

**Urban
Maestro**

New governance strategies
for Urban Design

Informal tools of urban design governance

the European picture

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www.urbanmaestro.org



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1. INTRODUCTION

1.1. Urban Maestro

This report summarises the main findings of a “Survey of informal tools for improving design quality in the built environment across Europe”. The Survey was conducted by the Bartlett School of Planning, UCL, as part of the European Union funded project Urban Maestro¹.

Urban Maestro aims to explore the use and potential of informal urban design governance mechanisms in Europe. To do so, it will:

- Explore practices with the potential to enhance the design of urban development across Europe;
- Network key organisations with a role in the governance of design at European and global scales.

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1.2. The survey

The quality of urban areas is typically not the product of a single intervention but results from the accumulation over time of a complex combination of factors, behaviours and decisions from multiple stakeholders. To secure standards of design that go beyond statutory minimums as set out in formal regulatory instruments, Urban Maestro is looking at the potential of informal tools of urban design governance to assist in the delivery of a better-designed built environment. These utilise the soft powers of government to help deliver places that are comfortable, engaging, safe, social, functional, healthy, connected, sustainable and attractive.

Typically, these informal mechanisms place authorities in the position of enablers or brokers rather than as regulators or direct investors in development. In Europe, such approaches include peer-review mechanisms, design competitions, publication of guidance, architectural centres, education initiatives, partnership working, research by design, and so forth. Several countries, regions and cities have appointed

¹ This project is funded from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 831704.

“*bouwmeesters*” (state architects) and city-architects. Others are supporting urban design governance through civil society organisations or specialised institutes for “*Baukultur*”.

In this context, Urban Maestro aims to explore the use and potential of informal urban design governance mechanisms in Europe. One of its objectives is to map out the design governance landscape in jurisdictions across Europe. This includes both the relation between informal and formal approaches to the governance of design and how the delivery of better-designed places can be facilitated through the use of allied financial mechanisms.

To reach this goal, a European survey was launched to collect and provide a stocktake of informal tools for improving design quality in the built environment across the continent. The results of the survey form the basis of this report.

1.3. Structure of the report

This report is divided into two parts. Part One provides an overview of the work in two sections. Section 1 briefly introduces the Urban Maestro project and this report whilst Section 2 summarises the key findings of the survey relating to the use of informal tools of urban design governance in Europe. Part Two presents the research in detail. Section 3 describes the survey methodology, the questionnaire design and scope, as well as, the survey’s limitations. Section 4 explores the main findings in some depth following the three topics of the questionnaire: the European panorama of high level state-level policies setting design aspirations across the continent; the informal tools of urban design governance in use across Europe with examples outlining the main trends; a discussion of allied financial mechanisms that incentivise design quality. Section 5 lists references referred to in the report and Section 6 lists the survey responses.

Given time and resource limitations, it has not been possible to present a completely comprehensive review of all approaches and types of informal tools used across Europe. The survey nevertheless illustrates the major tools being used with examples given to illustrate the range of approaches found, all supplemented with data from previous research studies and some desk research.

2. KEY FINDINGS

Before the methodology of the survey and the full results are discussed in depth, this section of the report sets out key findings from the work. The discussion follows the structure of the remainder of this report. First, national priorities and approaches for dealing with the design of the built environment are discussed. Second, the use of informal tools at national and local levels are unpacked following the five categories of informal design governance tools covered by the survey. From this work, it was clear that an increasing number of administrations are developing an increasingly diverse and sophisticated set of approaches to promote a culture of design and provide leadership in this domain. Allied financial mechanisms that incentive better design are discussed next, before a final set of conclusions are drawn out.

2.1. National priorities

In the last 30 years, there has been a growing recognition of the importance of design quality for social and cultural development, wealth creation and economic well-being. To support this goal, many European countries and regions have been developing high-level architecture and urban design policies in order to promote design excellence and raise public awareness about the importance of a high quality built environment.

Most of these policy frameworks take a ‘comprehensive policy’ approach in which the design of the built environment is seen as a strategic concern impacting across a wide range of sectoral remits as covered by different governmental departments. By addressing the design of the built environment in this holistic way, governments can set high aspirations for design quality – albeit aspirational rather than a legally binding – in a manner in which the responsibility of all public authorities (and others) is made explicit.

Across Europe, with very few exceptions, this move to more comprehensively deal with design as a strategic (national) policy priority is being increasingly prioritised. As the benchmarking of neighbours leads to a convergence in practices, administrations that have never previously developed a comprehensive policy framework on design are now doing so. England, in recent years, has been a notable exception. During the 2000s the country developed one of the most comprehensive and innovative approaches to design at the national level, before largely dismantling it in the early 2010s. Only now it the country revisiting this policy arena.

Elsewhere in Europe, differences in political, legal, and administrative systems mean that variations in practice are still large, and without in-depth sustained study, it is difficult to determine the superiority of one approach over others. Recently, however, the Germanic countries have been offering some significant leadership across the continent through promotion of the notion of building culture or *Baukultur*. This offers a very broad set of guiding principles concerned with extending design quality into the lifeblood of the nation as part of both the cultural inheritance of Europeans, and their future cultural health. The ideas are nothing new, but the concept and political drive behind it powerfully reasserts the case for design quality by explicitly recognising the economic, social, environmental and cultural value of a high quality built environment.

Following these policy commitments, several countries and regions have been making very significant efforts to implement a comprehensive approach to the governance of design. To do so, some have established dedicated institutions or appointed a state architect team to monitor implementation action plans, often delivered through a range of informal tools for the governance of urban design. As with any policy arena, this concern for urban quality will only be delivered if properly resourced and effectively implemented. Otherwise high-level policy statement on the value of good design will remain simply well-meaning aspirations. The range of tools (informal and otherwise) developed and used in different jurisdictions offers an indication of this commitment.

2.2. Informal policy tools

The main focus of the survey was the use of informal tools of urban design governance across Europe. Following Carmona's (2017) typology of informal policy tools (see Section 3.2), the survey collected information on initiatives under five broad categories of informal tool: *evidence*, *knowledge*, *promotion*, *evaluation* and *assistance*. Some tools have been widely used and adopted across almost all administrations in Europe (e.g. design awards), whilst others are far more sporadic (e.g. design indicators). Some are well established in particular localities (e.g. design competitions) and may not seem particularly innovative in those locations. Elsewhere they are hardly known and their adoption would represent a significant innovation.

Evidence gathering tools

Evidence gathering tools help policy makers to understand how the built environment is shaped, through which processes and with what consequences. They include

research, focused on understanding the problems and processes of design and development as they effect the built environment and audits to evaluate the impact of particular types of development or the quality of particular environments.

Almost all respondents referred to the conduct or commissioning of research on design related themes by central or local administrations or by non/pseudo-governmental bodies. Governmental departments typically focus on the effectiveness of different public policy and governance tools, as a means of constructing a knowledge base that can inform approaches to the governance of design and the built environment more generally. The majority of respondents also conduct audits in the form of reports on the 'state of the built environment', although sometimes these are more focused on particular types of developments.

Local governments also conduct research to improve knowledge about design processes and to provide support to the planning processes, be that for internal use or to inform potential developers and commissioners of buildings. Different types of 'state of the built environment' audits are conducted at this level, some of which are mandatory for the preparation of the municipal planning framework, whilst others are discretionary and designed to better understand the municipal territory.

Collectively, evidence tools are regularly used to generate new knowledge that can underpin stakeholders' decisions (particularly in the public sector) about the quality of places and consequential governance processes that shape a response to design. How this impacts on practice will depend on the type of evidence collected and how it is used; for example, if used to inform the preparation of knowledge and promotion tools. It was clear from the survey that the most sophisticated governmental and non/pseudo-governmental organisations continually use these means to underpin their own practices through establishing an evidence-based approach to the design of the built environment. In these circumstances, evidence is the foundation on which other tools are built.

Knowledge dissemination tools

Knowledge tools focus on the dissemination of the accumulated wisdom of particular groups or the insights garnered from research. Dissemination occurs through tools such as best practice guides, case study libraries, or education & training initiatives, helping to raise design awareness and understanding amongst stakeholders across both the demand and supply sides of the development process.

The majority of respondents used guides and manuals covering a wide range of topics; architecture, urban design, heritage, sustainability, and so on, as well as a range of design process issues e.g. how to conduct a design competition. Such

sources of information complement formal regulative protocols by providing attractive, easy-to-read material directed at both professional and lay audiences. The aim is to articulate clear design ambitions and to influence the modus operandi of stakeholders.

About half of governmental departments collect and publish case studies of successful examples of development, often to inspire, challenge and encourage decision makers. Sometimes these are an end in themselves – published as an inventory (on- and off-line) – and sometimes they feed into other knowledge tools, such as practice guides. Governmental organisations often collaborate with non/pseudo-governmental organisations to collect such materials who are far more active in using successful case studies to argue the case for good design.

Few governmental departments offer basic and/or specialist-training activities covering the design of the built environment but this is a major activity amongst non/pseudo-governmental organisations active in this field. Although not mutually exclusive, professional organisations usually offer a diverse professionally focussed programme whilst cultural organisations and the like focus on educational programmes for younger generations and the wider public.

Collectively, these are perhaps the most widely used of informal urban design governance tools and are increasingly being delivered by more sophisticated online and interactive means, e.g. through internet portals and dedicated exhibition spaces. Whether this implies that they are effective or simply comparatively quick and easy to produce / operationalise is an open question. There is clearly huge variation in practice across Europe, both in the quality of content and its articulation, but the basic notion that designers, developers, decision-makers and even the general public need better knowledge about what is and is not good design in different contexts seems to powerfully inform the production of such tools. This is an area of activity that goes from strength to strength.

Proactive promotion tools

Promotion tools actively make the case for better design in a more proactive manner. They do so through mechanisms such as design awards, targeted campaigns, direct advocacy to key audiences and the instigation of partnerships between stakeholders and organisations. Promotion tools reflect the idea that the public sector should no longer be sitting back but should be actively and publicly making the case for good design.

There are a huge variety of design awards and prizes across Europe, promoted by state, regional and local governments, non/pseudo-governmental institutions (e.g.

professional bodies, architecture centres, non-profit associations, etc.) and even by private firms. Sometimes these focus on particular development typologies, themes (e.g. sustainable design), or groups (e.g. young designers), and include awards for good design process (e.g. commissioning practices) as well as for designed outcomes. The goal of these design awards is to reward best practice and innovation, but more importantly, they also act to raise the profile of design and to stimulate better practice within the sector.

Active campaigning through the media, events, and networks to promote an awareness among the general public, professionals, regulators and others is also widespread, although few government departments involve themselves directly in such activities, preferring to delegate or establish partnerships with other actors for such promotional activities. From generic ongoing campaigns involving a number of partners to much targeted events, campaigning activities are hugely varied in the form they take.

Proactive inter-governmental or cross-stakeholder advocacy and partnership working was a notable feature where governments had appointed a state architect or similar body (e.g. an inter-ministerial commission or working group) to act as design champion across the public administration and beyond. Consequently, for non/pseudo-governmental institutions this sort of activity is often prioritised in order to reach beyond those in government and elsewhere who are already convinced about the need to prioritise good design. Increasingly across Europe independent networks have been established that in different ways act to promote the cause of good design through proactive advocacy within and beyond their networks and the spreading of best practice.

Instead of waiting for organisations and individuals to seek out knowledge, these tools take the knowledge to them, seeking to package key messages in a manner that engages attention and wins over hearts and minds about the importance of good design. Whilst governments are involved in these activities, increasingly they have also sought to set up and empower arms-length institutions to do the job. Elsewhere, beyond government, different informal networks are often taking a lead in order to help fill gaps left by government action.

Structured evaluation tools

Evaluation tools are more interventionist because instead of focussing on the broader culture within which decisions on design are made, they focus on particular projects, places or processes with the potential to shape actual outcomes. They

include tools such as indicators, design review panels, certification or kite mark schemes and different types of design competitions.

Indicator and certification / kite mark tools do not seem to be widely used in Europe at the urban design scale, although the small number of examples the survey revealed are well developed and tested. They have the potential to provide an assessment of the quality of buildings or places in a systematic and objective manner, although also run the risk of oversimplifying complex sets of qualities.

The use of expert design review panels in different forms is far more widespread and growing, but the heterogeneity of approaches demands more focussed research before differences can be understood. In German speaking countries the use of design advisory boards is growing rapidly where they act as intermediaries between the interests of owners and the general public in many larger towns and cities. So far, England seems unique in involving non-governmental and even private organisations in the provision of such services, with some success.

Design competitions as an evaluative tool are used widely but intermittently throughout Europe by both state level and local governments. In some countries design competitions are routinely used for bigger building projects, particularly those commissioned by governmental bodies, and are strongly favoured as a means to encourage more innovative design solutions. Elsewhere their use is relatively rare. It seems that unless there is some compulsion in their use, their cost implications can too easily count against them.

Collectively evaluation tools provide a means through which judgments can be made about the quality of design in a systematic and structured manner, usually by parties (e.g. other professionals) external to and therefore independent from, the particular design process being evaluated. Those which engage expert judgement directly in making that judgement – competitions and design review – are widely used and favoured across Europe. Those which filter those opinions through a framework – indicators and certification – are less favoured, reflecting a fear that they can too easily be reductionist and fail to engage with the multi-faceted complexity of design. The potential of these latter tools to encourage engagement, structure discussions, diagnose and monitor qualities and to clearly articulate qualities, may not be well understood.

Direct assistance tools

Assistance tools are the most hands-on of the informal tools as they involve directly assisting or enabling design / development teams with particular projects, or with the commissioning of projects or the preparation of design guidance and so forth. They

range from direct grant in aid, to hands-on professional enabling, to research by design, to design-led community participation.

The provision of direct grant in aid support to architecture centres and other such organisations with a direct remit to instil and support a culture of good design is widespread, and is in turn leading to the production of a wide range of knowledge and promotion tools. Most of these cultural organisations are totally or partially financed by the state, mainly through respective ministries of culture, state agencies or municipalities. Remaining funding is sought from private sponsorship and donations.

More immediately impactful is the wide range of hands-on professional enabling, negotiation or advice offered in relation to particular projects / project briefs / procurement processes / and so forth. Across Europe, several states and regions have established a 'State Architect' or 'Chief Government Architect', supported by a small team, to promote high quality public buildings and construction works, often by directly intervening in project design or by supporting the provision of hands-on professional enabling. Although the size and structure of these offices varies, along with their competencies, they usually involve negotiating with other public stakeholders or providing advice to municipalities as well as assisting other governmental departments in processes of design. At a lower level, these approaches are echoed in municipalities across Europe who have appointed a city architect (and team) tasked with providing proactive advocacy and the direct enabling of good design.

At state and local levels, these teams use a further tool, research by design, to explore design alternatives for key projects, places and problems. These tools are rarely used by non/pseudo-governmental organisations who, reflecting their focus on the culture of design, are less frequently involved in specific design processes. This contrasts with design-led community participation as a precursor to major development projects, which is hardly used as a tool by state level governmental actors, where such engagement is seen as primarily a local concern. Research by design encompasses a critical inquiry through design that may include speculative design, data collection and manipulation, visioning possible realities and alternatives, and even the construction of exemplar projects. Such approaches use the power of design to help stakeholders understand possibilities and therefore to inspire more informed discussions about the future potential of place.

Direct assistance from governmental to other stakeholders can take many forms, from financial help to provision of temporary design capacity to assist with particular defined projects, programmes and places. Whilst financial assistance is widespread, its focus is more akin to the evidence, knowledge and promotion tools around

supporting the development of a design quality culture across jurisdictions. Other forms of assistance tools are more akin to evaluation tools in that they engage directly with particular development scenarios or defined design process issues. Both forms of assistance seem increasingly popular as governments at different scales set in place urban design governance infrastructures that seek to provide leadership on design.

2.3. Allied financial mechanisms that incentivise design quality

As well as an overview of the use of informal urban design governance tools across Europe, the survey explored how financial means and incentives can be used to encourage better design or to capture the benefits of better design. Almost all replies in this section were given by governmental correspondents, at national and local level and covered six types of mechanism: direct financing instruments, direct public investment, local taxation supplements, indirect financing instruments, steering tools, and regulatory management tools.

- Direct financing instruments include loans or subsidies for well-designed development or direct public funding tied to defined quality thresholds. Most often these financial incentive schemes were connected with heritage projects / contexts, or the delivery of new housing. In both cases, the funding was dependent on meeting minimum levels of design quality, requiring that schemes are assessed in some way using a tool of urban design governance. Sometimes this simply required that a defined process had been followed, e.g. that a design review or design competition process had been conducted. Elsewhere, a defined quality threshold had been reached, with the requisite assessment made using a design indicator or certification tool.
- Direct public investment is frequently used in Europe (amongst other reasons) to reduce the risks to the private sector associated with the upfront costs of delivering high quality development. For the public sector, the benefit comes in driving the sustainable development and regeneration of urban areas. Funding is awarded on a qualitative basis with an assessment of design quality amongst the essential criteria for that investment, for example through commitments to meet design aspirations laid out in a practice guide.
- Local taxation supplements to raise finance for investing in the quality of places include income from mechanisms such as Business Improvement Districts (BIDs) / tax increment financing / planning gain charges / development impact fees, / land value capture, and so forth. There was a very low response rate to this part of the survey, but evidence submitted suggests that these mechanisms have potential

to be associated with the delivery of high quality design. They are, however, discretionary in their use, and 'quality' is just one of the many factors that might be encouraged in this way.

- Indirect financing instruments can incentivise the delivery of urban quality through the use of tax incentives, zoning bonuses / enhanced development rights, and so forth. Within this category, the most widely used mechanism seems to be the provision of tax incentives for the restoration of heritage buildings and to increase the energy performance of buildings. Zoning bonuses – a mechanism extensively used in North America to encourage the delivery of benefits such as new public spaces – are only occasionally used in Europe.
- Steering tools focussed on encouraging better design involve the direct engagement of the public sector in the development process through public/private partnerships, the commissioning of exemplar schemes, and so on. Again, there was a very low response rate, despite the well documented role of the public sector in setting high standards of design in a series of well documented exemplar projects across the continent; developments in which the public sector has been the leading partner.
- The use of regulatory management tools to reduce the formal regulatory burden in exchange for better design is a mechanism rarely used in Europe. The exception is the UK where such mechanisms have been widely tried although not always with design strings attached, leading to worse rather than better quality development.

Because all these tools involve finance – either the giving of finance by the state or its receipt and re-investment in the public realm – typically, they are regulated and therefore lie within the formal side of the governance toolbox (dimensions of incentivisation). There they can be linked to, encourage the production and use of, or otherwise promote the aspirations contained within the informal (and sometimes the formal) tools of design governance. In other words, to ensure financial tools are used to deliver high quality design, they need to be used in conjunction with the tools of urban design governance.

Whilst any financial tool might, in theory, be used for that purpose, in practice some will have greater potential to link to enhanced design outcomes than others. They encompass not only tools that in some way raise or transfer funding, but also those that shape the economic equation that developers have to balance in order to encourage private investment in design quality. The survey suggested that this association is underexploited, with most respondents being unaware of any obvious linkages being made in their jurisdictions between design and finance.

2.4. Conclusions

The survey revealed an increasing number of administrations (national to local), developing an increasingly diverse and sophisticated set of approaches to offer clear leadership in this domain. To do this governments across Europe are taking advantage of the informal tools of urban design governance to assist in the delivery of a better-designed built environment. These use the soft powers of the state to encourage and cajole development actors, but in a discretionary (non-obligatory) manner.

The survey revealed that all five categories of informal urban design governance tools – evidence, knowledge, promotion, evaluation, assistance – are being actively and extensively used across Europe, broadly for two purposes, first, to develop a positive culture within which decision-making on design can occur, and second, to assist in the delivery of better quality projects and places. These meta-categories can be defined as:

- **Quality culture tools**, which seek to establish a positive decision-making environment in which a consensus gradually builds around the notion that a better-designed built environment delivers place value and is worth striving for. Most evidence, knowledge and promotion tools fall into this category.
- **Quality delivery tools**, which steer those decision-making processes in a more focussed manner, helping to ensure that from intervention to intervention in the built environment, design quality is delivered. Most evaluation and assistance tools fall into this category.

These categories cut across the separate meta-categories of formal and informal tools of urban design governance that underpin the survey (see Section 3.2). In this way, informal tools should be seen as important means to complement the formal side of the design governance landscape, and greatly extend the means available to state actors to influence how the built environment is shaped.

The survey also revealed that there is the potential to use financial tools alongside or as part of the urban design governance toolbox in such a way that ‘good behaviour’ is rewarded – namely the delivery of high quality design – and ‘poor behaviour’ discouraged. This, however, is a potential that seems, so far, to be remarkably under-exploited. The critical task for the state is not simply to incentivise development, but to incentivise high quality development, currently many administrations are attempting to do this with one hand tied behind their back.

Despite this, many administrations across Europe are proactive in promoting design quality and fostering a culture of place quality in order to raise standards of design

and achieve better places. The survey identified a diverse range of collaborative processes and partnerships between public and non/pseudo-governmental organisations in order to deliver and use the informal tools of urban design governance. Notions of governance embody the notion that a whole range of institutions, actors, tools and relationships are involved in the process of governing (Pierre & Peters, 2000). The pursuit for design quality in no exception.

Whilst it acts with, for and amongst other stakeholders, the public sector nevertheless has a special responsibility for creating the conditions within which a high quality built environment can flourish. The survey indicates that many of the most enlightened administrations across the continent are taking this role seriously and have been setting up dedicated actors, institutes and initiatives to drive forward a culture of design. The use of a varied pallet of informal tools of urban design governance are central to this drive.

3. RESEARCH METHODOLOGY

3.1. A comparative survey

The survey represents an example of cross-national comparative research. In the field of policy analysis the methodology provides the opportunity to compare and contrast the strengths and weakness of different policy approaches and thereby to draw lessons from other countries (Rose 2005: 4). The intention is not to copy policy approaches between quite different jurisdictions, but instead to learn under what circumstances and to what extent programmes deal effectively with specific policy problems.

To collect information on informal policy tools, Urban Maestro sent a questionnaire to all relevant stakeholders across Europe, covering national and regional governmental departments, non/pseudo-governmental organisations and local governments. After designing the questionnaire, a specific webpage was added to the project website introducing the survey and providing access to an online questionnaire, where respondents could fill in information about the approached used in their jurisdiction, as well as to upload relevant documents². For dissemination purposes, a contact list of 125 organisations was gathered, including at least three types of institutions by country:

- National / regional governmental departments responsible for architecture and urban design;
- Local governments – mostly city architects or, when there was no such position, city councils;
- Non/pseudo-governmental organisations – arms-length governmental agencies, cultural institutions and professional bodies.

Where architecture and urban design responsibilities were shared across different ministries, the questionnaire was sent to more than one governmental department. A first contact list of governmental departments was created by UCL based in previous research and then complemented by the three Urban Maestro partners.

² An off-line version was also made available as a Word document on the Urban Maestro website, which allowed respondents to download the questionnaire, fill in and then email it back to UCL.

Timeline

The research work was divided into four phases, spread between March and December 2019. The first phase was dedicated to the development of the questionnaire and to contact gathering of relevant organisations around Europe. The second phase was dedicated to survey dissemination, where a first personalized invitation was sent by email to institutions in April and a second in May. Besides the email invitations, over 100 telephone calls were made, during May and early June, to present the project and encourage a wider participation in the survey. The third phase was dedicated to analysis of the replies and the information received.

On June 12th, preliminary findings were presented at the first Urban Maestro Workshop, which took place in the city of Valencia (Spain), within the Placemaking week³. As some respondents asked for more time to fill in the questionnaire, it was decided to keep the survey open until the end of the year in order to accommodate delayed replies as part of a fourth and final phase of the work. Finally, the Survey report was reviewed and finalized in December 2019.

Previous research

Besides the data collected by the questionnaire, the present report is also informed by previous research conducted by UCL (see Section 5).

3.2. Questionnaire

The structure of the questionnaire and the content of the questions were designed to collect information on informal tools for improving design quality in the built environment as well as to identify the main stakeholders across Europe. To do so, the questionnaire was divided into three parts. A first part was dedicated to understanding high-level non-legislative national / state / regional policy. This focussed on any official publication, memorandum or policy that outlined Governmental aspirations on the design of the built environment in order to promote high standards in architecture and urban design (urbanism).

The second part focussed on collecting information about the availability of informal tools of design governance utilising the soft (or non-regulatory) powers of public bodies or other relevant stakeholders. For the purposes of the survey, the structure of the questionnaire was based on the typology presented by Carmona (2017), which

³ For information on the Placemaking Week 2019 see:
<http://placemakingweekeurope.com/>

defines a model of examining the different types of instruments, approaches and actions that might be employed by policy makers to influence the production of urban space.

Carmona's work is built upon two foundations: his continued examination of international design policy literature over many years combined with the recent study of the work of CABE (the Commission for Architecture and the Built Environment), an advisory body operating in England from 1999 to 2011 (Carmona 2017a; Carmona, et al 2016). Although the particulars of CABE's work are not easily generalizable outside its particular national context, the academic research that builds on this work provides a categorisation that transcends the original case study and can be useful when examining the different urban design governance landscapes across Europe.

The first distinction that Carmona makes in building his typology is one between *formal* and *informal* tools. Formal tools are tied to the regulatory responsibilities of the state, as legally defined – they are, in other words, designed to execute what is required of the state. Informal tools, on the other hand, are discretionary or optional. Beyond that, a second distinguishing aspect is defined as the *degree of intervention* that a tool encompasses (see figure 1). Again, these are mainly defined to respond to the particulars of the UK planning system, but direct analogies can be made to other systems in the EU, and the Urban Maestro project has used this as an initial framework on which it is intended to build a more accurate European model.

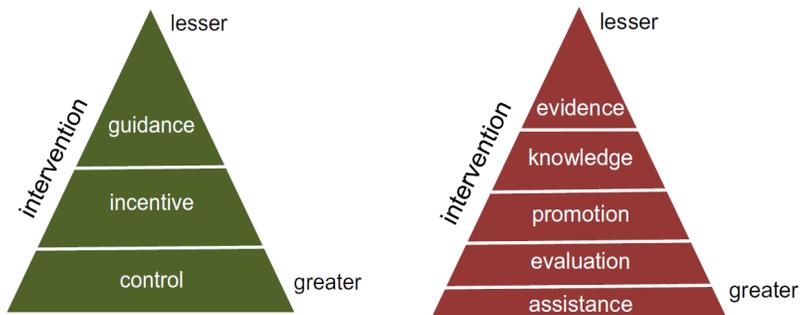


Fig. 1 - Formal (left, green) and informal (right, red) tools of design governance, ordered by degree of intervention. Adapted from Carmona (2017, p. 6 & 19)

This typology then specifies three categories of **formal tools** (guidance, incentive, control) and five categories of **informal ones** (evidence, knowledge, promotion, evaluation and assistance). On the informal tools side – the focus of the survey – different tools of urban design governance are suggested as examples of what that

category of tool might encompass. *Evidence* refers to the research or audit capabilities of governmental or advisory bodies. *Knowledge* includes the creation of best practice guides, case study libraries or education & training initiatives. *Promotion* encompasses awards, campaigns and partnerships. *Evaluation* includes different types of design review and certification schemes, as well as the use of design competitions. Finally, *assistance* might involve financing of urban design governance initiatives or the direct help of a public official to applicants shaping a proposal.

One of the future challenges of Urban Maestro project, outside the scope of this survey, will be to test Carmona's typology of informal policy tools against the European landscape of informal policy tools used by stakeholders – governmental and non/pseudo-governmental – operating at different scales – national / regional and local – in a diverse administrative, political and social contexts.

The third part of the questionnaire encompassed a section on allied financial mechanisms that incentivise design quality with the aim of mapping innovative financial mechanisms that may be in use by public sector to promote a high quality built environment. A fourth part included a section on contacts of relevant actors in order to identify stakeholders and contribute to mapping the urban design governance landscape in the different European countries. Following data privacy regulations, this data is not included in this report.

3.3. Scope

The Survey covered 32 European countries: 28 EU member states (at the time of survey), plus the four EFTA Countries (Iceland, Liechtenstein, Norway and Switzerland). In Belgium and the United Kingdom, their regions / constituent countries were targeted separately. As a result, the survey increased to a total of 37 administrative contexts.



Map 1 – Countries invited to participate in the survey and their status (at the time of survey)



3.4. Limitations

As in most empirical research, the methodology chosen for the survey has some limitations. First, the complex administrative structures across different European states made it difficult to determine whether the questionnaire was sent to the most appropriate respondent. Second, in half of the surveyed administrations, architecture and urban design is a policy domain shared by several departments. With such a wide spectrum of actors, to achieve complete and accurate information on the different states would require more than one respondent *per* administration, which was not possible to guarantee. Third, a questionnaire with open questions inevitably leads to differences in the diligence with which replies are made. The obvious lack of central knowledge about the activities carried out in some jurisdictions led to some degree of patchiness in the information gathered in some locations.

3.5. Response

From the 124 relevant institutions invited to participate in the survey (see Section 3.1), the consortium received 63 replies, or a 51% response rate (see the full list of replies in Section 6).

Breaking this number into parts, the origins of the replies are as follow: 31 replies from national-level governmental departments; 6 from the local governments and 26 from non/pseudo-governmental organisations. Eight of these replies were filled in by UCL after being directed to appropriate online resources by respondents.

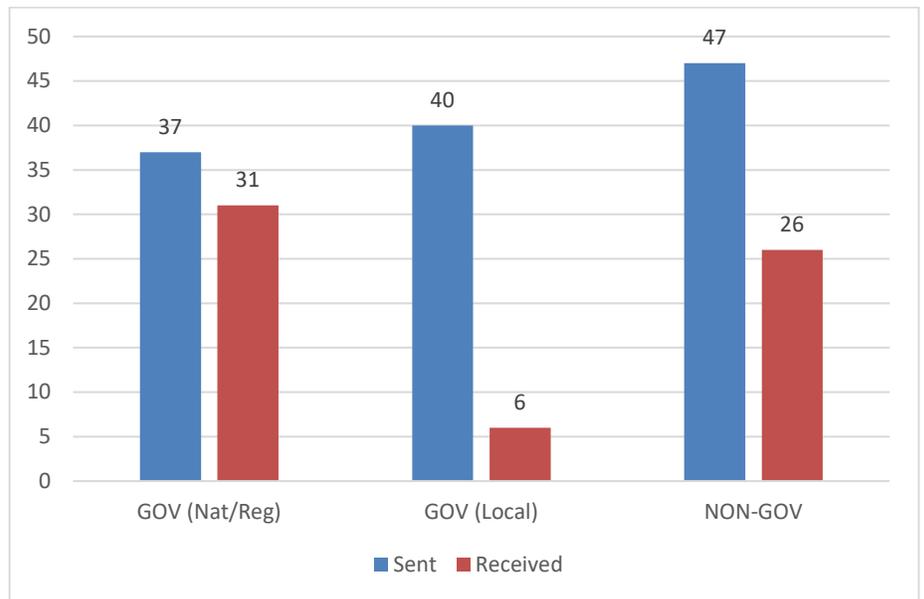
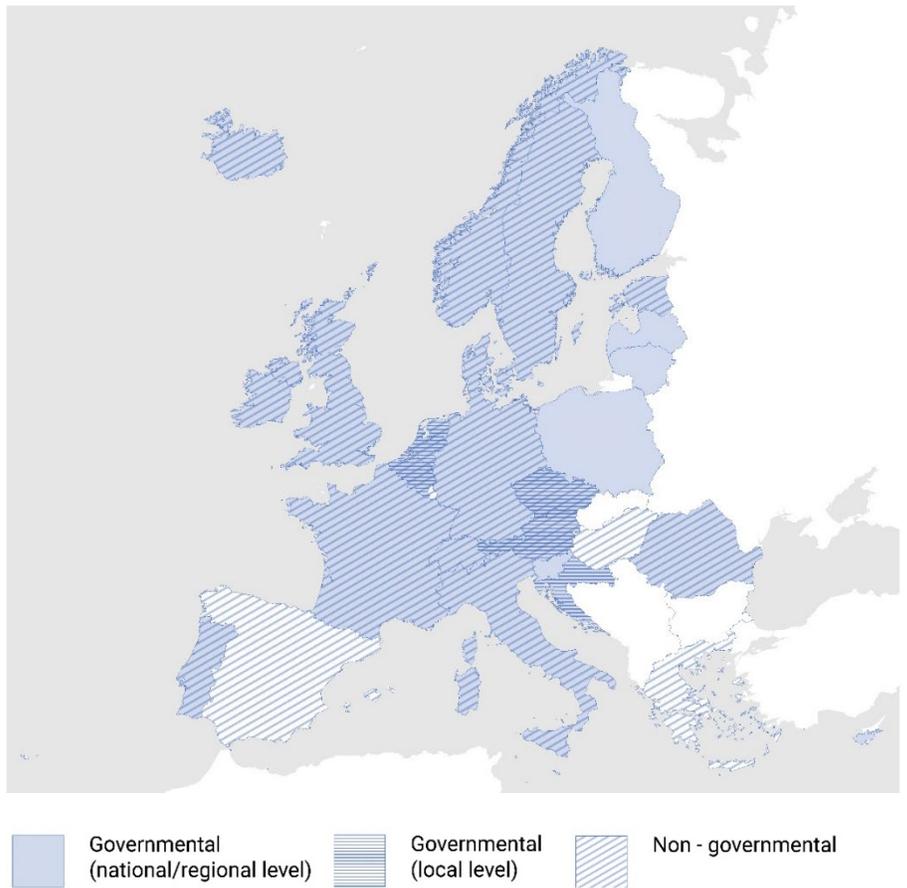


Table 1 – Number of replies by type of organisation

The national / regional governments delivered the most comprehensive response: 31 administrations replied to the survey from the 37 countries / states targeted. Local Governmental organisations delivered only 6 replies. This reflects the fact that the questionnaire was not fully adapted to the remit of local authorities as it largely focused on tools and initiatives that are developed at national / state administrative level and then implemented by local governments. Nevertheless, a good geographic distribution with coverage from across Europe was achieved (see Map 2).



Map 2 – Survey received replies by type of organisation

The next section describes the main findings collected by the survey from the 63 replies received. This report constitutes the first output of the Urban Maestro research work and is therefore a first step on the road to mapping the complex urban design governance landscape of Europe.

4. DETAILED FINDINGS

This section summarises the main findings of the European ‘Survey of informal tools for improving design quality in the built environment’ following the structure of the questionnaire (see Section 3.2).

4.1. Informal national / state / regional policy documents

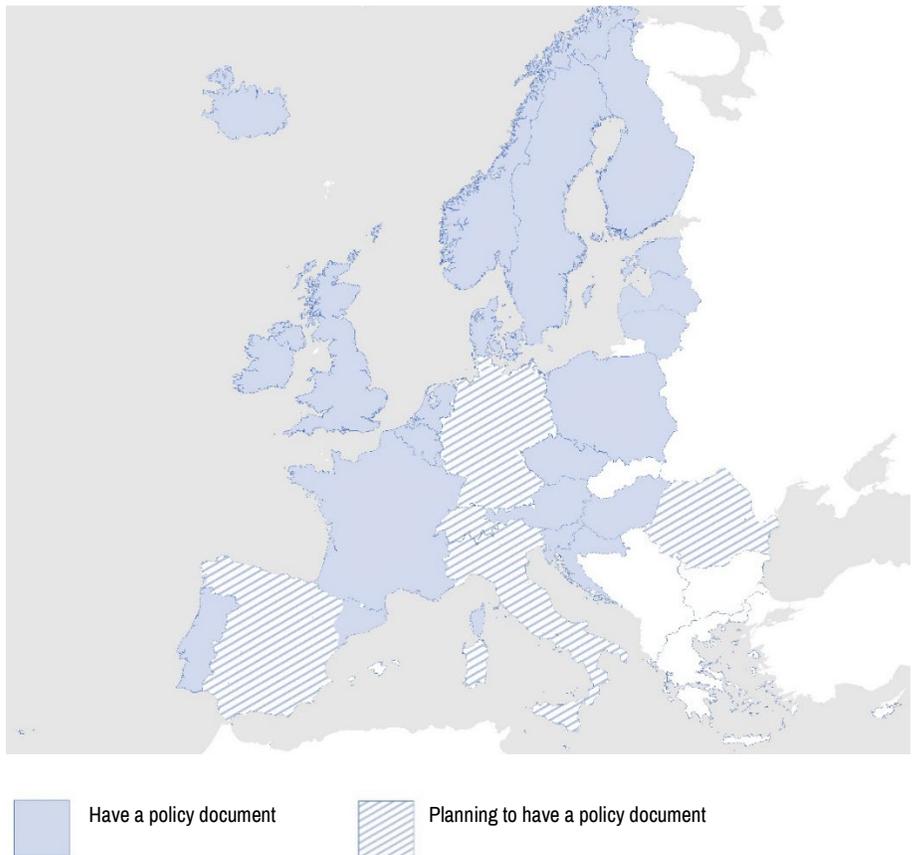
The first issue that the survey sought to identify was the adoption of an official high-level policy framework at the national level dealing with the design of the built environment. 28 administrations stated that they have an official policy document of this type, 6 administrations stated that they do not have one, and 3 that it was not possible to collect this information.

	Austria	BE Flanders	BE - Brussels	BE Wallonia	Bulgaria	Cyprus	Croatia	Czech Republic	Denmark	Estonia	Finland	France	Germany	Greece	Hungary	Ireland	Italy	Latvia	Lithuania	Luxembourg	Malta	Netherlands	Poland	Portugal	Romania	Slovakia	Slovenia	Spain	Sweden	UK England	UK Scotland	UK Northern Ireland	UK Wales	Iceland	Liechtenstein	Norway	Switzerland	
Yes	•	•	•	•		•	•	•	•	•	•	•			•	•		•	•	•	•	•	•	•			•		•	•	•	•	•	•		•		
No													•	•			•								•			•										•
No information					-																					-												

Table 2 – Administration with an official publication or policy, beyond formal legislation, that outlined Government aspirations on built environment design

From the 6 administrations that do not have an official policy document on design in the built environment, 5 are in the process of formally adopting one in the near future (Germany, Romania, Italy, Spain and Switzerland). For example, Switzerland for the first time had issued a national policy on Baukultur (in public consultation at the time of the survey), being expected to be formally adopted by the Swiss federal government by the end of 2019 (see Section 4.1.4).

If we look at the geographic distribution of the administrations that have a policy document, as well as the ones that are developing their first documents, it is possible to observe that very soon almost all of Europe will be covered with policy documents (Map 3).



Map 3 – Countries/regions with an official publication, memorandum or policy, or planning to have one, that outlines Government aspirations on built environment design.

However, after analysing and comparing the policy documents collected by the survey it was possible to verify that the nature of the documents is not the same and that their scope of intervention varies. National design policy documents be classified in three main types:

- a. *Comprehensive policy* (Austria; Croatia; Czech Republic; Denmark; Estonia; Finland; France; Hungary; Ireland; Latvia; Lithuania; Luxembourg; Netherlands; Poland; Portugal; Slovenia; Sweden; Scotland; Northern Ireland; Iceland and Norway);
- b. *Sectoral policy* (Cyprus; Malta; England / UK; Wales / UK; Wallonia-Brussels)
- c. *Institution-specific policy* (Flanders / Belgium; Brussels-Capital / Belgium)

The first type of documents includes policies of a strategic nature with a comprehensive scope, crossing a wide range of departments and involving multiple actors in their implementation. The second type includes policies with a sectoral approach involving fewer departments and functions within specific sectors (e.g. urban planning, cultural heritage, public buildings, etc. (Bento, 2012; 2017). The third

type are official documents that cover only the activities of the public institution that developed them (e.g. a State Architect office).

4.1.1. Comprehensive policies

Comprehensive policies are the most common type of documents at the European level. Although each policy has its own specific characteristic, the comprehensive policy can be broadly described as an official policy document of a high-level strategic orientation dealing with the design of the built environment in a holistic or cross-sectorial manner. In these, the government defines the main goals and objectives to promote design quality in architecture, urban design and cultural heritage, which are subsequently implemented by public authorities within the jurisdiction (Bento, 2017).

Year	Country / Region	Name
1991	Netherlands	Space for Architecture
1992	Norway	Surroundings as Culture: Action Programme for Aesthetics in Public Environment
1996	Denmark	Architecture 1996
1997	Netherlands	The Architecture of Space
1997	Norway	Aesthetics in Government Building and Constructions
1998	Finland	The Finish Architectural Policy
2001	Netherlands	Shaping the Netherlands
2001	Scotland	A Policy on Architecture for Scotland
2002	Estonia	The Architectural Policy of Estonia
2002	Ireland	Action on Architecture: 2002 – 2005
2004	Luxembourg	Pour une Politique architecturale
2005	Lithuania	Architectural Policy Trends in the Republic of Lithuania
2005	Netherlands	Architecture and Belvedere Policy
2006	Northern Ireland	Architecture and the Built Environment for Northern Ireland
2007	Denmark	Nation of Architecture
2007	Iceland	Icelandic Government Policy on Architecture
2007	Scotland	Building our Legacy. Statment on Scotland's Architectural policy
2008	Netherlands	Culture of Design
2009	Ireland	Towards a Sustainable Future: Delivering Quality within the Built Environment
2009	Latvia	Architectural policy Guidelines 2009 – 2015
2009	Norway	Architecture.now

2013	Croatia	Architectural Policies of the Republic of Croatia. 2013–2020.
2013	Netherlands	Building on the Strength of Design
2013	Scotland	Creating Places – A policy statement on architecture and place for Scotland
2014	Denmark	Danish Architectural Policy. Putting people first
2015	Hungary	National Architectural Policy
2015	Portugal	Política Nacional de Arquitectura e Paisagem
2017	Austria	Federal guidelines on Baukultur

Table 3 – Comprehensive policy documents in Europe

The first comprehensive policy was developed by the Netherlands in 1991, entitled *Space for Architecture*. Covering the period from 1991 to 1996, the policy was the result of a joint venture of the Ministry of Housing, Spatial Planning and the Environment and the Ministry of Welfare, Health and Cultural Affairs. The document embodied a number of measures to promote good design and focused on the role of the government as a contracting party in improving the architectural climate. Since then, the Dutch Parliament has approved a new version of the policy every 5 years, the latest dating from 2017 and entitled *Building on the Strength of Design*. Following the Dutch example, several European countries started to develop their own national comprehensive policies on Architecture.

Three states followed the Dutch example by publishing policy documents for public consultation in the 1990s: Ireland (1996), Finland (1997) and Scotland (1999). In Ireland, the definition of its architectural policy document began in September 1996 with the publication of a discussion document, entitled *Towards a Government Policy on Architecture: A Proposed Framework and Discussion of Issues*. In Finland, the policy process began with the appointment of a committee to prepare a national architectural policy being officially adopted in 1998. At the time, the policy was considered a reference document because of its focus on the young generation and the importance of education for the creation of cultural values for the Finnish society⁴. In Scotland, the development of its policy began with the publication of a discussion paper in 1999 and the first policy was adopted in 2001.

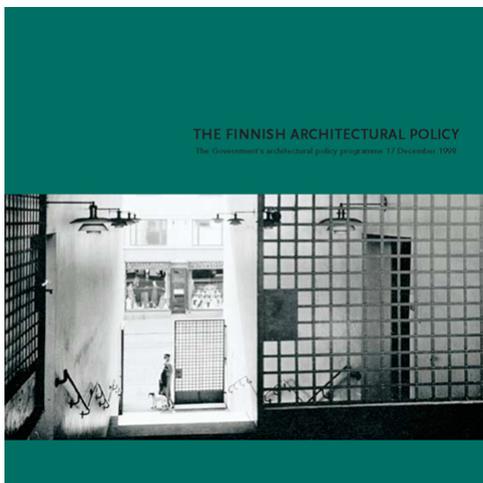


Fig. 1 – Finnish Architectural policy (1998)

⁴ The Finnish Architectural policy was translated to several languages.



Fig. 2 – Danish Architectural policy (2014)

Over the first decade of the 21st century, several countries also adopted comprehensive policies including Estonia (2002), Luxembourg (2004), Lithuania (2005), Northern Ireland (2006) or Denmark (2007). For example, the Danish policy's overall goal was to ensure the development of high quality environments (Denmark 2007). In 2014, based on the previous policy, the Danish Government adopted its second architectural policy fostering a place-making culture in order to create conditions for a higher quality of life, entitled *Putting people first* (Fig. 2).

In 2015, despite having a national Law on Architecture since 1977, the French government adopted for the first time a *National Strategy for the architecture* (SNA). The policy establishes six objectives, most of them similar to comprehensive policies of other countries, including an aspiration to raise awareness and develop knowledge of architecture by the general public and all public and private urban stakeholders. This breaks down into 30 more concrete measures.

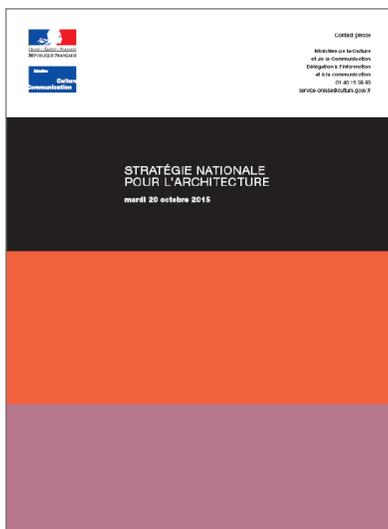


Fig. 3 – French Architectural policy (2015)

In the same year, after a long period of preparation, Portugal (2015) and Hungary (2015) also approved their policies. More recently, in 2017, the Austrian Council of Ministers adopted its first national *Federal Guidelines on Building Culture* to comprehensively “promote building culture and create a broader societal awareness of its principles, especially among leaders in politics, business, and administration” (Austria 2017). To achieve this, it is argued that a comprehensive strategy is needed at the federal level that will anchor building culture across all departments and disciplines at the federal, provincial, and local levels. The Austrian Federal guidelines are divided into six areas of action, including, for example, promoting awareness and public participation; research and transfer of knowledge and expertise; coordination and cooperation.



Fig. 4 – Austrian Federal Guidelines for Building Culture (2017)

Within the Austrian context, building culture (*Baukultur*) is presented as the main concept and policy domain. Nonetheless, the same concerns about placemaking and the importance of the spatial environment for the quality of life are also present. The specific means to address this will be influenced by the national political context, administrative tradition and social atmosphere where policies are developed. Outside the EU countries, Iceland adopted a comprehensive policy in 2007 and Norway in 2009, entitled *Architecture.now – Norwegian Architectural Policy* (see Bento, 2017).

4.1.2. Sectoral policies

The second policy type consists of official documents outlining governmental policy on architecture and urban design with a sectoral dimension. Although other countries may also have official design policy documents with a sectoral dimension, only five administrations made explicit reference to them in the present survey: Cyprus, Malta, England, Wales, and Wallonia-Brussels.

Cyprus

In Cyprus, design policies are included in all statutory spatial development plans that are prepared under the Town and Country Planning Law, which include Local Plans, Area Schemes and the Policy Statement for the Countryside. All of these instruments contain policies on architectural quality and include an Annex with *Principles and Guidelines for the Aesthetic Improvement and Upgrading of the Quality of the Built Environment* for the area they cover. Although these guidelines have been much elaborated and expanded within the last decade, most design policies were introduced in the early 1990s. In addition, there is also an independent national policy on architectural competitions for public buildings.

England

Although government guidance on design in England goes back to at least 1966 (for history of aesthetic control in England, see: Punter 1986), one of the first attempts to define a national design policy in England was launched in 1994 by John Gummer, Secretary of State for the Environment, with the title *Quality in Town and Country*. The initiative intended to raise awareness and understanding of the importance of good design and quality in buildings and the built environment as a whole (England 1994). One of its main initiatives was the *Urban Design Campaign*, launched in June 1995 to encourage wider debate, particularly at the local level, about urban design and its contribution to enhancing the built environment and promoting the exchange of ideas, proposals and local experience and thereby drawing attention to urban design considerations at an early stage of the development process

In 1999, the government established the Commission for Architecture and the Built Environment (CABE), a national body devoted to champion design quality (Macmillan 2004). Throughout its 11 years of operation, CABE made an immense effort to raise the standards of design quality in the built environment, championing and advocating design quality and researching and producing evidence on the value of good design. However, in 2011, the then Government removed CABE's funding to reduce public spending. As a reaction, several institutions and individuals have

come together as a civil movement entitled Place Alliance to promote better places and quality environments and press for political action from the government⁵.

Throughout this whole period, UK government planning policies for England have established a framework setting out national expectations on design. The revised National Planning Policy Framework of 2018 recognises that design quality matters and that planning authorities should drive up standards across all forms of development. As a core planning principle, plan-makers and decision takers should always seek to secure high quality design⁶.

Wales

In 2002, the Welsh Government established a *Design Commission for Wales* (DCFW) with a role similar to CABE's. In addition, the Welsh government reinforced architectural and design concerns in *Technical Advice Note 12: Design*, aimed at providing advice on how to promote 'sustainability through good design' as part of the planning process⁷. Since its adoption, TAN 12 has undergone several revisions, the latest of which in March 2016.

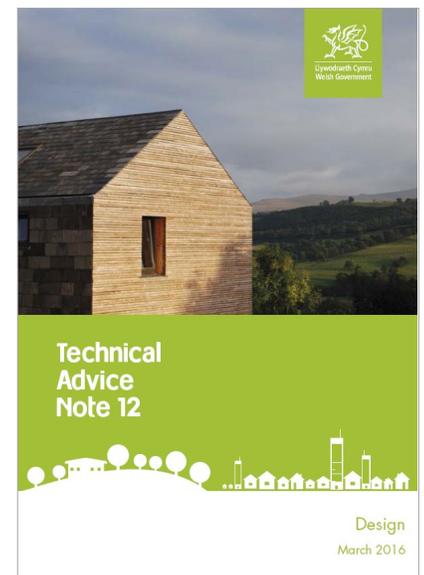


Fig. 5 – Welsh *Technical Advice Note 12: Design* (versions 2009 and 2016)

⁵ For more information: <http://placealliance.org.uk/>

⁷ For more information: <http://wales.gov.uk/topics/planning/policy/tans/tan12/?lang=en>

⁶ For more information: <https://www.gov.uk/guidance/design>

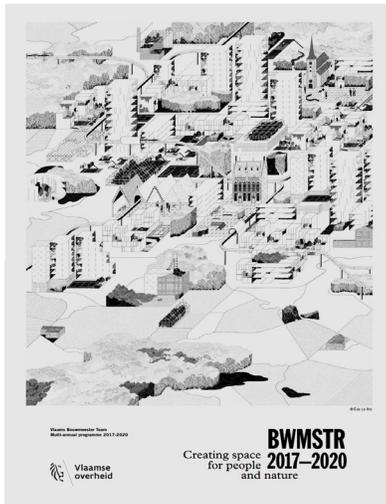


Fig. 6 – Recent policy of the Flemish Government Architect (2017-20)

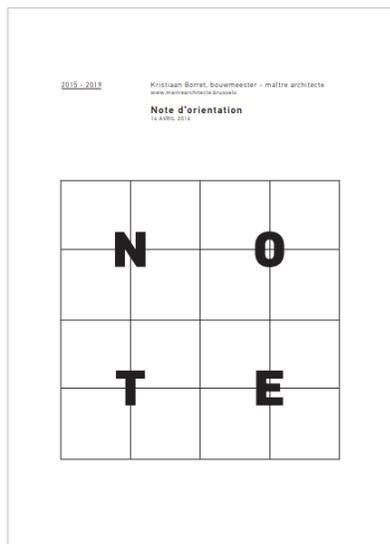


Fig. 7 – Recent policy of the Chief Architect of Brussels-Capital (2015-19)

Wallonia-Brussels

The government of Wallonia-Brussels Federation (French speaking Community) has been developing several initiatives to support the cultural promotion of architecture since 2007, with the creation of the 'Architecture Unit', followed by the launch in 2010 of the triennial publication of 'Architectures Wallonie-Bruxelles Inventaires', and in the same year the creation of the cultural and economic export agency of WBA architects (Wallonie-Bruxelles Architectures) or the publication of the White Book of Architecture Archives. More recently, in 2017, the government published the guidelines for "Cultural entrepreneurship and methods of financing culture", including a specific section on architecture policy⁸.

4.1.3. Institution-specific policies

Some administrations have an official policy highlighting the importance of design quality but extending only to the work of the institution that developed it. This is the case of State Architect offices, which have to approve a policy vision for their mandate to renew their budget (see below).

Flanders

In 1999, the Flemish Government appointed the Government Architect (Bouwmeester) to provide long-term support to regional government in preparing and implementing an architectural policy that promotes high quality environments in Flanders (Schreurs, 2000: 63). Within this remit, every four years, the Flemish Government Architect presents a policy document to be approved by government. The latest document is the 'Multiannual Programme 2017-2020' for public builders, designers and other interested parties, entitled 'Creating space for people and nature'.

Brussels-Capital

Similar to the case of Flanders, the Chief Architect of Brussels-Capital (Bouwmeester) also issued a policy document, entitled, "Note d'orientation", defining the key principles for its mandate 2015-2019.

⁸ Ministère de la Culture, Bouger la lignes, Coupole

"Entrepreneuriat culturel et modes de financement de la

culture", 2017, see: <https://cellule.archi/sites/default/files/news/publications/bl-entrepreneuriat-def.pdf>

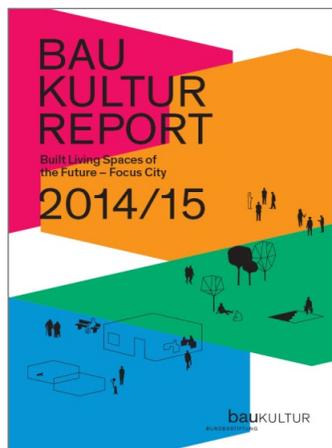
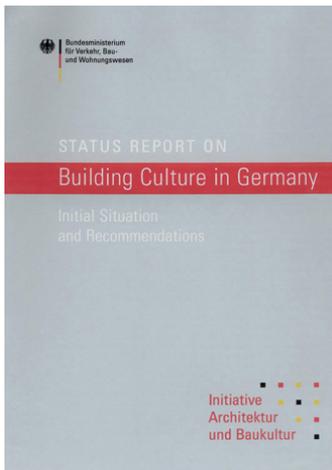


Fig. 8 – Baukultur reports in Germany (2001, 2007 and 2015).

4.1.4. Administrations planning to develop a policy document

In the group of administrations that do not have an official policy document on architecture and the design of the built environment, five administrations have mentioned that they are planning to adopt one in the near future: Germany, Italy, Romania, Spain and Switzerland. Nevertheless, this does not mean that it will be a consensual or speedy process. As with all public policies, busy governmental agendas, different perspectives of what the policy objectives should be, electoral cycles, and economic cycles, can all delay the policy process (Bento, 2017). In this group of administrations, Germany and Switzerland are pursuing a “baukultur” approach, similar to Austria. Since 2001, Germany has also been very active in promoting discussions, debates and publications on architecture and building culture under the concept of building culture (*baukultur*)⁹. More recently, Switzerland has followed the same path (see below).

Germany

In 2000, the German Federal Building Ministry launched *The Architecture and Baukultur Initiative* to stimulate and focus public discussion of the quality of planning and building in Germany.¹⁰ The initiative promoted a series of workshops and events addressing Baukultur in Germany. Two reports were published, the first in 2001, entitled, *Status Report on Building Culture in Germany. Initial Situation and Recommendations*; and the second in 2005, entitled *2nd Status Report on Building Culture in Germany – Information, arguments and concepts*¹¹.

In 2006, the German Federal government approved an Act establishing the Federal Foundation for Baukultur¹². The Foundation is based in Potsdam and works as an independent and active platform for all issues relating to architecture and Baukultur (see Section 4.2.3). During the meeting of the European Forum for Architectural Policies held in Hamburg in April 2007, the federal government promoted a third publication, entitled, *Baukultur! – Planning and Building in Germany*. In 2015, the Foundation published a biennial report (2014-15) and the latest biennial report (2016-17) was published in 2017.

⁹ The German expression *Baukultur* is a broad concept that can be translated into English as *Building Culture*, which includes all aspects of the built environment, such as the spatial, infrastructure, social and economic context of towns, cities and cultural landscapes. Therefore, the concept integrates architecture, civil engineering, urban and regional planning, heritage conservation interests, landscape architecture, interior design and art for public buildings.

¹⁰ For more information: <http://www.architektur-baukultur.de>

¹¹ GERMANY, *Status Report on Building Culture in Germany. Initial Situation and Recommendations*; German Ministry for Transport, Building and Housing, Berlin, 2001.

¹² For more information: <http://www.bundesstiftung-baukultur.de/>

In 2019, the German federal government announced its intention of developing a national policy document on *baukultur* to be submitted for public consultation in 2020.

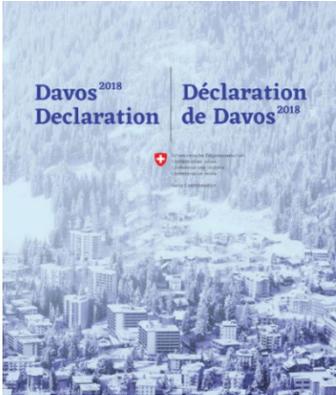


Fig. 9 – Davos Declaration (2018).

Switzerland

Following a similar approach, the Swiss Federal Government has also been promoting several initiatives on the topic. In January 2018, under the framework of the Davos World Economic Forum (WEF), it facilitated the approval of the Davos Declaration, which was signed by the European ministers of culture. The Davos Declaration calls for the introduction of better strategies that embrace the concept of building culture and incorporates the vision of a high design culture as a primary political goal.

In 2019, the Federal Swiss government launched a public consultation document on the first Federal *Baukultur* Strategy¹³. The document is similar to other comprehensive Architectural policies, focused on the quality of the built environment as a whole, but displaying a wider concept: building culture (*baukultur*).

Romania

In June 2019, the Romanian Order of Architects (OAR) and the Ministry of Regional Development and Public Administration (MDRAP) from Romania, promoted an international conference for architectural policies to debate public policies for a better quality and culture of the built environment. The conference was designed to highlight the importance of a public policy for architecture and the built environment by presenting best practices in Europe and exemplifying the way they can inspire architectural policies and projects that generate added value to the built environment. In this context, MDRAP & OAR signed a joint statement for a national architecture policy in Romania aiming to create the framework for an open decision-making process, based on principles and providing tools that help raise the quality and sustainability of the built environment in Romania.

¹³ For more information:

<https://www.bak.admin.ch/bak/de/home/kulturerbe/zeitgenoessische-baukultur.html>

Italian Bill on Architectural Quality

Following a legislative approach, the Italian Council of Ministers approved a Bill on Architectural Quality (Legge-Quadro Sulla Qualità Architettonica) in 2017. Currently, the Bill is being considered at the Seventh Standing Committee (Public education, cultural heritage) of the Senate. The Italian Bill on Architecture establishes instruments for the promotion of architectural quality, such as competitions, prizes to young professionals who participate in these competitions, the obligation of government to allocate 2% of spending on new buildings to the inclusion of works of art, and a three-year plan for architectural quality in public buildings.

Spain (Catalonia)

In 2017, the Catalonia Government, one of the 17 Spanish autonomous communities, approved the Law on Architecture. Although in the form of legislation, the document is similar to a comprehensive policy as it sets out principles and goals – determining the public interest in architecture – as well as measures of dissemination, awareness and knowledge of architecture. To promote design quality, it creates the Catalonia Awards in the field of Architecture and Built Heritage with the aim of recognizing the best practices on architectural process and quality. It also establishes the Council of Architectural and Urban Quality of Catalonia.

Furthermore, the Law also establishes an advisory body and Consultative of the Administration of Catalonia regarding design quality as well as advisory bodies on design quality of local governments. Finally, it introduces complementary norms about procurement, emphasizing the need to promote the simultaneous and coordinated collaboration of all the professional disciplines that participate in the design process, to achieve maximum continuity between the phases of project design and construction, so that the design quality becomes a common goal.

4.2. Informal tools of design governance

The main interest of the survey was on the use of informal tools of urban design governance utilising the soft powers of public bodies or other relevant stakeholders. As explained in Section 3, to collect and map the informal policy tools across Europe, the survey was structured into five categories of tools: *evidence*, *knowledge*, *promotion*, *evaluation* and *assistance*. For each category, the survey asked for examples of two or three types of informal tool (table 4).

Respondents to the survey were advised to add their policy tools where they felt they would fit best, and to provide as much information as they could about how they operate. In addition, an 'Other tools' category was included at the end of the questionnaire for policy tools that respondents felt did not comfortably fit into any of the five pre-identified categories. This section follows the structure to report on the main types of informal tools being used for the governance of design.

A	Evidence gathering tools
A.1	Commissioning or conducting research
A.2	Commissioning or conducting audits
B	Knowledge dissemination tools
B.1	Production of practice guides
B.2	Publishing case studies of successful examples
B.3	Offering basic and / or specialist training
C	Proactive promotion tools
C.1	Design awards
C.2	Active campaigning to promote awareness
C.3	Proactive inter-governmental or cross-stakeholder advocacy and partnership
D	Structured evaluation tools
D.1	The use of measurement or indicator tools to evaluate the quality of buildings or places
D.2	The use of expert design review panels and processes
D.3	The adoption of certification or kite mark schemes
D.4	The organisation and running of design competitions
E	Direct assistance / enabling tools
E.1	The provision of direct grant in aid support to architecture centres and other such bodies
E.2	Supporting the provision of hands-on professional enabling, negotiation or advice
E.3	Using research by design to explore design alternatives
E.4	Conducting design-led community participation

Table 4 – Typology of informal tools of design governance

A. Evidence gathering tools

Evidence gathering tools help policy makers to understand how the built environment is shaped, through which processes and with what consequences. This type of tools collects information and develops an evidence-base about design and design

process which can inform governments and be used to underpin policy and guidance or simply to monitor design outcomes from the development process and the state of the built environment generally (Carmona 2016:19). Relating to the specific needs of the commissioning organisation, evidence-gathering tools may cover almost every sphere of the built environment from construction to spatial planning, buildings to landscape and product to process. Therefore, it represents a means of both constructing a knowledge base that can help governments to better focus on its own work, and to offer information to other stakeholders such as, developers, designers and users.

To support research and innovation, most governments set up national funding programmes that usually include urban design related fields, providing scholarships for post-graduate students, financing research projects and institutions. Typically, these programmes are managed by public agencies that support science, technology and innovation, in all scientific domains, under a Ministry for Science (or similar)¹⁴. The Urban Maestro survey did not attempt to gather data on these national funding programmes, instead the aim was to collect information on the use of research by governmental departments or other organisations as an evidence-gathering tool to better understand urban design practices and processes.¹⁵

Two types of evidence gathering tools were pre-identified:

- *Commissioning or conducting research*, focused on understanding the problems and processes of design and development as they effect the built environment;
- *Commissioning or conducting 'state of the built environment' audits* to evaluate the impact of particular types of development or the quality of particular environments.

A.1 Commissioning or conducting research

The first evidence tool that the survey mapped was the undertaking of research activities to develop an evidence-base about design and design process. Almost all respondents noted that their organisation undertakes or commissions research focused on understanding the problems and processes of design and development. This work is carried out internally or commissioned to an external consultancy company, a specialised research institute or a university department / division.

¹⁴ See for example the Portuguese Foundation for Science and Technology (FCT): www.fct.pt/

¹⁵ Although research funding programmes are not covered by this survey, the Dutch *Creative industries Fund NL* (previously the *Netherlands Architectural Fund*) offers an interesting

example of a State programme directly supporting architecture and urban design research. Created in 1994, the Dutch Fund has various grants aimed at developing and exchanging knowledge concerning the design disciplines and increasing interest in architecture, urban design, planning, landscape architecture, and interior architecture. Each year the Fund supports a large number of unique and innovative national and international projects. In 2009, the Fund supported 213 projects to a tune of over 5.4 million euros.

National / state / regional governments

Although approaches vary across the continent, the majority of governmental respondents mentioned that their organisations often conduct or commission research for different purposes. The most common is to provide evidence for the ongoing policymaking process or for the creation of new design policy tools. In addition, evidence gathering is widely used to assess and monitor the implementation of design-related legislation or sectoral policies on the quality of the built and the un-built space¹⁶.

With the intention of developing an interdepartmental strategy of the Swiss Confederation to encourage contemporary building culture, the Swiss *Federal Office of Culture* (OFC) carried out a representative survey on the theme of "building culture", where 1000 people living in Switzerland were interviewed on the topic. They expressed their opinion on their preferred housing situations, the importance of building culture in their daily lives, their involvement in construction activities and their individual awareness of the quality of building culture. The survey was specifically designed to measure the importance of quality in the field of building culture among the different groups of the population considered¹⁷.

The *Flemish Government Architect* noted that besides its own instruments for research by design (see 3.2.5) his team generally collects evidence for informing public debates on new legislation or policy initiatives. When necessary, he also commissions research based on urgent issues coming from the policy agenda, namely to look at the negative effect of non-urban-design-related legislation on the quality of places or for the assessment of new regulation that affects the built environment. In addition, the *Flemish Government Architect* team usually develops desk-based research to showcase innovative examples of urban design solutions or to collect information on a given issue for the production of design guidance (e.g. on school infrastructure)¹⁸.

The Republic of Ireland noted that the *Department of Housing, Planning and Local Government* (DHPLG) generally conducts research prior to developing professional practice advice in the specific areas of urban design, sustainable development, land use management and urban planning in order to provide a more informed and evidence based approach to quality standards in the built environment. To complement this, Irish governmental departments usually commission research aimed to improve urban design practice in different areas (urban planning, heritage

¹⁶ For example, the Estonian respondent referred that Ministry of Environment usually conducts research to monitor and assess the implementation of the Planning Act as well as spatial changes in the urban habitat across the country.

¹⁷ For more information see: www.bak.admin.ch/bak/fr/home/patrimoine-culture/culture-contemporaine-du-bati/sondage-culture-du-bati.html

¹⁸ For more information see: www.vlaamsbouwmeester.be/

protection, urban mobility, etc.), which is sometimes supported through EU grants, resulting in free publications and guides.

Some governmental respondents noted that they get involved in national and international research projects with other institutional partners. For example, the *Portuguese General Directorate of Territory*¹⁹ is participating in four research projects with other governmental and academic institutions. One of those research projects is addressing the emergence of soft planning practices within the Portuguese statutory planning environment²⁰.

Other respondents observed that they provide specific research grants for examining in more depth urban design related themes, maybe with a focus on design processes (e.g. innovative design tendering procedures) or development types (e.g. eco-friendly solutions)²¹. In addition, some governmental departments conduct specific research projects in collaboration with public research institutions in building and urban planning leading to a continuous programme of architecture and urban design related research projects (see other evidence tools).

Non/pseudo-governmental organisations

Several non/pseudo-governmental organisations around Europe are also conducting research on themes related with the design of the built environment. In the UK, *Architecture and Design Scotland (A&DS)* conducts in-house regular research activity by gathering evidence on the design quality of places, looking at best practice and developing practical methodologies to demonstrate the socio-economic and environmental value of good design²². A&DS also work on research programmes with academic institutions, as well as linking into research that is already being carried out by others. All of this results in a huge number publications, guides and manuals that identify and address the key drivers that shape the built environment (see next Section).

With a similar mission, the *Design Commission for Wales (DCfW)* is also conducting several research activities, resulting in the publication of multiple practice guides and publications²³. This research delivers an important role of the organisation, namely to

¹⁹ For more information see: www.dgterritorio.pt/

²⁰ For more information see: www.researchgate.net/project/SOFTPLAN-From-Soft-Planning-to-Territorial-Design-practices-and-prospects

²¹ For example: <https://www.bbsr.bund.de/BBSR/DE/FP/ReFo/Staedtebau/201>

7/baukultur-quartier/01-start.html?nn=438822¬First=true&docId=1847518

²² Architecture and Design Scotland (A&DS) was established in 2005 as an independent national champion for good architecture, design and planning in the built environment. A&DS is an executive non-departmental public body (NDPB) which delivers exhibitions, events and an education programme for the public as well as advice, resources and support to practitioners in the built environment sector. For more information see: www.ads.org.uk/

²³ For more information see: www.dcfw.org

provide information and influence stakeholders in Wales (see Section 4.3.3). In England, this type of research used to be carried out by the old CABA, before their funding was cut off in 2011. Other English non-governmental organisations, such as the *Place Alliance*²⁴, are helping to fill the gap.

In Germany, the *Baukultur Foundation* conducts or commissions research activities, namely population surveys and other surveys in relevant groups, online research and monitoring of publications on different built environment themes – namely through exchange with other institutions as well as participation and interdisciplinary exchange in relevant conferences, network-meetings, workshops, lectures, etc²⁵.

Several architecture centres around Europe also undertake or commission research on the design of the built environment resulting in several types of publications for dissemination, which will be explored in the next section. For example, in 2018, *Sweden's National Centre for Architecture and Design (ArkDes)* launched a research programme called the ArkDes Fellowship. This recurring call offers practitioners, spatial thinkers and researchers operating in or around the fields of architecture and design, opportunities to conduct interdisciplinary research.²⁶

Some professional organisations noted that they regularly conduct research activities. In Ireland, the *Royal Institute of the Architects of Ireland (RIAI)* mentioned that they frequently commission research and develop professional practice advice in specific areas of urban design, sustainable development, land use management and urban planning to aid a more informed or evidence based approach to professional practice by members and the organisation. This has a wider application for public and private commissioners of architecture and the public in general and is not just confined to professional practice.²⁷

Another example, the *Danish Association of Architects (DAA)* noted that they are currently conducting a research project focusing on the role and impact of municipal architectural policies in Denmark and elsewhere, where they are trying to map the potential and weaknesses in the public administrative system and processes in terms of securing architectural quality in urban development process²⁸.

²⁴ For more information see: <http://placealliance.org.uk/>

²⁵ For more information see: www.bundesstiftung-baukultur.de/

²⁶ The inaugural ArkDes Call for Fellows was held between February and March 2018, attracted over 200 applications by practitioners, researchers, educators, artists and communicators. A total of three Fellows, selected by an

international jury, joined ArkDes in September 2018. While each application addressed the theme "Projecting the Future", proposals covered a wide array of themes focused on future visions for tackling challenges in built and non-urban environments.

²⁷ For more information see: www.riai.ie/

²⁸ For more information see: www.arkitektforeningen.dk/

Local government

Although Urban Maestro only received six replies from local government respondents, the ones returned noted that they conduct or commission research aimed at improving knowledge on design themes and urban design practice in particular.

The *Chief Architect of Antwerp* noted that as well as research by design, to explore the spatial potential of key sites (see Section 4.2.5), they also undertake urban data scans providing the city with quantitative objective GIS data through spatial and environmental analyses, and mapping out needs and shortages of local amenities (e.g. schools, sports, greenery, culture, commerce, wellbeing, youth, etc.).²⁹

The *Chief Architect of Groningen* mentioned that the municipality sometimes participate in collaborative research projects. One of those projects has involved TU Delft, UMCG medical centre and neighbourhood representatives to assess which changes to the public space and motorized usage of the public space implicitly stimulate people to make more healthy choices in traveling to the local neighbourhood shopping centre. In another project, the municipality commissioned and collaborated with a Landscape Architect to define design principals in line with a vision on Shared Space (and promotion of pedestrian use) and translate them into a toolkit for designing public space in the city centre to create a coherent public space where flexible use is possible³⁰.

Some municipalities also get involved in research activities connected to or developed through national or international research projects. For example, the *City Council of Zagreb* made reference to its participation in the EU URBACT programme³¹, a European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe, facilitating the creation of networks between cities to share knowledge on tools and practices in order to improve urban development policies.

²⁹ For more info:

www.antwerpenmorgen.be/toekomstvisies/kwaliteitsbewaking/over

³⁰ In the framework of the municipality "Guidelines for designing the Public Space City Centre", a few streets in the city centre have been changed accordingly and are being monitored to assess if the guideline has positive effects on the

way we use our public space. This was a participatory process in which a two streets served as case studies, which gave valuable input to the overall guideline. Business owners, representatives of the community and other inhabitants of Groningen were actively included to give input with which the guidelines were defined.

³¹ URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies. For more information on Urbact programme see: <https://urbact.eu/>

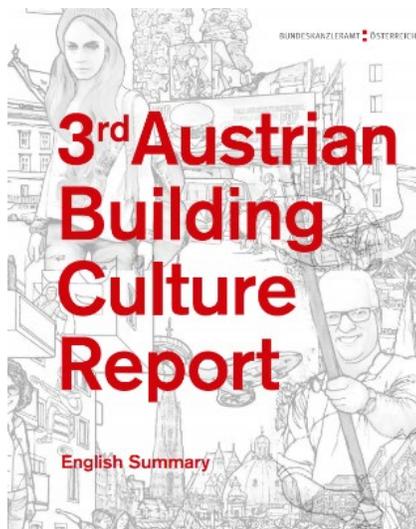


Fig. 10 – Third Austrian Building Culture Report (2019)

A.2 Commissioning or conducting ‘state of the built environment’ audits

The second evidence-gathering tool that the survey captured were ‘state of the built environment’ audits to evaluate the impact of particular types of development or the quality of particular environments. These audits can vary from the comprehensive local measurement of buildings or places, to national audits of the design of housing, schools, infrastructure and so forth (Carmona et al. 2016:149). Again, the majority of respondents noted that their organisations conducted or commissioned audits dealing with particular types of development, or local or national reports on the state of the built environment.

National / state / regional governments

Most governmental respondents noted that they use state of the built environment audits, also known as “State of the Territory Reports”, which are performed periodically and can cover a whole state, a region or a municipality, with evaluation covering both built and unbuilt parts of the territory. Like research projects, audits can be conducted both internally within governmental organisations or commissioned externally by a consultancy or specialised institution.

In most countries, this form of state of the built environment report is mandatory and generally precedes the preparation of spatial planning strategies. For example, in 2017, for the preparation of a National Territorial Development Strategy, the *Romanian government* conducted a “State of Territory Report”, examining trends and changes in the territory and identifying territorial impacts of funding policies and programmes, especially those with national funding³².

More recently, some countries have been developing national audits with a greater focus on the quality of the built environment. For example, the *Austrian federal government* commissions a so-called Report on Baukultur every five years (2006, 2011, and 2018), which is presented to the Austrian parliament. It contains a description of the state of the built environment in Austria with its achievements and problems and adds recommendations for further development. As discussed previously, the expression Baukultur is a broad concept adopted by Germanic states, which is loosely defined as “building culture” including all aspects of built spaces,

³² For more info: www.mdrap.ro/dezvoltare-teritoriala/6997

such as the spatial, infrastructure, social and economic context of towns, cities and cultural landscapes³³.

Following the same approach, the *German federal government* also commissions biennial Baukultur reports from an external non/pseudo-governmental organisation, the Foundation for Baukultur. The Baukultur report as an official status report on planning and construction in Germany, is also used as a political instrument, including statistical data as well as the results of a municipal survey of planning practices and a population survey on the housing and living environment (see below).

The *Italian Ministry of Culture* started an open consultation of many stakeholders (central and regional administrations, municipalities, universities, professional associations, and many others), from which a survey on quality in architecture and urban design is undertaken to better understand the national situation.

The *Flemish Government Architect* conducts a Bouwmeester Scan, which is available for local authorities who want to work on a more sustainable and better use of space. The scan maps spatial and policy strengths and weaknesses of the municipality and provides a concrete agenda for projects and interventions. The scan assists municipalities in the transition to a high-quality living environment, linked to a more careful and sustainable approach to the environment and to natural resources.

In a more sociologist approach, recently the Department of Studies, Foresight and Statistics of the French Ministry of Culture commissioned a research study about the “Architectural Culture of the French”, from the National School of Architecture and Landscape of Bordeaux. This survey questioned different publics (candidates for national schools of architecture and graduate students, architects, general public and mediators) on their knowledge of the architecture discipline and profession as well as the citizen's relationship to the built space in which they live³⁴.

Non/pseudo-governmental organisations

Although most non-governmental organisations do not usually conduct or commission audits, an exception can be found in *A Housing Design Audit for England*, conducted in 2019 by the Place Alliance as a follow up to earlier audits conducted by CABE. The audit has involved a national survey of 142 major housing

³³ The Davos Declaration (DAVOS 2018) defines it as an aspect of cultural identity and diversity, which ‘holistically embraces every human activity that changes the built environment, including every built and designed asset that is embedded in and relates to the natural environment’.

Therefore, the concept integrates architecture, civil

engineering, urban planning, heritage conservation interests, landscape architecture, interior design and art for public buildings (Germany 2007).

³⁴ For more info: <http://www.culture.gouv.fr/Thematiques/Etudes-et-statistiques/L-actualite-du-DEPS/La-culture-architecturale-des-Francais>

development and correlated design quality findings with design governance processes in order to understand which processes lead to better quality outcomes and which do not.

Other respondents mentioned their participation in audits as a partner or as a consultant. For example, the *Finnish government* usually commissions the national report on the state of the built environment to the Finnish Association of Civil Engineers³⁵.

An interesting example, already described above, is the biennial Baukultur Report that is coordinated by the *Federal Foundation of Baukultur*³⁶, on behalf of the German federal government. The biennial report is the Baukultur Foundation's most important medium and, as an official status report on planning and construction in Germany, also a political instrument. The report links the positions of the Baukultur Foundation with project examples from the Baukultur workshops and arguments from expert discussions. The report also includes statistical data as well as the results of a municipal survey on planning practices and a population survey on the housing and the living environment. The collected findings lead to concrete recommendations for action for all actors involved in planning and construction.

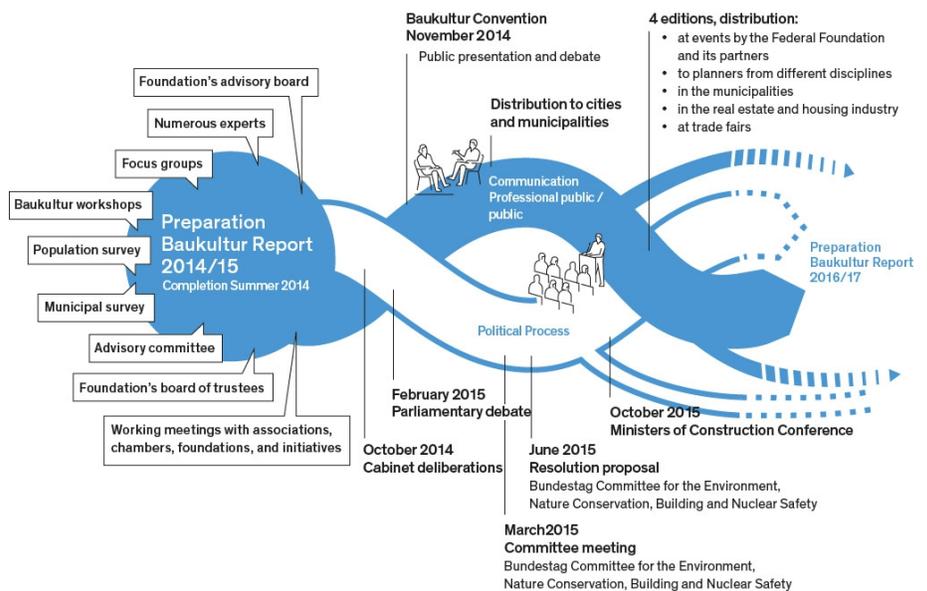


Fig. 11 – The overall process of the preparation of the Baukultur report 2014/15 (Source: Federal Foundation of Baukultur 2016)

³⁵ For more info: www.ril.fi

³⁶ For more info: www.bundesstiftung-baukultur.de/

The Federal Foundation of Baukultur is one of the few institutions in Germany that is entitled to submit a report to the Federal Cabinet and the Federal Parliament. Thanks to this right of submittal, the Baukultur Reports are dealt with by the Federal Cabinet and referred to the Bundestag and the Bundesrat. The Baukultur Report is created with the involvement of numerous specialists, experts, associations, an advisory group, and the Foundation's own expert bodies. The Foundation's own population survey and poll of municipalities form a basis for the report, which is coupled with recommendations for action.

Local governments

In some local governments the development of 'state of the built environment' audits are mandatory for the preparation of the municipal planning framework. In others, they are conducted voluntarily as an informal tool. For example, the *City Council of Zagreb* noted that they regularly develop a "State of the Territory Report".

With a more restricted focus, the *Prague Institute of Planning and Development* of the City of Prague mentioned that they have commissioned several audits, dealing with specific existing objects in public space, like street furniture and paving.

Typically, these audits only cover specific localities and not the city as a whole.

Marking a different approach, the *Romanian governmental* respondent observed that in several Romanian cities city councils have developed different types of applications gathering local citizen's views on the state of its urban areas through the use of smart city apps. This sort of analysis is increasingly common across Europe.

Other types of evidence gathering tools

Some respondents included examples of evidence gathering tools that they felt did not fit in any of the two evidence tools reviewed above: observatories and research institutions. Rather than design governance tools, these types of institution make use of multiple tools, including evidence.

Observatories

Observatories are responsible for analysing and monitoring a certain policy dimension through a combination of evidence tools leading to recommendations for improvement.

Three respondents made explicit reference to an observatory dedicated to the collection of evidence and information on the quality of the built environment and territorial cohesion. The *Romanian government*, for example, has recently created the Territorial Observation platform, providing the tools for decision-making based on territorial indicators³⁷. Similarly, the *Portuguese Directorate-General for Territory* hosts the Observatory for Spatial and Urban Planning, aims to ensure a systematic monitoring and evaluation of the territorial dynamics and management system, with a corresponding system of indicators and periodic reports on the state of spatial planning.

In France, with a greater focus on design, the Regional Observatory on the Architectural Quality of Housing (Observatoire régional de la qualité architecturale du logement) operates within the *Council of Architecture, Urbanism and the Environment (CAUE) of the Île-de-France*. Created in 2005, the observatory involves three French institutions, the CAUE of Île-de-France, the Regional Directorate of Cultural Affairs of Île-de-France (*Direction régionale des affaires culturelles d'Île-de-France*) and the Directorate General of Heritage (*Direction Générale du Patrimoine*) of the Ministry of Culture. To deliver its mission, this observatory of the Île-de-France collects and analyses information on the design quality of newly built residential areas. It publishes an annual report informing its annual seminar, professional training, exhibition, and so forth.³⁸.

Built environment research institutions

In some European states, there are public research institutions dedicated to building and urban planning domains, where architecture and urban design are included as a specific research field (e.g. Portuguese Laboratory of Civil Engineering³⁹) (Bento 2012). These operate at different administrative levels (national, regional and local) and were identified by a number of national respondents.

At national level, the *German federal government* established the Federal Institute for Research on Building, Urban Affairs and Spatial Development (BBSR) that conducts research projects on behalf of the Federal Ministry of Building. Within the BBSR, there is a Baukultur division, which develops research and disseminates good practice on the processes leading to higher quality built environments⁴⁰. In the Czech

³⁷ For more info see: www.mdrap.ro

³⁸ For more info on Ile-de-France CAUE see: www.caue-idf.fr/l-observatoire-de-la-qualite-architecturale-du-logement

³⁹ For more info on National Laboratory of Civil Engineering see: www.lnec.pt

⁴⁰ Info: www.bbsr.bund.de/BBSR/EN/Building/PublicationsLists/ArchitectureCulture/publications_node.html

Republic, the government established the Institute for Spatial Development to provide professional background and assistance plus the exercise of competences for which the government is responsible. It operates mainly in the fields of spatial planning, building regulations and regional policy⁴¹.

At the regional level in Spain, the government of the Community of Valencia created the Instituto Valenciano de la Edificación (IVE). This seeks to improve the level of quality and sustainability in the construction process through research activities in the building field.⁴² At the local level, the Prague Institute of Planning and Development undertakes continued research activity, providing empirical data on building and urban mapping to city council departments and stakeholders, focused on the built fabric and public spaces of Prague⁴³.

B. Knowledge dissemination tools

Knowledge tools act to disseminate knowledge about the nature of good (or poor) design practices and processes, as well as related development practices, and why it matters. This may encompass a wide range of initiatives and actions, from publication of practice guides, to the compilation of best practice case studies, to the more provision of education and training. Whilst evidence tools are focused on collecting information, which forms the basis of knowledge, its proactive use will depend on how actors utilize it in combination with the remaining informal tools and in relation with the formal tools categories discussed in Section 3.2. This means that evidence tools often underpin the range of knowledge tools, along with knowledge generated from professional practice and expertise. Their main purpose is to spread knowledge about the nature and value of good design, helping to raise design awareness and understanding amongst stakeholders across both the demand and supply sides of the development process (Carmona et al. 2016:56).

This part of the survey aimed to collect and map initiatives relating to the dissemination of knowledge about the nature of good design and why it matters, through three types of knowledge dissemination tools:

- *Production of practice guides to disseminate information about good design and associated successful design or development practices;*

⁴¹ For more info see: www.uur.cz/

⁴³ For more info see: <http://en.iprpraha.cz/>.

⁴² For more info on IVE see: www.five.es

- *Publishing (online or by traditional means) case studies* of successful examples of architecture, urban design (urbanism), landscape design, etc. for use by development actors, key decision-makers and the general public;
- *Offering basic and / or specialist training* about aspects of the design of the built environment and its importance to design professionals, contracting authorities, regulators, and others.

B.1 Production of practice guides to disseminate information about good design

The first type of knowledge tool involves the preparation and production of practice guides to disseminate information about good design and associated successful design or development practices. Practice guides can be described as the sorts of informal guidance on generic aspects of architecture and urban design or development practices that are created with the intention of sharing best practice, either in process or outcomes. Such guides are not place specific and are typically produced in order to disseminate the accumulated wisdom of particular groups or the insights garnered from research (Carmona 2016:21). In this context, practice guides may be produced for multiple purposes: filling gaps in knowledge, educating key players, offering specific technical information, disseminating evidence, or sometimes, simply setting out a particular policy proposition (Carmona et al. 2016:160).

Looking across the different replies, almost all respondents noted that their organisations usually produce or support a wide range of publications and practice guides, aimed at diffusing knowledge in the areas of architecture, urban design, planning, landscape and heritage. This documentation is an important source of information to complement formal design governance processes as established in legislation.

National / state / regional governments

Governmental departments and associated agencies publish guides and manuals on a regular basis covering different aspects of the built environment and a wide range of design topics. There are a wide diversity of guidance documents which are directed at professional actors, public servants and the general public.

For example, the Irish *Department for Housing, Planning and Local Government* (DHPLG) produces a wide range of urban design guides and practice circulars to disseminate current and exemplary practices in urban design, quality place-making

and sustainable development, including the publication of best practice case studies. These practice guides are designed to help planning authorities, developers and the general public, and cover a wide range of topics, including architectural heritage, child care facilities, landscape, quarries and residential density⁴⁴.

In certain cases, governmental departments may work with other partners to develop guides and publications. For example, in France, the “Mini-guide on public procurement: choose the architect and its teams” (2018), was developed by the *General Directorate of Heritage of the Ministry of Culture*, the *Interministerial Mission for the Quality of Public Buildings (MIQCP)* and the *National Federation of Councils of Architectural, Urbanism and the environment (CAUE)*⁴⁵. Related to this initiative, the MIQCP has published a range of practice guides including several topics relating to the conduct of design competitions in France⁴⁶.

There is a huge array of practice guides produced by public administrations across Europe, so many that it is not possible to comprehensively describe and analyse them in this report. Nevertheless, a few examples revealed in the survey are listed below in order to give an indication of the sorts of topics covered:

- “Guide for basic education - My school, a space of quality”, a guide intended for school administrators, educational authorities, architects, community and regional services involved in supporting projects related to school infrastructure, as well as users of school buildings – *Brussels-Capital Region*⁴⁷;
- 'Public Space - 10 tips to design a street locally', the ambition is to inspire municipalities and urban planners / architect teams working at the local level, so that they understand better the importance of high-quality design of the public space on their territory and are introduced to the different scenarios relating to how to improve the existing streetscape – *Brussels-Capital Region*⁴⁸;
- "Le Guide pratique des marchés d'architecture", guide providing public authorities with a toolkit including practical advice to hold a quality-based competition (mainly public procurement and design competitions) – *Wallonia Region*⁴⁹;

⁴⁴ For more info:

www.housing.gov.ie/planning/guidelines/planning-guidance

⁴⁵ The guide develops the course of the competition, a compulsory selection procedure above the thresholds. It also proposes a new procedure adapted "simple", without delivery of benefit and which privileges the negotiation: it is a procedure where the selection is done on skills, references and means, then only the 3 best selected teams put back an offer, and the client negotiates the contract with the candidate whose bid was ranked first. For more info:

<https://www.architectes.org/publications/marches-publics-de-maitrise-d-oeuvre>

⁴⁶ For more information: www.miqcp.gouv.fr/

⁴⁷ For more info: <https://perspective.brussels/fr/plans-reglements-et-guides/guides-pratiques>

⁴⁸ For more info: www.publicspace.brussels/

⁴⁹ For more info: www.marchesdarchitecture.be/

- “Planning for Sustainable Buildings”, practice guidance on sustainable buildings and the importance of integrating these design principles early in the development process – *Welsh Government (UK)*⁵⁰;
- “Urban Design Compendium”, provides an analysis of core design issues through the different stages of the project process, from assessment of overall context to deciding the detail of proposed developments. Although its first edition is from 2000, it was updated in 2013 – *Homes and Communities Agency, England*⁵¹;
- “Living Places: Urban Stewardship & Design Guide”, including a Creative Consultation Toolkit, that is focused on optimizing stakeholder engagement in placemaking, as well as providing an introduction to Design Review that helps parties to understand the benefits and ways of conducting design review – *Northern Ireland Executive*⁵²;
- Web application for the development of the Community Development Programme, which guides the user through the content and structure of the document, but also offers other useful tools such as working with statistical data, templates of supporting documents or e-learning. It also offers municipalities the tools for managing and evaluating their own development documents – *Government of the Czech Republic*⁵³;
- ‘Urban Policies Thematic Series’, seven practice guides, from 2008 until 2011, following a common structure, including the identification of the main challenges and examples of best practice. Each issue presents methodological alternatives and exposes practical cases in order to promote the quality of proposals for urban action – *Portuguese Government*⁵⁴.
- Guidance in the field of territorial development, in view of densification, available on the webpage of Inventory of Protected Towns of Switzerland (ISOS) publications, which also includes documents on more than 1200 sites of national importance – *Swiss Federal Office of Culture*⁵⁵;
- Conferences proceedings, such as National Conference on Integral Approach to Landscape Conservation, Planning and Management – *Croatian Institute for Spatial Development*⁵⁶.

⁵⁰ For more info:

<https://gov.wales/sites/default/files/publications/2018-09/planning-sustainable-buildings.pdf>

⁵¹ For more info:

<https://www.gov.uk/government/publications/urban-design-compendium>

⁵² For more info: www.planningni.gov.uk/livingplaces_-_web.pdf

⁵³ For more info: www.obcepro.cz/

⁵⁴ For more info: www.dgterritorio.pt/produtos_e_servicos/publicacoes/serie_politica_de_cidades

⁵⁵ For more information: www.isos.ch

⁵⁶ For more information: <http://www.hzpr.hr/default.aspx?id=170>

Non/pseudo-governmental organisations

Amongst the non/pseudo-governmental organisations almost all respondents noted that they produce practice guides and other publications to disseminate information about good design. Many of the research activities undertaken by non/pseudo-governmental organisations tend to result in the publication of accessible documents encompassing a diversity of approaches, from focused technical advice aimed at professional audiences, to broader messages meant for non-specialist groups, or just to guide the organisations own staff and others working within or on its activities (e.g. guides about design review). These practice guides often take the form of glossy eye-catching publications, which are then proactively circulated and distributed as parts of campaigns and events (Carmona et al. 2016:160) (see Section C2).

For example, in France, the 92 *Council of Architecture, Urbanism and the Environment* (CAUE) produce a range of publications and practice guides. To facilitate and promote access to all of this information, the national federation of CAUE centralizes in its web portal all of the documentation produced by the different CAUE spread around the country, organised in seven thematic sections: architecture, urbanism, environment, heritage, energy, landscape and biodiversity⁵⁷.
By way of examples

- Living the street (2018), a practice guide for the participation of the inhabitants in the design and management of their street – CAUE of Côte-d'Or;
- Let's draw our village (2014), a booklet in the form of a comic strip reflecting on the future of a municipality, its development, the role of local actors and the involvement of inhabitants – CAUE de la Charente;
- Thinking together for a shared territory project (2013), a guide to raise awareness of intercommunal urban planning for locally elected representatives, bringing local authorities to a greater understanding of the many interests involved in a common reflection on urban planning and construction of shared territory – CAUE of Jure;
- Towards sustainable urban planning in Ariège (2015), a guide to carry out sustainable local urban planning – CAUE of Ariège;
- Controlling the densification of residential areas (2015), a publication on key concepts and actions for communities relating to the densification of residential areas – CAUE of Var;

⁵⁷ For more information: www.fncaue.com/dossiers-thematiques/

Another interesting example of a practice guide was developed by the *Dutch Architectuur Lokaal foundation*, entitled 'Kompas', a guide for drawing up tendering procedures for a design assignment, including rules for design competitions endorsed by Ministries and professional organisations⁵⁸. Recently, the foundation launched the *Kompas light*, a digital handbook step-by-step guide for commissioning architectural services, resulting in a clear ready-to-use guideline for invitations to tender, including standard forms for applying⁵⁹.

Similar to governmental departments, non/pseudo-governmental organisations also collaborate with different stakeholders to produce new practice guides and tools to improve knowledge on specific topics. A good example is the Inspiring Learning Spaces Toolkit, of *Architecture and Design Scotland (A&DS)*. To develop the project, A&DS collaborated with the *Scottish Futures Trust*, supported by *The Learning Crowd* to create a practical toolkit to make more of spaces for learning. The toolkit focuses discussion on targeting the key issues that will enhance the learners experience through spatial change and incremental management, all supported by leadership across the school community⁶⁰.

Professional organisations also produce different types of practice guides, not only directed at professionals and developers but at the general public too. The *Spanish Orders of Architects*, for example, have put in place a "Quality Handbook" (Manual de Calidad del Proyecto Arquitectónico) that helps the architect to develop a high quality design, which in turn will influence the quality of the build environment⁶¹. The *Royal Institute of Architects of Ireland (RIAI)* developed a *Shaping Space* programme, which provides a range of educational materials to be used by teachers in the secondary school transition year curriculum (14- to 15-year old children)⁶².

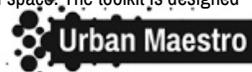
Local government

Local governments produce a huge variety of practice guides aimed at different audiences, from professionals to the general public. For example, the *Prague Institute of Planning and Development (IPR Prague)* from the City Council of Prague noted that their organisation frequently publishes all types of documents, from basic

⁵⁸ For more information: <http://www.arch-lokaal.nl/>

⁵⁹ For more information: <https://www.architectuuroopdrachten.nl/>

⁶⁰ Presented as a routemap, supported by practical examples, questions and resources, the toolkit targets educationalists seeking to widen opportunities for learners in all schools by creatively rethinking the role of space. The toolkit is designed



to enable self-initiated projects at the level of classrooms and learning spaces within and across existing schools. It is also designed to support collaborative discussion about outcomes and priorities to inform new build, refurbishment and major change projects at the briefing stage. For more info: www.ads.org.uk/inspiring-learning-spaces-toolkit/

⁶¹ For more information: <https://www.cscae.com/index.php/conoce-cscae/area-tecnica/manual-de-calidad4>

⁶² For more information: http://www.riai.ie/education/architecture_young_people/

information, such as brochures about the city's history and urban development⁶³ to urban design manuals and guides. An interesting example is the Prague "Public Space Design Manual", which articulates the city's strategy in planning, designing and managing quality public spaces⁶⁴.

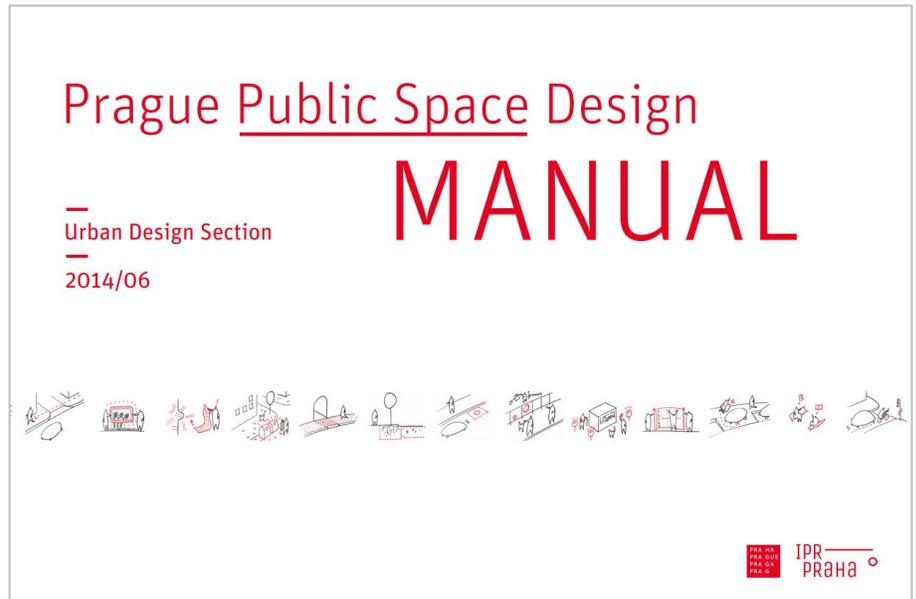


Fig. 12 – Cover of the Public Space Design Manual (IPR Prague)

A similar guide was also published by the *City Council of Lisbon*, entitled "Public Space Manual - Project support manual and public space work". This aims to contribute to a change in the approach of designing public spaces, encouraging the use of innovative solutions. The manual presents a set of guidelines and recommendations applicable to street design but leaves open space for innovation in the design of streets and spaces⁶⁵.

The City Architect of Groningen from time to time has published an architecture manifest focussed on how to design and develop the city landscape and why that is important. The City Architect also publishes an urban development perspective about its vision for urban design, which will be followed by a similar document focussing on public space and from time to time publishes general design guidance on specific places.

⁶³ For example the brochures "The City in Maps, Graphs and Figures" (e-book), or "How was Prague planned". For more information see: <http://en.ippraha.cz/documentstodownload>

⁶⁴ For more information: <http://manual.ippraha.cz/uploads/assets/en/PublicSpaceDesignManual.pdf>

⁶⁵ Original title: "Lisboa: O Desenho da Rua – Manual de apoio a projeto e obra de espaço público". For more information: www.cm-lisboa.pt/viver/urbanismo/espaco-publico

B.2 Publishing (online or by traditional means) case studies of successful examples

The second knowledge tool that the survey looked at was publishing case studies of successful examples of architecture, urban design (urbanism), landscape design, etc. for the use of development actors, key decision-makers and the general public. Although the passive nature of this type of knowledge tool tends to be similar to the practice guidance already examined, publishing cases studies points in a more directive manner to what is understood by 'best practice'. It consequently goes a stage further than the presentation of general principles that might or might not lead to good design (Carmona et al. 2016:164). Therefore, the compilation and dissemination of case studies is a direct way of sharing best practice to inspire others about what is possible and how to achieve quality. Besides the publication by traditional means (e.g. booklets), this can also be done through online resources, which are important communication tools to disseminate best practice and promote high quality design.

Sometimes case studies are also used in research projects, where built examples are examined in depth to understand how they come to be realized or to assess the specific features that make them high or low quality. In such cases, the aim of using case studies is not only to present the case study material but also to produce recommendations. In fact, numerous practice guides also contain case studies to illustrate and support particular proactive learning, with the intention of disseminating key messages. Although case studies can be used in all of these different ways, this section examines their use as a knowledge tool in itself, either through their collection into a library of exemplary cases or by publishing of best practice examples, including digital versions, which are being increasingly favoured over traditional publications.

National / state / regional governments

Only half of the governmental replies at this highest level referred to the collection and publication of case studies be it online or by traditional means. The departments who usually do it referred to the publication of best practice examples, like an inventory, or for inclusion in practice guides and other documents (e.g. attribution of awards). For example, the Swedish *National Board of Housing, Building and Planning* (Boverket), which aims to improve architecture and the designed living environment in Sweden, frequently publishes practice guidance with successful

examples (available online), to promote this goal at national, regional and local level⁶⁶.

The *Architecture Unit* of the Ministry of the Wallonia-Brussels of Belgium also has a proactive publication role, with several collections promoting good design and exemplary projects in Wallonia, such as, the "Inventories" collection (Yearbook of French Belgian architecture); the "Vision, architecture publique" collection (Visionary public architecture); or the "Modern and contemporary architecture guide" collection⁶⁷.

Marking a different approach, the *Strategic Design Group of Northern Ireland*, jointly chaired by the Director of Planning Policy Division and the Chair of the Ministerial Advisory Group, have launched a call on its website for the submission of best practice case studies to inspire and encourage decision makers, which will be analysed and made available to the general public on a specific website⁶⁸.

Similarly, the *Maltese planning authority* promotes urban design through a public competition for high quality design, architectural and development projects, where a call for best practice case studies is made, from which the most successful projects are chosen by a jury and presented at the 'Malta Architecture and Spatial Planning Conference' held every October⁶⁹ (see Section C).

In the *Brussels-Capital Region* there is also an interesting call for projects to stimulate and reward exemplary construction and renovation projects in terms of sustainable urban development, entitled "be.exemplary". The call aims to promote projects that add value to urban space by responding to regional issues around four cross-cutting challenges: promoting quality architecture and urban planning, encouraging social projects, meeting environmental challenges, projects of the circular economy. The exemplary nature of the projects is evaluated by a panel of experts and included in a website, which offers a small library of case studies of successful examples of un-built projects⁷⁰.

Also in Brussels-Capital Region there is a publication, entitled "Brussels Productive City", which lists 25 architectural projects in Brussels that celebrate the integration of

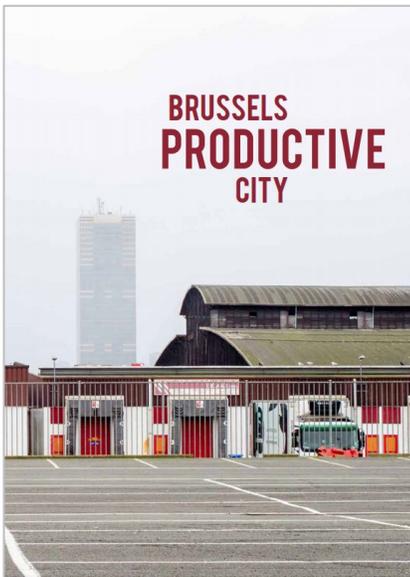


Fig. 13 – Cover of the Brussels Productive City", Brussels-Capital BMA.

⁶⁶ For more info: <https://www.boverket.se/en/start/publications/publications/>

⁶⁷ See full catalogue online: <https://cellule.archi.diffusion-promotion/publications>

⁶⁸ For more information see: www.infrastructure-ni.gov.uk/publications/best-practice-place-profiles

⁶⁹ For more information: <https://www.pa.org.mt/en/malta-architect-awards-2018>

⁷⁰ The organisation of the call for projects has been entrusted to Brussels Urbanisme et Patrimoine, in collaboration with Bruxelles Environnement and the Master Architect (BMA). This partnership aims to support quality urban development. The projects selected benefit from a regional subsidy of € 100 / m² for an overall budget of € 2.2 million, and an amount of up to € 500,000 per project. For info see: <http://beexemplary.brussels/>

soft industries in the city. The projects are described by the architects themselves and introduced by the *Bouwmeester Maître Architecte* (BMA)⁷¹.

Some respondents noted that their departments collaborate with or provide support to non/pseudo-governmental organisations, which generally collect and publish best practice cases. Many governments provide financial support to non/pseudo-governmental organisations (e.g. architecture centres and the like) to develop databases of successful examples, to promote exhibitions and to publish a wide range of documents. For example, in Austria, the online *Nextroom* database for contemporary architecture was founded in 1996, with a grant of the Austrian Federal Ministry of Education and the Arts. Despite having other types of funding, the *Nextroom* platform continues to receive a grant from the Federal Chancellery offering a wide range of documentation of outstanding projects and a long-term archive in the form of an online platform⁷².

The public sector is therefore supporting the publication of successful examples through the provision of grants and funding to other stakeholders, which may explain why most governmental departments do not usually implement this type of knowledge tool.

Non/pseudo-governmental organisations

Contrasting with governmental bodies, almost all non/pseudo-governmental organisations publish a wide range of case studies of successful examples, including publishing case studies online and cases studies in practice guides.

By way of example, *Architecture and Design Scotland* (A&DS) has a digital case study library to provide examples of high quality developments across a range of developments types, providing access to a variety of resources, including images, case studies and videos. For example, the 'Housing typology case studies' illustrate where architects and urban designers have reconciled functions of the individual house that are integral to placemaking across seven different typologies (e.g. housing formed around courtyards, into clusters, or otherwise composed as groups).

The *Danish architecture Centre* (DAC), which is financed by the Danish government, has a huge amount of organised information about the best of architecture in Denmark, namely on its website. Another similar example is the publication 'Best of Austria' published every two years by the *Architecture Centre of Vienna*

⁷¹ For more info: <https://bma.brussels/wp-content/uploads/2018/12/BRUSSELS-PRODUCTIVE-CITY-2.pdf>

⁷² Nextroom is a very well-known online platform for high quality contemporary architecture in Austria, Slovenia, Slovakia, Hungary and Croatia. For more info: www.nextroom.at

(Architekturzentrum Wien), supported by the Austrian Federal Ministry for the Arts and Culture as a contribution to the development of building culture in Austria. This shows best practice examples from across Austria.

Several non-governmental organisations also mentioned the integrating of case studies in practice guides. For example, the *Royal Institute of the Architects of Ireland* (RIAI) recently published the guide “Creating Places for People: RIAI Town and Village Toolkit”, which includes several case studies, in response to requests to provide expert advice for people to assess the quality of the towns and villages where they live, work or have responsibility⁷³.



Fig. 14 – Cover of the “Creating Places for People: RIAI Town and Village Toolkit” (2019)

Taking a different perspective, some non/pseudo-governmental organisations, mostly architecture centres and professional organisations, publish annuals of architecture and urban design, where a selection is made from works carried out during a fixed period. For example, every two years, the Flanders Architecture Institute publishes the ‘Architectural Review Flanders’. The publication is the result of an open call for projects in which 400 projects are sent in. The editorial board critically and carefully analyses these projects, visits the buildings and informs itself by interviewing commissioners, designers, contractors and users/inhabitants. A selection is

⁷³ The preparation of the guide received financial support of the DCHG, under the Government Policy on Architecture annual budget. For more info:

https://www.riai.ie/news/article/creating_places_for_people_riai_town_and_village_toolkit

published as reference projects, combined with essays that address the broader state of architecture in Flanders and Brussels.⁷⁴

B.3 Offering basic and / or specialist training

The third knowledge tool covered by the survey looked at educational activities offering basic and / or specialist training around aspects of the design of the built environment and its importance to design professionals, contracting authorities, regulators, and others. Education tools focus on the capacity to deliver better-designed buildings and spaces and are a more “hands-on” activity than the previous knowledge tools given that they involve engaging stakeholders directly in the learning (Carmona et al. 2016:165).

These activities involve the preparation and provision of teaching materials and the organisation of courses and seminars addressing specific types of skills perceived as lacking among professionals in development, design and management. Besides specialist training, these type of initiatives also encompass educational programmes focussed on young people in order that they can become active and participant citizens in city decision-making processes (Bento, 2012).

Few governmental departments seem to offer basic and/or specialist training activities about aspects of the design of the built environment. Instead, many look to the universities to offer such provision, including on established architecture and urban design degree programmes. By contrast, almost all non/pseudo-governmental organisations were involved in some kind of educational activities, be it basic or/and specialist training. Although not mutually exclusive, professional organisations also offer a diverse range of training programmes for professionals whereas cultural organisations and the like usually focus on educational programmes for younger generations and the wider public.

National / state / regional governments

Despite the majority of governmental departments not involving themselves in training, some mentioned their involvement in the organisation of conferences and symposiums, which could be considered intensive one or two day training programmes on specific themes. For example, the Irish *Department for Housing, Planning and Local Government* (DHPLG) promotes National Conferences and

⁷⁴ For more info: www.vai.be

applied workshops to develop the skill sets required for working within multi-disciplinary urban design settings.

Contrasting with this, the French *Interministerial Mission for the Quality of Public Buildings* (MIQCP) provides many days of training and exchanges throughout the country, which are regularly offered by accredited training organisations and can also be organised at the local level jointly by the MIQCP and its public or professional partners. Through these means the MIQCP advances its perspective on, for example, the public procurement code, the MOP law, the organisation of architectural and engineering competitions, the training of juries, the programming of buildings, approaches to public space projects, etc.

Some countries referred to the introduction of continuous professional development (CPD) programmes in order to conduct a specific design activity⁷⁵. For example, in 2006, the Republic of Croatia began the implementation of a mandatory programme of continuous professional training governed by the Ordinance on the qualification examination and improvement of knowledge of persons performing physical planning and construction activities. This is organised by the Ministry of Environmental Protection, Physical Planning and Construction.

In the UK, the Government recently funded the *Design Network* to provide training on design to local councillors around England. As part of this a concise guide on design was produced for these local politicians to assist them in assessing good design through the planning system (in which they are key decision-makers). In Northern Ireland, the *Ministerial Advisory Group for Architecture and the Built Environment* has also provided training for local councils, for example on Urban Design, Placemaking and the conduct of Design Review.

Related to basic education, some governments referred to the introduction of built environment themes in the curriculum. For example, in Finland, the architectural education of children is supported by the national architectural policy programme, which has resulted in a remarkable range of new architectural resources and educational materials. In Croatia, the Ministry of Science, Education and Sports adopted a National Curriculum Framework for Preschool Education, General Compulsory and Secondary School Education in 2010. This introduced architecture as the awareness and the understanding of the quality of space.

⁷⁵ The Programme covers all licensed architects and is being conducted by professional organisations and state bodies with the permission of the Ministry.

Non/pseudo-governmental organisations

Outside the governmental sphere, several non-governmental organisations are promoting a wide range of educational programmes addressed to children and teenagers, such as cultural institutes, professional organisations and non-profit entities. The main objective of these programmes is to stimulate the taste of younger and future generations, which will hopefully raise public awareness about architecture and the built environment.

For example, the *Irish Architecture Foundation* is promoting the 'National Architects in Schools Initiative'. This provides a Transition Year for students including first-hand experience of the design process under the guidance of architects and architectural graduates nationwide. This initiative is co-funded by the Department of Education and Skills, the Department of Arts, Heritage and the Gaeltacht under the Government Policy on Architecture programme and the Arts Council⁷⁶.

Every year, thousands of pupils and teachers take part in activities for schools at *Sweden's National Centre for Architecture and Design (ArkDes)*. *ArkDes* prepare comprehensive school programmes covering a range of subjects allowing pupils to participate in topics, from housing to colour and form in architecture. The *ArkDes* teachers inspire pupils by means of discussions, guided tours and practical tasks, including building models.

Some other examples of educational initiatives are listed below:

- Be like an architect, architects open their studios for schools and students, promoted by the *National Institute of Architecture and Urban Planning* (Poland), to disseminate and popularize knowledge regarding architecture and urban planning. The project aims to support awareness in children from an early age, and inform them about their responsibility for common spaces⁷⁷.
- Educational programme on architecture and the built environment of the Portuguese Order of Architects, with the support of the Foundation Serra Henriques and Gulbenkian Foundation;
- School of Architecture for Children and Youth (Arkki), a Finnish non-profit organisation that offers a variety of architectural courses to young people and creates educational curricula for schools, museums and architecture clubs⁷⁸;

⁷⁶ This educational project started with the experimental programme called 'Space for Learning', which took 120 architects to 90 schools across Ireland and finished with an exhibition, a series of public lectures and a symposium. For more information: <http://www.aspaceforlearning.blogspot.com/>

⁷⁷ For more info: <https://niaiu.pl/en/strona-glowna-2/>

⁷⁸ For more information: <http://www.arkki.nu/>

- Architecture and Children, an International Union of Architects programme working with children, is implemented by the Croatian Chamber of Architects, Association of Croatian Architects, Hura Arhitektura Group, and others;
- Association 'Initiative Baukulturvermittlung für junge Menschen' (Austria), the explanation of architecture and related disciplines to young people has been done by different associations, often in connection with the 'houses of architecture' in the Austrian federal provinces. In 2010 they joined together and formed an association to better coordinate activities and to further develop this topic in close co-operation with teachers and architects.

Almost all professional bodies offer a great variety of specialist training activities to their members and other built environment professionals as part of continuous professional development programmes, complementing the mandatory minimum training to be able to access a professional organisation or a central registration body⁷⁹. For example, the *Portuguese Order of Architects* offers an intensive programme of training in different areas throughout the year, as does the French Order of Architects and other professional bodies.

Other types of knowledge dissemination tools

Some respondents added examples of knowledge tools that they felt did not fit in the three tools already reviewed:

Internet portals

Internet portals are powerful tools to disseminate knowledge and information about architecture and the built environment. Several countries have been developing internet portals, with information about architecture, urban design and heritage, created by their different departments and agencies. Additionally, there are several professional bodies, private companies and citizens who contribute to the growing panoply of architectural websites. Consequently, there is a huge diversity of internet websites, with different concepts, resources and educational material (Bento 2012).

⁷⁹ For example, in Ireland, the mandatory registration of the title of 'architect' was imposed by a revision of the Building Control Act in 2007, where RIAI was designated as the registration body and the competent authority with regard to

architects. In a more demanding way, some states have introduced the obligation for prospective designers to gain a minimum period of professional experience before entering the Register of Architects.

For example, the Greek *Hellenic Institute of Architecture* has an online archive of past lectures, as well as a (much more extensive) archive of projects that have been part of their exhibitions (see promotion tools) – again as an online database. They also publish catalogues and conference annals tied to their events, and cooperate with Greek architectural publications (magazines & publication houses)⁸⁰. Another example is the *Latvian portal of the Sustainable Development Academy* (DPA), which gathers a huge amount of documentation and provides a cooperation platform for several public and non-governmental institutions⁸¹.

Exhibitions

Organising an exhibition in an accessible format is one of the most used and effective ways to spread knowledge on a given topic. Exhibitions vary in character and are held by a wide range of institutions, either as permanent exhibitions or as time limited events. The use of exhibitions also helps to disseminate and communicate knowledge about design in the built environment beyond a professional to a wider audience (see discussion of Urban Rooms, Section E.4).

C. Proactive promotion tools

Promotion tools actively make the case for particular design responses in a more proactive manner. Instead of waiting for organisations and individuals to seek out knowledge (for example in research or guidance), these tools take the knowledge to them physically or through the media; seeking to package key messages in a manner that engages attention and wins over hearts and minds about the importance of good design. Another means to describe these processes might be proactive communication (as opposed to passive communication through means such as online case studies). This includes the use of awards and campaigns to spread the notion of good design among the public, government, the industry and to advocate within government to influence legislation and policy. In addition, promotion activities focused on particular audiences involve partnership working for a more effective delivery of objectives, including collaboration with other governmental departments, bodies or stakeholder groups (Carmona 2016:23).

⁸⁰ For more information see: www.heliarch.gr/

⁸¹ The Sustainable Development Academy (SDA) was initiated by Lithuanian Real Estate Development Association, Ministry

of Environment, VGTU, KTU Rectors, VU International Business School, Lithuanian Builders Association and Lithuanian Architects' Union in 2006. For more information see: <http://dpakademija.lt/>

From the governance perspective, these tools reflect the idea that the public sector should no longer be sitting back but should be actively and publicly making the case for good design. The survey aimed to collect information about three types of promotion tools:

- *The use of design awards* to foster an awareness and culture of best practice in the design of architectural and urban projects;
- *Active campaigning through the media, events, and networks* to promote an awareness among the general public, professionals, regulators and others about key issues of concern in the built environment;
- *Proactive inter-governmental or cross-stakeholder advocacy and partnership working* to encourage a greater concern for design quality in the built environment amongst other governmental departments, bodies or other stakeholder groups.

C.1 The use of design awards to foster an awareness and culture of best practice

The first promotion tool that survey looked at was the use of design awards to foster an awareness and culture of best practice in the design of architectural and urban projects. Although the headline goal of design awards is always to reward good practice, awards have a second more important goal, to raise the profile of the sectors and/or organisations that established them and to stimulate better practices within the sectors they celebrate (Carmona, de Magalhães & Natarajan 2017:178).

Looking across the received replies, all countries have established different types of design awards promoted both by the public and private sector. There is also a wide range of institutions using this type of promotion tool, including state, regional and local governments, non/pseudo-governmental organisations (e.g. professional bodies, architecture centres, non-profit associations, etc.) as well as private firms, such as, media companies (e.g. professional journals⁸²) or building materials manufacturers⁸³. This results in a great diversity of design awards across Europe, some focused on a specific typology (e.g. housing), others on a specific theme (e.g. environmentally sustainable construction), or even on the use of particular materials (e.g. brick).

⁸² For example see the Hungarian "Media Architecture Prize" (MAP), a national prize for architects and clients in Hungary: <http://mediadij.epiteszforum.hu/>

⁸³ For example: <https://www.pladur.es/en/blog/company/pladurawards>

National / state / regional governments

With the objective of promoting best practice and innovation in the built environment, many government bodies, operating at different administrative levels, have established design awards. Through public recognition of excellent design, the administrations hope to raise design quality by creating new benchmarks for practice. Within the proliferation of prizes, governmental awards tend to promote best practice within particular policy fields, such as urban renewal, social housing, sustainable construction, etc.

As the public sector is one of the major property owners and clients of construction, some governments have been promoting awards for better public buildings around the country/region, with the aspiration to motivate ministers and departments across government to work towards achieving high quality design. Some of these awards recognize good practices in procurement processes, including the Wallonia 'Public Project Procurement Award', initiated in 2011. This celebrates good practices in the public procurement of architecture, through the use of exemplary processes by the public contracting authority⁸⁴.



Fig. 15 – Wallonie-Bruxelles' Public Project Procurement Award (*Prix de la Maîtrise d'Ouvrage Publique*)

A similar example is the 'Gouden Piramide' ('Golden Pyramid') award in The Netherlands, which is a biennial state prize awarded for excellence in commissioning work in architecture, urban design, landscape architecture, infrastructure and physical planning. Every building client in The Netherlands is eligible for the award. This state prize is awarded for projects that, in their preparation and completion, illustrate the inspirational role that clients can play in the design and construction process⁸⁵. The UK's 'Prime Minister's Better Public Building Award' is a similar

⁸⁴ For more information: <http://www.infrastructures.cfwb.be/>

⁸⁵ For more information: <http://www.goudenpiramide.nl/english-summary>

annual state prize for new building projects commissioned by or on behalf of central or local government or by a grant aided organisation⁸⁶.

Some of these design awards are aimed to promote the work of university students and/or young designers. For example, the "*Album of Young Architects and Landscapers*" (AJAP) is a biennial competition organised by the French Ministry of Culture, which distinguishes young European architects and landscape designers under 35, having made a project or participated in a competition in France, resulting in an exhibition of the work of the winners. In The Netherlands, the award entitled the Prix de Rome, is open to architects, landscape architects and urban planners under the age of 35⁸⁷.

There is a huge variety of public design awards, some organised only by public bodies and others in partnership with non/pseudo-governmental organisations. To illustrate the different types of design awards promoted by national, state or regional governmental departments, some examples are described:

- *State Prize for Architecture* (Cyprus), a state prize for the best examples of finished buildings awarded by the President of the Republic of Cyprus every three years. Established in 1992, the prize is sub-divided into three categories: remarkable architectural project, young architect project, and special award for architecture⁸⁸;
- *Grand National Prize for Architecture* (France), a state prize for the career of an architect or an architectural office based in France. Established in 1975, the national prize was interrupted for several years but restarted in 2004 to be awarded every two years⁸⁹;
- *National Award for Dwelling Quality* (Spain), a state prize for the best single family dwelling awarded by the Spanish Ministry of Housing. Established in 2004, the prize is sub-divided into two categories: public dwellings and private dwellings⁹⁰;
- *State Prize Award "Vladimir Nazor"* (Croatia), an annual award and lifetime achievement award for architecture and urban planning made by the Ministry of Culture of the Republic of Croatia. The award has been regularly assigned since 1965;
- *State Prize "Building city. Living city"* (Germany), a national prize for integrated urban development and Baukultur awarded by the German Federal Ministry of Transport, Building and Urban Development. The prizes are awarded in five

⁸⁶ Established in 2000, the Better Public Building Award is a state prize integrated in the Better Public Building initiative. For more information: <http://www.betterpublicbuilding.org.uk>

⁸⁷ For more information: <https://prixderome.nl/en/>

⁸⁸ For more information: https://ec.europa.eu/cyprus/events/20180727_en

⁸⁹ For more information: www.culture.gouv.fr/Thematiques/Architecture/Architecture-et-cadre-de-vie/Palmares-d-architecture/Le-Grand-Prix-national-de-l-architecture

⁹⁰ For more information: <http://www.fomento.gob.es/>

categories: (1) improving urban design – Baukultur; (2) acting in an integrated and regional manner – urban, regional and rural development; (3) creating opportunities and strengthening cohesion – the social and equitable city; (4) getting involved in the city – civil society and private initiative; (5) building the city of tomorrow – climate change, sustainable energy and sound environmental practices⁹¹;

- *Grand Austrian National Prize for Architecture* (Austria), a state prize awarded on a yearly basis in different art fields. The amount of the prize awarded is based on the suggestion of the Kunstsenaat (arts senate) in the art fields of music, literature, visual arts and architecture⁹²;
- *National Prize Architecture* (Austria), the prize of the Federal Ministry of Economy, Family and Youth (BMWFJ) which is awarded every two years;
- *Architecture Best house Award* (Austria), awarded by the Federal Ministry for Education, the Arts and Culture in cooperation with the Architekturzentrum Wien, the Houses of Architecture and the *Sbausparkasse*. The prize is awarded for the most interesting and innovative examples of family homes. The prize is awarded in each of the nine Austrian federal provinces, mainly in support of young architects;
- *Houen Foundation Award* (Norway), for buildings that are examples of outstanding completed works of architecture. The award is made by the Norwegian Ministry of Culture on a recommendation from the board of the Association of Norwegian Architects in collaboration with the National Museum of Art, Architecture and Design;
- *Pro Architectura Award* (Hungary), for recognizing outstanding achievements in promoting the Hungarian architectural culture, creating a quality built environment, preserving architectural values and shaping architectural attitudes, and recognizing the outstanding achievements of National Architecture Policy⁹³;
- *Public Housing and Rehabilitation Award* (Portugal), an annual state prize for the best public / social housing and rehabilitation projects awarded by the Portuguese Institute for Housing and Urban Rehabilitation⁹⁴;
- *National Landscape Award* (Portugal), established in 2012, the award aims to recognize the implementation of a natural and cultural landscape policy or measures implemented by local / regional authorities or important contributions from non-governmental organisations, for sustainable protection and landscape management; to increase the awareness of civil society of the importance of

⁹¹ For more information: <http://www.stadtbauenstadtleben.de/>

⁹³ For more information: <http://proarchitectura.hu/>

⁹² For more information: <http://www.kunstsenaat.at/>

⁹⁴ For more information: http://www.portaldahabitacao.pt/pt/ihru/premios/premioihru/premio_ihru.html

landscapes, both reflecting the identity of the population's living environment and for the important cultural, ecological and social functions of the landscape.

There are also design awards promoted by international public organisations. For example, the *European Union Prize for Contemporary Architecture – Mies van der Rohe Award* is granted every two years by the Directorate General of Education and Culture of the EU Commission. The award is organised by the *Fundació Mies van der Rohe*, in Barcelona, to acknowledge and reward high quality architectural production in Europe.⁹⁵

Another important design award is the *Landscape Award of the Council of Europe*, opened to the parties to the European Landscape Convention, intended to raise civil society's awareness of the value of landscapes, of their role and of changes to them. Its objective is to acknowledge exemplary practical initiatives aimed at securing landscape quality in the territories of parties to the Convention⁹⁶.

Non/pseudo-governmental organisations

Non/pseudo-governmental organisations also promote a wide range of design awards, to celebrate and foster best practices in architecture, urban design and related design fields. Although there is a huge diversity of arrangements, the most common awards architectural or development quality within a defined state or region. These start with a call for submissions before a jury evaluates the different entries and selects the most innovative or high quality design reflecting the pre-defined criteria. For example, the *Luxembourg Centre for Architecture* (LUCA) organises the "Luxembourg Architecture Prize", which rewards architectural works of quality.

Among the spectrum of non/pseudo-governmental organisations, professional bodies and associations are the most directly engaged in awarding prizes. In the *UK*, the *RIBA awards* have celebrated the best building designs in the UK and around the world, including at least seven different awards categories. One of these is the RIBA Client of the Year award, which aims to champion the key role that a good client plays in the creation of high quality architecture. In *Finland*, the national Prize for Architecture was established by the Finnish Association of Architects (SAFA) in 2011. In a similar format, the *Hellenic Institute of Architecture* established their own architectural awards in 2000 with a cycle of 4-5 years (given in 2000, 2004, 2008,

⁹⁵ For more information:
<http://www.miesbcn.com/en/award.html>

⁹⁶ The Award is conferred every two years and the files presenting applications should be submitted to the Council of Europe General Secretariat through the Permanent Representations of the Parties to the Convention. For more information see: www.coe.int/en/web/landscape/landscape-award

2013 & 2017). Awards are given in different categories (e.g. Housing, Public/Institutional buildings & Restoration projects) for architectural projects whose construction was completed in each cycle, primarily for projects of Greek architects constructed within the country⁹⁷.

Within this framework, some non-governmental organisations collaborate with other partners in the attribution of design awards, sharing logistics and costs among stakeholders, such as the selection procedure, communication and final ceremony. For example, in 2019, for the fifth time, three Estonian professional bodies (the Association of Architects, the Association of Interior Architects and the Landscape Architect's Union) and the Cultural Endowment of Estonia, with the support of the Ministry of Culture, gave awards to acknowledge the most outstanding achievements in contemporary architecture and to raise public awareness of Estonian architects, interior designers and landscape architects in Estonia and abroad⁹⁸.

In addition, professional bodies may work together and with the building industry in running design awards for specific designs (e.g. best timber building of the year). In Portugal, one of the most recognized awards is the *Secil Architecture Prize*, which is awarded through a national contest for buildings incorporating the material that forms the core of Secil's business – cement.

Local governments

Similar to the state/regional level, a great number of local governments across Europe have also established different types of design awards to foster and promote design quality in buildings and places in their jurisdiction. For example, in Denmark, around 40 municipalities have set up design awards⁹⁹. An interesting example is the annual *Rotterdam Architecture Award (RAP)*, which is an initiative of the municipality of Rotterdam but co-organised with the Architecture Institute Rotterdam (AIR)¹⁰⁰. In *Groningen*, there are also yearly awards for the best completed design, appointed by a professional jury, and by a public vote. In addition, the city architect gives a yearly award to the best commissioner.

In *Portugal*, the oldest municipal architecture award was established in 1902, entitled the “Valmor Architecture Award”. This aims to reward the architectural quality of new

⁹⁷ Although in some editions entries were also open to projects of Greek architects overseas as well as projects designed by foreign offices for sites in Greece. Occasionally the Institute organises separate, one-time awards for student work or in specialist areas such as architectural photography or drawing.

⁹⁹ For more information: www.arkitektforeningen.dk/arkitektforeningen/saet-pris-arkitektur/kommuner-praemieringsordning

¹⁰⁰ Every year, the best buildings are awarded the RAP jury prize and the RAP audience prize, intended for the winning teams of client, designer and builder. For more info: www.rotterdamarchitectuurprijs.nl

⁹⁸ For more information: www.arhitektuurpremiad.ee

buildings built in the city of Lisbon¹⁰¹. Among several local design awards spread around the country, the City Council of Oeiras created a municipal architecture prize in 1991 whose main objective is to promote and encourage building quality, which, due to its design value, contributes significantly to the qualification and / or safeguarding of the municipal heritage.

C.2 Active campaigning through the media, events, and networks

The second proactive promotion tool was the use of active campaigning through the media, events, and networks to promote an awareness among the general public, professionals, regulators and others about key issues of concern in the built environment. The major goal of campaigning for design quality is to raise awareness about the subject amongst those involved in commissioning and delivering buildings. Therefore, campaigning activity focus on ensuring that public bodies, private developers and regulatory authorities incorporate design quality more prominently into their processes and decisions. An increasingly important goal is directed to everyday users of buildings and spaces, about whom it is believed that demand for higher standards in the built environment needs to ultimately come (Carmona et al. 2017:180).

Almost all respondents to the survey mentioned some type of active campaigning aimed at raising awareness of stakeholders. These activities can vary between a wide array of activities, from generic campaigns and events involving a number of other partners, to a more formalised and specific activity (e.g. a conference on a particular topic). Nevertheless, governmental departments usually delegate or establish partnerships with other actors who are better suited to this sort of promotional activity.

National / state / regional governments

Governmental departments often get involved in active campaigning aimed at raising public awareness about the value of design quality, including through the media, events, and networks. For example, the French government campaign “National Days of Architecture”, promoted by the Ministry of Culture together with partners, has

¹⁰¹ For more info: www.cm-lisboa.pt/viver/urbanismo/premios/premio-valmor-e-municipal-de-arquitetura

the purpose of raising awareness and stimulating architectural and urban design knowledge among the general public. Similar to the Open Days initiative in several European countries, the French national event allows citizens to visit and appreciate first-hand the richness of contemporary architecture, with visit guides to tell the story of the buildings and their surroundings. The programme throughout the territory, also involves meetings and debates with designers, visits of architectural agencies, buildings and sites, urban walks, exhibitions, films, educational workshops, etc.¹⁰².

Similar to the French initiative, the Italian government recently launched the “Architecture Festival”, a cultural initiative of the Italian Minister of Culture that aims to promote awareness among the general public of the role and importance of contemporary architecture for the citizens’ quality and to achieve a more sustainable society¹⁰³. The Architectural Festival is coordinated and funded by the government but is implemented by several partners, including public and private institutions, cultural institutions, and foundations. This implementation model reflects a growing tendency to turn to partnership agreements among public, semi-public and civil society organisations to deliver key policy aims.

Reflecting a different model, some countries have appointed national design champions or state architects (*bouwmeesters*) to proactively promote and foster place quality and making place culture (see next section). For example, the *Flemish Government Architect* usually assumes a proactive role as a change agent participating in public events and campaigning around specific urban design themes (e.g. higher densities) as well as providing lectures and seminars around the country.¹⁰⁴

Some governments use direct funding programmes to support innovative cultural projects, such as temporary installations, experimental projects or exhibitions, etc. For example, the *Flemish Arts Agency* has given subsidies for public activities and the projects of individuals and organisations in the field of architecture and design since 1994. Similar to this, the *Portuguese Arts Agency* has an annual programme for the development of the arts, which includes architecture. The *Arts Department of the Austrian Federal Ministry for Education, the Arts and Culture* (BMUKK) supports in a similar way through its special programmes, different projects and organisations in the field of architecture since 1992. A special advisory board (*Architekturbeirat*) was established to guarantee the evaluation of projects by experts to advise the governmental decision makers.

Another interesting example is the Irish initiative ‘*Engaging with Architecture Scheme*’ launched in 2010, through a partnership between the Arts Council and the

¹⁰² For more info: <https://journeesarchitecture.culture.gouv.fr/>

¹⁰³ For more info: <http://www.aap.beniculturali.it/festivalarchitettura.html>

¹⁰⁴ For more info: www.vlaamsbouwmeester.be

Department of Arts, Heritage and the Gaeltacht, under the implementation programme of the Government Policy on Architecture. The objective of the scheme is to support ambitious, innovative and creative, high-quality initiatives that specifically aim to enhance and extend the public's experience of and engagement with architecture. The scheme finances cultural projects and initiatives, and is open to individuals, local authorities and organisations¹⁰⁵.

Several other respondents noted that their departments usually organise or participate in conferences, colloquiums, forums and the like. The organisation of debates and forums is another means of campaigning by raising the profile and awareness of design quality among a certain policy community. In England, the Government has been organising a series of Design Quality Conferences and seminars around the country. The first was in London in 2018, followed by one in Birmingham in 2019 and others planned. This is the first sign of Government taking on the mantle of proactive advocacy and campaign previously conducted by CABE until it ceased in 2011(see Carmona, et al, 2017).

Non/pseudo-governmental organisations

As would be expected, architecture and urban design related non/pseudo-governmental organisations undertake an important role of active campaigning about the importance of design and place quality throughout the media, events and network. In fact, most architecture centres receive public funding for championing architecture and urban design, campaigning for design quality, facilitating integration between different design related disciplines, disseminating knowledge and promoting relevant initiatives (see Section E). Some of these cultural events are organised every year and last for a couple of days, one week or even a month. Others are biennial (e.g. London Festival of Architecture) or triennial (e.g. Lisbon Architecture Triennial). Reflecting the preferences of domestic actors, these initiatives may include a wide diversity of related activities, such as street installations, exhibitions, debates and conferences, guided walks, cycle rides, boat tours, parties, design workshops, small talks, and so forth.

To deliver this cultural agenda, most governments create new cultural institutions. For example, in Scotland, the Scottish Government established *Architecture and Design Scotland* (A&DS), whose role is to champion good design through the implementation of campaigning-type activities. Since 2005, A&DS have been delivering advocacy and enabling activities, as well as services of design review, both at national and local level. With a similar role, the *Design Commission for Wales*

¹⁰⁵ For more info: www.artscouncil.ie/Funds/engaging-with-architecture-scheme/

(DCfW) has also been delivering a huge amount of campaigns and public initiatives to encourage debate on the role of design and enhance the understanding of design.

Professional bodies also regularly organise national campaigns to promote the value of architecture in general. In fact, most professional organisations have the statutory mission of promoting a culture of design, awareness and innovation among development actors, professionals and the general public. These activities are aimed to raise awareness and to facilitate a dialogue about architecture, urban design, the city and its culture both within the profession and beyond. For example, on the occasion of World Architecture Day¹⁰⁶, most professional organisations across Europe promoted architecture week¹⁰⁷ where events are held in different locations every year, bringing architects, engineers, planners, and developers together to showcase their work, discuss future projects and debate current issues.

Although festivals have a main theme that changes from one event to the next, often the topics related to the location of the festival, inviting people to discover its history and architectural heritage, including through guided tours (Bento, 2012). For example, in 2016, the *Royal Incorporation of Architects in Scotland* (RIAS) promoted the national 'Festival of Architecture', which took place through the year and included a huge diversity of events, exhibitions, educational programmes and debates around the country. Organised with the support of the Scottish government and other national bodies, the RIAS Architecture Festival was able to reach a substantial audience due to good media coverage, publications and an internet portal.

Another interesting initiative is the "open house" concept, which is being promoted all over Europe, where people can visit interesting buildings (old and new) normally not open to the public, for free with specialist guides. These include: Austrian *Architekturtag*¹⁰⁸ (Architecture days), *Open House London*¹⁰⁹, *Open House Dublin*¹¹⁰, and so forth. Another type of event is the biannual film festival *Architecture Film Festival Rotterdam*, which screens films, shorts, animations and documentaries about architecture, urban development and city culture.

¹⁰⁶ Created in 2005 by the Union International des Architects (UIA), the World Architecture Day is celebrated every year on the first Monday of October.

¹⁰⁸ For more information: <http://www.architekturtag.at/>

¹⁰⁹ For more information: <http://www.londonopenhouse.org/>

¹⁰⁷ For example see: www.semanaarquitecturamadrid.com/

¹¹⁰ For more information please see: <http://architecturefoundation.ie/openhouse/>



Fig. 16 – Web cover of the Open House London, 2019

Focused on young designers, the *Hellenic Institute* organises the *Young Greek Architects Biennale*, in collaboration with the Benaki Museum in Athens. The event is open to submissions of either completed projects or proposals (responding to actual commissions or competitions, i.e. not speculative or student work) by Greek architects under 45 years of age. A committee selects the best projects to form an exhibition, and supporting publications (catalogue) and events (talks etc.).

There are also international architecture festivals, like the *International Rotterdam Architecture Biennale*¹¹¹ or the *Venice Architecture Biennale*. The Venice biennale has acquired an enormous international reputation in the arts world. Organised in six artistic areas (art, architecture, cinema, dance, music and theatre), more than 30 countries participate in each edition of the Venice biennale, where governments finance the construction of small pavilions with exhibitions about national artists and architecture¹¹².

Local governments

All survey replies from local governments referred to the promotion of some types of event or debate about the design of the built environment. For example, the *City Architect of Antwerp* regularly gives interviews in the local and national press on hot topics concerning architecture and urban development in the city. Sometimes he also writes an opinion piece to voice his independent opinion. He also organises or

¹¹¹ International Architecture Biennale Rotterdam (IABR) is an international urban research biennale founded in 2001 on the conviction that architecture is a public concern. It is an international event of exhibitions, conferences, lectures and

other activities devoted to themes in the field of architecture and urbanism.

¹¹² For more information: www.labiennale.org/

participates in lectures, workshops or (international) conferences on a specific theme designed to stimulate knowledge exchange amongst experts. The same type of activities are promoted by the *City Architect of Groningen*, who organises several discussions and symposia where the quality of the built environment or architecture is discussed with local architects and developers.

Several local governments have created their own architecture and urban information centres. Similar to the above, local centres are very proactive at pushing for a diversified agenda of promotion and awareness. For example, in The Netherlands there are around 35 local architecture centres.

C.3 Proactive inter-governmental / cross-stakeholder advocacy and partnership

The last promotion tool was proactive inter-governmental or cross-stakeholder advocacy and partnership working to encourage a greater concern for design quality in the built environment amongst other governmental departments, bodies or stakeholder groups. Apart from being directly involved in various forms of promoting activities to raise awareness about the value of design, organisations can also enter into partnerships, less formal liaisons, and networks with other organisations that could help to deliver their objectives of raising awareness and capacity building.

National / state / regional governments

One of the means governments have at their disposal to work across public departments is to appoint a design champion that can exercise influence on other governmental departments and other stakeholders. Appointing a design champion is a capacity-building instrument, which represents an 'investment' in strategic capacity, typically involving organisational culture change (Tiesdell 2011:237). The purpose of a design champion would be to "promote good design in every area of the organisation, ensure that design issues play a central role in corporate strategy and deliver demonstrable commercial benefits" (CABE 2006). In this sense, it is argued that the added value of design champions is not just for high-profile projects but to embed design quality concerns within the everyday working practice of the organisation, as dedicated and determined leadership is required to be able to create places with consistently good design quality.

Some governments have appointed a state architect to act as design champion across public administration and beyond to improve inter-ministerial coordination on

design quality issues. This is a valuable area of work for improving public policy efficiency by developing mechanisms of transversal collaboration between different state departments and agencies with the objective of placing design quality as a corporate aim. To do so, state architects assist in the co-ordination of initiatives between built environment bodies (see Section E.2).

Other countries have created an inter-ministerial commission / working group to deliver cross-stakeholder advocacy and monitor this policy agenda. For example, in France, the Inter-ministerial Mission for the Quality of Public Buildings (MIQCP) was created in 1977 to promote quality in the public construction sector, which includes any new or maintenance work on buildings, infrastructure and open spaces under the responsibility of the French state or local authorities. MIQCP works mainly by bringing together different actors involved in built environment projects, and its specific actions fall under five key themes using a wide range of tools:

- i. *Client involvement*, where the main goal is to mobilise all clients and to foster productive relationships with state and local authorities, using its position as an impartial body to mediate where necessary. In this, the MIQCP acts as the expert consultant, involved in all stages of the development process prior to actually breaking ground as well as in design competitions;
- ii. *Contribution to the evolution of procedures*, which refers to general and specific regulatory frameworks. MIQCP advises on the preparation of legislation, engages with professional bodies and acts as a resource centre open to public clients and project consultants;
- iii. *Training and increasing awareness*, which includes training courses and consultations open to clients and professional bodies, on themes such as the challenges of maintaining design quality and the training of jury members for competitions;
- iv. *Communications*, including undertaking and publishing research, weighing in on current problems, issuing recommendations etc;
- v. *Sharing experience on an international level*, by promoting the French concept of 'savoir-faire' beyond the nation and participating in discussions on harmonising policy and practices across Europe.

In 2006, the government of Northern Ireland appointed a *Ministerial Advisory Group (MAG) on Architecture and the Built Environment*. Since then, MAG has advised on the implementation and development of design policy and undertakes its roles in a number of ways including: briefing and design workshops, design reviews, consultation responses, site visits, symposiums, position papers, research, advising and working with government departments and district councils. Recently, a Strategic

Design Group (SDG) was established jointly chaired by the Director of Planning Policy Division and Chair of MAG. SDG aims to work together to “promote successful, inclusive, well designed places which inspire civic stewardship and have an enduring positive impact on people’s lives”. The group was instrumental in the successful delivery of the multi-award winning 'Living Places' - Urban Stewardship and Design Guide for Northern Ireland.

In the Republic of Ireland, besides the specific role of the State Architect (see Section E.2), to improve the co-ordination of its architectural policy implementation, the government established two structures: 1) an Advisory Committee, a high level advisory group of stakeholders/partners to advise the government on Architectural policy actions delivery and implementation; and 2) the Architectural policy Implementation Group, an inter-sectoral platform that manages aspects concerning the implementation of the actions as required. The same intergovernmental platform was created in Portugal, entitled, National Architectural Policy coordination and implementation group.

In Austria, in 2009, an Advisory Committee for *Baukultur* (*Beirat für Baukultur*) was established at the Federal level as a result of the first Austrian report about *Baukultur* ("*Baukulturreport*"). This advisory committee develops measures for the government to enhanced the *Baukultur* in Austria. They are required to prepare a yearly report for the government for discussion in Parliament.

Non/pseudo-governmental organisations

As already highlighted, some administrations set up arms-length pseudo-governmental institutions to champion the cause of good design. Within this remit, most of these organisations carry out proactive inter-governmental or cross-stakeholder advocacy and partnership working to encourage a greater concern for design quality in the built environment amongst other governmental departments, bodies or stakeholder groups.

• *National design champions* | UK

In Scotland, *Architecture and Design Scotland* (A&DS) was established in 2005 as an independent national champion for good architecture, design and planning in the built environment. A&DS is an executive non-departmental public body (NDPB) which delivers exhibitions, events and an education programme for the public as well as advice, resources and support to practitioners in the built environment sector.

Considered a major policy achievement, A&DS took over and expanded the activities of the Royal Fine Art Commission for Scotland (RFACS). Inspired by CABE, one of the A+DS roles was to conduct *design review* at national level, although this role has since diminished and a workshop format it now used to enable projects.

In 2009, due to financial difficulties, most of the activities of The Lighthouse Architecture Centre were transferred to A&DS. Throughout the years, A&DS continued to develop several projects, one of them working with the Scottish Government Health & Social Care Directorate (SGHSCD) and Health Facilities Scotland (HFS) to support Health Boards and create better health buildings and places, by ‘assisting those commissioning new, or substantially redeveloped facilities, to set strategic design standards for the project’ (A&DS website, consulted July 2015). In 2017-18, the Scottish executive provided funding of £1,670,000 to A&DS to promote the value of good architecture and sustainable places in support of current architecture and place policy.

In the case of Wales, the government has set up the *Design Commission for Wales*, with a very similar mission as A&DS and the old CABE. Maintaining an independent view is perceived to be crucial for the role that these institutions play, although this needs to be balanced with a close working relationship with government, which financially supports their activities. The CEO of A&DS describes the position as “a voice that has an independence, but not an entirely separate view from the government. We are charged with delivering government policy and to advise on how to do that best, so that sits slightly different from the absolutely independent voice who might question government policy” (2018: interview; Bento & Laopoulou, 2019).

• *Le Conseil d'Architecture, d'Urbanisme et de l'Environnement (CAUE) | France*

The CAUE were established by the French Law on Architecture (1977). CAUE are organisations with a public interest remit that exist in almost all French Departments providing public service missions for the promotion and development of architectural, urban and environmental quality. The CAUE is created at the initiative of local officials and chaired by a locally elected representative. In 2016, there were 92 CAUE¹¹³.

The CAUE's mission is to develop information, promote awareness and public participation in the field of architecture, urban planning and the environment. To do so, they provide free advice to the general public as well as competent authorities. Besides the activities of promotion and support, they are a consultation and

¹¹³ For more info: <http://www.fncaue.com/>

facilitator body between the different actors involved in the production and management of urban and rural space. This means that apart from being directly involved in various forms of promotional activities to raise awareness about the value of design, CAUE can also enter into partnerships, less formal liaisons, and networks with other organisations that could help to deliver their objectives of raising awareness and capacity building.

- *Federal Foundation of Baukultur* | Germany

The *Federal Foundation of Baukultur* champions the interests of high-quality design and construction, including raising the topic as an issue of public interest. The Foundation is an advocate and acts as an independent interface that consolidates and expands existing networks¹¹⁴.

The Foundation's mission is to make the built environment a shared concern, which is why it promotes high-quality building design and construction. In addition, it functions as a platform for promoting public discussion on *Baukultur* through events, joint projects, and publications, and for expanding and strengthening existing networks. The Foundation encourages an all-inclusive dialogue (Foundation website, consulted in September 2019).

Local governments

Several municipalities have appointed City Architects to develop work as local authority design champions explicitly tasked with providing design leadership. According to Tiesdell (2011), design leadership involves cultivating the conditions under which place-making rises up the urban agenda, enabling better outcomes on the ground. This occurred in The Netherlands where several cities created such a position, as well as in other northern European countries. For example, Riga's City Architect Office has the following mission: *"to facilitate the well-balanced and sustainable development of Riga's urban environment by improving the work of the municipality in supervision of architectural quality – upgrading the set of administrative instruments and maintaining a regular, open, timely, comprehensive and professional discussion about the ideas and projects that are significant to the community and popularising the best achievements in Latvian architecture in other countries and cities."* (Riga 2005)

¹¹⁴ For more info: <https://www.bundesstiftung-baukultur.de/>

For example, in Denmark seven city councils have appointed a City Architect to champion the design of the built environment. Although the specific tasks of the city architects change from city to city, one of the main tasks of the city Architects is to help define architectural guidelines for developing the city based on the City Architectural Policy. Besides pushing for the municipal architecture policy implementation, just like the State Architect, they are supposed to lead, facilitate and provide design advice to politicians, city administrations and municipal services (see Section E.2).

Taking a different approach, the Mayor of London, Sadiq Khan, has appointed 50 Mayor's Design Advocates to work on the Good Growth by Design programme, an architecture and spatial design strategy of the Great London Authority. According to the Mayors webpage, the aim is for London's public organisations to create quality buildings and public spaces that will enrich London's communities now and in the future. They will support the Greater London Authority and address the challenges facing our built environment.¹¹⁵

Other types of promotion tools

Some respondents added examples of promotion tools that they felt did not fit into the three categories already reviewed:

Independent networks / platforms

In Europe there are several independent networks promoting design quality and raising awareness about the value of design quality. These networks are related to policy communities and other forms of function-based groupings, which can vary considerably with regard to their degree of cohesion, facilitating coordination of public and private interests and resources (Stoker 1998). Alongside pan-European, networks such as the European Placemaking Network, various national networks exist:

- *Design Network* | England / UK

The establishment of Design Network in England replaced the former Architecture Centre Network (CAN). The Design Network consists of eight not-for-profit

¹¹⁵ <https://www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/about-good-growth-design>
(accessed 15/8/2018)

organisations that promote better and more sustainable places, largely through the conduct of design review. It aims to support and inspire England's built-environment professionals to create great spaces and places¹¹⁶.

- *Network of Architecture Centres* (Réseau des maisons de l'architecture), France

The Network and its 33 architectural houses occupy a very specific place in urban design governance landscape of France. Whether through exhibitions, debates, visits, educational activities, travels, workshops or publications, the houses of architecture aim to be close to the "architecture user" and the citizen. The network assists with the diffusion of lessons from different partners across France and in Europe¹¹⁷.

- *Platform Building Culture Policy* (Plattform Baukulturpolitik) | Austria

The Baukulturpolitik platform is an association of institutions that deal with the themes of architecture and building culture in Austria. It has set itself the goal of creating awareness of building culture, especially where those responsible take far-reaching decisions. The institutions of the platform Baukulturpolitik act in different arenas, which together form a basis for the development of high-quality building culture¹¹⁸.

- *Place Alliance* | England (UK)

Place Alliance campaigns for place quality in England. It is founded on the idea that through collaboration and better communication a culture can be established whereby the quality of place becomes an everyday national and local priority. Place Alliance is open to all and brings together organisations and individuals who share a belief that the quality of the built environment has a profound influence on people's lives¹¹⁹.

¹¹⁶ For more info: <https://www.designnetwork.org.uk/>

¹¹⁷ The Network and Architecture Houses operate through the engagement of their members and public and private partnerships. Nevertheless, they are supported by the Ministry

of Culture and the Order of Architects. For more information: www.ma-lereseau.org/

¹¹⁸ For more information: www.baukulturpolitik.at/

¹¹⁹ For more information: <http://placealliance.org.uk/>

D. Structured evaluation tools

Evaluation tools provide means through which judgments can be made about the quality of design in a systematic and structured manner, usually by parties (e.g. other professionals or community groups) external to, and therefore independent from, the particular design process being evaluated (Carmona et al. 2017:199).

Assessing the quality of design involves a key problematic – the extent to which it is possible, or not, to systemize such evaluation. In fact, measuring the quality of something will always be a challenging task and assessing the design quality of a project or built artefact is definitely not a straightforward exercise (Carmona 2016). Carmona and Sieh (2004) make the important distinction between, on the one hand, the need to be selective in what is being measured during complex processes such as design in order to make such tasks manageable and useful, whilst on the other avoiding the trap of being reductionist. In this sense, for them, the key means to balance easily measurable (simple or objective) and less measurable (complex or subjective) dimensions of design is ‘expert judgement’, which tends to be at the core of most evaluation tools.

The survey collected information on four types of evaluation tools:

- *The use of measurement or indicator tools* to evaluate the quality of buildings or places in a systematic and objective manner;
- *The use of expert design review panels and processes*, providing opportunities for the professional peer group review of built environment projects;
- *The adoption of certification or kite mark schemes* to be awarded to projects to denote particular quality thresholds;
- *The organisation and running of design competitions* as part of the commissioning or regulatory process for projects.

D.1 The use of measurement or indicator tools

The first evaluation tool on which the survey sought information was the use of measurement or indicator tools to assess the quality of buildings or places in a systematic and objective manner. For any organisation seeking to pass judgment about the quality of design, the first task must be to establish the criteria and the means through which such an evaluation can be made in a reliable and objective fashion. Therefore, indicators seek to measure and represent aspects of performance (e.g. design quality) in a manner that can be easily shared and understood. The danger is that “complex situations are poorly described by simple means” (Carmona & Sieh 2004). Yet indicators can also be developmental tools, designed to diagnose

and monitor qualities, rather than simply to represent them, and this is their real value as design governance tools (Carmona 2016).

National / state / regional governments

Few governmental departments seem to use indicator tools. Some respondents noted that they did not see the usefulness of such evaluation tools for their activity: “From our point of view, the main idea of being "systematic", grounding objectivity on indicators, is the best way to miss our goal. (...) we use specific criteria such as quality of concept, functionality, etc., but we do not want to crystalize them as objective indicators: architecture does not fit in this kind of assessment method. Doing so would just lead us to an "objectivity/legalistic" hegemony, where architectural quality would come down to a non-sense check list, that would be counterproductive.” (*Architecture Cellule*, Wallonie-Brussels region).

Nevertheless, two respondents provided examples of measurement or indicators tools that evaluate the quality of projects and places. The first is called the SAVE Method – “Survey of Architectural Values in the Environment used by the *Danish Agency of Culture and Palaces*. The SAVE method can be used to map and assess the architectural, cultural and landscape values of cities and buildings. In addition, SAVE surveys can provide politicians and officials with an overview of the architectural and cultural-historical qualities, and help to make decisions about urban development or to inform citizens about what is worth preserving¹²⁰.

The second is the Scottish ‘Place Standard’ assessment tool, which provides a simple framework to structure conversations about place and its physical elements (e.g. its buildings, spaces, and transport links) as well as the social aspects (e.g. whether people feel they have a say in decision making). The tool provides prompts for discussions, allowing users to consider all the elements of a place in a methodical way, pinpointing the assets of a place as well as areas where a place could improve. The tool was developed by three partners: NHS Scotland, A+DS and the Scottish Social Justice Department¹²¹.

¹²⁰ The method started to be developed in 1987 and was concluded in 1992. According with Agency it can also be used to form the basis for the designation of conservation-worthy buildings and cultural environments. For more information: <https://slks.dk/omraader/kulturarv/bevaringsvaerdige>.

<bygninger-og-miljoer/bevaringsvaerdige-bygninger-metode/save/>

¹²¹ The ‘Place Standard assessment tool’ has its own website allowing any user to evaluate the quality of places by filling in a simple form. For more info: www.placestandard.scot/

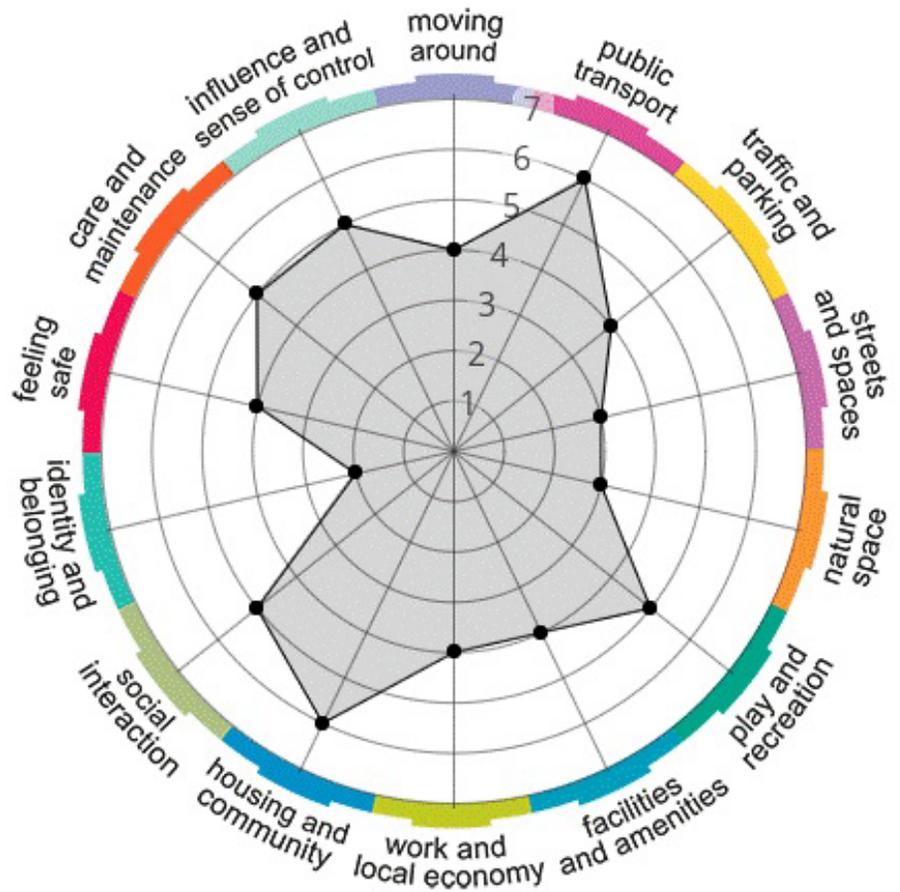


Fig. 17 - Place Standard assessment tool (an example of an evaluation result).
 (Source: www.placestandard.scot/)

Non/pseudo-governmental organisations

Among the non/pseudo-governmental organisations there were also few instances of the use of measurement or indicators tools. Some professional organisations provided examples of practice guides and manuals that can be used as benchmarks for assessing designs but not as measurement or indicators tools. For example, the RIAI noted its various publications that showcase the quality of architecture and urban design, such as: i) *Quality Housing* which discusses the measurement of densities, and provides metrics of design and building quality ii) *Urban design guidance* and exemplary practice; iii) *Towns and place-making toolkit* iv) the *RIAI Annual Review Series* with detailed case studies of best practice.

One of the few examples of a measurement tool operated by a non/pseudo-governmental organisation is the *Building for Life*, a tool for assessing the design quality of homes and neighbourhoods in England. It was originally developed by the former *Commission for Architecture and the Built Environment* (CABE), with partners

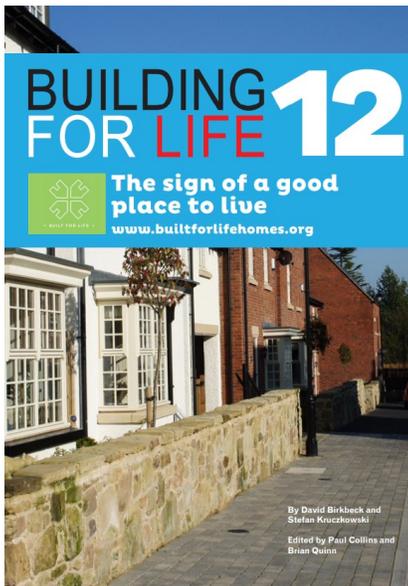


Fig. 18 – Practice guide of Building for Life 12 (recent edition)

the *Home Builders Federation*, the *Civic Trust* and *Design for Homes*. The Building for Life tool originally comprised 20 questions, or criteria, to assess the design quality of new housing developments, resulting in a numerical score, which is available for use by anyone who has an interest in new homes and neighbourhoods. The criteria reflect the importance of functionality, attractiveness and sustainability in well-designed homes and neighbourhoods. More recently, the criteria have been boiled down to 12 questions. Schemes are assessed independently and given a score against the new BfL12 criteria¹²².

The Design Quality Indicator (DQI) was also developed in the UK by the Construction Industry Council. The tool takes the form of an evaluation model designed around the Vitruvian notion of firmness, commodity and delight. It is used through a structured workshop format facilitated by an expert from the Industry¹²³. The result is a score against the criteria that can feed into the commissioning / design / development process.

Local governments

Local government respondents noted that every construction or renovation project requiring planning permission has to comply with the criteria set by the municipal land use plan and building codes. For example, the German respondent explained that the assessment of design quality is a result of commissions which discuss design qualities, functionality, benefits of a project, either as part of a design competition or as a commission viewing projects on a local level (see Design review panels), where matrices or indicator tools are not part of that process. The respondent of Groningen noted that ‘image quality plans’ (*beeldkwaliteitsplannen*) are used as a tool to evaluate all new building projects in a specific area in terms of architecture, public space, ecology, etc. In The Netherlands, image quality plans are drawn up to create, improve or safeguard the image quality in a certain area, where recommendations or guidelines are given for the design of the buildings and public spaces. This type of tool is part of the formal categorisation of urban design governance (see Section 3.2).

¹²² Based on a traffic light system, a well-designed scheme should perform well against all of them, the top score being 12 Greens. For more info:

www.designcouncil.org.uk/resources/guide/building-life-12-third-edition

¹²³ For more information see: <http://www.dqi.org.uk>

D.2 The use of expert design review panels and processes

The second evaluation tool – expert design review panels – offer opportunities for a professional peer group to review built environment projects. Globally it is an increasingly prominent tool in the design governance toolbox where it is typically offered as a public service (Carmona 2018). In addition to formal design review processes with a direct regulatory function and impact, informal design review has developed as an advisory and discretionary practice outside of statutory regulatory frameworks. It provides a means of evaluating projects through impartial expert opinion in order to offer critique and (preferably) constructive advice to development teams. Informal design review should be seen as an improvement tool, focused on adding value to developments prior to being submitted for regulatory consents (Carmona 2016).

As most informal design review processes occur at the local level, this section combine responses from national / state / regional governments with the local government replies.

National / state / regional / local governments

Looking at the replies, the panorama is very heterogeneous. Several European states have some type of informal design review (e.g. design advisory boards), operating at different levels of government, mostly at the local level. However, their focus and structure is very diverse and requires more in-depth research in order to understand the differences and similarities among the approaches. A brief summary of different national contexts is provided below.

• *The Netherlands*

The Netherlands has one of the oldest systems of design review panels in the world, dating back to 1898 in Amsterdam (Nelissen 1999). Imposed by law ("Woningwet" of 1961), all 355 municipalities have had to install an independent design review panel, or 'Aesthetic Control Committee' (Welstand Committee), composed mostly of architects, heritage experts, or urbanists. The role of Dutch design review panels is to advise local government on planning applications, and a building permit cannot be given in The Netherlands if the review panel advises against it (although the aldermen has the authority to ignore such advice)¹²⁴ (Ten Cate & Nelissen 2009). This is an example of formal *design review* rather than its informal use.

¹²⁴ The Dutch review panels conduct more than 100,000 reviews throughout the country each year and every municipality has to have a "welstandsbeleid", i.e. local policy

regarding architectural aesthetics that contains the criteria the local review panel has to observe (ten Cate e Nelissen 2009).

Since the nineties this formal design review system has been complemented by a more informal system of advice from *spatial quality teams*, comprising multidisciplinary teams of experts (Assen, Campen & Stolk 2018)¹²⁵. The Dutch *spatial quality teams* (q-teams) provide advice on the spatial and architectural plans that are being developed in Dutch cities in an informal advisory capacity. According to a survey carried out in 2014, the majority of q-teams have a governmental commissioner, from local, provincial or national scale (Assen & Campen 2014). Half of the teams advise mainly on urban development plans, such as city centre developments, residential areas, business parks and urban renewal. In addition, the size and composition of the q-teams may vary relating to the spatial assignment and ambition of the commissioner.

According to Assen et al (2018), no two q-teams are exactly alike, although their analysis revealed a typology of *specific* and *generic* q-teams. A specific q-team operates within the framework of a specific planning or development area, within physical boundaries of the spatial assignment, such as an urban development zone or an infrastructural or landscape development. Within this area, the team guides and assesses individual projects on their contribution to the quality of the whole. The specific q-team can play a role in design tenders and in the implementation phases. The q-team is mostly set up for the duration of the project, often an urban or landscape master plan, possibly elaborated in a zoning plan, an urban development plan, a visual quality plan or an aesthetic policy document.

By contrast, a *generic* q-team operates within given administrative boundaries (a municipality, a province or even a region) and has no defined end date. Within this framework, the q-team has a more proactive broad task as it can bring up topics for discussion, stimulate, investigate, supervise, assess and evaluate. Therefore, the generic q-team is seen as an “interface between the spatial vision established for an area and the diverse planned and spontaneous initiatives of private and public actors; the assessment framework is often strategic and abstract, like a vision document or an indicative quality policy document” (Assen et al 2018: 5).

- *Austria*

In Austria, several cities have established Architecture and urban design advisory boards, which can be described as independent bodies that provides design advice to the City Council. For example, the city of Vienna has an Advisory Board for Urban

¹²⁵ According to a survey carried out by Assen & Campen (2014), over the last three decades, at least 139 spatial quality teams and spatial quality control committees were established by local, regional, provincial and national authorities.

Planning and Urban Design¹²⁶, whose composition and tasks are regulated by the Building Regulations for Vienna. Its function is further detailed in a specific ordinance of the Vienna provincial government¹²⁷. According to this, the Advisory Council has the following remit:

1. appraisal of the drafts drawn up by the magistrate for the establishment and modification of zoning plans and development plans;
2. assessment of individual building projects on request of the local authority, if they are of significant influence on the local cityscape.

In practical terms, the City Council submits to the Advisory Board individual building projects that have a significant impact on the cityscape for an expert opinion about its overall design quality, including issues as functionality, visual appearance, mass, scale, integration with neighbouring buildings and close surroundings, etc. (Bento & Laopoulou, 2019)¹²⁸. In addition, the City Council submits to the Advisory Board all zoning proposals and development plans before they are presented to the public¹²⁹. In the former, the advice is not binding although it tends to have a strong influence on the subsequent political decision. In the latter, it is mandatory to obtain an expert opinion on zoning proposals and zoning plans prior to a political decision.

The Advisory Board should operate without political influence and is populated by experts from various disciplines. Appointed by the Mayor, the Advisory Board members act in an honorary capacity during a three-year term and include 12 experts covering different fields of expertise. In this way, the Advisory Board delivers important design advice to the Municipality of Vienna¹³⁰.

As well as these boards, mobile design advisory boards have been implemented for some years in Austria to reach small towns and villages (e.g. the Regional Design Advisory Council of Tirol) (Schmedding et al. 2016:113).

¹²⁶ Original Austrian name: *Fachbeirat für Stadtplanung und Stadtgestaltung*.

¹²⁷ Ordinance of the Vienna Provincial Government July 7, 2005, LGBl 2005/33, which promulgates rules of procedure for the Advisory Council for Urban Planning and Urban Design.

¹²⁸ The Advisory Board have to examine the documents submitted within a period of four weeks. If the advisory council does not submit an expert opinion within the set time limit,

assuming that the information prepared by the magistrate was enough, the building permit procedure should be continued.

¹²⁹ The Advisory Board meetings are not public.

¹³⁰ An "Advisory Council for Urban Planning" was already in the core constitution of the Vienna Building Code, the Law of 1929, LGBl. 11/1930. The corresponding provision was not valid for a long time and was repealed in 1939. Nevertheless, the Viennese "Advisory Council for Urban Planning" was re-established in 1947. Within the scope of a revision of the building code, the area and responsibility of the advisory body was extended in 1987, and since then, the "Advisory Board for Urban Planning and Urban Design" has maintained its present form.

• Germany

In Germany, the number of design advisory boards has also been growing. According to the Federal Foundation of Baukultur, currently there are 131 design advisory boards across the country. Acting as intermediaries between the interests of owners and the general public, design advisory boards have proven themselves to be an important instrument in many larger medium-sized towns and big cities in Germany (Schmedding et al. 2016:113).

Interestingly, the Association of German Architects (BDA) argues that design advisory boards bring openness, transparency and quality into the building process of a city. Supporting the establishment of design advisory boards across the country, BDA published a practice guide noting that “independent design advisory bodies deliver a crucial function for better quality architecture and urban planning being an immanent response to political goals and tasks precisely because more and more cities value their cityscape as a cultural asset” (BDA 2011).

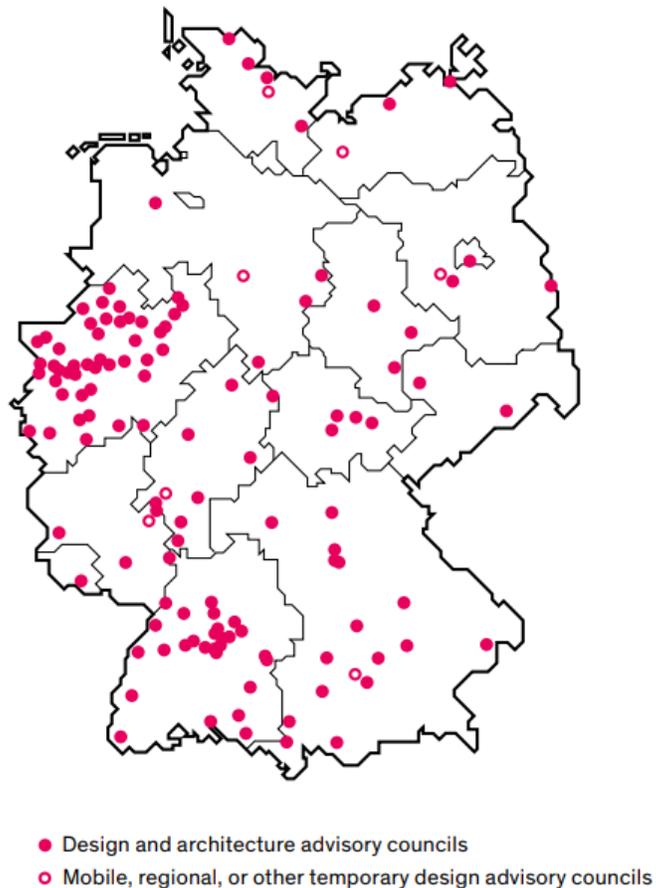


Fig. 19 – Design advisory boards in Germany 2016 (Source: Federal Foundation of *Baukultur* Friends Association e.V. 2016.)

For example, in Baden-Württemberg, a federal state in the south of Germany, there are several design advisory boards operating as a panel of design experts in more than 30 cities and towns. This shows an increasing concern with the quality of buildings, urban and open spaces as an important factor for the quality of life and the competitiveness of the municipalities in Baden-Württemberg (Baden-Württemberg 2018).

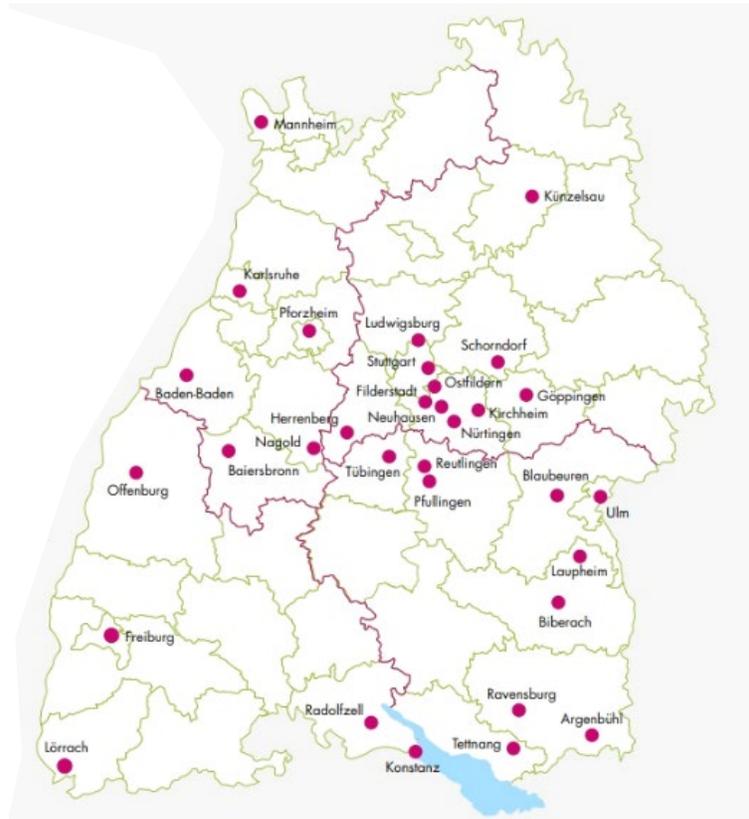


Fig. 20 – Location of design advisory boards in Baden-Württemberg. (Source: Baden-Württemberg, 2018)

In Bavaria, the Regensburg Design Advisory Board was founded 20 years ago, as an instrument for quality assurance in relation to architecture and urban planning. Since then, the Advisory Board has acted as an independent advisory body in over 100 meetings with around 350 projects in Regensburg. Every two months, building owners, investors and architects consult with the design advisory board in order to achieve the best possible quality for the respective construction project. Through its work, the committee has helped to shape the cityscape and has become a permanent feature of Baukultur development in Regensburg” (Köhler 2018).

Smaller municipalities, however, are often overwhelmed by the establishment of a design advisory board, due to the high organisational and financial burdens and the

relatively low volume of projects. Thus, similar to Austria, “Mobile Design Advisory Boards” have been created for rural areas, which consist of a group of independent, non-resident consulting experts from different design disciplines, who conduct interdisciplinary reviews of building design that are relevant to the formation of the cityscape (Schmedding et al. 2016:113). These mobile or temporary design advisory boards are requested for particular projects by interested municipalities and are generally created specifically for the assignment. The substance of their work does not differ from the work of the institutionalised design advisory councils in major cities¹³¹.

• *Switzerland*

A national level, design advisory commission exists to provide advice in historic/cultural heritage contexts. These provide advice for projects affecting historic areas or sites under the responsibility of the federal government. The Federal Commission for the Protection of Nature and Cultural Heritage (FCNC) is an independent, extra-parliamentary body, comprising 15 experts in the fields of nature, landscape and cultural heritage protection¹³².

On regional/municipality level, many design review panels exist with different sizes and competences. For example, the *Baukollegium of Zurich* is a commission composed of external experts and members of the administration. It advises the city council and the building permit authority (building section of the city council) in matters of urban planning and architecture. The college is chaired by the head of the building construction department of Zurich City Council and is composed of seven voting members and five members with an advisory vote¹³³.

• *Denmark*

Marking a different model, the Academy Council of the Royal Academy of Fine Arts works for the promotion of art and as the state's adviser on artistic issues in the fields of architecture and visual arts. In this framework, the Academy Council is available to provide expert advice to municipal and state authorities when requested

¹³¹ In Germany, the Chambers of Architects of Bavaria, Baden-Württemberg, Hesse, Mecklenburg-Vorpommern and Schleswig-Holstein have set up mobile or temporary design advisory boards. At the end of 2015, the Chamber of Architects Lower Saxony launched a mobile council for the rural areas in the Elbe-Weser triangle as a pilot project. In Brandenburg, a fixed, regional council began with a pilot phase. These first experiences of the practice show that they do not experience

the same acceptance as their counterparts in the big cities. So far, the Chamber of Architects of Baden-Wuerttemberg, which first introduced the practice, has thus far recorded only a small number of assignments.

¹³² <https://www.enhk.admin.ch/en/federal-commission-for-the-protection-of-nature-and-cultural-heritage/>

¹³³ https://www.stadt-zuerich.ch/hbd/de/index/ueber_das_departement/organisation/gremium/baukollegium.html

on architecture and spatial development projects. Nevertheless, the Academy Council may, on its own initiative, obtain information from specific design interventions or art projects and make statements to state authorities and public institutions and to the public¹³⁴.

The Academy's activities are conducted through the different departments of the Academy Council, which include a Landscape Committee, Church Art Committee, the Royal Academy of Fine Arts, Jury and the artistic community. Part of the Academy's work and advisory role takes place through the many persons appointed to the boards of directors and committees of the Council. These originate from many sources, such as, representatives from public and private institutions, of committees, etc. The formal basis of the Academy Council was laid down by the Ministry of Culture's Order No. 306 of 18 May 1999 for the Royal Academy of Fine Arts¹³⁵. In addition to this, the Council has drawn up a set of articles of association that set the framework for the Academy's work.

Non/pseudo-governmental organisations

• *United Kingdom*

Across Europe, the English system of design review is quite unique as non-governmental organisations provide design review services both at national and local level. All four UK countries used to have a national design champion, which besides promoting design quality and advising the government on design matters, offered a service of informal design review operating at national level. In England the *Commission for the Architecture and the Built Environment (CABE)* ceased to exist in 2011 (Carmona, 2017) whilst in Scotland, Wales and Northern Ireland their national bodies are still operating today, respectively: *Architecture and Design Scotland (A&DS)*; the *Design Commission for Wales (DCfW)* and the *Ministerial Advisory Group (MAG) on Architecture and the Built Environment for Northern Ireland (White & Chapple 2019)*.

These three organisations continue to offer design review services at national level together with a wide range of other design governance tools. For example, MAG provides Design Reviews as Northern Ireland's only independent placemaking advocacy organisation. Working with procurement personnel to embed the need for design review within public projects, MAG's design review panels include specialists,

¹³⁴ For more information: <http://www.akademiraadet.dk/>

¹³⁵ The 'Royal Academy of Fine Arts' and the 'Royal Danish Academy of Fine Arts: The School of Architecture, the Visual Arts Schools' and the 'Conservatory School' form together the

Royal Danish Academy of Fine Arts, which was established on March 31, 1754. Therefore, the institution celebrated its 250th anniversary on March 31, 2004.

selected for the appropriateness of their experience focussed on facilitating better placemaking outcomes.

The Scottish A&DS inherited a design review process from its predecessor, the Royal Fine Arts Commission for Scotland and, from the beginning of its establishment in 2005, it provided advice on planning applications that were used by local planning authorities. A&DS's parallel design review function 'involved voluntary design experts who sat as a traditional peer design review panel and appraised a range of projects from across Scotland, including significant buildings and major urban design masterplans'. Recently this has moved away from formal design review and now the organisation favours a system of workshops that are more in an enabling than a review mould.

In England, a market now operates, with design review delivered locally by a range of private, not-for-profit and public (local government) panels (Carmona 2018). The system has led to a greater number of reviews being conducted across the country with no obvious diminution in quality, although practice is very variable with some parts of the country (e.g. London's Boroughs) using design review as a standard practice, whilst other parts of the country use it only occasionally or not at all. The service is typically paid for by developers as a requirement of the local authorities to whom they are applying for planning permission.

- *France*

The Councils of Architecture, Environment and Urbanism (CAUE) provide free design advice and guidance to public or private clients to ensure design quality of buildings and proper integration into the surrounding site. Although not assuming responsibility for project management, CAUE usually participate in evaluation panels for design competitions of public buildings as well as assisting the client on the revision of projects. This may involve the constitution of a similar form of design review panel.

D.3 The adoption of certification or kite mark schemes

The third structured evaluation tool covered in the survey was the adoption of certification or kite mark schemes to be awarded to projects to denote particular quality thresholds. These tools do not proffer any formal consent or warrant but instead give the status of having reached a defined and verified benchmark of quality, for example, for energy efficiency. Typically this is recognized in the award of

a protected stamp or kite mark such as BREEAM (Building Research Establishment Environmental Assessment Method) or LEED (Leadership in Energy and Environmental Design), each with their own criteria, evaluation frameworks, assessment panels and certification processes (Carmona 2016).

The majority of respondents were not using certification or kite mark schemes with the exception of the sorts of international ecolabels above. For example, in Latvia the internationally recognised LEED and BREEAM quality systems are being increasingly used (mostly in the private sector), although so far they are not widespread. The same happens in In Slovenia, where in accordance with the Regulation on Green Procurement, it is possible to use established sustainable certification schemes.

The Nordic countries have created different types of ecolabel schemes. For example, the Nordic ecolabel – Nordic Swan – was introduced by the Nordic Council of Ministers in order to help consumers choose environmental products. The Nordic ecolabel extends to buildings, more specifically small houses, housing and pre-scholar buildings, which need to fulfil several requirements that cover the construction process, materials and energy consumption.

In Denmark, the Green Building Council Denmark (DK-GBC), a non-profit organisation that works for sustainability in buildings and the build environment, has developed the DGNB certificates – the Danish sustainability certifications for the built environment – which provides certification in relation to sustainability in building activities and urban development.

In the UK, the Welsh Government endorses *Building for Life* (BfL) 12 standard in Wales (see indicator tools) and supports DCFW in promoting and assessing this to the development industry in Wales¹³⁶ (see Section D.1). Tools such as BfL can be used in a number of ways including as both indicator and certification tools.

D.4 The organisation and running of design competitions

The fourth and last evaluation tool related to the organisation and running of design competitions as part of the commissioning or regulatory process for projects. Design competitions come in many shapes (open, limited, invited) and sizes (local, national, international), across two fundamental types: conceptual (ideas only) and project (relating to a tangible building project) (Lehrer 2011). They focus on raising standards through a competitive process. Whilst they may inform formal design governance processes, their use is rarely mandated. There are a few exceptions to

¹³⁶ For more info: <https://dcfw.org/building-for-life-12-wales/>

this, for example, the French State mandates a design competition for public buildings over a specified threshold (see below).

European context for public procurement

The European procurement law¹³⁷ applies to all EU member states, but individual countries can implement national legislation, which can lead to certain differences. This implies that for all levels of government public assignments with a value above a certain threshold must be tendered according to prescribed European procedures. The award of these contracts must be announced by the client on Tenders Electronic Daily (TED), the official journal of the EU. It enables companies from all EU member states to enrol to receive the assignment. The procurement obligation is only for public contracts, called contracting services, not for private parties (Jansen 2017:15)¹³⁸. This includes the different types of design assignments for all public buildings and infrastructures. Nevertheless, the European procurement law does not require that design assignments are based on a design competition procedure, although this is foreseen as one of the options for contracting services of an artistic nature.

National / state / regional governments

There are diverse practices relating to the use of design competitions by public bodies across Europe. In some countries (e.g. Austria, Denmark or France), design competitions are widely used for bigger building projects commissioned by governmental bodies (national, regional or local) for public tenders and projects. In others, competitions are rarely used (e.g. UK).

When contracts exceed a defined threshold (national or EU defined), public departments tend to use a public tender based on criteria other than the quality of design ideas (e.g. lowest price or the experience of the teams). Nevertheless, the implementation of design competitions is viewed as promoting innovation in design and stimulating the building sector, as several designers responding to the same design problem according to a defined set of rules. An independent panel of experts, a jury, evaluates the entries and selects the winner (Bento, 2012). As a result, design

¹³⁷ Directive 2014/24/EU

¹³⁸ The thresholds in 2016–2017 for (design) services are € 135,000 for the national government and € 209,000 for other contracting services. If the estimated value of the assignment

is less than the European thresholds, then European procedures are not mandatory. National procurement acts can contain specific rules for assignments below the thresholds.

competitions offer several solutions to the same design problem giving the client different design alternatives and encouraging a debate about future possibilities¹³⁹.

In France design competitions have been mandatory for all new public buildings above a defined threshold since 1980 (Biau 2002). More than 1000 competitions are held across the country every year, promoted by national government down to the smallest municipality. A second decree, approved in 1988, obliges French competition organisers to compensate the candidates for a minimum of 80% of the value of the assignment carried out for the service provided. Because of this decree competitions are always restricted, usually to between three and five teams. The implementation of design competitions in France are overseen by a specific state agency, the Inter-Ministry Mission for Quality in Public Construction (MIQCP), created in 1977.

The Open Call from the Flemish Government Architect, helps the public sector select designers for public assignments based through design competitions. Created in 2000, the Open Call has been operating for almost 20 years and more than 200 projects have used the approach. Launched twice a year, Open Call commissions cover not only urban development plans but also a broad range of buildings in various fields and at different levels, ranging from subsidized housing and public buildings to infrastructural work such as bridges and roads (Ibelings 2009:8)¹⁴⁰.

In practical terms, the Open Call is a two-stage competition that enables public officials to select designers for commissions in the fields of architecture, urban design and landscape architecture. Considered as an alternative selection process that places a reduced burden on designers (Schreurs, 2000, p. 63), the Open Call method comprises the following steps:

1. The commissioning body formulates an assignment by means of a project definition, which contains a description of the desires and ambitions and is more than just a summing up of square meters and functional programmes. In drawing up the project definition, the commissioning body is assisted by the Flemish Government Architect and his team;
2. The next stage is the publication of the call for tenders, where architects and designers can apply as candidates with a portfolio;

¹³⁹ Finnish Architectural Policy, 1998.

¹⁴⁰ In the first ten years of its existence, until 2009, the Open Call method has resulted in the initiation of some two-hundred

projects, of some fifty have already been completed (Ibelings 2009:8).

3. The Flemish Government Architect makes a preliminary selection of ten designers from among these candidates, and after consultations with the official, five of them are invited to present their vision for the assignment;
4. The five designs are put to a jury, consisting of representatives of the commissioning organisation and users, the Government Architect and an external member of the jury;
5. This jury decides to whom the commission will be given (Ibelings 2009:8).

As soon as the commissioning body and architect have been brought into contact with one another, the involvement of the Flemish Government Architect comes to an end. Although it is not a mandatory procedure, the Government Architect routinely handles requests from several Flemish government bodies and from local authorities. The procedure is free of charge for public clients and half of the commissions originate from small local authorities.

A design competition may be also used as a tool to generate innovative approaches to planning and design. For example, the *Dutch Chief Government Architect* is promoting a competition called "Panorama Lokaal"¹⁴¹, which is a two-phase design competition focused on residential neighbourhoods on the outskirts of the city. In the first phase, municipalities, housing associations, residents and other local parties can form a coalition and register a location. The Board of Government Advisors selects a maximum of seven locations for which the local coalitions formulate an assignment. In a second phase, creative teams will develop design proposals for one of those locations.

In the Czech Republic, architectural competitions are a regular feature. The national Architecture and Building Culture Policy recommends design competition as the best tool for procuring design for buildings financed from public money and for public spaces. In this context, there is a subsidy programme run by the Ministry of Regional Development for supporting design competitions with half of money given in prizes supported by the state, up to 15,600 EUR per competition.

In Wallonia-Brussels, when the government provides a subsidy for an infrastructure project (mostly cultural), this authority must run a design competition following the guidelines provided by the Architecture Unit and its practice guidance on competitions. The contracting authority can also ask for free assistance from the Architecture Unit to organise the competition.

¹⁴¹ For more information: <https://panoramalokaal.nl/>

In Brussels-capital, one of the main tools used by BMA is the organisation of competitions for the selection of new architectural and urban projects. This mechanism gives clients, whether from the public or private sector, access to appropriate support and tools. Under public procurement legislation, public-sector clients are required to have several candidates compete for any contract. To give them optimal support, the BMA has developed tools and procedures enabling competitive tenders of this kind to be organised with maximum transparency, efficiency and quality. As BMA's goal is to promote the quality of space in Brussels, competition procedures are also available for private-sector clients to use. BMA believe this offers the following advantages:

- Project quality is improved through the use of competitions;
- Public authorities can follow the progress of design right from the first sketches, which facilitates better understanding and working relationships within project teams;
- The client benefits from the expertise of the BMA team, which supports them during the procedure;
- The future project is integrated into a coherent vision of Brussels.

In Austria, the public procurement law allows two means to commissioning architectural design: either by means of an architectural competition or a negotiated procedure. Although the latter is often used, competitions are regularly used by important public bodies such as BIG (Bundesimmobiliengesellschaft), the Federal Real-Estate Company, or the City of Vienna.

Non/pseudo-governmental organisations

Several non/pseudo-governmental organisations help public bodies and private clients to organise design competitions when requested, mostly professional organisations. For example, Estonia has a well established tradition of running open (as well as invited) urban planning and architectural design competitions. The briefs are usually devised together with the professional associations and the composition of juries usually has a significant proportion of acknowledged professional practitioners with relevant experience in the field. To support this, the Association of Estonian Architects has published best practice guidelines for running design competitions¹⁴².

In Germany, design competitions are run on a national, regional, state or local level, and the chamber of architects of every German state offers a management service

¹⁴² For more information:

<http://www.arhliit.ee/arhitektuurivoistlused/voistluste-juhend/voistluste-juhend>

for design competitions. Through these means, competitions are assessed according to guidelines with statistics gathered about the use of design competitions across the country. The chamber of architects also promotes ideas competitions for certain areas¹⁴³.

In Ireland, the RIAI has successfully operated a number of design competitions in partnership with Government Departments, local authorities, public agencies and private developers in order to promote the value of design and the profession of architecture/place-making. These are documented, reported on and used as part of an on-going evidence base for improving practice in urban design framework planning. In Portugal, the Portuguese Order of Architects also has a support service for the organisation of design competitions.

In the Netherlands, the foundation *Architectuur Lokaal* developed the KOMPAS light, a free design competition manual (see Section B.1) and has long-standing experience of organising design competitions for central government and municipalities.

In Scotland, the government sometimes asks non-governmental organisations to help organise design competitions, such as the "Scottish Scenic Routes" initiative launched in 2015¹⁴⁴. Open to architects and landscape architects still within five years of having completed RIBA Part II or the achievement of Graduate landscape Architect status, the principal aim of the two-stage competitions was to provide models / demonstration projects for new and innovative design and construction along Scotland's Scenic Routes, thereby enhancing the country's tourism infrastructure. In doing so, the projects were intended to showcase the best of Scotland's young design talent and to give the winning participants experience, mentoring and the chance to see these early career opportunities realized.

Some organisations promote design competitions directed at young designers. At the European scale, probably the best known is the *European* competition, a biennial international competition for architects under 40 years of age. The European competition started in France in the 1970s with the creation of competitions for young architects. To organise the competitions and promote innovation in architecture it was decided to create an institute, entitled: *Programme Architecture Nouvelle* (PAN). Due to the French success of the initiative, the institute proposed

¹⁴³ For example, on the occasion of the greater Berlin anniversary in 2020, the Architects and Engineers Association of Berlin is running the anonymous two-phase 'International Urban Design Ideas Competition' for Berlin-Brandenburg 2070. Lunched in June 2019, the main goal of this competition is to further discussions on the development of the existing Berlin metropolitan region. For more information: <http://bb2020.de/en/>

¹⁴⁴ The partners were Architecture + Design Scotland, Cairngorms National Park Authority, Edinburgh Napier University, Forestry Commission Scotland, Loch Lomond and the Trossachs' National Park Authority, Scottish Canals, Scottish Construction Innovation Centre, Scottish Natural Heritage, Sustrans, Transport Scotland and Visit Scotland.

the creation of an international competition at the European level, called the Europan¹⁴⁵. There are also other design competitions for young designers, such as, *Archiprix*, a competition for recent graduates in the fields of architecture, urban planning and landscape architecture¹⁴⁶; or *Final Layout*, a student competition of the French Community in Belgium¹⁴⁷.

Local governments

Several cities across Europe also organise design competitions as part of the commissioning or regulatory process for projects. Although design competitions are widely seen as one of the most important instruments for achieving better design solutions, their use adds time and costs to the development process. Consequently, some local governments use this evaluation tool more than others do.

The survey revealed that where there is a city architect's office in place, design competitions are a key informal design governance tool. For example, the City Architect of Antwerp (*stadsbouwmeester*) organises and guides the design competitions for new design projects in Antwerp. To facilitate the process, he advocates a two-stage procedure, a clear project definition, a just fee for the architects and a transparent evaluation process. Recently, the Ghent City Architect announced four major design competitions for architectural assignments. For each assignment, five design teams will compete against each other to prepare a detailed design proposal. At the same time, the Ghent City Architect is working on an urban appointment guide for all architectural assignments.

Cities that do not have such a position also promote design competitions, although less often, and mostly for major public buildings. For example, the City Council of Vienna has a strong tradition of organising design competitions managed by a specific department responsible for architecture and urban design policy. According to the City Council website, the Architecture and Urban Design Department's mission is to develop the Viennese cityscape in a contemporary way, fostering a culture of placemaking and strengthened awareness for the designed living environment. To do so, it used several tools of design governance, although design competitions is one of the most used.

Among other duties, the Viennese municipal department is responsible for the design and planning of municipal buildings, such as schools, kindergartens, office

¹⁴⁵ Since then, the competition has been growing and at this moment is the biggest competition for young architects in the world. The last edition was held in 2009 and had 2500 participants from 22 European countries.

¹⁴⁶ For more information please see: www.archi.prix.nl

¹⁴⁷ For more information: <http://www.finallayout.be/>

buildings and special buildings for other departments (e.g. fire department and the like). For major building projects, the department works with external services providers, often conducting design competitions. Frequently this takes the form of an open call competition but sometimes, when there is a special project, the division makes a two-part competition, where architects make a preliminary application and then about six or eight teams will be selected for the complete design competition (Bento & Laopoulou, 2019).

Subsidised housing with competitions

In Austria, the system of granting housing subsidies varies from province to province, and in some quality criteria are prominent. The most important example is the city of Vienna with a budget of approx. 600 million Euros per year for housing subsidies. These subsidies are granted based on an interdisciplinary jury either in a so-called *Bauträgerwettbewerb* (developer competition) or via the *Grundstücksbeirat* (land advisory board). In the first case, the subsidies are granted via a competition, in the second case, without competition. In both cases, architectural quality and social sustainability are key criteria¹⁴⁸ (see Section 4.3 on allied financial instruments).

Concept tendering

In Germany, as pressure on the housing markets increases, alternatives to the standard bidding procedure have developed in recent years for the sale of municipal property. In the case of concept tendering, the land is not sold at the highest price, but also incorporates a quality factor based on the approach to developing the neighbourhood. The standard approach is a direct award in which agreements on conditions are frequently made with the buyer, with the highest price offered being the main decision-making criterion. The concept tendering procedure is based on the state retaining the ground lease (freehold). As the municipality remains the ultimate owner of the land, it can continue to impose specifications for its use (Temel 2019).

Several cities in Germany are now using concept tendering procedures. Municipalities use a variety of different criteria enabling them to compare the quality of the submitted projects. According to Temel (2019), some of these criteria are assessed based on complex point matrices, i.e. the individual quality criteria and their relationship to one another are quantified. Elsewhere unweighted lists of

¹⁴⁸ For more information:

www.wohnfonds.wien.at/articles/nav/118

criteria are used, making the evaluation procedure more similar to design competitions.

E. Direct assistance tools

Among the five categories of informal tools of design governance, assistance tools are the most hands-on as they involve directly assisting or enabling design / development teams with particular projects, or with the commissioning of projects or the preparation of design guidance and so forth.

The survey covered four types of assistance tools:

- The provision of direct grant in aid support to architecture centres and other such organisations with a direct remit to instil and support a culture of good design in the built environment;
- Supporting the provision of hands-on professional enabling, negotiation or advice in relation to particular projects / project briefs or frameworks / procurement processes / and so forth;
- Using research by design to explore design alternatives for key projects / places / problems;
- Conducting design-led community participation as a precursor to major development projects.

E.1 Provision of direct grant in aid support to architecture centres and other bodies

The first direct assistance / enabling tools that the survey sought information on was the provision of direct grant in aid to support to architecture centres and other such organisations with a remit to instil and support a culture of good design in the built environment. The aim of this approach is to foster a placemaking culture across stakeholders and to raise public awareness about the value of design quality, which in turn will end up having an impact on the quality of places by raising producers (private and public developers, investors, designers) and consumers (buyers, communities) expectations about the quality of the built environment. The recognition of the importance of promoting the value of design quality to stakeholders and the general public has led several governments to financially support new cultural organisations dedicated to the built environment (Bento, 2012).

Several countries and states across Europe support cultural organisations directly engaged in the promotion of a placemaking culture. In Europe there is a great diversity of such organisations in the form of centres or architecture e.g. museums, institutes and foundations. The remits of such organisations will vary considerably. There are also a wide range of other organisations and institutions that occasionally have architecture and urban design exhibitions or symposiums (Sawyers, Morishima, & Mayer 2002:7) such as the Royal Academy in London. One of the first such organisations was the *Museum of Finnish Architecture*¹⁴⁹ created in 1954. Since the seventies, a growing number of new architectural culture organisations have started to appear all over Europe, both at the national and local level, promoting the cultural importance of architecture and the built environment.

Most of these cultural organisations are totally or partially financed by the state, mainly through the ministries of culture, state agencies or municipalities, obtaining their remaining funding from private sponsorship and donations. Although the scale and concept may differ between the different cultural organisations, their main objective is to provide information about architecture and urban design, creating spaces for debate about the future of the built environment. To achieve this, relevant cultural organisations develop a wide range of activities targeting different audiences, such as young generations (via school workshops, teaching materials etc.), professional designers (lectures, debates, etc.) and the wider public (exhibitions, open houses, TV programmes, etc.).

The different organisations dedicated to the promotion of architectural design can have a national, regional or local sphere of activity. The national bodies usually have a bigger organisational capacity with a higher budget and staff than regional or local bodies. Sometimes they are responsible for the management of architectural archives. This is the case of the *Flemish Architecture Institute (VAi)* established in 2002. At the regional or state level, these centres develop their activities within a specific territorial area, such as the *Austrian Houses of Architecture*, where each federal province (*Bundesland*) has established one House. The *HDA – Haus der Architektur (House of Architecture)* in Graz/Steiermark was founded in 1988, the *ÖGFA – Österreichische Gesellschaft für Architektur (Austrian Society for Architecture)* already in 1965 and the *Az W – Architekturzentrum Wien (Architecture Centre Vienna)* in 1993. In 1996, the nine Houses of Architecture of the federal states, along with the Austrian Society for Architecture (ÖGFA) founded an Umbrella Organisation, *The Austrian Architectural Foundation (Architekturstiftung)*, which is a common public platform for Austrian architectural initiatives. Along with statutory professional associations, educational faculties and independent architectural

¹⁴⁹ For more information: <http://www.mfa.fi/>

initiatives, it constitutes an important third pillar for upholding the Austrian building culture.

All of these cultural organisations are delivering an agenda of activities promoting awareness and contributing to a culture of design, but it would be difficult for them to fulfil their roles without the direct patronage of the central administrations and local authorities. For example, the funding of the *Estonian Museum of Architecture* is mainly from the state (from the Ministry of culture) and other sources include earned income (tickets, services) and project-based financing mainly from the Cultural Endowment (an independent state fund). The ratio is roughly: 85% state support (for rent, salaries, other expenses), 8% earned income and 7% from projects (exhibitions, publications, public programmes).



Fig. 17 – Blox, Home of the Danish Architecture Center (DAC) (Fotographer: Rasmus Hjortshøj, Designer: OMA Copenhagen, Denmark, 2018)

In some cases, national administrations set up partnerships to establish national architecture centres. Interesting cases include the *Danish Architecture Centre* (DAK) and the *Irish Architecture Foundation* (IAF). The DAC is Denmark's national centre for the development and dissemination of knowledge about architecture, building and urban development. DAC's objective and legitimacy consists of promoting co-operation across the professional boundaries of the construction sector and architecture so that players, working together, are able to contribute to forward-thinking about the development of architecture and construction specifically, and the Danish society in general. DAC was founded in 1985 through a collaboration between the Danish Ministry of Culture, the Ministry of Economic and Business Affairs and the Realdania foundation. DAC's core funding was assured by a public-private partnership between Realdania and the Danish government established in 2004¹⁵⁰.

In this context, DAC promotes architecture and urban design from the creative process, through planning and urban development to the construction and finished space. The main goal of DAC is to facilitate a wider interest in architecture and urban design, to clear the way for new ideas traversing traditional boundaries and to show how design creates cultural and economic assets for people, the industry and society. To do so, it offers a wide range of professional and cultural activities, including exhibitions, seminars, city guided tours, and so forth.

Through Danish and international exhibitions DAC presents relevant themes and trends in architecture, construction and urban development. The exhibitions are often

¹⁵⁰ DAC used to be installed in at an old harbour building called the Gammel Dok, in Copenhagen. Currently it is installed in a major new building design by OMA architects, which comprises several cultural institutions.

a result of long-term development and co-operation projects. DAC is also a platform for developing the entire construction industry, namely for a Building Lab DK, which is a unit of DAC. These carry out projects in close co-operation with leading Danish and international participants in the construction industry. It advises companies about innovative processes and projects from the early idea through to the finished solution.

In Ireland, the national architectural policy from 2002 provided for the creation of a new Virtual Architecture Centre to facilitate the establishment of the *Irish Architecture Foundation* (IAF). The Irish Architectural policy therefore facilitated the creation of the IAF in 2005, enabling an institutional partnership between public and private actors in which everyone contributed financial support to the new Irish Architecture Foundation. The agreement is still maintained today (Table 5).

Source	Amount €
Arts Council	58,000
DOEHLG	60,000
Dublin City Council	30,000
Office of Public Works	30,000
RIAI	50,000
TOTAL	228,000

Table 5 – Principal Core Funding Contributions to IAF in 2008 (based on the Report of the Arts Council *Public Engagement & Architecture*, 2008)

Local governments

At the local level, architecture centres (in England often called Urban Rooms¹⁵¹) can be very small indeed, sometimes with only one employee, although this varies with large cities able to support a much greater capacity e.g. *New London Architecture Centre* (largely privately funded). Generally, local centres have developed their work within a town or city, obtaining part of their funding from local authorities. Some countries have developed a considerable network of local architectural centres, for example, France has 32 local architecture centres, connected by the *Réseau des Maisons de l'Architecture*¹⁵². In The Netherlands there are 35 architecture centres spread around the country, which receive public funding from municipalities.

¹⁵¹ For more information: <https://urbanroomsnetwork.wordpress.com>



¹⁵² For more information: <http://www.ma-lereseau.org>

In Austria, there is an architecture museum in Vienna (Architekturzentrum Wien) and an architecture centre in each of the nine provincial capital cities, plus several cultural associations related to architecture and Baukultur. All the centres and many associations are funded by the Federal government and the provincial states. A specific subsidy programme for architecture and design exists in the Federal Chancellery. In Portugal, the *House of Architecture* (Casa da Arquitectura), in Matosinhos near Oporto, was recently established with finance from the municipality of Matosinhos and a wider group of partners.

In Prague, the City Council created the Prague Institute of Planning and Development (IPR Prague), as well as the Metropolitan Plan Office and the Public Space Office. Because of this, the organisation of seminars and workshops for city districts and the organisation of exhibitions, discussions and lectures for the public are an integral part of IPR Prague activities. In September 2017, IPR Prague opened the *Centre for Architecture and Metropolitan Planning* (CAMP). This new information centre offers an exhibition hall with unique large-screen projection facilities, a study room, an outdoor terrace and an indoor amphitheatre. The rich programme includes public debates, appearances by local and foreign experts, workshops, screenings and other activities¹⁵³.

CAMP's main mission is to improve the current form of public debate on the development of Prague as a primary source of clear and accessible information on the city's present and future form. CAMP is not only intended to serve architects, designers and investors, but also city districts, NGOs and the population as a whole. In addition to its basic function as an information centre, CAMP also offers an exhibition hall with unique large-screen projection facilities, a study room, a cafeteria, an outdoor terrace and a modern conference hall, with a rich programme based on public debates, appearances by local and foreign experts, workshops, screenings and other activities¹⁵⁴.

¹⁵³ For more information: <http://en.iprpraha.cz/camp>

¹⁵⁴ While the mission of IPR Prague is to prepare strategic, urban and spatial development visions and documents, CAMP is a central point for public sources of information and discourse on the development of Prague. Therefore, it has a

particular place on the map of Prague and the mental map of architecture and urban planning as a discipline; an information centre (a platform to transmit information on the situation and the vision for the shape of the city to the public – permanent part of the exhibition); a universal exhibition hall (for short-term thematic exhibitions) and a jousting field for stakeholders (the general public, developers, public administration, local government, planners)

E.2 Supporting the provision of hands-on professional enabling, negotiation or advice

The second assisting tool that the Survey looked at was supporting the provision of hands-on professional enabling, negotiation or advice in relation to particular projects / project briefs or frameworks / procurement processes / and so forth.

National / state / regional governments

Since ancient times public administrations have conducted construction works for public amenities such as roads, defence infrastructure, palaces and the like. In modern times, the extent of these activities led to the creation of public departments with enough technical knowledge for the design and/or construction of public buildings and so forth. This was generally within an office of public works or similar body in charge of the planning and development of public goods. Today the expertise is often divided by sector (e.g. education, health, defence, justice, etc.) with different government departments having their own public works departments responsible for the management and maintenance of their sectoral building stock. In other countries this task is centralized in major building and property agencies (e.g. Austria or Denmark) (Bento & Laopoulou 2019)¹⁵⁵.

Although the specific competences and areas of responsibility in design of state departments vary, they normally work closely with other technical departments and encompass inputs from multi-disciplinary teams of professionals (e.g. structural and safety engineers, surveyors, urban planners, etc.) as well as from experts in finance and law. Most state departments do not have the capacity to prepare the designs and specifications for very large public building projects and instead manage the selection and oversee the work of architectural and development firms contracted by the state. Although the specific functions of these departments may vary from state to state, they often include:

- Preparing designs and specifications for state-owned building or renovation projects;
- Selecting and overseeing the work of architectural firms contracted by the public sector to prepare designs and specifications for state-owned building projects;
- Reviewing and approving designs prepared by private-sector architects for buildings owned by the state such as schools, courts, hospitals, etc;

¹⁵⁵ For example the Danish Building and Property Agency.

- Providing advice and participating in the development of building codes and regulations;
- Developing and managing public funds for state building construction programmes;
- Coordinating and providing inspection programmes for public building projects.

This sort of state-led development work falls outside of the remit of urban design governance as it is, in effect, directly shaping the built environment through development activity, albeit still subject to regulation etc.

Beyond such activities, several states and regions have established a public official with the title ‘State Architect’ or ‘Chief Government Architect’ (or similar) often supported by a small team composed of a group of officials and administrative staff, whose size and structure varies, as do their range of competencies (Bento & Laopoulou 2019). For example, the Netherlands have had a Chief Architect since the beginning of the nineteenth century, under one name or another (Netherlands 2006). Today, the Dutch Chief Architect is assisted by a Board of Government Advisors and a small staff team. Among other tasks, the Chief Architect promotes and monitors the urban integration and architectural quality of all government buildings, harmonising architecture with urban and rural planning, monument preservation and the use of art works.

The position of the Chief Architect of the Netherlands later served as inspiration for regions of Belgium to establish their own version of the post, called ‘Bouwmeester’, beginning in Flanders at the end of the 1990s and spreading across the country. In 2009, the Brussels Government chose their own first Bouwmeester for a five-year term. Charleroi followed soon after and Gent is expected to follow suit. More recently, in September 2018, Sweden’s government has appointed its first national architect, who will be responsible for the supervision of the new national architecture policy for Sweden¹⁵⁶.

The Flemish Government Architect provides supports to local municipalities as an independent expert and advisor to the entire Flemish government. This means that the Flemish Government Architect is a bridge-builder who approaches projects from a cross-sectoral perspective, across policy areas. The aim is always to consider various interests in relation to spatial and social quality. The core tasks are:

- Providing support and guidance to public officials on specific projects;

¹⁵⁶ Sweden’s National Bill for architecture and design (Prop. 2017/18: 110)

- Contributing actively to the development of policy advice and initiatives related to social challenges and their implications and possibilities in terms of high-quality design and construction.

Inspired by the Flemish government architect, in 2007 a similar unit was also introduced in Wallonia leading to the creation of the 'Cellule architecture' of the Wallonia-Brussels Federation'. The Architecture Unit specialises in public procurement processes, assisting public authorities in their projects (from brief preparation to the appointment of a design team). Public authorities can also ask for free assistance from the Architecture unit to organise competitions, involving writing a competition brief, choosing experts panel, preparing and holding jury meetings, etc.

The missions of the unit are articulated through three main objectives:

- I. *Guarantee architectural quality in buildings and spaces accessible to the public;*
- II. *Support and develop the integration of works of art in public buildings;*
- III. *Promote architecture as a cultural discipline.*

It does this by promoting creative architecture, the integration of environmental and energy performance, and by also engaging the disciplines associated with architecture such as landscape, furniture design, signage and scenography, in its mission. The Architecture Unit involves itself in the commissioning of designers (assistance with the drafting of programmes, identification of constraints, establishment of favourable conditions for the smooth running of competitions, communication, etc.). The Architecture Unit has developed a series of standard documents in a practical guide (choice of procedure, terms of reference, timeline, organisation of the jury, pre-analysis framework for the files, sample selection PV and attribution, etc.) that facilitate the work of local operators. Meetings with the Walloon regional tutelage have also clarified its cultural role and helped to spread its thinking to regional governmental structures.

In Ireland, the State Architect is responsible for leading and managing the OPW architectural team, with oversight of the architectural input to construction projects, maintenance of the quality of the fabric of the state's property portfolio and the conservation of heritage properties in state care, as well as being the main advisor to the Government in relation to architectural matters (Ireland 2009). The Architectural Services division of the OPW is in charge of architectural design, construction and support services for most public facilities except schools and hospitals, and develops a wide range of projects, including major restoration and refurbishment projects for historic properties and cultural institutions, office accommodation for government departments and other agencies, police stations, prisons, social welfare offices, etc.

In Northern Ireland, MAG is funded by government and the advice provide is free of charge. In that respect, MAG is able to provide a range of services that help to instil and support good design, from advice on the preparation of briefs through to the different stages of design review¹⁵⁷.

Non/pseudo-governmental organisations

In France, as already described (see Section C.3), the Councils of Architecture, Planning and the Environment (CAUE) provide a wide range of professional enabling, negotiation and advice to stakeholders. Besides developing information about architecture, urban design and heritage that can help to improve the quality of the built environment, they support clients (public or private), with educational and technical advice on the different phases of a project and building work. The CAUEs are represented by a national Federation, through a network of CAUEs organised on two levels: regional and national¹⁵⁸.

In 1993, the Netherlands created the Architectuur Lokaal foundation, whose advisory role to local authorities is similar to the French CAUE. Architectuur Lokaal is an independent centre of expertise and information devoted to commissioning building development in the Netherlands¹⁵⁹. This lightweight structure (10 people) is subsidised by four Ministries concerning architecture (culture, town planning, environment and transport), and is in contact with both public and private clients: these include local authorities as well as real estate developers and private individuals involved in building operations. The Architectuur Lokaal's mission is to act as a link between national policies and local practices, to help local agents apply national policies as well as incorporate local practices and experience into national decisions.¹⁶⁰

In the UK, Architecture & Design Scotland invites local authorities and housing associations who are planning to deliver housing to work with it at the very start of the process. This Pre-Design service aims to ensure that placemaking is at the heart of local housing strategies, the overall purpose being to build the right conditions for better design outcomes. The project provides advice on how to use visioning to commission better places using design. This pre-design advice focusses on the

¹⁵⁷ It should be noted that these state/regional State Architects are normally separated from the licensing board or professional institutions responsible for regulating the profession and for licensing practicing architects in the country/state. In some countries, such as in the United Kingdom, a person may only practise or carry on business

under the title architect if they are registered with the Architects Registration Board.

¹⁵⁸ For more information: <http://www.fncaue.asso.fr/>

¹⁵⁹ Architectuur Lookal magazine, *Building on Ambition*, 72, 2009.

¹⁶⁰ MIQCP, *The attribution of Public contracts in Europe*, 2002, France.

period between allocation in the Strategic Housing Investment Plan (SHIP) / Local Development Plan (LDP) and commissioning a design team.

Local government

Several municipalities have appointed a city architect to develop work as a local authority design champion, explicitly tasked with providing design leadership, assuming a proactive advocacy and enabling role. According to Tiesdell (2011) a design champion is a senior person within the client organisation, advocating and monitoring good design with decision-makers and the project team throughout the project. Among other tasks, city architects are responsible for raising awareness and changing mind-sets of both public (e.g. politicians, planners, etc) and private actors (e.g. developers, designers, etc) about the importance of design quality. For example in Denmark, there are seven cities that have appointed a city architect. Other northern European countries, including the Netherlands, have similar arrangements.

Although the specific tasks of city architects vary from city to city, a main task is to help define design guidance (formal and informal) to shape the future development of their city. They provide leadership on design and provide design advice to politicians, the city administration and municipal services. In some cases, city architects also promote architecture or urban design competitions where major investments are being made (see Section E.3). Therefore, the city architect assumes a multitasking role of spatial design leadership, providing expert design advice and inspiration for better placemaking. For example, the city architect of Copenhagen is responsible for implementing the municipal architectural policy and providing design advice to other municipal departments. Feeding into the city's role as public building client and as a planning authority, the City Architect takes the lead on architectural matters and helps develop a clear vision and set of goals for the built environment (Copenhagen 2017).

The City Council of Antwerp has also appointed a city architect team, which gives advice to its different service directorates on particular projects, project briefs or procurement processes. The team offers support to external public daughter companies of the city, such as the autonomous agency for public schools or public bodies such as the social housing agencies, as well as to private parties where the Bouwmeester gets actively involvement in building projects. One of its key instruments is the publishing of "image quality plans" (*beeldkwaliteitsplannen*). After the adoption of an urban master plan for redeveloping key sites, basic design concepts follow in the image quality plan. Usually this is followed by a second document, which contains the architecture image quality plan (*beeldkwaliteitsplan*), with specific guidelines for the design quality of buildings.

The position of city architect is still an exception across Europe, where the majority of cities do not have such position. In bigger cities the role may, however, be played by a combination of other internal staff responsible for building and urban design matters. For example, the City Council of Vienna has a specific department responsible for architecture and urban design policy, the Department of Architecture & Urban Design (DAUD). DAUD focuses on urban development issues and works closely with other departments. It is responsible for the design and planning of public space and works closely with the department for building streets and infrastructure. In addition, it gives expert opinion on the impact of small interventions in the cityscape, such as on the design and positioning of kiosks or advertising boards. It also promotes citizen participation on the design process of public spaces and sometimes organises design competitions.

The Viennese department is also responsible for providing expert advice to the building municipal department, which is responsible for processing building permits. Because the Viennese building code has a special paragraph which regulates fitting into the cityscape, DAUD receives about 7 to 8 thousand requests per year about development projects to see if they comply. Finally, DAUD is also responsible for the design and planning of Viennese municipal buildings, such as schools, kindergartens, office buildings and special buildings for other departments (e.g. fire department and the like). This is the largest division of the department and is composed mainly of architects as a large part of the work focussed on project development (see Bento and Laopoulou, 2019).

E.3 Using research by design to explore design alternatives for key projects / places

Research by design can be seen as any kind of inquiry in which design is a substantial part of the research process. In research by design, the design process forms a pathway through which new insights, knowledge, practices and products come into being. It encompasses a critical inquiry through design that may include speculative design, data collection and manipulation, visioning possible realities and alternatives, and even the construction of exemplar projects¹⁶¹.

National / state / regional governments

Most State Architect teams use research by design. In Brussels-capital, the BMA team uses research by design as a tool to explore design alternatives for key projects / places. Some projects require a preliminary or a more fundamental study and

¹⁶¹ Framework for Architectural Research of the European Association for Architectural Education, namely its Declaration

on Architecture research available on: <http://reseaaerch.wikidot.com/declaration-on-architectural-research>

research by design ensures that the right questions are asked at the right time and that the essential features of a context, competition or actor are sufficiently clear. In this way the creative power within the Bouwmeester's team can add considerable value to the traditional planning analyse.

The team argues: 'We are working to improve the spatial, urban and architectural quality of projects. We believe that the most direct way of achieving this is to share a common vision between the public authorities and clients. However, before such a vision can be shared, it must be created. By evaluating, testing and comparing scenarios in cross-disciplinary workshops, the Research by Design team creates a consensual design, ensures that projects move forwards and enables the public authority to form a common view based on concrete project variants. Workshop exercises no longer start from a blank page. On the contrary, we always take the location and volumes that have been proposed as our starting point' (BMA reply, 2019).

The idea is not to re-invent everything and create alternative visions, but rather to work together to develop a project that is satisfactory to the range of actors. Another of BMA's Research by Design approaches is the 'zoom-out', where the team looks more widely than the particular plot of land concerned by the project. The intention is to make clients aware of their environment and of the need to always set the project in its wider context¹⁶².

Similar approaches were used in London in the 2000s when Design for London was funded by the Mayor of London to provide design advice to the Greater London Authority. Much of its work involved both speculative design studies and the use of big data to understand the larger context within which the planning and design of the city should occur. These studies informed both emerging policy in London and the approaches of various regeneration agencies, local authorities and private actors around the city.

Non/pseudo-governmental organisations

Very few non/pseudo-governmental respondents referred to use of research by design. This may be explained by the core business of these institutions, which tends to focus on the promotion of a culture of design rather than involvement in specific design processes. Nevertheless, three institutions made reference to this

¹⁶² In parallel with the 75 projects supported since January 2016, the team is also developing a proactive approach to the Canal Area. ' From the article 'Recherche par le projet'.

Fabriquer la ville productive', Revue A+ October-November 2016, by Géraldine Lacasse and Julie Collet, bouwmeester's team

tool: the *Danish Architecture Centre* (DAC) and *Design and Architecture Norway* (DOGA).

DAC's new headquarters, called the BLOX includes a research by design space – BLOXHUB – which operates as an urban innovation lab with a co-working space providing a platform for companies within the open built environment: designers, contractors, and tech companies¹⁶³. Supporting research by design in Norway, *Design and Architecture Norway* (DOGA) is responsible for the Design-driven Innovation Programme (DIP), where companies can apply for financial support to involve designers in the ideas phase of an innovation project. If designers are involved early, there is a greater chance of developing a product or service that is tailored to the actual needs of the user. The programme is led by DOGA in collaboration with the Research Council of Norway and Innovation Norway¹⁶⁴. In the UK, the Place Alliance has led experiments seeking to address how design codes for smaller sites can be created in a cost efficient and paired down manner in order that they can be prepared internally within local government. The resulting 'Coordination codes' have then been promoted as a campaigning tool¹⁶⁵.

Local governments

Although the survey only received a small number of replies from local government, all mentioned the use of research by design as a recurrent tool. For example, the Atelier of the City Architect of Antwerp uses research by design to enhance the guidance of urban projects, drawing scenarios for change and improvement. One key focus has been the left bank of Antwerp, where the city architect has been promoting an ideas competition about the future transformation of the area between the Ring and the outer boundary of the city (20th century belt). The respondent from the Zagreb City Council also noted that they are currently utilising research by design to explore the future potential of the Gredelj area in Zagreb, a large brownfield site.

In Groningen, the City Architect also referred to research by design as a widely used tool, from exploring the potential of public spaces to making the city climate proof and resilient.

¹⁶³ BLOXHUB was founded on 2016 by Realdania; the City of Copenhagen; and the Ministry of Industry, Business, and Financial Affairs. The hub's premises are part of the massive BLOX development project on Copenhagen's harbour front.

¹⁶⁴ For more information: <https://doga.no/>

¹⁶⁵ See: <https://matthew-carmona.com/2017/01/27/coordinating-codes-the-right-tool-for-the-job/>

E.4 Conducting design-led community participation

Design-led community participation involves the engagement of third parties in the design process of major landscape and urban development projects. By actively involving all stakeholders in the design process, the approach has the potential to broaden and enrich design briefs so that the design of final projects can meet the needs of end users.

National / state / regional governments

There was a low rate of response from national / state / regional governmental organisations on this issue, reflecting the fact that design-led community participation is typically conducted at the municipal level. Some respondents noted that public hearings are a standard practice in all major development projects in accordance with the Environmental Impact Assessment (EIA) law. Although public consultations are mandatory by law for all major development projects, prior to the construction phase, these are not design-led community participation as stakeholders are not involved in design and the process typically involves tokenistic consultation rather than fundamental participation in the development process.

To improve the situation in Wales, the Welsh Government have introduced secondary legislation to require that pre-application engagement and consultation processes take place prior to an application's submission for planning permission, although the exact nature of this will vary dramatically. In Ireland, community-enabling workshops for Cities and Towns play a central role in the development of best practice at local level and many local authorities will have city/local area architects to support this process.

Non/pseudo-governmental organisations

In England, some non-governmental organisations specialise in design led community processes¹⁶⁶. The Glass-House Community Led Design is a national charity that supports communities, organisations and networks to work collaboratively on the design of buildings, open spaces, homes and neighbourhoods¹⁶⁷. In addition, several towns and cities as well as non-governmental organisations have established 'urban rooms' (see Section E.1) to foster meaningful

¹⁶⁶ For example, Design Council have the Community-led Development programme, which aims to support tenant and

resident groups to become more involved in, or take a lead on, the design of new developments in their area.

¹⁶⁷ For more information: www.theglasshouse.org.uk

connections between people and place, using creative methods of engagement to encourage active participation in the future of buildings, streets and neighbourhoods.

Local governments

Many cities across Europe are promoting design-led community participation as a precursor to major development projects. For example, in Groningen, for important and large infrastructure and area development projects, the Atelier (city architect) conducts design-led research where different scenarios are discussed with inhabitants. In the City of Zagreb the practice of conducting a participatory process that precedes major development projects is being introduced, for example for the Trešnjevka subcentre. The *Senate Department for Urban Development and Housing of Berlin* also promotes several design-led community participation projects every year.

A well-established programme is the “Uma Praça em cada Bairro” of the City Council of Lisbon. In a first phase, interested parties were asked to say what they would like to change in their neighbourhood by completing an online participation form or by attending a dedicated session for each place. In a second phase, new designs for selected spaces in each neighbourhood were discussed with local populations with the aim of creating high quality public space, and encouraging walking and cycling and the use of public transport.

4.3. Allied financial mechanisms that incentivise design quality

As well as informal design tools, the survey encompassed how financial means and incentives can be used to encourage better design or to capture the benefits of better design. Urban planning and design do not work in isolation. Elegant design solutions will be of little value if economic systems do not allow for their implementation and long-term maintenance. For this reason, urban design governance also encompasses key financial decision making over the form and shape of the urban environment. Urban design governance outcomes and processes are shaped by the availability of economic resources and the nature of financing instruments for projects.

As the set of innovative financing instruments in use has become wider and more diverse, research has not kept up with understanding the relationship to the delivery of urban quality. It is not, however, the aim of Urban Maestro to research and map all innovative development finance tools. Instead, the intention is to understand which

tools have the potential to engage directly with and enhance urban design outcomes and processes. This part of the survey therefore aimed to collect data on allied financial mechanisms, which are used specifically in connection with the delivery of better-designed outcomes.

Six categories of allied financial mechanisms were identified in the survey:

Raising or transferring funding (subsidy and direct investment):

- Direct financing instruments: used to help to deliver urban quality (e.g. loans or subsidies for well-designed development, direct public funding tied to quality thresholds, etc.)
- Direct public investment: to reduce developer risks associated with the upfront investments in place quality (e.g. area improvements, land transfer, infrastructure provision, etc.)
- Local taxation supplements: to raise finance for direct investment in places (BIDs / tax increment financing / planning gain (betterment) charges / development impact fees, etc.)

Encouraging or managing investment processes (process management and bonuses):

- Indirect financing instruments: used to encourage the delivery of urban quality (e.g. tax incentives, zoning bonuses / enhanced development rights, etc.)
- Steering tools: designed to encourage good design through the direct involvement of the public sector in the development process, or even through the voluntary imposition by development consortia of guidance on themselves (e.g. public/private partnerships, exemplar schemes, etc.)
- Regulatory management tools: designed to reduce the formal regulatory burden in exchange for better design (e.g. fast tracking architect designed schemes, streamlined regulation zones tied to design parameters, etc.)

Although there was a low response rate to this part of the survey, information was received on all the categories of allied financial mechanisms.

4.3.1. Direct financing instruments

The first allied financial mechanism used to incentivise design quality was the use of direct financing instruments, such as loans or subsidies for well-designed development or direct public funding tied to quality thresholds, etc.

Looking across the replies, some respondents referred to financial incentive schemes for the restoration and rehabilitation of listed buildings. Such schemes are limited to certain protected areas such as old towns or historical villages, and the proposals have to fulfil a list of requirements to be eligible for funding. For example, the Danish government established a financial programme for urban renewal for the years 2019-2022. The village renewal framework can be used in cities with fewer than 4,000 inhabitants and in the open country, including for the following actions:

- Renovation of run-down private rental housing, owner and co-operative housing, assembly houses and businesses located in buildings containing residential and commercial buildings;
- Demolition of run-down homes and commercial buildings;
- Removal of scrap and waste on residential property;
- Municipal purchase of dilapidated property for renovation or demolition;
- Redevelopment of empty commercial premises and empty publicly owned buildings for rental housing;
- Furnishing of urban spaces on empty grounds where the municipal council grants, or has granted, support for demolition under the City Renewal Act;
- Resettlement when needed due to renovation, demolition or condensation¹⁶⁸.

In Portugal, the government created the National Building Rehabilitation Fund (FNRE) in 2016. The main objective of the FNRE is the development and implementation of real estate rehabilitation projects to promote leasing, especially housing, with a view to urban regeneration and the repopulation of urban centres and encouraging private investment in such areas. To access the rehabilitation fund, applications must fulfil several requirements, where design quality is one of the criteria¹⁶⁹.

Another type of direct financing are subsidy programmes for more ecological and eco-friendly design (e.g. passive housing). On this front, since 2007, the Brussels-

¹⁶⁸ For more information:

www.trafikstyrelsen.dk/DA/Bolig/Byformyelse/Landsbyformyelse.aspx

¹⁶⁹ For more information: www.portaldahabitacao.pt/web/guest/fundo-nacional-para-a-reabilitacao-do-edificado

Capital Region has conducted calls for projects to enhance and promote the construction or renovation of "exemplary building." Their goal is to demonstrate that it is possible to achieve very good energy and environmental performance within a reasonable budget. Following three calls for proposals for projects launched between 2007 and 2009, 117 projects, both small and large, have been selected amounting to 265,000m², and taking advantage of 18.5 million Euros of financial support.¹⁷⁰

In Austria, the system of housing subsidies is very important. Although how these subsidies are granted differs from province to province, in most cases design quality is one of the criteria, some involving design competitions. The most relevant example is the city of Vienna with a budget of approximately 600 million Euros per year for housing subsidies. In Vienna, these subsidies are granted based on an interdisciplinary jury either in a so-called developer competition (*Bauträgerwettbewerb*) or via the land advisory board (*Grundstücksbeirat*). In the first case, the subsidies are granted via a competition, in the second case without competition. In both cases, architectural quality and concepts of social sustainability are defined criteria.

In the UK, there are several funded housing programmes that demand a minimum level of design quality. For example, in Wales the Government requires that housing schemes go through the design review service process offered by DCFW to be eligible for funding, the Welsh Government's Innovative Housing Programme. The programme is open to schemes across Wales from registered social landlords (RSLs) and local housing authorities (LHAs), including local authority owned companies and private sector organisations. Schemes are evaluated against a Technical Specification by an Independent Assessment Panel, which make recommendations to Welsh Ministers on the schemes to be supported¹⁷¹. In England, the Government's housing deliver agency – Homes England – now ties its delivery of grant aid to social housing projects directly to an assessment against Building for Life 12 (BfL 12), the industry standard for the design of new housing developments (see Section E.2). This ensures that proposals achieve a minimum standard of design quality¹⁷².

Similar funding programmes also exist in several other countries. For example, in Sweden, the National Board of Housing, Building and Planning – Boverket – is the central government authority assorted under the Ministry of Finance to review

¹⁷⁰ For more information: www.bruxellesenvironnement.be/

¹⁷¹ For more information: <https://gov.wales/sites/default/files/publications/2019-02/guidance.pdf>

¹⁷² For more information: www.gov.uk/government/collections/community-housing-fund

developments that apply for state funding, within the fields of housing, building and planning.

In the Czech Republic, where the cost of design competitions has tended to discourage their use, the government recently established a subsidy programme for design competitions run by the Ministry of Regional Development¹⁷³. Historical experience and current research have shown that the quality of plans and projects is positively influenced by the process of selecting future plan and project contractors, namely through architectural and urban design competitions. This procedure also makes it possible to involve the public, who are acquainted with the building plans at an early stage of their preparation. The programme subsidises part of the cost of prizes and rewards of architectural and urban competitions in order to encourage their use. It is hoped that this will deliver enhanced design quality and fulfil the objectives of the Architecture and Building Policy of the Czech Republic.

4.3.2. Direct public investment

The second allied financial mechanism was the use of direct public investment: to reduce developer risks associated with the upfront investments required to deliver high quality outcomes, including area improvements, land transfer, infrastructure provision, etc.

For example, in Ireland the Government's National Development Plan 2018-2027 sets out the significant level of investment – almost €116 billion – that will underpin the National Planning Framework Project Ireland 2040 and drive its implementation over the next ten years. €91 billion in Exchequer funding for public capital investment is being allocated and will be supplemented with substantial investment by commercial state owned enterprises. Associated with this are various sectoral plans of different government departments, which will see targeted regeneration schemes in urban areas (€2bln), rural regeneration (€1bln) and climate action (€0.5bln). The Irish Government see the quality of Irish cities as a key competitive advantage in driving economic investment and progress. Amongst other factors, the continued investment in urban regeneration will seek public realm and transport improvements in the hope that such qualities will promote an ongoing investment in place. In this sense place quality has become a key element of the economic proposition for urban regeneration and consolidation.

¹⁷³ For more info: www.mmr.cz/getmedia/c87df9b9-9bd2-46c5-91a7-c7c20ace0f45/Programme-Podpora-architekton

The Irish public investment programme focuses explicitly on the sustainable and adaptive reuse of existing brownfield assets, for example through encouraging well planned and executed infill developments. Given the concentration of prime brown field sites in the urban core of Irish cities and towns, this focus is seen as incentivising investment in existing assets, protecting the value of those assets and encouraging jobs. Over the longer term, the aim is to encourage the maintenance / consolidation of urban cores and reduce pressure for expansion into green field areas, maximising the use of other infrastructure such as schools, retail, recreation and public transport facilities while enabling more healthy travel options such as cycling and walking. This funding is awarded on a qualitative basis and design quality / placemaking are essential criteria for a successful award.

In England, the Government's Garden Towns programme is making finance available for new homes building through the reclamation of land. These projects need to make specific commitments about design before they can be nominated for funding¹⁷⁴. In Northern Ireland, infrastructure-led regeneration is proven to work, with public sector investment in infrastructure, including in the public realm, seen as de-risking projects for the private sector to deliver. Examples include the £1 billion Lagan side regeneration project.

In Malta, direct investment in community development projects has been made through the Development Planning Fund, which brings opportunities for towns and villages to invest in a more sustainable environment and improve the quality of life for residents. This fund promotes improvement works in urban areas, such as landscaping, traffic management and other urban projects, which are considered beneficial to the wider community. The fund is made available for all local councils, government agencies, NGO's or private individuals but the proposals need to be submitted through the respective local councils where the initiatives will be implemented.

4.3.3. Local taxation supplements

The third allied financial mechanism that incentivise design quality as the use of local taxation supplements to raise finance for investing in the quality of places, such as income from Business Improvement Districts (BIDs) / tax increment financing / planning gain (betterment) charges / development impact fees, / land value capture,

¹⁷⁴ For more info: www.gov.uk/government/news/37-million-to-fund-5-new-garden-towns-across-the-country

etc. On this issue, there was a very low response rate with only three administrations providing information on these types of mechanism.

The Welsh Government supports BIDs, and in common with other planning systems across the UK, encourages the use of planning gain to secure community benefits from development schemes. The Welsh Government is also at the early stage of considering introducing a vacant land tax as a result of the partial devolution of tax policy from the UK Government¹⁷⁵.

In England, the Government also supports the use of BIDs and planning gain in national policy, the latter in the revised National Planning Policy Framework. Both mechanisms are extensively used across the country to lever in investment from the private sector. Typically, BIDs have the quality of the built environment at the heart of their concerns, whilst planning gain mechanisms, being linked to the formal planning process, have the potential to be associated with the delivery of high quality design. Both mechanisms are discretionary in their use, although operate through a formal legislative framework.

In Malta, planning gain requirements are linked to the delivery of major projects. Typically, these relate to the provision of open space, public parking spaces, and to design and conservation requirements associated with the urban and natural environment, such as protection of mature trees in the urban areas.

4.3.4. Indirect financing instruments

The fourth allied financial mechanism was the use of indirect financing instruments to incentivise the delivery of urban quality, including tax incentives, zoning bonuses / enhanced development rights, etc.

One of the best known indirect financing instruments is the provision of tax incentives for the restoration of heritage buildings or for enhancing the energy performance of buildings. For example, in Portugal, if the rehabilitation of buildings over 30 years old building achieves a gain in energy consumption to a higher efficiency level, the owner may apply for a lower municipal tax. In Romania, some cities offer reduced property tax for certified A class (energy efficient) buildings.

In Sweden, the government provides grants to municipalities with a weak housing market. Examples include contributions for greener cities; the renovation of school premises and outdoor environments at schools, preschools and leisure centres;

¹⁷⁵ For more information: <https://gov.wales/developing-new-welsh-taxes>

support for outdoor environments in socio-economically vulnerable areas; and support for innovative and sustainable housing construction.

In Austria, some of the regional planning laws allow for the possibility of negotiating zoning bonuses etc. in exchange for higher quality or specific benefits for the public, e.g. in terms of social infrastructure, social housing, green spaces or similar.

4.3.5. Steering tools to encourage better design

The fifth allied financial mechanism to incentivise design quality was the use of steering tools to encourage better design through the direct involvement of the public sector in the development process through public/private partnerships, the commissioning of exemplar schemes, etc. Again, there was a very low response rate on this issue.

In an indirect way, several state, regional and local governments provide public funding to non/pseudo-governmental organisations to develop enabling activities among stakeholders and to foster a placemaking culture. The aim being to stimulate a culture of design that will indirectly influence the development process. For example, the provision of funding to cultural bodies or the establishment of public-private partnerships such as the Danish Architecture Centre (DAC) or the Irish Architectural Foundation (IAF), which have already been discussed (see Sections D.2 and E.1).

Austria is representative of many other countries where public/private partnerships have a direct role in the provision of social housing or strategic urban investments with a focus on the quality of life of citizens. In Vienna, and other cities, the city council negotiates with land owners to deliver high quality urban design. Despite the low response rate, the key role of the public sector in setting high design standards in developments in which it is a partner is a key feature of Europe as seen in well known exemplar projects in cities such as Almere, Malmö and Freiburg.

4.3.6. Regulatory management tools

The last allied financial mechanism that incentivise design quality was the use of regulatory management tools to reduce the formal regulatory burden in exchange for better design. Examples include the fast tracking of architect designed schemes through the regulatory process, or streamlined regulation zones tied to specified design parameters, etc. There was also a very low response rate to this section of the survey.

In the UK, the revised National Planning Policy Framework (NPPF) (2018) has a strong emphasis on boosting the availability of land in the right places for development, and to ensure that better use is made of underused land in towns and cities. To help achieve this the NPPF places a renewed emphasis on encouraging Local Planning Authorities to use Local Development Orders (LDOs) to help set the planning framework for an area and bring forward development. LDOs provide permitted development rights for specified types of development in defined locations. They are flexible and locally determined tools that local government can use to help accelerate the delivery of appropriate development in the right places. In this sense, local government can help enable growth by positively and proactively shaping sustainable development in their area and by incentivising development care of a simplified planning process. They can (although are usually not) linked to tools such as local design codes to ensure that the quality of development is prioritised.

The Welsh Government also promotes the use of Local Development Orders to reduce the regulatory burden on individual schemes. However, there has been a low take up of these mechanisms in Wales and none has been linked to measures to enable good design. In Malta, a fast tracking process is followed at the Planning Authority for important projects. Streamlined regulation zones are also used that define specific zoning parameters covered by an approved master plan or planning scheme.

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Appendix. List of the survey replies

Country	Organization
Austria	Plattform Baukulturpolitik
Austria	The Arts Division of the Federal Chancellery of Austria
Austria	City of Vienna / Department of Architecture and Urban Design
BE / Flanders	Flanders Architecture Institute
BE / Flanders	Team Vlaams Bouwmeester
BE / Flanders	City of Antwerp / Atelier stadsbouwmeester, stad Antwerpen
BE / Wallonia	Architecture Unit of the Ministry of the Wallonia-Brussels / Federation (French speaking Community)
BE / Brussels	Bouwmeester Maître Architecte (BMA)
Croatia	City of Zagreb / City Office for Strategic Planning and Development
Croatia	Ministry of Construction and Physical Planning (MCP) / Directorate for Physical Planning, Legal Affairs and EU Programmes
Cyprus	Ministry of the Interior / Department of Town Planning and Housing
Czech Republic	Ministry of Regional Development / Department of Spatial Planning
Czech Republic	Czech Association for Urban and Regional Planning
Czech Republic	Prague Institute of Planning and Development
Denmark	Ministry of Culture / Danish Agency for Culture and Castles
Denmark	Ministry of Culture / Danish Agency for Culture and Castles
Denmark	Danish Association of Architects (DAA)
Denmark	Danish Architecture Centre (DAC)*
Estonia	Museum of Estonian Architecture
Estonia	Ministry of Culture / Department of Fine Arts
Finland	Ministry of Education and Culture
France	Ministry of Culture / Department of architecture
France	French Order of Architects
Germany	Federal Institute for Research on Building, Urban Affairs and Spatial Development
Germany	Federal Foundation of Baukultur
Greece	Hellenic Institute of Architecture*
Hungary	Hungarian Contemporary Architecture Centre (KEK)*
Iceland	The National Planning Agency
Iceland	Iceland Design Centre*
Iceland	The National Planning Agency
Ireland	Department of Housing, Planning and Local Government

Ireland	Royal Institute of Architects of Ireland (RIAI)
Italy	Direzione Generale Arte e Architettura contemporanea e Periferie urbane
Italy	Consiglio Nazionale degli Architetti, Pianificatori, Paesaggisti e Conservatori
Latvia	Ministry of Culture / EU Funds department
Lithuania	Ministry of Environment / Construction and Territorial Planning Policy Group
Luxembourg	LUCA - Fondation de l'Architecture et de l'ingénierie Luxembourg*
Malta	Planning Authority
Netherlands	Ministry of Education, Science and Culture
Netherlands	Federatie Ruimtelijke Kwaliteit
Netherlands	Foundation Architectuur Lokaal (Stichting Architectuur Lokaal)
Netherlands	City of the Hague / Department of Architecture and Planning
Netherlands	City of Groningen / City Architect of the municipality of Groningen
Norway	Ministry of Culture
Norway	Ministry of Climate and Environment
Norway	Centre for Design and Architecture Norway (DOGA)*
Poland	Ministry of Culture (Ministerstwo Kultury i Dziedzictwa Narodowego)
Portugal	Directorate-General for Territory (DGT)
Portugal	House of Architecture (Casa da Arquitectura)*
Romania	Ministry of Regional Development and Public Administration
Romania	Architects Order of Romania
Slovenia	Ministry for the Environment and Spatial Planning / Directorate for Spatial Planning, Construction and Housing
Spain	Fundació Mies van der Rohe*
Spain	Consejo Superior de los Colegios de Arquitectos de España
Sweden	Boverket, The National Board of Housing, Building and Planning
Sweden	Sweden's National Centre for Architecture and Design (ArkDes)*
Switzerland	Swiss Federal Office of Culture
Switzerland	Swiss Architecture Museum*
UK / England	Ministry for Housing, Communities and Local Government*
UK / England	The Architecture Foundation*
UK / Northern Ireland	Ministerial Advisory Group
UK / Scotland	A&DS - Architecture & Design Scotland*
UK / Wales	Welsh Government
UK / Wales	Design Commission for Wales*

* Replies filled in by UCL after being directed to appropriate online resources by respondents.