Building on the strength of design
Dear President,

We hereby submit to you the Action Agenda for Architecture and Spatial Design, jointly on behalf of the ministers and state secretaries at the Ministry of the Interior and Kingdom Relations, the Ministry of Economic Affairs, Agriculture and Innovation and the Ministry of Defence. The agenda is a working programme for 2013-2016. It sets out the specific efforts that central government will make to help ensure that architecture and spatial planning contribute excellently and effectively to spatial and cultural developments and strengthen our international economic position. These efforts will also reinforce the position of the architecture and spatial design sector to allow it to remain economically vital, socially relevant and culturally innovative. Central government will use instruments and means that:

◆ address central government’s own role and responsibility, and;
◆ build up local and regional qualities and strengths.

Architecture and spatial design are essential for a good spatial planning system and to a cultural offering that is appealing both nationally and internationally. They are applied disciplines that can deliver a creative contribution to tackling complex physical challenges when developing functional, attractive, innovative and affordable solutions. The Action Agenda is being published at a time when the challenges, roles and processes are changing radically and becoming more complex. The set of policy instruments responds explicitly to this situation and focuses especially on urgent design tasks and the radical changes occurring in roles and processes.

The Cabinet announced the Action Agenda in its cultural policy memorandum entitled ‘More than quality’ (32820 OCW 2011), the National Policy Strategy for Infrastructure and Spatial Planning (32660-50 IenM 2012) and the 2012 budget of the Ministry of Infrastructure and the Environment. By sending the Action Agenda to the House and completing the interim evaluation of ‘Building on a strong foundation’, the Minister of Infrastructure and the Environment has fulfilled the promise that she gave to the House in the 2011 budget to evaluate policy in the interim. The submission of the agenda also meets the request (2012D15231) of the standing committee for Education, Culture and Science for a response to the Council for Culture’s advisory document entitled ‘Good commissioning, asking what you don’t know’.

Various stakeholders provided input for the Action Agenda. Several meetings were held on substantive subjects – such as city, school construction, designing for shrinkage and climate change – and talks were held with the parties involved (including BNA, IPO and VNG). Use was also made of the interim evaluation of architectural policy headed ‘Building on a strong foundation’, the advice on commissioning provided by the Council for Culture, various advisory documents of the Board of Government Advisers, including the ambition document entitled ‘Architecture Now!’, and the advice given by the Top Team on how to strengthen the position of the creative industry.
In the Action Agenda for Architecture and Spatial Design, the Cabinet has decided in the coming years, under the banner of 'Central government’s commitment', to:

◆ pursue excellent commissioning in the Multi-year Infrastructure, Space and Transport Programme (MIRT), in the government real estate portfolio and in the implementation programme Vision for Heritage and Spatial Planning. Central government has given an undertaking to engage design and designers at an early stage of its policy processes;
◆ aim for excellent projects through a design dialogue in ‘Making Projects’. This programmed approach seeks to establish innovative planning concepts and to firm up implementation prospects;
◆ keep in place the Board of Government Advisers to assure the existence of knowledge of and impartial advice on national tasks and projects.

The section of the Action Agenda headed ‘Central government strengthens’ describes actions focused on gaining wider attention for the design challenges and on strengthening local and regional design qualities and strengths, i.e.:

◆ a compact basic cultural infrastructure, consisting of a single stimulation fund and a single institute, which complement each other in order to support and stimulate the design disciplines of architecture, design and e-culture;
◆ the programmed development and sharing of knowledge within three innovative design tasks of Care and School Construction, City and Region and Urban Transformations;
◆ innovation in roles and processes. This approach is directed towards transferring knowledge, ensuring the international prominence of our design sector and being ready on time for the opportunities and consequences of the new planning law. Excellent commissioning will be highlighted by government awards for good commissioning (‘Golden Pyramid’) and for school construction;
◆ a network programme called Design Courses and a Chair in Design and Government will strengthen the link between education, research and government.

In terms of policy on architecture and spatial design, the Action Agenda for Architecture and Spatial Design is the successor to the vision document entitled ‘A Culture of Designing’ (2009-2012). Together with submission of the Action Agenda the House is being informed, in the budget proposals for 2013, about the subsidising of the architectural institutions as part of the basic cultural infrastructure 2013-2016 (based on recommendations made by the Council for Culture). The annual progress of these activities will subsequently be made transparent in the budget.

By means of this Action Agenda, the Cabinet is putting forward a simple and effective package, because the radical changes now call for an unambiguous and consistent effort.

Yours sincerely,

MINISTER OF INFRASTRUCTURE AND THE ENVIRONMENT
STATE SECRETARY OF EDUCATION, CULTURE AND SCIENCE

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ACTION AGENDA FOR ARCHITECTURE AND SPATIAL DESIGN
2013 — 2016

Building on the strength of design
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20 YEARS OF ARCHITECTURAL POLICY
The national government has been formulating architectural policy since 1991. Policy has been updated from time to time since then. Besides the continuity of infrastructural institutions, an integrated view of spatial quality and attention to the importance of good designers and clients, the government has consistently pursued new emphases on and a tie-in with current spatial and public challenges.
Dutch architecture and spatial design have developed strongly over the past 20 years. The institutions and design courses enjoy a good reputation and attract people from all over the world to the Netherlands. Construction activity was strong, there was a lot of work for architects and spatial designers, while clients and private individuals were highly active in the market. Architectural policy made its contribution by creating a favourable climate for architecture, promoting effective commissioning by clients and offering opportunities to talented young people (Stegmeijer et al, 2012).
Building on the strength of design

Architecture and spatial design are essential for a good system of spatial planning and a cultural offering that attracts national and international recognition. These applied disciplines are capable of contributing creatively to complex challenges in the physical environment when developing functional, attractive, innovative and affordable solutions. The disciplines are of great value to society at large across the public, economic and cultural realms.

The Action Agenda for Architecture and Spatial Design is a work programme for 2013-2016. The agenda sets out initiatives and tools that the national government in the Netherlands wants to use to strengthen the position of designs and designers. For this timeframe the agenda also provides a framework for policymaking on programming the structural changes described in the government’s ‘More than quality’ cultural policy memorandum.

The Action Agenda is being published at a time when the challenges, roles and processes in the world of architecture and spatial design are changing significantly and are becoming more complex. The policy tools respond explicitly to this situation and focus particularly on urgent design challenges and the significant changes in roles and processes. National government is using tools and funding to:
- address the government’s own role and responsibility;
- reinforce local and regional qualities and strengths.

When carrying out national programmes and projects, the national government strives to be an excellent client and to accomplish excellent projects. The national government is using the basic cultural infrastructure and specific programmes to reinforce initiatives by designers, authorities, private companies and private individuals who display their own ambitions for the quality and innovative strength of design. In this Action Agenda, the national government has put forward a simple but effective set of institutions and tools. This is because complex challenges call for straightforward and unambiguous frameworks.
1

The power of design: connecting and visualising
At the start of the 21st century the Netherlands faces new spatial challenges. Sustainability, water and mobility tasks need to be tackled urgently to assure an investment climate that is attractive both nationally and internationally. These are social and economic tasks with a knock-on effect in the spatial domain.

In many cases there is a complex temporal interrelationship that dissects spatial levels. Architecture and spatial design can explore new paths, devise alternatives, confront interests and visualise solutions so as to create space for innovation and sustainable decision-making. These properties are not confined to design but their combination is unique.

Dutch architects and spatial designers are highly adept at finding attractive and affordable solutions to complex spatial issues, witness our long design tradition in residential construction, non-residential construction, urban planning, road building, hydraulic engineering and land usage. For many centuries – from the 17th-century polders to today’s city enlargements – the Netherlands has won international praise and recognition for its high-quality designing. This high level provides a solid basis for tackling the tasks that lie ahead.

Economically, Dutch design is an export product. The Cabinet is convinced of the economic value and of the potential of the architecture and spatial design sector, as evidenced its commitment to the Creative Industry (designated a top sector) of which architecture and spatial design are part. But the sector is suffering heavily due to the stagnation of the economy and construction. A high-quality, efficiently functioning architecture and design sector can, with creativity, increase the innovative strength necessary to help lift the Netherlands out of the crisis sooner. In the longer term, the sector can contribute to strengthening the future value of the town and country management of the Netherlands.
POWER OF DESIGN

Action on architecture and spatial design will contribute to:

- Process: a better, faster and therefore cheaper process. The use of design is crucial to speeding up administrative and other processes by curbing the complexity and uncertainty that characterise today’s tasks. This may sometimes result in a cheaper product, and sometimes in more value for money.
- Quality: social and economic added value can be created by designing spatial developments that generate value for the future and are flexible.
- Innovation: this is being driven by the specific characteristics of design and designers, i.e. analysis, exploration, connection, confrontation and visualisation.

The added value that designers can create for society goes beyond the attractive and functional design of the actual physical intervention. Good design can help drive the cohesion, sustainability and earning capacity of the community at large.
Designing in a changing context
The world is changing rapidly and spatial development is different to what we have seen in the past 50 years. The housing market is stagnating. In parts of the Netherlands the way the population is developing is causing shrinkage, while many urban regions continue to grow. This imposes new requirements on services, especially healthcare and education. The unoccupancy of offices and cultural heritage properties presents a bigger redevelopment challenge than was previously thought.

2.1 New design tasks

Throughout the Netherlands – from the fastest-growing city to the most worrying shrinkage region – the task of spatial development is of a fundamentally different nature compared with recent decades. Bringing about growth through large changes in functions, through monofunctional new buildings and through major area development are things of the past. The new task is to transform existing cities and landscapes. The new tasks in buildings and in areas are in-fill development, embedding, renovation, reallocation and redevelopment.

From building to city and from road to landscape, the emphasis will be on transforming (urban) space already utilised.

Development and management will overlap far more than in the past. Demand for quality remains high. Economic and cultural appreciation of the existing character is increasing. The quality and diversity of the living environment is a key factor in attracting and retaining residents and companies and, by consequence, a factor essential for social and economic vitality and thus an integral part of the new transformation task.

The spatial impact of many tasks converges in urban regions. They form the heart of our social life, economic dynamics and our innovation and culture. Worldwide the percentage of people living in cities is growing and the Netherlands is no exception. Most people want (or need) to live in or near the city to be linked into urban networks and amenities. Attractive cities are growing (again). The Netherlands Bureau for Economic Policy Analysis (CPB) calls this the revival of the city.¹

This development has a counterpart. While the growth of the Dutch population is levelling out across the board, peripheral

¹ Stad en land, Netherlands Bureau for Economic Policy Analysis, 2010
areas and (economically) less vital areas face economic stagnation and a population decline. This national trend has a great and alternating impact at regional and urban levels. Even in dynamic urban regions, it is a permanent challenge to keep liveability in vulnerable districts up to standard.

‘Building on what already exists’ requires a different approach. A development is underway from large to small projects, from a generic approach to a more specific one, focused on the particular local or regional task in hand. At the same time we are witnessing a shift from predefined top-down planning to an approach that is more adaptive, allows greater scope for bottom-up initiatives in often changing alliances and combines top-down and bottom-up. The challenge for parties in the private and public sectors is to take on major tasks by small steps in the fields of climate and energy, safety and health, and liveability and prosperity without losing sight of essential national or regional tasks. This calls for scope for local customisation through decentralisation and deregulation. It also requires far more attention to the context and sectoral crossovers. Multidisciplinary and interdisciplinary working methods are not just a consequence of increased complexity, they are also a precondition for future success.

While the present economic situation has confirmed the need to start working differently, it has not made it any easier to do so. Redevelopment and reallocation require cost bearers in the form of public and private investors and clients and initiators who are willing to take a risk. Economic recovery is also essential for the creation of (high-quality) redevelopment. There is also a need to start looking differently at costs and returns: at the relationship between development, spatial planning and management costs, at the possible benefits of new – unexpected – alliances and players, at developing new earning models and at finding scope within existing rules, while at the same time simplifying the totality of legislation to allow customisation and entrepreneurship to become the leading factors and examining how far and when investing in quality will prove worthwhile.

2.2 Changes to roles and process

A different way of working is required to allow us to respond effectively to new (market) conditions. There is a need for different methods of cooperation between designers, clients, users and other stakeholders. This is primarily a responsibility of the parties involved. Central government (as the client) wants to put this different way of working into practice and is urging others to do the same.

The division of roles between clients, designers and (end-)users was fairly clear for a long time. The public or private client defined a statement of requirements and budget, either for or with the intended users, and then commissioned the designers – within their own organisation or through an external firm – to produce a design within those confines. This situation changed a long time ago. Relationships between designers, clients and users have changed because of the influence of such factors as a government that is getting back to its core duties, high-initiative private clients, enterprising architects, active members of the public, interdisciplinary cross-fertilisation and new financing and tendering models (like DBFMO). Uniform cooperation in the chain is gradually shifting towards networked
cooperation, with lots of (reciprocal) relationships and role changes.

More and more mixed forms and hybrid forms of cooperation are coming about in the traditional relationship between client, designer and user in the (construction) process. Changing administrative relationships, public-private partnerships, initiatives, alliances and financial conditions dictate a different playing field and exhibit diverse and clearly different roles. This development is expected to continue. Parties are preparing for new roles but at the same time grappling with the existing, traditional and established roles: a lot of knowledge is available but it is being used only to a small extent because of doubts concerning new roles. A consequence of this dysfunction is the failure to make optimum use of the added value of design.

Clients
The (financial) uncertainty of the present situation calls for new relationships between initiators, clients and contractors. Nevertheless it is expected – more than before – that clients will explicitly make known their expectations regarding the final result and will display daring, inventiveness, imagination and perseverance in the process. Types of cooperation like this will often be focused (in part) on spreading financial and other risks.

The Council for Culture (‘Good commissioning, asking what you don’t know’) has put forward recommendations on how it is possible, within the changing context, to accomplish good commissioning. It is becoming increasingly complicated for clients to ask the right questions, due to the growing complexity and multifaceted nature of the task to be tackled. Large public and private clients with specialized knowledge of architecture and user requirements can take advantage of this knowledge when tackling the new tasks, but will at the same time need to widen their expertise. For the growing group of clients who act in that capacity once only, it is an even greater challenge to develop the required knowledge and competencies. Furthermore the crisis in the economy and the construction sector means that possibilities for financing are scarce. Central government is factoring in the recommendations of the Council for Culture in formulating and fulfilling the ambitions of this policy.

Users
Users are better informed than ever before, thanks in part to developments in information technologies and the emergence of digital networks. Members of the public and entrepreneurs are also often actively involved in arranging and rearranging the living environment. They are involved not only in the form of consultation or co-determination of policy, but also as a (co-)client and initiator of (spatial) developments. (Collective) private commissioning already accounts for about 10% of housing construction output. Numerous civil society groups are taking over the management and design of public space (at least in part) from central government or are managing social real estate. More than in the past, designers are bound to take into account the wishes and requirements of users.

Designers
More and more often, designers take on the role of initiator or client in small-scale construction projects, for which they find (co-)financiers. Increasingly, they are stepping out of their ‘draughtsman’s role’ and becoming process designers and even property developers. They develop temporary
bottom-up initiatives in unoccupied buildings and public spaces or carry out research assignments under their own management. In these roles, designers are enterprising and willing to bear risks. Moreover, designers are increasingly forming part of intensive and long-term alliances, for example when they participate in a consortium for projects put out to tender under an integrated form of contract. This cooperation offers less scope for an autonomous stance, but does provide opportunities for an integrated working method and a widening of expertise.

The shifts in roles offer designers opportunities also to give substance to their work and responsibilities in creating quality in ways other than purely as a designer in the planning and construction process. The designer could also assume the role of ‘architect’ to ensure private quality assurance. Checks and supervision by municipal authorities during construction work could be discontinued if it were to be possible to ensure that building safety regulations and procedures are fully applied and tasks, liability and responsibilities are clearly defined. Central government will facilitate the legislative embedding of such a situation (by implementing the recommendations of the Dekker Committee). This will allow designers to strengthen their role in the construction process.

**Working on design tasks**

The new design tasks require customisation and innovative thinking in order to deliver what is required in each specific case and to collaborate with those parties who can jointly bring the task to a successful conclusion. There is not one party that always acts as the orchestrator or always designs, buys or finances. The new tasks and conditions necessitate a turnaround in working methods and attitudes, and require innovation. The often hesitant modernisation of processes can be kick-started by the repositioning, flexibility and professionalization of the client, designer and user (and the relationship between them).

To remain top of the bill, Dutch designers and their clients must go on delivering added value. The new tasks – see Intermezzo – and the changed context described here argue in favour of a different way of working that is based on open and equal cooperation between members of the public, companies and authorities. There is a need for an approach that focuses on excellent (design) solutions in a complex context, that develops niche markets and that gives innovative (small) commissioning a chance.  

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5 The sector is very much aware of the need to increase this social added value. See, for example, the charter entitled ‘Architecture as a strength of society’ published by the Royal Institute of Dutch Architects BNA (2011) and the ‘Architecture as a necessity’ innovation agenda of the Netherlands Architecture Institute NAi (2010).
The Utrecht Ring Road Quality Team
The Utrecht Ring Road project is a planning study into the A27, A12 and A28 motorways and the Utrecht northern ring trunk road. Central government is contributing €1.4 billion to the funding of the overall project. A quality team consisting of representatives of central government, the province and the city – headed by the Chief Government Advisor on Infrastructure – is advising the authorities on urban and rural embedding. Its excellent investment climate, its knowledge-driven economy and its infrastructure make Utrecht highly significant nationally, regionally and locally. By putting forward proposals for smart embedding and by coupling investments in infrastructure to spatial projects, it will be possible to improve the investment climate still further. In the design sessions, the quality team and stakeholders come up with cost-saving new ideas for the surroundings, embedding and routing. A design intervention at the Lunetten interchange renders a flyover superfluous, thus saving tens of millions of euros. Integral thinking and sketching helps to muster support among the numerous different parties in the project; it breaks through sectoral interests by making transparent the real-life consequences of decisions.

Architects
More than 20 Dutch cities have a city architect. Nine provinces have a provincial architect. The positions were created out of a (political) need for unambiguous, expert and cohesive advice on the vision for spatial development. These architects coordinate and organise the spatial debate, make connections, create cohesion, stimulate knowledge at civil service departments and reflect on long-term developments and interactions between different levels. From the baseline of their position, they are important interlocutors for the Board of Government Advisors. The network of local and regional architects is an important platform that supports deregulation within spatial policy.
Het Funen, Amsterdam
A new residential district has been developed on a former port and transhipment site despite difficult circumstances. The location is sandwiched between the ‘rear’ of the Csaar Peter quarter, the Nieuwe Vaart canal and a busy railway line. The urban planning design of Frits van Dongen (Architekten Cie) allowed a remarkable variation in building blocks designed by nine different architects. The complexity of the task and the original doubts about market opportunities were rigorously put to the test by client Heijmans Vastgoed. The client distinguished itself in this project by permitting new insights due to changes in the market during the planning and construction phases. In an increasingly uncertain housing market, an investor was sought to purchase a guaranteed number of homes. At the same time, the original concept and the envisaged high quality were retained. Today, Het Funen offers a greatly appreciated, high-level urban residential area; a park where people are keen to live. In 2011 the project won the Golden Pyramid award.

Changing a church into a school in Hengelo
The St. Plechelmus primary school in Hengelo is the first school in the Netherlands to be housed in a former church. Thanks to its new function, the characteristic Heilige Hart Church, designed by Johannes Sluijmer in 1954, has been retained. The community school does justice to the position of the church in the district and has had a positive effect on the surrounding area. The design by Ronald Olthof was produced in close cooperation with school principal Anneke Kuipers. Their combined efforts convinced all stakeholders of the merits of the unorthodox plan. The expertise, creativity and inspiration of the client in bringing about this project were remarkable. In 2008 the school won second prize in ‘Heritage on its own two feet’ (a competition of the VSB fund as part of the National Year of Religious Heritage) and in 2010 it won the Golden Pyramid, a national award for inspirational commissioning.

Space for the River
The Netherlands is situated in a delta of major rivers. Over the past centuries, the rivers have gradually become sandwiched between dikes. More water automatically means higher water. Any dike breaches in the river area will put between 2 and 4 million Dutch people in danger. The Cabinet took measures to increase safety by creating new space for rivers in its Key Planning Decision (PKB) called Space for the River (2006). Spatial rearrangements for water safety also offer opportunities to increase the spatial quality of the river area. These are the main objectives of the Space for the River Key Planning Decision. Provincial authorities, municipal authorities, water boards and the Directorate-General of Public Works and Water Management are collaborating in more than 30 projects. An independent quality team – called the ‘Q Team’, chaired by the Chief Government Advisor on Landscape – is advising each project on how best to accomplish the spatial quality objective. Working out the details of recommendations made by the Q Team requires a bespoke approach agreed in dialogue with administrators, project teams and the central programme managers.

Strategies for temporary use
Research by design can be helpful in developing new strategies for the (temporary) use of vacant buildings, witness a project called Tussentijd (‘Interim’). The project examined how temporary use of buildings and areas could be used to increase urban dynamics, make a city socially attractive and bring about a sustainable and climate-proof city. Using (design) analyses and a special approach dubbed ‘Sowing without grabbing’, the designers/researchers identified temporary new programmes and new coalitions of parties. After a successful experiment in Apeldoorn, a bureau called M.E.S.T. (‘Bureau for Socio-Experimental Urban Transformation’) was established, the Bureau for Socio-Experimental Urban Transformation. The bureau has already completed a number of successful experiments, such as the renovation of dwellings in Rotterdam and Refill, a coalition of parties dedicated to giving...
empty buildings a new purpose. Tussentijd is one of the projects from ‘The Netherlands is changing’ (2009), an initiative of the Chief Government Architect and a large number of parties in the spatial sector.

Different role for central government
In Vreewijk, the Ministry of the Interior and Kingdom Relations is supporting resident involvement in the renovation of this garden suburb. As part of the renovation the Havensteder housing corporation is being supported by the Ministry through an input of knowledge and skills to promote cooperation with residents and develop and introduce new forms of participation to allow more scope for residents’ own initiatives. This is being done to embed this process and also to enable reuse of the experience gained here in similar situations elsewhere. The Chief Government Architect is deploying liveability design teams in districts requiring attention and regions faced with population decline. The teams are working bottom-up on the district, in collaboration with the most relevant partners, in an integrated and innovative way (urban planning as a co-creation).

Chair for Design in Urbanism, Amsterdam Academy of Architecture
The Amsterdam Academy of Architecture has created a guest chair called Design in Urbanism to make a direct link between education, research and professional practice. Ton Schaap, an urban planner attached to the Amsterdam Spatial Planning Department, is conducting research into forms and structures of public space as bearers of a city and a driver of urban development. The chair links local design and development strengths – based on current urban development challenges – to education and research. A ‘Knowledge Circle’ enables teachers and professional practitioners to conduct sub-studies. This brings students into contact with people with many years of skills behind them. An experienced professional gets scope to reflect on his work and to view it in a wider context.

This has provided a way for permanently converting hands-on experience into a transferable contribution to development of the profession and of the city.

Schieblock – laboratory for urban development, Rotterdam
A large, area-specific transformation of (empty) office buildings, public space and infrastructure has been planned in the centre of Rotterdam. The economic crisis has delayed this large-scale transformation, which now faces the short-term danger of demolition. However, (re)development of the empty plots is only making slow progress. At the initiative of the architects’ firm ZUS and project developer CODUM, a five-year plan has been drawn up with support from owner LSI and the Rotterdam City Development Department (OBR) for the temporary use of the Schieblock office building. In the coming years the building will serve as a laboratory for the interdisciplinary development of new methods for urban transformations. This will make Schieblock both a multi company building and a breeding ground for creative industry. Central government is supporting and cooperating in the smart utilisation of existing legislation and where necessary removing obstructions that prevent temporary usage.
INNOVATIVE CALLS FOR TENDERS
The Architecture and Spatial Design Vision Memorandum published in 2008 ('A Culture of Designing') recognised the problem that European calls for tenders for architect services placed too much emphasis on legal and administrative aspects. For one thing, this created unnecessary barriers, in the form of turnover and completed projects, which often sidelined young and small firms of architects. Over the past years a lot of work has been done to change this situation. At the initiative of the Chief Government Architect, an orchestration group was set up consisting of central government (the Ministry of Economic Affairs, Agriculture and Innovation, the Ministry of Infrastructure and the Environment, and the Ministry of Education, Culture and Science), VNG, BNA, and PIANOo. They endorsed the use of KOMPAS light (developed by the Architectural Commissions Support Centre), a digital manual for putting architecture services out to tender. Improvements have also been made to legislation, such as inclusion of the proportionality principle and the competence philosophy in the Procurement Act. A publication entitled ‘Innovative procurement can and must be done better’ (report of the 3rd EU Tendering Day, February 2012) contains signs of a cautious improvement in practices (disregarding the current decline in demand), a lot of effort towards innovative types of procurement and a permanent need for simplicity.
GOOD COMMISSIONING
An important pillar of architecture and spatial policy is the pursuit of good commissioning. For twenty years now, there has been a drive – in addition to the focus on architects and spatial design in policy-making – to increase professionalism in commissioning in the Netherlands. Without ambitious, inspirational and professionally acting clients, the potential strength and added value of architecture and spatial design will not come into its own. The quality of commissioning requires unabated attention. New clients are repeatedly entering the arena, such as new aldermen who are responsible for the construction or alteration of schools, town halls, residential districts, business sites and so on. But there are also other clients who similarly have not been trained for the role of client. Commissioning is not something you can take courses in, but something you learn in the field. Moreover, it is almost impossible for a client to keep track of the ever-changing and growing stack of legislation. And it calls for courage on the part of a client not to retreat into risk-avoidance but to continue operating with faith and ambition to arrive at the best possible result. Good commissioning requires simple and clear laws and rules, access to information, impartial advice and a clear distribution of roles in processes.
Urgent design tasks

The urgent design tasks – requiring efforts by architects, urban planners, landscape architects and interior architects – vary in nature and scale (local, regional and national). Under the existing distribution of responsibilities between central government, provinces and municipalities, ten design tasks\(^6\) have been put on the agenda.

For each individual task specific design questions will need to be addressed. At the same time, many of the tasks will touch upon each other in certain areas. This calls for an integrated and interdisciplinary approach and solutions.

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\(^6\) This summary of urgent design tasks is based in part on an advisory document entitled ‘Architecture Now!’ issued by the Board of Government Advisors (2011).
New tasks in cities  
(from urban region to neighbourhood)

Inner-city construction, reallocation, re-use and densification are increasingly determining the spatial tasks in cities. Innovation and combinations of functions and typologies offer new opportunities. The original qualities of the city can be made more sustainable and future-proof by investing in contemporary forms of housing and working, social and cultural amenities, public space and green areas.

There is a clear trend from expansion areas to inner-city. A new task has arisen in 19th century and post-war districts around the inner-city. These districts have an infrastructure made up of schools, cultural facilities and care that in some respects is not fit for purpose and requires improvement. This is where the challenge lies in coupling physical interventions to reinforcement of the economic structure, strengthening of social cohesion, and improvement of participation of members of the public in mainstream society.
Reallocation

Reallocation and re-use are becoming increasingly dominant. Regional population decline, spending cuts and changing demand are increasing (structural) unoccupancy and surpluses in certain regions for homes, offices and schools, but also Ministry of Defence sites and buildings. The unoccupancy impacts negatively on the quality of the residential and living environment. The reallocation or re-use of buildings or land automatically necessitates customisation, so it is labour-intensive for all concerned. Design and research by design will strengthen reallocation (and the process) by developing new concepts and new insights into form and usage. Central government has started to improve the accessibility of existing knowledge of and skills for reallocation and re-use for municipal authorities and other stakeholders.7

7 Among other things through active participation in the National Reallocation Programme. The government real estate departments are developing reallocation projects and expertise as part of their work.
School accommodation

The quality and functionality of school buildings play an important role in the learning capabilities of pupils. Many school buildings are in use for longer than originally intended and no longer meet modern requirements. The solution does not necessarily need to be sought in building new schools elsewhere. Because of their interaction with the surroundings, school buildings and (multifunctional) educational complexes can offer added value for their users and their town, district or city. Design is not confined to the built-up environment, because the public nature of and greenery present on school premises also play an important role.

Supported by design, a more integrated approach to school buildings must be given precedence in the coming years (primary, secondary, higher vocational and higher education), with redevelopment of the existing building stock as a factor requiring serious consideration.
Care and health

Many residential dwellings and care facilities are insufficiently equipped to deal with increasing longevity and the fact that people live independently for longer. Research by design facilitates the search for typologies for care arrangements, in preparation for an ageing population, the new and more specialised demand for care, and the accommodation of care closer to home. Prime examples include multi-year dwellings, the three-generation home and the concept of ‘healthy ageing’.

The urban planning context, the relationship with other facilities and transport issues play a crucial role in the case of care facilities and homes, and must be included as preconditions and developed in tandem.
Offices

As a result of demographic shrinkage, the economic crisis and a changing demand due to ‘The New Way of Working’ the enormous unoccupancy of office space is, for the most part, of a structural nature. This is expected to continue in the years ahead. Redevelopment, transformation, demolition, measures and interventions to improve the functioning of the office market in the longer term and improved regional spatial planning and coordination all play a role in dealing with this issue. The changing demand for offices and business sites (and homes) and the present surplus require research by design to come up with new insights, both for the building and its immediate surroundings, i.e. the district and town.

8 In 2010 approximately 14% (more than 7 million square metres) of office space in the Netherlands was unoccupied (according to a letter sent to the Speaker of the Lower House of Parliament by the Minister of the Interior and Kingdom Relations, dated 11 October 2011, No. 2011052544). A small proportion (roughly 7%) is ‘frictional vacancy’ that is necessary for a healthy offices market, while the result is superfluous.
Infrastructure and spatial development

The growing need for mobility and the changing position of the city as a hub of economic developments give rise to specific tasks. Opting for the development of multimodal transport networks creates opportunities for urban development and intensification around multimodal nodes. These nodes are where economic, cultural and social activities and interests converge. By intensifying the use of space, it is possible to create development opportunities for attractive urban housing and working environments that can benefit from each other’s proximity and from a comprehensive range of amenities. Integrated design plays an important role in identifying these tasks, function combinations and additional economic benefits. The early use of research by design will accelerate and reinforce the development processes and create added value in the complex tasks to be undertaken.
Rural developments

Dutch agriculture is currently developing in two directions:
1) production for the world market accompanied by upscaling and intensifying production, and
2) multifunctional agriculture where primary production is substantially supplemented by other activities, for example in the care sector, recreation (campsites, B&Bs), energy (wind, biogas), agricultural nature management or running a farm shop.

Both developments require effective integration in the landscape and, where possible, further development. When scaling-up occurs, this will help to solve problems concerning nature, the environment and logistics and by ensuring support in the community. In the case of multifunctional agriculture, there are opportunities to design a better link between urban and rural areas.
Water-related tasks

For sustainable water management it is important that water is given space, to move in unison with other natural processes and with a focus on retention and restoration of biodiversity and nature areas.

A coupling with other (spatial) tasks in an area-specific approach will make it possible to improve water management and at the same time strengthen the economy and the quality of the living environment. Thanks to the Delta programme and the Delta studio, the role and position of design is beginning to improve in the approach to water safety, water quality, fresh water supplies and the development of the urban area in our complex delta. Design reinforces cohesion between different goals and explores, deepens and interconnects tasks, goals and interests at various levels.

This benefits cooperation and communication between those directly and indirectly involved.
Energy transition

The need to use fossil fuels economically and to move towards new forms of energy underscores the importance of low-energy buildings and sustainable urban development. From year-end 2020, all new buildings in the Netherlands must be energy-neutral. Achievement of this objective requires innovative concepts and an integrated approach to energy conservation when designing buildings and areas, while making allowance for the behaviour of residents and users. Other topical tasks include the integration of wind energy in the landscape and the expansion of the high-voltage grid. The substantial spatial impact of these tasks calls for good coordination between – and an effort by – a variety of different clients and work performers. Spatial visions optimise coordination between parties and ensure the development of the most efficient and attractive solutions.
Shrinkage

Demographic shrinkage (population decline) and economic shrinkage have numerous geographical consequences that unmistakably impact on space. Design as such is not a solution to shrinkage. Shrinkage requires an intensive and unorthodox approach. Design will be conducive to this approach and above all the designer must enter into new alliances so as jointly to devise new, regionally-dedicated solutions. Research by design focused on shrinkage has shown that a contextual approach may offer prospects, for example in the development of temporary types of usage.
New tasks in cities (from urban region to neighbourhood)
Amsterdam’s Dudokhaken flats, known for their geometric layout, were renovated by Van Schagen architects for the Stadgenoot housing corporation. The open spaces around the flats were landscaped by Van der Tol garden and landscape architects. Individual flats were joined to form larger apartments, the balconies were extended, lifts were installed and new entrance vestibules were created to bring the accommodation up to modern standards. The roofs were also raised to create space for additional apartments.

2010 | Photographer: Hans van der Vliet

Reallocation
In the middle of Rotterdam’s port area, on the site of a former dry dock at Heijplaat, an education and research campus was created by the Rotterdam Port Authority, Albeda College and Rotterdam University of Applied Sciences. Known as the RDM Campus, the development preserves the area’s industrial heritage, retains technical expertise within the city’s docklands and promotes innovation. Plus architects designed the commercial parts of Innovation Dock and Droogdok, while Van Heerden and Partners were responsible for the academic parts of Innovation Dock.

2009 | Photographer: Manjke Volkers

School accommodation
A 1970s building in central Rotterdam, originally a social sciences academy designed by Kraaijvanger, was transformed into a community school complex by Arconiko architects. Development of two primary schools, two nurseries, two gyms and an outside-hours care facility with ample space for open-air play was commissioned by the Rotterdam Youth, Education and Community Organisation and a childcare foundation called Het Steigertje. A large open-air playground was realised on the building’s roof.

2009 | Photographer: Jan Paul Mioulet

Care and health
A sports centre for children and young people with disabilities and chronic illnesses was designed for the Ronald McDonald Foundation by Fact Architects. The facility is occupied by Only Friends, a sports club for children and young people with disabilities. The Ronald McDonald Centre in Amsterdam offers a wide range of sports and games facilities.

2010 | Photographer: Luuk Kramer

Offices
After standing empty for twenty years, central Rotterdam’s Schieblock office complex was transformed into a Laboratory for Urban Development by the architectural consultancy ZUS (Zones Urbaines Sensibles), with funding from owner LSI Project Investment and the Rotterdam Development Company. Working with project developer CODUM, ZUS created an urban laboratory which consists of various rooms for meeting, interaction and performance aimed at creating a maximum interaction with the city.

2012 | Photographer: IABR/Reineke Otten

Infrastructure and spatial development
In 2009, ProRail and TBI Infra commissioned construction of the Rotterdam Central public transport terminal. Creation of a new station hall was combined with extensive redevelopment of the surrounding area. The design is the work of Team CS, a group made up of two firms of architects – Benthem Crouwel and Meyer & Van Schooten – and West 8, an urban design & landscape architecture company. Rotterdam Central is one of the six national ‘key projects’; integrated urban development projects centred on high-speed rail terminals, intended to promote urban development by enhancing access and making the cities more attractive as places to live and do business nationally and internationally.

2012 | Photographer: Rob Paalen

Rural developments
Ekodorp is a biological dairy farm and biogas plant just outside Alphen aan den Rijn. Since 2008, Ekodorp has been producing renewable energy for about a thousand local homes by fermenting manure. Owner Jan van Dorp also created a modern combi-barn for his 170 dairy cattle, suckling cows and their calves, designed to high animal welfare standards. Half of the barn is occupied by lying stalls, while the other half consists of a deep litter stall area where the animals can move freely.

2012 | Photographer: Menno Kuiper

Water-related tasks
A collection of permanent and semi-permanent artworks called Portscapes 2 has been created along the publicly accessible beach area in Rotterdam’s Maasvlakte 2 harbour zone. Commissioned by the Art and Public Space Foundation and the Rotterdam Port Authority, the artworks give expression to the new landscape, with ecology and innovation as recurring themes. Jan Konings designed a transition consisting of three concrete stairways, which feature steps of various heights, so that they can serve as beach access thoroughfares and as places to sit and pass time.

2012 | Photographer: Rob Paalen

Energy transition
Paul de Ruiter architects designed a sustainable head office for TNT in Hoofddorp. The building’s design maximises the utilisation of natural light and features a thermal storage system and a smart wall. A combined heat and power unit powered by a biodiesel generator supplies any additional energy. Slightly contaminated waste water and rainwater are collected, purified and reused for sanitation and cleaning. The building was realised after TNT invited tenders on the investors, builders and developers market. The tendering process led to the formation of a consortium with TRIODOS-OVG, with the three parties concluding an agreement on investment and the lessee’s low energy consumption.

2012 | Photographer: Bowie Verschuren

Shrinkage
A variety of actors met at a workshop led by De Zwarte Hond design consultancy and Studio UC (Berlin). The two firms were commissioned by Heerlen Municipal Authority to carry out a feasibility study and produce a development vision for the Gebrookerbos: the green zone between Hoesbroek and Heerlenheide, which the municipality wanted developed into a dynamic green link area, accommodating new economic activities, such as recreation, tourism and urban agriculture. A list of local actors was produced, who were then invited to collectively define the qualities of the Gebrookerbos and the risks, problems and opportunities associated with its development.

2012 | Photographer: De Zwarte Hond + Studio UC

Photocredits
3 Policy implementation
The thrust of policy is directed towards ensuring that architecture and spatial design make an excellent and effective contribution to the spatial and cultural development of the Netherlands and, partly as a result of that, to strengthening the country’s international economic position (investment climate, exports and competitive position). By making this effort, the Cabinet wants to help assure the existence of an architecture and spatial design sector that is and remains economically vital, socially relevant and culturally innovative.  

3.1 Goals and responsibilities

The Cabinet has translated this objective into several ambitions appropriate to pursuing an approach with confidence in the (creative) ability of the market, a focus on key (national) goals, and simple and unambiguous rules for the public and for companies. Private and community initiatives are regarded as the driver of development. More is being left to municipal and provincial authorities. Central government is concentrating on issues of national and international importance. This approach is reflected by the central government policy most relevant to architecture and spatial design, namely spatial policy (as set out in the National Policy Strategy for Infrastructure and Spatial Planning), economic policy (Top Sector Policy) and cultural policy (‘More than quality’ cultural memorandum, Vision for Heritage and Spatial Planning ‘Character in Focus’).

To get results the parties with a role in spatial development will need to challenge each other to a greater extent in the pursuit of effective and appealing designs, while at the same time obstructing each other less by complex and fragmented rules and regulations. The Cabinet is making this call for excellence and simplicity to all stakeholders and private parties. Above all, it is a task for central government.

3.2 Ambitions and instruments

The Action Agenda has a structure that pursues two ambitions:

1 Central government commitment in national programmes and projects by assuming responsibility for excellent commissioning, excellent projects, assuring impartial advice and strengthening the social role of spatial design within its own tasks. Central government wants to achieve direct results in the projects in which it participates (particularly MIRT and...
the government real estate portfolio). By displaying its own ambition central government also wants to impact on other (public sector) clients. Due to the decentralisation of social policy and a different government real estate strategy that is reducing its direct commissioning role, central government will increasingly have to do display this excellence in process innovations, in its cooperation with other (commissioning) parties and in creating the conditions necessary for excellent design solutions for the new spatial tasks.  

Central government’s responsibility translates into properly assuring spatial design in its own processes and process instruments (‘process innovation’). The nature and scale of the spatial tasks are being determined by the Multi-Year Plan for Infrastructure, Spatial Planning and Transport (MIRT) and government real estate portfolio. Parts of the Delta programme, the strategic area development projects and the area-specific approach as part of the new Common Agricultural Policy can provide interfaces for fleshing out the pursuit of excellence together with others.

2 Central government is strengthening local and regional quality and strength focused on improving the level, position and social added value of design. It is doing so based on both its responsibility for the cultural system and its responsibility for a good spatial planning process in the Netherlands, as described in the National Policy Strategy for Infrastructure and Spatial Planning. The strengthening of local and regional initiatives has been assured by means of a basic national cultural infrastructure of institutions that focuses on development of the profession and its presentation, putting the approach to urgent design tasks on the agenda and stimulating it, as well as promoting professionalism, cooperation and process innovations. In this setting central government is providing a (temporary) stimulus for local and regional authorities to become stronger in their changing role and to continue professionalising their commissioning.

The energy of designers, clients and users will need to be directed as fully as possible towards the actual design tasks. Therefore, the Cabinet has chosen, as incisively as possible, to go for simplicity, unambiguousness and accessibility of rules, institutions and instruments. The responsibilities have been put in the right place. The set of instruments – a simple cultural basic infrastructure supplemented by some specific temporary programmes and initiatives – has been designed to develop new and fundamentally different kinds of solutions, strategies and typologies for the urgent design tasks, the development and implementation of new roles, collaboration relationships, competences and processes, and on linking education, research and policy.

By adopting this way forward the Action Agenda gives substance to two specific responsibilities that are of direct importance to policy on architecture and spatial design. Additionally, central government bears responsibility for:

◆ strengthening architecture and spatial design as a distinctive economic sector (as part of the top sector Creative Industry);
◆ ensuring a cohesive and internationally competitive system (and its quality) of design education and research.

These responsibilities have not been set out in detail in the Action Agenda because primarily...
and respectively they belong to the economic policy domain or education policy domain. This latter point is being elaborated in the policy on higher education (universities of technology, academies of architecture and similar), permanent professional development and cultural education.

### 3.3 Cohesion and cooperation

There are some important conditions for fulfilling the architecture and spatial design policy. There must be good cooperation between central government and other parties, proper cohesion with adjacent policy fields and uniformity in carrying out and modernising legal frameworks and duties.

Central government is pursuing active cooperation with local and regional authorities and private parties. It appreciates and embraces the initiatives of other parties that seek to increase the added value of architecture and spatial design. Examples are the 'Architecture as a societal strength' charter of BNA and the efforts being made by VNG and others to improve call for tenders practices. These and other initiatives have clearly shown that key players are aware that it is also up to them to move now and to assume responsibility and searching for new solutions. The private sector possesses a lot of practical knowledge that can be used in such matters as configuring business sites or office complexes. The Cabinet expects private parties to make their own particular contribution to achieving a higher added value of architecture and spatial design.

Architecture and spatial design policy interfaces with numerous other policies and implementation programmes in the spatial domain. Various other central government programmes and projects are calling for attention to be given to the role of architecture and spatial design or include some logical leveraging points. In the implementation of the Action Agenda special attention is being devoted to harmonisation in association with the following quality initiatives: Urban Renewal Agenda, Energy Conservation Plan of Action for the Built-up Environment, DIY Construction Expert Team, Office Transformation Expert Team, National Reallocation Programme, Nature Exploratory Study, Top Sector Policy, implementation of the National Policy Strategy for Infrastructure and Spatial Planning, the Simply Better programme, the MIRT and the Vision for Heritage and Spatial Planning.

A strong orientation of education towards changes in professional practice is important but falls outside the scope of this vision document. It is up to the educational institutions to take the initiative to tackle this reorientation and translate it into their offerings of education and research. Changes recently initiated to a number of statutory duties may support fulfilment of the ambitions of this vision, such as the Crisis and Recovery Act, modernisation of planning law, amendments to the Procurement Act and the updating of the Architect Title Act. These changes are aimed at creating greater scope and ensuring quality. It is up to the parties concerned to ensure that the offered scope is utilised creatively and innovatively in everyday practice. The Cabinet urges professional practitioners to organise themselves in a way that promotes the quality and added value of design. The provisions contained in the Architect Title Act covering professional experience, for example, call for an active stance on the part of the professional practitioners to ensure that there are sufficient suitable learning experience placements and opportunities (mentors, workplaces) for recent graduates.
**DESIGN AIDS OTHER (TOP) SECTORS**
Architecture and spatial policy has a wider significance within central government policy. The solution capability of design and its researching, visualising, confronting, creating and innovating strength may be of (great) added value in fulfilling other policy ambitions for competitiveness, mobility, liveability and safety, spatial quality and biodiversity. Architecture and spatial design contribute to the spatial (and social) landing of the top sectors of Water (in particular the Delta Technology segment for the spatial planning of delta areas), Agrofood and Horticulture, Life Sciences & Health, Energy and Head Offices. Design will enable the actual marketing of innovations emerging from the top sectors. By using the knowledge and experience available, designing disciplines can play a substantial role in the triangle of government/market/knowledge institutes.

**ARCHITECT TITLE ACT**
The amended Architect Title Act (2010) stipulates that from 2015 only designers with two years of professional experience will be eligible for entry in the Register of Architects. The Architects Registry is preparing a Professional Experience Regulation for this purpose. The regulation will require the approval of the ministers at the Ministry of Education, Culture and Science, the Ministry of Economic Affairs, Agriculture and Innovation, and the Ministry of the Interior and Kingdom Relations. Introduction of the Act, especially the provisions covering professional experience, is expected to require an implementation path up to and including 2014. On behalf of the Ministry of the Interior and Kingdom Relations, the Chief Government Architect will examine, in consultation with the immediate departments involved (Ministry of Economic Affairs, Agriculture and Innovation, Ministry of Education, Culture and Science) and the Architects Registry, together with professional practitioners, the initiatives that are necessary to ensure smooth introduction of the Act. The four professional organisations spelled out their support and intended efforts in a letter of intent for the Architect Title Act issued in September 2009 and in a Professional Experience Letter of Intent issued in March 2012. The joint goal is to allow recently graduated designers to obtain professional experience under the supervision of mentors to enable them to meet the provisions contained in the amended Act. This is important because the requirements for professional experience will enter into force at an economically difficult time.
4

Actions
The actions contained in the Architecture and Spatial Design Action Agenda 2013-2016 have been divided into two main categories.

‘Central government’s commitment’ defines the activities being undertaken by central government to enhance design quality and strength in exploring policy, setting agendas and planning, implementing and managing national tasks, and projects. Within this category a distinction has been made between excellent commissioning, excellent projects and the assurance of impartial advice and knowledge development.

‘Central government strengthens’ defines the activities focused on the design tasks and placing them on the agenda in a wider context, and enhancement of local and regional design quality and strength. This section names the conditions and instruments that will help local and regional authorities and their partners when approaching design tasks and bringing about the required change. The basis for this is formed by the basic cultural infrastructure of an institute and a fund for Creative Industry. Central government also backs specific and regional initiatives through programmes directed towards innovation in design tasks, roles and processes. It is also strengthening the connection between education, research and authorities.

The Action Agenda concludes with two tables detailing (inter)departmental involvement and specific funding.\(^\text{12}\)

1
Central government’s commitment in national programmes and projects

1.1 Excellent commissioning
Central government has committed to early inclusion of design and designers in its policy processes. In this Action Agenda central government goes further than in previous memorandums by adopting – at the national level – explicit programmes to give substance to central government’s function in setting an example. In the context of its architecture

\(^\text{12}\) See inside cover.
and spatial design policy this will be interpreted and detailed further in the MIRT. Design is also being embedded in the government real estate portfolio and the programme for implementing the Vision for Heritage and Spatial Planning.

1.1.1  Design in MIRT
Multi-Year Plan for Infrastructure, Spatial Planning and Transport (MIRT) exists to increase cohesion between investments made by central government (and other authorities) in the spatial domain. The focus is on cohesion between the mobility and urbanisation policy themes and the (top) sectors of Economic Activity, Nature and Water. An area-specific approach is used to interconnect the local, regional and national levels and to reinforce the cohesion and cooperation between central government and the regions. Area-specific design and interconnection of tasks make it possible to create social and economic added value.

In 2011 the Cabinet commissioned the production of a guidance document called ‘Designing in MIRT’. The document combines knowledge and experience of using ‘design’ in conjunction with the area specific approach. Model projects included the Zeeland Area Agenda, A2 Maastricht, and Roadside Management in the East of the Netherlands. The guidance document is already being used in MIRT projects and for drawing up the area agendas. The Cabinet will update the guidance document in 2013 and will add a set of ‘Golden Process Rules’ for excellent commissioning. These will be rules of thumb for achieving good commissioning.13

By 2016 design will have a fixed place in the implementation of MIRT. By that time the added value of using design disciplines throughout the process, from area agendas through to management and maintenance – will be reflected in the execution of various complex projects.

1.1.2  Design in the government real estate portfolio
The various government real estate departments, including related autonomous administrative authorities, occupy more than 10% of the surface area of the Netherlands (500,000 ha). The properties represent a market value of approximately €80 billion. Each year roughly €500 million of real estate is bought and sold. Traditionally, the government real estate portfolio has always been an important domain for architecture and spatial design. The purchasing, developing, re-developing, managing and selling decisions are based on a real estate strategy for which the Interdepartmental Government Real Estate Committee (ICRV) discusses the frameworks. The government real estate departments, united in the Council for Government Real Estate (RVR), jointly carry out the adopted policy. The strategy for the government real estate portfolio seeks to meet the central government’s needs for properties.

Following the value it had in new-builds, the strategy now plays a major role in looking for reallocation and disposal solutions and in striking a balance between economic return and social added value/future value. Starting from 2013, the strategy will also determine how central government approaches superfluous real estate. This will require creativity and innovation. For that reason, the Cabinet has given research by design a stronger position in real estate strategy.

In addition, central government will launch a research programme directed towards current design tasks, together with other

13 This will not require any extra funding.
parties involved in the national reallocation agenda and in association with other authorities. In the 2013-2016 period, the Cabinet will line up architects and designers by issuing concrete design and development assignments, among other things for design labs dedicated to innovative, robust and sustainable design strategies. The Cabinet is promoting innovative strength by bringing together authorities, companies, research and education in a ‘Construction Campus’. The Cabinet fine-tunes the positioning of design quality by instructing ICRV to work out models that drive towards simultaneous achievement of central government goals more effectively in its selection processes for selling off and developing government real estate. The Cabinet will give design talent explicit attention in calls for tenders. The possibility of introducing an ‘open invitation’ is under examination. When using innovative types of contracts, the Cabinet will make sure that a wide range of market parties (including smaller players) have access.

1.1.3 Design in the Vision for Heritage and Spatial Planning Implementation Programme

The Cabinet published a vision for Heritage and Spatial Planning in 2012, which spells out how central government is embedding cultural heritage properties in spatial planning. The vision seeks to link heritage tasks to other development and investment tasks. This will increase the likelihood of positive effects on regional development capabilities and the effective spending of (public) funds. From the heritage perspective, central government has defined five priorities. They are world heritage, uniqueness and safety (delta), reallocation, living landscape, and reconstruction. For these priority themes, the vision implementation programme for the 2013-2015 period will contain a series of interrelated activities, covering everything from knowledge projects and the development of a vision/strategy to comprehensive implementation projects and contributions to them. By so doing the programme will make it possible to put into practice the ‘design first’ principle and to pursue excellence in design. This programme will often concern redevelopment of areas that in the past were designed and finished to above-average quality standards and will again require high standards of design during their redevelopment.

This ambition will be presented as a basic principle in the implementation programme that will be drawn up for this vision in 2012. ‘Design quality’ will be one of the criteria applied when examining, selecting and implementing projects.

1.2 Excellent projects

Supplemental to the efforts being made in MIRT, the government real estate strategy and the Vision for Heritage and Spatial Planning, the Cabinet will continue the programmed approach centred on a selected number of projects in order to organise a dialogue in a second generation of the ‘Making Projects’ workshop. The design dialogue will focus on innovative planning concepts and implementation avenues for carrying out excellent projects.

1.2.1 ‘Making Projects’ design dialogue

To enable central government to specify excellent commissioning it will need to familiarise itself with design methods and to gain access to design expertise. To visibly implement and promote the change initiated after the recommendations of the Elverding
As an instrument the Making Projects Workshop was first developed for the 5th ‘Making City’ International Architecture Biennial. Seven national projects (Zuidas, Almere, Rotterdam Zuid, Rijn Maas Delta, Groenblauwe Delta, Knoop punten, Olympic Main Structure) have already been strengthened in terms of process and content by means of research by design and cooperation with local stakeholders, design colleges and agencies. In a number of projects this approach will result in a follow-up.

The first round of ‘Making Projects’ put to the test the addition of a design component to current national projects in various ways and in different phases of the projects. This was done by raising questions with young and respected designers at the heart of the organisation and putting forward proposals and designs that strengthen the quality of projects. This was not confined to design as a sketch of a solution, but extended to exploring the challenge. ‘Making Projects’ provides scope for experimenting, reflecting and involving unexpected parties. The public nature gives research by design a concrete added value in the content and process of current projects, with performance at the IABR exhibition and in IABR debates. The use of design by means of ‘Making Projects’ has an initial knock on effect in the projects and thus ensures embedding of the new way of working in national projects.

Central government has opted for a second round of this programmed approach in ‘Making Projects’, directed towards a number of new projects, strengthening the effect in projects from the first round and embedding this new way of working in MIRT. For this purpose central government is evaluating the first round of ‘Making Projects’. For the second round, it will select four or five trendsetting projects from MIRT, the government real estate strategy and the Vision for Heritage and Spatial Planning.

1.3 Assurance of impartial advice and independent knowledge

Together with the Board of Government Advisors, central government is mobilising expert and impartial advice with a view to excellence in commissioning and projects.

1.3.1 Board of Government Advisors

The task of the Board of Government Advisors is to provide impartial and comprehensive advice – on request and at its own initiative – on national spatial planning issues, area-specific and/or themed, from the baseline of the designing disciplines of architecture, urban planning and landscape architecture. The advice covers all phases of the policy-making, planning and implementation process. The board additionally performs a task in directing and stimulating research and design, assuring quality and improving the role of central government as a client.

The board also plays a stimulating and identifying role in the transfer of knowledge from central government to other authorities, professional practitioners, the education systems and stakeholders (and vice versa).

From mid-2012, the board will consist of the Chief Government Architect, a Chief Government Advisor on Landscape and Water and a Chief Government Advisor on Infrastructure and Cities. The two government advisors will provide comprehensive advice based on their own expertise, namely landscape/nature/water and space/infrastructure/urbanisation. They will be appointed by the Minister of Economic Affairs, Agriculture
and Innovation and the Minister of Infrastructure and the Environment, respectively. The Ministry of Infrastructure and the Environment, the Ministry of Economic Affairs, Agriculture and Innovation and the Ministry of the Interior and Kingdom Relations will work together in recruiting and selecting the board members. Expertise in cultural heritage will be assured through cooperation between the board and the National Cultural Heritage Office.

In consultation with the ministries directly involved, the new Board of Government Advisors will draw up an agenda for the coming four years, based on this Action Agenda. Each year a work programme will be prepared in consultation with the ministries (with coordination by the Ministry of Infrastructure and the Environment). The agenda and annual programme will comprise a programme that has been agreed with the ministries, focused on specific ministerial and inter-ministerial tasks, and a generic part focused on independent agenda planning. Where necessary the board will coordinate its recommendations with the Council for the Living Environment and Infrastructure, and where possible the Council and the Board will provide joint advice.

By means of these adjustments to the Board’s composition and scope, the Cabinet has opted for simplicity, uniformity and clarity in roles. The Board will pursue strategic quality, professional distance and authority. The Board’s remit embraces the provision of impartial, comprehensive and effective advice from the baseline of the designing disciplines, with a view to policymaking processes and the execution of nationally relevant projects.

2  
Central government strengthens local and regional design power and quality

2.1 Basic cultural infrastructure

Central government is pursuing a compact basic cultural infrastructure that consists of one stimulation fund for architecture, design and e-culture and a single institute for the creative industry. Complementary to each other the fund and the institute will be tasked with supporting and stimulating the design disciplines of architecture, design and e-culture across the board. This basic infrastructure will allow a flexible response to national and international issues, based on the market and society.

2.1.1 Stimulation fund for architecture, design and e-culture

In its cultural policy memorandum entitled ‘More than quality’ (2011), the Cabinet noted that the issues in design disciplines, such as architecture, design and e-culture, increasingly include multiple domains, while government funds are fragmented. For effectiveness purposes the Cabinet has opted for a simple and unambiguous approach by combining all budgets for architecture, design and e-culture and placing them under the stimulation fund for architecture, design and e-culture. This will bring together the different design sectors within the creative industry.

The fund’s mission is to stimulate the quality of the design disciplines of architecture, design and e culture from a cultural perspective, and to increase their social and economic added value. This also covers strengthening the cross-sector approach and cooperation between private parties, private individuals and authorities, both in the
Netherlands and in other countries. The goals of the fund for all design disciplines and cross-overs are to stimulate innovation and knowledge deepening, promote the development of talent and entrepreneurship, encourage public interest, promote good commissioning, and strengthen the international position of the design sectors.

Between 2013 and 2016 the fund will strengthen the architecture, design and e-culture sectors by making funding available for these goals. Support from the fund will be given on the basis of projects, multi-year schemes for activities and programmes. The funding will be earmarked using a 2013-2016 policy plan to be examined and approved by the Ministry of Education, Culture and Science.

2.1.2 Institute for Creative Industry
The Netherlands Architecture Institute (NAi) provides public access to important archives and historical collections of Dutch architects. As an industry institute it provides possibilities for research and offers a platform for discussion. NAi wants to inform, inspire and stimulate both the profession and the public at large. The Premsela Foundation (Dutch Foundation for Design and Fashion) exists to promote the growth of Dutch design. The virtual platform stimulates and strengthens innovation of culture by visualising, sharing and enlarging knowledge of e-culture.

Design tasks are becoming increasingly inclusive and the challenges in the different design domains exhibit great similarities. Therefore, the Cabinet will merge these organisations in 2013 to create a single supporting institution for the creative industry. The basic principle will be to retain the power of their strong brands as well as the visibility of the distinct disciplines of architecture, design and new media.

The institute’s mission will be to strengthen the design disciplines and thus increase the added value and public appreciation of the sector nationally and internationally. The main objectives of the institute will be to strengthen the design disciplines and to promote interaction between them, to facilitate the dialogue between policy-making and business partners so as to increase the economic usefulness of the sector, to stimulate interaction with public stakeholders, interested parties in other countries and schools and knowledge institutes.

The new institute will perform supporting activities in the fields of architecture, design and e-culture. Its activities will focus on the core tasks of retention, management and access to architecture collections, national/international promotion and strengthening of the national/international market position, stimulation, development and dissemination of knowledge, monitoring and stimulation of multidisciplinary developments and promotion of cultural, social and economic added value. Wherever it provides added value and is feasible, the different disciplines will act in unison to strengthen the creative industry as a whole.

Central government and the institute will jointly identify the parts of the Action Agenda where it will create added value to cooperate with the institute’s platform and debating function.

2.2 Innovative design tasks
Strengthening local design quality and power is also a question of gathering and sharing knowledge. Central government is (co-)financing regional and local initiatives focused on innovative typologies through the Care and School Construction, City and Region, Urban Transformations and
Strengthening of Regional and Local Design Dialogue programmes. These efforts are being made in order to increase the social contribution of architects and spatial designers.

2.2.1 Care and School Construction Programme
Numerous care institution and school buildings need to be upgraded on account of their age and the changing wishes of users. The Stimulation Fund for Architecture, Design and e-Culture and the Board of Government Advisors have named the construction of care and school buildings as an urgent task which in recent years has been the subject of greater attention and research, but where many design questions remain to be tackled.

The Creative Industry Top Team has noted that the engagement of designers in social tasks still leaves room for improvement. The underutilisation of designers in social tasks stems from a lack of expertise among clients, but the quality of commissioning by designers themselves can also be improved. In other words, supply and demand are not yet sufficiently matched. The Board of Government Advisors is of the opinion that central government should play an inspirational and accelerating role, among other things by stimulating research by design as mainline research that anticipates future developments (ageing of the population, specialised healthcare demands, new residential forms and new educational models).

In the current transitional phase of the construction and design sectors, the Cabinet considers it important for designers to demonstrate their social added value and to contribute to public and semi public tasks in the field of care and education buildings. Therefore, the Cabinet is setting up a construction programme for education and care, with the aim of increasing knowledge of the use of design in fulfilling the social tasks of care and education, making more use of designers in tackling these issues through research by design, design workshops etc, and generating greater awareness of the different design solutions for education and care (knowledge sharing). To this end, the Stimulation Fund for Architecture, Design and e-Culture is developing a programme centred on the theme of ‘Construction for education and care’, specifically in the fields of architecture and spatial design.

2.2.2 City and Region Programme
The development of cities and urban regions is essential for this Cabinet’s spatial policy. Cities and urban regions are accelerators of social and economic developments. It is a level where innovation, economic development and social modernisation kick in. The urgent tasks (care and health, coupling of infrastructure and spatial development, the water challenge, growth/shrinkage, reallocation/transformation, liveability/economic vitality in growth/shrinkage areas) that face the Netherlands can be found in cities to the fullest extent: that is where they all converge and where possibilities exist for socially desirable and economically attractive total solutions. By means of design and research by design, it is possible to find these innovative solutions.

The City and Region programme is organising the development and use of new spatial concepts, increasing innovation and specialised knowledge, providing a quality boost to cities and regions and improving cohesion between policy, practice and research. The acquired knowledge and experience will be shared with stakeholders.
in national projects, programmes and/or workshops. Subsidies will be provided through co-financing.

This will result between 2013 and 2016 in the implementation of numerous design initiatives that will considerably boost the quality of the city and mobilise skilled designers and clients. Thanks to this approach, the programme will help to strengthen the quality of local parties involved in spatial planning, and facilitate an exchange of knowledge between the local parties and stakeholders in national projects.

2.2.3 Urban Transformations Programme

There is increasing public pressure not simply to allow buildings like offices to stand empty and unused. Demographic shrinkage, ‘the new way of working’ and the reduced availability of new expansion locations where it is easy to put up buildings are factors that are further reinforcing the shift from new-builds at sites outside cities to reallocation of existing inner city buildings that are or will become vacant.

In the current economic crisis the practical side of this urban transformation requires the use of the Social and Economic Council’s ladder and also new strategies, actors, financiers and earning models. These strategies will respond more to small private bottom-up initiatives. Designing these reallocation tasks calls for new skills. Designers must deliver creative customisation. The result will be socially and economically justified, but at the front end of the process it will more time-consuming for the designer, builder, owner or client. Central government is promoting this in a helpful and facilitating way through a bespoke programme for new design practices.

The Urban Transformation programmes will result between 2013 and 2016 in appealing examples of applied new spatial typologies, strategies and earning models for urban transformation issues. These practical examples will include projects at the level of buildings (offices and homes), neighbourhoods, districts and cities.

2.2.4 Regional and Local Design Dialogue Programme

The social, economic and ecological tasks also require robust cooperation regionally and locally between a variety of different players (businesses, authorities, civil society organisations, researchers and designers) in order to produce innovative design solutions. Strengthening research by design across all of these spatial levels may result in more integrated and future-proof solutions and bring together the interests of parties in exploring the present and longer-term challenges. Many of these urgent design tasks can also be found at other places in the world. Research by design, combined with a broadly-based public debate and professional reflection in the national/international context, will reinforce cohesion and cooperation in complex tasks.

The Regional and Local Design Dialogue programme seeks to strengthen the role of design at local and regional authorities. The programme enables initiators to couple local and regional knowledge development to a national/international exchange of knowledge. The Rotterdam International Architecture Biennial (IABR) provides an international platform for this purpose and will be an active partner in research by design.
In the run-up to and during the IABRs of 2014 and 2016, the results of research by design will be presented and discussed. Over the coming four years the programme will support the creation of national/international knowledge networks between cities and urban regions. The design dialogues will have to yield concrete results with a knock-on effect in local and regional projects. The programme will promote the embedding of the envisaged process innovation locally and regionally.

2.3 Innovation in roles and processes
Local and regional design quality and power are also being strengthened in the essential innovation of roles and processes. Central government is organising a transfer of existing knowledge of commissioning, giving international prominence to the design sector, gathering and sharing new knowledge of commissioning, and getting ready for the new planning laws. Additionally, central government presents two awards that will give excellent commissioning, generically and specifically (school-building), a stage for reinforcing excellence.

2.3.1 Commissioning and Planning Law work programme
Members of the public, businesses and authorities are grappling with the increasingly complex cohesion between the different legal frameworks governing planning law and calls for tenders (including European calls for tenders). Current planning law is a diverse terrain of legislation for developing and managing the living environment and it is continuously changing. In total, there are more than 60 Acts, more than 100 general administrative orders and hundreds of ministerial orders.

This complexity creates obscurity and uncertainty concerning proposed spatial projects like the construction of roads and railways, urban restructuring, rural development, water safety, energy transition and nature projects. The uncertainty often leads to long lead times, high research expenses and calls for tenders with stringent requirements for the contractor even though they are not always necessary or effective. This obstructs an active and effective approach to the envisaged development of areas.

Therefore, the Cabinet is working on a single new planning law under the banner of ‘Simply better’, with one greatly simplified and bundled planning law as a whole. The Cabinet is also drawing up a new Procurement Act that stipulates that no disproportionately stringent requirements may be imposed in public procurement.

The Commissioning and Planning Law programme is aimed at sharing knowledge and experience with clients about the correct and proportionate application of legal frameworks for planning law and procurement (including European calls for tenders). In 2014, clients will not only know how to apply these laws and frameworks correctly, but there will also be a work culture among clients that allows work to be undertaken with confidence and with an assessment of content and creativity. No disproportionately stringent procurement requirements that go beyond what the law stipulates will be imposed in calls for tenders (including European calls for tenders).

2.3.2 Internationalisation of Design Sector programme
Creative Industry is one of nine top sectors named by this Cabinet. To strengthen the international market position of the design
sectors of architecture, design (including fashion), new media and gaming, the Cabinet is building upon the accomplishments of the ‘Dutch design, fashion and architecture’ programme. These design sectors consist mainly of small companies and self-employed persons where a bundled approach will obviously have added value. The focal point markets and the activities to be undertaken in them will shortly be chosen, partly on the basis of the internationalisation agenda of the Creative Industry top team.

2.3.3 Innovative Forms of Commissioning programme

Commissioning in connection with spatial planning (by other authorities, private individuals and private parties) is developing all the time. More small parties are emerging and more bottom-up initiatives are being created, for example with private clients (and groups of them). New alliances are being established between private individuals and private parties. The role of the designer in relation to these new clients is different. Construction undertaken through collective private commissioning puts the designer closer to the private individual (and vice versa) than has traditionally been the case. Additionally, designers and architects, including young ones, are developing into self-initiating project developers – forced by the crisis and the lack of conventional major contracts or otherwise – and are using design skills to initiate and move forward processes.

Through the Innovative Forms of Commissioning programme, the Cabinet is strengthening the role played by creativity, spatial design and architecture in alternative forms of commissioning. The stimulus is focused on clients who use alternative/innovative forms of commissioning, their working methods and their wishes and possibilities to use designers. Successful real-life examples in the Netherlands and other countries will be shared and utilised.

Between 2013 and 2016 the programme will bring the generic learning experiences to the attention of clients and thus contribute to accomplishing the required cultural turnaround among the more conventional clients.

2.3.4 National Commissioning Award (Golden Pyramid)

Over the past twenty years central government has stimulated commissioning and a positive view of design by means of the national Golden Pyramid Award for inspirational commissioning. A recent internal evaluation shows that the Golden Pyramid enjoys status and recognition in the profession, among clients and among interested members of the public. For nominated commissioning clients the award is a sign of recognition. Winning clients like the extra publicity generated by the award. Media attention also helps to increase awareness of architecture in general. The award has contributed to an international lead in reference projects.

Central government will continue this national award. Between 2013 and 2016 two rounds for the area development level will be organised and two rounds for architecture. Areas of attention in developing areas include reallocation of existing business sites, large-scale expansion of existing or new civil engineering works, major interventions for climate-proofing, transformations of rural areas, and the approach to liveability of residential districts. Architecture is about projects, individual structures or groups of buildings (including reuse, renovation and
restoration), interior architecture, civil engineering designs (such as a bridge or locks complex) or architecture in public areas (such as a square or park) and creation of new residential environments through collective private commissioning or otherwise.

Besides spotlighting the most inspirational client by means of this award, there will be extra activities to disseminate the learning effects more widely to other clients, including central government clients.

2.3.5 School-building award
The School-building Award is presented every two years by the Ministry Education, Culture and Science to clients who commissioned and economical, flexible and healthy school building that is aligned to the educational concept, is easy to run, and satisfies the architectural quality requirements. The award was introduced in 1992.

There is a first prize for primary education and for secondary education. There are also incentive, innovation and public awards plus honorary mentions. The School-building Award encourages clients to create buildings that are economical, flexible, sustainable and healthy, and that tie in with the educational concept.

Preparations for the next School-building Award will start in 2012. The award will be presented in 2013.

2.3.6 School Construction Fan work programme
Major construction/alteration requirements are why many school boards and municipalities are looking for adequate knowledge and instruments to make this task an attractive and sustainable success. The recently developed School Construction Fan has given school boards, municipalities and consult-ants an instrument can be used to formulate clear ideas for the accommodation of a school early on in the construction phase. It enables discussion of ambitions with all stakeholders in the construction process with a view to guaranteeing the quality of the school building.

The School Construction Fan is an initiative of the Chief Government Architect’s workshop and came about with support from the Ministry of Education, Culture and Science. The fan was developed in cooperation with the School Construction Service Centre. It is a result of an advisory report entitled ‘Healthy and good – school construction in top condition’. The then Cabinet asked the Chief Government Architect to write the report in 2009. The instrument was conceived by a number of young architects. More than 500 people from roughly 120 different organisations – including municipalities, schools, architects, consultants and market parties – contributed to the content of the fan.

For management and implementation purposes, the Cabinet is preparing a School Construction Fan work programme in cooperation with the parties concerned. The programme will set out actions and activities that can be undertaken in the coming years to implement, develop and build upon the fan and the associated network. The School Construction Fan is not a goal in its own right, but will be a tool that commissioning parties (schools and municipalities) will find useful in the wider context of the changing tasks within schools. The actions are focused on professionalising commissioning, improving statements of requirements and adopting the integrated life-cycle approach to the existing building stock.
The work programme will enable the established network and the knowledge obtained through the development of the School Construction Fan to be disseminated effectively among the target group with the aim of bringing about ‘good commissioning’ by municipalities and school boards.

2.4 Connecting education, research and government

A stronger design connection between governments and research and educational institutions will be contributive to the quality and strength of local and regional cooperation. On the part of local and regional authorities this requires a professional attitude aimed at flexible and to-the-point cooperation with numerous partners on various tasks. This will open up possibilities for research and education to be more directly involved in tackling local and regional design tasks.

2.4.1 Chair of Design and Government

Central government took the initiative in 2009 to strengthen cooperation with the Delft University of Technology by financing a Chair of Design and Politics at the university’s Faculty of Architecture. The chair was created out of an awareness that the role of design (and design education and research) in spatial planning was becoming marginalised. The chair was established to get the role and significance of design back on to the agenda when making political decisions, both from an education standpoint and in research into present and future design tasks. The chair assures impartial knowledge, provides scientific reflection and allows an exchange between the field, science and policy.

The chair is about to enter a second period under the title of Design and Government. The focus will be directed towards the change required at local and regional authorities, the link between government, education and research and the forming of alliances between local and regional authorities. Between 2013 and 2016 central government will be able to use the reflections, recommendations and initiatives emerging from the chair to give substance to its own excellent commissioning and to implement actions aimed at reinforcing local and regional design quality and power.

2.4.2 Design Courses network programme

To some extent the social role of a designer requires different types of skills. It is important that the design disciplines quickly find ways of getting on board the changing working practices in the field. The architecture academies in the Netherlands are important and distinctive laboratories in this respect, because they are where the transfer of knowledge of and research into the building, city and landscape design tasks combine with hands-on experience.

This interaction between education, research and practice is unique in the Netherlands. It forms the basis of the Design Courses programme that offers tie-in possibilities for the architecture academies and the universities of Delft, Eindhoven and Wageningen. The goal of this network programme is to set up forms of cooperation between educational institutions and hands-on practitioners working on spatial tasks of local and regional authorities. These authorities will thus obtain direct access to the expertise and creativity of young designers, while students will get an opportunity to gain dedicated hands-on experience.
The architecture academies operate within a local and regional network and have a national/international orientation. Regional ties are the basis for the design courses network. Between 2013 and 2016 workshops will be organised in local and regional programmes and projects to facilitate an exchange of knowledge and experience between authorities and educational institutions. This will occur in consultation with the Design and Government chair, the ‘Making Projects’ workshop, Heritage and Spatial Planning Educational Network and the projects of the workshop of the Chief Government Architect/Board of Government Advisors.
Colophon

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De Zwarte Hond + Studio UC (p.33)

September 2012
Interdepartmental involvement and financial matters

The Architecture and Spatial Design Action Agenda 2013-2016 is an interdepartmental work programme that is being put into effect in association and cooperation with various parties. Ministerial involvement differs in respect of certain matters. The tables below show the interdepartmental involvement in detail, and also the specific funding (coupled or otherwise) that is being provided.

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<th>Interdepartmental involvement</th>
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### Central Government’s Commitment

**Excellent Commissioning**
Design in Multi-Year Plan for Infrastructure, Spatial Planning and Transport
Design in government real estate portfolio
Design in the Vision for Heritage and Spatial Planning Implementation Programme

**Excellent Projects**
Design dialogue ‘Making projects’ 350

**Assuring impartial advice and knowledge**
Board of Government Advisors

1) 465 2) 135

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### Central Government Strengthens Local and Regional Design Power and Quality

**Basic Cultural Infrastructure**
Stimulation fund for architecture, design and e-culture 3,900
Institute for Creative Industry 4,770

**Innovative Design Tasks**
Care and School Construction Programme 700
City and Region Programme 325
Urban Transformations programme 325
Regional and Local Design Dialogue programme 600

**Innovation in Roles and Processes**
Commissioning and Planning Law programme 376
Internationalisation of Design Sector programme 1,200 1,000
Innovative Forms of Commissioning programme 150 300
National Commissioning Award (Golden Pyramid) 50 100 75
School-building Award

**Connecting Education, Research and Government**
Chair of Design and Government 100
Design Courses network programme 150

**TOTAL** 10,820 3,091 125 135 1,000

Annual amounts (in thousands of euro) based on multi-year cover 2013-2016

1) Ministry of Education, Culture and Science has an annual reservation of 50,000 euro for ad-hoc assignments
2) Ministry of the Interior and Kingdom Relations funds the work of the Chief Government Architect on the Board of Government Advisors from the budget for the workshop of the Chief Government Architect

### Budget Articles

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Ministry of Education, Culture and Science
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Ministry of Economic Affairs, Agriculture and Innovation
Ministry of Defence

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