Praxis Strategy and Tactics: Architecture and Social Value

Abstract

This Chapter sets out the systemic considerations for the architectural professional when considering how to practice social value in architecture. It explores what are the professional practices architectural managers can select, to achieve social value within the construction industry and within the parameters of an Architect's Office. what we call the praxis of architecture.

The chapter discusses how this praxis, influences and works with particular design thinking strategies in architectural projects, Section 2 illustrates what new strategies architects can utilize to achieve sustainable development goals. It gives guidance on how architects can think and work more strategically about architecture for social value.

The last section discusses the tactics of architecture in acting and framing material choices for social value. It provides examples of architects working tactically to achieve social value and how these impacts sustainable development.

It takes the form of a discursive chapter referencing case studies and examples to provide a toolkit of sorts for Architects, whether that be at the director/partner level or at an entry level designer and assistant.

Framing the social value of architecture

Framing the challenge of social value in construction at the level of architecture and how such professionals can engage with social value is *actually pretty hard*. Most architects will freely admit this. Picking apart and then strategically thinking about social value and the agency to which architects and architectural design might systemically have over the creation of social value is a worthy but rarely undertaken exercise. Taken together the following sections provide a toolkit of sorts for the designer and architect to be skilled in such an exercise.

Architects might have agency over their design process *in-house*, and to a wider extent the design and coordination of the consultant team but these tend to be managerial and collaborative approaches outmoded to the challenge we are faced in the climate emergency. A period of reflection, consideration and adoption of new strategies to thinking and working with social value is proposed in this chapter, with some of those new strategies, learnt and applied from the peripheral of architectural practice, from Software design, User experience and other Creative Industries that share a common desire to engage with the social but have developed entirely different modes of working. A selection of these strategies are outlines in the section, *STRATEGY: Thinking and working strategically about architecture for social value.*

Taking these strategies further it is important to provide concrete and material choices Tactically, that architects have made to achieve social value. And provide reflections on the impact of these material choices in buildings that affect the framing of social value for architecture. Case studies of these tactics and choices is outlined in the section, TACTICS: Acting and choosing tactically in architecture for Social value

Prior to this however and as a way into the topic of architecture, the discussion of the

architectural profession (its Praxis) as we find it today is presented first. This takes a snapshot of the systemic view of architectural practices and the professions' impact/role on social value, its scope, and its parameters within the industry, with some clarifications on the interpretation of the term social value from an architectural perspective. Knitting together the European legislations of energy efficiency and performance of buildings, with the economic and social value of architecture (EN TC350), with BIM, POW, Green Overlay of BREEAM, LCA Including RIBA climate emergency.

This enables us to view and adequately evaluate strategic and tactical ideas in the Praxis of architecture for social value and is where we start, in the PRAXIS: Discussing and practicing social value in architecture .

PRAXIS: Discussing and practicing social value in architecture

Intro

The architectural practice, its praxis, to provide individuals and communities with the opportunities and resources to thrive in a sustained, productive and regenerative way is the predominate means to increase social value through architecture. Architects have learnt to achieve this in a number of ways, through their ideas, through the way they work and the choices they make. At best architecture is supportive, and offers aspiration in built form, in shaping ideas, to feel a sense of agency and autonomy. Distilled, it is architecture as the application -as a tool- for Increasing individual and collective well-being while reducing inequality. And as a profession we are challenged to consider and establish our role in advocating for social values to be the primary consideration above all others when commissioning, conceiving and completing architecture.

Understanding how architects can utilize certain practices and integrate recent legislation and guidance to achieve social value then, has been a particular point of interest to our practices while aiming to establish more effective modes of communication of the potential impact and shared benefits to the general public. Knowing if that aim has been achieved, establishing a demand for the practice of architecture as process, service and product that ultimately has tangible benefits, a broad audience of people, not just those that commission the work is part of our contemporary reflective praxis. Being reflexive in our own praxis is important as it challenges to consider *the how* of architecture and wrestle with perennial dilemma of providing a service to a client and at the same time a function to society. Our experience and collective perspectives on social value in architecture are illustrated here, in this chapter. Firstly covering

- What are the systemic considerations for the profession?
- What are the professional practices architects can choose to achieve social value?
- How architects can utilize certain practices and integrate recent legislation and guidance to achieve social value

Praxis 1: What are the systemic considerations for the profession?

Otherness and the ordinary in architecture.

The *something other* - for other people, for other places. For other projects, there is a tendency for projects to view the role of architects and architecture in a rather narrow slim capacity. Architecture for the other person, and while our experience and practice views a broad capacity to influence, shape ideas prior to any built form and maximise social value at the start, the focus of attention is commonly on lifestyle or spectacle - *Grand Designs or the Guggenheim*. In the media, if it isn't lifestyle or spectacle then it's tragedy and farce. Architects have become the go-to scapegoat for many of society's ills; slums, schemes, sink estates, schools that fall apart, museums that cost too much, parliaments that take too long to build, big box retail destroying our town centres, cycle lanes that crash into bus shelters and the proliferation of developer led suburban housing. All these things as symptoms of a systemic problem, ultimately can lower aspiration, stifle creativity, and limit capacity for innovation. Amongst our planners, architects and designers and the general public more broadly there is often a preference for the otherness, rather than the ordinary. As a profession we seem to have side-lined the 'ordinary', yet our projects have led us to believe the ordinary is where architecture can have the most impact on social value creation. And while our profession may have created an image for itself, a language that's often impenetrable and a culture of

behaviour and production that relies on creating vast returns on investment to sustain itself, architecture has many practical aspects to contribute to social value moving forward.

Keeping pace, Overlaying and Imbedding the agenda.

Moving forward in this context, the profession is also aware of a systemic shift in consideration at present in the multiple facets of a Global Climate Emergency, the impact of embodied and in-use energy efficiency of the built environment, and initiatives to enable Lifecycle assessments from Environmental, Social and Economic assessments.

Knitting together this legislation, understanding its impacts on society and providing practical means to enable a shift to achieving sustainable development goals is a seismic task, but it is, in the way we conceive and practice architecture not just the buildings we create, that offer a coherent approach to balancing these requirements while maximising impacts to build for a positive climate and allow us to keep pace with the agenda.

Many initiatives have been ‘overlaid’ on to the practice of architecture, from Green overlays’ discussing designing, purchasing and procuring buildings, to embedding BIM integration to the design process to drive efficiencies and coordination in production, procurement and construction of buildings. This technical exercise of overlaying or embedding often negates opportunities to include social value discussions, or as will be mentioned later on squeezes out the social value aspect once credits have been allocated in assessments measure such as BREEAM LEED and BEAM plus.

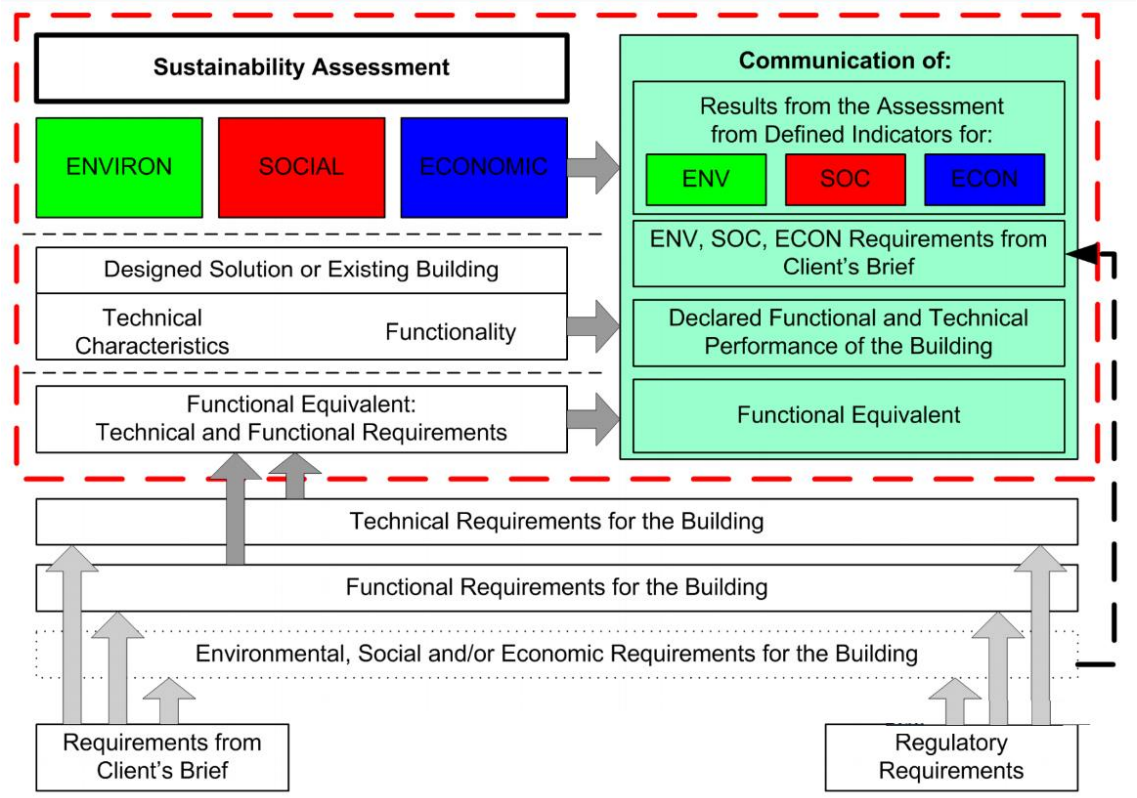

Figure 1 of the EU Legislative framework for Lifecycle and sustainability assessments

The EU legislation of CEN/TC 350 offers an intriguing opportunity for embedding social value in architectural projects, (illustration XX) and delivering on sustainable development goals. At its core, the framework sets out the future ability to compare and assess the impact of social aspects of buildings and architecture, set against an environmental lifecycle assessment and economic assessment of functional requirements for buildings set by a client's brief, and compliant with increasing regulatory constraints as we move to zero carbon industry. Current anticipation of enacted legislation timescales are that social assessment are likely to be 5-10 years away, after the implementation of Life Cycle Costing (LCC) and the already implemented Lifecycle Assessment of Environmental (LCA) based on the Whole Life Carbon framework of building stages A-D (illustration XX)

What is clear from the Eu legislative framework, is firstly, architects can use their practices to facilitate and utilise social assessment of social value propositions, early on

to strengthen social value. To be champions of social value. And secondly to use our core skill sets to promote and communicate the results of such assessments.

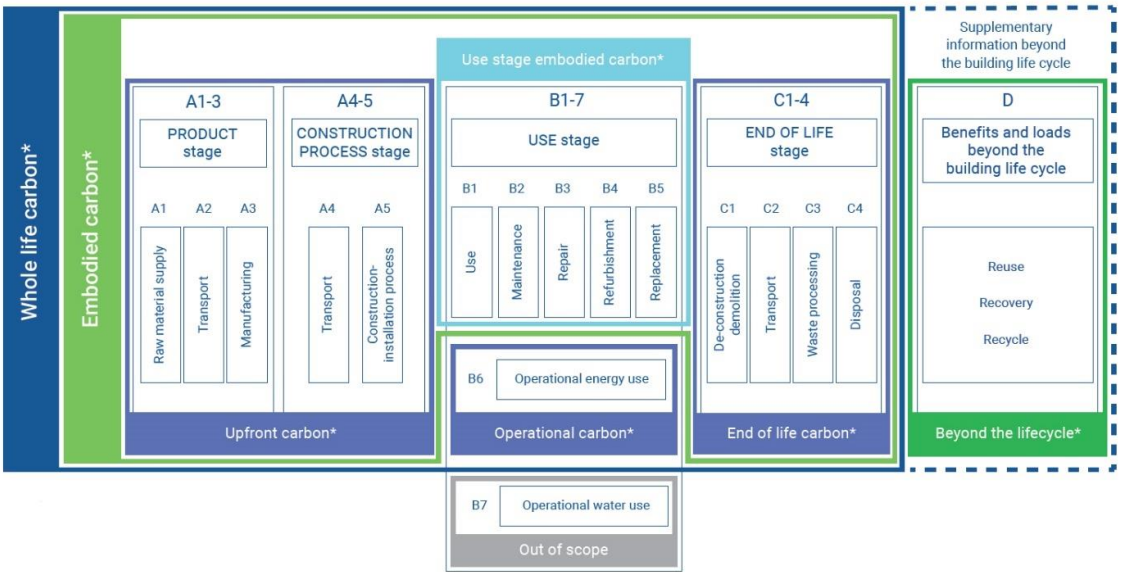

Figure 2 of the EU Legislative framework for Whole Life Carbon

Choosing appropriate practices to capitalise on these opportunities in shifting legislative landscapes, is also an importance consideration for the practicing architect.

Praxis 2: What are the professional practices architects can choose to achieve social value?

Are there ways to Branch out and leverage the architects influence on the project? While there is opportunity for any architectural project to have social value it is often dependent on who is paying for the architecture and their motivation for procuring it. This requires reflection, evolution and a reconsideration of practice as process, output and impact rather than practice as a company or strictly defined organisational entity. Over a period of 10 years we have witnessed the emergence of a range of socially engaged, clustered, multi-disciplinary and collaborative ways of conceiving, developing and delivering architecture that are disrupting the profession and industry of architecture

and often manifest through an acknowledgment of the limitations with traditional forms of practice and the way in which these forms limit agency, advocacy and agility to respond to social value.

Architecture needs this activism and reinvention to ensure that it remains effective and relevant. Questioning the motivation behind every act of work, production and present alternative actions that increase collective well-being rather than perpetuate inequality is a worthy reflective practice, and achieving social value impact has been the dominant aim of our practice work since. Our practice work have been conceived as an experiment to occupy different kinds of spaces and opportunities that could not be found within traditional and normative modes of architectural practice. An architectural practice is very much considered to be a certain type and form of organisational entity and is more recognisable within architectural discourse than a consideration of what the 'practice of architecture' may, could or should be.

Inspiration can be found in the way in which the arts community utilises and defines 'practice' as the ways in which an artist goes about his/her work. Artistic practice goes beyond the physical activities of making artistic products and can include influences, ideas, materials as well as tools and skills. And on the other hand inspiration can also be found in business models and innovative software companies.

Our practices are a means of advocating for individual and collective behavioural change in community, institutional, governmental and academic contexts, and in this light we have sought to redefine and re-position architectural practice as the *practice of architecture* rather than *'an architecture practice'.*

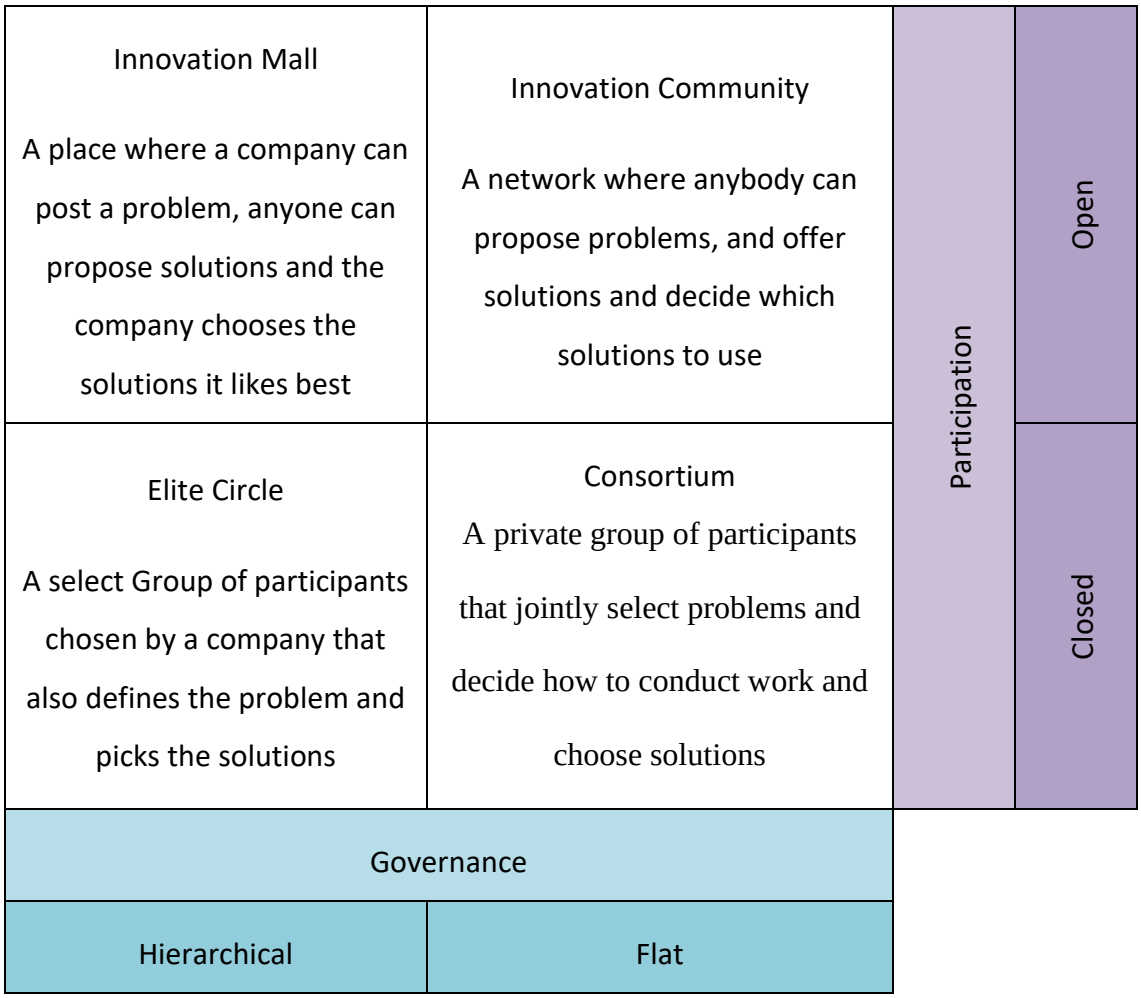

Figure 3 The four way to collaborate in practice and the movement between the forms of practice (Pisano & Verganti, 2014)

Our practices follow the Open network model of collaboration in practice (Pisano & Verganti, 2014). Involving what is termed innovation communities; 'a network where anybody can propose problems offer solution and decide solutions to use' opposed to an Elite Circles of hierarchical governance, and closed participation. That said we do advocate for having in the form of practice a dynamic and agile approach that can move between elite circles, when the need arises (Table XX). This in our experience has facilitate the greatest potential for social value propositions

Praxis 3: How architects can utilize certain practices and integrate recent legislation and guidance to achieve social value

When considering how architects utilise affective practices for social value that

integrate legislation and guidance, we are primarily reflecting on why the current conditions make it hard for to do the right thing, and seeking to understand what barriers can we remove to enable greater social value, this has lead us to Unconventional/peripheral forms of practice with the project strategies for this will be outlined in the next section.

identifying where our own skills, creativity and intellect have immediate agency and the potential for enacting progressive and sustained change in social value is understanding how to use these skills within the appropriate praxis. Choosing a hierarchical, elite circle of practice means we can control the direction of innovation and clearly define a social value. A flat consortium, may share the burden of innovation but trade decisiveness for the flatter structure of practice. Utilising these closed participation methods or praxis, will challenge the project and practices ability to ensure the appropriate social values are identified.

Alternatively and an approach we have increasingly chosen to tackle social value in architecture is to open participation praxis. A Hierarchical group with open participation such as the ‘innovation mall’ category, can enable a greater understanding of social value from uses while retaining a control on the project management, while opting for an ‘innovation community’ approach can enable processes, strategies and roles that spearhead concerted collaboration with shared goals. It is this last category of practice that we recommend utilising and forms the basis, of our approach to thinking and working strategically.

More broadly utilizing alternative forms of practice may offer an ability to trust in a ‘well-being’ as a first approach to society through the application of architecture. Which we believe, actually creates a more sustainable model for economic growth alongside

sustained carbon reduction, addressing the social, environmental and economic framework from the EU CEN/TC 350. Utilising a practice of innovation, flat and open in structure, supports research and development cultures within architectural practice; creates space for experimenting, testing, prototyping to establish new ideas; and establishes long term collaborative relationships between academia, local government and practice.

We've found that adopting this practice, has helped to Identifying opportunities for social value at every stage in the RIBA Plan of Works, and within alternative forms of practice, has enabled us to Adopting alternative roles within the process of producing architecture and the built environment.

STRATEGY: Thinking and working strategically about architecture for social value

Intro

For architects, thinking and working strategically is invariably a question of agency around and within the project. Agency to influence the project brief, agency to affect change in priorities. Agency in coordinating and steering the design team, and to embody the needs and aspiration of users for a building. It is often said within these contexts that what's needed are *leaders leading the agenda*. And by extension for participatory engagement to succeed *participants engaging with the process*. However, it is our position that the antithesis is likely the better course of action to take: *Leaders and participants lead the agenda and form a common framework to create value in architecture*. The means and methods to do this has typically been unclear piecemeal and inconsistent, what there is, tend to be managerial and collaborative approaches outmoded to the challenge we face in the climate emergency and ill equipped to navigate the interaction between digital and physical social value assets.

Reflecting on this, for a profession that prides its self in the *shaping of ideas* it is somewhat surprising how little attention has been paid to illustrating and communicating consistent and affective frameworks for engagement and process when it is understood, (as co creation) very little across the breath of the architectural discipline is enacted past the consultation stage of a project. Systemic strategies for process, for engagement and for value creation have not been adopted at a professional level. Many architectural practices have their own bespoke strategies built up over experience and time and adapted from their educational studios from whence they graduated, there is a competitive streak to the ownership ad authorship of a design process rather than a professional body, approach to engagement. However, it does

appear that many new architectural practices have sort to co-create, share and collaborate on strategies from the fringe fields of practice.

Some of those new strategies, learnt and applied from the peripheral of architectural practice, from software design, user experience and other creative industries that share a common desire to engage with the social value -but have developed entirely different modes of working- have been utilized by two architectural practices; Studio Loafalo in Central Finland and Baxendale in the North of England. Our experience and collective perspective on Social value in architecture are illustrated here, in this chapter. Firstly covering:

- Working with strategy in architectural projects:
- What strategies can architects choose to achieve social value
- How architects can utilize new strategies to achieve Sustainable Development Goals

Strategy 1: Working with strategy in architectural projects:

From our work over the last ten years, we have trialled and tested different strategies for engagement and social value creation within the architectural project. From active design participatory methods, Peer led models to Co-Evolutionary (Brand, 2003) practices. In a sense we have travelled up (or Down?) Arnstein's 'Ladder of Participation'(Arnstein, 1969) and would rather like to kick it down again. To Re-assemble the notion of co-creation entirely. This is because in the realm of social value we are aware of persistent patterns of unequal access and discourse on the built environment and urban planning and there is a tendency towards 'splintering' (Graham & Marvin, 2001). Our approach has been to choose and act within strategies that work

actively against these systemic tendencies and to answer Lane's question (Lane, 2005) 'How to evaluate the success or effectiveness of public participation efforts [in architecture and planning to impact social value creation]?' We draw reference to this connection to planning and participatory engagement, as predominately within the architectural project, participation (and with that discourse on social value) have been seen as a means to '*achieve consent'* planning consent. This in our view is a fundamental criticism of how social value is viewed in architecture. Many of our projects have embedded and developed social value throughout the life-cycle of the architectural project in its conception to its construction and have seen this as an '*active enabler*' to the progression of the project, be it ideation at beginning, or problem solving at the end. Indeed Brand agrees with us in his assertion:

> 'the necessity of genuine participation [is] to devise interventions that facilitate socially desired social practices is not an explicit focus of any study reviewed'. (Brand, 2003)

Brands '*socially desired social practices'* we take to mean the creation of social value and we take '*devise interventions*' to mean 'the shaping of ideas' be that in architectural built form or in digital experiences curated by architectural design thinking. We align with Brands central position of creating a 'co-evolutionary' relationship within the architectural Project.

And while some projects will have more opportunity for social value creation than others with architects deciding to what extent they wish to engage with it, we do implore architects not to go *'into the tunnel'* with design after the initial participation for planning and look upon some of these strategies as a means to achieve this wider co-evolutionary agenda.

It is hoped that these strategies go some way to shift the perception of architecture from merely the construction of buildings and drawings, to a more successful intervention and action of strategies that facilitate a successful building of architecture that includes social value creation; To not allow architects to be charged with either complacency or complicity in the production of a built environment that enriches some people at the expense of other people's health and well-being, but rather to enable a shift from developing a prescription and performance of client briefs and specification to the creation of Value Propositions (Social Economic, and Environmental). Using an architect's core skill set, visualizing and articulating social value is one part of this, opening up strategies and frameworks for all and successfully guiding how to use these is the other.

Strategy 2: What strategies can architects choose to achieve social value

Strategies for architecture come in the form of 'plans of work' or client briefs or planning constraints, which seek to prescribe or define the performance of a building and its activities in ever increasing definitive terms to enable a cost, time and or quality metric to be ascertained. Does it do the job? how much does it cost? Who's liable? When will it be built? In this strategy it is easy to see how social value will be squeezed out from competing pressures as the project progresses and from the previous sections we can also see the intention of the EU life cycle analysis is to enable a trade-off of these (apparently) competing assessments; Environmental, Economic, and Social. Both of these strategies, could be called, predictive, iterative, or incremental approaches.

Characteristics				
Approach	**Requirements**	**Activities**	**Delivery**	**Goal**
Predictive	Fixed	Performed once for the entire project	Single delivery	Manage cost
Iterative	Dynamic	Repeated until correct	Single delivery	Correctness of solution
Incremental	Dynamic	Performed once for a given increment	Frequent smaller deliveries	Speed
Agile	Dynamic	Repeated until correct	Frequent small deliveries	Customer value via frequent deliveries and feedback

Figure 4 Adaptation from the Agile practice guide Lifecycle approaches table pg19

However If we compare the typical plan of work to an 'Agile' strategy we see there is a striking difference in approach. With the Agile approach being specifically aimed at creating value propositions which embed social value, that are tested and designed until correct, are dynamic, and have an expressed goal of the User (social value delivery).

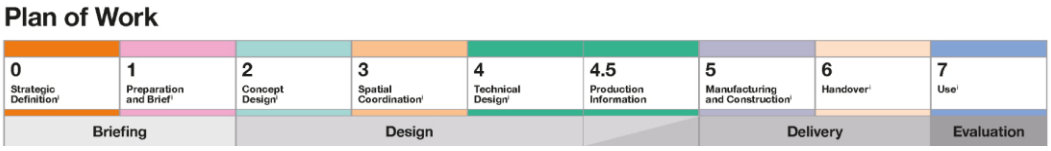

Figure 5 RIBA Plan of work Stage 1-8) (showing the typical industry strategy of linear progression)

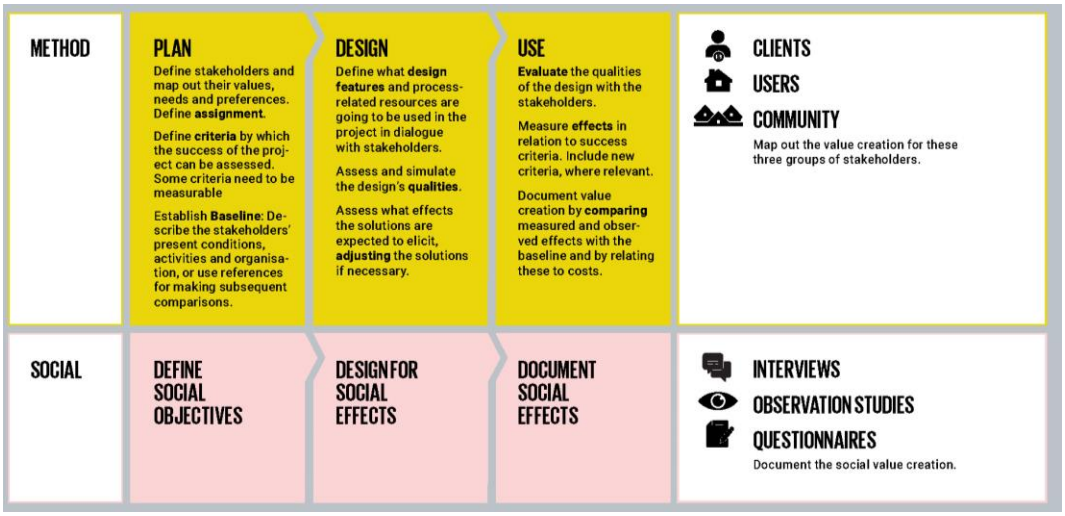

Figure 6 Danish Association of Architectural Firms' Value Creation model (showing the linear strategy)

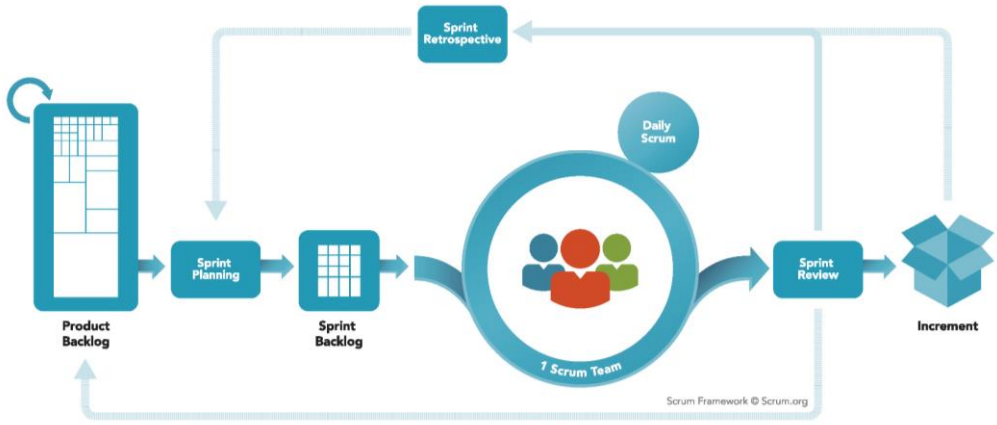

Figure 7 AGILE SCRUM Framework Hermeneutic loop, strategy to projects. From Scrum alliance scrum.org

An Agile Strategy, is then a blanket term for many approaches. Agile is actually about creating a mindset, utilising a frameworks of how to work together and creating the conditions and the environment to enable such work to take place what we call in our offices the *'architects terroire'. It is* not merely the delegating of tasks and responsibilities to be consolidated into a project plan and completed for a project goal, it is rather the co-creation through frameworks. Here in agile strategies, rather than ascribing team roles as innate character traits, (as in Belbin's team roles) our practices, focus on the strategies that will enable the enhancement of actions such as 1. *Emergent leadership* (knowing when to step up to a task), 2. *Active silence* (knowing when to listen), and 3. *Sprint-ability* (knowing when to change gears, work fast, solve problems). These three aspects of strategy for our practice work; the Conditions & Environment; Team actions & Mindsets; and the Toolkits and Frameworks, are a key point for why our projects have developed social value through-out the lifecycle of the project. Contrarily, many of the legislation compliance and processes (however necessary), in the Plan of Work are linear in methods and do not describe or communicate strategies, they rather provide contractual relationships that lock in at gateway stages relationships and assessments. As such there is a tendency to 'lock in'

social value at one of the key stages while Agile Scrum strategies being hermeneutic in structure, facilitate and give opportunity for the continual re-valuing of social values, and provides an ability to analyse for the potential of social value in a dynamic fashion (illustration XX)

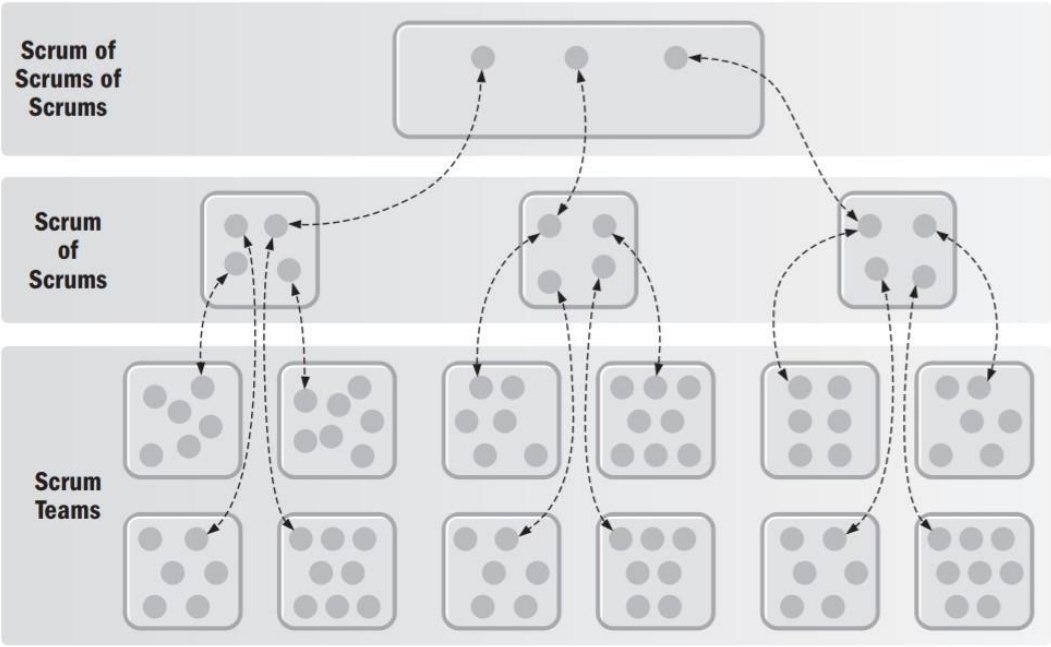

Figure 8 Dynamic approach of team work in Scrum strategies, to deliver increased value propositions

Toolkits and Frameworks:

Strategies such as Service Design and User experience Design (UX design), Waterfall, Kanban and Scrum all provide clear concise frameworks and toolkits that have been developed to assist the creation of Conditions & Environments and support Team actions & Mindsets. Our practice has used, tested, and developed our own toolkits and Frameworks to enable social value creation. A few of the leading precedents illustrated here.

Figure 9 Planet Centric Design Toolkit: complete toolkit: plus extract Systemic Touchpoints

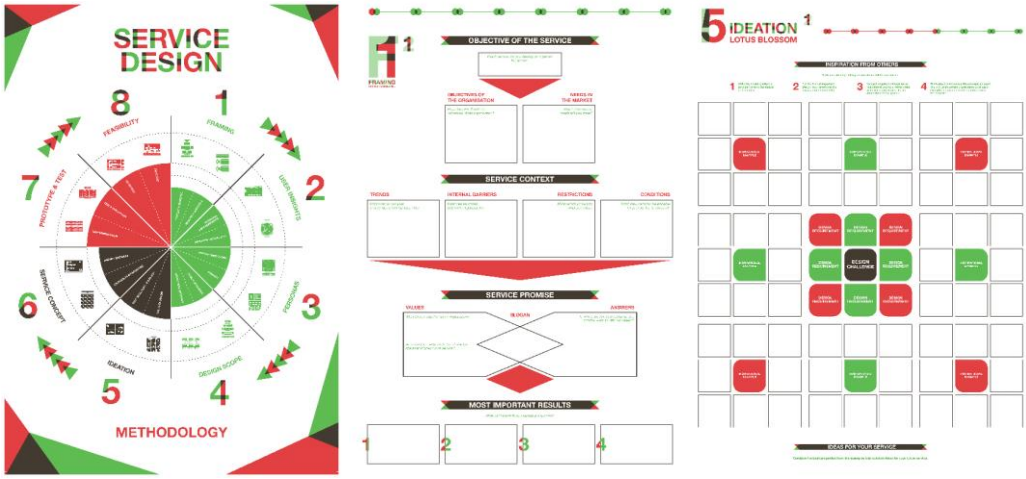

Figure 10 Service design toolkit (servicedesigntoolkit.org)

Such precedents do not contradict the plan of work or other project management approaches, that is not our critique, they instead emphasis more the 3 aspects stated above and highlight in a consistent, structured and illustrated framework *How to work between and within the plan of work stages.* Our experience has informed us there is too little attention paid to the how of this progression. Which ultimately affects an ability to affectively create social value.

Choosing to use an Agile strategy to increase the opportunity of social value being embedded and increased, relies also on a negotiation between the traditional 3 pillars of cost, time and functionality (sometimes also quality). But where more fixed strategies would invariably (through the procurement route) seek to fix, or 'sign-off' Functionality (the brief) then the Costs (the budget), and then the Time (the programme), Agile strategies that we have used have necessitated a more dynamic approach to *functionality and Time*, our experience has shown, social value relies on costs being fixed in different stages of a project and then enabling time and functionality as variable to be able build social value incrementally. This strategy calls for a 'slow architecture'. One example of social value being built slowly, is the Institute for Bio-Economy as a case study.

Strategy 3: How architects can utilize new strategies to achieve Sustainable Development Goals

Project. Institute for Bioeconomy. Finland

Figure 11 Overall Concept vision for the Institute of Bioeconomy

We used Agile scrum strategy in the masterplan and development of the Bio-Economic Institute in Central Finland. Working with a diverse range of stakeholders from Local authorities, educational organisations (13-18 yr. old education, 18+ vocational degree level education, and adult learning) to entrepreneurial incubators, agricultural industries, local and national European funding bodies, the project centred around a new development master plan for education, business, tourism and industry within the central Finland region of Keski-Suomi, Tarvaala. A sparsely populated rural community.

Starting with a co-evolutionary network mapping of all value propositions. All actors and stakeholders participated in discussions and workshops with the future sector of bioeconomy in mind. Bringing voices and engagement to this project enabled a number of initiatives that were not originally conceived in within the project inception.

Using a dynamic approach to teamwork, successive, workshops and events, the project developed, at campus, building and room scales concurrently. Teams split to run ‘sprint’ scrums activities in conceiving the overall masterplan (illustration XX), while at the same time prototyping new learning environments, material specifications and digital user interactions (illustration XX) these where worked into building designs and costings (illustration XX).

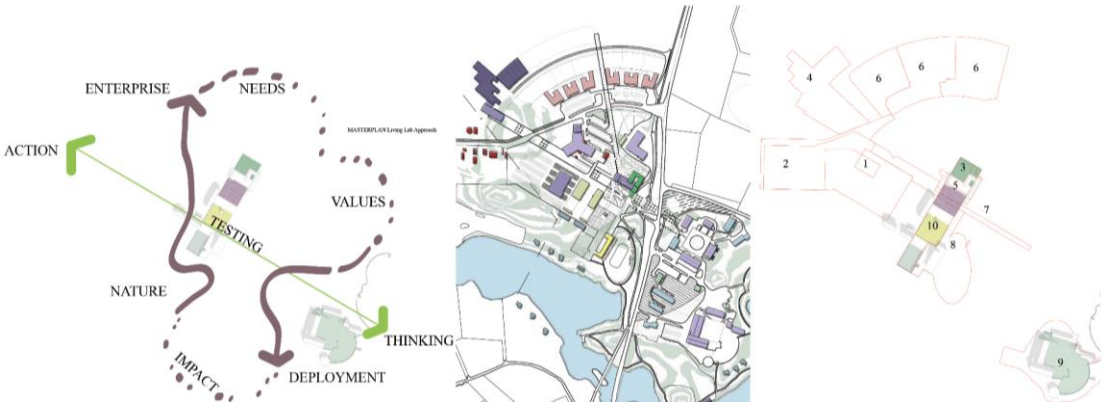

Figure 12 Dynamic approach to including social value propositions overlaid to masterplan design. Left: Co-created Values. Middle: Masterplan, in built form. Right: Development parcels in ‘slow architectural development’

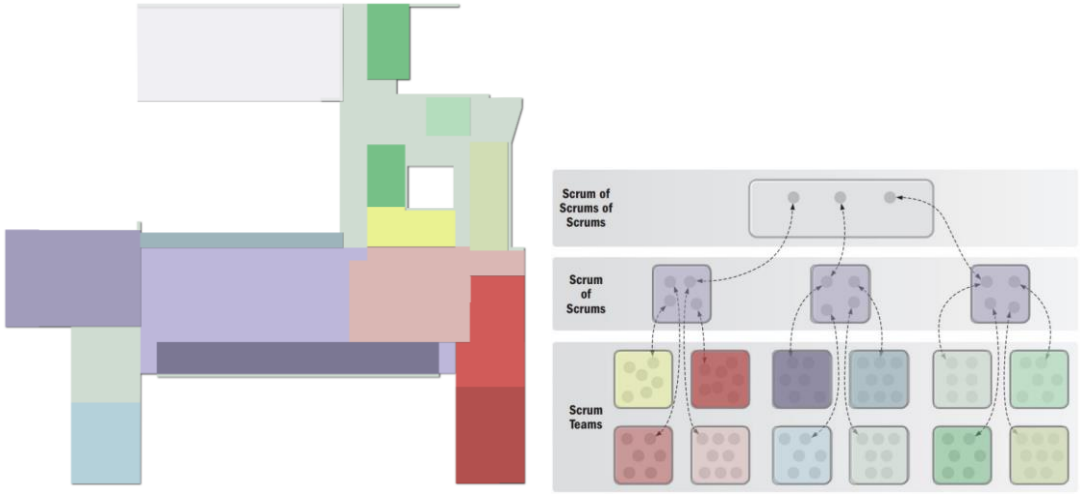

Figure 13 Dynamic approach of team work in Scrum strategies overlaid to building design, compared to Scrum framework (redraft) at the level of Architectural Building scale.

Figure 14 Overall Concept vision, as one of the Scrum Sprints, illustrating UX Design and Rapid Prototyping and cost impacts. for the Institute of Bioeconomy at the level of Room scale

What emerged from these agile workshops and project development, was the inclusion of a number of socially important aspects within the overall vision, noteworthy among these aspects where the development of circular economic initiatives, such as waste streams feeding energy production from the rural agricultural industry in to new locally developed Biogas refineries on sight, the inclusion of communal Eco Co2 capturing, greenhouses for local food production. Development of enterprise zones for start-up companies in the local area. And the need to include digital infrastructure. The creation of a new sports and recreational facilities, together with accommodation, to improve nature tourism within the area. All of these initiatives, were conceived to respond to the emerging social value of the community of Tarvaala to provide education, training, and employment opportunities, within the umbrella term of the new bioeconomy, the local community wanted to be reflect their commitment to the environment and at the same time use this to provide social initiatives for the success, indeed the director of the vocational used to reflect they were in a *'fight for the souls of our children'* to provide them with a future socially, economically, and environmentally strengthened. A concern that spans many rural communities.

Key Social values that emerged in Architecture

- Development of social value in agricultural heritage and industry.
- Social value in tourism
- Social value in education, and personalised education environments (digital and physical)
- Social Value in Entrepreneurial activities

Project: Heritage Lottery Fund. Preston – Our Heritage in 2032. Preston. UK

Figure 15 Dynamic approach of team work in Service Design Toolkit analysing Users Social Value Touchpoints

At the other end of the scale, discussing future notions of social value in construction building and conservation can bring vary sectors together to benefit the local area. Social value is woven in dialogues about our built heritage, and when the local council of Preston, UK engaged with schools and the Preston Guild activities, we used this as an opportunity to broaden the architectural conversation on Heritage, and how to collectively define future social values in built form that would complement and add to a city's existing heritage and conservation.

Funded by a Heritage lottery funded grant and through peer-led agile strategy, 5 schools engaged with a group of professional architects, and students of architecture in Preston to co-create a common understanding of social value from the perspective of under 25 year old inhabitants. To use this understanding to inform future professionals choices, planning decisions, and career options for residents of Preston. A series of workshops, public forums, discussions and exhibitions, and prototyping of built architectural heritage pavilions, were coordinated entirely by students. The goal was to imagine what a common heritage would be in 2032, to visualise this architecturally, and then scan back to the present day, to establish what initiatives, were needed to enable this future

vision to be made real.

Figure 16 Prototyping and Exhibiting of Our Heritage 2032

Students created pamphlets visualisations, prototypes installations and pavilions to convey ‘their’ social value and raise awareness, of the influence of the Guild on the development of Preston amongst the wider community; how this could be knitted into existing cities. It provided local schools and their communities to learn about heritage and social value in architecture and the city, around them. It gave participants the opportunity to celebrate what they had learnt about their heritage and consider how the heritage of Preston could influence its future development through creative work.

It developed confidence within the community to discuss heritage, social value and the built environment with professionals within the construction industry. And encouraged architectural professionals to consider the heritage and social value of the city, its inhabitants. And the future design proposals.

Through the use of using agile frameworks and user experience toolkits, bespoke resource pack for schools where created that enabled them to continue to use heritage, social value proposition, and the built environment to support teaching of the core curriculum. Providing a more engaged community.

This project allowed us to use architecture, the built environment and design thinking. to create social value propositions. The project and its strategy enabled *the praxis of architecture at different scales,* from education, to planning and to utilise some of the core skills of architects. Namely their strategies in enabling social value to emerge out of the process, and their collective tactics that concretely affect social value. visualizing and articulating social value is one part of this, opening up strategies and frameworks for all and successfully guiding how to use these is the other.

Key Social values that emerged in Architecture

- Social value in creation of new CIC, Placed Education
- Social value strengthened in peer led education between university and schools
- Social value of engaging with architecture as profession for career choice
- Social value of 'future' heritage, made valuable to local councils alongside existing conservations and Guild Initiatives.
- Social value of developing a communities confidence in talking about heritage and social value connected to the built environment,
- Social value strengthened in local architects engaging with communities and providing a common pool of social values within the city that can be used in the future.

Key strategies for social Value from the case studies:

Summarising this section we can indicate some of the key strategies needed within the architectural discipline to the creation of social value.

Adaptations Of Process. Toolkits:

From service design the projects developed concise clear toolkits for engaging stakeholders, with the full span of a project lifecycle and engaging all parties to each of the stages dynamically.

Adaptations Of Roles And Impacts:

From agile scrum approaches the projects enabled participants to engage with the 3 conditions that enabled the enhancement of social value through action: such as 1. Emergent leadership, 2. Active silence, and 3. Sprint-ability.

Adaptations Of Approach Plan Of Works To Canvases

From UX design and design thinking, our projects developed Canvases to illustrate and frame social value and relied on the ability of agile strategies to be specifically aimed at creating value propositions which embed social value, that are tested and designed until correct, are dynamic, and have an expressed goal of the User (social value delivery).

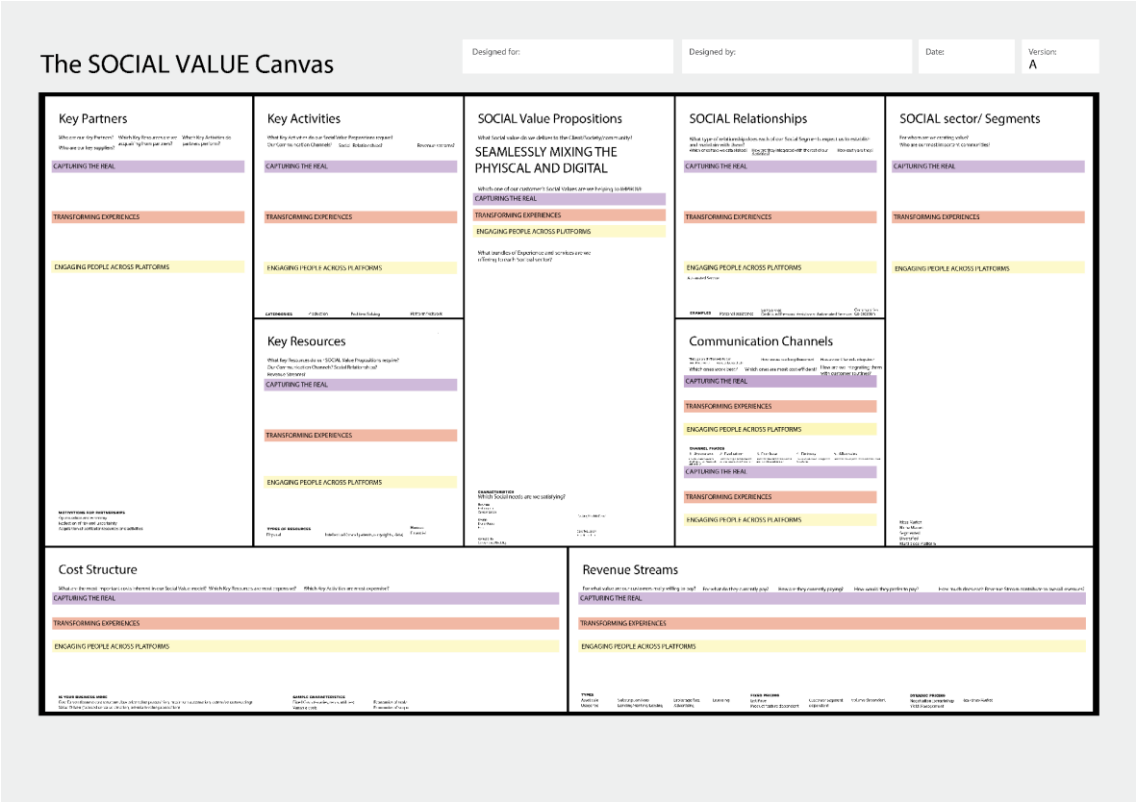

Figure 17 Adaptation by the Author from the CC Business Model, to Establish a Social Value Canvas for Architectural Projects.

Summary

These three aspects of strategy for our practice work; the Conditions & Environment; Team actions & Mindsets; and the Toolkits and Frameworks, are a key point for why our projects have developed social value through-out the lifecycle of the project. What we have shown and are stating here is not necessarily that we must follow and copy what is at the peripheral fields or architecture but that we should learn the core principles and frameworks that are affective in achieving social value by understanding were the architects own value is. To achieve social value in architecture and in construction through the architects professional engagement, a centring on the key skills of the architect is important; their strategies in enabling social value to emerge out of the process, and their collective tactics that concretely affect social value. A stronger emphasis on highlighting in a consistent, structured and illustrated framework, *how to*

work between and within the plan of work stages. The next section outlines a selection of examples of such tactics.

TACTICS: Acting and choosing tactically in architecture for Social value

Intro

TO BE WRITTEN

Acting and choosing tactically in architecture for Social value is crucially important to ensure that we can measure and assess and reflect the impact of our initiatives within the practice of architecture

- Choosing and Framing materials for social value
- What material choices have architects tactically used to achieve social value
- How material choices impact Sustainable Development Goals

Tactic 1: Choosing and Framing materials for social value

TO BE WRITTEN

Tactic 2: What material choices have architects tactically used to achieve social value

The following case studies present two projects involving Lee Ivett/Baxendale that propose a variety of ways in which the role and agency of the architect, the process of design and the delivery of architecture can create social value through tactical decisions. The cases studies provide evidence in support of alternative and agile mode of praxis that challenge established ideas of regarding the role of the architect, how architecture can be commissioned and how architecture might be delivered. These projects involve intensive methods of participation and engagement; the most important modes of participation and engagement being that of the architect in the lives of the people and places identified in these case studies. The success of this mode of practice and a key

factor in establishing tactics that create social value is an empathic and ethical approach to using an active participation in the existing conditions and lives of these communities as the primary method for informing design and the establishment of new infrastructures. The participation and leadership of local people in these processes is then the ingredient that sustains them, secures them and that ultimately creates social value. Each case study, discusses practical concrete choices made tactically to achieve social value and also the impact of material choices in buildings that affect the framing of social value for architecture.

Project: LoveMilton. Colston Milton, UK

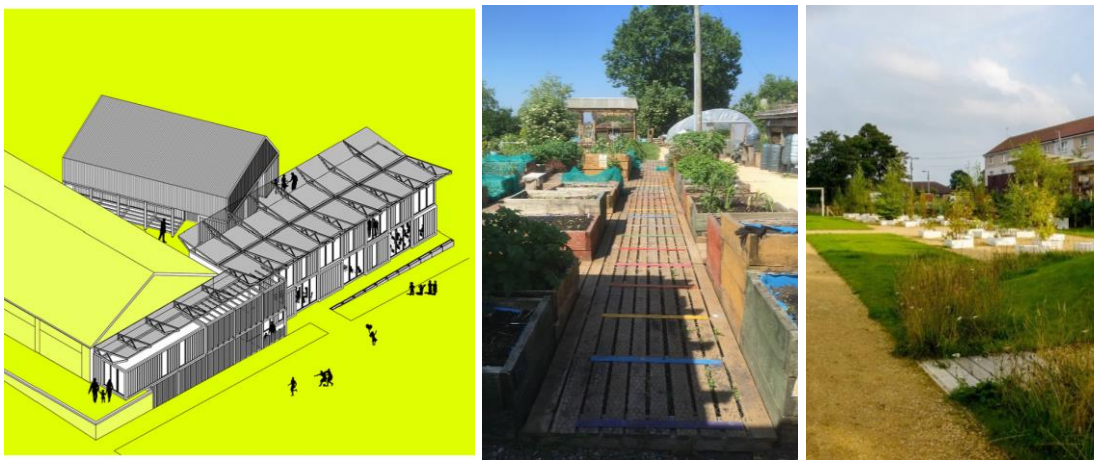

Figure 18 LoveMilton Concept Vision, and Phase 1 construction.

Baxendale was initially engaged by the local Church of Scotland parish of Colston Milton to explore the feasibility of designing and delivering a community self-build project to establish a new community centre and place of worship. It quickly became apparent that the majority of use within existing church owned facilities was non-religious based and so the opportunity of creating a new community led and owned organisation that could deliver and take ownership of the building and then rent space back to the church was investigated and established. The other aim of creating a local

community organisation was to start a process of testing and prototyping community self-build activity at an incremental and small scale to build, establish and create the capacity to deliver and manage projects of much greater complexity. The role of the architect in this process has been organic, agile and not always within the normal description of architectural practice or even architecture at all.

Figure 19 LoveMilton, Prototyping and experimentation in Design.

This is a project about finding the gaps, being situated, present and engaged with a specific situation and finding the best position within that situation to create social value and have a progressive and sustained impact on people and place.

The core skills of the architect as tactics:

Architect, Graphic Designer, Community engagement, Project Manager, Managing Director of a registered Charity, Builder, Instructor, Fund raiser, Volunteer co-ordinator and supervisor, Landscape Designer, Events planner

Key Methodologies/Themes

(1) Participation in place

(2) A situated mode of practice

(3) An ethical approach to practice

(4) An agile approach to practice

Funding Sources:

Scottish Climate Challenge Fund, Big Lottery Investing in Ideas, Big Lottery Awards for All, Princes Trust, Glasgow City Council, Glasgow Housing Association, AHRC Connected Communities Fund, Social Enterprise income from commercial activity.

Outputs and achievements

Establishment of a can recycling scheme, Construction of a recycling point, Construction of an outdoor classroom, Delivery of screen printing workshops, Delivery of an employability training programme with Princes Trust, A community garden, A memorial garden, A community orchard, Internal renovation of existing office premises to create a new base for the LoveMilton organisation, Planning Permission for a new community centre and place of workshop, Over 100 local people returned to education or employment through our activities and initiatives, Community Pizza Oven.

Project: The Portland Inn Project – Raising the Roof. Stoke-on-Trent, UK

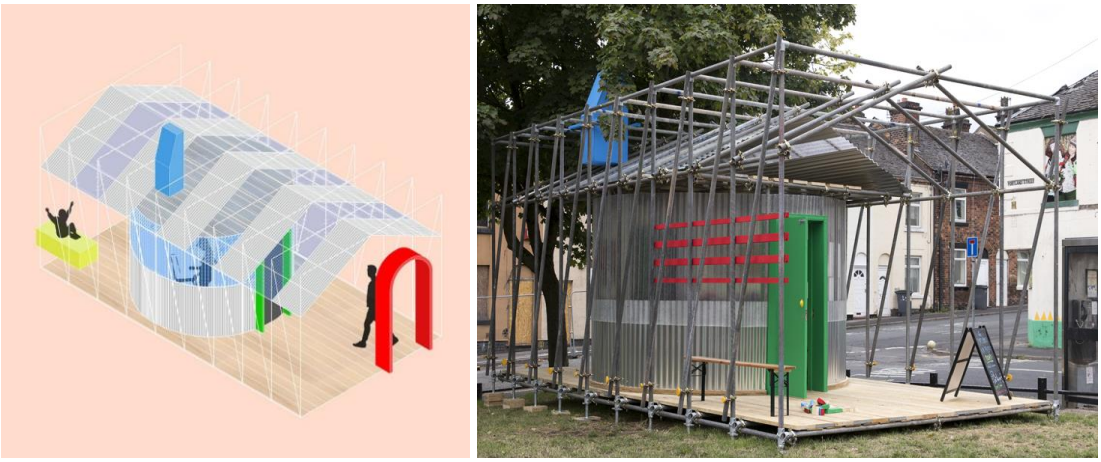

Figure 20 Raise the Roof Concept Vision, and Phase 1 construction.

Baxendale was invited by artists and residents of the Portland Street area of Hanley in Stoke-on-Trent to design and deliver a temporary community self-build project that would permit a summer programme of social and arts events for local residents on a contested urban green space. This space had been adopted by local drug addicts a place to consume drugs and as a result was avoided and neglected by other members of the community. This green space is also situated opposite the Portland Inn, a semi derelict pub that had been compulsory purchased by the council due to excessive instances of drug dealing, anti-social behaviour and prostitution.

Figure 21 Raise the Roof, Social Activities and events

Our clients had started a process the previous summer of utilising the building to deliver social and cultural activity but it's condition now prohibited its use for anything other than storage. The Portland Inn Project had formerly used a marquee on the green space to deliver some activity, but this required to be dropped at the end of each day and then erected again the following morning. It also offered poor visibility of the adjacency and was vulnerable to vandalism. We were asked to design a structure that could be established on the site for a 6 week period that could resist and potential vandalism, was robust and which could also be built with local people as an engagement tool and capacity building exercise. Following the success of this particular initiative the Portland Inn Project was gifted a 40ft shipping container which they decided to employ as a semi-permanent small scale community centre on the green space while they raised funds, acquired ownership and gained the permissions required to renovate the Portland Inn as a community arts centre. We designed a methodology for adapting the container for use as a community resource and worked with a local fabricator to install and adapt it on the site.

The core skills of the architect as tactics:

Architect, Builder, Fabricator, Volunteer Supervisor.

Funding Sources

Local authority community development grants, Arts Council England

Outputs and achievements

Temporary pavilion constructed out of reclaimed scaffolding and corrugated metal cladding, Shortlisted for the RIBAJ McEwan Award for Architecture with a social impact, Adaption of a second hand 40ft shipping container for use as a community

activity hub

Key Social values that emerged in Architecture

These projects have utilised multiple outputs and methodologies to improve the well-being of local people and reduce the inequality that is inherent within a marginalised community. The act of making place and enacting strategies and tactics that improve the built environment are a means to an end, where that end is a permanent change in the behaviour of people and institutions so as to create a sustained, sustainable and progressive change in circumstance for the people of Milton. The social value created through the actions of an architect and the conception, design and delivery of architecture for these projects is created through:

(1) Participation
(2) Building capacity – the individual
(3) Building capacity – the community/collective
(4) Advocating for and communicating the role of the architect
(5) Improving the quality of the built environment for marginalised communities of people and place
(6) Increasing health and well-being

The impact of this approach can be referenced against the UN sustainable development goals

Tacti 3: How material choices impact Sustainable Development Goals

(1) No Poverty – these projects are both situated in areas considered to have multiple indicators of social deprivation and where economic, fuel and food poverty are clearly evident amongst the community. Both projects seek to create

social and physical infrastructure that provides access to the services and support that might alleviate these conditions. The establishment of community led not-for-profit organisations and the delivery of physical infrastructure that can provide direct access to services, advice, skills and produce is reducing poverty at the local level.

(2) Zero Hunger - In Milton the creation of a network of growing spaces from a community orchard to the piloting of a community market garden provide access to methodologies and outputs of sustainable urban food production and consumption. These projects are not designed to provide for the entire food needs of a community but to act as a catalyst for changes in behaviour that compel healthier and more affordable food choices. Both of these projects also utilise the creation of small scale civic infrastructure to provide opportunities for communal eating that makes consuming healthy and nutritious meals a regular social and cultural activity

(3) Good Health and Well-being – Both of the communities that these projects are situated in have high instances of unemployment, addiction and other indicators of poor health. Creating the infrastructure that encourages and supports a shift from a sedentary lifestyle established and perpetuated by unemployment and social isolation is providing an opportunity to mentally and physically active. These communities require architecture and design to be used as a tool to increase access to moments of delight, joy and activity. An active involvement in the making of small scale architectural interventions in both locations is designed to create opportunities for healthy mental and physical exertion in a supportive, collegiate and collaborative environment. These projects provide an

opportunity to spend time outside building, growing and creating the infrastructure that can continue to sustain people and place.

(4) Quality Education and 8. Decent Work and Economic Growth- Skills development and the offer of a more diverse range of learning experiences for people of all ages are inherent characteristics and tangible outcomes within the work produced in both Milton and Portland Street. Both of the temporary structures made with the Portland Inn Project have been designed to accommodate the delivery diverse educational experiences. Local people have been provided with financial management sessions, ceramic sessions, graphic design sessions, boxing and self-defence classes etc. In Milton as sustainable build school was established following the delivery of skills workshops in collaboration with the Princes Trust that taught local people sustainable construction methodologies and then supported them into further education or the workplace. Both projects understand that there is immense social value that can be created through the making of architecture not just in its use following completion.

(5) Industry, Innovation and Infrastructure – at the heart of the work in Milton and Portland Street is a desire to use the improvement of place and the application of small scale architecture to test new forms of local industry and establish the infrastructure to support it. In Milton the establishment of a community café was used to train people in cookery and hospitality and generate income, the creation of a community garden has been used as a pilot project for the establishment of a local market garden, the creation of a sustainable construction school has been used to develop proposals for a permanent workshop space as a base for a sustainable construction social enterprise. In Portland Street the initial temporary

pavilion and the semi-permanent adapted shipping container have been used to create a range of bespoke ceramics using traditional and contemporary techniques with local people. These objects are now being marketed for sale creating an innovative income stream for the organisation.

(6) Reduced Inequalities – The communities of Milton and Portland Street are denied access to essential services, support and opportunities through circumstance, marginalisation and isolation. The physical and visual condition and location of these communities is a latent factor in establishing and perpetuating the inequality created by a lack of amenity, stigmatisation and economic activity. The projects described in these case studies reduce a sense of isolation and inequality by creating new infrastructures of people and place that build capacity and empower. An active involvement in making new beautiful places and objects also creates individual and collective esteem and a sense of purpose that makes certain opportunities that were previously unattainable feel possible.

(7) Sustainable Cities and Communities – By working directly with local people to provide the skills and support to reimagine and then re-create the social, cultural, environmental and economic infrastructure to support and improve the lives of local people we create more sustainable and resilient communities. The establishment of new physical infrastructure is utilised as a tool to simultaneously establish new social and cultural organisational infrastructure that can then maintain and progress the improvement of place by creating programmes of activity. Organisational capacity is created and grown through an approach of ‘learning through doing’ and then evidencing success to generate further financial and stakeholder support for local initiatives. A collective

behaviour that is organic, agile and sustainable is created from the bottom up rather than imposed from the top down.

(8) Responsible Consumption and Production – These projects deliver local infrastructure in the form of new productive green space, workshops and places from which essential produce can be created and consumed. This infrastructure creates opportunities for local production of food, ceramics, clothing, art with re-use, sustainable waste-management and resourcefulness at the heart of everything we do.

(9) Climate Action – The LoveMilton project was delivered through funding from the Scottish Government Climate Challenge Fund for over three years. This money was utilised to fund small scale live-build community projects that demonstrated environmental construction methods, established ideas and systems of localism, utilised waste materials, facilitated recycling initiatives and reduced energy demand in the home, community spaces and work environments. The work with the Portland Inn Project also continued this emphasis on re-use and reducing the need to travel to access essential services and support. All of our projects in Stoke used reclaimed and locally sourced materials in their construction.

Summary Conclusion

In architecture, the practice of the profession, and how it is perceived to act; Its choice of strategies in developing and coordinating projects; and the materials choices that architects elect tactically must all be present to enable a project to enhance social value. We have a core set of skills in architectural profession, for enabling and developing social value.

In our profession and our praxis we suggest…

In our Strategy we suggest…

And in out tactical approach we suggest…

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