



The President's Fact-Finding Mission

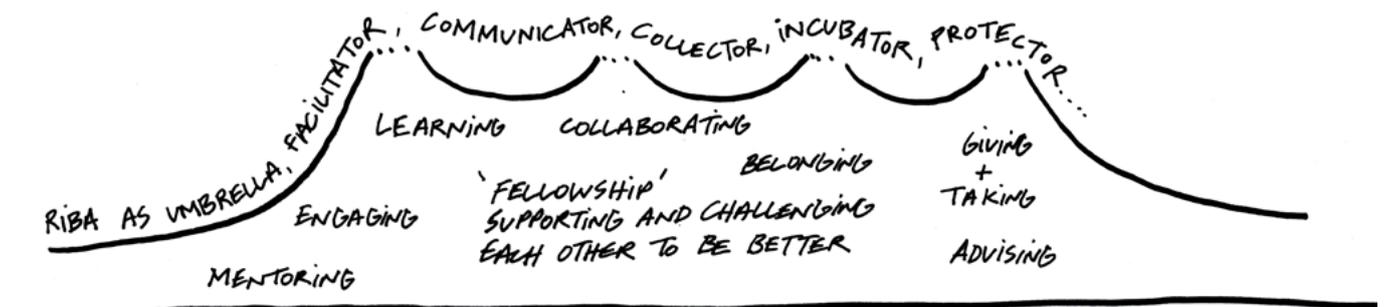
The High Road to 2034

Towards a new professionalism and a new model professional: the know-what and know-how of future architects

RIBA 
Architecture.com

I fully support the themes and ideas identified in Alan Jones's Fact-Finding Mission: The High Road to 2034. It is an important document that identifies the long-term strategic issues that we must address to ensure the RIBA supports future architects and the architecture of the future.

Simon Allford
RIBA President Elect 2020-21



'The RIBA as an umbrella.'
Sketch by Alan Jones following a conversation in 2018 with Sunand Prasad PPRIBA
(Sketch by Alan Jones 2020)

Contents

President's introduction	4
Champions' statement	11
The eight themes and their Champions	12
How the work was undertaken	14
Where we are at present, where we need to be The themes, contributors and key performance indicators	
Theme 1 – Public interest and value	18
Theme 2 – Education	26
Theme 3 – Diversity and inclusion	32
Theme 4 – Research and knowledge	40
Theme 5 – Climate and environment	50
Theme 6 – Delivery	54
Theme 7 – Advocacy and influence	62
Theme 8 – Practice: business and competency	72
Bibliography	79
Appendices	83
A. The Fact-Finding Mission Champions	83
B. Principles of the Fact-Finding Mission	86
C. 'Five Principles' for the future of the profession	86
D. Allocation of themes "5P + 3"	87



...promote
the domestic
convenience of
citizens, public
improvement and
embellishment of
towns and cities.



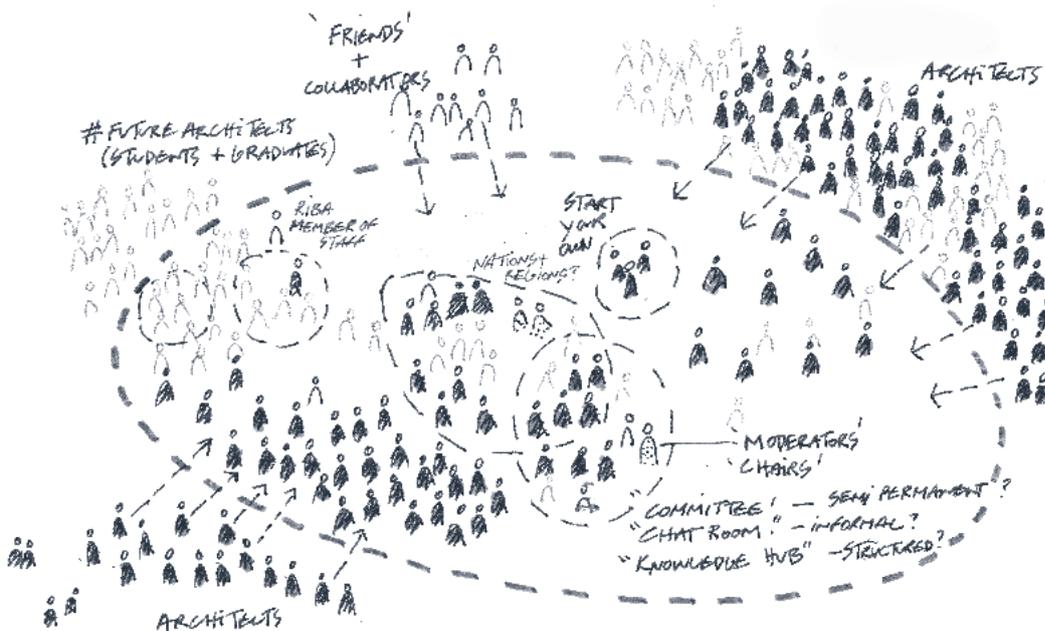
Extract from the RIBA Royal Charter

In recent years it has become very clear that the spaces and places where we live and work and how we travel between them has a very significant impact upon the world in terms of climate emergency, the bio-diversity crisis, health and wellbeing, the sense of belonging, identity, and spatial and environmental quality. It is accepted that over 40% of carbon emissions across the world come from constructing, maintaining, and travelling within our built environment.

Governments and major clients are realising the interconnection between health and wellbeing, good environmental design, quality construction, security and stability.

Our world, and countries, governments, and societies within it, need architects to step up and be at their best, to help lead the devising and delivery of the most appropriate solutions to the problems we face, and the commitments and aspirations that shape our collective future.

At the outset of my presidency in 2019 all Members of Council, including students and international representatives, voted unanimously to 'take the high road' of greater competency, and managing greater levels of risk and responsibility, to deliver greater levels of impact upon the challenges faced by society across our world.



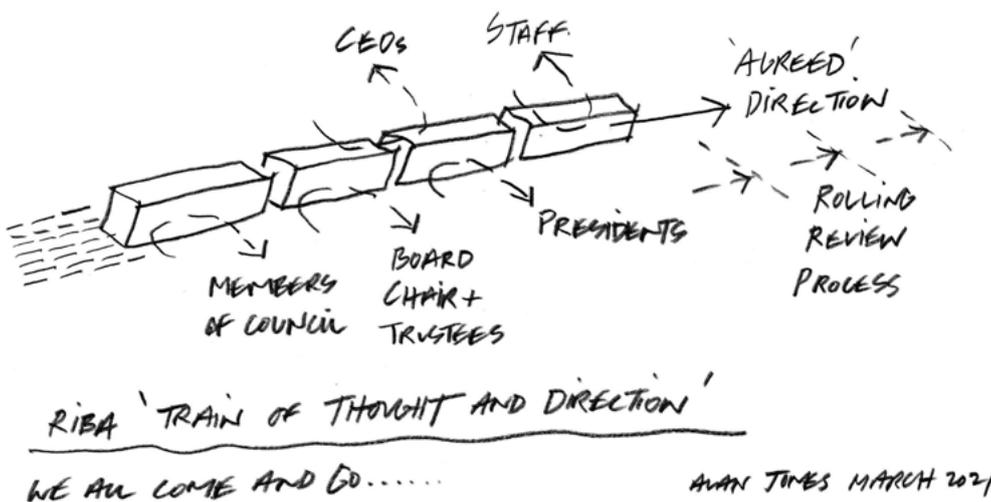
A new RIBA digital members area.
A sketch by Alan Jones (2020)

A few months later Council agreed to create the President's Fact-Finding Mission, to look forward across the next 15 years to set a series of goals on our profession's horizon, realising that those same goals benefit society, users and our clients. The timespan was set to coincide with the 200th anniversary of the RIBA in 2034.

The aim of the President's Fact-Finding Mission was to examine why architects continually exclude themselves from positions of power, influence and leadership when confronted with risk, liability and the need to demonstrate expertise; and additionally, why does the financial structure of the architect's profession remain relatively weak, with low profit margins in comparison with other professional services sectors, leaving it vulnerable to boom and bust?

Eight champions, eminent in their fields, each took on the task of considering one of eight crucial themes – diversity, practice, knowledge, values, strategy, delivery, climate emergency and education. They, in turn, invited six expert collaborators to work with them on these themes and identify the challenges and opportunities that face the profession. From their searching collective discussions would emerge a value framework for the profession which could inform the future strategy of the RIBA and act as a catalyst for change.

This report is the result of their endeavours. RIBA Members, Council, Board and Staff, should read and keep referring to it for it shows the enormous potential of our profession and our institute, and those of our sister institutes across the world. What is also very apparent is the high degree of connectedness and interdependency of issues that are addressed, so that tackling one issue impacts positively across many others. This is inherent in our profession; it's what we as architects do.



The RIBA train of thought and direction.
Diagram by Alan Jones 2021

I also encourage those across the world who regulate and commission architects to read this report and to appreciate how architects' work for society can be enhanced for the good of all.

The contributors, many of whom are not architects, give insights into the need for early involvement of architects in exploring problems and potential solutions. This is equally true for town planning, detailed design, material choices and procurement, as it helps ensure a consistent golden thread of expertise from the very beginning of the idea of a project through to its realisation, occupation and its performance.

Neither our world nor society can wait – and this report signposts the way forward. I encourage everyone to grasp the advice within. We have to be good ancestors for future generations.

My sincerest thanks go to the eight champions who accepted my invitation to lead and develop the eight themes, and their 48 contributors who also gave their time and tremendously valuable insights into the risks and possibilities of our collective future.

Architects, with their deep generalist education, can be the guardians of the built environment. They can and should lead the sector's transition from a materially wasteful industry to a sustainable, circular, regenerative environment that places society and a flourishing ecology at its heart. Our world needs intellectual and practical leadership in creating a better world. We must provide it.

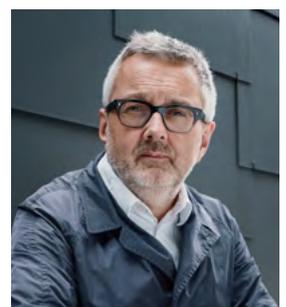
I am very pleased how the creation of the PFFM strategy broadened to include the framework for its delivery. This resulted in a framework of long-term goals through the '2034 Masterplan' and shorter term two year plans to reflect the presidential cycle, both being agreed and adopted by RIBA Council and Board.

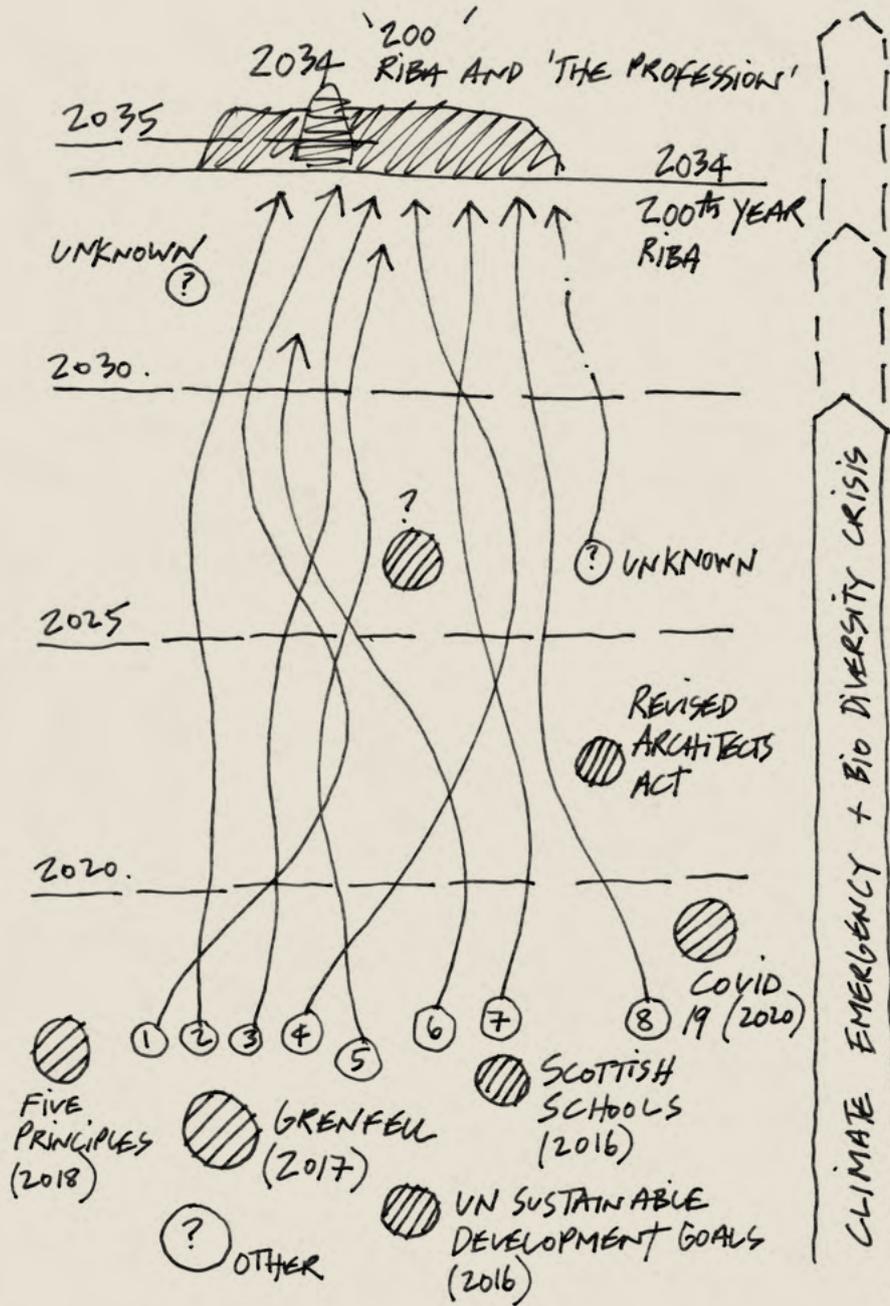
By the time we reach our 200th anniversary in 2034, I hope this potential reality has been successfully realised, to the benefit of all.

We all have our part to play in creating this better world.



Professor Alan M. Jones FRIBA FRSA FHEA Hon FRIAS Hon AIA Hon RAIC PPRSUA
RIBA President 2019-21





When the RIBA is 200 years' old.
What will influence the profession to 2034?
Diagram by Alan Jones, 2020

“

Every profession has a
fundamental relationship
with society

”

Champions' statement

It is the level of expertise and behaviours, how it polices itself and its value to society which creates the essential and necessary trust for each profession to exist and to serve.

That relationship with society must be reviewed and renewed by every profession, and we firmly believe that now is that time for the architects' profession to do so, for the benefit of everyone.

We were each very pleased to take up the invitation to be a Champion of a theme of the President's Fact-Finding Mission. We are also extremely grateful to the six contributors that we each approached to challenge and support us, to give us their valuable insights from such a wide variety of perspectives. The process of the group meetings with the President and individual conversations with our contributors has been very helpful, challenging and insightful.

Current and future Members of Council, Presidents, Chairs of Board and Chief Executives must ensure that the RIBA delivers on this report. Too often reports gather dust but these themes are too important for society and our profession for that to happen here.

We ask the RIBA Board for firm commitments to pursue and achieve the following goals: the forming and setting of strategy, annual budgets and reports to Members and Council, with regular monitoring and reporting of performance against targets to meet them.

This is valuable work giving a collective direction that we cannot squander.

Yemí Aláderun RIBA
Wendy Charlton RIBA
Rob Hyde RIBA
Indy Johar RIBA

Prof. Sadie Morgan
Nigel Ostime RIBA
Maria Smith RIBA
James Soane RIBA

Contributors

Each informed and supported by invited contributions from six of the following:

Jake Attwood-Harris
Joanna Averley RTPI
Dr Matthew Barac
Jude Barber FRIAS
Claire Bennie
BLM Arch@MSA
Antoinette Boateng
Louisa Bowles
Andy von Bradsky RIBA
Prof. Peter Clegg
Caroline Cole Hon FRIBA
Prof. John Cole
Maria Coulter BEM
Jami Cresser-Brown
Russ Edwards RIBA
Billie Faircloth FAIA
Mark Farmer
Rachel Fisher
Phillipa Foster-Back CBE
Rachel Fraser
Tara Gbolade RIBA
Prof. Edward Glaeser
Phil Graham
Ian Heptonstall
Ben Hopkins
Madeleine Kessler

Sir Stuart Lipton
Dr Lesley Lokko
Prof. Ruth Morrow
Sir Geoff Mulgan
Prof. Fredrik Nilsson
Dame Alison Nimmo
Michael Pawlyn
Dr Stephen Parnell
Public Practice
Prof. Flora Samuel
Fiona Scott RIBA
Hetan Shah
Rachel Skinner FRAE
Neil Smith
Aleksandar Stojakovic
Amin Taha RIBA
Helen Taylor FRIBA
Steve Tompkins RIBA
James Turner
Prof. Ola Uduku
Prof. Hannah Vowles
Joan Walley
Sarah Wigglesworth
RIBA

The eight themes and their champions



[the RIBA] feels from the outside looking in quite self-serving and too narrow when what we really need right now is a broader civic purpose and role. It is about professions and institutes showing people value rather than telling people they are valuable.



Invited contributor to the PFFM

Themes

- 1 Public interest and value
- 2 Education
- 3 Diversity and inclusion
- 4 Research and knowledge
- 5 Sustainable design
- 6 Delivering value, productivity and quality
- 7 Advocacy and positioning
- 8 Practice, business and competency

Champions

Yemí Aládérún RIBA

Islington and Shoreditch Housing Association, Trustee of OLMEC and RIBA Council 2017-20

Wendy Charlton RIBA

RCKa Architects, RIBA Vice President Practice & Profession and RIBA Council 2017-20

Rob Hyde RIBA

Manchester School of Architecture and Chair RIBA NW Practice & Education Committee

Indy Johar RIBA

Dark Matter Laboratories and Architecture 00 and RIBA Council 2017-20

Professor Sadie Morgan

Founding director of dRMM, Chair HS2 Design Panel and Hon Fellow RIBA

Nigel Ostime RIBA

Partner, Hawkins\Brown and Chair of RIBA Client Liaison Group

Maria Smith RIBA

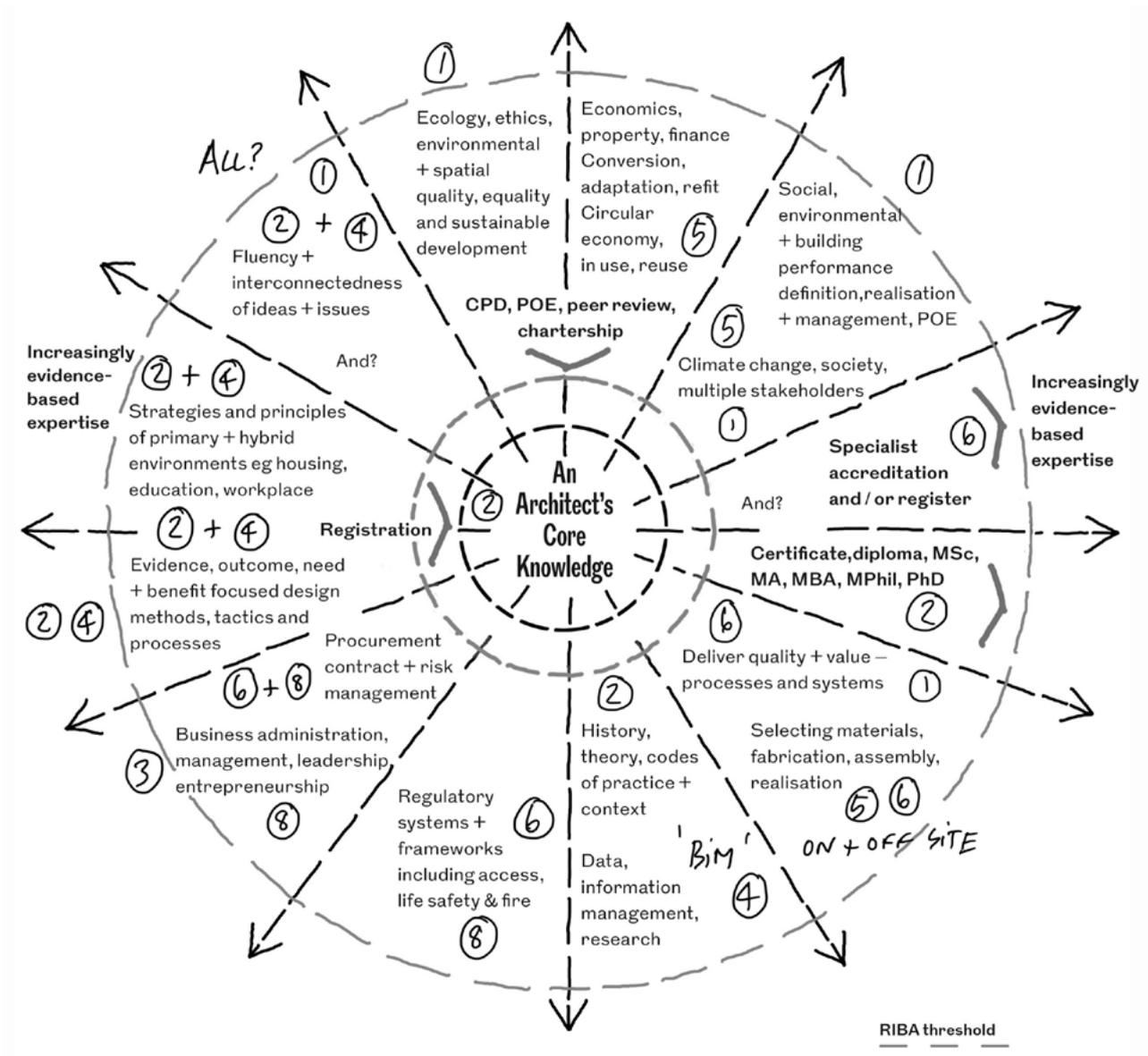
Architect & Engineer at Buro Happold and RIBA Council 2018-21

James Soane RIBA

Co-Founder Project Orange,
Co-Founder of London School of Architecture

How the
work was
undertaken

The wheel of “know-what, know-how”
published in the RIBAJ January 2020



Diagram, RIBA Journal, January 2020
mapped to PFFM Themes 1-8
Diagram and mapping by Alan Jones, 2020.

Following approval in December 2019 to establish the President’s Fact-Finding Mission, the eight Champions who constituted the Fact-Finding Group began work in early 2020 establishing its scope and methodology.

The Group was charged with producing the following outcomes as they looked to the future:

- Identifying the challenges and opportunities that face the profession in terms of its value system, its proposition to clients and wider society and its economic sustainability.
- Producing a value framework for the profession that will inform the future strategy of the RIBA and act as a catalyst for change in a number of areas from education and CPD to procurement.
- Mapping the competence profile of the future profession.

Members were approached by the President to take as its starting point the five principles established in 2018 by the five RIBA presidents of the architecture institutes of England, Scotland, Wales, Northern Ireland and the Republic of Ireland. Three more additional principles were agreed by the group, to form the eight key themes for discussion. Themes were allocated to match the experience and expertise of the Champions.

The Champions each created an initial thematic positional paper, which was circulated to all the Champions for comment and advice. This was done as an acknowledgment of the interconnectedness of ideas and issues to be discussed, and as a way of sharing experience and knowledge. Team sessions with the President and all Champions discussed each of the positional papers, following which each Champion modified their positional paper.

Each Champion then proposed and approached six people from their network to become involved as ‘contributors’ and explore their theme and offer obtained advice and insights. Some contributors stayed close to the request for brevity, others were much more detailed in their contributions.

Their contributions were then assimilated by each Champion and captured in their individual reports, which were presented to the Council and Board before being published in this report.

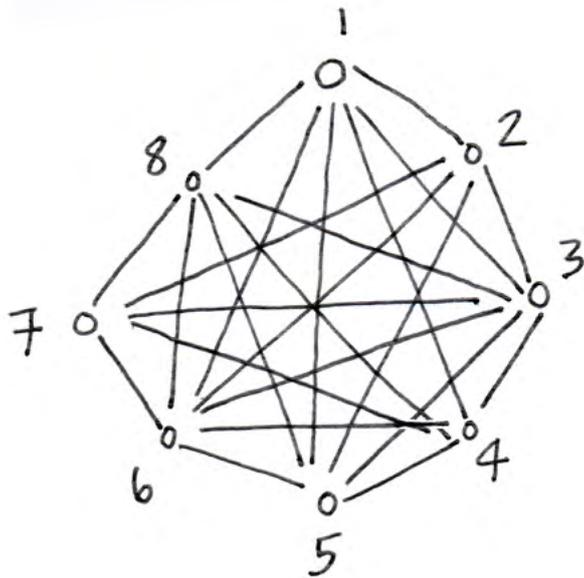
The reference points and methodology is set out in more detail in the Appendices.



There needs to be much more interaction between practice and academia, with each collaborating to build an understanding the pressures each face; and stop finger-pointing.



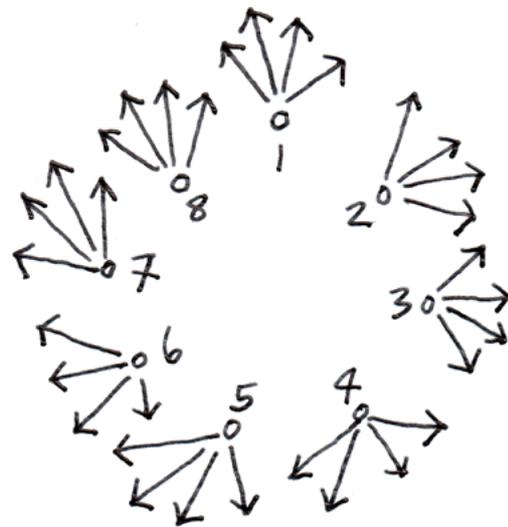
Invited contributor to the PFFM.



Champions working together
Diagram by Alan Jones 2020

Each champion collaborating with the others

“I have my own theme and I wonder how mine impacts on yours and yours on mine? Can you give me one of two sentences? A reference? A Quote? Let’s all talk to each other...”



Champions working with their contributors
Diagram by Alan Jones 2020

Each champion going out to their network for six contributions to their theme

“Thanks to all the champions for your advice and suggestions, I have modified my summary and am going out to my six contributors. I believe X’s and Y’s position / knowledge is important to the theme and I’d like to use this opportunity to engage with them”

The President’s Fact-Finding Mission involved eight Champions collaborating both with each other and then with the six contributors in their networks.

Theme

1

Public interest and value



Place the public interest and value to society at the heart of all we do, by promoting the highest ethical standards and ensuring codes of conduct are continually strengthened.



Champion

Indy Johar RIBA

Indy is a chartered architect and co-founder of OO. He has co-led research projects such as The Compendium for the Civic Economy, and supported OO explorations/experiments such as wikihouse.cc, opendesk.cc and Dark Matter Laboratories, which applies complex systems science to urban renewal, turning spill-over effects to solve the 'wicked' challenges of the 21st century. He has written for many national and international publications on the future of design, systems change and social investment. He served as an elected Council Member for the RIBA 2017-2020.

Invited contributors

Phillipa Foster-Back CBE

CBE Director of the Institute of Business Ethics, London 2001-2020 with over 25 years' of business experience as a corporate treasurer/finance director in a number of UK-based international companies.

Professor Edward Glaeser

An American economist and Professor of Economics at Harvard University, he is also Director for the Cities Research Programme at the International Growth Centre.

Sir Stuart Lipton

British property developer, a founder of Stanhope and the co-founder of Chelsfield with Elliott Bernerd. He is an honorary fellow of the RIBA.

Sir Geoff Mulgan

Professor of Collective Intelligence, Public Policy and Social Innovation at University College London, he was knighted in the 2020 Birthday Honours for services to the creative economy.

Hetan Shah

Chief Executive of the British Academy, a Visiting Professor at King's College London and Deputy Chair of the Ada Lovelace Institute. He served as Executive Director of the Royal Statistical Society from 2011 to 2019.

Joan Walley

Chair of the Aldersgate Group, a politically impartial, multi-stakeholder alliance championing a competitive and environmentally sustainable economy. Joan was an MP from 1987-2015 and elected Chair of the Parliamentary Environmental Audit Committee 2010-2015.

Champion's summary

Architecture and urban development have both positive and negative impacts which outlast the financial and business models which create them, and perhaps more critically, accrue unmanaged systemic risks for society as a whole such as greenhouse gases and the acceleration of climate change.

Architects are perceived by many as instruments of the wealthy, as opposed to professional advocates advancing the rights and needs of all citizens across the UK. In a period when we are seeing growing inequality, including spatial and environmental inequality, across the UK, it is vital the RIBA stands up for the needs of UK citizens in advancing just, fair, healthy environments for all.

Environmental injustices should be perceived as a failure of our profession to advance our public mandate. This political position requires us to advance and address deep systemic challenges at the heart of architecture.

Architecture is fundamentally a public interest product, where the public interest cannot be simply defined and centrally regulated but requires continuous open discovery.



This reality requires us to imagine a new ethical and professional framework which transcends the state and private sector divide and requires the profession to strategically reposition itself in regard to the following four factors:

- The failure to recognise that the act of making architecture is an act of making a public good - for any piece of urbanism and architecture will outlast the business model or investment case used to develop it. The role of the RIBA and architects is to advance this reality.
- The profession suffers a paucity of longitudinal evidence and research. It also lacks real-time data to build the framework for continuous learning or demonstrate the importance of public value, its impact and how others are considering it. Building the systemic capacity for data and evidence analysis is vital for a viable 21st century profession.
- The RIBA has become an advocate for new high-end architecture rather than the environmental and spatial injustices faced by millions. This has made us politically and socially irrelevant. Addressing this reality is fundamental to recasting the future of the profession.
- The deep recognition of the public value role of architecture can be transformative to our relationship with 'clients' (though we should avoid this word) and to the consultancy offer that architecture has become.

What the RIBA must do:

- Develop a strategic review with UK research funding agencies.
- Develop a work group with property insurers and professional indemnity insurers to drive better quality evidence for design and public accountability and spatial justice.

- Work with key strategic developers to sponsor experiments in new models of data-driven analysis of equitable and just urban and architectural environments.
- Host an annual State of the Built Environment Address – with the President spotlighting spatial inequality and injustice, and presenting awards to those who are making a difference.
- Instigate a standing research commission focused on mapping spatial and environmental injustice and inequality across the UK, which presents its latest findings at the annual State of the Built Environment Address.
- Rebuild a social covenant with citizens in which the profession seeks a deep spatial justice for humans and non-humans, and acts as a standard bearer for the victims of injustice.
- Develop a new generation of public interest architects who are legally accountable for delivering justice to the current and future generations.
- Rebuild a governance architecture which is tending towards decentralisation, broad distribution and peer to peer accountability - recognising the complex and emergent nature of the world we are operating in.
- Build a structured creative common, a GitHub for architecture, creating an open data depositing and learning infrastructure for the profession, which can support radial transparent learning with accountability.

Theme 1 goals / indicators of success

The theme's contributors were invited to consider four areas:

- Do you believe architects should fight for your rights and future cities?
- The requirement for the RIBA Articles to be adjusted to reference public interest architects and the fiduciary responsibility for this new class of architects (akin to the heritage and conservation specialisation). The target should be 50% of all architects in 10 years.
- The increasing delegation of public regulatory functions towards public interest architects.
- Public interest architects opting into new creative common open data union and open data sharing commitments of the building and designs produced. The target should be 50% adoption rates over the next 10 years.



The case for the architecture profession needs to be constantly remade – to the public in all its diversity, as much as to policymakers and professionals – if it is to avoid being sidelined from having the impact that it craves on society's most important challenges and being relegated instead to little more than a discussion of aesthetics, hemmed in by commercial priorities.



Invited contributor to the PFFM.



The profession needs a place – a platform – that spans practice and academia where knowledge can be constructed, nurtured, developed, critiqued, and claimed cooperatively rather than competitively. The urgency of the Climate Emergency, for example, demands such cooperation.



Invited contributor to the PFFM.



Contributor reflections

It is about professions and institutes showing people value rather than telling people they are valuable. The public interest statement is the framework to build knowledge.

There are prominent market and new public management discourses which do not trust experts, saying they are just in it for themselves - unless you bind experts in some way to public good. How does public and expert thinking feed back and forth?

Every profession is negotiating and often renegotiating its licence to have some autonomy. This licence comes in exchange for it being able to demonstrate its ethics, its ability to self-police and its public value - but repeatedly these get out of alignment. It is absolutely right for every profession to repeatedly return to that explicit and implicit social contract. This is about the narrow interest and the wider interest, and that's where professions and their ethos and ethics become so important.

Where is the profession now in terms of hacking, the ethos, practise and methods, not of new build, but have much more consciously adapting, hacking, reshaping our buildings? Many still think of RIBA as being about new build rather than hacking.

RIBA building contracts must change. The contracts for building must include a number of outcome measures of performance, not just at handover, initial life, but a shift to lifetime. Capturing the costs of performance, maintenance and energy actually put the world of buildings ahead of some other fields, but it can be taken further and wider, so we must design contracts to include performance, air quality and energy efficiency.

This will transform the profession because it makes those outcome performance measures so much more integral to the task of designing, building and operation.

There is a glaring gap in the management of the knowledge and impact of architects and architecture. The synthesis of what the profession has actually learnt or knows, and not just in the form of standards, but also in terms of the more subtle. What do we actually know about building design impacting on crime or mental health? No one, no institution sees it as their job to be the orchestrator, synthesiser, curator of that kind of knowledge. And yet that is becoming much more important...and obviously in medicine it's very well organised, but as not really in architecture at all.

The impact of Environmental, Social and Governance (ESG) investment criteria on making visible, and sometimes measurable value means that the time may nearly be ripe for architecture to get back into this area.

Where does the RIBA locate itself? The RIBA is no longer considered to be the source of intellectual leadership. Should it become the "go-to" authority on the built environment?

Is the RIBA sitting back: in this game, who is the referee in all this, and do we have a set of rules? Where is the V+A of housing? Policy innovation is a critical role for architects to play.

Membership institutes are normally reserved and very comfortable with a conservative direction - but then when you use those discourses and open an institute up, it takes members to radical places that they didn't realise they were going to. Architects are not known for radical changes, so that is a tricky task. The more radical you want to be, the more conservative you've had to appear, to have ideas accepted. What are the touchpoints the RIBA can raise which nobody can argue with?

How do you build an intellectual property class on CAD drawings which is for the RIBA? So that any member of the RIBA has the right to share and has a duty to share and has agreed to access knowledge and document it properly so that we could build a pool knowledge base - that in 30 years' time could be the heart of RIBA.

Making visible the ecological, social, spatial contextual dimensions of the value of a building project is what is necessary. Individuals should be able to see these literally and virtually - the past of the place, how it evolved and how the different parts of the built environment evolved over time, and also the present and the potential plans for the future. There will be significant progress in this - the traditional model of a planning proposal to the local council feels very anachronistic compared to living maps of place which show past, present, and future, and increasing the future will use augmented reality and other tools. The RIBA needs to be engaging with and leading thought on this.

The physical aspects of architecture could be more legible by data, so you can actually see the energy flows, the communications etc. There's a choice for architecture. Either it can be like an Apple version where everything has a beautiful smooth surface and there is a black box which no one else needs to worry about - or does it want to be a kind of hacked, open, manipulable, accountable, legible? There is room for both, but there is an intriguing question of ethos.



I'd like to see the RIBA promote good ordinary functional architecture that is not trying to make itself exceptional.



The staff of an institute could see themselves as either administrators or leaders – and with significant change, RIBA needs a set of staff that can actually help manage this and make it happen.

Could the RIBA run a competition annually, with a budget for each type, a school, housing block, house, house and office? Just something which would start to show architecture is creative, it has value it is sustainable – and is helping to improve overall standards.

Architecture is about place, social activity, social change, employment and health. The realisation that the city is our spaces, places, pleasure parks. But we have a gradual deterioration of the built environment, and the public became disenchanted and disenfranchised from the system.

Make your institute a convening body, because academics or architects talking to themselves has no impact - it is interchange points where exciting things happen. Bring them all together and bring other people to the table. It is about how to leverage a position at the heart of everything. Do radical things, bring communities together, a civil society and a policy network, so bring all together and create interchange.

Educating and training architects, is not just being physically and technically competent, but actually competence in understanding this public realm and public good.



In the post war period of austerity, commercial buildings were disgraceful and residential buildings were deemed experiments by local authorities. That period led to Ronan Point – which must be the marker for the decline of architectural value leadership and patronage. In that period, nevertheless, the presidents of the RIBA visited Downing Street every quarter, but the decline continued.

There are some wonderful old town halls and that shows that at one time government had an appreciation that there was an influence by buildings and architecture on the regular part of life. People wanted and expected decent buildings, and the government and local government knew that. This was a duty to the public. Many of those older buildings, whilst having better materials, did not have a huge extra cost. It was more love and care by the architect, in the use of materials which produced interesting designs - they were ingenious, and they were clever. They used materials appropriately and if we go into the earlier part of the period, there were pattern books. And all the consequences and benefits of an industrialised process, which produced quality.

I can't find anybody in government that's interested in crime, health and education benefits from decent housing. So I go back to guerrilla tactics. The impact of architects and architecture has to mean something more than just design. It has to be at the heart of our lives, as working conditions, streets, our environment - and we somehow have to persuade government to look at the whole life cost.

Certainly, for architects, it is not about taking a picture of the building when it's built but seeing whether or not the building works in its context, whether or not people delight in it, and its actual environmental performance and so forth. This requires a culture of going back to buildings and asking, not just how the building is working for its residents, but how the building is working for its neighbours, for the community as a whole.

Create a 21st century architect who is not a fusty protected friend of the nobility. Push against the glamorisation of the starchitect a little, try to create an alternative image, which means that large commissions are not necessarily the right answer. An architect's face on a magazine cover is not necessarily the right answer. But buildings that will last well, that will be of service and that will be sustainable are closer to the right answer.



Architects need to understand the basic equations of how value is formed. The RIBA must address a decline of architectural interest within government and local government.



Start with a vision of not necessarily of what you want the world to look like, but what you want an architect to be, and the vision of the architect is someone who has to provide something that the client wants - and guide the client towards something that will be in service of the world, the city and sustainability.

Almost every profession known has worked its moral accountability and the hope is that architects become better and become servants of the public good.

Going back to basics it's all about public interest and public good. You've got this stated in your Royal charter, so it is a good starting point but architects have wandered away from that primary purpose of their existence, which is certainly part of the zeitgeist at the moment. Everybody is trying to identify what is their purpose and their reason for existence.

With the zeitgeist around accountability and governance, the RIBA must be able to demonstrate they are thinking about those things – and demonstrate it has ways to reach a much, much wider audience than previously ever considered. If it is just the work of architects it's just going to become an ever narrower silo, for those people who can afford it or the big developers.

Communications are very, very important – but quite often it is the RIBA talking to itself. You almost certainly need somebody in your comms teams who has no architectural knowledge or background – who can come at this from left field and point out the gaps in communication.

Build values into the RIBA that take away some of the perceived elitism and arrogance. The RIBA needs to emphasise the continuous professional development aspect of holding the qualification - that you can only hold it if you're proving that you're keeping it up.



The RIBA has become an advocate for new high-end architecture not the environmental and spatial injustices faced by millions. This has alienated us from real political relevance along with undermining the real relevance of the profession to society. Addressing this reality is fundamental to recasting the future of the profession.



Invited contributor to the PFFM.

Theme

2

Education



Be accountable and be the exemplary standard by protecting the public and maintaining the highest standards of architectural education.



Champion

James Soane RIBA

A chartered architect, educator and writer, James is a co-founder of the London School of Architecture and the architects' practice Project Orange. The studio enjoys operating across a broad spectrum of typologies and aesthetic languages. His academic research has looked into the intersection between climate change ideology and queer identity, as well as wider issues of equality in the built environment. In 2016 he was a contributing editor to *A Gendered Profession*, published by RIBA Publishing. James is a previous chair of the RIBA New Courses and Course Changes Group

Invited contributors

Dr Matthew Barac

Architect leading research at the Cass School of Architecture, London Metropolitan University.

Dr Lesley Lokko

Ghanaian-Scottish architect, academic, and novelist, Lesley was the founder and director of the Graduate School of Architecture at the University of Johannesburg and dean of The Bernard and Anne Spitzer School of Architecture, City College of New York. She is currently engaged in setting up an independent School of Architecture in Accra, Ghana, the African Futures Institute.

Professor Ruth Morrow

Professor of Biological Architecture in the School of Architecture, Planning and Landscape, Newcastle University, North East England.

Aleksandar Stojakovic

Co-founder and Director of Studio 8FOLD, he is South African born and has been residing in London since 2012. Alex is a mentor for the London School of Architecture.

Professor Hannah Vowles

Studied architecture at Kingston and the Architectural Association. Worked in architectural practice for 10 years, in the public and private sectors. She is also Deputy Head of School and Associate Professor Birmingham School of Architecture and Design and founded art practice / project *Art in Ruins* with Glyn Banks – exhibitions, published critical writing, curating, teaching. Founding Chair of Association of Architectural Educators [AAE].

Sarah Wigglesworth RIBA

Founded Sarah Wigglesworth Architects in 1994. Professor of Architecture at the University of Sheffield from 1999 to 2016 where she founded the PhD BY Design in 2002. Appointed MBE in 2004.

Champion's summary

The RIBA should offer leadership and vision for architecture in the age of climate emergency. The practitioner of the near future will not only need to repair the damage done to the ecosystem, but to pioneer new ways of living within our means (the doughnut diagram of economist Kate Raworth explains how). Graduates should feel prepared for entering into an unstable world with tools, knowledge and discipline so they can participate in changing and recalibrating the built environment. As writer Tim Morton explains, the paradox of our times is that: 'We know exactly what to do. Why aren't we doing it?' In trying to answer this question students will be invited to interrogate the hegemonic view of architectural history as intertwined with the ideology of neoliberalism, colonialism and inequality. Architecture is all around us so we need to be more outward-facing, activist and questioning, as well as raising the importance of space, equity and belonging to public consciousness.

The purpose of a revitalised education curriculum should be explicit, offering vision and critical insight. New models should address the lack of inclusivity and representation caused by student debt, lack of opportunity and discrimination so that the future



profession represents all of society. Every school of architecture should ask itself: how do we, through our teaching and research, contribute intellectual and commercial value to the wider landscape of disciplinary knowledge? Students recognise that there are global ethical challenges where architecture can be part of a new emerging discourse.

Schools of architecture will teach climate and carbon literacy, ensuring it is not only embedded within technical modules but holistically throughout the curriculum. The concept of 'sustainability' will be reframed as a technical, societal, ecological, ethical and political act moving towards regenerative design principles. Students will be encouraged to be experimental and take risks using new tools and materials in order to test the impact of their ideas.

The architect of the future will operate a multi-disciplinary practice. Their work will be to reveal accountability, to critically read the wider context and to offer alternative narratives that are more equitable, addressing the political and destructive forces at work.

Theme 2 goals / indicators of success

- To address the climate emergency with a multitude of creative, technical and ethical responses.
- For education and practice to develop a healthy collaborative relationship.
- That the RIBA is recognised as a global leader in championing a revitalised architectural education.

“ The reasons why students decide to study architecture are many and varied, but there is often an underlying desire to contribute to the notion of common good. ”

Student, London School of Architecture, 2019



We in architecture are authors of our own problem and this needs to be acknowledged. Education is mediocre, lacks relevance and is not forward-looking. I favour part-time sandwich courses as standard (and I think the fees involved mean it is heading this way). The cost of the course is a real issue for graduates that will never earn much. If architects were paid more this would be less of a problem, so the fee situation needs addressing further upstream.



Invited contributor to the PFFM.

Contributor reflections

We in architecture are authors of our own problem and this needs to be acknowledged. Education is mediocre, lacks relevance and is not forward-looking. I favour part-time sandwich courses as standard (and I think the fees involved mean it is heading this way).

In my 30+ years in academia, nobody I met there besides the freelance studio tutors understood anything about the issues surrounding the practice of architecture, much less researched it. What a waste.

With the climate emergency heavily upon us, the way we practice and use architecture is a mechanism to assist tackling the problem. This includes how sustainability will be put at the forefront of architecture. If we teach the business of sustainability, we will be able to attract the right clients and develop mechanisms that can allow sustainable financing to create sustainable buildings.

Every university's school of architecture should ask itself: how do we, through our teaching and research, contribute intellectual and commercial value to the wider landscape of disciplinary knowledge? And how do we participate in the knowledge base of the field on its own terms - of architectural scholarship? This ethos for architectural knowledge should grow out of an expanded conceptualisation of the disciplinary credo of a 'duty of care'.

To me, class, democracy and responsibility are the issues. Class is the hidden dimension that reproduces architecture incapable of serving all the people and incapable of effectively challenging architecture's institutional class bias. The profession needs to redefine 'client'. Architects need to have a primary duty to society of which clients are members. Clients need to have the same primary duty to society.

Normal got us here - climate emergency; a capitalist system that is incapable of dealing with a pandemic. We need to teach a curriculum that exposes the

political structures that produce and celebrate signature architectures serving unaccountable, untaxed corporations and super-rich individuals; waste; inequality; pollution, and so on, and which promotes activist pursuit of democratic accountability, responsibility, health, accessibility, inclusivity and equality. Nothing less.

An academic paper by an individual student or a group of students on the practice of architecture, critical practice, is fundamental in developing a robust architectural education. This is because we can develop much faster and much more resilient systems when you link the planning (theory and design) and the construction (practice and design). Items such as 'value engineering' will potentially start to disappear, money will be saved.

Attract impact investors, thought leaders outside and alongside architectural legal practice (Part 3). Teach ways architects can access sustainable money and investment, and learn about negotiation techniques and business development strategies.

To teach the practice of collaboration, the mechanisms employed in which scenarios, case studies of governance structures in relation to ideology. These need to be taught to the same level of detail that contracts and procurement methods are taught (design and build, traditional etc) during a Part 3 course.

Architectural education speaks about collaboration but often practices the opposite with students doing individual projects; it doesn't guide students in collecting collaborative approaches and techniques for developing networks.

The RIBA is completely failing to attract a new generation of membership. It must get off the fence and start speaking to the average architect and defend what's right, even if high profile, successful practitioner members depart.

Architects need to be more rigorous and technically competent but also think more critically and imaginatively. These things are not opposites but



mutually inclusive. Crisis situations require fearless, brilliant, people. Our situation is not inevitable but is made by us and can be unmade or re-made by us. Education must help architects situate their thinking more deeply in the cultural context.

Education must arm architects with the ability to take risks while understanding what risk really is. This is absolutely political and we need to face outwards and be accountable to society and the civic. We need superb storytellers who can invent the narratives about our profession and communicate these to others, particularly those outside of the profession. We need to teach the economics of land use. Armed with this knowledge we will be in a position to deconstruct the dominant market-driven valuation of our work while avoiding the descent into aesthetics.

Understanding those who teach also relates to diversity. We have gradually come to accept that we need a diverse profession in order to design for a diverse society. This has to start with those who teach the next generations of architects. Validation boards have sometimes commented on the gender balance of staff at universities, but, to my knowledge, they have never made it a condition of validation.

There seems to be less understanding today than previously about the connection between cost, technology, construction and performance. Contractors and sub-contractors openly acknowledge they make money based on the architect's ignorance.

My instinct is that those teaching technology play relatively marginalised roles in schools of architecture. The RIBA should speak clearly to schools of architecture and universities about ensuring a balance of appointments and understanding the mechanisms that prevent balance.

This divide, between the qualitative and quantitative knowledges, skills and values, begins in schools of architecture. Of course, there are many reasons why this occurs: often university appointment systems are concerned less with creating 'balanced'

staffing profiles and more with the REF-readiness of applicants, but the value system of architecture as a whole remains firmly skewed towards design and away from the impact and importance of money and technology on practice.

Students really need to hear the views not only of their architecture tutors but of a whole raft of people – including end users! Architects speaking to other architects will not progress the discussion, nor will it progress the aesthetics of architecture. And just to be clear in case that sounds elitist, I am speaking here of social aesthetics as the way to bring others into the conversation about architecture - to share the responsibility (and the joy) of architecture beyond the profession.

Embrace architectural teachers in the membership. Offer them a different type of membership.

It's this false protection of the aesthetic realm of architecture that does us the most damage, putting us on a course towards irrelevance and sidelined in the drive towards societal and environmental justice.

We must drive forward discussion on collaborative courses and learning – it's long overdue – and have an honest, open and informed conversation about aesthetics in architecture – in the same way that the RIBA began a conversation about ethics.

Higher education has become an increasingly pressurised context (even before Covid) and the demands on those teaching and running architecture courses have increased exponentially over the last two decades. The two greatest impacts have been: teaching more people with fewer resources, and the formalisation and monitoring of research. Architecture continues to be a 'teaching-heavy' discipline that stretches staff more than most other disciplines in HE.



Practices need to be able to capitalise on and grow their knowledge. The RIBA needs to support this process while making better use of its own library as a global knowledge exchange hub. It also needs to promote the knowledge of architects in a much more evidence-based way ensuring that is it built into the new generation of digital systems (digital twin, Construction innovation hub etc.) or architects will become still more irrelevant.



Invited contributor to the PFFM

Theme

3

Diversity and inclusion



Reflect the diversity of the population within the architectural workforce - by adopting reforms and policies that promote diversity and inclusion within business practices.



Champion

Yemí Aládérún RIBA

Architect and major projects manager currently working in the housing sector, Yemí served as an elected National Council Member for the RIBA 2017-2020 and sits on its education committee. Yemí is a non-executive director for Women's Pioneer Housing Association, board trustee for Olmec charitable trust, co-founder of Paradigm Network and core member of Part W. She is an advocate for education, gender, housing and racial equality and is extremely passionate about social mobility and broadening access to the built environment.

Invited contributors

Jude Barber FRIAS

Architect and director at Collective Architecture, a 100% employee-owned and controlled studio-based practice in Glasgow and Edinburgh. Jude is a board member of the Glasgow Women's Library, a member of RIAS Council (GIA Rep) and sits on the RIBA working group 'Architects for Change'.

BLM_Arch@MSA

A student collective from Manchester School of Architecture acting on behalf of black and minority students.

Antionette Boateng

Global inclusion specialist and a veteran of the 'people' space, Antoinette helps organisations to develop truly inclusive cultures, where individuals achieve a sense of belonging. Antoinette was appointed in 2020 as the RIBA's Diversity and Inclusion consultant.

Maria Coulter BEM

Award-winning construction coach and podcaster from the north of England, Maria is a Non-Executive Director of the Construction Industry Council, and Chair of its Diversity and Inclusion panel.

Public Practice

A not-for-profit social enterprise which has the purpose, not just to increase and diversify the built environment expertise working in local government, but also to transform the status of public service, and support those working within it to lead the way.

James Turner

Chief Executive of the Sutton Trust, a charity established in 1997, which champions social mobility so that every young person – no matter who their parents are, what school they go to, or where they live – has the chance to succeed in life.

Champion's summary

There is an urgent need to be frank and honest about how traditional practice, teaching models and institutions are rooted in patriarchy, privilege, hierarchy and imperialism and how this has resulted in systemic racism, white privilege, classism, sexism, ableism and homo/transphobia.

Equality, diversity and inclusion are not issues to be relegated simply to matters of widening participation. We need to accept that good intentions don't always lead to positive impact. We therefore need to consider the implications of the current cultural, professional and educational defaults for the future we are all involved in creating. We need to be more critical and intentional about how we collaborate, design, build and solve issues.

Traditional business and learning models favour the few and not the many – and this is proven to be inherently unsustainable, unjust and economically unproductive. To create futures in which a wide range of people can thrive, we need to accept that we all have blind spots and biases which, whether intended not 'for' - but "or" not, affect our outlook and decision-making processes.

If our profession, learning environments and workplaces are to be relevant, agile, resilient and



sustainable, they must be diverse and reflect the society we live in - this is our reality. We must therefore encourage models of practice, creative outputs, teaching and delivery that are rooted in collaboration, innovation, social justice and equity. There is much to be done, and to learn / unlearn, on an individual, collective and institutional basis.

We, the RIBA and the profession, need to bust myths about 'the singular genius' and be frank about the collaborative nature of our work. We need to move towards including alternative business models such as employee ownership, franchise, and co-operatives in professional practice / CPD.

We need to take accountability, accept our ignorance and ask the difficult questions. We need to review the policies and practices that we create, implement, and enforce that reinforce inequities, and then set tangible targets for achieving lasting change.

Although positive change can start to take place immediately, achieving meaningful and systemic change will be a longer and iterative process. We need to accept that we will make mistakes but we need to be prepared to make them quickly, learn from them and grow from them.

Theme 3 goals / indicators of success

- Yearly reporting of gender and ethnicity pay gap across the profession for RIBA chartered practices.
- Establishing a social mobility employer index – monitoring top employers in the sector
- The majority of RIBA chartered practices signed up to the RIBA Inclusion Charter.



There is increasing awareness across the architecture profession of the scale of the problem and need for action when it comes to more visible aspects of diversity: gender and ethnicity. But there is a long, long way to go to develop a nuanced and balanced understanding of more complex and intersectional inequalities: for example economic circumstances, sexuality, (dis)ability, neurodiversity etc.



Invited contributor to the PFFM.

Contributor reflections

Professionals making decisions about our built environment do not represent the diversity of the communities we serve.

There is increasing awareness across the architectural profession of the scale of the problem and the need for action when it comes to more visible aspects of diversity: gender and ethnicity. But there is a long, long way to go to develop a nuanced and balanced understanding of more complex and intersectional inequalities: for example, economic circumstances, sexuality, (dis)ability, neurodiversity etc.

The silence from architectural institutions in the UK over summer 2020 was justified by generic university posts about Black Lives Matter. However, as students and future architects, this response is inadequate in recognising the conscious and unconscious role architecture plays in perpetuating socio-economic and political issues. Ultimately, white supremacy is systemic, therefore embedded in our institutions and organisations. The RIBA, ARB, well established architecture practices and UK educational institutions cannot claim professional and academic excellence without addressing the issue.

We call for the anonymity of cvs and job applications in order to avoid conscious and unconscious biases; giving all students and professionals equal opportunities purely based on merit, rather than their background, race, religion or an unusual name. We call for action and not words!

A major part of the solution is a combination of: changing large-scale organisations like the RIBA, ARB and UK universities from within; engaging with local practices via organisations such as the Manchester Society of Architects; or setting up businesses and creating new ecosystems of firms.

Unfortunately, while the RIBA is not necessarily 'racist' it does not really support Black and Ethnic Minority individuals, because there is not even a conscious acknowledgment that there is a problem in the first place. Moreover, the lack of accountability from the RIBA and its governing body, which have played a role in perpetuating racism and oppression of Black communities in the built environment, is an issue that has not been addressed or resolved due to the lack of acknowledgment of their wrongdoings.

Social mobility is about every young person – regardless of where they were born, who their parents were or what school they have been to – having access to the best opportunities to fulfil their talents and aspirations. But we know three depressing things about social mobility in the UK: it is lower than we would like; it may have declined and has certainly flatlined in recent years; and we are at or near the bottom of the international social mobility rankings. In other words, if you are born poor in the UK, you are more likely to stay poor as an adult, than you were in previous generations and in many other advanced countries now. As a result, those entering leading professions like architecture are less likely to come from lower income backgrounds. Our research found that people in Britain's top jobs are five times more likely to have attended an independent school than the general population, which is indicative of how narrowly focused opportunities are in the UK.

For our profession to be relevant, inclusive, adaptable and resilient we should encourage new models of practice, teaching and delivery that are rooted in socio-economic sustainability, innovation, ingenuity, social justice, fairness and equity.

The RIBA should create a mission for the architectural profession to be proportionately representative of the population by 2040. Or for the intake of architecture students to be representative of the population by 2025. This could be measured via a dashboard, and would need to be across all protected characteristics:



age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, ethnicity, religion or belief, sex, sexual orientation. To achieve this, it would be good to see the RIBA produce practical toolkits, resources and grants / scholarships for each stage where exclusion can happen (along similar lines to the GLA Supporting Diversity Handbook): ie, school education, routes into higher education, higher education, routes into employment and recruitment, career progression, routes into setting up a practice, procurement etc.

There is a business imperative to ensure sustainability of the architecture profession. Join the RIBA Inclusion Charter - a community of diversity and inclusion champions with a shared vision to diversify the profession.

Based on my experience, I believe what some people want is to have a diverse and inclusive industry where everyone can be themselves in the workplace and to have routes of progression for all. This will increase productivity, levels of engagement, profit margins, quality of product, better mental health, less sickness and inclusive design.

Organisations that operate in an open, equitable and agile way offer the opportunity to respond more readily to changing landscapes, enhance productivity and better harness collective skills / abilities. Examples include co-operatives, franchises, B-Corps, community benefit societies, employee-owned businesses, social enterprises and (some)consortiums. These models can be inherently more inclusive, agile and sustainable and consequently offer the opportunity to develop workplaces – and a profession – that reflects / includes everyone in society and can readily respond to changing needs.

Firstly, it's about fairness. The circumstances into which a young person is born should not determine their futures. It is simply wrong that some children have so little opportunity, and that even with huge effort and ability still have the odds stacked against them compared to their better off peers.

Social mobility is not just about hard qualifications. It is also about broadening horizons and building experience, skills and aspirations. And who is better placed to give young people advice and support than those already in the profession? It is also about how organisations think about recruitment and promotion in an imperfect world which we know does not allow everyone's abilities to flourish equally. As a starting point, our free and recently published 'Social Mobility in the Workplace: An Employer's Guide', is great at breaking down the issues into actionable chunks. It covers a range of approaches: how to attract more diverse talent in the first place so that the pipeline into the profession is broader; how to make sure recruitment and selection is fair; and how to make sure that talent thrives in an organisation and there is no ceiling on achievement based on background. Our general view is that if you can't do everything, at least start somewhere.

But there is an economic imperative too. In a competitive world, and in a knowledge economy, we simply can't afford to waste talent. If we are fishing in only part of the pool, we are certainly missing out on some of the best catches.

It's about how diverse teams and ways of thinking can spark innovation. How we can learn from each other and the communities we work in to create a built environment that works for them and employs people from those communities as well.

Not everyone is aware that we should be working towards this goal, not everyone cares because it doesn't impact on them. If you go to any industry diversity conference you are most likely preaching to the converted. I read a really interesting piece recently where a survey was done in the US and here were the findings:

<https://qz.com/work/1889860/why-white-men-dont-get-involved-in-diversity-and-inclusion/>

Currently, many architects are considering how their skill and labour might be better valued and communicated, both in practice and within society at large. The question of how we organise and consider our own work is central to this debate. Society – and consequently our industry – is fast-changing. Our profession must be open, agile and responsive to a wide range of intersecting issues that include addressing the ever-increasing climate emergency, embracing broader societal engagement in design / production, developing technological advancements / modern methods of construction and acknowledging the urgent need for equality, inclusion and diversity at large. This requires our profession to be pluralistic in its thinking and behaviour, to be nimbler in its ability to react and to be more readily equipped to address issues as they arise and evolve accordingly.

This quote, by Richard Threlfall, Global Head of Infrastructure, KPMG, speaks volumes:



One of my observations is that when you look at who is championing the cause of women in the industry, it's mostly women. The cause of ethnic minorities is mostly led by individuals who identify as BAME and the cause of LGBT+ inclusion by individuals who identify as part of that community. So what does that tell us? A CEO doesn't delegate responsibility for growth. Delegations away from the top says one thing – relative to other stuff this doesn't really matter.



We can work hard at attracting diverse people into the industry but site culture can be really intimidating and very unwelcoming. We don't understand enough what it is like to experience life for people who are in the minority in our industry, ie, women, LGBTQ, Black, Asian and ethnic minorities communities', disabled. There is a lot of fear in our industry and we have been caught up in a 'race to the bottom' on cost for too long and this impacts on cashflow and generates fear. This leads to poor standards in behaviour, product and decision-making.

Business leaders need to invest in training. There is also free training available on the Supply Chain Sustainability School website around leading inclusively, the business case for fairness, inclusion and respect, unconscious bias, how to measure diversity and inclusion in the workplace. Business leaders also need to survey their employees to understand how they are feeling: can they speak up?



The way in which architectural businesses and companies are established, owned and structured is rarely discussed or questioned. It is also widely assumed there are principally only two routes into practising architecture:

- Join an already established company, owned by someone else /or a group or individuals, and be contracted / salaried to them.
- Establish your own company, typically as a limited company, registered at Companies House.

Considering the two options above means that, in general, if you have the means, confidence and connections, you can set up your own company and develop your own work / identity. If not, you work for someone else under their terms, methods and conditions. Both these scenarios typically lead to pyramid models of business / company governance whereby a few individuals own and control the business and everyone else works for them – often in an unpredictable and fragile way. And, importantly, those who come from a background of wealth and privilege will typically own and control architectural businesses.

Also, many architects work in studios where there is (or has been) secrecy around finance and salaries, inability to influence or adapt the status quo, frustration over long working hours, obtuse tussles over intellectual ownership and impenetrable pyramid structures suited to alpha-personalities. Architects' studios are also renowned for casting a gentle veneer over poor working conditions by presenting informal studio environments and creative ideas to represent an image of 'collective working'. However, when you strip most organisations back to their bare-bones they are typically top-down corporate structures, ie, a few directors share all the company's profits / risk and everyone else works for them on a salaried basis.

This is at odds with the actual process of making architecture which relies on team working and mutual skills-sharing at every step. Consequently, some traditional business models – and their governance / operation – are rooted in patriarchy, white privilege, class and ableism. There is therefore an urgent need to be frank and honest about how these factors permeate our profession and consider alternatives.

There are several areas where the RIBA and members could develop and evolve conversations and act around this issue – across both learning environments and practice. The RIBA is well positioned to lead on this, given its remit in both areas.

Learning environments:

- The teaching curriculum / Part 1/2/3 process should be re-considered to ensure this clearly presents a variety of ways in which to practice architecture. This includes actively debunking the myth of the singular genius and learning / skills development that highlight the benefits –and need – for collaborative working across all stages in a project.
- Also, the professional practice curriculum continues to focus learning and study around the 'status quo' (eg, pyramid, company structures). This should be expanded to present the diversity of alternative models that exist in an equally balanced way.

More generally:

- Include the Future Architects Group in conversations around workplace, labour and models.

- Review the 'Principles for a new RIBA' manifesto co-ordinated by Part W which makes some clear and well laid out points that should be seriously considered in this process.

- Update the RIBA social mobility action plan with support / tools / contacts for start-ups and practices to include models of practice that promote fairness, equity and inclusion.

- Continue links between RIBA AFC and the ongoing work around RIBA Inclusion Charter / RIBA Communities / RIBA Inclusion Festival – and review any outcomes from this that will inform RIBA around workplace culture and models.



Architects are working in an increasingly competitive marketplace, where we are not only competing with each other but also with other professionals and digital tools that seek to provide services that used to be core to our offer. To be sustainable as a profession we must stay on top of this change by sharing knowledge both with each other, with academia, and with the world.



Invited contributor to the PFFM.

Theme

4

Research and knowledge



Research, build and share essential knowledge - by developing and disseminating the body of knowledge embedded within the profession.



Champion

Rob Hyde RIBA

A chartered architect / academic at Manchester School of Architecture, Rob co-founded / co-directs the Complexity, Planning and Urbanism research laboratory [CPU] lab and its taught design studio [CPU] ai. Previously leading the Master's Professional Studies programme as well as on employment, employability and enterprise and on internationalisation, his current leadership is around knowledge exchange and applied research. Operating at the convergence of academia and practice/industry, his research interests focus on built environment organisations and trans-disciplinary/evolving professional identities / knowledge, particularly around sustainability, productivity, value and risk. Professionally active across diverse regional, national and international cross-disciplinary networks and committees, he is a member of RIBA NW Regional Council (Chair Practice & Education Committee) and is a member of the RIBA Education Committee. Recent publications include *Defining Contemporary Professionalism - For Architects in Practice and Education (2019)* and *Intelligent Control: Disruptive Technologies (2021)*.

@RobHydeRIBA

twitter.com/RobHydeRIBA

[instagram.com/RobHydeRIBA](https://www.instagram.com/RobHydeRIBA)

[linkedin.com/in/RobHydeRIBA](https://www.linkedin.com/in/RobHydeRIBA)



It's more about full revolution than reform – relevance in the 21st century is what the profession needs to achieve – the current structure simply doesn't work.



Invited contributor to the PFFM.

Invited contributors

Billie Faircloth FAIA

Billie is a Partner at KieranTimberlake, an award-winning architecture firm recognised for its environmental ethos, research expertise, and commitment to architectural innovation. As the firm's Research Director, Billie leads a transdisciplinary group of professionals leveraging research, design, and problem-solving processes from diverse fields including environmental management, chemical physics, materials science, and architecture. In addition to her practice, Billie is an Adjunct Professor at the Weitzman School of Design, University of Pennsylvania.

Professor Fredrik Nilsson

Fredrik is an architect, Professor of Architectural Theory, and Head of the Department of Architecture and Civil Engineering at Chalmers University of Technology. He was Head of Research in Practice at Älvstranden Utveckling AB 2017-2018, and has a background as partner at White Arkitekter, where he worked 2000-2017 and was Head of Research and Development 2007-2014.



Dr Stephen Parnell

A former architect and currently an academic at Newcastle University where his research, teaching and practice are based on, through, and in the architectural media. He is the Editor-in-Chief of the RIBA's peer-reviewed journal, *The Journal of Architecture*. In a previous career, he designed and brought to market the NavisWorks suite of design review software.

Professor Flora Samuel

Professor of Architecture in the Built Environment, University of Reading. Former RIBA Vice President for Research and author of *Why Architects Matter* (2018), Flora is known for her research at the interface of education and built environment practice. She is active as a consultant on post-occupancy evaluation and social value.

Helen Taylor FRIBA

Recently made a Fellow of the RIBA, Helen is Director of Practice at collaborative international design practice Scott Brownrigg. Specialising in education design for more than 20 years, she co-edited *Urban Schools: Designing for High Density* (RIBA Publishing, 2020), and is currently an Honorary Research Fellow at Oxford Brookes University.

Professor Ola Uduku

Ola Uduku took up a Professorship in Architecture at the Manchester School of Architecture in 2017. Her research specialisms are in the history of educational architecture in Africa, and the contemporary issues related to social infrastructure provision for minority communities in cities in the 'West' and 'South'. Currently engaged in developing postgraduate research and teaching links in architecture urbanism, heritage and conservation between West African Architecture schools and those in North West England.

Champion's summary

*Where is the Life we have lost in living?
Where is the wisdom we have lost in knowledge?
Where is the knowledge we have lost in information?*
T.S. Elliot ^[1]

We are knowledge workers ^[2] operating in ever-evolving fields of expanding, overlapping and dissolving professional boundaries, exposed to constant disruption and post-normal challenges. While the questioning of 'architectural knowledge' is not new, ^[3] it is in this context of accelerated change, increased complexity, stagnated productivity and existential threat that the principle's wording must be interrogated.

We must question what 'essential knowledge' is, and will be in the future, in order to know what / how / with / for whom to 'research, build and share'. This will in turn inform what the 'body of knowledge embedded within the profession' actually is, should it only be 'within', and what it potentially will be, in order to know what / how/ with / for whom 'developing and disseminating' [Knowledge Exchange] should be for.^[4] Furthermore, 'knowledge' is too vague a term,^[5] sitting in a continuum of data, information, knowledge, insight and, critically, wisdom. It fluctuates between informal / formal, tacit / codified, implicit / explicit in overlapping, changing, hybridised silos within and between disciplines, across mindsets, skillsets, and toolsets.

Emergent themes /actions from the contributors include:

- Addressing relevance ^[6] by radically rethinking and transforming/transitioning the profession. ^[7]
- Understanding value is in liminal space, between silos both within and outside the discipline. ^{[8] [9]}
- Importance of beginning to measure and evidence value (and risk).

- Lack of adequate theoretical frameworks and methods. ^[10]
- Need for new systems, processes, mechanisms, platforms, vehicles around knowledge management and organisational learning. ^{[11] [12]}
- Value of diversity of knowledge and removal of cognitive bias / 'group think'.

We must understand knowledge is not an object but is both a constant flow and a thing. ^[13] The commodity not the knowledge itself or where it resides, rather the flow within / outside and what it affords / manifests in terms of output, outcome and impact. The RIBA must ensure it is an enabler rather than a barrier to this and is positioned to be the 'honest broker'. It should assume the role of a mediator internally and externally, facilitating, connecting, curating, maintaining, validating, sharing and anticipating knowledge top-down / bottom-up within, outside and between disciplines.

Understanding architectural knowledge through a lens of 'nostalgia' ^[14] is a serious barrier. The enabler is to embrace this knowledge as a complex adaptive profession. ^[15] The profession in its current form is only 200 years' old and we cannot delay understanding our current and future context / s, value / s and role / s. We must constantly 'scenario plan' to identify value / risk and refine / reiterate principles to evolve strategy and tactics in relation to an open-ended and developing body of knowledge. ^[16]

This constant reflection means being realistic and opportunistic; and remaining or entering fields of value or potential value and withdrawing from fields of little or no value. We must not be ossified / petrified, neither stone-like slow in engaging in this nor indeed scared to do so.

Fundamentally, we must adapt both proactively and reactively to ensure 'bleeding edge' knowledge is continuously generated (research and innovation) and that it is shared (Knowledge Exchange) to become 'absorbed' ^[17] and applied in leading edge practice.



A doctor would not prescribe a drug or embark on a surgical procedure without checking the latest knowledge and research. As every building is a prototype, we need to learn from each other's prototypes – built and unbuilt – in order to have evidence that we are having a continually improving impact on the world.



Invited contributor to the PFFM

- [1] Eliot, T. S. [1934]. *The Rock*, London: Faber & Faber.
- [2] ...*the most valuable asset of a 21st century institution, whether business or non-business, will be its knowledge workers.* Drucker, P.F. (1999). *Management Challenges for the 21st Century*. Harper Collins.
- [3] Duffy, F. Hutton, L. [1998]. *Architectural Knowledge: The Idea of a Profession*. London: Taylor & Francis.
- [4] <https://re.ukri.org/knowledge-exchange/>
- [5] Dewey, J. Bentley, A. [1949]. *Knowing and the Known*. Boston: Beacon Press.
- [6] Samuel highlights Van Schaik's, assertion that 'the profession was created around the 'wrong' body of knowledge and warns 'without a literacy in the best-quality knowledge, architects cannot really claim to be professionals – their expertise is unclear, out of date and seemingly dispensable – and their status within the construction team continues to diminish.' Samuel, F. *Three pillars of professionalism: Knowledge, ethics and professional judgment* in Jones, A. (Ed.), Hyde, R. (Ed.). (2019). *Defining Contemporary Professionalism*. London: RIBA Publishing.
- [7] Change is Necessary - From what? Towards what? How? Why? By who?
- [8] Kongebro points to the need to be *more willing to embrace outside knowledge in architecture and creating frameworks and incentives to broaden the knowledge base that informs our architecture.* Kongebro, S. Forward in Jones, A. (Ed.), Hyde, R. (Ed.). (2019). *Defining Contemporary Professionalism*. London: RIBA Publishing.
- [9] 'An urgent need for architects to reaffirm the intellectual basis of their profession, to align it with other rapidly developing disciplines to make sure that the design of the environment takes its proper place in society based increasingly on the development and transmission of all kinds of knowledge.' Duffy, F. & Hutton, L. (1998). *Architectural Knowledge, The Idea of a Profession*. London, E&FN Spon.
- [10] Nilsson points out there is an urgent need to establish a missing theoretical framework for architecture in citing Gutman's warning of 40 years ago on the *importance of identifying the underlying forces that shape architecture, and of getting rid of a number of misconceptions about the field.* He also points to Nolin in the concern of the *problematic distance between theory and the professions themselves and the structures connecting academia, professions, professional associations and other societal actors.* Nilsson, F. *Theory and profession: The need for frameworks connecting the profession, academia and society* in Jones, A. (Ed.), Hyde, R. (Ed.). (2019). *Defining Contemporary Professionalism*. London: RIBA Publishing.
- [11] 'Professions... increasingly antiquated techniques for creating and sharing knowledge', Susskind, R., Susskind, D. (2015). *The Future of the Professions*. Oxford University Press.
- [12] 'Research generated by individual practices which currently lives on individual servers, could be shared and cross-referenced, creating a giant knowledge base which all practitioners could draw from', Hyde, R. For the Public Good. In Saunt, D. (Ed.), Greenall, T. (Ed.), Marcaccio, R. (Ed.). (2019). *The Business of Research: Knowledge & Learning Redefined in Architectural Practice*. AD 03, Vol 9, 2019.
- [13] Snowden, D. (2002). 'Complex acts of knowing: paradox and descriptive self-awareness.' *Journal of Knowledge Management* 6 (2): 100-111
- [14] 'Nostalgia originates from a 17th century medical student describing anxieties displayed by Swiss mercenaries fighting away from home. Fuentenebro, de Diego, F; Valiente, C (2014). 'Nostalgia: a conceptual history.' *History of Psychiatry*. 25 (4): 404-411.
- [15] See Complex Adaptive Systems [CAS] and Complexity and Organisations – Properties include self-similarity, complexity, emergence, self-organization, adaption, exaptation, co-evolution etc.
- [16] Duffy, F. & Rabaneck, A. (2013). *Professionalism and architects in the 21st century, Building Research & Information*. 41:1, 115-122.
- [17] 'Absorptive capacity is the ability of organisations to recognise value of new external information / innovation, assimilate it, and apply it to commercial ends in product or service.' Cohen and Levinthal (1990), 'Absorptive capacity: A new perspective on learning and innovation', *Administrative Science Quarterly*, Volume 35, Issue 1 pg. 128-152 and Cohen and Levinthal (1989), 'Innovation and learning: The two faces of R&D', *The Economic Journal*, Volume 99, September pg. 569-596.



Digital and manufacturing technologies must be core to architectural education and continual training. The RIBA should support the changing process of design and recognise more innovative practical experience.



Invited contributor to the PFFM



Theme 4 goals / indicators of success

- System: Reinstatate RIBA Research Committee as the Applied Research, Innovation + Knowledge Exchange Committee. This could involve diverse stakeholders, be aligned to academic metrics, eg, REF/ KEF ^[1], be reactive / proactive to / with funders, eg, UKRI ^[2] (perhaps RIBA becoming a formal funding body itself), be in continuous review of the landscape of profession / wider built environment to identify challenges (both opportunities and threats) and feedback into the RIBA through committee structures top-down nationally and bottom-up regionally / branch. The relationships, partnerships, opportunities, outputs, outcomes, impacts facilitated can all be measured.
- Vehicle: Establish an open applied research, innovation + knowledge exchange mechanism for both output and stakeholder dialogue [Journal/ Wiki]. This would fill the gap where innovation is located, both between (and beyond) the consultancy-focused RIBA Journal and the traditional academic Journal of Architecture. It would be relevant and agile with open peer / community review mechanisms to better create,

develop, share, disseminate gather and connect knowledge and link to focused talks, symposia, conferences etc. (existing and proposed activity). Increase in activity in this area in both academia and practice can be measured.

- Culture: More formally embed applied research, innovation and knowledge exchange within the school validation process, with it more integrated throughout RIBA Parts 1, 2 and 3 teaching and research. Both this and industry experience / connection must be valued appropriately in both hiring and promotion criteria within schools of architecture. Amount / proportion of chartered architect / industry-experienced staff (full-time / part-time), industry PhD's, KTP's ^[3] (knowledge transfer partnerships), research projects, consultancy contracts, spinouts, industry relevant publications and industry involvement in both research and teaching collaborations can all be measured.

[1] <https://re.ukri.org/knowledge-exchange/> and <https://www.ref.ac.uk/>

[2] <https://re.ukri.org>

[3] <https://www.gov.uk/guidance/knowledge-transfer-partnerships-what-they-are-and-how-to-apply>



Where does the RIBA locate itself? The RIBA is no longer considered to be the source of intellectual leadership. Should it become the “go-to” authority on the built environment?



Invited contributor to the PFFM.

Contributor reflections

In the words of Dr Samuel Johnson, ‘integrity without knowledge is weak and useless. Knowledge without integrity is dangerous and dreadful.’

It’s more about full revolution than reform. Relevance in the 21st century is what the profession needs to achieve: the current structure simply doesn’t work.



Professions rely on the codification of knowledge and become its guardian by constructing it, developing it, claiming jurisdiction over it, and selling it.



(Abbott, Andrew [1988].
The System of Professions:
Essay on the Division of Expert Labour.
Chicago: University of Chicago Press.)

Architectural knowledge is partly cultural, partly technical, partly legal, partly tacit and partly explicit. The British architectural profession is confused as to where its value lies. It has no monopoly over the technical or legal aspect of its knowledge: anyone can design and oversee the construction of a building. Therefore, it concentrates on promoting the cultural aspect of its knowledge (the art / design / creativity), which is largely tacit.

To be a professional is to have custody over a body of knowledge and to use it ethically for social, environmental and economic value (sustainable triple bottom line). Knowledge is fluid and changing, not a commodity passed from person to person.

Whatever the species, knowledge requires a location: it has to exist somewhere in order to be shared and passed on (taught) – in people (architects, teachers, etc), organisations (the RIBA, schools, practices, etc), or commodities (archives, books, journals, internet, etc). The RIBA currently has no place for its knowledge to be developed and shared at the level of profession for the benefit of the profession and its practitioners. It has two journals, RIBA Journal which addresses practice and culture, and the Journal of Architecture, which addresses academia with mostly humanities (history / theory) topics.

One needs to change the structure of the architectural profession altogether. This will involve education – probably starting from primary school appreciation of architecture, planning and landscape / environmental issues and then threaded through and hardwired into learning / curriculum. It would mean changing thought leaders and actors... ‘groupthink’ needs to go.

The profession needs a place – a platform – that spans practice and academia where knowledge can be constructed, nurtured, developed, critiqued and



claimed co-operatively rather than competitively. The urgency of the climate emergency, for example, demands such co-operation. I understand that the Australian Institute of Architects is currently developing such a platform.

Knowledge management - this is primarily an issue for practices and the RIBA itself. How can the profession organise its knowledge to be more than the sum of its parts? It requires very considerable strategy and leadership. Practices need to be able to capitalise on and grow their knowledge. The RIBA needs to support this process while making better use of its own library as a global knowledge exchange hub. It also needs to promote the knowledge of architects in a much more evidence-based way and ensure it is built into the new generation of digital systems (digital twins, construction innovation hub etc) or architects will become still more irrelevant. In particular, it needs to help practices with data management, accessing data sets, generating data sets and using these as a basis for design.

Knowledge does not reside in the traditional silos where it used to exist - ivory towers / expert consultants etc. The new learning and knowledge production is collaborative, international and constantly changing. The challenge is to encourage environments, both physical and these days virtual, where ideas and collaborators can mix.

Research projects (knowledge generation) - knowing what works through post-occupancy evaluation has to be at the top of this agenda. However, the profession is also missing multiple tricks (and income) in failing to foster a research culture across universities and practice. A particular issue is the disconnect between the creative industries and architecture.

Theoretical frameworks might be useful but scenario planning probably makes more sense. What do we want architects to be or be doing in 10, 25 and 59 years' time, given particularly global events which are likely to affect what may well be the dis-united collection of UK states?

Entrepreneurism, diversity and diversification (knowledge sharing) – the RIBA has to share knowledge of best practice, the diversification of services and ways to generate passive income. The valorisation of these types of activities is core to its mission around diversity too.

Over the next 15 years, architects will increasingly encounter various modes of research that attempt to tackle our biggest challenges. Research, and the actionable knowledge it creates, is poised to propel practice transformation within our firms and academies. There is already sufficient documentation of research-centered design firms that organise and sustain programmes of research, demonstrate research-in-action through the publication of findings, and evidence the agency of industry and academy partnerships. Institutions, such as the RIBA and the AIA, will affirm this truism: architects can and should produce knowledge and take up rigorous programmes of research to study the built environment.

As the only regulated built environment professionals, architects' value and strength lies in the combination of knowledge and integrity. As professionals, we are applying a set of values, behaviours and wider responsibilities to how we use that knowledge on real, and increasingly challenging, situations. To be called a professional, we need to rise above the everyday and look after interests (the public, the planet, the quality of the built environment) over and above the everyday tasks we are being paid to do. To do that successfully we need to be able to call on a body of knowledge that is not only shared but continually building. A doctor would not prescribe a drug or embark on a surgical procedure without checking the latest knowledge and research. As every building is a prototype, we need to learn from each other's prototypes – built and unbuilt – in order to have evidence that we are having a continually improving impact on the world.

We need to clarify how different kinds of knowledge and theories are developed and transferred, and

structure how they support different aspects of architectural practice and research as well as the understanding of physical built environments. This is important for the articulation of what architects and architecture contribute in the forming of society, as well as for the development of the discipline and more efficient interaction with external actors.

Architects are working in an increasingly competitive marketplace, where we are not only competing with each other but also with other professionals and digital tools that seek to provide services that used to be core to our offer. To be sustainable as a profession we must stay on top of this change by sharing knowledge with each other, with academia and with the world. In the same way that teachers help pupils to understand, filter and interpret the knowledge and data that they are bombarded with, architects can protect the public and the planet by disseminating the massive body of knowledge in practice. The RIBA is the ideal organisation to support this dissemination and thereby support the value of architects.

Schools of architecture need to become more precise in theory-based and research-based education. Academics need to develop conceptual frameworks that can better support the profession. Professional bodies must acknowledge the need for and demand more articulate theoretical frameworks that support practice and support the enabling of conditions at universities to develop needed knowledge. Architects need to transform their professional identities, leaving behind the perception that research and theoretical frameworks would diminish the creative power of design and realise that they strengthen both the creativity and the position of the architectural profession.

We remain challenged in three respects. Firstly, we lack the theory and methods for engaging outcome-oriented design. We need to radically rethink who benefits from our work as much as we need to learn to measure the outcomes and impacts of architecture both quantitatively and qualitatively. Firms

and academies should consider this a collective task, as well as a challenge to rethink what we think we know, our code of ethics, contracts, and core curricula. Secondly, we lack representation on interdisciplinary teams addressing pressing issues of inequity, public health, climate change and climate justice. We also lack normalised models for consortia-based work across professions where knowledge creation and its aggregation are paramount. Thirdly, just as we work to subsume new practices (ie, life cycle assessment and robotic building) and integrate them into our profession, we must also work to drive practices from our core outward. Here, we will work to hybridise our practices with seemingly unallied disciplines and collaborate with other fields of inquiry across scales. This means that we must continue to cultivate new roles for architects and humbly accept that on these teams architectural design might be a secondary or tertiary mode of inquiry.

Architects need to transform their professional identities, leaving behind the perception that research and theoretical frameworks would diminish the creative power of design and realise that they strengthen both the creativity and the position of the architectural profession.

Theme

5

Climate and environment



Lead the profession in the transition from an extractivist, degenerative industry and economy to a sustainable, circular, regenerative built environment that places social and ecological flourishing at its heart. ^[1]



Champion

Maria Smith RIBA

Smith is a chartered architect, engineer, writer, and curator working across disciplines to bring the built environment in line with planetary limits. They are a Director in Buro Happold's Sustainability and Physics team, a strategic consultancy underpinned by deep technical knowhow and cutting-edge innovation. Smith founded and led a transdisciplinary team at Webb Yates Engineers focused on reducing embodied carbon and was also chief curator of Enough: The Architecture of Degrowth, at the 2019 Oslo Architecture Triennale. The team has written for newspapers, magazines, and RIBA J and is frequently invited to lecture on sustainability, architecture and economic growth around the world. Smith is a RIBA Council Member, a Trustee of the Architecture Foundation, is on the steering committee of Architects Declare / Construction Declares, and in 2017 was appointed a Design Advocate by the Greater London Authority.

Invited contributors

Jake Attwood-Harris

An environmental designer and analyst, Jake works at the concept stage of projects, developing key sustainability strategies and targets. Through this work he has collaborated with colleagues from across the construction industry and developed a broad knowledge of concepts from mechanical systems design to master planning. His work has been on the boundary between architecture and engineering, working with passive design techniques to create comfort in buildings before using modern technology where it counts.

Ben Hopkins

Ben is an Associate at Bennetts Associates where he leads the practice's sustainability team alongside working on projects and a number of cross-industry

initiatives, particularly with the UKGBC and the LETI embodied carbon workstream. He is also interested in organisational and personal carbon foot printing.

Steve Tompkins RIBA

Director of Haworth Tompkins Architects (AJ100 Practice of the Year 2020, RIBA Stirling Prize winner 2014), founder signatory and steering group member of Architects Declare, Trustee of the Young Vic theatre and Theatrum Mundi, and advisory board member of the Stephen Lawrence Trust.

Louisa Bowles

Partner and Head of Sustainability at Hawkins\Brown. Louisa leads the team in the office, and has recently been an active member of LETI leading the Whole Life Carbon workstream and led the development of HBERT, Hawkins\Brown's in-house carbon measuring tool.

Michael Pawlyn

Michael is an architect and established Exploration Architecture in 2007 to focus on regenerative design. His TED talk has had over 2m viewings and his book Biomimicry in Architecture has been RIBA Publication's best-selling title. He jointly initiated Architects Declare and is currently working on a new book co-authored with Sarah Ichioka, provisionally titled Design Paradigms for a Planetary Emergency.

Professor Peter Clegg

A founding partner of Fielden Clegg Bradley Studios, Peter is a key pioneer in environmental design, with more than 30 years' experience in low-energy architecture and is actively involved in research, design and education.

Champion's summary

The twin crises of climate breakdown and biodiversity loss are, combined, the most serious issue of our time. Buildings and construction are a major contributor to the problem, accounting for nearly 40% of energy-related carbon dioxide (CO₂) emissions while also having a significant impact on our natural habitats.



For everyone working in the construction industry, meeting the needs of our society without breaching the earth's ecological boundaries will demand a paradigm shift in our behaviour. Together with our clients, we will need to commission and design buildings, cities and infrastructures as indivisible components of a larger, constantly regenerating and self-sustaining system.

The RIBA can (and should?) lobby government for the necessary changes eg:

- Green recovery from Covid-19.
- Green New Deal.
- Reformed Building Act (eg, to enable post-completion activities to be regulated).
- Reformed Building Regulations (eg, to include operational energy and embodied carbon targets).
- Reformed planning process to facilitate meeting national and industry carbon and energy targets (measured on a consumption basis).
- Consumption-based emissions reporting.
- Address and change the ways in which the property industry and land use policy is used to drive investment and economic success rather than to create social and environmental value.
- Facilitation of the logistics to enable a circular economy.
- Provide information to clients and potential clients on the importance of sustainable and regenerative design and guide them in how to commission it.
- Develop and provide resources to its membership to ensure that all architects are equipped with the resources needed to deliver sustainable and regenerative design.
- Review all professional services in light of the climate and biodiversity emergency.

Theme 5 goals / indicators of success

- **RIBA to lead the profession in the transition.** By mid-2022 the RIBA has developed and published a plan outlining the key stages and actions needed for the RIBA to lead the profession in the transition to a sustainable, circular, regenerative built environment that places social and ecological flourishing at its heart. A report should then be received twice a year by RIBA Council on progress on this leadership plan.
- **RIBA leading by example through its own operations.** The RIBA should lead by example, as a world class institute, demonstrating through its own operations its own commitment to the transition to a sustainable, circular, regenerative built environment that places social and ecological flourishing at its heart. A report should be received twice a year by RIBA Council demonstrating change and outcomes.
- **RIBA explaining and encouraging governments and the broader industry to transition.** Through a variety of means, including advocacy, lobbying, communications, collaboration and representation, The RIBA should be instrumental in explaining and encouraging governments and the broader industry to transition to a sustainable, circular, regenerative built environment that places social and ecological flourishing at its heart. A report should be received twice a year by RIBA Council demonstrating activities and outcomes.

[1] Proposed alternative wording to the 'Five Principles' wording agreed in 2018 by the five presidents of the architecture institutes of England, Scotland, Wales, Northern Ireland and the Republic of Ireland when they committed to drive forward five shared principles to strengthen and safeguard the future of the profession.

[2] Taken from Architects Declare <https://www.architectsdeclare.com/>

Contributor reflections

I would go further and talk about necessary systemic change and the RIBA's public voice in bringing that about - the current public media advocate / champion / spokesperson role is understated. So there might be a fifth role: eg, the RIBA can (and should) 'publicly advocate for an urgent paradigm shift to a regenerative built environment within a thriving planetary web of life'.

As a country we need to meet zero carbon emissions targets by 2050 and the built environment is one of the single largest contributors to these emissions. The circular economy is part of the mechanism of getting there. Regenerative practice and biodiversity gain should be an outcome of meeting these targets.

In terms of lobbying we need to make sure that the regulations are fit for purpose so the highest performance standards are essential, not a nice to have - building regulations and planning requirements are key. Biodiversity targets can also be part of this as well as carbon and energy I would take a very specific science-based and evidence-based approach and require people to start measuring things, not just talking about them. I would add a requirement to begin measuring and publicly reporting whole lifecycle carbon (WLC). I think the RIBA could be doing a lot without lobbying government (which is has a terrible track record on this issue anyway). We have many members - we should be more than a lobby group! I like the stuff about encouraging changes in wider industry to enable us to design better buildings: maybe it could be written in slightly more plain English as there is quite a lot of 'sustainable speak' here.

The RIBA could be driving industry research to support adoption of better materials (working with government and building and professional indemnity insurers to remove barriers to use of cross-laminated timber and other non-standard building materials). Similar issues will presumably come up with re-use of components as we push further into circular economy usage.

Divest! The RIBA pension fund is killing my personal carbon footprint and it is so hard for employers to switch providers once they have chosen an auto-enrolment provider. Trying to do all the other stuff while driving investment towards fossil fuel companies is just depressing.

I think the 2030 Challenge has been a great initiative. It has enabled the presentation of a set of targets to clients to start the conversation where it was not previously on the agenda. Asking for data reporting as part of awards has also been exceptionally useful for getting designers more aware. I would support the careful transition to targets being placed on awards - it has to be carefully benchmarked by sector and the measurement boundaries defined.

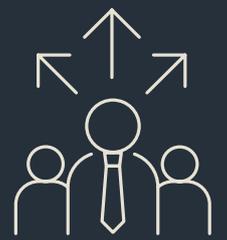
Creating a guide for clients in how to deliver net zero carbon performance would be a good next step. The level of analysis required to iteratively design and research proposals is higher than a standard project in the current context and supporting designers in asking for and justifying the time and fee to deliver this would be helpful. The standard scopes in appointment documents could be reviewed. Engineering scopes can also create gaps - architects are frequently asked to lead the net zero carbon design process with scope gaps in other appointments.

The logistics of a circular economy are very necessary but challenging. To achieve the scale of change required, I believe, needs a regional or national network to be created. This requires funding and joined-up thinking. Standard (or mandatory) scopes for asset audits where projects involve existing buildings would also be beneficial.

Theme

6

Delivery



Lead the profession to deliver better value, productivity and quality.



Champion

Nigel Ostime RIBA

Nigel is a chartered architect and a Partner at Hawkins\Brown, which has studios in London, Manchester, Edinburgh and Los Angeles. He set up the RIBA Client Liaison Group in 2013 with the aim of making the institute more outward facing – to provide a forum to hear views directly from clients and a vehicle to feed ideas and initiatives from the Institute back to them. Nigel also sits on the RIBA Practice & Profession Committee. He is author of a series of books on project and practice management and lectures at a number of schools of architecture, including the AA, the Bartlett, Cambridge and Manchester. Nigel has a keen interest in modern methods of construction and is leading the update to the RIBA Plan of Work DfMA Overlay, due for publication in September 2021.

Invited contributors

Andy von Bradsky RIBA

Andy was chair of PRP Architects 2007-2015 and chaired the Housing Forum. He was Head of Architecture at the Ministry of Housing, Communities and Local Government from 2016 to 2021.

Neil Smith

Neil is Director of Risk Management at professional indemnity insurers Tindall Riley Limited (Wren).

Professor John Cole

Professor and architect, John is a member of the post-Grenfell Industry Safety Steering group chaired by Dame Judith Hackitt. Previously he chaired the enquiry into the construction of Scottish schools.

Jami Cresser-Brown

Jami leads the 'Central Logic' approach at Bryden Wood, and her work sits at the intersection between architecture and design for manufacture and assembly (DfMA) and digital innovation. Jamie developed Prism for the GLA.

Mark Farmer

Mark has 30 years' experience in construction and real estate and is a recognised international commentator on a variety of industry and policy related issues. Mark authored the Farmer Review, an influential 2016 independent government review of the UK's construction labour model entitled *Modernise or Die*. In 2019 he was appointed as the government's Champion for Modern Methods of Construction in Housebuilding. Mark is a member of the Construction Innovation Hub Industry Board and the Construction Leadership Council Advisory Group and is a board member for Construction Scotland Innovation Centre. He is also a national co-chair of Constructing Excellence and the Urban Land Institute UK Residential Council and a trustee of the MOBIE educational charity.

Ian Heptonstall

Ian heads up the Supply Chain School and he specialises in sustainable supply chain management, sustainable construction, engaging small, diverse and local businesses in supply chains, eco-innovation in SMEs, understanding public procurement and marketing for small and medium sized companies.

Champion's summary

The construction industry is failing to deliver value; productivity has flat lined; we are failing to provide consistent, appropriate levels of quality, and in some devastating cases our buildings are unsafe. The construction industry needs to change, and architects need to play their part and provide leadership.

Architects are rightly credited as great designers, delivering creative responses to client's briefs, but they have lost the leadership position and their skills and knowledge to deliver the built product have diminished (see *What Clients Think of Architects and Building in Quality*).



There is an opportunity now for architects to regain the role of ‘master builder’. In light of the Hackitt Review, the ARB is consulting on architects’ competency and this is likely to have far-reaching implications. The RIBA can facilitate the necessary change and provide the framework and oversight needed to put things right.

Architects should be leading the industry to deliver buildings that are safe, meet the performance and quality criteria specified in the brief, and provide value. They have the potential to drive change and improve quality in the built environment. But they must start with putting their own house in order and demonstrating consistent professionalism and competency in the delivery stages of projects.

Architects must shake off their reputation for fiduciary complacency, even if this is more perception than reality. They must become more business-like and promote this change.

Architects should also look to improve productivity both in the industry and within the work they themselves undertake. This will in part be through embracing modern methods of construction (MMC) and digital technology.

The issues around delivery can be considered in three areas:

- *Producing value* and not allowing it to degrade during the delivery stage of the project. This would be aided by procurement reform.
- *Improving productivity*, in part through greater adoption of Design for Manufacture and Assembly and MMC, digital technology and improving architects’ project management skills.
- *Championing quality*, and how to maintain it through the course of the project from briefing and concept design through to completion. This covers matters such as build quality, safety, regulation and the forthcoming competency assessment and potential protection of function.

Theme 6 goals / indicators of success

The goals for this theme are all about measuring:

- **Value** – successful roll-out of the Construction Innovation Hub’s Value Toolkit
- **Productivity** – development and adoption of a pre-manufactured value (PMV) calculator that can be used as an indicator of increased productivity
- **Quality** – development of a quality management toolkit that is adopted by central and local government to assess quality in terms of build quality, functionality and impact (ie how well the asset adds social, economic, cultural and environmental value and improves human wellbeing).



The RIBA has a lamentable reputation for being irrelevant, disengaged, timid and self-serving. Its functionality is sclerotic. It is completely failing to attract a new generation of membership. It must get off the fence and start speaking to the average architect and defending what’s right, even if high profile, successful practitioner members depart



Invited contributor to the PFFM

Contributor reflections

For me the most critical issue and most significant question that the profession has to ask itself is whether it wishes to retain a primary position in what are the traditionally perceived roles of the architect, ie, designing a building and overseeing the implementation of that design into a built reality.

We need to attract people to the built environment from an increased diversity of backgrounds, or risk losing interesting people and their ideas to other industries. We need people who can understand and drive the change that this industry needs.

Since the scrapping of fee scales ... and the deregulatory nature of their function, architects have become victim of (and contributor to) a market-led approach to service and fees that has ultimately led to a general deterioration of quality in construction. This has been compounded by successive economic shocks in the nineties and noughties that further drove down fee levels and diminished the role of the profession, and consequently quality outcomes have suffered.

Procurement processes are heavily weighted to cost rather than quality outcomes, a further driver to reducing the function of an architect. Some architects will not compromise on quality, and consistently deliver good architecture, whilst many are driven by or take advantage of a more commercial approach – Grenfell summarises the systemic failures that this can lead to ... This is best addressed by a combination of enhancing the technical, management, financial and business skills of the architect through improved education and more practical experience, tested through a programme of continuous improvement, combined with a protection of function requirement by government building safety requirements applied to all new development.

Developers and contractors are unlikely to change their perception of the role of architects unless there is some mandate to do so. However, there needs to be a tightening of the competency test for professionals to justify this status and architects need to earn the right to this enhanced status.



The RIBA should cease being a political campaigning organisation and acknowledge that they are not alone in standing up for quality outcomes. Ministers and their officials in government departments seek similar goals, so it should be collaborative rather than combative. It should look inwardly at the challenges its members face, strengthen the training and competency requirements of its members alongside ARB, be more collaborative in its engagement with other design and construction agencies, recognising it made a good start on this. From inside government, the RIBA appears aloof and remote from both its members and government – not a good starting point for strengthening its status in industry.





DfMA/MMC:

- Promote increased use of DfMA processes and MMC.
- Promote standardisation of components/products to improve productivity.
- Promote the need for architects to develop knowledge of the manufacturing (offsite) industry and develop closer relationships with the organisations and people in it.
- Organise seminars to educate architects about MMC. Possible tie in with Supply Chain School.
- Promote DfMA in schools of architecture.
- RIBA to develop an offsite hub.
- Digital and manufacturing technologies must be core to architectural education and continual training. The RIBA should support the changing process of design and recognise more innovative practical experience.
- Promote how MMC can produce good quality architecture and is not a threat to architects.
- Promote opportunity for architects to act as integrator with the manufacturing process.
- RIBA to help architects develop the skills to provide the MMC Adviser role (ref Plan of Work DfMA Overlay 2nd ed. 2021).

Buildings and infrastructure are designed and assembled differently every single time which is inherently extremely inefficient.

The benefit to productivity of increasing standardisation is not openly recognised by the majority within the industry.

DfMA is another mechanism for increasing standardisation but is still considered by many as a practice specialism rather than a starting point for conversations around efficient project delivery through the reapplication of delivery knowledge.

There is no single DfMA solution, material or product that can be used to deliver all building types with maximum efficiency. As architects we need to think more objectively about standardisation at different scales. Our aim is to create a diverse world by using our collective resources most efficiently.

The RIBA needs to respond to the process of design in the context of automation and the process of design in the context of standardisation through the adoption of DfMA delivery methods. It also needs to find ways to encourage and support knowledge sharing, both in education and for continual development, or risk the industry becoming ever more fragmented.

Architects should be encouraged to contribute to practical collective resources. As a representative example, there is no shared pattern book of apartment layouts for use by designers; instead these are designed slightly differently by every designer every time (resulting in questionable value). The aim is not to make all buildings identical, but to encourage architects to assess the value of applying variation.

Designers spend too much time on repetitive tasks such as interpreting design rules and as a result rarely spend time reflecting on or challenging them. We are repeatedly selling the ability to interpret rules which is not very progressive. If these rules were made more transparent, more people would be able to participate in design discussions and design activity would be more productive.

The industry is not leveraging digital technology to drive standardisation. Instead, sophisticated technology is often pushed to facilitate complex geometries in one-off conditions without questioning its overall value.

Digital technology will boost productivity and expand creativity, yet instead it is misunderstood by many as being a threat to jobs. We have the opportunity to redefine the process of design in the context of automation but must consciously take control of this before another sector does.

Digital technology can alleviate burden by driving standardisation but has to be developed consciously by first understanding design rules with a desire to disseminate know how.

Need to address the way architects have become either 'concept' or 'delivery'. Consequent decoupling of the concept from how the building is detailed and built. Architects need to get back on site. Reinstate architect as 'responsible person'. Provide more focus on technical delivery in architects' training. Architectural education to provide greater technical knowledge and better project and practice management skills and knowledge.

A significant percentage of practices have relatively willingly fallen into a way of working which significantly limits their responsibility for ensuring that what they design is actually delivered. As a result, many have pulled back from (i) the previously expected comprehensive production of construction detail, relying instead on the builder's supply chain to provide the necessary detailed design for many of the various elements, and (ii) the physical inspection of work on-site. Over time this approach must lead to a reduction in their own professional and technical expertise and capacity to deliver comprehensive professional services related to these areas.

The architectural profession must decide whether it's essential raison d'être is still the physical realisation in situ of high-quality, safe, functional, sustainable and life-enriching buildings, or whether it is to be

increasingly restricted to creating primarily conceptual design solutions on computers in offices. Architecture only happens on site and it is difficult to deny that this is where architects must be, safe-guarding the accurate translation of their designs into safe, high-quality buildings that will meet the needs and enhance the lives of this and future generations.

It is noteworthy that a number of larger practices now have dedicated delivery divisions. It is also becoming increasingly common that developers do not appoint an architect for the entire project, but in stages – up to feasibility, up to planning, delivery – requiring architects to retender at each stage, with developers often selecting their consultants on the basis of the lowest fee.

Due to commercial factors, design architects are engaged by developers for relatively high fees to produce a design that will impress the planners and investors. They then move on to the next project, leaving the delivery and the liability behind them – a relatively low risk business model – or are replaced with a delivery architect by developers who are not confident in the design architect's technical credentials, leaving the design architect often openly expressing concern for what will become of their design. In turn, some practices that take over designs from others frequently complain about the poor technical quality of the previous architect's work.



As clients often do not have sufficient funding to build the scheme that achieved planning permission, they inevitably look to the delivery side of the construction industry to make savings. This is partly achieved by driving down the amount they are prepared to pay to contractors and consultants. The result is that, by the time the construction contract is entered into, the project has usually been subjected to several rounds of optimisation and cost-cutting (euphemistically referred to as ‘value engineering’) in order to be commercially viable based on the funding secured, but to also ensure that the developer’s profitability is maintained.

Paradoxically, delivery architects are viewed as second-class citizens by many in the profession, but good delivery architects are prized by savvy clients and contractors as key to the success of a project.

All-rounder practices which are capable of seeing a project through from inception to completion, so that the practice is invested in the outcome of the finished project, are particularly valuable to the profession.

Educate funders (who are unwilling to use alternative procurement to design and build even though the reality of design and build is understood as not delivering value) on the benefit of alternative methods of procurement.

Procurement for me is the root cause of so much of what’s going on ... procurement has led to a redefinition of where value is recognised by clients. It’s led to a segmentation of the design market in terms of who wants to specialise in what and it’s led also to this growing sense that what is designed upfront is decoupled from how you physically then design the detail, of how you deliver it on site or manufacture it. So that that interface between upfront concept design and downstream delivery design has been further reinforced.

The profession obviously has a very extensive training process, but whether the actual skills of the architect are properly calibrated, or whether it’s now biased more towards upfront and downstream, is seen as someone else’s roll within the supply chain, stepping in under contractor design portion. It means that the subcontractors and specialists are assumed to do more work than the architect used to do.

MMC is interesting because it’s challenging procurement. It doesn’t really work with conventional design and build lump sum contracting in the idea of having particularly high levels of pre-manufactured value (PMV) where you might have a volumetric or a sophisticated panelised system in play; it’s just layering of on-cost. Having main contractor overhead prelims on top of the manufacturing overhead doesn’t work. The discussions we are having about how to procure MMC is starting to challenge this debate and it’s also starting to draw in the funders.

Think more progressively about how you transfer risk and how you integrate solutions with a different contractual wrapper. One of the areas of interest here is getting the banks and the funders and the clients more au fait with some of the different methods of procurement.



My strong belief is that architects remain best placed to lead projects and project teams. Their combination of skills place them perfectly to manage and coordinate the overall project, and they are one of the only project stakeholders where their relationship with a project goes beyond the transactional



Invited contributor to the PFFM

Theme



Advocacy and influence



Lead the profession to be placed better
with government and 'the industry.'



Champion

Professor Sadie Morgan

Sadie is a founding director of Stirling Prize winning dRMM, an architecture practice based in London. She chairs the Independent Design Panel for High Speed Two (HS2), is a commissioner of the National Infrastructure Commission (NIC) and a commissioner of the Thames Estuary 2050 Growth Commission. In 2017 she was appointed as a Mayor's design advocate for the Greater London Authority. Sadie lectures internationally on the importance of infrastructure which connects back to people and place. She recently founded the Quality of Life Foundation – a new independent body aimed at raising people's quality of life and wellbeing through the improvement of the built environment. Sadie was made an Hon Fellow of the RIBA in 2020.

Invited contributors

Joanna Averley RTPi

Joanna is a planner who has worked across all aspects of the town planning, regeneration, built environment and development process. She has worked in consultancy, charity and as a government adviser. She has worked as the coordinator of multi-disciplinary teams on significant projects across the UK. For over 10 years Joanna was with CABE (the Commission for Architecture and the Built Environment) as Deputy Chief Executive and Director of Design and Planning Advice.

Phil Graham

Previously Chief Executive, National Infrastructure Commission, Phil worked on many of the UK's most important infrastructure projects for the Department for Transport. He was the Private Secretary to the Secretary of State for Transport.

Rachel Fisher

Rachel Fisher, a self-professed advocate for 'human urbanism', heads up DEFRA's land use policy team, where she has pledged to 'put the environment back in the built environment'. She was previously at the MHCLG.

Madeleine Kessler

A practicing architect with a background in engineering, Madeleine is passionate about improving our urban environment through design. She was a RIBA 'Rising Star' and is co-curator of the British Pavilion at the Venice Architecture Biennale 2021 and sits on the National Infrastructure Commission's Design Group and Young Professionals Panel.

Dame Alison Nimmo

Alison is the former CEO of the Crown Estate. Prior to that she played a significant role delivering the London 2012 Olympic Games, originally as part of the bid team and then subsequently as Director of Design and Regeneration at the Olympic Delivery Authority (ODA). Previous roles have included Chief Executive of Sheffield One and Project Director of Manchester Millennium (the taskforce that spearheaded the rebuilding of the City Centre after the 1996 bomb). Alison is currently a Non-Executive Director of the Berkeley Group, a member of Imperial College's White City Syndicate, and a commissioner of The Royal Commission 1851.

Rachel Skinner FRAE

Named as one of the Daily Telegraph Top 50 Influential Women in Engineering in 2016 and as the most distinguished winner of 2017 at the European Women in Construction and Engineering Awards, Rachel became the youngest-ever president of the Institution of Civil Engineers in 2020. In 2019 she was elected as a Fellow of the Royal Academy of Engineering.

Champion's summary

The contributions to this section are thoughtful, rich in content and far reaching. The theme is painfully familiar: that as a profession we need to refocus and re-energise in order to impact on society's most important challenges. We have the skills and imagination but we have lost our collective way. As one contributor comments: 'The RIBA feels from the outside looking in quite self-serving and too narrow



when what we really need right now is a broader civic purpose and role.'

Not only that, we have to work harder to communicate better, and in language that connects rather than distances us. In the words of another contributor: 'We need to become more collaborative and outward looking and engage with a wider audience in a more meaningful way.'

We have to get back onto the front foot to stay relevant is the no-holds-barred message. 'The case for the architecture profession needs to be constantly remade – to the public in all its diversity, as much as to policy-makers and professionals – if it is to avoid being sidelined from having the impact that it craves on society's most important challenges and being relegated instead to little more than a discussion of aesthetics, hemmed in by commercial priorities.'

So how should we respond to this challenge? One suggestion is 'to develop a clear narrative and not get bogged down in tired dogmatic debates. In focusing on the points of confluence rather than conflict we can cut through the inherent messiness of decision-making and make better decisions.'

It is the belief that collaboration and diversity are key themes in the flight to regain lost ground that ties all the contributions together. 'We need to encourage the industry to be more outward looking and actively collaborate and champion design outside of our traditional circles, engaging everyone from politicians and professionals to the wider public, in the most meaningful way.'

We have no time left for further reflection. This report should inspire us to do better, quicker; with agility, humility and the confidence of a profession used to solving complex problems.

Our skills are needed more now than ever. We just have to make sure that we are too.

Theme 7 - Goals / indicators of success

- The RIBA to be the go-to place for government to get expert advice on related policy issues.
- Architects to be invited to sit on government boards / national agencies.
- The RIBA to broaden its message, championing the broader role of good design in environmental imperative and levelling up through health and wellbeing.



It's more about full revolution than reform – relevance in the 21st century is what the profession needs to achieve – the current structure simply doesn't work.



Invited contributor to the PFFM

Contributor reflections

By influencing policy, strategy and legislation, we can encourage longer-term thinking that embeds an understanding of the importance of design and architecture in the evolution of our built environment. By communicating our value to those from outside our industry and ensuring an appreciation of design from the earliest stages, we can both influence the sustainable evolution of our built environment and safeguard our profession.

I'm afraid to say, like many of our professional bodies, the RIBA has lost its sense of purpose. Its original charter was very much to the general advancement of education and good civic design for the greater good. This important purpose has now been in effect shrunk back to promote the profession of architecture and architects as a membership organisation. This feels, from the outside looking in, quite self-serving and too narrow when what we really need right now is a broader civic purpose and role. This could be a really powerful reset for our cities and towns.

We are often overlooked and don't have a seat at the table, limiting our influence on strategic decision-making, policy and, ultimately, the sustainable evolution of our built environment. The world is changing fast, yet our profession hasn't really changed in decades.

There is an urgent question for government - who advises government, who sits within government and who sits outside government?

How does the RIBA make itself relevant to a fast-moving government - to give politicians the ammunition to make good choices, and give them no choice with overwhelmingly good evidence and data.

Policy is a rapid process. A real-world perspective in government is very helpful. Government works fast, and the RIBA should be able to provide the answers within a couple of days. When it comes to building arguments and showing evidence we need to be able

We need to encourage the industry to be more outward looking and actively collaborate and champion design outside of our traditional circles, engaging everyone from politicians and professionals to the wider public, in the most meaningful way.

to say 'we can show you the benefits, we have the data, it is empirical'.

The RIBA should be heavily involved in the review of the government's green book on procurement of projects, how projects will be assessed etc. The green book is based on justifying Treasury decisions and how government judges what is good investment. The RIBA needs to be there, articulating and evidencing the value of design. It is not enough to just say good quality design doesn't cost you more.

It is important to have a multi-disciplinary design voice in government. Utilising central government is to use the power for outcome - the environmental imperative, health, and wellbeing - in which design has a broader role to play.

The RIBA must evidence good projects and be able to point to / reference a project, at a moment's notice. Good reference projects are incredibly powerful for local government, as they show how you can do it. Include examples that range from small to large scale. Be able to talk about the 'good ordinary' and the 'good every day'. It is important to show people what good looks like.



Make clear to central government that good quality doesn't cost you more, it is more valuable and there are hidden costs to low value. RIBA should be continually refreshing the evidence and argument for good quality, next project, next project. Post-occupancy evaluation. It can become more sophisticated.

Embed an understanding of the built environment in school education. This could be through the school curriculum, or workshops. Encourage inter-disciplinary courses, modules, and exercises at university level. Make students and professionals aware of architecture jargon, and discourage its use, in order to widen access to the conversation. Promote alternative career paths with an architecture degree, such as in strategy, policy and legislation. Identify strategic boards that architects could add value to and apply for and communicate these opportunities. Widen our reach by identifying media and event opportunities outside of our traditional sphere and encourage architects to participate in these.

To ensure designers are involved in key strategic decisions, we need to identify key stakeholders and proactively communicate the value that architects can bring at every scale.

The case for the architecture profession needs to be constantly remade – to the public in all its diversity, as much as to policy-makers and professionals – if it is to avoid being side-lined from having the impact that it craves on society's most important challenges and being relegated instead to little more than a discussion of aesthetics, hemmed in by commercial priorities.

Where the RIBA and architects sit within this conversation with government on desired outcomes is to facilitate good conversation. The RIBA must be a conveyor, where policy-makers can come and get quick advice and perspective (retrospective views, of what has worked before). It's the difference between being a conveyor and policy, discussion and research - which politicians and policy-makers find useful.

Some organisations do both very well. The Centre of Cities is apolitical and is lucky to have funding, so it has some freedom as to what it researches. But it matches the funding through sponsorship etc – to be enablers for government – using very good data.

In order to have greater influence over the built environment, we urgently need to redefine our role in the built environment and address the perception of our industry. We need to become more collaborative and outward looking and engage with a wider audience in a more meaningful way.

Over the past few decades there has been a growing level of mistrust about our industry and the value that we bring to projects, leading to our role diminishing.

For too long too many architects (generally) and the RIBA have focused on architecture as art and paid insufficient care and attention to the context – economic, social and environmental. This is where the best architects can really add long term value – to clients and to society. A better understanding of

this needs to be ingrained at a very early stage in the training and development of young professionals. And if this was linked to a renewed purpose, it would prove a powerful commitment for change and renewal and bring the best new talent into the profession.

The RIBA should be more research orientated – providing evidence that can be refreshed, eg, updating case studies. Those who have researched and those who are currently researching could help set the agenda.

We should be seeing designers / architects in all major client bodies – schools (more specialist architects in DfE), hospitals, volume housebuilders. At a certain point there should an architect be in the room for every project.

One of the biggest challenges is creating better housing, but these are the schemes in which you don't often see good design. How can we shift the dynamic to being place-led?

Architects have a central advocacy, innovation and delivery role in addressing climate change and the challenges we have in adaptation, mitigation and the race to zero carbon. There are some fantastic advocates doing this, but it needs to be done on a much broader front. Existing initiatives are too focused on marketing and not enough on substance and the very real challenge and pace of change required.

As with most professions, architects can be too insular and the architectural profession too inward looking. The most successful architects are also really great collaborators, effective leaders, innovators and ambassadors – not just for their profession, but their city, their neighbourhood, their country.

The RIBA could support and encourage more architects to sit on boards, on steering groups, on public bodies – all championing the role of place-making and good design in the built environment. And also maybe this, in turn, would give architects a

much broader view of life and business and budgets, which can only be a good thing.

Help architects to think of local and national government as a career path. It may mean no longer being 'designers' but becoming more influential client side, briefing etc – or in planning teams taking on a place-making role in local government, in a housing association or a large developer.

Our industry is shaped by strategic decisions, and in order for architects and design to be embedded in the evolution of our built environment it is critical that we influence these.

Civic duty, context matters, celebrate clients, collaboration, climate emergency if done well would be a really powerful new evolution of the central role of architects, designers and the RIBA at the heart of our civic life and renewal. And each would mutually reinforce the other. Good design really does matter and we desperately need a reset and the RIBA can and should be a driving force for that. The National Infrastructure Commission's Value of Design in Infrastructure Delivery report found that there is a 'deep-seated perception that good design adds cost and poses risks to delivering projects on time and on budget', when in fact the same report shows there is much evidence to the contrary.

I have always advocated for the importance of championing the client (not just RIBA members) and in particular those clients that 'get design, champion



it, take risks and help create amazing places, spaces and buildings – ie, they co-create places people love.

The very best examples of design are a partnership where there is real chemistry between the client and the design team / architect. These courageous clients need help and support and advocacy and, if given, it could create a much larger and better canvass for the profession.

The key issue in relation to advocacy and influence is that the role of the architect and the value that we bring is not really understood or appreciated beyond our industry.

Open the narrow career path to wider opportunities and roles. The less direct career path is something interesting to explore. We need design in-house, within local government, and we need people to see this as a good career path.

Engaging with users and community is key. New consultation software is really raising the level of engagement. Face to face consultation – 70 attendees; online – thousands. Architects and the RIBA need to be ready to communicate in new and different ways through digital technology. It is going to leap forward and engagement is going to broaden to ask questions like: what do you want from your home / town / street? The conversation will become outcome driven – and architects are probably the main people to help articulate, explore and visualise hopes and dreams.

Too often we assume that to be influential we must be

either at the top tables (as part of the establishment) or shouting from the rooftops (as campaigners). But as design professionals, architects are central to shaping the world in which people live: this is their influence and their legacy.

Another element to being better placed politically is getting designers to work, day to day, in national and local government. There used to be a session with architects across Whitehall. We used to have hundreds of architects in national and local government. Get designers going into local government, seeing the public sector as an interesting place to work. It's intriguing, and never dull to those with political interests. You get to influence at a different point in the process.

At university we are taught to invent briefs and question strategic decisions but in practice, all too often, we enter the conversation after key decisions have been made. This is in part because our industry is incredibly insular, often operating in silos. By and large, we are not actively engaging in conversations beyond our immediate circles, thereby missing key opportunities to engage with decision-makers and promote the value that we can bring.

The profession has for many decades been too good at talking to itself, and not good enough at reaching new audiences, speaking to those affected by its work, and expanding the group of those within it, opening it up to new and less privileged voices. More recently, a growing number of practitioners are challenging this, but real urgency is needed and the principles that sit at the heart of the Good Growth by Design programme need also to be at the heart of the profession's future development.

It is clear that if we are going to shift the needle on representation within the built environment sector, then the leadership teams of key institutions like the RIBA need to make space on their agenda to prioritise tackling the lack of diversity in the profession, to

develop a plan of action and to put structure in place to hold itself to account.

I know from my own experience the value that good architects can bring to a complex project. I also know from experience that the architecture profession, alongside many others, fails to reflect the diversity of the communities it serves and is too inclined to lapse into communicating in words and ideas that mean little to those outside the architecture world, which often has the effect of excluding those who most need to be brought into the debate.

In creating buildings and environments that promote sustainability – including economic growth, environmental enhancement, and a genuine sense of community ownership – architects are part of a process which delivers neighbourhoods, villages, towns and cities which positively impact people's everyday lives.

What does it mean to be an advocate or to have influence? Influence over what and whom must be the first questions. Policy? Practice? People's lived experience?

One way of doing this is to develop a clear narrative and not get bogged down in tired dogmatic debates. In focusing on the points of confluence rather than conflict we can cut through the inherent messiness of decision-making and make better decisions.

You must first and foremost care about those on whose behalf you are advocating. It is only when advocacy is rooted in care and understanding of others that you can have a genuine impact. Advocacy without understanding or care may be influential, but it rarely outlasts a policy cycle.

Being able to tell the story of an idea, a building, or a place is crucial. This is not just about communicating with other professionals or people in the know. You must be able to communicate with people who will be living in and experiencing the environments you create. How many architects' slideshows focus on the outside of the flat, and not the interior? How many glossy

brochures ignore the transitional hallways and other spaces that can make all the difference for someone with a double buggy, or in a wheelchair?

The call to action for architects, built environment professionals, and the educational establishments that support them with data and sometimes innovation is to drive diversity and imagination – delivering good work, not getting drawn into petty arguments which undermine and devalue the work. The work of architecture is to create and recreate human environments. No other species is so assiduous in creating its own habitats. This work is therefore essential to the human project, creating conditions under which our species can thrive – working with, rather than against, one another and indeed nature.

No building is a hermetically sealed box, nor are our towns and cities. The climate crisis and the covid pandemic are both salutary reminders of this, and a call to action to consider the broader implications of our actions.

The GLA's Good Growth by Design programme provides a clear roadmap to address these issues. This purposefully frames design, in the widest sense, as being integral to ensuring that growth in London helps to meet the needs and reflects the values of existing communities. Similarly, the National Infrastructure Commission's Design Principles put people – and especially those affected by new development or infrastructure – at the core of the design process.

There are two interconnected issues that need to be addressed by the profession in terms of its advocacy and influencing: communicating the role of design in resolving societal challenges and ensuring the process of design and place-making is not exclusionary.

Less remarked upon, but nevertheless critical, imagination is what enables you to tell a good story – to develop a narrative of place and to think about the impact of your decisions on others. It is this latter activity which is so critical: thinking about others,



imagining their lives, and their lived experiences of the places and spaces that you are creating. As creative professionals, architects should excel at this skill, but training and time pressures can focus their minds on the technical aspects of a project to the exclusion of this imaginative work. By reintroducing an imaginative and contextual approach to architectural practice, not only will the work be better, so too will the public perception of architects.

‘Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.’ This is as true in 2020 as it was in 1969 when Jane Jacobs wrote it, and it’s equally true for buildings, villages, and neighbourhoods. The work of bringing diversity of thought, skill and experience is critical both to the work of the RIBA and architects themselves. This is about diversity in the profession – in gender, in background, in neurodiversity – but it is also about recognising the diverse skills that others bring to the project table. Alongside this must sit humility – not a word with which architects are often associated in the public imagination.

Design and development are iterative processes, and decisions taken throughout the lifecycle of a development influence one another. The success or failure of a development, and indeed of the happiness or misery of those that will live there, hinges on these decision-points.

Do RIBA members / organisations / leadership teams know what to do to help address the climate crisis? To what extent is this built in from Day 0 on every project / programme as the fundamental reason for its existence? To what extent are projects shaped by the right questions about carbon impacts (minimal impacts and resilience) and to what extent are the right questions being asked (client to designer and vice versa) to cut costs as well as carbon from the earliest stage? To what extent are RIBA members able to explain and defend investment plans on this basis (NB net zero carbon ≠ zero carbon). It is like innovation, health and safety or diversity – clever,

early thinking pays dividends for budgets, society and the environment. Architects could and should be responding to this agenda.

Local authorities, especially those with very operationally focused leadership teams, are distracted and all have spent significant emergency funds in 2020 that were not planned, with no guarantee of being reimbursed. What could the RIBA / architects do to support / persuade investors of the opportunity to commit to places and communities that are going (or will go) through crisis? How can they bring through funding, ideas and positive change? Surely the RIBA needs places to be thriving again as fast as possible if its membership is to thrive – this is a symbiotic relationship. Near-dead places cannot afford quality masterplanners!

What’s the method of horizon scanning for the next opportunity / crisis? Sadly they are just like buses --- their arrival patterns cannot always be predicted with great certainty and they are not always neatly arranged in sequence.

I often come across architects who seem to assume that ‘big picture’ thinking means looking across their whole site, when I think that eyes need to be lifted up from sites to places (and their integration) and from places to connected systems. Very often the success or failure of projects is nothing to do with the detail within the site – it is to do with the interfaces and messy edges where no-one has thought about how the whole comes together.

There is a risk of talking to those already ‘in the tent’ and forgetting that others can’t engage or come into the conversation unless they see an open door. It is much harder to be clear, brief and plain-speaking than to speak in complex technical jargon – but we must challenge ourselves and put ourselves in the shoes of the people trying to listen and engage. If we don’t, we can only blame ourselves when others ‘don’t get it’. It isn’t their issue, it is ours.

Since about 2005, social media and digital connectivity have given a huge amount of influence and networking power to those who choose to engage, whether positively or negatively. Influence is still about who you know, who knows you and who respects / listens to you, but there are myriad ways to get to know someone now, and with home-working this has moved up several gears.

The next generations will increasingly arrive with online identities and networks already formed. Does the RIBA (and do its members) exploit this to full advantage? Could this be better supported? Does the membership know what to do for the best and how to build a strong, supportive following? Do they see potential to leave siloes and work together collaboratively? Do they understand that their digital tone of voice and presence is crucial and not the same as their in-person presence – yet the two must mesh for authenticity?

Where are the opportunities to engage creatively and productively to take advantage of these new dimensions of power and influence?

We need to get on and define our ‘dance space’ or others will define it for us. Where are the core elements that require creative, bespoke input and imagination? Where can architects add greatest value? These are the least likely to be overtaken by machine-learned algorithms and codes, or if they are, then there will still be value to be added and overlaid.

What new opportunities does data-led analysis open up and what does it mean for the future of places/ landmarks / new or revamped assets? What do we now know about people, places and long run trends that we didn't know before? What does that mean for good design, good practice and great outcomes? What are the plans to ensure that the qualified architects (now and future) reflect the communities they serve? If this isn't moving fast enough, is there a challenge to be laid down around the need to go faster? Do architectural practices understand the benefits, commercial and societal, that will come

about from a wider range of voices and viewpoint in the mix?

When are the UK professional institutions going to call a truce and work together for good? Or the architects and engineers? The obvious area is the existential crisis point of climate change that needs ‘all hands on deck’ right now.

Great design absolutely must build in the very best thinking from all design, build and operational stages to think much more consciously about carbon impacts and ways to eliminate / minimise these. This is no one's domain and everyone's at the same time.

We have to remove 50% of the carbon from our combined infrastructure assets in the next 10 years or our chances of reaching net zero by 2050 are largely sunk. How is the RIBA joining into this?

The Good Growth by Design ‘Supporting Diversity Handbook’ – published in June 2019 – could be particularly instructive in tackling perhaps the profession's most urgent challenge. This identifies six sector-level commitments that require co-ordinated concerted effort across institutions to resolve and showcases how individuals and organisations are taking positive action at every level within the profession.

Theme

8

Practice: business and competency



Support and realise evolution of practice
– business, focus, quality assurance, team
skills and competency.



Champion

Wendy Charlton RIBA

Wendy is a chartered architect with over 20 years' experience in practice and is Operations Director of RCKa Architects, London – a practice that received the RIBA London Emerging Architect of the Year Award 2014. She relishes the business development challenge of an architectural practice, establishing and maintaining client relationships and developing innovative approaches to winning new business. She acts as the client within the office, representing the client's interests and ensuring that projects are delivered on programme, within budget and to meet best practice and policy requirements. In 2019 Wendy became the RIBA Vice President Practice & Profession.

Invited contributors

Amin Taha RIBA

Amin is chairman of GROUPWORK, an employee ownership trust of mostly architects based in their own designed building at Clerkenwell Close, London. One of a number of projects for which they have received RIBA awards, two of which were nominated for the Mies van de Rohe Prize and shortlisted for RIBA Stirling Prize. Amin and colleagues teach and write on architecture and advise pension funds on sustainable property investment.

Claire Bennie

Founder of Municipal and formerly Development Director at the Peabody Trust, where Bennie and her team commissioned outstanding design teams and contractors who shared Peabody's quality ambitions, delivering thousands of new homes across London for those on all incomes. Bennie is an architect, co-chair of the Brighton and Hove Design Review Panel and is a Mayor's Design Advocate.

Fiona Scott RIBA

Fiona is an architect and co-founding Director of Gort Scott, a London-based architecture and urban

design practice. Gort Scott designs and delivers housing, mixed use, higher educational and strategic urban planning projects for clients in both public and private sector. Fiona is currently one of the Mayor's Design Advocates and an external examiner for Cambridge University. Gort Scott is a member of London Practice Forum.

Tara Gbolade RIBA

Founder of Gbolade Design Studio | Architects. GDS is an award-winning Architecture and sustainability practice that specialises in residential and mixed-use developments for public and private sector clients in urban and suburban settings, through insight-led place-making. They achieve this through their ethos of being; Community-centred, Design-led, Commercially viable, Innovative, and Sustainable."

Russ Edwards RIBA

Head of Product, Residential - Lendlease Integrated Solutions (Europe). Russ is a qualified architect with over 15 years in award-winning architectural practice, including eight years with RIBA Stirling Award winning practice dRMM. As Head of Product at Lendlease, he is tasked with ensuring quality across the European residential portfolio, including responsibility for digital design and the regional Design for Manufacture and Assembly (DfMA) strategy. Russ is a Trustee with 'action-learning' housing and social injustice charity Commonweal Housing and a speaker/mentor with Speakers 4 Schools.

Caroline Cole Hon FRIBA

As the founding Director of Colander Associates, Caroline has inspired many of the UK's most interesting architectural practices to develop businesses that support their design ambitions, and helped some of the most influential developers, building owners and government agencies to formulate their approach to architecture. She is a vocal advocate for inter-disciplinary working and, through the Equilibrium Network, works to promote gender diversity at senior level within the industry. She is an Honorary Fellow of the RIBA.



Champion's summary

There is no point in being able to design beautiful buildings if a practice is not a profitable business. Architecture is more than just a drawing service to be charged on a time basis (like lawyers); we deliver not just the product but also add value for our clients. Clients need to understand, appreciate and recognise this if the profession is to survive and thrive.

Architectural education focuses on design rather than business management. As a result, the financial structure of the architects' profession remains relatively weak. The profession needs to become bolder and seek greater reward for the unique skills we bring to the table. Clients respect the advice of their project managers but often see architects as frivolous and costly.

The value of business acumen in the profession and in schools of architecture needs to be recognised. Students who 'pin up' on time and manage to plan their work so that they don't have to work all night are not praised or credited for this and the culture of working endless hours is encouraged - but doesn't necessarily deliver a better project. From the outset, we are taught that our time has no value. Moving into practice, students have no appreciation of the cost implications of spending too much time on a project and giving away our services for free. Educating them

in planning, programming and delivering within budget to avoid the practice going out of business comes as a shock to many.

We need to improve our communications and leadership skills; clients often appreciate an honest discussion about fees and we shouldn't be afraid to talk about money. Other professions seem to demand higher levels of fees with no questions asked. In fact, clients seem to place more value on services that they don't understand. There is a trend amongst young architects setting up in practice as 'designers' rather than architects, enabling them to provide more diverse services and therefore demand higher fees.

Perhaps the answer lies in a balance of design and business skills being taught in architecture schools but perhaps more crucially, a balance of both within the practice - particularly at a senior level.

Theme 8 goals / indicators of success

- Business management added to Part II course curriculum.
- RIBA client survey shows increased recognition of the value an architect brings to a project.
- Value is recognised and fees go up.



...The RIBA currently has no place for its knowledge to be developed and shared at the level of profession for the benefit of the profession and its practitioners.



Invited contributor to the PFFM.

Contributor reflections

My strong belief is that architects remain best placed to lead projects and project teams. Their combination of skills places them perfectly to manage and coordinate the overall project, and they are one of the only project stakeholders where their relationship with a project goes beyond the transactional. If project leadership is surrendered, the architect's role is in danger of spiralling into an ever narrower scope – with increased erosion of even their historically core capabilities by fellow consultants, and indeed new roles within the industry.

Architects under-charge for their services. We need value-based pricing not cost-based. There is a race to the bottom on fees. There is a disproportionate risk in relation to reward – this means that we spend a lot more time on the work than we are being paid for. The risks of getting something wrong are too great not to. There are also few economies of scale because practices are typically quite small.

Undercharging is in large part driven by an 'overtime economy' whereby low fees are compensated through a reliance on excessive hours. In addition, architects are historically weak at demonstrating value – in part due to the intangible nature of some of their skillset, but also because of limitations in their skillset around commercial development models.

I think the focus on the client in the RIBA Code of Professional Conduct has to be tempered with more focus on the public and the planet. The client pays you - but there is a lot more at stake as we have seen

Education / culture: architects are basically taught to design art galleries for billionaires and not 'how to deliver clients what they want'. I suggested some years ago that there should be a client module at the beginning of Part 2, so that trainee architects can begin to see what it is that their various clients really want, what their pressure points are. There is no way in which, when I was taught architecture, the idea

of a client or that one was providing a service was emphasised. This is actually quite shocking to my mind.

Schools owe more to students in terms of a balanced training on time and value. Students need to be taught to value their time and not give it away. Education – design of course, but also running a profitable business.

Clients and others recognise these skills and place value on them, not necessarily on design skills. They will pay more for a service they don't understand. Some younger architects are dropping the title and calling themselves designers which enables them to define broader skills and demand higher fees.

I think this is symptomatic of a broader process of erosion of the profession's powerbase. It is well known that the profession has allowed skills historically delivered by architects (lead designer, contract administration, project management, etc) to be absorbed by other professionals. A personal view is that this erosion in 'scope' has paralleled a relative decline in fee levels, and that these two issues may be related – in that with fees under pressure, architects have retreated to their 'core' areas of expertise around design and design management.

I believe there are significant shortfalls, and inconsistency, in the technical skills that graduate architects enter the profession with. These are not (to my knowledge) rigorously assessed, and whilst there is a lot of discussion around this being tightened up, there is not yet industry wide confidence in architects' technical competency.



The answer to improving architect's financial situation is for firms to suggest a fee tied to staged value increase. Firstly, outline pre-application advice improving value; secondly, actual planning approval; lastly, revenue return. If the client withdraws before a submission the appointment can revert to standard rates already included. Clients know every well the value-add architects generate but as no mechanism or culture exists of 'monetising' this beyond standard fees, there is no expectation they will be asked to pay for it. They won't offer it. It has to be written into the standard form of agreement.

It needs to be regularly negotiated and updated across the profession: today we could reword it as the RIBA Ethical Code of Conduct. So, architects should:

- Improve specific project and the client's long term viability.
- Present whole building negative or zero embodied carbon alternatives, positive, zero to low energy in use, long term flexibility for reuse.
- Demonstrate workplace and design inclusivity; if you enjoy the work and the design its likely others will enjoy it too.

I'm not sure whether this would be an RIBA council matter or some other part of the body which can organise sending out for consultation, negotiating and formalising these?

Education: the same skills as architects need to improve on today and were once educated with (when working/studying part-time), namely:

- Aesthetic and design tools / skills and traditions (within schools of architecture and some in practice).
- From and into which flow basic material properties construction skills (within practice).
- From and into which flow the process of cost interrogation and therefore leadership and control of the design team.

Education – training in:

- Designing for buildability.
- Designing for sustainability.
- Bringing communities with you through change.
- Designing to achieve both short and long-term cost targets.

CPD in general: I agree with the idea about architects needing to take a test or re-register every five years. The General Medical Council does this for doctors. I think the public has a right to expect architects to be up to date with regulation and best practice.

The profession can often take a 'narrow' view of architecture; opportunities lie far beyond 'traditional' architecture which can be 'building' focused. Opportunities lay in policy involvement / tech creation / and becoming a bit more entrepreneurial in our training could help.

- A far more holistic integration of society today.
- Environmental sustainability: the case for this is well-evidenced.
- Social sustainability: stakeholder engagement skills and services.
- Economic sustainability: making the business case for developer clients – non-stranded asset / low tenant maintenance cost / low tenant turn-over / increased property value / etc.
- Policy: being part of political spheres and strategic decision-making.
- Better practice management skills: encouraging staff to be well-rounded in experience (design and technical design) – rather than either design, or, technical/delivery. This increases staff retention. Encouraging staff to build on ‘other interests’ and shared learning on how this can be brought into the profession.
- Understanding: the varied ethnicities required to develop a healthy work environment to learn from, for all parties involved.
- Collaboration: larger and smaller practices / varying expertise / etc.
- Digitisation: analytical data sets / using more intelligent data / algorithmic capacity study options (testfit / prism-app.io / etc).



Architects are working in an increasingly competitive marketplace, where we are not only competing with each other but also with other professionals and digital tools that seek to provide services that used to be core to our offer. To be sustainable as a profession we must stay on top of this change by sharing knowledge both with each other, with academia, and with the world.



Invited contributor to the PFFM.



COUNCIL - WITH OVERVIEW, SUPPORTED BY STANDARDS, CONDUCT ETHICS + MEMBERSHIP

LEARNING + DEBATE
 CPD, LECTURES
 THE BIG ISSUES

KNOWLEDGE
 EXPERIENCE
 CONNECTIONS
 - A NEW BATH?

THE FORUM (N+R?)

'CELEBRATION'
 AWARDS + PUBLICATIONS?

UNDER THE TREE - SHORT TERM PROJECTS + WORKING GROUPS?
 - START YOUR OWN?

THE BIG TENT (AKA THE HOUSE OF ARCHITECTURE)

PHYSICAL + VIRTUAL...

FELLOWSHIP...

SUPPORTING + CHALLENGING EACH OTHER, TO BE BETTER.

The big tent of physical and virtual fellowship, supporting and challenging each other to be better. Diagram by Alan Jones 2021

Bibliography

Each champion has collected a series of primary sources of information and guidance on their theme:

Theme 1: Public interest and Value

Bakhshi, H. & Schneider, P. *The Future of Skills: Employment in 2030*. London: NESTA, 2017.

Brand, Stewart. *How buildings learn – what happens after they are built*. London: Viking / Penguin, 1995.

Jones, Alan & Hyde, Rob. *Defining Contemporary Professionalism - For Architects in Practice and Education*. London: RIBA, 2019. [Specifically chapters 4, 17, 18, 38, 40, 42, 52, 61 & 62]

Norwood, Bryan. "Museum, Refinery, Penitentiary", *Places Journal*, March 2021. <https://placesjournal.org/article/museum-refinery-penitentiary/>

Samuel, Flora. *Why Architects Matter: Evidencing and Communicating the Value of Architects*. Abingdon: Routledge, 2018.

Royal Institute of British Architects. *Ethics and Sustainable Development Commission Report*. London: RIBA, 2018. <https://www.architecture.com/knowledge-and-resources/resources-landing-page/ribas-ethics-and-sustainable-development-commission-final-report>

Theme 2: Education

ACAN Architects Climate Action Network <https://www.architectscan.org/home>

Deutsch, Randy. *Think like an Architect*. London: RIBA, 2020.

Manzini, Ezio. *The Politics of the Everyday, Designing in Dark Times*. London: Bloomsbury, 2019.

Morton, Tim. *Being Ecological*. London: Pelican, 2018.

Pelsmakers, Sofie. *The Environmental Design Pocketbook*. London: RIBA Publishing, 2015

Sennett, Richard. *Building and Dwelling: Ethics for the City*. London: Allen Lane, 2019.

Wharl, Daniel. *Designing Regenerative Cultures*. Charmouth: Triarchy Press, 2016.

Theme 3: Diversity and inclusion

Mayor of London. *Supporting Diversity Handbook*. London: London City Hall, 2019. https://www.london.gov.uk/sites/default/files/supporting_diversity_handbook_web.pdf

Packer, Matt (ed) for *The Ownership Effect Inquiry The Ownership Dividend: The Economic Case for Employee Ownership*. London: LID Publishing, 2018. https://employeeownership.co.uk/wp-content/uploads/The_Ownership_Dividend_The_economic_case_for_employee_ownership.pdf

Royal Institute of British Architects. *Ethics and Sustainable Development Commission Report*. London: RIBA, 2018. <https://www.architecture.com/knowledge-and-resources/resources-landing-page/ribas-ethics-and-sustainable-development-commission-final-report>

Rowarth, Kate. *Doughnut Economics*. London: Random House Business, 2018.

Syed, Matthew. *Rebel Ideas – The Power of Diverse Thinking*. London, John Murray, 2020.

Theme 4: Research and knowledge

Aksamij, Ajla. *Research Methods for the Architectural Profession*. Abingdon: Routledge, 2021.

Duffy, Francis with Hutton, Les. *Architectural Knowledge: The Idea of a Profession*. London & New York: E & FN Spon, 1998.

Hensel, Michael & Nilsson, Fredrik, (eds). *The Changing Shape of Practice - Integrating Research and Design in Architecture*. Abingdon: Routledge, 2016.

Jones, Alan & Hyde, Rob, (eds). *Defining Contemporary Professionalism - For Architects in Practice and Education*. London: RIBA 2019. [Specifically chapters, 11, 14, 18, 19, 27, 32, 34, 40, 41, 53, 54 and 62.]

Saunt, Deborah, & Greenall, Tom, & Marcaccio, Roberta. (eds) "The Business of Research: Knowledge & Learning Redefined in Architectural Practice", *Architectural Design*. Issue 03, Vol 9, 2019.

Susskind, Richard, & Susskind, Daniel. *The Future of the Professions*. Oxford: Oxford University Press, 2015.

Theme 5: Climate and environment.

Barnes, David with Boait, Fran. *The Tragedy of Growth - To protect wellbeing and avoid ecological disaster we must abandon GDP growth and transform our economic system.* London: Positive Money, 2020. <https://positivemoney.org/publications/tragedy-of-growth/>

Intergovernmental Panel on Climate Change, *Special Report on the Impacts of Global Warming of 1.5°C* <https://www.ipcc.ch/sr15/>

International Living Future Institute. *Living Building Challenge 4.0 : A Visionary Path to a Regenerative Future.* Seattle: ILFI, 2019. https://living-future.org/wp-content/uploads/2019/08/LBC-4_0_v13.pdf

RIBA Ethics and Sustainable Development Commission Report. London: RIBA, 2018. <https://www.architecture.com/knowledge-and-resources/resources-landing-page/ribas-ethics-and-sustainable-development-commission-final-report>

UK FIRES Research Programme (Allwood, Prof. Julian, et al). *Absolute Zero: Delivering the UK's climate change commitment with incremental changes to today's technologies.* Cambridge: University of Cambridge, 2019. <http://www.eng.cam.ac.uk/news/absolute-zero>

United Nations, "Nature's dangerous Decline" *Global Assessment Report on Biodiversity and Ecosystem Services* ". New York: UN, 2019. <https://www.un.org/sustainabledevelopment/blog/2019/05/nature-decline-unprecedented-report/>

Theme 6: Delivery

The Construction Innovation Hub (BRE, MTC & CDBB). *Platform Design Programme : Defining the Need.* 2021. <https://the-mtc.worldsecuresystems.com/Construction%20Innovation%20Hub/Construction%20Innovation%20Hub%20-%20Defining%20the%20Need%202021.pdf>

The Construction Innovation Hub (BRE, MTC & CDBB). *Value Toolkit Overview.* 2021. https://constructioninnovationhub.org.uk/wp-content/uploads/2021/04/ValueToolkit_OverviewDocument.pdf

Farmer, Mark et al. *Modern Methods of Construction: Introducing the MCC Definition Framework.* London: Cast Consultancy, 2019. https://www.cast-consultancy.com/wp-content/uploads/2019/03/MMC-I-Pad-base_GOVUK-FINAL_SECURE.pdf

Her Majesty's Government. *The Construction Playbook: Guidance on sourcing and contracting public works, projects and programmes.* London: Cabinet Office, 2020. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/941536/The_Construction_Playbook.pdf

Royal Institute of British Architects with Chartered Institute of Building & Royal Institution of Chartered Surveyors. *Building in Quality: A guide to achieving quality and transparency in design and construction.* London: RIBA, 2019. <https://www.architecture.com/-/media/files/client-services/building-in-quality/riba-building-in-quality---guide-to-using-quality-tracker.pdf>

Royal Institute of British Architects & Mirza & Nacey Research. *What Clients Think of Architects: Feedback from the 'Working with Architects Client Survey 2016'.* London: RIBA, 2016. <https://www.architecture.com/-/media/GatherContent/Working-with-Architects-survey/Additional-Documents/RIBAClientSurveyfinalSCREENwithoutappendixpdf.pdf>

Theme 7: Advocacy and influence

Design Group, National Infrastructure Commission. *Climate, People, Places, Value: Design Principles for National Infrastructure*. London, NIC, 2020. <https://nic.org.uk/app/uploads/NIC-Design-Principles.pdf>

Knight Architects. *HS2 Specimen Design: Colne Valley Viaduct* London. Government Assets Publishing Service, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/675129/colne_valley_viaduct_specimen_design_web.pdf

Mazzucato, Mariana. *Mission Economy: A Moonshot Guide to Changing Capitalism*. London: Allen Lane, 2021.

Samuel, Flora. *Why Architects Matter: Evidencing and Communicating the Value of Architects*. Abingdon: Routledge, 2018.

URBED (Urbanism, Environment & Design). *The Quality of Life Framework*. London: The Quality of Life Foundation, 2021. https://www.qolf.org/wp-content/uploads/2021/02/PD20-0742-QOLF-Framework_v09_LR.pdf

Theme 8: Practice: Business and competency

Deutsch, Randy. *Adapt like an Architect*. London: RIBA, 2021.

Downe, Lou. *Good Services: How to Design Services That Work*. Amsterdam: BIS Publishers, 2020. <https://good.services/>

The Royal Institute of British Architects. *The Way Ahead: A new Emphasis for RIBA Education and Professional Development*. London: RIBA, 2020. <https://www.architecture.com/-/media/GatherContent/Business-Benchmarking/Additional-Documents/The-Way-Ahead-brochure-4-Sep-20pdf.pdf>

Jones, Alan & Hyde, Rob, (eds). *Defining Contemporary Professionalism - For Architects in Practice and Education*. London: RIBA, 2019.

Royal Institute of British Architects & Mirza & Nacey Research. *What Clients Think of Architects: Feedback from the 'Working with Architects Client Survey 2016'*. London: RIBA, 2016. <https://www.architecture.com/-/media/GatherContent/Working-with-Architects-survey/Additional-Documents/RIBAClientSurveyfinalSCREENwithoutappendixpdf.pdf>

Sinclair, Dale. *The Lead Designer's Handbook: Managing design and the design team in the digital age*. London, RIBA, 2019.



We need to encourage the industry to be more outward looking and actively collaborate and champion design outside of our traditional circles, engaging everyone from politicians and professionals to the wider public, in the most meaningful way.



Invited contributor to the PFFM

A. Terms of reference for the President's Fact-Finding Mission

The President's Fact-Finding Mission was established through approval of RIBA Council in December 2019 to look ahead for the next 15 years to set a series of goals on the profession's horizon which would benefit architects, their clients, users of buildings and society more generally. Its terms of reference were as follows.

Context

Why do architects continually exclude themselves from positions of power, influence and leadership when confronted with risk, liability and the need to demonstrate expertise?

Why does the financial structure of the architects' profession remain relatively weak, with low profit margins in comparison with other professional services sectors and leaving it vulnerable to boom and bust?

The President's Fact-Finding Mission is encouraged to consider the UK and beyond.

Process

The process of the working group will include identifying key sources, recommendations of previous reports and invitations to key relevant bodies, committees and individuals to make contributions.

- What might a new values framework for the profession be?
- What knowledge will the future architect need?
- What skills and competences will the future architect need?
- What professional behaviours do future architects need to possess?
- Describing a future landscape (eg, through scenarios), consider how architects would survive and thrive and need to evolve (Architect 3.0 rather than Architect 2.11) – and how practice and academia can come together to better challenge and support each other to and offer an integrated education and professional development system.

And any other issues, as deemed necessary by collective agreement of the President's Fact-Finding Mission.

Outcomes

To include:

- Identify the challenges and opportunities that face the profession in terms of its value system, its proposition to clients and wider society and its economic sustainability.
- Produce a value framework for the profession that will inform the future strategy of the RIBA and act as a catalyst for change in a number of areas from education and CPD to procurement.
- Map the competence profile of the future profession.

And any other issues, as deemed necessary by collective agreement of the President's Fact-Finding Mission.

Initial time period

(Pre Covid deadline: January 2020 to July 2020
– to first report to Council)

Revised

July to December 2020

Reference documents

Cole, J., Report of the Independent Inquiry into the Construction of Edinburgh Schools, 2017

Dobson, A. and Jones, A., Paper to RIBA Council, 10 December 2019

Duffy F. with Hutton, L., *Architectural Knowledge: The Idea of a Profession*, (1998)

Hackitt, Dame J., *Independent Review of Building Regulations and Fire Safety: final report*, 2018

Hyde, R. & Jones, A., eds., *Defining Contemporary Professionalism*, (2019)

Jones, A., Do the right thing, right, *RIBA Journal*, January 2020, Page 56

Oborn, P. et al, RIBA Ethics & Sustainable Development Commission: Report

Recommendations (2019) and Previous reports

Bakhshi, H. & Schneider, P., *The Future of Skills: Employment in 2030*, NESTA.org.uk (2017)

Fausto, I., (ed.), Erasmus / AEEA, *Confronting Wicked Problems Report*, (2017)

Farmer Review, (2016)

Farrell Review (2014)

Council papers, publications and journal contributions (eg, Samuel, F., *Why Architects Matter*, 2018 and as identified by collective agreement of the President's Fact-Finding Mission.

Connects to the current RIBA Strategic Plan

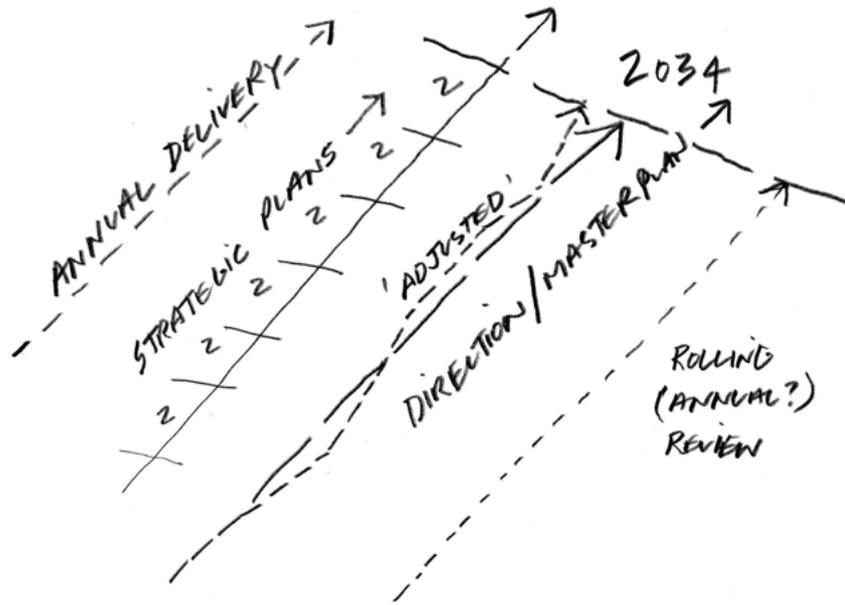
1. Lead and support the highest professional and ethical standards.
2. Attract and retain the best and most diverse talent.
3. Provide access to education, knowledge and skills.
4. Help our members engage with the challenges and opportunities of a changing world.
- 1.5 Build a body of knowledge and facilitate collaboration, research and innovation in practice.
- 2.1 Advocate for architects and architecture.

Supported by

Adrian Dobson, Executive Director Professional Services

Proposed members

Yemí Aláderun RIBA
Wendy Charlton RIBA
Rob Hyde RIBA
Indy Johar RIBA
Alan Jones FRIBA PRIBA
Sadie Morgan Hon FRIBA
Nigel Ostime RIBA
Maria Smith RIBA
James Soane RIBA



THE 'GENIUS' NEEDED IN
GOVERNANCE - OF ADVISING,
SETTING AND DELIVERING
STRATEGY - AND REVIEWING
AND ADJUSTING ON A 'ROLLING'
BASIS.

'COUNCIL, BOARD + EXECUTIVE
TOGETHER!'

SKETCH BY ALAN JONES MARCH 2021

RIBA Council, Board and Executive, together.
Sketch by Alan Jones 2021.

My particular thanks go to the members of RIBA staff who made the PFFM possible - Adrian Dobson and Simon Davidson, Seema Patel and Jack Parker.
Alan M Jones RIBA President 2019-2021

B. Principles of the President’s Fact-Finding Mission

Established by the members of the Fact-Finding Group

We realise the process of the President’s Fact-Finding Mission:

- Be very aware of how precious everyone’s time is
- Allow access to the expertise and networks of each champion
- Be inclusive and collaborative with many voices and perspectives
- Accept, and work with, the interconnections of ideas and issues

The output of our work must:

- Be well informed
- Be light and strategic
- Be inclusive and collaborative
- Be inward and outward facing
- Be evidenced and relevant
- Be urgent and responsive
- Remember advice we didn’t take
- Be radical and on the front foot
- Be smart – specific, measurable, achievable, realistic and timely

C. ‘Five Principles’ for the future of the profession

September 2018

The five presidents of the architecture institutes of England, Scotland, Wales, Northern Ireland and the Republic of Ireland have committed to drive forward five shared principles to strengthen and safeguard the future of the profession.

The principles have been agreed to bring greater consistency of focus across the nations, as their collective membership serve their clients and society

On behalf of their institutes and their combined membership of 46,700 architects, the presidents have committed to collaborate on the following five principles:

1. Place the public interest and value to society at the heart of all they do – by promoting the highest ethical standards and ensuring codes of conduct are continually strengthened.
2. Be accountable and the Gold Standard – by protecting the public and maintaining the highest standards of architectural education.
3. Reflect the diversity of the population in their workforce – by adopting reforms and policies that promote diversity and inclusion within business practices.
4. Research, build and share essential knowledge – by developing and disseminating the body of knowledge embedded within the profession.
5. Lead the profession in the fight for a more sustainable built environment – by placing the United Nations Sustainable Development Goals as a key guiding principle in all they do.

The Five Principles agreement has been signed by:

Ben Derbyshire, President of the Royal Institute of British Architects (RIBA)

Stewart Henderson, President of the Royal Incorporation of Architects Scotland (RIAS)

Carolyn Merrifield, President of the Royal Society of Architects in Wales (RSAW)

Joan McCoy, President of the Royal Society of Ulster Architects (RSUA)

David Browne, President of the Royal Institute of the Architects of Ireland (RIAI)

D. Allocation of themes 5P + 3

The five principles established by the five Presidents in 2018 and the three additional agreed within the group formed the eight themes (5P + 3). The wording of the five principles agreed in 2018 was maintained, for now, and the initial wording of three addition was subject to future update. Themes were allocated to match the experience and expertise of the Champions.

Theme 1

Place the public interest and value to society at the heart of all they do - by promoting the highest ethical standards and ensuring codes of conduct are continually strengthened.

Champion: Indy Johar

Theme 2

Be accountable and the Exemplary Standard - by protecting the public and maintaining the highest standards of architectural education.

Champion: James Soane

Theme 3

Reflect the diversity of the population in their workforce by adopting reforms and policies that promote diversity and inclusion within business practices.

Champion: Yemí Aládérún
With Jude Barber

Theme 4

Research, build and share essential knowledge - by developing and disseminating the body of knowledge embedded within the profession.

Champion: Rob Hyde

Theme 5

Lead the profession in the fight for a more sustainable built environment - by placing the United Nations Sustainable Development Goals as a key guiding principle in all they do.

Champion: Maria Smith

+ 3 further principles discussed and agreed within the group.

The wording was initial and subject to development.

Theme 6

Lead the profession to deliver better value, productivity and quality.

Champion: Nigel Ostime

Theme 7

Lead the profession to be placed better with government and 'The Industry'

Champion: Sadie Morgan

Theme 8

Support and realise evolution of practice - business, focus, quality assurance, team skills and competency.

Champion: Wendy Charlton

© Royal Institute of British Architects 2021

Royal Institute of British Architects
66 Portland Place,
London W1B 1AD
Tel: +44 (0)20 7580 5533
Email: info@riba.org
architecture.com

Charity No. 210566

ISBN: 978-1-914124-41-9



RIBA 
Architecture.com