

SMART PRACTICE CONFERENCE 2018

VALUE-ADDED:
MAKING DESIGN QUALITY COUNT

4 October 2018 | 9.30am to 5pm
Fitzwilliam College | Cambridge



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Welcome from Ben Derbyshire, RIBA President



When standing for election I made driving up quality in the built environment a key theme of my presidency. Last year's events have thrown into sharp relief the consequences when quality is sacrificed for short term savings or treated as optional for those who have lesser means and voice to advocate for themselves. It also raised questions about the chain of responsibility in project delivery and oversight, questions which have been voiced by many for some time. If any good is to come of this it is the renewed understanding and commitment of government, the professions and the wider industry to place quality and the social value of design at the heart of placemaking and construction. To do so effectively we must promote evidence based design, share learning and re-establish clear lines of accountability. The RIBA led 'Building in Quality' initiative, in partnership with RICS and CIOB, is working to establish a chain of custody system that allows project teams to track quality in construction projects. This digital Quality Tracker will be published on 9th October and piloted in 2019.

'Value-Added: Making Design Quality Count' focuses on the different ways in which architects can add value to projects. Design quality is synonymous with value, whether it is equated with safety, build quality, performance or social outcomes. The conference highlights the wide-ranging benefits of high-quality spaces for occupants, the state of the research into evaluating and evidencing design value, and how architects can effectively assess and communicate their added value to clients and the public. We start with a session on defining design quality, setting the scene with a keynote from Neil Gillespie, Design Director at Reiach and Hall, who has overseen the practice's many award-winning projects. It is followed by a session on making design quality count for clients, which highlights how deep knowledge of a client's business model helps architects target their added value where it matters most. The afternoon is dedicated to assessing and optimising the social impact of projects. Next, we examine how design quality is maintained through delivery and what clients are looking for from architects in the delivery stage. The day closes with an outlook on the future of the construction sector and the opportunities for architects who tackle the challenges head-on.

As a profession, our future rests on our value proposition to our clients and society. This value needs to be communicated effectively to make the case for investment in good design, which will in turn support a more sustainable practice business model. We hope that delegates will leave with fresh insights on the added value they bring and a renewed confidence to compete on value over cost.

RIBA Smart Practice Conference 2018

Value-Added: Making Design Quality Count

Fitzwilliam College, Storey's Way, Cambridge CB3 0DG

09.30am	Registration
10.00am	Welcome and Introduction Ben Derbyshire, RIBA President
10.10am	Defining Design Quality Chair: Tom Foggin, Chair, RIBA East
	Opening Keynote Neil Gillespie OBE, Director, Reiach and Hall
	Enhancing Infrastructure Through Placemaking Kay Hughes, Director, Khaa Petra Marko, Co-founder, marko&placemakers
11.15am	Coffee Break
11.45am	Making Design Quality Count for Clients Chair: Lucy Carmichael, RIBA Director of Practice
	Adding Value Where It Matters to the Client's Business Model Paul Bulkeley, Managing Director, Snug Architects
	Communicating Your Added Value to Clients Tomas Millar, Director, Millar + Howard Workshop
	Delivering Value to Housing Clients Claire Bennie, Director, Municipal
12.45pm	Q&A
1.00pm	Lunch Break

	The Social Value of Design Chair: Professor Flora Samuel, RIBA Vice President for Research
	Evaluating the Social Impact of Design Dr Jennifer Thomas, Head of Built Environment, Ministry of Housing, Communities and Local Government
	Social Value PechaKucha Matthew Springett and Fiona MacDonald, Matt + Fiona February Phillips, 5th Studio Jateen Lad, Jateen Lad Architect Will Mawson, MawsonKerr Nicola Bacon, Social Life
2.00pm	Q&A
3.15pm	Coffee Break
3.35pm	Design Quality and Delivery Chair: Dale Sinclair, RIBA Champion for Collaboration and Technical Retaining Design Quality Through Delivery Gavin Heaphy, Construction Director, University of Cambridge Building a Reputation for Design Quality and Delivery Maria Segantini, Director, C+S Architects
	How Can Architects Contribute to a More Productive Construction Sector? Jaime Johnston, Director and Head of Global Systems, Bryden Wood
4.45pm	Q&A
5.00pm	Closing Remarks and Close of Conference Caroline Buckingham, RIBA Vice President of Practice and Profession

Defining Design Quality

RIBA President Ben Derbyshire opens today's conference. He is introduced by Tom Foggin, Chair of RIBA East and co-host of the event.

Neil Gillespie, Design Director at Stirling Prize nominated practice Reiach and Hall, will offer a personal take on what design quality means to him. One that is grounded in the context of culture and place, without resorting to superficial signifiers of tradition. Good design balances poetry with pragmatism and considers the human who interacts with the building every step of the way. Good design takes courage, without extending into self-indulgence. There is also an art in communicating good design to the client by tuning into their language and addressing their priorities. For Petra Marko and Kaye Hughes, part of the all-women winning team of the National Infrastructure Commission's 2017 The Cambridge to Oxford Connection Ideas Competition for their entry VeloCity, the value of design centres on the people and communities it affects. In the context of infrastructure schemes this means taking both a strategic approach to placemaking while designing at a human scale to build community and strengthen the local economy.

Ben Derbyshire, RIBA President and Chair of HTA Design

As Chair of HTA Design, a design consultancy with a creative and collaborative approach to home building, Ben has built up broad-ranging expertise of regeneration, masterplanning, housing and mixed-use design. A member of the practice since 1976 and co-owner since 1986. Ben became a main board director when the practice incorporated in 2000; he was appointed Managing Director in 2005, before being made Managing Partner in 2013 and then Chair in 2016. Ben has worked on many complex large-scale schemes undertaken by the practice over the years. As well as acting as HTA's Chair, Ben is responsible for the practice's internal design review process and leads the marketing effort. Ben was elected as President of the RIBA in a ballot of members in August 2016 and became President in September 2017. @ben_derbyshire

Tom Foggin, Associate, R H Partnership Architects

Tom joined rhp in 2011 after completing his MArch at the Welsh School of Architecture in Cardiff where his design thesis examined the regeneration of post-industrial sites. Previously, Tom has worked for award winning international practices in Bath and London where his experience included high-end residential and cultural projects as well as work in the hotel and leisure sectors. As a Chartered Member of the RIBA, Tom is actively involved

in the Cambridge Association of Architects. He has been Secretary since 2014 and is engaged in promoting the importance of good design to local authority members, residents and industry professionals. He is also a member of the RIBA Future Leaders advisory group and contributes to their annual seminar series for up-and-coming members of the profession. @rhppartnership

Neil Gillespie OBE, Director, Reiach and Hall Architects

Neil trained at Edinburgh College of Art and joined Reiach and Hall in 1978, becoming Director and Chairman in 1999. Neil led on the design of a number of high profile projects for Reiach and Hall, including the 2017 and 2016 RIBA Stirling Prize nominated City of Glasgow College, the 2015 RIBA Stirling Prize nominated Maggie's Lanarkshire, and the Beatson Cancer Research Facility - one of two Scottish buildings to win a full Civic Trust Award in 2009. The Pier Arts Centre in Orkney won RIAS Best Building in Scotland 2008 and was a 2009 finalist for the Mies van der Rohe Award. Neil is also an experienced academic and is currently Visiting Professor at Scott Sutherland School of Architecture, Aberdeen and the University of Sheffield. Neil lectures extensively on architectural theory and practice, both in the UK and internationally. In 2009 he was elected to the Royal Scottish Academy and has since received an OBE for Services to Architecture. @reiachandhall

Kay Hughes, Director, Khaa

Founded by Kay to leverage her extensive client-side design experience, Khaa specialises in design procurement and briefing advice. Previously leading on the urban design and integration of infrastructure and architecture for the London 2012 Olympic Park, a client at the Foreign and Commonwealth Office (FCO) and working in the Major Projects team at Sport England, Kay built a track record of delivering high-profile, complex projects with strong design legacy benefits. She chairs the Otterpool Park Garden Town Design Review Panel, the Havering Quality Review Panel and co-chairs the HS2 Euston Design review panel. Kay is a member of the ICE Awards shortlisting panel, a CABE Building Expert and a member of the Academy of Urbanism. She continues to develop her interest in infrastructure with a part-time MSc in Infrastructure Investment and Finance at UCL.

Petra Marko, Co-founder, Marko&Placemakers

Petra is an architect, communicator and enabler of projects within the urban realm. Her design consultancy addresses the overlap between place, process and people, reaching beyond the physical aspects of design. Petra has led placemaking strategies and town centre studies for clients including the GLA, the LLDC and several London boroughs and is involved in masterplanning projects in Central Europe. She believes that sustainable design practice is about combining creativity with hands-on facilitation, mediation and communication. Petra is a member of the National Infrastructure Commission's Young Professionals Panel, the independent body tasked with advising government on the UK's long-term infrastructure, and co-authored the 2018 report on 'The Value of Design in Infrastructure Delivery'. Petra has taught and lectured in the UK and Europe, including at The London School of Architecture.
@markoplacemaker

Making Design Quality Count for Clients

Design quality can be in the eye and mind of the beholder. To understand what their clients value architects need to consider their core purpose and business model. This will allow them to invest their time and skills where it matters most. Paul Bulkeley has identified three main client types and proposes that just as the architect's design and services need to be a fit, so does their fees structure. Tomas Millar calls on architects to identify the unique value they bring and communicate this clearly. When clients do not understand the architect's value proposition the only differentiator becomes cost, resulting in a race to the bottom for fees that is undermining business viability. Focussing on quality has seen Millar's practice increase their competitiveness and win more work. Claire Bennie's extensive track record in commissioning and delivering high-quality housing schemes for Peabody has given her deep insight into housing clients drivers, how architects can add most value, and how they can demonstrate their understanding of the sector's needs.

Paul Bulkeley, Managing Director, Snug Architects

Paul is founder and Design Director at the south coast studio, Snug Architects, which he launched alongside a property development company in 2003, one year after qualifying. The award-winning practice has grown consistently since and seeks to achieve the difficult balance of being design led and commercially savvy. Paul has an established reputation for high quality design, visionary thinking and engaging community facilitation. He is passionate about delivering an improved built environment and has chaired both the RIBA South Planning Group and Design Review Panels in his region. He led on the formation of the UK's first joint Civil Engineering and Architecture M.Eng. and in 2017 founded BizMin, an organisation that is dedicated to helping entrepreneurs who seek to do business ethically and in accordance with their principles and values. @snugarchitects

Tomas Millar, Director, Millar + Howard Workshop

After studying architecture at Edinburgh University and The Bartlett (UCL), Tomas returned to his hometown of Stroud in 2008 to co-found Millar + Howard Workshop. An award-winning practice, the studio combines a fresh and original approach to design and a passion for craft and making with an innovative use of new technologies. M+HW was one of the first practices in the country to extensively integrate virtual reality

into their design process offering clients a fully immersive, virtual reality tour of their proposed building. Tomas also set up sister company Lived-in, which sells serviced plots of land with planning permission to potential homeowners. Tomas is on the Board of Create Gloucestershire and Stroud Valleys Arts Space. @mhworkshop

Claire Bennie, Director, Municipal

Claire founded Municipal, a new consultancy which helps visionary people put thought, care, ambition and quality back into housing. Amongst other projects, Municipal is working with igloo Regeneration and Nationwide Building Society to direct a new housing development in Swindon. Previously, Claire spent eleven years at London housing association Peabody, latterly as Development Director, leading an award-winning programme of 5000 new build homes. Claire pioneered smarter procurement at Peabody to achieve high quality built results as well as nurture SMEs. Claire trained as an architect, practising for about ten years before switching to the commissioning side. A Mayor's Design Advocate, Claire is also a panel member at Design South East and chairs Design Review at Brighton and Hove as well as Kingston councils. She lives on a 1930s estate in south London with 500 residents and has served on the estate's Board while it oversaw the management of a £4m communal heating renewal programme.
@clairebennie

The Social Value of Design

Social value is high on the policy agenda and is now integral to the Government's appraisal and evaluation of projects and programmes. Social value evaluation is becoming an increasingly important new service for which the profession needs to be prepared. Flora Samuels, RIBA Vice President for Research, will introduce the Institute's work on an outcomes framework suitable for architecture. While the social benefit of good design may seem self-evident in general terms, it is much harder to translate this assessment into scientific data that links specific design choices to social outcomes. Dr Jennifer Thomas will discuss what tools are available to analyse, monitor and interpret social impact in support of evidence-based design, and its importance for procurers and designers of buildings alike. Afterwards, four architects and one researcher will present a quickfire PechaKucha on the social value of one of their projects and how they assessed it. The featured projects range from residential refurbishment to community self-build and a large-scale regeneration scheme.

Professor Flora Samuel, RIBA VP of Research

Currently Professor of Architecture in the Built Environment at the University of Reading, Flora was previously Head of School of Architecture at Sheffield University, the first woman to hold the post. A RIBA National Council member, she was elected to the new position of RIBA Vice President for Research in 2017. Frustrated with the way in which architects have increasingly been marginalised from the production of the built environment, she has over the last ten years focused her attention on how to demonstrate their value, recently publishing 'Why Architects Matter: Evidencing and Communicating the Value of Architects'. Flora was instrumental in setting up the Research Practice Leads network, a group of over 30 practices working to advance architectural research in practice. Flora feels strongly that a new model of architectural education is needed, one in which research, collaboration and business skills are allied to creativity, design and social responsibility. @floraarchitect

Dr Jennifer Thomas, Head of Built Environment at Ministry of Housing, Communities and Local Government

Jenny leads the design team at the MHCLG who is responsible for promoting design quality across Government programmes and the sector as a whole. Previously, Jenny was Managing Director of Performance Consultancy and specialised in evidence-based design. She also draws on her experience as Head of Research and Policy for the British Council for School Environments and Director of Research for a large architectural practice. Jenny has a PhD in Psychology and the Built Environment. @mhclg

Featured PechaKucha presenters:
Nicola Bacon, Founding Director, Social Life,
Jateen Lad, Founder, Jateen Lad Architect,
Will Mawson, Director, Mawson Kerr,
February Phillips, Associate, 5th Studio,
Matthew Springett, Architect and
Fiona MacDonald, Educator, Matt + Fiona.

Design Quality and Delivery

As Cambridge University's Construction Director responsible for overseeing the design, procurement and delivery of the North West Cambridge Development, and with a Stirling Prize nomination under his belt for Storey's Field Centre and Eddington Nursery, Gavin Heaphy has much to say on how to achieve quality right through to delivery. He will share what clients are looking for from architects to optimise buildability and process, and what role demonstrated competence in delivery plays in the selection of architects. At a time when design and delivery are too often being separated out, what are the benefits for a practice of delivering on both fronts? Maria Segantini will discuss how architects can ensure that they deliver on cost and on budget while achieving design excellence. Jamie Johnston of Bryden Wood will close with an outlook on the future of construction, starting with an assessment of the problems facing the sector such as skills shortages or rising material costs. He will offer a vision of how architects can address these issues head-on with creative solutions and an appetite for innovation.

Gavin Heaphy, Construction Director, University of Cambridge

Contractor-turned-client, Gavin has extensive experience in the delivery of large and complex projects, from commercial offices and business parks to research facilities and residential developments. In his role as Construction Director for the £1bn North West Cambridge Development, Gavin has oversight and responsibility for all design, procurement and delivery of capital works. Previously a construction manager with twenty years' experience, he first switched to the client side in 2007 as the London 2012 Athletes Village Operations Director for Lend Lease, procuring and delivering £350m worth of D&B contracts. He sits on judging panels for both local and national design and construction awards and is a trustee for the Cambridge Forum for the Construction Industry. Gavin is a Chartered Builder and holds a Master's Degree in the Inter-Disciplinary Management of Projects from The Bartlett.

Maria Segantini, Director, C+S Architects

Maria established C+S Architects with fellow Director Carlo Cappai in 1994. Based in Italy and London, the practice is internationally acclaimed for designing high quality schemes, ranging in scale from urban masterplans to product design. Their work has been exhibited at the Venice Architecture Biennale, New York's MoMa and MIT Boston and been awarded with the Special Prize of the Gold Medal of Italian Architecture 2012, to name a few. Maria believes that achieving excellence

in architecture requires constant dialogue to understand and address the demands of clients, consultants, contractors and end users as well as environmental concerns. She has lectured extensively in universities across Europe and the U.S. and led on research which pays particular attention to the relationship between heritage and contemporary production of space.

Jaimie Johnston, Director and Head of Global Systems, Bryden Wood

Having joined Bryden Wood shortly after the practice's formation in 1995, Jaimie has a particular interest in the processes used to control the flow of project information and delivery to dramatically improve efficiency in design and construction. These techniques have been implemented on various large projects such as London Heathrow Terminal 5 and outside of the UK in Europe, Russia and Singapore. Bryden Woods systems thinking addresses both physical systems - design for manufacture and component build solutions for healthcare, education, aviation, pharmaceutical and infrastructure projects – as well as information systems – data analysis, digital delivery and BIM. Jaimie is a member of the UK Government Cabinet Office BIM Core Team, coordinating work packages relating to productivity and delivery, and was instrumental in delivering implementation strategies and early adopter projects in the public sector. He regularly talks at conferences in the UK and abroad about BIM and modern methods of construction. @bimacademy

Guerrilla Tactics 2018

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

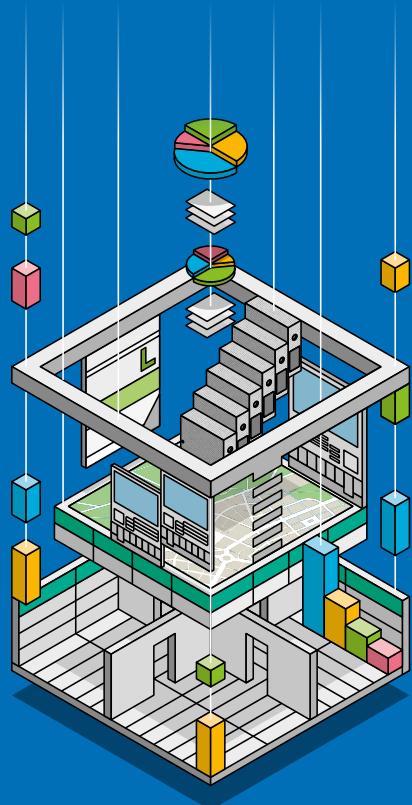
13-14 November 2018
RIBA, 66 Portland Place, W1B 1AD

Guerrilla Tactics is the RIBA's flagship professional event aimed at small- to medium-sized practices, which runs over two days: the first day is dedicated to a topical, business-themed conference; and the second day to a rich, jam-packed programme of CPD.

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

The conference day will be followed by a Speed Mentoring evening and drinks reception.

The CPD Day will offer a full day of 21 seminars covering all ten RIBA Core Curriculum topics, with engaging sessions from expert practitioners on relevant issues.



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