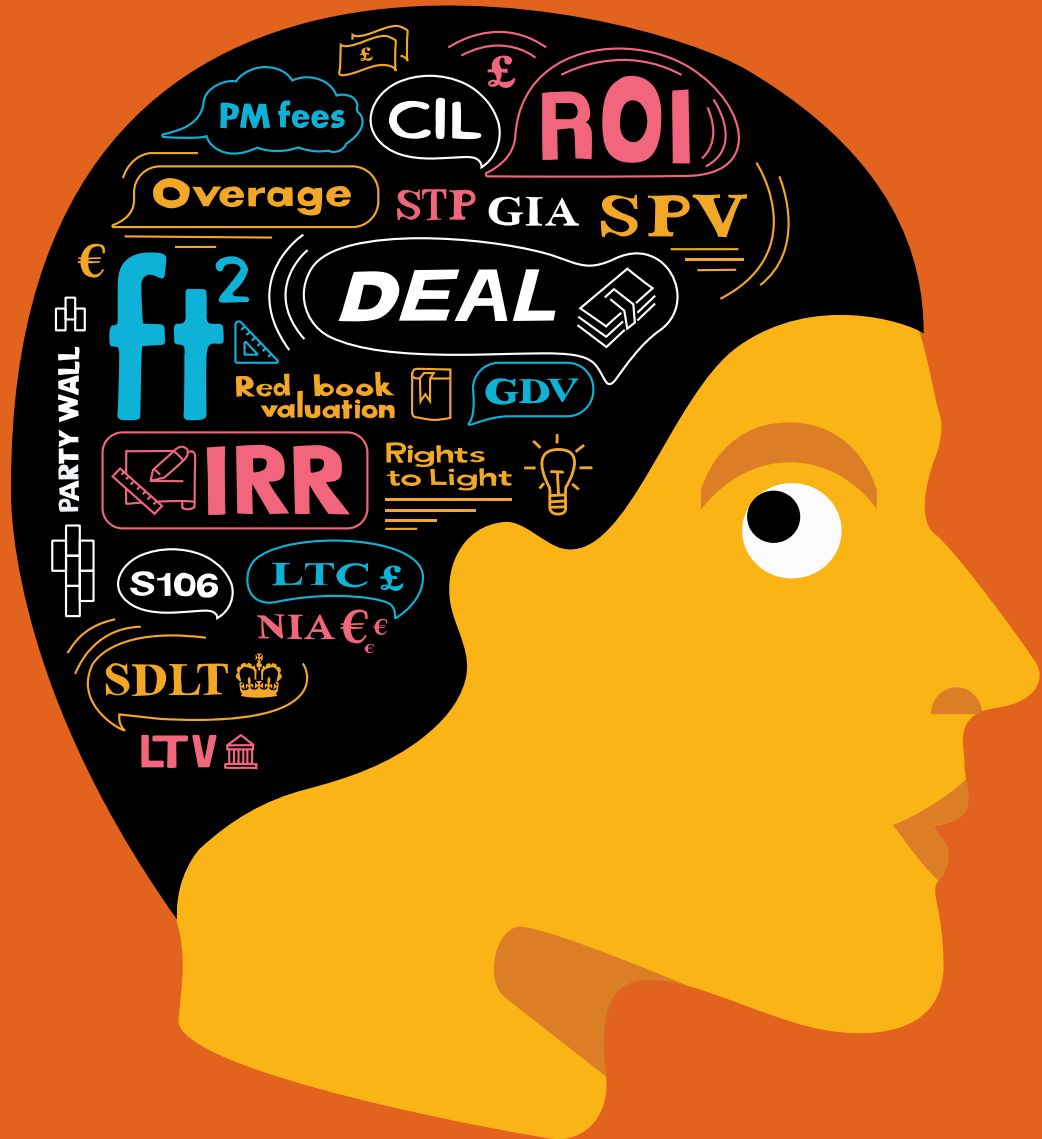


# UNDERSTANDING THE DEVELOPER MINDSET

GUERRILLA TACTICS

Winning Business and Creating Opportunities



With thanks to:

Creative Directors:

**Amanda Baillieu and Gus Zogolovitch**, Developer Collective

Guerrilla Tactics Steering Group:

**Annabelle Tugby**, Annabelle Tugby Architects

**Barbara Kaucky**, erect architecture

**Cassion Castle**, Cassion Castle Architects

**Chris Bryant**, alma-nac

**David Miller**, David Miller Architects

**Jennifer Forakis**, Studio Hoop

**Melissa Robinson**, MW Architects

# CONFERENCE AND CPD DAY



## DAY 1

Tuesday 5th November

### CONFERENCE DAY

Understanding the Developer Mindset:

Winning Business and Creating Your Own Opportunities

Many small sites around the country are not used to their full potential, while many high-street shops need to be brought back into use. They share the same problem: it is not efficient for large developers to take on these sites, while councils are under-resourced. Architects understand the potential of awkward sites but are rarely able to extract sufficient value from the development activity because these are not skills they are taught.

'Understanding the Developer Mindset' will help delegates gain a better understanding of the development process, fresh insight into where value comes from and the ability to use this knowledge to better service clients. It is also aimed at empowering architects to play a wider role in initiating and delivering projects.

Throughout the first half of conference day, clients and architects will share how to find the developer client and how to pitch effectively to win work. Pitching it right is not only a matter of words but of body language also – as we will learn from communications coach Emma Zangs. In the second half of the programme we hear from architects who have become developers themselves, and the lessons they learned in the process. Legal and financial consultants will shine a spotlight on legal traps and how to avoid them, and answer the crucial question: how do I plug the gap?



## DAY 2

Wednesday 6th November

### CPD DAY

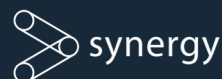
A full day of 21 seminars and 2 lunch time sessions is offered, covering all ten RIBA Core Curriculum topics, with engaging content delivered by expert practitioners on relevant issues.

This year the day opens with a plenary highlighting a path 'Towards Sustainable Practice', chaired by members of the RIBA Ethics and Sustainable Development Commission, Mina Hasman and Alasdair Ben Dixon. The session will showcase diverse approaches to sustainable design by forward thinking practices and highlight available resources for architects seeking to reduce the environmental impact of their projects.

New seminars are introduced this year on child-friendly and community-led design, on how to collaborate well with engineers, and on what insights behavioural psychology offers for spatial design.

Featured essential core topics include: fee calculation and cash flow management, brand building and digital marketing, the PI insurance landscape and the new Professional Services Contracts.

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BUSINESS AND PROJECT  
MANAGEMENT SOFTWARE  
FOR ARCHITECTS

# UNDERSTANDING THE DEVELOPER MINDSET

## CONFERENCE PROGRAMME

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**09.30 – 10.00**    **REGISTRATION AND COFFEE** Jarvis Foyer, Lower Ground Floor

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**10.00 – 10.30**    **WELCOME AND KEYNOTE** Jarvis Hall

**Welcome**  
Alan Jones, RIBA President

**Why We Are Here**  
Amanda Baillieu and Gus Zogolovitch, Creative Directors

**Being an Architect-Developer**  
George Ferguson CBE, RIBA Past President

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**10.30 – 11.05**    **FINDING THE CLIENT** Jarvis Hall

**How to Network Like a Pro**  
Leanne Tritton, ING

**Crafting the Message**  
Lou Dawson, Smith Dawson; Roger Black, Black & Colleagues

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**11.05 – 11.30**    **COFFEE BREAK** Jarvis Foyer

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**11.30 – 12.50**    **WINNING THE PITCH** Jarvis Hall

11.30 – 12.15    **Movement Techniques to Help You Pitch with Ease**  
Emma Zangs, Movement and Communication Coach

12.15 – 12.50    **Understanding the Opportunity You've Got**  
Oliver Salway, Softroom

**Preparing Properly**  
David Tigg, Tigg + Coll Architects

**What the Developer Wants to Hear**  
Steven Sanham, Real Estate Entrepreneur

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**12.50 – 13.45**    **LUNCH** Florence Hall

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**13.45 – 14.40**    **HOW TO DO A DEVELOPMENT APPRAISAL** Florence Hall  
Workshop led by Meredith Bowles, Mole Architects

**14.40 – 14.50**    **Room change to Jarvis Hall**

**14.50 – 15.30**    **WHAT WE LEARNED ABOUT DEVELOPMENT** Jarvis Hall

Will Mawson, MawsonKerr Architects, Newcastle  
Jake Edgley, Edgley Design, London  
Sophie Goldhill, Liddicoat & Goldhill, London and Margate

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**15.30 – 15.55**    **COFFEE BREAK** Jarvis Foyer

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**15.55 – 16.30**    **HOW TO BUY LAND** Jarvis Hall

**Legal Traps and How to Avoid Them**  
Matthew Tebbot, Wedlake Bell

**How Much Can I Borrow?**  
Mary Riley, Mary Riley Solutions

**How to Plug the Gap**  
John Smart, Craftworks

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**16.30 – 17.05**    **ALTERNATIVE ROUTES TO DEVELOPMENT** Jarvis Hall

**Creating a Group-led Self-build**  
Jackson Moulding, Ecomotive

**Baugruppen in the UK**  
John Kinsley, John Kinsley Architects

**Inspiration from Abroad**  
Alexandra Georgescu and Tomas Kozelsky, KOGAA Studio, Brno, Czech Republic

**17.05 – 17.20**    **SUMMING UP THE DAY**  
Roger Zogolovitch, Solidspace

**17.20 – 17.55**    **ARCHITECT PITCH**  
Panel: Carolyn Larkin, Caro Communications; Jonny Anstead, TOWN;  
Selina Mason, Lendlease

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**17.55-18.05**    **CLOSING COMMENTS**  
Amanda Baillieu and Gus Zogolovitch

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**18.15**            **SPEED-MENTORING EVENT** Florence Hall

# DAY 1 10.00 – 10.15

## WELCOME

### Why We Are Here

**Amanda Baillieu and Gus Zogolovitch**  
Creative Directors, Guerrilla Tactics 2019  
@developercoll

We believe there is a new appetite from architects to understand more about the entrepreneurial mind-set in order to win new business and undertake their own developments. With topics ranging from enabling projects to gaining a different outlook on the development process, this year's Guerrilla Tactics conference aims to help architects in two ways: using this knowledge to win new clients and better service them; and encouraging architects to play a wider role so they can influence a project's direction – from inception to completion.

Architects have always been adept at spotting a site's potential but rarely have the market knowledge to take on development themselves. There is little in the way of formal training courses on the development process available – the funding, building and selling. Yet the ability to respond quickly to new opportunities in the market has never been more relevant for small practices. All cities and towns have 'gap' sites, left over land that is not cost effective for larger developers to take on, or shops lying empty. We believe that the development of small sites could make a significant difference to the number and quality of new homes being built each year, and that architects are best placed to making this happen. This is why we set up the Developer Collective to give them the tools, resources and connections to become independent developers.

But property development comes with a few warnings. Lack of available finance for SME developers and the difficulties of finding land are well known. To be successful also requires market knowledge and managing of risks that architects need to understand. This is why we have included sessions on how to access finance, spot legal pitfalls, and undertaking a development appraisal. There are clear financial rewards from understanding the entrepreneurial process. Today is about taking control and offering an opportunity to do things differently.

We hope you enjoy the conference.

**Amanda & Gus**  
Developer Collective

**Amanda Baillieu**  
Founder, Archiboo  
@ArchibooLive

Amanda is an experienced journalist and award-winning editor. She set up Archiboo in 2014. It began as a talk series on a range of subjects from technology to entrepreneurship with the aim of engaging architects with radical ideas beyond the profession. Before launching Archiboo, Amanda was Editor of Building Design and the RIBA Journal. She has written for a range of national and specialist titles, including The Observer and The Independent. She has been a Stirling Prize judge and was a member of the Newham Design Panel from 2007-2012. Earlier this year, Amanda and Gus launched the Developer Collective, a platform for design-led property development linking investors and architects.

**Gus Zogolovitch**  
Founder, Unboxed Homes  
@unboxedhomes

Gus has been in the building industry for almost 20 years. He started doing small renovations, and then went on to run multi-award-winning property developer, Solidspace. He went through the pain of building his own house in North West London, where he still lives. After going to London Business School he set up Unboxed Homes, London's first custom build developer, which builds shells for purchasers to fit out to their own layout and specification. Gus has been a frequent architectural judge and housing speaker. He is an executive board member of the National Custom & Self Build Association and a co-founder of the Developer Collective with Amanda Baillieu.

# DAY 1 10.15 – 10.30

## KEYNOTE: BEING AN ARCHITECT-DEVELOPER

**George Ferguson CBE PPRIBA**  
RIBA Past President (2003-05)  
@GeorgeFergusonx

As the first elected Mayor of Bristol from 2012-16, George secured Bristol's status as European Green Capital 2015, as a founding member of the Rockefeller Foundation's 100 Resilient Cities and as a UNESCO Learning City. He was recently appointed Bristol's first International Ambassador.

From his Bristol based practice Ferguson Mann Architects he founded the UK wide group of architects, Acanthus, in 1986. He was also a founder of the Academy of Urbanism during his term as RIBA President. George has an international profile as an advocate for liveable cities and the global environment and has represented Bristol at the European Commission, Eurocities, ICLEI, at Paris COP21 and at the G7 2016 summit in Japan.

# DAY 1 10.30 – 11.05

## FINDING THE CLIENT

When architects talk about finding a solution to a problem as part of the value they offer, 'the problem' is often about working out what product is right for the audience. In this double session, developer Roger Black and branding expert Lou Dawson, will unpack what the developer needs in order to sell a product – whether that's data or design – and why the way to speak to your customer is to think about your customer's customer.

### How to Network Like a Pro

**Leanne Tritton**  
Founder, ING  
@leannetritton

Leanne Tritton is the Managing Director and Founder of ING, the leading PR + Communications agency specialising in the built environment. ING was founded in 1999 and works across all areas of design, architecture, property and infrastructure. Based in Shoreditch, ING has a team of 40 speaking 16 languages. Leanne has personally worked with numerous architecture practices, large and small, to help develop marketing and business development strategies. Leanne has worked in Australia, the USA and UK.

### Crafting the Message

**Lou Dawson**  
Director, Smith Dawson  
@\_Smith\_Dawson

Lou began her career at Interbrand in 1997, the world's leading brand consultancy, working across all aspects of brand identity including strategy, design and brand experience. Lou left Interbrand to join Nike UK in 2001, working first on the Nike

brand itself, then later as European Marketing Director and then UK General Manager for Hurley International, a Nike subsidiary. In 2004 Lou set up her own consultancy business working with a wide variety of clients in both the corporate and non-profit sectors. She founded Smith Dawson with Mark Smith in 2014, a brand consultancy with particular focus on breaking categories and redefining markets, involved in sectors such as property, community regeneration, care, think tanks and higher education.

**Roger Black**  
Director, Black & Colleagues

Roger is an award-winning strategic and creative director in real-estate development. His expertise covers residential, commercial and large mixed-use urban regeneration projects for privately owned and private equity funded businesses. Roger has a proven track record of successful business turnarounds with pioneering concepts, resulting in substantial growth, profit and increased market share. He has enjoyed a long association with Ballymore and was also co-founder of PegasusLife. He has also put his skills to use for a number of philanthropic projects, most notably his long association with The Foundling Hospital.

**10.50**  
**Q&A**

**11.05**  
**COFFEE BREAK**

## DAY 1 11.30-12.50

### WINNING THE PITCH

Are you apprehensive at the thought of pitching to clients or speaking publicly? Do you find it hard to get through to would-be clients and gain their interest in your skills and talent? Would you like to know how you can prepare to give yourself the best shot at an opportunity – and to spot one when it comes your way? Choreographer and communication coach Emma Zangs will help you learn to enjoy giving presentations, networking, and pitching to clients using her movement based method. Architects Oliver Salway and David Tigg share tips on pitching effectively by honing in on the opportunity and covering your basics, while client Steve Sanham explains what the developer really wants to hear from architects.

#### 11.30 Movement Techniques to Help You Pitch with Ease

**Emma Zangs**  
Choreographer and Movement & Communication Coach  
@emmaz

During this high energy masterclass, Emma will help you learn how to enjoy giving presentations, meetings, networking, and even job interviews. A trained choreographer, Emma uses a conscious movement-based method of choreography, yoga, somatic and performance techniques to help individuals and teams improve their communication skills. Get ready for neuroscience facts as well as getting up on your feet to test, try and find out what works for you to feel relaxed and at ease next time you pitch. Emma works with growing and established businesses from GoCardless to Google, coaches start-ups and supports refugees to settle in the UK. She lectures at Cass Business School and UCL's Entrepreneurship MSc and has successfully trained start-ups to pitch at Dragon's Den and win the royal Pitch At Palace competition.

#### 12.15 Understanding the Opportunity You've Got

**Oliver Salway**  
Director, Softroom  
@Softroom\_News

Oliver Salway is a founding director of Softroom, an architecture and interiors studio based in Waterloo, London. Softroom has developed a particular specialism for sculptural interiors across a broad range of sectors, including hospitality, commercial and cultural spaces, as well as large-scale retail projects. Oliver has worked with some of the biggest commercial brands in the world, alongside highly respected public institutions. Major clients include the British Museum,

V&A Museum, Eurostar and Virgin Atlantic. In 2018, Oliver won the NHS Property Services pitch to design the GP surgery of the future

#### Preparing Properly

**David Tigg**  
Director, Tigg + Coll Architects  
@tiggcollarch

David co-founded Tigg + Coll Architects with Rachel Coll in 2008. The practice works across a broad range of scales and was shortlisted for Young Architect of the Year Award 2019. David enjoys bringing an innovative and fresh approach to dealing with site complexity to create exceptional architecture. He has led on the design for Tigg + Coll's largest and most complex projects both in established residential sectors as well as in emerging co-living and high-end student developments. Before founding the practice, David worked at Wilkinson Eyre Architects, where he was lead design architect on the £145 million Kings Waterfront Arena (now Echo Arena) commissioned by the Liverpool City Council.

#### What the Developer Wants to Hear

**Steve Sanham**  
Real Estate Entrepreneur  
@SteveSanham

Steve was Managing Director at London based residential developer HUB until his departure earlier in 2019, responsible for their pipeline of some 3000 homes in London and the southeast. He is now in the process of setting up a new purpose driven social impact development company, marrying private capital with development projects which have societal and environmental impact at their core. Steve himself combines a technical curious approach, beginning with a Masters in Engineering Science from Oxford University, with an ability to structure and deliver complex projects gained through a career which has included stints at both Urban Splash and Argent.

#### 12.35 Q&A

#### 12.50 LUNCH

## DAY 1 13.45-14.40

### HOW TO DO A DEVELOPMENT APPRAISAL

Any development process has to begin with an assessment of the value of a site or building which is seen to have development potential. Before buying or bidding or committing to a particular use, the developer seeks to understand the inherent potential for covering all project costs and generating a financial return. A development appraisal involves investigating the opportunities and constraints of a site relating to location, physical characteristics, legal and planning aspects. In this workshop led by Meredith Bowles of Mole Architects, delegates will learn about the key variables to take into account and be tasked with developing a basic appraisal for a hypothetical site. What will be your take on the value of the site?

## DAY 1 14.50 – 15.30

### WHAT WE LEARNED ABOUT DEVELOPMENT

Three architect-developers based in different parts of the country share the lessons they learned – sometimes the hard way – as they took the plunge into property development. What obstacles have they faced and how have they addressed them, what would they have done differently looking back, and what insights have they gained that any budding architect-developer should take heed of? How does the geographic context shape opportunities and pitfalls, from the North-East to London and Margate?

**Will Mawson**  
Director, MawsonKerr Architects  
@mawsonkerr

Will co-founded MawsonKerr Architects in 2010, a Northeast based practice which has gone on to receive several national awards for projects with a sustainable and community driven agenda including a RIBA MacEwan and RIBA National Award. MawsonKerr have recently completed their first certified Passivhaus designed and built in collaboration with Shawm, a company Will co-founded to develop sustainably focussed construction projects in the region. Will is a tutor at Northumbria University and Co-chair of RIBA Northeast

**Jake Edgley**  
Director, Edgley Design

Jake founded Edgley Design in 2004 while building his first home, Secret House, and this dual approach to architecture and development has remained his focus ever since. Before

**Meredith Bowles**  
Director, Mole Architects  
@MoleArchitects

Meredith Bowles is the founding Director of Mole Architects which has established itself as a leading practice designing low energy, contemporary buildings, with a particular emphasis on sustainable housing. Mole have won numerous awards including the Stephen Lawrence Prize, an AJ Small Projects Award, and the Housing Design Awards' Richard Feilden award. Mole Architects have worked with developers such as Roger Zogolovitch, Crispin Kelley and TOWN. Early in his career, Meredith acted as construction manager, as a contractor, and as a developer of small sites before self-building the Manser Medal winning Black House in 2002.

starting his own practice he worked at Foster and Partners as well as Squire and Partners. His designs have won numerous awards and have been widely published. Jake is interested in supporting design-led architecture and currently sits on the RIBA Small Practice Expert Advisory Group. Jake is a regular awards judge and has judged RIBA London awards.

**Sophie Goldhill**  
Partner, Liddicoat & Goldhill  
@LG\_Architects

Sophie is a founding partner of Margate and London based practice, Liddicoat & Goldhill. The studio specialises in bespoke homes and public, cultural projects which Sophie combines with her own self-initiated development projects. Sophie and David Liddicoat built their first home, the RIBA award-winning 'Shadow House', after graduating together from the RCA. Their next home, the 'Makers House' was awarded an RIBA award as well as a House of the Year shortlisting. They set up their own mixed use cultural and creative space in Margate in 2018. They have been shortlisted for the Stephen Lawrence Award and Young Architect of the Year, while Sophie has been shortlisted for the AJ Emerging Woman Architect of the Year.

#### 15.15 Q&A

#### 15.30 COFFEE BREAK

# DAY 1 15.55 – 16.30

## HOW TO BUY LAND

One of the biggest hurdles for would-be developers is land acquisition. That is, finding plots for sale in the right location, accessing finance and understanding the business and legal implications before sealing the deal. From establishing boundaries and rights of way, to potential restrictions on use and wider planning considerations, a range of legal issues may arise if not addressed early, as solicitor Matthew Tebbot will explain. Land finance options differ from residential mortgages and may be more cumbersome to get approved. Development consultant Mary Riley gives the low-down on how much one can borrow. In addition to bank loans, a developer typically needs to raise equity finance to make up for the rest. Craftworks' John Smart gives tips on how and where to find it.

### Legal Traps and How to Avoid Them

#### Matthew Tebbot

Associate, Wedlake Bell  
@WedlakeBell

Matthew is an associate at Wedlake Bell LLP and specialises in residential property law. He deals with a wide range of residential property matters relating to the acquisition and disposal of both leasehold and freehold properties for high net worth individuals, developers and property investment companies. Specific areas of expertise include resolving title matters, portfolio acquisition and disposal, re-financing, auction sales and purchases, freehold estate disposals, off plan residential development sales and purchases, licences, voluntary lease extensions and general landlord and tenant matters.

### How Much Can I Borrow?

#### Mary Riley

Director, Mary Riley Solutions

Mary helps bring commercial developments, self-build sites and custom build sites to market, coordinating funding procurement and professional teams from project inception to conclusion. Mary's wealth of experience in the self-build and custom build arena has seen her play a prominent role in the development of funding concepts that enable those looking to either self-build, custom build, renovate, convert or extend an existing structure to realise their dreams and aspirations. Mary is on the Executive Board of NaCSBA, sits on the Structural Timber Frame Committee and has been a finance expert on Grand Designs' "Ask the Expert" panel since 2004.

### How to Plug the Gap

#### John Smart

Director, Craftworks

John is the director of Craftworks, an award-winning triptych organisation encompassing the practice of architecture, development and construction. The cross fertilisation of these varying disciplines seeks to create an alternative pathway of architectural practice whilst challenging the shortcomings of the UK housing industry.

## 16.15 Q&A

# DAY 1 16.30 – 17.05

## ALTERNATIVE ROUTES TO DEVELOPMENT

With so much development criticised for delivering housing that is cookie cutter and financially out of reach for many, there is an increasing drive for alternative forms of development, especially group and community-led schemes enabling more socially and environmentally sustainable living and working. Architects are often at the forefront of these developments, identifying sites, facilitating co-design processes, dealing with planning, project management and accessing finance. While creatively rewarding, community-led schemes can raise complex challenges. In this session we hear from architects about how they got their projects off the ground and made them work, and what advice they have for others embarking on a similar journey.

### Creating a Group-led Self-build

#### Jackson Moulding

Director, Ecomotive  
@Jax\_zen

Jackson has worked in the field of community-led housing over the last 19 years. With a background in environmental sustainability, energy efficiency and renewable energy, he moved into group self-build projects through his involvement in the creation of the Ashley Vale Self Build scheme of 40 homes in Bristol. The award-winning project was instrumental in leading Jackson onto a path towards unblocking the barriers to alternative forms of housing delivery in the UK, so that more people could benefit. Jackson is a fellow of the School For Social Entrepreneurs and a fellow of the Royal Society of Arts, Manufacturers and Commerce.

### Baugruppen in the UK

#### John Kinsley

Director, John Kinsley Architects  
@john\_kinsley

Born in Wigan, Lancashire, John moved to Scotland in 1995 to develop sustainable design at RMJM. After ten years designing and building the Scottish Parliament, he set up John Kinsley Architects in 2016. The practice' collective custom built tenement project in Portobello has received considerable media attention since its completion in 2017. The project won an RIAS Award and the Saltire Housing Innovation Award in 2018.

### Inspiration from Abroad

#### Alexandra Georgescu

Director, KOGAA Studio, Brno, Czech Republic  
@KOGAA\_studio

Alexandra is a strong believer in collaboration with her clients, with designers, artists, wider stakeholders, and the people who help her projects come to life. An interior designer by training, she is leading on all interior design projects at KOGAA, from client communications to on-site controls. Her passion for design and creating high-value collaborations led to the creation of design festival Brno Design Days, the main design event in the city.

#### Tomas Kozelsky

Director, KOGAA Studio, Brno, Czech Republic  
@KOGAA\_studio

Tomas is a big-picture thinker who oversees the design solutions and overall vision for all KOGAA projects. His interest in driving socially and environmentally sustainable architecture and urban design has led the practice to focus on adaptive re-use, bringing projects such as The Distillery – Social Reactor and DADA Distrikt to life. He combines architectural practice with pursuing a Ph.D at the Brno Faculty of Architecture and leads an independent platform for applied research in architecture and urbanism, Next Institute.

## 16.50 Q&A

## DAY 1 17.05-17.20

### SUMMING UP THE DAY

**Roger Zogolovitch**  
Founder, Solidspace  
@SolidspaceHomes

Roger Zogolovitch is both an architect and a developer. He is the founder of Solidspace, a development company that builds split section housing. The Solidspace development Weston Street in London designed by Simon Allford won a RIBA national Award in 2018.

Roger's career transformation from architect to client over 30 years ago has given him an understanding of the role and responsibility of the architect developer. He is the author of 'Shouldn't we all be developers' published in 2015. Roger sits on the National Infrastructure Commission and chairs the independent design panel for HS2. In this session he reflects on the key take-aways of the day, extracting practice-relevant insights into the developer mindset and tips for creating your own opportunities.

## DAY 1 17.20 - 17.55

### ARCHITECT PITCH

Fast-paced and challenging, five architects have just three minutes to pitch their practice USP to a panel of judges that include clients and a communication expert. The pitch is an opportunity to test their presentation skills and receive valuable feedback. The audience will be invited to vote on the winner.

**Carolyn Larkin**  
Director, Caro Communications  
@carocomms

Since founding Caro Communications in 1991, Carolyn has built the profiles of numerous international designers as well as architectural practices both large and small, and delivered successful campaigns for Wilkinson Eyre Architects' two Stirling Prize winning projects. Carolyn has been instrumental in establishing major events in the international design and architecture calendar, launching Clerkenwell Design Week in 2009 as well as architectural awards the Jane Drew Prize and the AJ Small Projects Award.

**Jonny Anstead**  
Director, TOWN  
@JonnyAnstead

Jonny is founding director of TOWN, a developer with a focus on delivering well-designed and sustainable homes, streets and neighbourhoods. TOWN's first built project, 42-home co-housing project Marmalade Lane, was planned and delivered through a unique collaboration between TOWN, Cambridge City Council and the scheme's future residents, and designed by Mole Architects. Jonny is also leading TOWN's involvement as master developer on a

5,500-home new quarter of Cambridge, in partnership with property developers U+I. Jonny is an advocate for community-led housing and a Trustee of Brighton & Hove Community Land Trust

**Selina Mason**  
Director of Masterplanning, Lendlease  
@mason\_selina

Selina leads masterplanning across the Lendlease UK and Europe urban regeneration portfolio. Before joining Lendlease she led LDA Design's urban regeneration masterplanning team in London. Prior to this she was responsible for the delivery of the post-games Transformation Masterplan for the Olympic Delivery Authority and subsequently the London Legacy Development Corporation.

### 17.55 - 18.05

## CLOSING COMMENTS

Creative Directors Amanda Baillieu and Gus Zogolovitch close the day with their concluding thoughts on using the day's learning to improve the value proposition to clients, and to apply the tools and insights to respond to opportunities in the market.

# GLOSSARY OF DEVELOPER TERMINOLOGY

ARRANGEMENT FEE	An administration charge made by lenders for arranging credit, usually for a mortgage or for a business loan.
GDV	Gross development value (total income / sales on a development)
GIA	Gross internal area
IRR	Internal rate of return
LTV	Loan to value ratio
NIA	Net internal area
OVERAGE	In the context of a property transaction, a sum which the vendor may be entitled to receive after completion if a specified condition is satisfied, for example the granting of a new planning permission.
PDR	Permitted development rights
PM	Project management fees
POC	Profit on cost
RED BOOK VALUATION	Valuations that meet the criteria set out by the Royal Institution of Chartered Surveyors (RICS). The 'Red Book' is the name given to the RICS's Valuation Professional Standards published every 2 or 3 years.
ROI	Return on investment
SDLT	Stamp duty land tax
SPV	Special purpose vehicle (single use company set up specifically for a project)
STP	Subject to planning
TITLE	In property law, a title is a bundle of rights in a piece of property in which a party may own either a legal interest or equitable interest. The rights in the bundle may be separated and held by different parties
TPO	Tree preservation order
UNCON	Unconditional (offer)

# DAY 1 18.15

## SPEED-MENTORING EVENT

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Inspirational architects, business mentors and industry professionals will be on hand to offer quick-fire advice on business or professional development needs to

### **Je Ahn**

Studio Weave, Founding Director

### **Jonny Anstead**

Town, Founding Director

### **Amanda Baillieu**

Archiboo, Founder

### **Bruce Bell**

Facit Homes, Founder

### **Paola Boffo**

AECOM, Associate

### **Teresa Borsuk**

Pollard Thomas Edwards, Senior Advisor

### **Meredith Bowles**

Mole Architects, Principal and Design Director

### **Caroline Buckingham**

Caroline Buckingham Architects, Founding Director

### **Ibrahim Buhari**

Burrell Foley Fischer, Project Architect

### **Damion Burrows**

Darling Associates, Director

### **Ben Cousins**

Cousins and Cousins, Managing Director

### **Irene Craik**

Levitt Bernstein, Director

### **Nic Crawley**

Allford Hall Monaghan Morris, Associate

### **Jane Duncan**

Jane Duncan Architects, Founder

### **Jake Edgley**

Edgley Design, Practice Director

### **Richard Fairhead**

3DReid, Director, Head of Residential

### **Fergus Feilden**

Feilden Fowles Architects, Co Founder and Director

### **Edmund Fowles**

Feilden Fowles Architects, Co Founder and Director

pre-registered delegates. Mentors have been assigned to mentees in advance.

### **Lanre Gbolade**

L&Q, Senior Product Innovation Manager

### **Tara Gbolade**

Gbolade Design Studio, Co-Founder

### **John Gray**

HTA Design, Partner, Head of Production Information

### **Ann Griffin**

Architects Collaborative, Founding Director

### **Mijail Gutierrez**

Perkins+Will, Design Director, Associate Principal

### **Ellen Hadden**

DSDHA, Senior Associate

### **Charlotte Harris**

HASA Architects, Co Founder and Director

### **Dominic Hook**

BDP, Director

### **Barbara Kaucky**

Erect Architecture, Director

### **Sarah Khan**

Roger Mears, Partner

### **Tomas Kozelsky**

KOGAA, Founding Partner

### **Anna Kulik**

Scott Brownrigg, Project Director

### **Martin Liepmann**

Skidmore Owings & Merrill, Associate Director

### **Helen Logan**

Allies and Morrison, Director

### **Petra Marko**

SolidSpace, Director

### **Mark Middleton**

Grimshaw Architects, Partner

### **Tomas Millar**

Millar+Howard Workshop, Director

### **Shahriar Nasser**

Belsize Architects, Director

# DAY 1 18.15

## SPEED-MENTORING EVENT

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### **Teri Okoro**

TOCA Architects, Director

### **Femi Oresanya**

HOK, Principal

### **Marco Ortiz**

Emergent Design, Director

### **Nigel Ostime**

Hawkins\Brown, Project Delivery Director

### **Indu Ramaswamy**

Allies and Morrison, Director

### **Nick Ridout**

Scott Brownrigg, Director

### **Mary Riley**

Mary Riley Solutions, Managing Director

### **Oliver Salway**

Softroom, Director

### **James Santer**

Allford Hall Monaghan Morris, Associate Director

### **Dan Sibert**

Foster + Partners, Senior Partner

### **Kaye Stout**

Pollard Thomas Edwards, Partner

### **Tom Taylor**

Buro Four, Founding Partner

### **David Tigg**

Tigg Coll Architects, Founding Director

### **Robert Wilson**

Granit Architects, Architectural Director

### **Sui-Te Wu**

Lean BIM Strategies, Director

### **Hazel York**

Hawkins\Brown, Partner

### **Gus Zogolovitch**

Rarespace, Managing Director

### **Benedict Zucci**

BDP, Director of Architecture





# GUERRILLA TACTICS

## CPD DAY PROGRAMME

09.30 - 10.00	REGISTRATION AND COFFEE Jarvis Foyer, Ground Floor
10.00 - 11.00	MORNING PLENARY: Towards Sustainable Practice Jarvis Hall
11.00 - 11.20	COFFEE BREAK Jarvis Foyer
11.20 - 12.20	MORNING SESSION 2
12.20 - 13.30	LUNCH Florence Hall
12.25 - 12.55	Mental Health and Wellbeing Roundtable Aston Webb Room
12.55 - 13.25	Mental Health and Wellbeing Roundtable Aston Webb Room
13.30 - 14.30	AFTERNOON SESSION 1
14.40 - 15.40	AFTERNOON SESSION 2
15.40 - 16.00	COFFEE BREAK Florence Hall
16.00 - 17.00	AFTERNOON SESSION 3

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

## DAY 2 10.00 – 11.00

### MORNING SESSION 1: PLENARY

#### Towards Sustainable Practice

Mina Hasman and Alasdair Ben Dixon (chairs)

SOM and Collective Works

RIBA Core Curriculum: Sustainable Architecture

@SOM\_Design @collectiveworks

Presentations by:

Arboreal Architecture, Architype and Tate Harmer.

2019 has seen a sea change in public awareness of the consequences of climate change and recognition of the need to act now to reduce our environmental impact.

As one of the largest single sources of carbon emissions, design and construction needs to shift towards sustainable practices to achieve this. And as client demand for sustainable design is rising, architects are expected to have the skills to deliver. Mina Hasman and Alasdair Ben Dixon open the day by introducing the recommendations of the RIBA Ethics and Sustainable Development Commission. RIBA Sustainable Futures Group Chair Gary Clark points delegates to the resources available for architects in practice. Three leading architects in sustainable design showcase how they achieve sustainable outcomes and offer tips on making it work, from residential retrofit to low-energy new build.

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

Jarvis Hall, Lower Ground Floor

## LUNCHTIME SESSIONS 12.25–12.55 and 12.55–13.25

#### Mental Health and Wellbeing Roundtable

Katie Vivian and Mark Thomas

Architects Benevolent Society

RIBA Core Curriculum: Health, safety and wellbeing

@ArchBenSoc

The Architects Benevolent Society (ABS) has been putting mental wellbeing at the top of the agenda throughout 2019 through its #AnxietyArch campaign, which aims to encourage architects to recognise and talk openly about mental health issues; promote good practice in terms of

looking after themselves, their colleagues and employees; and facilitate access to help if they need it. Katie and Mark will give an overview of mental health concerns in the industry and the practical support available for architects experiencing anxiety, stress and anxiety based depression. Join them before or after having lunch if you would like to find out more. The room can accommodate up to 20 delegates, on a first come first serve basis.

Aston Webb Room, 2nd Floor

## DAY 2 11.20 – 12.20

### MORNING SESSION 2

#### Applying the RIBA Sustainability Strategy and Plan for Use

Craig Robertson and Mike Chater

Allford Hall Monaghan Morris and HCC Property Services

RIBA Core Curriculum: Sustainable Architecture

@AHMMArchitects @Hants\_Property

Craig Robertson and Mike Chater, lead authors of the new RIBA Sustainability Strategy and Plan for Use (to be published with the RIBA Plan of Work 2019), will explain how all architects can work with them to deliver sustainable outcomes in practice. The session will guide you in defining sustainability objectives and setting targets, getting your client and other key stakeholders on board, and cover the key milestones and stage outputs on the way to delivery.

Jarvis Hall, Lower Ground Floor

#### Getting to Grips with Cash Flow Management

Neil Boyde

Grimshaw

RIBA Core Curriculum: Business, clients and services

@GrimshawArch

Grimshaw's CFO, Neil Boyde, will help you get to grips with cash flow management: how to set up your business and financial reporting to maintain the all-important positive cash flow, why this is a particular challenge in architecture, and what to know about the unexpected implications of practice growth. Along the way he will show up the pitfalls, potholes and elephant traps to avoid or be prepared to manage.

Wren Room, 6th Floor

#### Navigating Your Appointment

Richard Kniveton

Clyde & Co LLP

RIBA core curriculum: Legal, regulatory and statutory compliance

@ClydeCoNews

Associate Richard Kniveton shines a light on the architect's relationship with third parties under their contract. Collateral warranties are firmly embedded as a feature of construction projects, particularly those requiring development finance. When granting collateral warranties or third party rights, architects need to be clear about the legal implications and key issues that may arise. Similarly, novation and in particular dual reporting and monitoring services require clarity around the architect's relationship with third parties under the terms of their appointment.

Lutyens Room, 2nd Floor

#### Optimising Your Personal Effectiveness as a Practice Leader

Johan Taft

Magnify your Greatness

RIBA core curriculum: Business, clients and services

@JohanTaft

Whether as a director or in another position of responsibility, putting one's time and skills to their best use is key to personal effectiveness. This is especially important for small practice owners, who are great at what they do professionally but may be worried that their business results are not consistently satisfactory. They may also find at times that they are no longer enjoying their career as much as they once used to. Business and personal coach Johan Taft helps practice leaders find a better return on their time, effort and resources.

Lasdun Room, 5th Floor

#### Creating a Process for Community-led Design

Myra Stuart and Grace Crannis

The Glass-House Community Led Design

RIBA Core Curriculum: Business, clients and services

@GlassHouseCLD

The Glass-House Community Led Design is a national charity that supports communities, organisations and networks to work collaboratively on the design of buildings, open spaces, homes and neighbourhoods. Grace and Myra offer a brief and playful introduction to working with communities and community clients, and the opportunities that can be created by enabling a collaborative process. A short presentation followed by group working for up to 30 people.

Clore Learning Centre, 4th Floor

## DAY 2 13.30 – 14.30

### AFTERNOON SESSION 1

#### The New Code of Conduct – What Does It Mean for Me and My Practice?

**Rachel Gwilliam**  
Blake Morgan LLP  
**RIBA Core Curriculum: Business, clients and services**  
@BlakeMorganLLP

In this session Rachel Gwilliam, Partner at Blake Morgan LLP and lay member of the RIBA Professional Conduct Panel, will guide attendees through the new Code of Conduct, Code of Practice and Disciplinary Procedures, which were launched in April 2019. Rachel, who was involved in the Conduct Review 2018, will highlight the key changes – both procedural and substantive – and some of the rationale behind them. Attendees will also be taken through several case studies and anecdotes to illustrate common pitfalls and how to avoid breaking the requirements of the code.

Jarvis Hall, Lower Ground Floor

#### Getting Ready for Business Growth

**David Ayre**  
Ayre Chamberlain Gaunt  
**RIBA Core Curriculum: Business, clients and services**  
@ACGarchitects

Your practice is doing well, you are on a growth trajectory or pursuing a strategy for future expansion. While most of the initial attention will be on winning more work or breaking into different sectors, success throws up new challenges. David and his partners at ACG always believed that a sound business footing was key to delivering quality architecture and nurturing a successful practice. Having grown ACG from humble beginnings into a well-established name, David focused early on the value of smart investment in productivity-enhancing tools and on bringing in the right people. He will share his top tips and take-aways for getting ready for growth.

Wren Room, 6th Floor

#### Collaborating Well with Engineers

**Steve Webb**  
Webb Yates Engineers  
**RIBA Core Curriculum: Design, construction and technology**  
@WebbYates

Well-known for his collaborations with architects including Amin Taha and Maria Smith, his partner in transdisciplinary architecture and engineering practice Interrobang, Steve believes in breaking disciplinary silos to generate fresh

thinking and innovative solutions that emerge when architects and engineers bring out the best in each other. Steve will explain how to find the right engineer to suit your project and how to get them engaged in the design process – beyond the number crunching.

Lutyens Room, 2nd Floor

#### Driving Leads Through Digital Marketing

**Daniel Nelson**  
October Communications  
**RIBA core curriculum: Business, clients and services**  
@octobercomms

For the majority of new clients today, the search for an architect begins online. To increase your chances of being found and standing out, your online presence requires curating. Daniel Nelson will explain how to maximise the return on your time, achieve higher rankings in search results, generate more leads via your website and strategically use content on social media and online design platforms to raise your profile among your target audience.

Lasdun Room, 5th Floor

#### Applying Behavioural Insights to Spatial Design

**Edward Gardiner**  
Warwick Business School  
**RIBA core curriculum: Places, planning and communities**  
@edwardgardiner

The physical design and layout of spaces has been shown to influence behaviour, for example levels of aggression or energy consumption in buildings. Ed Gardiner is Behavioural Design Lead at Warwick Business School and set up a partnership with the Design Council. He will introduce core insights of behavioural science and why it is relevant to architecture, drawing from current research. In the second half of the session delegates will be given a brief outlining a hypothetical spatial setting and invited to interpret the potential impact on behaviours. The room can accommodate up to 30 people on a first come first serve basis.

Clore Learning Centre, 4th Floor

## DAY 2 14.40 – 15.40

### AFTERNOON SESSION 2

#### Building Your Practice's Brand Recognition

**David Tanguy**  
Praline  
**RIBA Core Curriculum: Business, clients and services**  
@designbypraline

David's creative agency Praline helps clients in the business, arts and culture sectors strengthen their brand, and counts both RSHP and Alison Brooks Architects among his architectural clients. Whether start-ups looking to get their name out, or established practices finding that their outward presentation no longer accurately reflects who they are today, a carefully considered branding strategy helps sharpen the practice profile and communicate its character and values. Key to success is understanding how to talk to your target audience.

Jarvis Hall, Lower Ground Floor

#### The A-Z of Getting Planning

**Gerry Cassidy**  
BPTW  
**RIBA Core Curriculum: Places, planning and communities**  
@\_BPTW\_

For many, the bane of architects' life, yet an inevitable part of practice: getting planning permission. Passionate about planning and partner at architecture and planning consultancy BPTW, Gerry will cover all steps in the process from validation and evaluation to the role of 3rd parties, pre-apps and conditions. He will highlight the role of planning policy, flag up the pitfalls to avoid and how to choose your battles wisely, leaving you with more tools up your sleeves when back at the office.

Wren Room, 6th Floor

#### Taking the Strain out of Renewing Your PI Insurance

**Mark Klimt**  
DWF Law LLP  
**RIBA Core Curriculum: Legal, regulatory and statutory compliance**  
@DWF\_Law

Renewing Professional Indemnity insurance is becoming increasingly challenging for many architects as insurers are tightening available cover and raising premiums. In addition to higher insurance costs, many practices are facing exclusions, with legacy projects now seen as risky by insurers. Finding affordable renewal cover is clearly becoming a serious budgetary consideration, particularly

for those two most common problem areas: combustible cladding and high-value basement extensions. While architects have no influence over the wider dynamics driving the insurance market, they can control their own internal processes and by providing insurers with the right documentation help give themselves the best chance of success.

Lutyens Room, 2nd Floor

#### Adding Value in the Early Project Stages

**Ruth Butler**  
Ruth Butler Architects  
**RIBA Core Curriculum: Inclusive environments**  
@RuthButlerRIBA

The success of a building project depends crucially on the skills and experience of its client. For many new or one-off clients, the advice and support of their architect is vital to help them navigate the process. Practice director and highly respected RIBA Client Adviser, Ruth Butler, brings a wealth of experience working with clients on developing effective briefs and influencing the trajectory of a project early on to enable great design. She will share her insights into the client perspective and give tips how architects can maximise the value they bring in the early stages, setting the direction for a successful project.

Lasdun Room, 5th Floor

#### Why More Small Practices Should Apply for R&D Tax Credits

**Reena Champaneri, Barbara Kaucky, Phyllida Mills**  
BDO, erect architecture, MillsPower Architecture  
**RIBA Core Curriculum: Business, clients and services**  
@bdoaccountant @erectarch @PhyllidaM

Still only relatively few small practices are taking advantage of the opportunity to claim tax relief for aspects of their work because they assume it does not qualify as 'research and development', or because the process may appear complex and time consuming. In reality, many activities that architects regularly undertake do qualify under the UK's R&D tax credit scheme. And the financial return on the time invested to apply can be substantial – as practice directors Barbara Kaucky and Phyllida Mills testify. This session will offer an introduction to the application criteria and how to apply, followed by short case studies of activities both architects successfully claimed for.

Hawksmoor Room, 6th Floor

# DAY 2 16.00 – 17.00

## AFTERNOON SESSION 3

### Top Tips for Calculating and Negotiating Fees

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

Developing an effective fee proposal that reflects all costs incurred to deliver a service is fundamental for any architectural business. To achieve and maintain profitability, architects need to be clear about all their costs and overheads and take a methodical approach to the costing of every element of the service they provide. Prof 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.

**Jarvis Hall, Lower Ground Floor**

### Promoting a Child-Friendly City

**Susanne Tutsch, Dinah Bornat, Anna Mansfield**  
erect architecture, ZCD Architects, Publica  
**RIBA Core Curriculum: Inclusive Environments**  
@erectarch @ZCD\_Architects @publica\_office

A session all about an often overlooked demographic in urban policy, housing and neighbourhood development: children. Despite around a quarter of London's population being under the age of 18, children and young people's needs and lived experiences are not regularly taken into account in a holistic way. As urban density is on the rise in the UK, it is increasingly important for planning and design professionals to understand these needs to inform their decisions. Dinah, Anna and Susanne will discuss emergent policy and research on child-friendly neighbourhood design, strategies for enabling children's independent mobility and best practice for designing play spaces.

**Wren Room, 6th Floor**

### Working with 20th Century Buildings

**Fiona Lamb**  
Avanti Architects  
**RIBA Core Curriculum: Conservation and heritage**  
@AvantiArch

As the Bauhaus Centenary draws to a close, this session puts the focus on working with 20th Century heritage buildings. Renowned for their work on modernist buildings, Avanti Architects have built up an extensive portfolio conserving, restoring and adapting them to suit contemporary needs. Director Fiona Lamb will focus on

the conservation of 20th Century architecture from a practitioner's viewpoint, looking at recurrent themes and patterns in practice. Case studies including the Isokon Building will illustrate how the practice balances differing priorities and pressures on each project.

**Lutyens Room, 2nd Floor**

### How to Make Your Business Stand Out from the Crowd

**Lesley Rubenstein-Pessok**  
LAR Consultancy  
**RIBA Core Curriculum: Business, clients and services**  
@quospera

A London & Partner Business Mentor and managing director of LAR Consultancy, Lesley Rubenstein-Pessok helps businesses get into better shape and scale-up. She has established and managed three organisations, for which she has raised public and private funds. In recent years she has focused on international business development and mentoring of local and overseas clients in a wide range of sectors including medical, fintech, hospitality and lighting. Lesley asks who you are as a business and what you want to achieve to create a roadmap for growth.

**Lasdun Room, 5th Floor**

### Update on the New RIBA Professional Services Contracts

**Prof. Sarah Lupton**  
Lupton Stellakis and Welsh School of Architecture  
**RIBA core curriculum: Business, clients and services**  
@WSofArchi

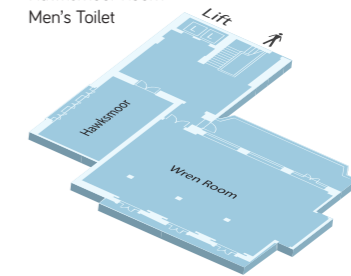
The need for architects to use standard forms of appointment has never been more prevalent. Research undertaken by the RIBA found that 26% of the professional conduct cases raised in 2018 related to allegations of insufficient or non-existent terms of appointment – and that 25% of the hearings in these cases resulted in RIBA Members being sanctioned for breaches of the RIBA Code of Conduct. This seminar will focus on the new suite of RIBA Professional Service Contracts, will provide an overview of the key changes and terms within the new contracts, and will highlight the importance of ensuring you have an adequate form of appointment.

**Hawksmoor Room, 6th Floor**

# 66 PORTLAND PLACE FLOORPLAN

## SIXTH FLOOR

Wren Room  
Hawksmoor Room  
Men's Toilet



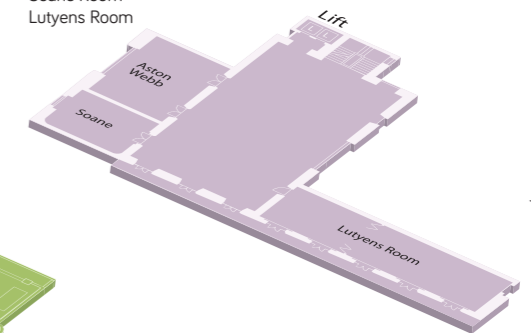
## FIFTH FLOOR

Alexander Harvey Room  
Martin Room  
Lasdun Room  
Unwin Room  
Nash Rooms 1-5  
Ladies Toilet



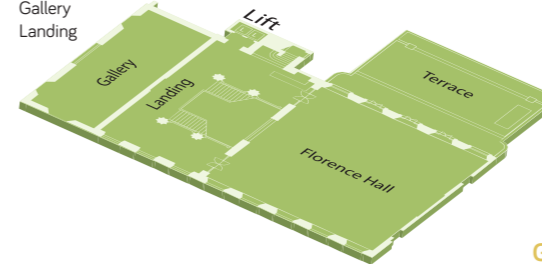
## SECOND FLOOR

Aston Webb Room  
Soane Room  
Lutyens Room



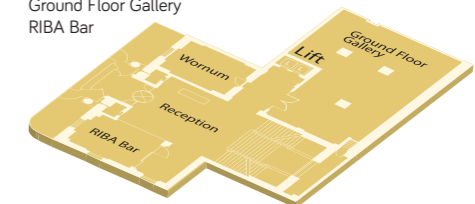
## FIRST FLOOR

Florence Hall  
Terrace  
Gallery  
Landing



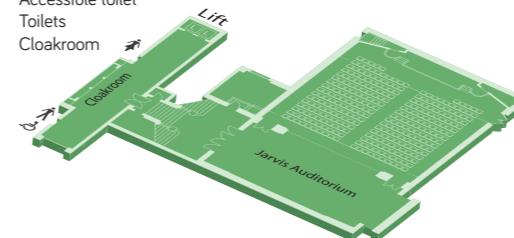
## GROUND FLOOR

Wornum Room  
Ground Floor Gallery  
RIBA Bar



## LOWER GROUND FLOOR

Jarvis Auditorium  
Accessible toilet  
Toilets  
Cloakroom



#RIBAgT

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