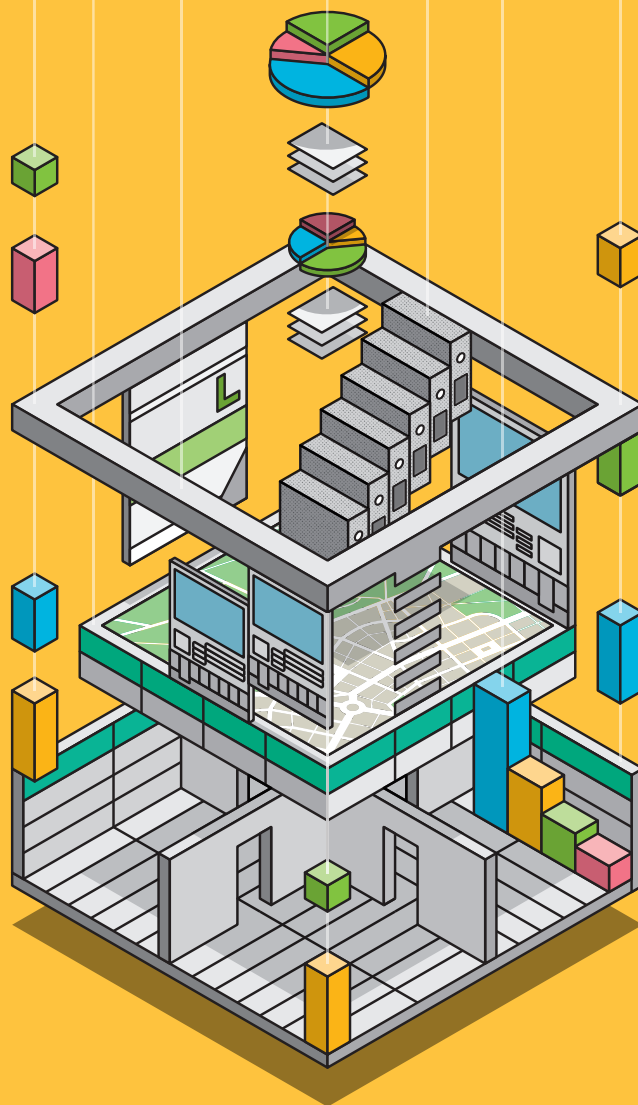


GUERRILLA  
TACTICS

## EXPANDING PRACTICE

Navigating the architecture  
of planning, procurement  
and property



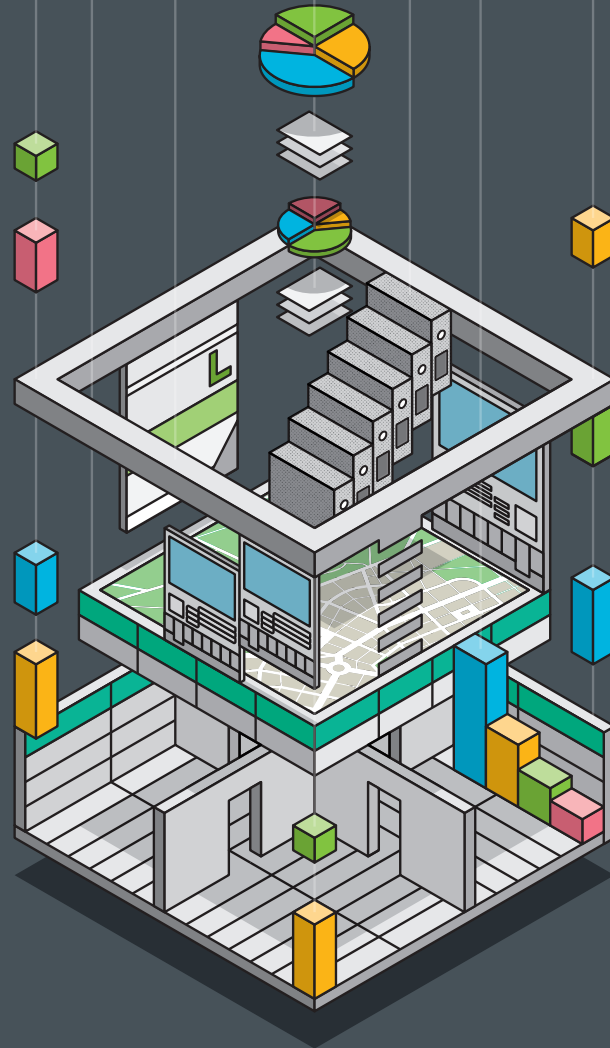
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#### With thanks to:

Creative Directors:  
**Pooja Agrawal and Finn Williams**, Public Practice

Guerrilla Tactics Steering Group:  
**Chris Bryant**, alma-nac  
**Cassion Castle**, Cassion Castle Architects  
**Rachael Davidson**, HÛT Architecture  
**Jennifer Forakis**, Hoop Architecture  
**Barbara Kaucky**, Erect Architecture  
**Petra Marko**, Marko&Placemakers  
**David Miller**, David Miller Architects  
**Manuel Nogueira**, AndArchitects



## CONFERENCE AND CPD DAY



### DAY 1

Tuesday 13th November

#### Conference Day:

Expanding Practice: Navigating the architecture of planning, procurement and property

For many small practices, planning, procurement and economic viability are barriers to creativity. This increasingly complex bureaucracy now takes up the majority of an architect's time, and while it is fundamental to the success of a project it is rarely paid the same attention as design. Instead of constraints, could these processes be seen as opportunities for architectural creativity in their own right?

'Expanding Practice' will help small practices learn how to navigate the system. It will explore the hidden iceberg of regulations, rules and forces that define the everyday realities of practice. It will demystify the planning process, turn the tables on public procurement, and shine a light on the dark art of viability. The conference will equip small practices with the insights, tools and tactics to engage with the system earlier upstream, and to see constraints as an opportunity to creatively expand their practice.

Throughout the conference day, planning officers and councillors will re-enact the planning and procurement decision-making usually happening behind the scenes, while the first cohort of Public Practice Associates will help demystify the inner workings of local government. Panellists from the spectrum of parties shaping development, from local authority to developer, from viability consultant to estate agent, will debate the economic models and competing interests they have to negotiate in the process, and so enable architects to engage with projects earlier upstream.



### DAY 2

Wednesday 14th November

#### CPD Day

A full day of 21 seminars is offered, covering all ten RIBA Core Curriculum topics, with engaging sessions from expert practitioners on relevant issues.

This year the day opens with a plenary on 'Designing for Fire Safety', chaired by RIBA Past President Jane Duncan. The session will expose typical fire risks created on site and how to spot them; and introduce practitioners to working with the new RIBA Fire Safety Overlay to the Plan of Work.

There is also a stronger emphasis on planning, with sessions on making successful planning applications, Listed Building Consent and viability assessments, as well as new seminars on running a developer business, using VR to better communicate with clients, and designing age-friendly homes.

Featured essential core topics include: the Principal Designer role, fee calculation, marketing, employment law, and contracts and indemnities.

# EXPANDING PRACTICE

## CONFERENCE PROGRAMME

09.30 – 10.00	<b>Registration and coffee</b> Jarvis Foyer, Lower Ground Floor
10.00 – 11.20	<b>WELCOME AND KEYNOTES</b> Jarvis Hall
	<b>Welcome</b> Caroline Buckingham, RIBA Vice President Practice and Profession
	<b>Introduction</b> Pooja Agrawal and Finn Williams, Creative Directors
10.20 – 10.40	<b>Design Without Drawing: Designing Structures</b> Sadie Morgan, dRMM
10.40 – 11.00	<b>Design Without Drawing: Designing Systems</b> Dan Hill, Arup
11.00 – 11.20	<b>Q&amp;A</b>
11.20 – 11.40	<b>COFFEE BREAK</b> Jarvis Foyer
11.40 – 12.20	<b>MORNING SESSION 1: Navigating the Planning System</b> Public Practice Associates
12.20 – 13.20	<b>MORNING SESSION 2: Planning Committee – Behind the Scenes</b> Jarvis Hall Developer: Duncan Blackmore, Arrant Land Chief Planner: Alice Lester, London Borough of Brent Architect: Murray Kerr, Denizen Works Objector: Selasi Setufe, RIBA Co-Vice President for Students and Associates Councillors: Mark Brunt, Reigate and Banstead Borough Council Conservatives, and Pippa Goldfinger, Independents for Frome
13.20 – 14.20	<b>LUNCH</b> Florence Hall
14.20 – 15.50	<b>AFTERNOON SESSION 1: The Architecture of Economics</b> Jarvis Hall
14.20 – 14.50	<b>Why Development Economics Matter</b> Tony Travers, London School of Economics
14.50 – 15.50	<b>Deconstructing Finance: panel discussion chaired by Russell Curtis, RCKa</b> Developer: John Nordon, ROME Agent: Albert Hill, The Modern House Viability Consultant: Michelle Hannah, Cast Project Manager: Archika Kumar, Westminster Council
15.50 – 16.10	<b>COFFEE BREAK</b> Jarvis Foyer
16.10 – 17.40	<b>AFTERNOON SESSION 2: Procurement</b>
16.10 – 16.50	<b>Procurement Masterclass</b> Jarvis Hall Tina Jadav, Greater London Authority Rae Whittow-Williams, Greater London Authority
16.50 – 17.40	<b>Procurement: Behind the Scenes</b> Jarvis Hall Tina Jadav, Greater London Authority Rae Whittow-Williams, Greater London Authority Ros Dunn, South Kilburn Trust Emma Sweeney, London Borough of Brent
17.40 – 18.00	<b>CLOSING SESSION: Expanding Practice Takeaway Tactics</b> Jarvis Hall Pooja Agrawal and Finn Williams; PRIBA Ben Derbyshire
18.00	<b>Speed-Mentoring Event</b> Florence Hall

# DAY 1

10.00 – 10.20

## WELCOME AND INTRODUCTION

### 10.00 Welcome

**Caroline Buckingham**  
RIBA Vice President Practice and Profession  
@ideafoundation1

Caroline Buckingham is a Director at Caroline Buckingham Architects, Non-Executive Director of Llewelyn Davies, founder of Idea Foundation and previously an Owner Director and Head of Education at HLM Architects. She was appointed RIBA Vice President Practice and Profession in September 2015, sits on the RIBA Board and is a National Member of RIBA Council. Caroline has spent 25 years in architectural practice both in the UK and overseas. Her long-standing experience and dedication to education projects won her a recent award in the Sunday Times Small Best Companies List for 'Best engaging with schools and colleges'.

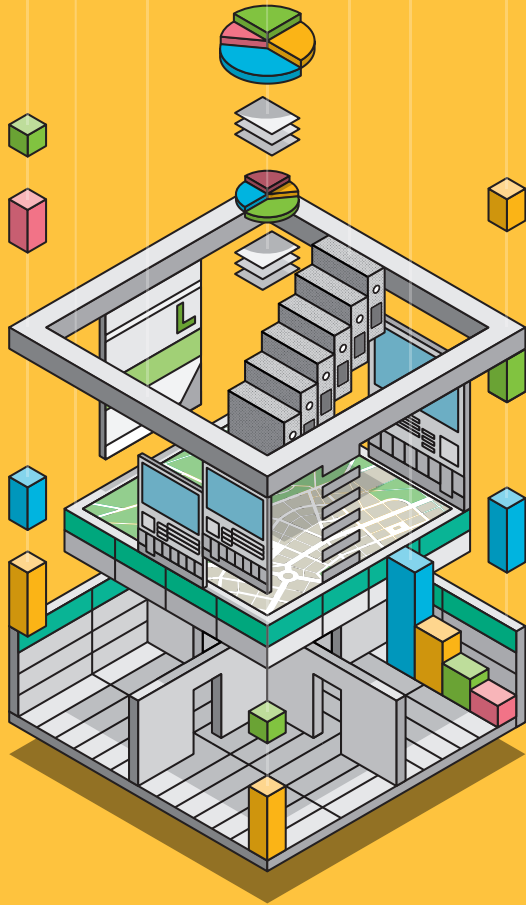
### 10.10 Introduction

**Pooja Agrawal and Finn Williams**  
Creative Directors, Guerrilla Tactics 2018  
@PRACTICEPUBLIC

Pooja Agrawal and Finn Williams are Co-founders of Public Practice, a social enterprise placing a new generation of architects and planners within government to shape places for the public good. Agrawal and Williams both trained in architecture before moving into the public sector, where they worked together at the Greater London Authority. They share an interest in improving the design of everyday places, encouraging collaboration across sectors and disciplines, and broadening the agency of architects and planners.

Pooja Agrawal is Co-founder of Public Practice and works in the Greater London Authority Regeneration Team, overseeing strategy, policy and projects in North West London. She previously worked at Publica and We Made That. Pooja is a trustee of the Museum of Architecture, a member of DSE Review Panel, a mentor at the Stephen Lawrence Trust, a Fellow at the Institute for Innovation and Public Purpose, and an advocate for diversity in the built environment sector. She was nominated for The Planner's Women of Influence 2018.

Finn Williams is Co-founder and CEO of Public Practice. He previously worked for OMA, General Public Agency, Croydon Council, and the Greater London Authority. Finn sits on the Raynsford Review Task Force, PAS Board, the RIBA Planning Group, and the Working in the Public Interest Advisory Group. He is a Visiting Professor at the Institute for Innovation and Public Purpose, a tutor at the RCA, and was co-curator of the British Pavilion at the 2016 Venice Architecture Biennale.



DAY 110.20-11.20

KEYNOTES

10.20

Designing Structures

**Sadie Morgan**  
Director, dRMM  
@dRMMArchitects

Sadie Morgan is a Founding Director of the Stirling Prize winning practice dRMM. Sadie sits on the National Infrastructure Commission and chairs the independent design panel for HS2. She lectures internationally on the importance of infrastructure which connects back to people and place. She became the youngest president of the Architectural Association in 2013 and in 2016 was appointed Professor at the University of Westminster and awarded an honorary doctorate from London South Bank University. Sadie was named New Londoner of the Year at the New London Awards 2017 for her work championing the importance of design at the highest political level.

10.40

Designing Systems

**Dan Hill**  
Associate Director and Head of Arup Digital Studio  
@ArupUKIMEA

A designer and urbanist, Dan's previous leadership positions have produced innovative, influential projects and organisations, ranging from the built environment (Future Cities Catapult, Arup in Australia and the UK) to education and research (Fabrika in Italy), government and social innovation (SITRA in Finland), and the media (BBC iPlayer and Monocle Magazine). Each one was transformed positively via digital technology and a holistic approach to design. Dan is also Visiting Professor at the Bartlett School of Architecture, where he is Innovator In Residence at the UCL Institute for Innovation and Public Purpose, an Adjunct Professor in Design at RMIT University in Melbourne, and one of the Mayor of London's Design Advocates.

11.00

Q&A

A moderated discussion using sli.do, the interactive voting platform for full audience participation.

11.20

Coffee Break

DAY 111.40 – 12.20

MORNING SESSION 1: Navigating the Planning System

Small practices encounter significant issues with the speed, consistency, resourcing, capabilities and skills of planning departments. Often, communication between architects and planners is fraught due to a lack of mutual understanding of the pressures and complexities of both professions.

The first cohort of Public Practice will present an insider's guide to the planning system. A step-by-step account will help demystify the inner workings of local government, putting the spotlight on planning policy, pre-application, post-application and consultation.

DAY 112.20 – 13.20

MORNING SESSION 2: Planning Committee – Behind the Scenes

A live enactment of a planning committee meeting, featuring presentations from an architect, developer, chief planner, objector and local politicians, and explanations of what they are really thinking.

**Duncan Blackmore**  
Director, Arrant Land  
@duncaninho1

Duncan is a Founding Director of Arrant Land, a design-focused developer specialising in complex and contested small sites. He came to development after an earlier career in the art world and the completion of a self-built project to restore and extend his own house. Recent projects include Red House with 31/44 Architects and Haddo Yard with Denizen Works. Every project is motivated by his desire to demonstrate that imaginative small-scale development can be impactful.

**Alice Lester MBE**  
Head of Planning, Transport and Licensing,  
London Borough of Brent  
@AliceatBrent

Prior to joining Brent in late 2016, Alice was Head of the Planning Advisory Service within the Local Government Association. Over her 11 years at PAS, Alice worked with local authorities across England to support the ongoing improvement of planning services and the implementation of the government's planning reform agenda. Alice started her planning career at various London councils.

**Murray Kerr**  
Director, Denizen Works  
@denizenworks

Murray founded Denizen Works in early 2011 as a collaborative studio to develop projects that are founded in an understanding of place. His approach is grounded in a desire to create work that taps into local history, landscape, culture and microclimate, delivering architecture of the highest quality, buildings that are personal and spaces that are both functional and inspiring.

**Selasi Setufe**  
RIBA Co-Vice President for Students and Associates  
and RIBA council member  
@selasi\_setufe

Selasi is a Part 3 architectural designer and founder of Crystal Design Studios, an architectural and public interest practice. She is a RIBA trustee and Co-Vice President for Students and Associates, promoting greater involvement of young people, particularly of diverse backgrounds, in the future-proofing of society and the architectural profession. Selasi recently co-founded Black Females in Architecture.

**Cllr Mark Brunt**  
Reigate and Banstead Borough Council Conservatives  
@Cllr\_Mark\_Brunt

Mark was elected to the Reigate and Banstead Borough Council in 2004, representing the Merstham ward. In May 2018 he was elected Leader of the Council, having been the Chairman of Planning for the previous eight years. Mark is a trustee and Founding Director of Merstham Community Facility Trust and a Director of Merstham Community Café. Mark works full time as a Programme Management consultant.

**Cllr Pippa Goldfinger**  
Independents for Frome  
@PippaGoldfinger

A councillor in the Somerset town of Frome and founding member of local group Independents for Frome, which took control of the town council from 2011, Pippa has a background in structural engineering and urban planning. She is currently Head of Programme at Bristol's Architecture Centre and convenes the Bristol Urban Design Forum. She served as Mayor of Frome (2012–13) and as Chair of the Planning Advisory Group for the Town Council.

13.20

LUNCH



## DAY 1 14.20 – 15.50

### AFTERNOON SESSION 1: The Architecture of Economics

The underlying economics and finance of projects is often perceived as a distant transaction for architects, who are only directly impacted by the fee. In this session, architects will gain an understanding of the financial forces that are driving the system, and how they can more directly shape the economic dimension of projects.

It starts with a lecture by Prof Tony Travers of the London School of Economics. An eminent expert on urban policy, he will explain the principles of development economics and how economic drivers shape the city. The lecture is followed by a panel discussion chaired by Russell Curtis of RCKa. Featuring innovative representatives of their fields – development, viability consultancy, project management and property sales – the debate will expose the different perspectives and competing interests around the finance, economic models and viability of development.

#### 14.20

##### Why Development Economics Matter

###### Tony Travers

Director, LSE London  
London School of Economics  
@LSEPubAffairs

Tony is a Visiting Professor at the LSE Department of Government and Director of LSE London. His key research interests include local and regional government, elections and public service reform. His knowledge is frequently sought by policy makers and he has advised many select committees and think tanks. He also provides expert analysis for broadcast and print media, regularly appearing on major television and radio networks. Tony is chair of the British Government@LSE research group.

#### 14.50

##### Deconstructing Finance: Panel Discussion chaired by Russell Curtis

###### Russell Curtis

Director, RCKa architects  
@russellcurtis

Russell is a Founding Director of RCKa architects and of Project Compass CIC, a not-for-profit which campaigns for increased transparency and accessibility in public sector procurement. In 2017 he founded Common Home, a community-interest company aiming to deliver affordable homes for outright sale to Londoners. Common Home is currently in negotiations to develop its first 40 properties in southeast London. Russell is a trustee of the Architecture Foundation and a Mayor's Design Advocate.

###### John Nordon

Director, ROME  
@JohnNordon

John co-founded ROME to help create mutually supportive places for people to live, in particular to explore the idea of intergenerational co-living. He is also the Creative Director of igloo Regeneration and was previously the Design Director of PegasusLife. He thinks holistically about challenges and opportunities, whether they are creative, human, business-orientated or about life in general.

###### Albert Hill

Director, The Modern House  
@The\_ModernHouse

Albert is a Founding Director of The Modern House, an estate agency which aims to help people live in more thoughtful and creative ways, showing how design can be a force for good by generating greater wellbeing, wealth, sense of community and beauty. Albert has written for The Guardian, The Times and The Independent and contributed to several books.

###### Michelle Hannah

Associate Director, Cast Real Estate Agency  
@CesarinaHannah

Michelle began her career as a specialist consultant supporting Housing Associations and Local Authorities with Strategic Needs Assessments as well as business and financial planning. Previously, Michelle spent five years as a financial analyst with EC Harris/Arcadis, latterly heading up the financial modelling team, providing clients with bespoke residential development consultancy advice in relation to site acquisition, master planning, planning viability and the raising of equity and debt financing.

###### Archika Kumar

Senior Development Manager, Westminster Council

Archika has worked in planning and regeneration departments of various London local authorities over the last ten years. While a Conservation and Design officer she advised on complex and mixed-tenure housing, public realm and town-centre schemes. Archika now works as a Project Manager leading the delivery of council-owned housing estates and neighbourhoods, where she seeks to promote a new wave of high quality public housing.

#### 13.50

##### COFFEE BREAK

## DAY 1 16.10 – 16.50

### AFTERNOON SESSION 2: Procurement

Winning work through procurement is often seen as complex and disproportionately expensive and time-consuming for micro practices and SMEs. This session aims to demystify the world of procurement by guiding delegates through the process from the commissioners' point of view. The session starts with a practical guide to navigating procurement and winning work. Drawing from first-hand experience in the Greater London Authority's regeneration team, Tina Jadav and Rae Whittow-Williams will introduce the range of procurement routes available, reveal what a good bid looks like from the client's perspective, give tips on finding tender opportunities, and provide an outlook on new models of tendering accessible to small practices. Finally, they will address how to evidence the new procurement criterion of social value.

Joined in the second half by Ros Dunn and Emma Sweeney, all four will enact a behind-the-scenes procurement process. The panel will discuss the pros and cons of real tender submissions in relation to experience, approach, methodology, and cost. Audience members will be invited to participate by scoring the tenders through an interactive online voting process. The final reveal will show if the audience vote matched the real-life winning entry.

#### 16.10

##### Procurement Masterclass

###### Tina Jadav

Senior Projects Officer Regeneration, Greater London Authority  
@TinaJadav

Before joining the Greater London Authority in 2012, Tina trained and worked in architecture in London and Manchester. Her role at the GLA's Regeneration Team is to manage and steer a number of strategic placemaking and Mayoral-funded projects in south London.

###### Rae Whittow-Williams

Senior Project Officer, Regeneration and Economic Development, Greater London Authority  
@LDN\_gov

Rae is a qualified architect with over ten years of practice experience across the realms of architecture, urbanism, research, planning and regeneration. She is interested in how the design of space at multiple scales can influence the quality of urban environments. At the Greater London Authority she is currently working on the Good Growth by Design programme, developing research on commissioning quality and procurement. She is Panel Manager of the Mayor's ADUP framework.

#### 16.50

##### Procurement Behind the Scenes

###### Tina Jadav

Senior Projects Officer Regeneration, Greater London Authority  
@TinaJadav

###### Rae Whittow-Williams

Senior Project Officer, Regeneration and Economic Development, Greater London Authority  
@LDN\_gov

###### Ros Dunn

Independent Chair, South Kilburn Trust  
@SKTrustNW6

An experienced public servant, Ros has held senior positions in the Treasury, the Department of Communities and Local Government and as Chief Executive of the Thames Gateway London Partnership. She is an expert in regeneration funding and project management. The South Kilburn Trust is a leading local charity working with residents, local organisations and businesses to support long-term positive change in South Kilburn. Ros is a former resident of Kilburn and brought up her family in the local area.

###### Emma Sweeney

Capital Projects Manager, London Borough of Brent

After studying architecture at university, Emma worked in Tesco's property division where she gained her first client-side experience of built projects. After five years she moved to Wycombe District Council and later to the London Borough of Brent. Emma now manages large-scale capital and estate regeneration projects, leading on procurement processes from conception through delivery to completion.

#### 17.40 – 18.00

##### CLOSING SESSION: Expanding Practice Tactics

Creative Directors Pooja Agrawal and Finn Williams reflect on the top takeaways of the day, extracting practice-relevant insights on the conference themes of planning, procurement and property development. RIBA President Ben Derbyshire will close the day with his own take on empowering architects to step up and engage with the systems beyond drawing.

# DAY 1 18.00

## SPEED-MENTORING EVENT

Inspirational architects, business mentors and industry professionals will be on hand to offer quick-fire advice on business or professional development needs to pre-registered delegates. Mentors have been assigned to mentees in advance. The RIBA would like to thank John Assael and Assael Architecture and Ben Derbyshire and HTA Design for their generous support.

**Christopher Ash**  
Project Orange, Director  
[www.projectorange.com](http://www.projectorange.com)

**John Assael**  
Assael Architecture, Founder and Chairman  
[www.assael.co.uk](http://www.assael.co.uk)

**Joanne Bacon**  
Allies and Morrison, Partner  
[www.alliesandmorrison.com](http://www.alliesandmorrison.com)

**Denise Bennetts**  
Bennetts Associates, Founding Director  
[www.bennettsassociates.com](http://www.bennettsassociates.com)

**Teresa Borsuk**  
Pollard Thomas Edwards, Senior Partner  
[www.pollardthomasedwards.co.uk](http://www.pollardthomasedwards.co.uk)

**Darren Bray**  
PAD Studio, Technical Director  
[www.padstudio.co.uk](http://www.padstudio.co.uk)

**Richard Brindley**  
R Brindley Consult Ltd, Director  
[www.linkedin.com/in/richard-brindley-36513a22](http://www.linkedin.com/in/richard-brindley-36513a22)

**Caroline Buckingham**  
RIBA, Vice President Practice and Profession  
[www.carolinebuckingham.com](http://www.carolinebuckingham.com)

**William Burges**  
31/44 Architects, Director  
[www.3144architects.com](http://www.3144architects.com)

**Ruth Butler**  
Ruth Butler Architects, Partner  
[www.butler-butlerarchitects.com](http://www.butler-butlerarchitects.com)

**Matt Chamberlain**  
Ayre Chamberlain Gaunt, Director  
[www.acgarchitects.co.uk](http://www.acgarchitects.co.uk)

**Sean Cook**  
AECOM, Director  
[www.aecom.com](http://www.aecom.com)

**Xavier De Kestelier**  
Hassell Studio, Principal and Head of Design, Technology and Innovation  
[www.hassellstudio.com](http://www.hassellstudio.com)

**Alice Dietsch**  
AL\_A, Director  
[www.ala.uk.com](http://www.ala.uk.com)

**Jane Duncan OBE**  
Jane Duncan Architects, Director and RIBA Past President  
[www.janeduncanarchitects.co.uk](http://www.janeduncanarchitects.co.uk)

**Peter Dye**  
Sheppard Robson  
[www.linkedin.com/in/peter-dye-6401379](http://www.linkedin.com/in/peter-dye-6401379)

**Valerie Evans**  
Atkins Global, Director  
[www.atkinsglobal.com](http://www.atkinsglobal.com)

**Donald Farquharson**  
London Borough of Tower Hamlets, Interim Director  
[www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)

**Fergus Feilden**  
Feilden Fowles Architects, Co-founder and Director  
[www.feildenfowles.co.uk](http://www.feildenfowles.co.uk)

**Chris Fellner**  
Haworth Tompkins, Director  
[www.haworthtompkins.com](http://www.haworthtompkins.com)

**Camilla Finlay**  
Acanthus Clews Architects, Conservation Architect  
[www.acanthusclews.co.uk](http://www.acanthusclews.co.uk)

**Karen Fugle**  
SleepingGiant Consulting, Executive Coach  
[www.sleepinggiant-consulting.com](http://www.sleepinggiant-consulting.com)

**Katy Ghahremani**  
Make Architects, Partner  
[www.makearchitects.com](http://www.makearchitects.com)

**David Green**  
Perkins+Will, Principal  
[www.perkinswill.com](http://www.perkinswill.com)

**Chris Hampson**  
Hampson Williams and Kimble Architects, Director  
[www.hwkarchitects.com](http://www.hwkarchitects.com)

**Nick Jackson**  
Arup Architecture, Director  
[www.arup.com](http://www.arup.com)

**Murray Kerr**  
Denizen Works Ltd, Director  
[www.arup.com](http://www.arup.com)

**Félicie Krikler**  
Assael Architecture, Director  
[www.assael.co.uk](http://www.assael.co.uk)

**Daniel Leon**  
Square Feet Architects, Director  
[www.squarefeetarchitects.co.uk](http://www.squarefeetarchitects.co.uk)

# DAY 1 18.00

## SPEED-MENTORING EVENT

**John Long**  
igloo, Development Director  
[www.iglooregeneration.co.uk](http://www.iglooregeneration.co.uk)

**Daniel May**  
First Base, Co-founder and Director  
[www.firstbase.com](http://www.firstbase.com)

**Mark Middleton**  
Grimshaw Architects, Partner  
[www.grimshaw.global](http://www.grimshaw.global)

**Tomas Millar**  
Millar + Howard Workshop, Director  
[www.mhworkshop.co.uk](http://www.mhworkshop.co.uk)

**David Miller**  
David Miller Architects, Director and Principal Architect  
[www.david-miller.co.uk](http://www.david-miller.co.uk)

**Aziz Mirza**  
Mirza and Nacey Research, Co-founder and Director  
[www.mirza-nacey.com](http://www.mirza-nacey.com)

**Peter Morris**  
Allford Hall Monaghan Morris, Managing Director  
[www.ahmm.co.uk](http://www.ahmm.co.uk)

**Jay Morton**  
Bell Phillips Architects, Associate  
[www.bellphillips.com](http://www.bellphillips.com)

**Karen Mosley**  
HLM Architects, Director  
[www.hlmarchitects.com](http://www.hlmarchitects.com)

**Clare Nash**  
Clare Nash Architecture, Founding Director  
[www.clarenasharchitecture.co.uk](http://www.clarenasharchitecture.co.uk)

**Fiona Neil**  
Piercy&Company, Associate  
[www.piercyandco.com](http://www.piercyandco.com)

**Virginia Newman**  
KSR Architects, Practice Director  
[www.ksrarchitects.com](http://www.ksrarchitects.com)

**Femi Oresanya**  
HOK, Vice President  
[www.hok.com](http://www.hok.com)

**Nigel Ostime**  
Hawkins\Brown, Project Delivery Director  
[www.hawkinsbrown.com](http://www.hawkinsbrown.com)

**Rowan Parnell**  
Architecture Initiative, Operations Director  
[www.architectureinitiative.com](http://www.architectureinitiative.com)

**Keith Rodwell**  
Real Estate Investment Management Ltd, Director  
[www.realestate-im.co.uk](http://www.realestate-im.co.uk)

**Chris Romer-Lee**  
Studio Octopi, Co-founder  
[www.octopi.co.uk](http://www.octopi.co.uk)

**Al Scott**  
IF\_DO, Director and Co-founder  
[www.ifdo.co](http://www.ifdo.co)

**Sumita Sinha**  
Ecologic, Director  
[www.ecologicarchitects.com](http://www.ecologicarchitects.com)

**Laura Stephenson**  
AHMM, Associate Director  
[www.linkedin.com/in/laura-stephenson-27366555](http://www.linkedin.com/in/laura-stephenson-27366555)

**Helen Taylor**  
Scott Brownrigg, Director of Practice  
[www.scottbrownrigg.com](http://www.scottbrownrigg.com)

**Tom Taylor**  
Buro Four, Joint Founder; Dashdot, Principal; APM, Vice President  
[www.apm.org.uk](http://www.apm.org.uk)

**Carl Turner**  
Carl Turner Architects, Director  
[www.ct-architects.co.uk](http://www.ct-architects.co.uk)

**Brian Vermeulen**  
Cottrell & Vermeulen Architecture Ltd, Director  
[www.cv-arch.co.uk](http://www.cv-arch.co.uk)

**Danna Walker**  
Built By Us, Founder and Director  
[www.builtbyus.org.uk](http://www.builtbyus.org.uk)

**Matt Watts**  
Reed Watts Architects  
[www.reedwatts.com](http://www.reedwatts.com)

**Keith R Williams**  
Keith Williams Architects, Founder and Director of Design  
[www.keithwilliamsarchitects.com](http://www.keithwilliamsarchitects.com)

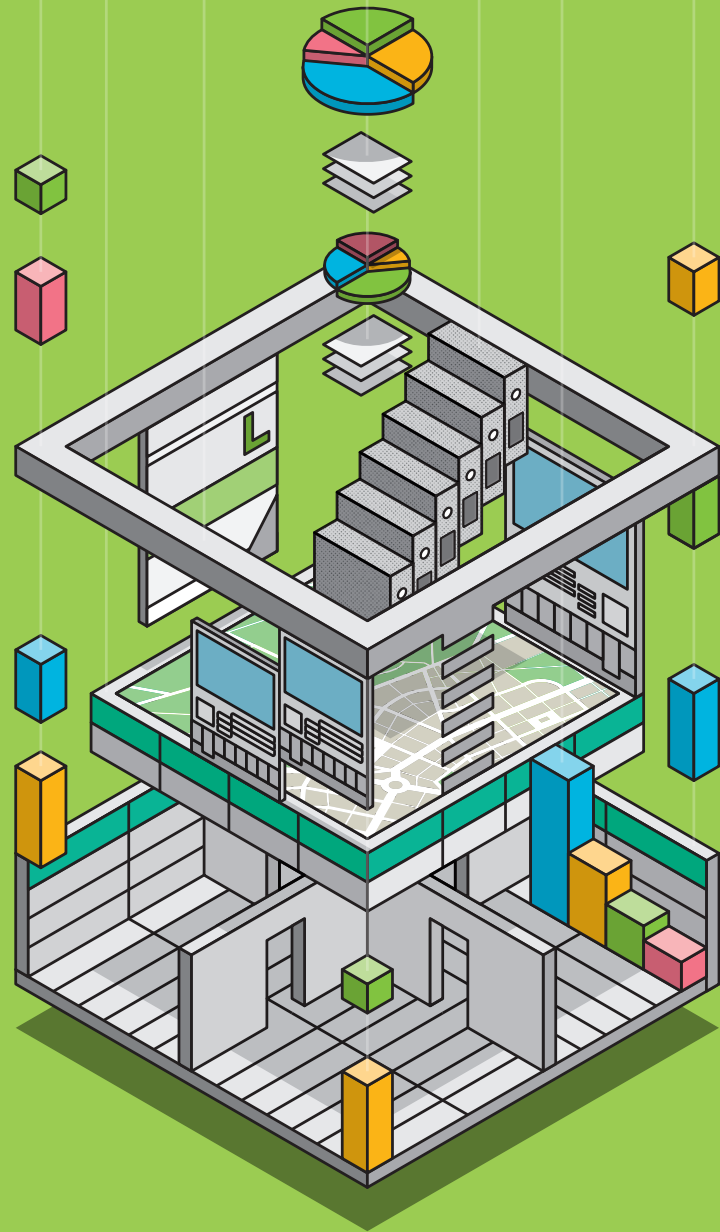
**Will Wimshurst**  
Wimshurst Pelleriti, Founding Director  
[www.wimshurst-pelleriti.com](http://www.wimshurst-pelleriti.com)

**Amanda Yensa Manor**  
Yensa Mentors, Founder and Practicing Mentor  
[www.yensamentors.wordpress.com](http://www.yensamentors.wordpress.com)

**Hazel York**  
Hawkins\Brown, Partner  
[www.hawkinsbrown.com](http://www.hawkinsbrown.com)

**Eleanor Young**  
RIBA Journal, Executive Editor  
[www.ribaj.com](http://www.ribaj.com)

**Gus Zogolovitch**  
Unboxed Homes, CEO and Founder  
[www.unboxedhomes.co.uk](http://www.unboxedhomes.co.uk)



## GUERRILLA TACTICS

### CPD DAY

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09.30 – 10.00	<b>REGISTRATION AND COFFEE</b> Jarvis Foyer, Lower Ground Floor
10.00 – 11.00	<b>MORNING PLENARY</b> <b>Ensuring Fire Safety: Understanding Risks and Responsibilities</b> Jarvis Hall
11.00 – 11.20	<b>COFFEE BREAK</b> Jarvis Foyer
11.20 – 12.20	<b>MORNING SESSION 2</b>
12.20 – 13.30	<b>LUNCH</b> Florence Hall
13.30 – 14.30	<b>AFTERNOON SESSION 1</b>
14.40 – 15.40	<b>AFTERNOON SESSION 2</b>
15.40 – 16.00	<b>COFFEE BREAK</b> Jarvis Foyer
16.00 – 17.00	<b>AFTERNOON SESSION 3</b>

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The room allocation for the individual morning and afternoon sessions is indicated below the summary for each seminar in the programme.

DAY 210.00 – 11.00

MORNING PLENARY

Ensuring Fire Safety:  
Understanding Risks and Responsibilities

Jane Duncan OBE (chair)  
Jane Duncan Architects  
**RIBA Core Curriculum: Health, Safety and Wellbeing**  
@JaneDuncan41

Panellists: Paul Bussey, Technical Consultant, AHMM and Arnold Tarling, Chartered Surveyor

Jane Duncan OBE, RIBA Past President, will open this plenary session on the leading fire safety work done by RIBA following the Grenfell Tower tragedy. It will provide insights into identifying and addressing critical fire-safe design and construction quality issues when undertaking site inspections, in order to safeguard your projects’ design strategy and specification. Learn how to use and benefit from the RIBA Plan of Work for Fire Safety, which maps the roles, responsibilities and deliverables for the fire safety of project team members and statutory bodies on building projects. This process map enables a golden thread of fire safety information to be followed, from the point at which a building project is identified, through delivery to the ongoing management of the building.

The session will close with an open Q&A with all speakers.

Jarvis Hall, Lower Ground Floor

DAY 211.20 – 12.20

MORNING SESSION 2

How to Become the Principal Designer –  
And Get Paid for It!

Paul Bussey  
Allford Hall Monaghan Morris  
**RIBA Core Curriculum: Health, safety and wellbeing**  
@AHMMArchitects

CDM 2015 expects the designers in control of the pre-construction phase to also coordinate health and safety integration into the overall design. Most architects acting as designers under CDM do this as a normal day-to-day process but sometimes without realising it, and usually without being paid. Attend this session and you will witness a live CDM Review. Learn how to produce pre-construction information and earn additional fees.

Jarvis Hall, Lower Ground Floor

The Essentials of Making Successful Planning  
Applications in Today’s Planning World

Colin Haylock  
Haylock Planning and Design, Spence and Dower LLP, UCL, Old Oak and Park Royal Development Corporation and Durham Cathedral  
**RIBA Core Curriculum: Places, planning and communities**  
@RIBANorthEast

Making planning applications to overstretched local authorities in a world dominated by reference to the NPPF feels an increasingly daunting and uncertain activity. Drawing on substantial experience from both applicant and local planning authority perspectives, this session suggests tactics and practical steps to help towards securing early validation of applications and, hopefully, early and successful outcomes.

Wren Room, 6th Floor

Fee Proposals: How to Get Them Right

Prof Stephen Brookhouse  
University of Westminster  
**RIBA Core Curriculum: Business, clients and services**  
@UniWestminster

Putting an effective fee proposal together and getting paid is fundamental to any professional service. To maintain profitability, architects need to fully understand their costs and overheads and take a methodical approach to the costing of every element of the service they provide. Stephen Brookhouse will show how to develop a sound fee proposal, make your case to the client and advise on time-effective ways of monitoring costs against project progress.

Lutyens Room, 2nd Floor

What Does It Mean to be a Good Employer?

Virginia Newman  
KSR Architects  
**RIBA Core Curriculum: Business, clients and services**  
@virginia\_ksr

Whether it is a start-up just hiring their first employee, a growing practice expanding in size, or an established business caring about its staff wellbeing and team culture, all will at some point have been confronted by the question of what it means to be a good employer, beyond the legal requirements. This might include: awareness of mental wellbeing; how to offer opportunities for personal development in the context of a small practice; or, at the most basic level, communicating effectively about project requirements. A mentor and key driver of the RIBA’s work on mental health, Virginia Newman will explore the issue and tools available in practice.

Lasdun Room, 5th Floor

Demystifying R&D Tax Credits

Reena Champaneri  
Moore Stephens  
**RIBA Core Curriculum: Business, clients and services**  
@MooreStephensUK

Many practices, in particular smaller ones, are missing out on opportunities to claim tax relief for aspects of their work because they assume that ‘research and development’ is what other, bigger organisations might be doing, not themselves. In reality, a range of activities that architects regularly engage with may qualify under the UK’s R&D tax credit scheme. Using case studies from successful claimants, this session will introduce architects to the qualification criteria and help them analyse whether their own work stacks up. Lastly, the session will address concerns about the process and demonstrate how an effective claim can be created without the help of consultants.

Hawksmoor Room, 6th Floor



DAY 213.30 – 14.30

AFTERNOON SESSION 1

**Introducing the New RIBA Professional Service Agreements**

**Ian Davies**  
Consultant Architect and Party Wall Surveyor  
**RIBA Core Curriculum: Business, clients and services**  
@RIBA

A good working relationship between an architect and their client is crucial to the success of any project. Before starting work, architects must agree their scope, time scale, fees and payment details with their client and ensure that a formal agreement is set out in writing. This seminar will detail the professional requirement of agreeing the terms of an appointment; the benefits of using a standard form, such as the new RIBA PSC suite 2018; and explain what is included in these new forms, such as net-contribution and the Principal Designer role.

Jarvis Hall, Lower Ground Floor

**Strategic Marketing: How to Position Yourself to Reach the Clients you Really Want**

**Rachel Birchmore and Emma Keyte**  
AreBe Marketing and Free:  
**RIBA Core Curriculum: Business, clients and services**  
@rachelbirchmore @FreeEmma

In an uncertain economic environment and crowded architectural landscape, attracting the attention of the right clients is becoming increasingly difficult. Having gained their attention, converting that into a real commission can be even trickier. This workshop will help you to clarify your practice aspirations and identify the initial steps you need to take to make your practice compelling, relevant and visible to the clients you really want to work with.

Wren Room, 6th Floor

**Understanding and Measuring the Social Value of Design**

**Flora Samuel and Riette Oosthuizen**  
University of Reading and HTA  
**RIBA Core Curriculum: Architecture for social purpose**  
@FloraArchitect @rietteoos

The concept of ‘social value’ has gained great momentum among businesses and government and is now being promoted as a key part of public procurement. Defining and measuring social value is nevertheless a challenge. Flora Samuel, RIBA Vice President for Research, will cover why it is important for architects to gather evidence to

demonstrate their value, and how to think about social outcomes that might be influenced by architects’ design choices. Riette Oosthuizen, Head of Planning at HTA, provides a practice perspective on the role of social value in procurement.

Lasdun Room, 5th Floor

**How to Minimise your PI Insurance Risk**

**Peter Godfrey**  
Director, Professional Risks, RIBA Insurance Agency/  
Gallagher  
**RIBA Core Curriculum: Procurements and contracts**  
@AJGCORPORATE

As Director, Professional Risks, at the RIBA Insurance Agency, Peter Godfrey has first-hand knowledge of the situations and actions that can expose architects to claims. Typical pitfalls include design changes requested in conversation or by text with, consequently, a lack of documentation for the architect to fall back on. Godfrey will cover the most common scenarios he encounters in practice, show how to spot and address tactics by some clients and contractors seeking to shift blame, and explain how architects can cover themselves should they need to make their case in court.

Lutyens Room, 2nd Floor

**Would you Like to Be an Architect-Developer?**

**Will and Tom Wimshurst**  
Wimshurst Pelleriti  
**RIBA Core Curriculum: Business, clients and services**  
@WimsPell

Rather than wait for the right project to come along, architects might be tempted to take up the challenge and make it happen themselves. Many have shown that it can be done – while others have failed. Entering a business that offers both significant risks as well as great rewards should be given serious consideration. Featuring Will and Tom Wimshurst of successful architect-developers Wimshurst Pelleriti, this session will introduce a range of viable business models, from joint venture to all-out independent development, and will discuss their implications for the project’s risk profile, the investment needs, the role of the architect-entrepreneur and the management of the all-important cashflow.

Hawksmoor Room, 6th Floor

DAY 214.40 – 15.40

AFTERNOON SESSION 2

**Professional Pitfalls: Contracts, Indemnities and Implied Obligations**

**Indu Ramaswamy**  
Allies and Morrison  
**RIBA Core Curriculum: Procurements and contracts**  
@alliesmorrison

An introduction to the common traps that we tend to fall into as a profession, such as entering into contracts that impose strict obligations and indemnities. What are the risks to your practice and professional indemnity insurance? How do you set about addressing them? This session will also highlight the importance of an awareness of the added implied obligations imposed by case law, such as an ongoing duty to review designs and duties to warn. Based on last year’s popular session, it has been updated with the latest case law that has arisen since then.

Jarvis Hall, Lower Ground Floor

**What you Need to Know about Listed Building Consent**

**Sarah Khan**  
Roger Mears Architects  
**RIBA Core Curriculum: Conservation and heritage/ Places, planning and communities**  
@RMArchitect

Not a conservation architect, yet battling Listed Building Consent? This session will leave you more knowledgeable and confident about navigating the process. Sarah Khan, partner at conservation architects Roger Mears Architects, has answers to the most frequently asked questions: ‘when do I need to apply for Listed Building Consent?’; ‘what supporting documents do I have to supply?’; and ‘how do I create a successful Heritage Statement?’. Tip: don’t wait until late in the project, when design decisions have already been taken.

Wren Room, 6th Floor

**Learning from RIBA Practice Role Models**

**Chair: Angela Dapper, Denton Corker Marshall**  
Panellists: Clare Nash (Clare Nash Architecture), Mike Tonkin (Tonkin Liu), Paul Bulkeley (Snug), Su Stringfellow (Harrison Stringfellow)  
**RIBA Core Curriculum: Business, clients and services/ Architecture for social purpose**  
@angela\_dapper @ClareNashArch @tonkin\_liu @snugarchitects @hsahello

The pressures are high for small practices in today’s world – unrelenting fees competition, poor work-life balance and a continuous pressure to innovate and adapt in a fast-changing world. In this interactive session, RIBA Practice Role Models will discuss with the audience how they establish ethical practice, go about getting the work they want to do and set their fees, seek to achieve a healthy work-life balance for their employees and themselves, and combine practice and research. They do not claim to have all the answers and will readily admit that hitting all the targets is a work-in-progress.

Lutyens Room, 2nd Floor

**Age-friendly Design to Live Well at Home**

**Emma Luddington**  
Living Well at Home  
**RIBA Core Curriculum: Inclusive environments**  
@LivingWell\_UK

Our society is ageing, but is our housing stock fit for purpose? The answer has, largely, to be ‘no’ – not for enabling older people to live independently and well in their homes for longer. Often, little adjustments can go a long way to help prevent individuals having to move to care homes prematurely. Emma Luddington, an architect with 25 years’ experience in accessible and inclusive design, will share typical challenges and a holistic approach to age-friendly design beyond step-free access that seeks to maximise the client’s enjoyment of life.

Lasdun Room, 5th Floor

**Setting Up for Business Take-off**

**David Miller**  
David Miller Architects  
**RIBA Core Curriculum: Business, clients and services**  
@DMA\_Architects

Are you heading a small practice with ambitions to grow? Successful business expansion requires putting strong systems in place to ensure quality, consistency, and effective collaboration. The best time to do so is before taking on more work and additional staff. David Miller took a strategic approach to his own practice’s growth, setting the systems, hardware and ‘social software’ in place before embarking on ‘feeding the machine’. In this session he will share where to focus investment and how a strong value system helps to embed a shared practice philosophy within the team.

Hawksmoor Room, 6th Floor

DAY 216.00 – 17.00

AFTERNOON SESSION 3

Learn How to Use VR to Better Communicate with your Clients

**Tomas Millar**  
Millar + Howard Workshop  
**RIBA Core Curriculum: Design, construction and technology**  
@mhworkshop

The use of VR tools is helping Millar + Howard Workshop to better communicate their value to clients, get them to buy into design solutions more easily and win more work. Suitable for complete beginners as well as those with previous experience, this interactive session will familiarise delegates with effective and affordable hardware and software tools, enabling them to introduce VR into their own workflow or to take the next step up in their VR journey. A professional headset will be available for testing.

Jarvis Hall, Lower Ground Floor

Get Smart About Digital Marketing

**Daniel Nelson**  
October Communications  
**RIBA Core Curriculum: Business, clients and services**  
@octobercomms

For most consumers today, the first point of contact with service providers is often online. An architect's website, their social media presence and their written or multimedia content may be the first impression would-be clients are getting of a practice. The first hurdle to take is to increase online profile. However, this will only lead to new business if attention is being paid to converting visibility to concrete leads and nurturing them until commissioned. Nelson will cover how to attract clients through relevant and helpful content at every stage of their buying journey and share digital tools for time-poor architects that help cultivate relationships with new as well as return clients.

Wren Room, 6th Floor

Legal Obligations for Employers – and Why They are Good for Business

**Simon Horsfield**  
gunnercooke LLP  
**RIBA Core Curriculum: Legal, regulatory and statutory compliance**  
@gunnercooke

Counting Foster and Partners among his clients, Simon Horsfield has in-depth knowledge of the architectural service sector. Here he breaks down the fundamentals

of employment law for small practices, covering legal obligations as well as duties under the Codes of Professional Conduct and Practice. He will give examples of best employment practice and why they make good business sense. The session will conclude on how to write a good employment policy – a requirement for all Chartered Practices.

Lutyens Room, 2nd Floor

Practical Steps Towards More Sustainable Outcomes

**Alex Whitcroft and Gary Clark**  
Bere Architects and WilkinsonEyre  
**RIBA Core Curriculum: Sustainable Architecture**  
@berearchitects @WilkinsonEyre

Members of the RIBA Sustainable Futures Group, Alex Whitcroft and Gary Clark will introduce the new RIBA Sustainability Overlay to the Plan of Work and explain how to deliver key sustainability objectives in practice that matter to clients, including improvements to indoor air quality, thermal comfort and use of healthy materials. They will set out key milestones and actions, and what to measure and how, using a rule-of-thumb approach for better outcomes that architects can apply without the need for specialist training.

Lasdun Room, 5th Floor

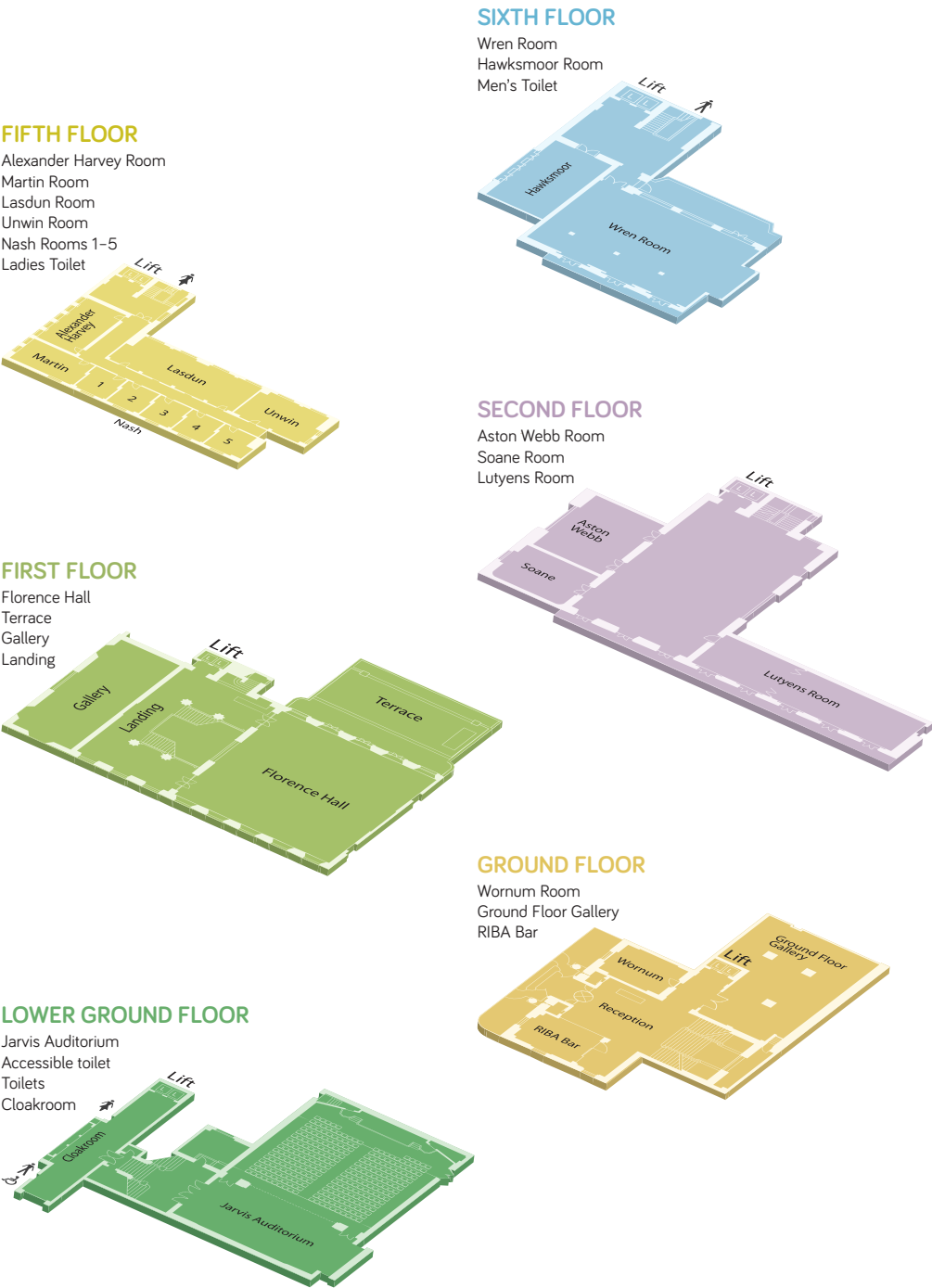
Understanding Viability Assessments in Planning

**John Wachter**  
Greater London Authority  
**RIBA Core Curriculum: Places, Planning and Communities**  
@LDN\_gov

Understanding how to think about project viability has many benefits: architects can demonstrate commercial understanding to their clients and learn how to take apart financial feasibility arguments aimed at minimising affordable housing contributions. The GLA's viability team leader, John Wachter, will unpack the economic criteria used to assess viability, the impact viability assessments have had on outcomes, and how the design and configuration of schemes can influence the provision of affordable housing.

Hawksmoor Room, 6th Floor

66 PORTLAND PLACE FLOORPLAN



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#RIBAgT

Royal Institute of British Architects  
66 Portland Place, London, W1B 1AD  
020 7307 3888  
[practice@riba.org](mailto:practice@riba.org)  
Charity No. 210566

RIBA   
[Architecture.com](https://www.architecture.com)