, engender pride and a sense of ownership - “we take pride in a strong, fair and inclusive national identity.” Quality of placemaking is now recognised as a distinguishing characteristic of success across a wide range of indicators.

A+DS The organisation

As an advisory non-departmental public body (NDPB) with core staff, A+DS has a unique relationship with Government, and provides three very important roles in supporting the delivery of the Government's objectives for a healthier, wealthier and fairer, smarter, safer and stronger and a greener Scotland. A+DS:

- aims to deliver better design outcomes not just as an end in itself, but because of the contribution a better built environment has in delivering these wider Government objectives. The outcomes focused approach outlined in our Corporate Plan is thus in keeping with Government's approach to how policy and services are delivered, as well as how success is communicated.
- is a key delivery agent for Government policies. Our work with Health, Finance, and Schools Directorates and the programme on the pathfinder Urban Regeneration Companies are examples of this. The effective delivery of such work requires a partnership approach, working together with officials from across Government and, in particular, the Chief Architect and the Architecture and Place Division.
- is a visible champion for good design at a national level, through the development and effective communication of key messages about our built environment in Scotland. These messages are based on the evidence and experience we have collated and, where possible, we offer solutions or advice on how the biggest challenges can be tackled. In this way Ministers can draw upon our experience and A+DS can make a positive contribution to the improvements in the built environment that the Government is seeking.

A+DS was launched in April 2005. It inherited the role of Design Review from the Royal Fine Art Commission for Scotland. Scottish Planning Policy 20 (SPP 20), “Role of Architecture and Design Scotland”, set out the broad roles:

‘As well as providing general advice, its responsibilities will encompass:

- support through design review
- enabling and advocacy
- research and communications

Ministers appointed 24 Advisory Board Members to the Public Body, all of whom operate on a voluntary basis. They are leaders in their fields within the built environment, with a collective track record in delivering quality buildings and places.

A+DS is constituted under the Companies Acts, with Scottish Ministers being the only member. After an organisational review seven Advisory Board Members have been appointed as Company Directors to deal with corporate and administrative matters, leaving the other Advisory Board Members to concentrate on outcome focused activities.

After an advertised recruitment process, an external panel of over 50 enablers has been appointed to work with clients within Enabling programmes.

A+DS has 12 professional and support staff. A+DS buys financial and HR services from the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) as part of the Efficient Government programme. A+DS has a wide range of skills and tools at its disposal, all of which contribute to the role of advocacy for a better built environment.

Sponsorship and funding of A+DS is carried out through the Scottish Government's Architecture and Place Division, with some enabling projects funded by other Government Directorates.

A+DS operates with a wide network of partner organisations – client and business organisations, professional institutions, academic bodies, voluntary organisations, local authorities, government departments and agencies.

A+DS's vision is of a well designed, sustainable built environment in Scotland of which the Nation is proud

A+DS's mission is to assist those who fund, guide, manage and deliver the built environment in Scotland - in support of the Government's five strategic objectives of creating a smarter, wealthier and fairer, healthier, safer and stronger, and greener Scotland.

A+DS's aims are

- To advocate the benefits of good design and placemaking
- To advise on design quality
- To inform and support the delivery of good design

Vision, mission, aims, priorities and values

A+DS's priorities are

1. **Promotion and Advocacy of better buildings and places**

2. **General design advice**

3. **Advice on specific types of built environment**

- Public buildings, with particular emphasis on health buildings and schools; transport and infrastructure development
- Sustainable places, with particular emphasis on housing, urban regeneration, retail, small towns/ neighbourhoods, and public spaces

4. **Cross cutting issues**

- Planning
- Sustainable Development
- Procurement

5. **Outcome-focused management**

A+DS's values, in addition to public body values of accountability, integrity and openness, are:

- helping to create places that matter to people, are well designed and well managed;
- encouraging creativity within architecture, urban design and planning practice; *and*
- working in partnership.

Key challenges

A+DS considers that there are three key challenges facing the quality of the built environment in Scotland:

- Raising the level of ambition
- Raising skill levels in implementing and managing the development process
- Responding creatively to the challenges of climate change

In addressing these challenges, A+DS will work with a wide range of other parties, including the Scottish Government's Directorate for the Built Environment and other relevant Directorates and Agencies, local government, Historic Scotland, The Royal Commission on the Ancient and Historic Monuments of Scotland (RCAHMS), the Lighthouse, SUST, Greenspace Scotland, Built Environment Forum Scotland (BEFS), Scottish Ecological Design Association (SEDA), academics, the voluntary sector and the private sector.

The level of ambition

While there are some individual buildings and a few new places of international quality in Scotland, the message that a high quality built environment is an essential asset to creating a smarter, wealthier, fairer, healthier, safer, stronger and greener Scotland is not fully recognised among the development community. An 'it'll do' culture is often the norm.

For A+DS this means that it will:

- Put 'cultural change' and the 'raising of ambition' at the top of its agenda
- Work with Scotland's planning authorities as the primary audience, recognising their important visionary and regulatory roles in relation to the quality of the built environment
- Work to understand, address and debate with the development community the factors that lead to the production of low grade environments and the factors that make successful places
- Provide advice to the public sector on how to secure good design outcomes in all forms of procurement
- Provide advice to private sector developers on improving the quality of their design outcomes
- Advocate the integration of new developments within inherited and historic environments

There are many in the public and private sectors who agree that ambitions need to be raised and A+DS will work with them. The impact of private sector investment is particularly notable in volume house building, retailing and other commercial projects. A major challenge is to encourage and assist quality placemaking within these sectors in a sustainable manner.

Key challenges

Skill levels in managing the development process

Raised ambition alone will not improve the quality of place in Scotland. It needs to be accompanied by a step change in the skills available to manage the development process – from the clients who commission work; through the design teams grappling with new forms of procurement, sustainability, ever challenging budgets and regulations; to those responsible for setting frameworks and approving projects as planners and councillors; and the construction industry. The links with the construction industry remain to be developed.

The key groups for A+DS are those engaged in the supply side of the development industry - planning departments and councillors, clients, developers, design teams. For these groups, A+DS will

- Work with clients in both public and private sectors to improve the briefing process, with particular emphasis on the A+DS priority areas
- Work with the Scottish Government's Directorate for the Built Environment to improve the design skill levels of planners and to develop the skills of councillors in assessing planning applications
- Work with local authorities and the National Parks on peer review processes; and help create the conditions within which local demand for some equivalent process can be developed.

Key challenges

Climate Change

Perhaps the biggest challenge facing us is the impact of climate change on our built environment. The built environment has a major part to play in helping to achieve the Government's strategy of 'Greener Scotland'. The need to reduce greenhouse gas emissions involves not only making the best use of existing buildings but also ensuring that future places have significantly lower carbon emissions. Climate change also requires us to ensure that scarce non-renewable resources are used wisely and that the places we create provide pleasant, safe and healthy environments for future generations.

For A+DS, this means ensuring that sustainability is a theme that runs through all our activities, including how we run our business. We will:

- Work with the Directorate for the Built Environment in the consideration of new design issues related to climate change
- Work with SUST, SEDA and the professional bodies to embed sustainable design approaches
- Work with Historic Scotland to develop joint guidance on the best integration of new and historic places
- Work with Transport Scotland on improving sustainable infrastructure.

During its first three years A+DS has conducted a large number of design reviews, established an enabling programme liaised with many local planning authorities, with government departments, and discussed the variety of challenges with a wide range of stakeholders. As a result of this work A+DS has now identified five themes for its work over the next three years.

Themes 1 to 3 are being tackled first; themes 4 and 5 continue to be developed.

Priority areas for 2008-2011

Theme	Key areas
1. Promotion and Advocacy	Website Local Authorities
2. General design advice	Major Projects
3. Advice on specific areas of built environment	Better Public Buildings → Health → Education: schools → Transport and Infrastructure Sustainable Places → Housing → Urban Regeneration → Retail → Small Towns → Urban Realm
4. Cross cutting issues	Planning Sustainable Development Procurement
5. Outcome-focused management	Monitoring and evaluation

Priority areas for 2008-2011

1. Promotion and Advocacy

The revised and improved A+DS website became available from autumn 2007.

This will be the main A+DS communication system, will raise the profile of A+DS through advocacy and will provide access to A+DS news, reports, minutes, case studies, a regular email newsletter for A+DS stakeholders and link to the main architecture and planning sites in Scotland. It will disseminate the outcomes of studies supported by A+DS, which will include lessons learned from its design review process and enabling projects, and joint projects with bodies such as The Commission for Architecture and the Built Environment (CABE) and Design Commission for Wales (DCfW), the Lighthouse and Historic Scotland.

With local planning authorities as its key target audience, an early task for A+DS has been to develop a 'roadshow' designed for councillors and planning staff. This work will continue, as will involving these authorities in the design review process – and considering with

them the conditions within which local demand for some equivalent process can be developed, and local champions identified, and the design agenda strengthened.

A+DS, working in partnership with a wide range of stakeholders, participates in a large number of targeted events and conferences promoting good design in architecture and placemaking. The profile of A+DS will continue to be raised through advocacy work involving the media.

A+DS is therefore helping to raise Scotland's profile internationally as a centre for design excellence, innovation and leadership.

2. General Design Advice

The Design Review process now operated by A+DS is significantly different to that which it inherited from RFACS – projects are increasingly being reviewed at an earlier stage and in a less formal manner; local projects are being reviewed at meetings across the country, and these are coupled with events to discuss what makes a good place with local authorities and the development industry; the process is more relaxed and transparent. Preliminary surveys with Local Authorities have demonstrated that the changes are both appreciated and are making an impact; Design Review will therefore continue to be the main source of advice to the development industry outwith the formal programmes agreed for specific areas of the built environment (see below). With over 250 reviews held since A+DS was established, the generic lessons learned from Design Review sessions are being distilled and will be published. We will also continue to review the effectiveness of the Design Review process.

Design Review will focus on Major Projects and support the other priorities; while retaining the capacity to be able to respond, as far as resources permit, to referrals from Planning Authorities.

Priority areas for 2008-2011

Within **Better Public Buildings**, there are three key areas:

Health Buildings – as part of creating a 'Healthier Scotland', a formal programme has been agreed with Scottish Government Health Directorate. Its aim is to 'deliver a broad range of support to NHS Scotland to facilitate the design of modern, patient focused health care facilities that create community responsive environments'. A+DS has established a Scottish Healthcare Design Champion from within the Board, and appointed a dedicated member of staff. They are working with and facilitating a network of Health Board champions to increase the level of design awareness within individual health boards and to ensure that design quality assessment plays a greater role in NHS procurement programmes. The programme includes hands on assistance for commissioning boards and an internal review process for health buildings and is due to run until 2009. A number of health buildings have been reviewed outwith the formal programme, and this will continue.

Education – as part of creating a 'Smarter Scotland', agreement has been reached with the Scottish Government Schools Directorate about how best A+DS can help improve the quality of the primary and secondary education estate, including the place of design across all funding programmes. This builds on current research work undertaken by the office of the Auditor General for Scotland. Already, A+DS has reviewed a number of schools, is working with some Local Authorities on improving their briefing process, and has published a number of research reports.

3. Advice on the built environment:

Better Public Buildings and Sustainable Places: A+DS has prioritised certain built environment types for 'in depth' work. These priorities have been determined following discussions with key stakeholders, lessons learned through the first three years of Design Review, and meeting the Scottish Government's strategic objectives. The main activity is to help clients, policy makers and development managers recognise the value of good design, to help them develop the skills and confidence to deliver higher quality buildings and places, particularly in the formative stages of projects. These programmes will feed lessons learned back into our advocacy and communication processes. Enabling work, while focusing on formal programmes of work in Health, Education and Urban Regeneration, will also retain some capacity for supporting other priorities, including housing and small towns.

Priority areas for 2008-2011

A+DS has established an Education Design Champion from within the Board and is appointing a staff team to take the initiative forward. They will provide support to the Schools Directorate and its partners to facilitate the design of modern, functional and creative learning environments that are responsive to pupils', staff and community needs. The objectives include:

- raising the level of ambition for schools,
- providing dedicated, hands on assistance in setting the platform for delivering design quality,
- evaluating design proposals; and
- disseminating lessons from A+DS's engagement to wider audiences, via a range of knowledge transfer techniques.

Transport and Infrastructure - as part of creating a 'Wealthier and Fairer Scotland' A+DS will provide advice to Transport Scotland and other authorities delivering major trunk road, tram and rail investment, and airports and other gateways to Scotland; embedding design quality, seeking always to ensure that the users experience practical, safe and enjoyable public spaces and places to move through; and that the projects themselves present the appropriate messages about Scotland's aspirations to its visitors, as well as its own citizens. These support the economic potential of Scotland and opportunities for its people.

Within **Sustainable Places**, there are four key areas:

Housing (both social and private) – A+DS established a Board Member working group in 2007.

'to review existing guidance on housing design and layout, including housing in mixed use development; current forms of procurement and development; to gather further evidence on current best practice in Scotland, UK and elsewhere, and to make recommendations on appropriate A+DS activities and to the sector in relation to housing and settlement design issues over the next 3 years'.

This group considered the lessons learnt from a large number of designs for housing developments that have been reviewed; enabling projects, including that carried out for Glasgow Housing Association (GHA); and A+DS's involvement with research projects, including 'Design at the Heart of House Building' involving Homes for Scotland, and its own publication on rural housing – '30%'.

Priority areas for 2008-2011

During 2008-09 the group will seek evidence from key stakeholders in both the social and private sectors, and thus will contribute to the Government's strategic objectives of a 'Safer and Stronger' and 'Healthier' Scotland.

Priorities identified for 2008-09 include:

- the continued promotion of a Placemaking Standard for Scotland, working primarily with Homes for Scotland;
- promoting best practice in masterplanning and other tools;
- promoting, with the Scottish Government Directorate for the Built Environment, greater flexibility in Roads and urban realm design; issuing results of lessons learned (Design Review and other A+DS housing-related activity); and
- focusing on Housing Growth Areas, and other areas of significant development or particular sensitivity.

Urban Regeneration – as a contribution to the creation of a 'Wealthier and Fairer Scotland', a formal programme has been agreed with the Scottish Government's Regeneration Unit. In this A+DS is working with the six Urban Regeneration Companies (URCs) 'to raise the level of ambition for good quality design, and provide dedicated, hands-on assistance to partners in setting the platform for and delivering design quality and securing design teams that deliver that ambition'. The initial programme involves A+DS Enablers working with the URCs on both strategic design policy and individual projects. The programme continues until 2010, and will include the Clyde Gateway, incorporating the site for the 2014 Commonwealth Games.

Small Towns & Retail – as a contribution to the creation of a 'Wealthier and Fairer Scotland' A+DS will develop its focus on small towns and retail through the Design Review process, and discussions with stakeholders (particularly local authorities faced with the challenge of development in small towns). A+DS has identified significant pressures on small towns, particularly from new house building and retail development. Retail pressures, also evident in the conurbations, will continue to be the subject of A+DS's attention, primarily through Design Review. Early involvement with the work of the Convention of Scottish Local Authorities (COSLA) on small towns is anticipated, following which a process similar to that undertaken for housing will be commenced in 2008-09.

Urban Realm – a number of A+DS Board members have particular skills in urban design, landscape and infrastructure. A Board Working group will be established in 2008-09. In the meantime, the focus on urban realm will be through Design Review, on the production with the Scottish Government Directorate for the Built Environment of a Planning Advice Note on 'masterplanning', and associated case studies on the A+DS website, which will be supplemented from time to time.

All of the above initiatives contribute to the creation of well designed sustainable places "where we are able to access the amenities and services we need."

Priority areas for 2008-2011

4. Cross-cutting themes

Planning, Sustainable Development, and Procurement.

These are themes that affect all developments in Scotland, and have been identified as priorities following discussions with key stakeholders.

Planning - much of A+DS's work relates to the application of National and Local Planning Policies, and Local Authority Planning Committees and their staff are key partners in securing quality built environments. Positioning design at the heart of the planning process is a challenge, despite the policies that put design high on the agenda. A+DS, alongside its own advocacy work, will continue to provide advice and support to the Local Government Improvement Service in design awareness training. Design Review will continue to involve local planners and the regional design review sessions are seen as an

opportunity to discuss how design issues can be addressed within the planning process. A+DS's Working Group on Planning, has identified the modernisation of the Planning System as a major opportunity to embed design and placemaking at all levels of the new hierarchy of planning policy. A+DS can influence change by engaging with projects at the earliest possible opportunity, and through advocating improved processes.

A+DS will continue to contribute to major planning consultation papers; and provide advice to local authorities on embedding design and placemaking principles in policy.

Joint work with Historic Scotland will explore the integration of new and inherited (including formal historic) environments. This recognises the pride and enjoyment derived from places with character, and reinforces Scotland's ability to create places with a distinctive identity.

Sustainable Development – the built environment is a major factor within the Government's strategic objective 'Greener Scotland' and offers significant opportunities for addressing climate change challenges. Sustainable development is a critical cross cutting issue for A+DS. A Board working group has been established 'To seek evidence on current policy and best practice in Sustainable Development from within the A+DS family and beyond...and to define the role of A+DS.' The group's report early in this Corporate Plan period will set out the A+DS position on sustainable development, and inform future integration of sustainable development principles into all A+DS activity.

Priority areas for 2008-2011

Procurement – there has been much debate about the influence that new procurement systems (particularly those involving public private partnerships) have on design outcomes. A+DS is working within the Health programme to encourage clients not to compromise on design quality, and will carry out the same approach with other built environment building types. An A+DS Board working group reported to the Parliamentary Inquiry into Methods of Funding of Capital Projects in December 2007 and will prepare a position statement in 2008 - 09.

5. Outcome-focused management

A+DS will continue to review its own operation to ensure that it is making best use of its limited resources. Through the effective coordination of relevant services, A+DS will seek to advance efficient government objectives. The two service /partnership agreements with RCAHMS on financial and HR matters illustrate the way in which it is sharing

services and releasing resources for front-line activity. Opportunities for knowledge sharing with other public sector bodies will also be developed. A+DS will also work with other expert bodies, such as SUST at the Lighthouse and The Scottish Ecological Design Association (SEDA) on environmental and sustainable matters. The five elements of public service reform will inform all aspects of its forward planning.

Inevitably, during the early years of the organisation, a lot of effort has gone into organisational issues, reviewing and reorganising the Design Review service, establishing an enabling programme, and creating a communications and research strategy. Over the next three years, A+DS will become increasingly focused on outcomes; and activities assessed on whether outcomes are being achieved.

An immediate requirement has been to establish monitoring and evaluation processes. These allow A+DS to identify and explain how progress against objectives and delivery of targets will be monitored, evaluated and publicised. A+DS has consulted with the Scottish Government Analytical Services Unit on appropriate methodologies, and from their and other work will confirm:

- Baseline information on the level of design awareness amongst local authority planners and councillors
- Baseline information on the importance of design within the development community

Work has already begun on monitoring the impact of Design Reviews within the planning system, while the formal Enabling projects have a monitoring and evaluation process built in.



Appendix 1

Board Members

CHAIR:

Raymond Young CBE

Architect and Regeneration Consultant
Perthshire

DEPUTY CHAIR:

Professor Brian Evans

Urban Designer and Planner
Partner, Gillespies LLP, Glasgow

Karen Anderson	Architect	Partner, Anderson Bell & Christie, Glasgow
Alison Blamire	Architect	Principal, Arcade Architects, Edinburgh
Karen Cadell	Urban Designer	Partner, Cadell ⁺ , Linlithgow
Pauline Gallacher	Freelance Consultant	East Renfrewshire
Margaret Hickish	Disability Design Consultant	Buro Happold Engineers, Glasgow
Eelco Hooftman	Landscape Architect	Partner, GROSS.MAX, Edinburgh
Gareth Hoskins	Architect	Principal, Gareth Hoskins Architects, Glasgow
John Irvine	Chartered Surveyor	Director, Grosvenor Ltd Property Development Company, Edinburgh.
Rob Joiner	Director	Reidvale and Molendinar Park Housing Associations, Glasgow
Roddy Langmuir	Architect	Director, Edward Cullinan Architects, London
Terry Mackie	Architect	Director, Peacock Visual Arts, Aberdeen
Eleanor McAllister OBE	Economist & Planner	Managing Director, 'Clydebank Rebuilt' Urban Regeneration Company
Lori McElroy	Environmental Engineer	Project Manager, Sust: The Lighthouse on Sustainability, Glasgow
Ali Mangera	Architect	Principal, Mangera Yvars Architects, London and Barcelona
Andrew Pinkerton	Architect	Director, Keppie Design, Glasgow
Graham Ross	Architect and Urban Designer	Director, Austin-Smith: Lord, Glasgow
Professor Ric Russell OBE	Architect	Senior Partner, Nicoll Russell Studios, Broughty Ferry, Dundee
Paul Stallan	Architect	Design Director, RMJM Scotland Ltd.
Professor Steven Spier	Architect	Gründungspräsident, HafenCity Universität, Hamburg, Germany
Stephen Tucker	Town Planner and Urban Designer	Director of Urban Design and Regeneration Scotland, Turley Associates
Brian Veitch	Consulting Civil and Structural Engineer	Director, Arup Scotland, Glasgow
Dorian Wiszniewski	Architect and Senior Lecturer	Partner, Wiszniewski Thomson Architects, Edinburgh

Notes:

1. Grant is the allocation made by the Architecture and Place Division, programme are funds earned through enabling projects, e.g. NHS project, or other activity

Appendix 2

Budget Profiles
2008-09/2009-10/2010-11

Income	2008/09	2009/10	2010/11	Notes
Grant	973,000	926,000	901,000	08-09 includes £21k cf 07-08
Programme	372,500	360,000	348,000	
Total	1345,000	1286,000	1249,000	
Expenditure	2008/09	2009/10	2010/11	Notes
Stream of Work				
Board	21,500	22,000	22,500	
Accommodation	78,000	78,500	80,000	
Administration	116,000	118,000	120,000	
Payroll/Staff Costs	525,000	519,000	539,000	08-09 includes £21k cf 07-08
Advocacy/Promo	50,000	36,000	36,000	
Comms/Research	85,000	65,000	25,000	
Design Review	20,000	20,000	20,000	
Enabling	52,500	42,500	31,000	
Health	143,500	45,000	-	Includes staff costs
Regeneration	52,000	43,000	-	
Education	177,000	197,000	223,000	Includes staff costs
Other programmes		75,000	125,000	To be developed
Contingency	25,000	25,000	27,500	
Total	1345,500	1286,000	1249,000	

Appendix 3

Who we have worked with

A+DS is committed to working in partnership with all those who share our passion for a better quality built environment for Scotland.

Between April 2005 and March 2008, we have met with many interested parties to discuss how we might work together and have given many presentations and conference talks on who we are, what we do and how we can help encourage and promote better places.

In addition to many Directorates of Scottish Government and Local Planning Authorities, we are grateful to the following bodies for giving generously of their time in meeting us:

2014 All of Scotland Group
Academy of Urbanism
Alba Conservation Trust
Archiprix International
Architectural Heritage Society of Scotland
Art in Healthcare
Audit Scotland
Building Homes for Scotland
Building Research Establishment Scotland
Built Environment Forum Scotland
Carbon Trust
Centre for Confidence & Well-being
Centre for the Built Environment
Changeworks
Children in Scotland
Church Buildings Renewal Trust
Cockburn Association
Communities Scotland
Convention of Scottish Local Authorities
Commission for Architecture & the Built Environment
Dementia Services Development Centre,
University of Stirling
Design Commission for Wales
DEGW
Dundee Institute of Architects
Dundee University Press
EDI Group
Edinburgh Architectural Association
Edinburgh City Centre Management Company
Edinburgh Green Belt Trust

Edinburgh World Heritage
Educational Institute of Scotland
Employers in Voluntary Housing
European Forum for Architectural Policies
Glasgow Centre for Inclusive Living
Glasgow Centre for Population Health
Glasgow Conservation Trust (West)
Glasgow & Clyde Valley Joint Structure Plan Committee
Glasgow Housing Association
Glasgow School of Art
Glasgow Urban Design Panel
Greenspace Scotland
Grounds for Learning
Heriot Watt University
Historic Scotland
Homes for Scotland
Idox
Institute of Historic Building Conservation
International Federation of Landscape Architects
Landscape Institute Scotland
National Architecture Student Association
National Galleries of Scotland
National House-Building Council
National Trust for Scotland
NDPB Chief Executive's Forum
NHS Scotland Property & Environment Forum
Orkney Housing Association
Partners in Regeneration
Planning Aid for Scotland

Prince's Foundation
Royal Commission on the Ancient & Historic Monuments of Scotland
Royal Incorporation of Architects in Scotland
Royal Institution of Chartered Surveyors
Royal Town Planning Institute of Scotland
Rural Housing Service
Saltire Society
SCALA
School of Scottish Studies
Scottish Arts Council
Scottish Centre for Regeneration
Scottish Churches Housing Action
Scottish Civic Trust
Scottish Council Development and Industry
Scottish Council Foundation
Scottish Commissioner for Children and Young People
Scottish Design Show
Scottish Construction Forum
Scottish Ecological Design Association
Scottish Enterprise
Scottish Environment Protection Agency
Scottish Federation of Housing Associations
Scottish Funding Council
Scottish Landscape Forum
Scottish Matrix of Architectural Research & Knowledge
Scottish Natural Heritage
Scottish Parliament Cross Party Group on Architecture & the Built Environment

Scottish Rural Property & Business Association
Scottish Solar Energy Group
Scottish Urban Regeneration Forum
Shelter
SpaceSyntax
SportScotland
Strathclyde Police
Sustainable Development Commission Scotland
Sustainable Development Research Centre
SUST: The Lighthouse on Sustainability
Tesco
The Lighthouse
Transport Scotland
University of Dundee
University of Glasgow
University of Strathclyde
University of Paisley
VisitScotland
Westerhailes Land & Property Trust



Architecture+DesignScotland | Corporate Plan 2008 - 2011

Architecture and Design Scotland
Bakehouse Close, 146 Canongate,
Edinburgh EH8 8DD

T : 0131 556 6699

F : 0131 556 6633

E : info@ads.org.uk

www.ads.org.uk



Architecture+DesignScotland
Ailtearachd is Dealbhadh na h-Alba