

**Patrick Watson**

Buro Four

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# Delivering Projects in Uncertain Times

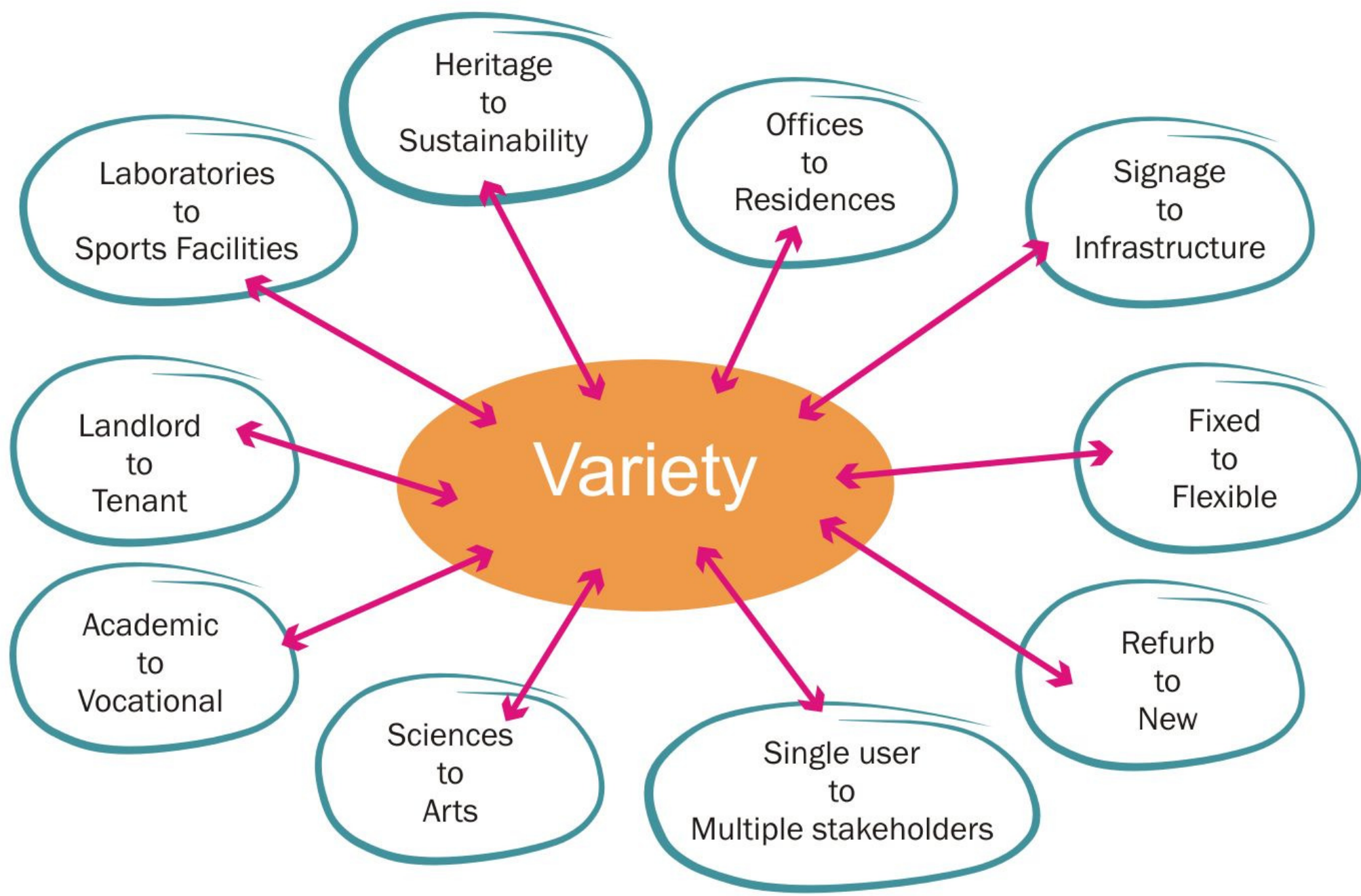
RIBA HEDQF Conference  
Thursday 7<sup>th</sup> May 2009

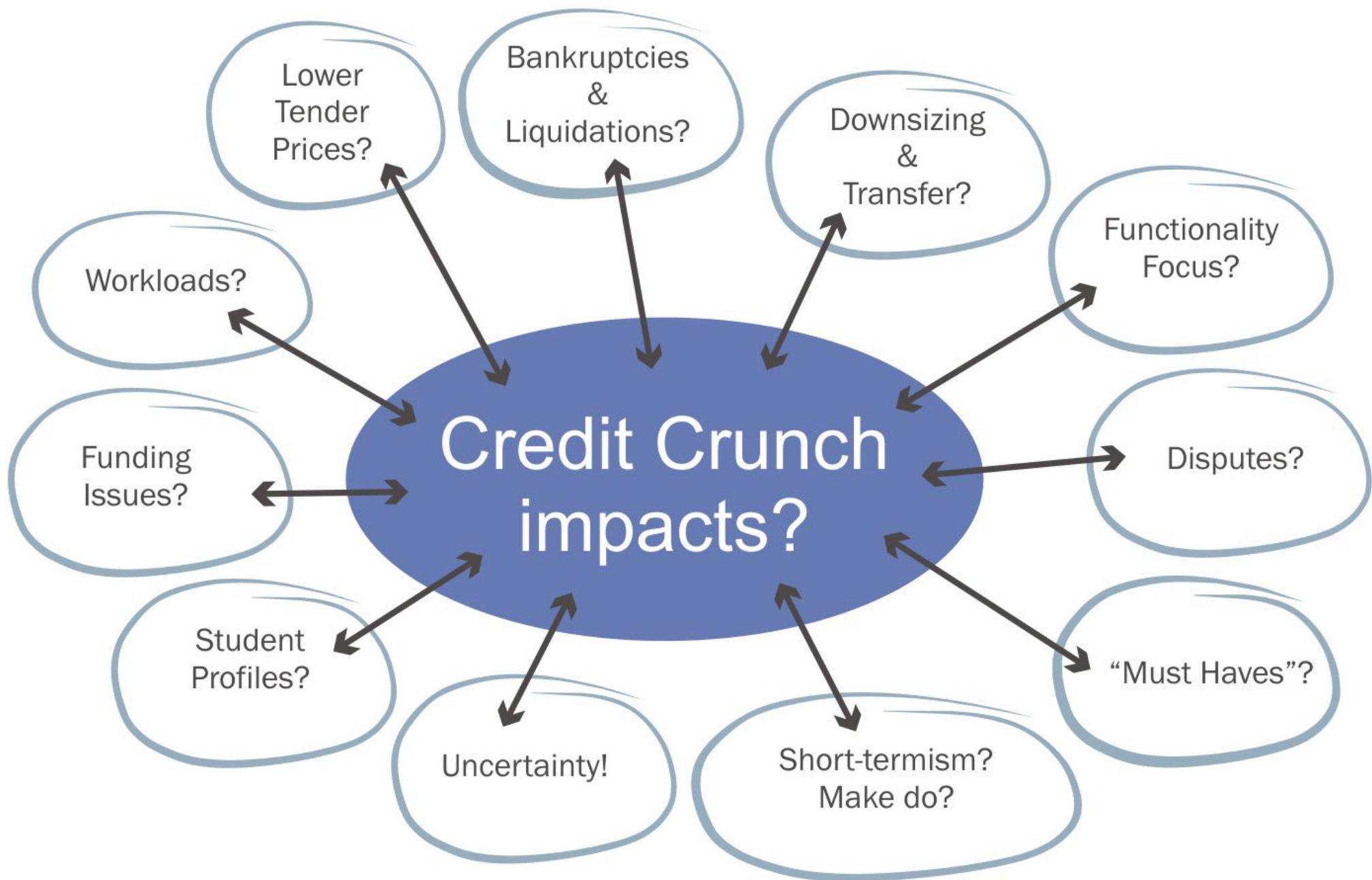
- **Experiencing Place** – Millennium Seed Bank.  
Paul Williams – Stanton Williams Architects
- **Engaging Users** – Sheffield Projects  
Neil Cameron – University of Sheffield
- **Creating Anew** – LSE New Academy Building  
Ingrid Bille – Grimshaw Architects

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Panel Discussion:

- **“To Boldly Go”**  
Speakers plus Tom Taylor – APM, Buro Four,  
dashdot







## Uncertain Times

Immunity

Recovery

Survival and Stability

Continuing Recession

Deeper Recession



What sort  
of Recovery

ECONOMIC

Cultural

Moral

Employment

Business

Environment


# mality/Stability? For next 3, 5,10 years



- Ongoing decline?
- Further financial/business catastrophes?
- Non-existing or weak economic growth?
- Major war or series of military encounters?
- Terrorist attacks, alarms, disruption?
- Industrial toxic accidents?
- Consequences of global warming?
- Pandemics?
- Population explosions or movements?
- Social unrest, civil strife, disharmony?
- Collapse of primary business/social support?
  - banking, insurance, investment markets, pensions, savings regimes, the internet
- Raising of trade barriers?
- Failure of public sector or utilities?

## **others?**

- regulation, politics, fra  
fibs?
- uncertainty  
above?
- Combinatio  
above?
- Plus natura  
disasters!  
  
volcanoes,  
earthquakes  
tsunami,  
weather,  
forest fires,  
asteroids,  
hiccups.

- 
- in the context of 'Uncertain Times', the variety of circumstances and options in HE, and stimulated by these three presentations, the question for the panel discussion is:

“What kinds of briefing, design and delivery processes do we need to consider for the future?”

- Uncertain Times  
or
- Challenging Circumstances



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# Brief - Clarity



# Brief – Benchmarking



# Brief – Budgeting



-in - Via Testing



