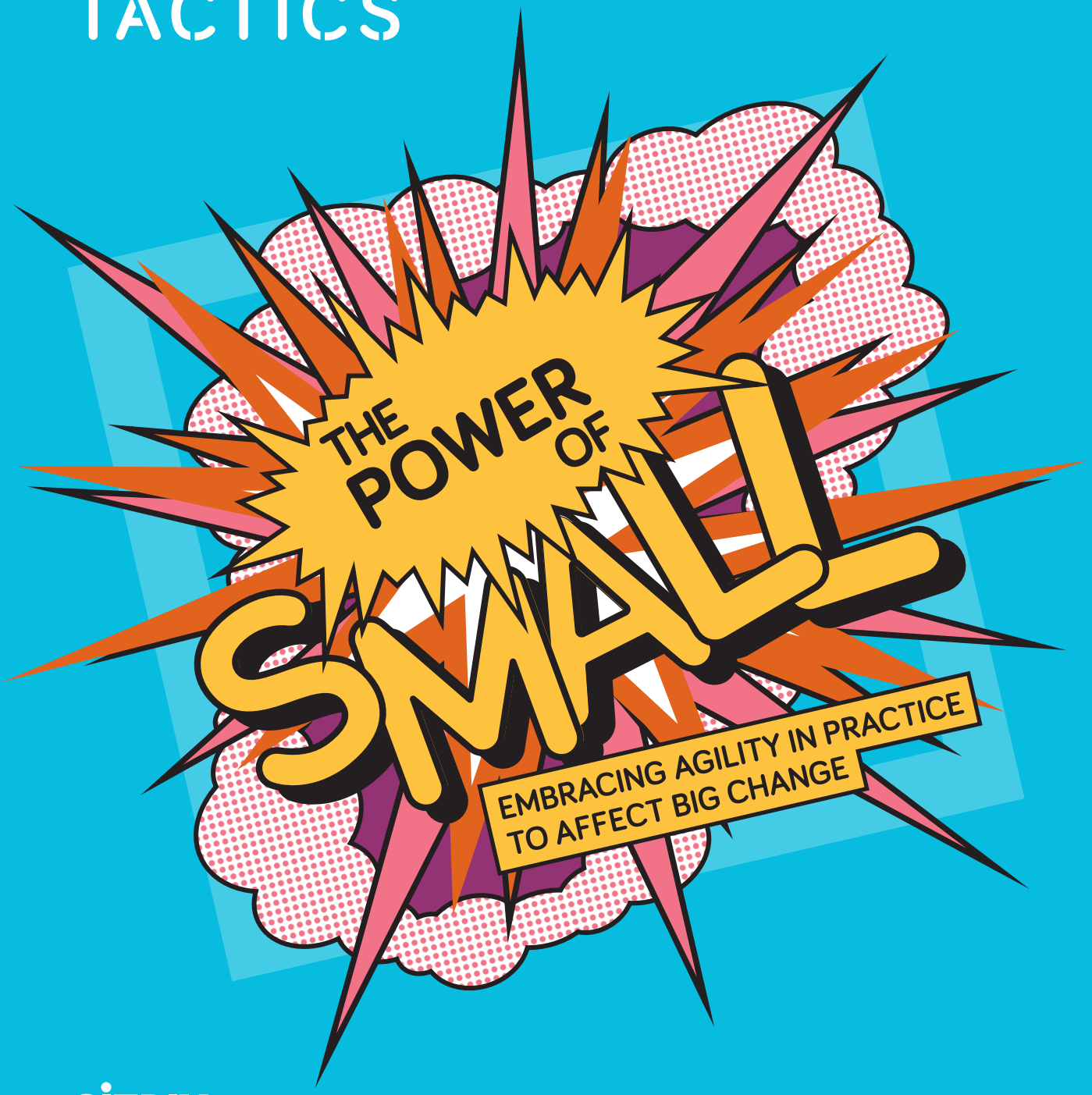
GUERRILLA TACTICS



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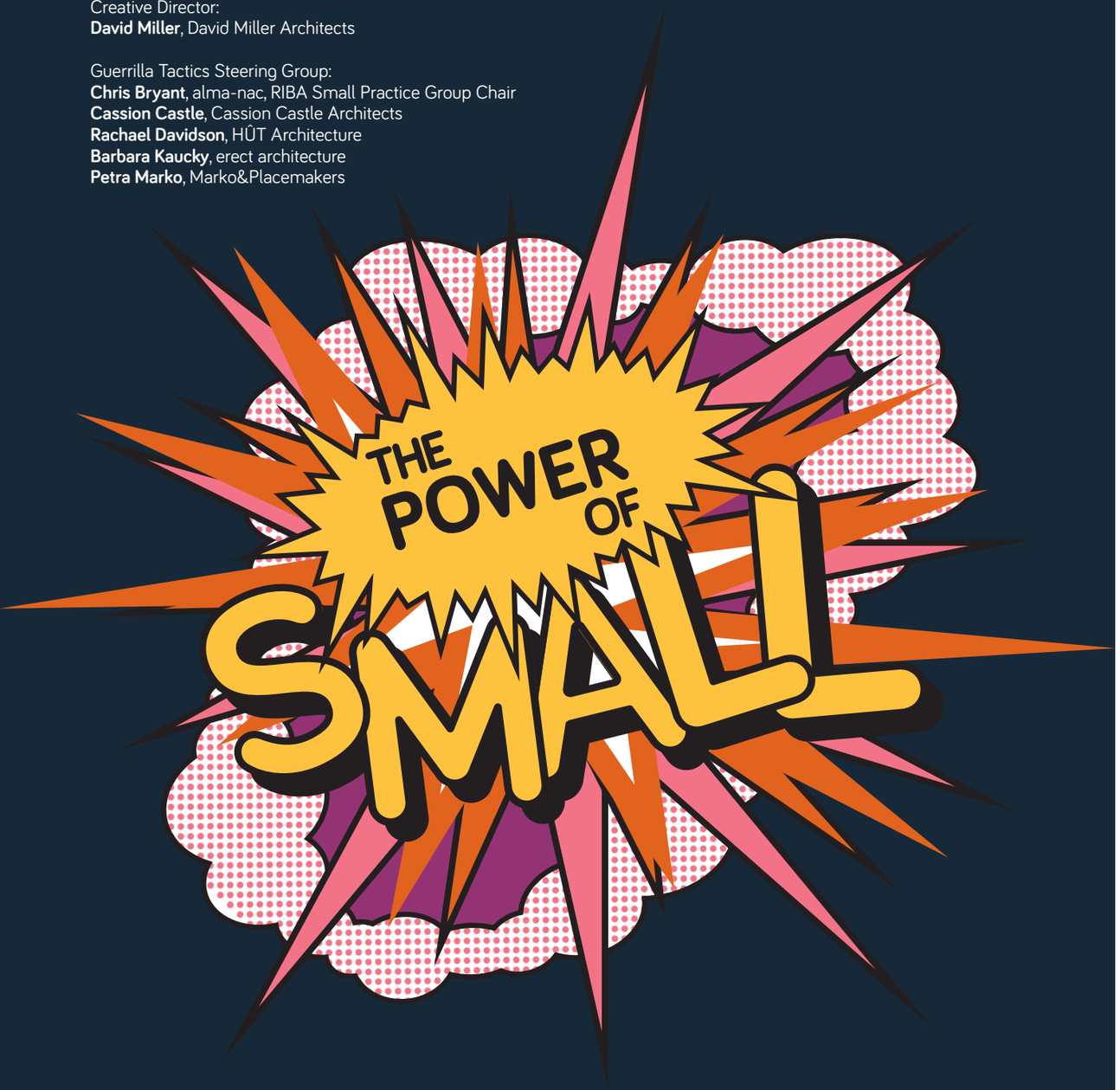
With thanks to:

Creative Director:
David Miller, David Miller Architects

Guerrilla Tactics Steering Group:
Chris Bryant, alma-nac, RIBA Small Practice Group Chair
Cassion Castle, Cassion Castle Architects
Rachael Davidson, HÛT Architecture
Barbara Kaucky, erect architecture
Petra Marko, Marko&Placemakers



SMALL PRACTICE CONFERENCE AND CPD DAY

DAY 1

Tuesday 14th November

Conference Day:
The Power of Small: Embracing agility in practice to affect big change

In the current professional environment, when both technologies and market conditions are shifting fast, the ability to be agile and adaptable to change is the key to success. Small, light-footed practices have a unique competitive advantage over bigger organisations, which are weighed down by existing processes and drawn-out decision-making.

As a small practitioner, how can you overcome the limits on your time and resources and turn size and deftness to your advantage? By becoming more efficient, is there a way that your practice can gain commercial benefit from what you are currently doing, so you retain more profit? Is it possible to not just survive, but to achieve growth and profitability and punch above your weight?

The conference day is devised to highlight how small practitioners can positively manage change and adopt new beneficial ways of working. There is an emphasis on continuous bite-size improvement rather than wholescale transformation: identifying the right tools and processes that can make the difference. A session is also dedicated to areas in which architects are expanding the scope of their services, gaining additional business by increasing their offer to clients.

Throughout the day, small practitioners will talk directly about their own experiences, highlighting what works and what does not, flagging up the tools and processes that have had a lasting beneficial impact on their practices – whether it is software for tracking fees and resources or a useful app. The conference day is to provide a plethora of positive takeaways, offering a unique opportunity to learn directly from others' innovations and insights.

DAY 2

Wednesday 15th November

CPD Day

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

This year the day opens with a plenary on 'Sustaining Client Satisfaction: Continuous Learning on Projects', chaired by Keith Williams.

There is also a stronger emphasis on the digital with sessions on scripting, cybersecurity and BIM, as well as new seminars on mentoring, ethical practice and ensuring the well-being of your staff.

Featured essential core topics include: the principal designer role, marketing, improving business profitability, employment law, contracts and indemnities and planning applications.

THE POWER OF SMALL
CONFERENCE PROGRAMME

09.30 – 10.00	**Registration and coffee** Jarvis Foyer, Lower Ground Floor
10.00 – 11.00	**WELCOME AND KEYNOTES** Jarvis Hall **Welcome** Jane Duncan, RIBA Immediate Past President **Introduction** David Miller, Creative Director **Disruptive Design** Sam Bernard, Global Category Director in engineering, Dyson **Nudging** Dr David Halpern, Chief Executive, Behavioural Insights Team, UK Cabinet Office.
11.00 – 11.20	**COFFEE BREAK** Jarvis Foyer
11.20 – 12.15	**MORNING SESSION 1: Our Approach to Change** Jarvis Hall Nanne de Ru, Powerhouse Company Sarah Castle, IF_DO Darren Bray, Pad Studio
12.15 – 13.00	**MORNING SESSION 2: Business Tactics** Jarvis Hall **Tactics for Improved Business Performance** Michael Holmes, Michael Holmes Consultancy Services **Designing your Business: Panel Discussion chaired by Michael Holmes** Jarvis Hall David Ayre, Ayre Chamberlain Gaunt Will Mawson, MawsonKerr Architects Clare Nash, Clare Nash Architecture Ltd
13.00 – 14.00	**LUNCH** Florence Hall
14.00 – 14.40	**AFTERNOON SESSION 1: Top Ten Tactics PechaKucha** Jarvis Hall
14.40 – 15.00	**AFTERNOON SESSION 2: Territorial Expansion** Jarvis Hall **Turning that Crazy Idea into a Breakthrough!** Gem Barton, author, academic, futurist and Course Leader at the University of Brighton
15.00 – 16.00	**Breaking Out of The Box** Jarvis Hall Will Wimshurst, Wimshurst Pelleriti Arthur Mamou-Mani, Mamou-Mani Architects Tomas Millar, Millar Howard Workshop
16.00 – 16.25	**COFFEE BREAK** Jarvis Foyer
16.25 – 17.15	**AFTERNOON SESSION 3: The Power of Small Workshop** Florence Hall Tom Taylor, Founder and Principal of dashdot
17.15 – 17.40	**REFRESHMENTS BREAK** Jarvis Foyer
17.40 – 18.00	**CLOSING SESSION: The Power of Small Takeaway Tactics** Jarvis Hall
18.00	**Speed-Mentoring Event** Florence Hall

DAY 1 10.00 – 11.00
WELCOME AND KEYNOTES

10.00
Welcome

Jane Duncan
RIBA Immediate Past President
@JaneDuncan41

The Principal and founder of Jane Duncan Architects + Interiors, Jane heads up an award-winning practice of 16 architects and interior designers in Buckinghamshire. The studio undertakes a mixture of high-end residential, sports and leisure projects, as well as working in the commercial and community sectors. Trained at the Bartlett UCL, Jane set up in practice almost immediately after qualifying. She was RIBA Vice President Practice and Profession for 6 years and then RIBA Equality and Diversity Champion (2013–15), before becoming RIBA President (September 2015–17). She is also a local community revitalisation champion. Jane mentors and gives careers guidance to local school pupils.

Introduction

David Miller
Creative Director
Guerrilla Tactics 2017
@DMA_Architects

David Miller is Founder and Principal of David Miller Architects (DMA), a typical small practice with a team of 20 working in the educational and housing sectors. It places a strong emphasis on marrying up design and delivery excellence. David has an expert knowledge of complex buildings and three-dimensional analysis. He is particularly interested in how computer modelling can enhance building design. He speaks internationally on BIM in practice. Previous to founding DMA, David worked for Norman Foster and Santiago Calatrava, and was an Associate Director at Future Systems, where he was project architect on the Stirling Prize-winning Lord's Media Centre. This year DMA have completed the refurbishment of the Media Centre.

10.15
Keynotes

Disruptive Design
Sam Bernard
Global Category Director for Dyson Professional
@Dyson

Responsible for the development and support of the hand dryer and lighting product ranges at Dyson, Sam Bernard reports directly to the Dyson board on all aspects of the category's performance. Previously, he worked as Dyson's Director of Product Development, leading a team of 250 engineers in the UK and Southeast Asia to define, deliver and support the range of corded vacuum cleaners. He also developed Dyson's research team with an internal group of 100 multi-disciplinary engineers and scientists and external partners at UK and international universities.
Sam trained as a mechanical engineer at Southampton University. Before joining Dyson, he designed: large fabrications for the Astute Submarines at Babcock; co-ordinate measurement machines at Renishaw; and kitesurfing equipment with a sports company.

Nudging
Dr David Halpern
Chief Executive and Board Director
of the Behavioural Insights Team
@B_I_Tweets

David Halpern has led the Behavioural Insights Team or 'Nudge Unit' at the Cabinet Office since its inception in 2010. Prior to that, David was the founding Director of the Institute for Government and between 2001 and 2007 was the Chief Analyst at the Prime Minister's Strategy Unit. Before entering government, David held tenure at Cambridge and posts at Oxford and Harvard. He has written several books and papers on areas relating to behavioural insights and wellbeing, including *Social Capital* (2005) and the *Hidden Wealth of Nations* (2010). He is also co-author of the MINDSPACE report. David has recently written a book about the team entitled *Inside the Nudge Unit: How Small Changes Can Make a Big Difference.*

11.00
COFFEE BREAK

DAY 1 11.20-12.15
MORNING SESSION 1: Our Approach to Change

As architects are operating in an increasingly disruptive environment, in terms of both technological change and the economic and political climate, they need to embrace their agility and realise the full potential of their size and creative and technical arsenal. If they can be lightfooted, smaller practices can have a unique competitive advantage over bigger organisations weighed down by processes and drawn-out decision-making.

This session will feature architects – Nanne de Ru, Sarah Castle and Darren Bray – who all have interesting stories to tell about how they have made changes to the way they do things in their practice. These will build on the keynotes by Sam Bernard of Dyson and Dr David Halpern of the Behavioural Insights Team at the Cabinet office, who will also be focusing on the impact of making the right small changes, whether it is to products or public services.

Nanne de Ru
Founding Partner of the Powerhouse Company
@Powerhouse_Co

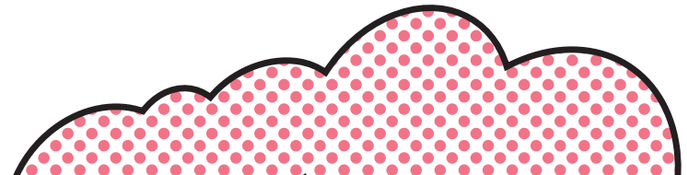
In 2005, Nanne de Ru co-founded the Powerhouse Company in Rotterdam with Charles Bessard. Since 2016, when Bessard left to form a new studio, Nanne de Ru has run the practice with partners Stijn Kemper, Stefan Prins and Paul Stavert. Powerhouse Company is a full-service architecture, interior architecture and product design company, which works on a wide range of projects at different scales. It has offices in Rotterdam, Beijing, Oslo and Munich. After studying at the Berlage Institute in Rotterdam, Nanne joined AMO, the research side of Rem Koolhaas' OMA, from 2002 to 2004. His work and articles have been published internationally. He has taught in a number of schools across Europe, including Aarhus University, the Royal Danish Academy of Fine Arts in Copenhagen, TU Delft and the Rotterdam Academy of Architecture. From 2012 to 2016, Nanne de Ru was the Director of The Berlage at TU Delft. His work has been exhibited in the Guggenheim Museum and the Cooper Hewitt Museum in New York and the MAXXI Museum in Rome.

Sarah Castle
Director and Co-Founder of IF_DO
@sarahcassl

In 2014, Sarah co-founded South London-based IF_DO with Thomas Bryans and Al Scott. An RIBA chartered architecture and design practice, it is dedicated to creating projects with a positive impact on users, the environment and the surrounding community. The practice won the first design competition for a pavilion at the Dulwich Picture Gallery, part of the 2017 London Festival of Architecture, and was recently named as one of the top 20 'promising practices from around the world' by *Wallpaper** (July 2017). Having graduated from the University of Edinburgh, Sarah worked for a number of highly respected architecture practices in the US and Europe. Sarah is a chapter leader for Urbanistas, a women-led network devoted to supporting and encouraging women working in the built environment.

Darren Bray
Technical Director of PAD Studio
@DBrayArchi

Having graduated from Portsmouth School of Architecture in 1998, Darren Bray worked with Architecture PLB and Re Format Architects before joining PAD Studio (then Perring Architecture and Design) in 2007. He has extensive experience in private practice coordinating a broad range of projects, including community and educational projects as well as a series of award-winning private houses.
As a project director, he has just overseen the delivery of the new Southsea Community Tennis Pavilion. Darren is Studio Tutor at Reading University and a visiting studio tutor at Portsmouth. A Non-Executive Director at concrete consultancy: GreyMatter Concrete, he is also an RIBA Professional Practice Examiner and a member for the RIBA Equality and Diversity Committee – Architects for Change. He has been recognised as an RIBA Role Model.



DAY 1 12.15 – 13.00
MORNING SESSION 2: Business Tactics

This is a session of two halves. Financial consultant Michael Holmes opens by giving a talk on the essential precepts of business performance, highlighting: the importance of creating and implementing a business plan; tracking fees and time, working out which jobs are worth doing and not worth doing.

In the second part of the session, Michael will be chairing a panel with three architects – Clare Nash, Will Mawson and David Ayre – who direct practices that differ in their scale, organisation and location. They highlight what business tactics have worked and not worked for them.

Tactics for Improved Business Performance

Michael Holmes
Director of Michael Holmes Consulting

Michael Holmes has nearly thirty years' experience in the financial management of professional services firms originally in the engineering services sector, and more recently in architecture. Michael has experience at all levels up to Group Finance Director; he was Finance Director at Grimshaw Architects for seventeen years. Michael now specialises in providing consulting services to SMEs advising them on how to run their businesses more profitably and how to create a better cash flow. He provides his services through his own consultancy firm and through Auria Accountants.

Designing your Business: Panel Discussion chaired by Michael Holmes

David Ayre
Director of Ayre Chamberlain Gaunt
@ACGarchitects

In 2005, David Ayre founded Ayre Chamberlain Gaunt with fellow directors Matthew Chamberlain and Dominic Gaunt. An award-winning progressive practice with offices in London and Hampshire, Ayre Chamberlain Gaunt combines creativity with a pragmatic approach. David acts as Managing Director and is responsible for the day-to-day management and strategic vision of the practice. He has a breadth of experience across many sectors, having worked on multiple large-scale residential and education schemes, as well as smaller community-focused projects and one-off houses. Recent projects include: Alpine Place, an innovative mixed-use development in Brent; and The Point, a new youth club in Tadley, which was awarded the 2017 MacEwen Award. David is Vice Chairman of the North Hampshire Architects Panel and a visiting critic at the University of Portsmouth.

Will Mawson
Director & Architect at MawsonKerr

In 2010, Will Mawson established Newcastle-based MawsonKerr with Dan Kerr. The practice has a strong sustainable agenda; its Shawm House, built to Passivhaus standards, won a 2017 RIBA National Award. In 2016, Will completed Sunbeams Music Centre, the realisation of a 12-year architectural journey starting from his university thesis. Will is currently working on Newcastle's historic Bigg Market, having also recently completed works at the nearby grade 1 listed Theatre Royal. He invests a great deal of time in developing architectural communication techniques and advocates that strong graphic communication is imperative in the delivery of good architecture. In addition to his work at MawsonKerr, Will teaches the March Unit at Northumbria University and is Chair of the RIBA North East Small Practice Forum and a member of the RIBA Small Practice Group. In 2017, MawsonKerr was selected to be an RIBA Practice Role Model.

Clare Nash
Founding Director of Clare Nash Architecture Ltd
@ClareNashArch

In 2011, Clare Nash founded Clare Nash Architecture Ltd (CNA) in Brackley in South Northamptonshire. Specialising in rural architectural design, particularly eco-refurbishment and new build, CNA's designs draw their inspiration from the vernacular. The practice is run by a small dedicated team, which is pioneering in its adoption of a flexible and efficient working model. Clare has a masters from Oxford Brookes University for which she undertook research into the vernacular in Bolivia, Papua New Guinea and China. She has also lived and worked in architectural practice in Germany and Liechtenstein. Clare is an Associate Lecturer at Oxford Brookes University, teaching architectural technology and business. She is author of *Contemporary Vernacular Design: How British housing can Rediscover its Soul* (RIBA Publishing, 2016) and has been recognised as an RIBA Role Model.

13.00
LUNCH

DAY 1 14.00 – 14.40
AFTERNOON SESSION 1: Top Ten Tactics PechaKucha

Featuring 10 architects this quick-fire presentation will enable you to learn from other small practitioners' canny tactics – whether it is the benefits of a particular app, tracking software, management system or creating an annual installation. Each presenter will be given 3 minutes and 20 seconds and 10 slides to reveal their top tip.

Featured architects will include: Chris Bryant of alma-nac, Cassion Castle of Cassion Castle Architects, Stuart Eatock of ECE Architecture, Barbara Kaucky of erect architecture, Anna Liu of Tonkin Liu and Su Stringfellow of Harrison Stringfellow.

DAY 1 14.40 – 16.00
AFTERNOON SESSION 2: Territorial Expansion

How are architects going beyond the conventional limits of architecture as an activity in which service professionals deliver commissioned projects for clients? New technologies and social media are enabling new ways of working and opening up fresh areas of enterprise. Gem Barton will highlight how individuals in the creative industries are benefiting from a more entrepreneurial approach, embracing left of field thinking and becoming less risk adverse.

14.40 – 15.00

Gem Barton
Author, academic, futurist and Course Leader of BA Interior Architecture at the University of Brighton
@gem_shandy

Gem Barton is an 'accidental' academic with a flair for a range of activities, including writing, editing, curating, film-making and design. She has been teaching undergraduate and post-graduate students for almost a decade in architecture, interior architecture, urban design and design thinking. She has written widely to the architectural press, contributing to: *MARK, Blueprint, Fulcrum and The Architects' Journal.* Her book *Don't Get a Job, Make a Job: How to make it as a creative graduate* (Laurence King, 2016) has captured the zeitgeist.

15.00 – 16.00

Breaking Out of The Box
What is the potential for architects to gain back ground and expand what they do beyond the conventional designer role? This session will spotlight how three architects are expanding the scope of their services through the use of technology – whether offsite manufacturing, fabrication or VR, gaining additional business by increasing their offer to clients. Specifically, Will Wimshurst will be talking about his practice's expertise in offsite and DfMA; Arthur Mamou-Mani about his work with rapid prototyping, scripting and 3d printing; and Tomas Millar about his practice's highly innovative customer-focused approach.

Will Wimshurst
Founding Director of Wimshurst Pelleriti
@WimsPell

In 2013, Will Wimshurst set up London-based Wimshurst Pelleriti with Leonardo Pelleriti, a colleague from Rogers Stirk Harbour + Partners (RSH-P). Will gained a wide range of experience at RSH-P, where he was an Associate and the project architect for the Stirling prize-winning Maggie's Centre in Hammersmith. Wimshurst Pelleriti has distinguished itself with an approach that integrates: research and development with the use of innovative materials; a willingness to view problems from all angles; and a desire to deliver positive social impact. The practice is currently designing two 30-home schemes for Richmond Housing Partnership (RHP), which is prototyping Legal&General's modular offsite construction system. Will is on design review panels in Wandsworth and Hammersmith and Fulham for large-scale projects in the area.

Arthur Mamou-Mani
Director of Mamou-Mani Architects
@Mamou_Mani

Specialising in innovative digitally designed and fabricated architecture, Arthur Mamou-Mani is a lecturer at the University of Westminster. He also owns the digital fabrication laboratory FabPub, which allows people to experiment with large 3D Printers and Laser Cutters. He is a fellow of the The Royal Society for the Encouragement of Arts, Manufactures and Commerce. In 2016, his Wooden Wave project, which was installed in Buro Happold Engineering's London office, was a Gold Winner of the 2016 American Architecture Prize. Arthur has given numerous talks internationally, including the TedxBlackRockCity conference in the USA. Mamou-Mani's clients include: ARUP, Buro Happold Engineering, Karen Millen Fashion, The Burning Man Festival, Food Ink and Imagination ltd. Prior to founding Mamou-Mani in 2011, Arthur worked with Atelier Jean Nouvel, Zaha Hadid Architects and Proctor & Matthews Architects.

Tomas Millar
Founding Director
@mhworkshop

After studying architecture at Edinburgh University and then The Bartlett (UCL) in London, in 2008 Tomas Millar returned to Stroud in Gloucestershire, where he grew up, to found Millar + Howard Workshop Architects with Tom Howard. 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. The Workshop 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. It has also set up a 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.

16.00
COFFEE BREAK

DAY 1 16.25 – 17.15
AFTERNOON SESSION 3: Workshop and closing session

16.25
The Power of Small Workshop

Putting ideas into action is easier said than done when you return to your desk in a busy studio. In a dynamic workshop session, delivered by the highly experienced trainer and convener Tom Taylor of dashdot, delegates will be encouraged to capture many of the ideas from the day and consolidate them into a plan of action. Individuals will work in groups and draw their own action plan for incremental change plotted against time, enabling them to take away with them a diagrammatic business plan.

Tom Taylor
Founder and Principal of dashdot

An award-winning, manager of projects, advisor and consultant, with over 30 years of experience in project management, Tom Taylor is a joint founder and retained adviser of Buro Four, a highly regarded project management consultancy. In 2005, he set up dashdot to provide a flexible range of management services and training products to the property and construction industry. Tom is an experienced speaker, chair, trainer, facilitator and broadcaster, as well as a prolific author and publisher with an innovative take on business and management issues. He is the former chairman, immediate past President, vice President and Honorary Fellow of the Association for Project Management.

17.15
REFRESHMENTS BREAK

17.40 – 18.00
CLOSING SESSION
The Power of Small Takeaway Tactics

In a concluding wrap up, Creative Director David Miller reflects on the top takeaways of the day, drawing on insights from speakers and the PechaKucha as well as the diagrammatic business plans, produced during the workshop session.

DAY 1 18.00
SPEED-MENTORING EVENT

Delegates have the opportunity to meet a series of inspirational architects, business mentors and other industry experts, who will be on hand to offer quick-fire advice on their business or professional development needs.

Mentors and mentees will be pre-matched. Spaces are limited so delegates must pre-book to attend as a mentee at no additional charge.

THE MENTORS ARE:

John Assael
Assael, Founder and Chairman
www.assael.co.uk

David Ayre
ACG Architects, Director
www.acgarchitects.co.uk

Gem Barton
University of Brighton, Academic of Interior Architecture
www.gembarton.com

Juliet Bidgood
Neat Design, Urban Design Architect
www.julietbidgood.com

Darren Bray
PAD Studio, Technical Director
www.padstudio.co.uk

Richard Brindley
R Brindley Consult Ltd, Director

Paul Brislin
Arup Associates, Director
www.arup.com

Caroline Buckingham
RIBA, Vice President Practice and Profession
www.carolinebuckingham.com

Ruth Butler
Ruth Butler Architects, Partner
www.butler-butlerarchitects.com

Cassion Castle
Cassion Castle Architects, Founder and Owner
www.cassioncastle.com

Sarah Castle
IF_DO, Director and Co-Founder
www.ifdo.co

Xavier De Kestelier
Hassell Studio, Principal Director
www.hassellstudio.com

Donald Farquharson
Chelmsford County Council, Head of Property
www.chelmsford.gov.uk

Ben Derbyshire
RIBA, President

Jane Duncan
RIBA, Immediate Past President

Fergus Feilden
Feilden Fowles Architects, Co-Founder and Director
www.feildenfowles.co.uk

Tom Goodall
Argent LLP, Senior Projects Director
www.argentllp.co.uk

David Green
Perkins+Will, Principal
www.perkinswill.com

Chris Hampson
Hampson Williams, Founder and Director
www.hampsonwilliams.com

Hanif Kara
AKT II, Structural Engineer, Co-Founder and Director
www.akt-uk.com

Danni Kerr
Superhistory, Principal Architect
www.superhistory.co.uk

Antony Kingston
DM² Property Group, Chief Executive
www.dm2propertygroup.co.uk

David Kohn
David Kohn Architects, Founder and Director
www.davidkohn.co.uk

Cristina Lanz Azcarate
atelier EURA, Co-Founder and Director
www.ateliereura.com

Richard Lavington
MaccreanorLavington, Founder and Director
www.maccreanorlavington.com

Daniel Leon
Square Feet Architects, Owner
www.squarefeetarchitects.co.uk

Helen Logan
Allies and Morrison, Partner
www.alliesandmorrison.com

John Long
Igloo, Development Director
www.igloo.uk.net

Charlie Luxton
Charlie Luxton Design, Founder and Director
www.charlieluxtondesign.com

Arthur Manou-Mani
Mamou-Mani Ltd Architects, Director
www.mamou-mani.com

DAY 1 18.00
SPEED-MENTORING EVENT

Will Mawson
MawsonKerr, Director and Architect
www.mawsonkerr.co.uk

Daniel May
First Base, Head of Design
www.firstbase.com

Mark Middleton
Grimshaw Architects, Managing Partner
www.grimshaw.global

Tomas Millar
Millar + Howard Workshop, Founding Director
www.mhworkshop.co.uk

Aziz Mirza
Mirza and Nacey Research, Co-Founder and Director
www.mirza-nacey.com

Peter Morris
Allford Hall Monaghan Morris, Co-Founder and Mananging Director
www.ahmm.co.uk

Angus Morrogh-Ryan
De Matos Ryan, Co-Founder and Director
www.dematosryan.co.uk

Karen Mosley
HLM Architects, Director
www.hlmarchitects.com

Neil Murphy
TOWN, Co-Founder and Director
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Clare Nash
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Sarah Park
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Rowan Parnell
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Keith Rodwell
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Chris Romer-Lee
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Satwinder Samra
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www.sheffield.ac.uk

Adam Scott
FreeState, Founder and Creative Director
HASSELL, Global Head of Design
Central Saint Martins, Visiting Fellow
www.freestate.co.uk

Helen Taylor
Scott Brownrigg, Director of Practice
www.scottbrownrigg.com

Steve Tompkins
Haworth Tompkins Architects, Co-Founder and Director
www.haworthtompkins.com

Charles Walker
Zaha Hadid Architects, Director
www.zaha-hadid.com

Danna Walker
Built By Us, Founder and Director
www.builtbyus.org.uk

Keith R Williams
Keith Williams Architects, Founder and Director of Design
www.keithwilliamsarchitects.com

Will Wimshurst
Wimshurst Pelleriti, Founding Director
www.wimshurst-pelleriti.com

Jo Wright
Arup Associates, Practice Leader
www.arupassociates.com

Nigel Wright
Wright Class Solutions Ltd, Director
www.wcslimited.uk.com

Eleanor Young
RIBA Journal, Executive Editor

Gus Zogolovitch
Inhabit Homes, Founder and CEO
www.inhabithomes.co.uk

GUERRILLA TACTICS
CPD DAY

09.30 – 10.00	**REGISTRATION AND COFFEE** Jarvis Foyer, Lower Ground Floor
10.00 – 11.00	**MORNING SESSION 1: PLENARY** Jarvis Hall **Sustaining Client Satisfaction: Continuous Learning on Projects**
11.00 – 11.30	**COFFEE BREAK** Jarvis Foyer
11.30 – 12.30	**MORNING SESSION 2**
12.30 – 13.30	**LUNCH** Florence Hall
13.30 – 14.30	**AFTERNOON SESSION 1**
14.35 – 15.35	**AFTERNOON SESSION 2**
15.35 – 16.00	**COFFEE BREAK** Florence Hall
16.00 – 17.00	**AFTERNOON SESSION 3**

The room allocation of the individual morning and afternoon sessions is indicated on the following pages below the summary for each seminar.

CPD DAY 10.00 – 11.00
MORNING SESSION 1: PLENARY

Sustaining Client Satisfaction: Continuous Learning on Projects

Keith Williams (chair) and panel
Keith Williams Architects
RIBA Core Curriculum: Business, clients and services

The 2016 RIBA Working with Architects Client Survey highlighted that clients need to be more convinced that architects can add value. In order to develop valuable longstanding client relationships, architects need to be better at following up with clients – actively learning and reflecting on each project – and develop management skills that are as impressive as their design and technical skills.

The plenary session for Guerrilla Tactics CPD will pick up on the learning theme of the conference day by highlighting how a mindset of continuous learning and improvement can be beneficial to client relationships with rich rewards for practices.

Two pairings of clients and their architects will discuss how they have actively learnt together from projects and the emphasis they have put on effective management processes.

Panellists are to include: Benajmin Lesser of Derwent London and architect Steve Taylor of AHMM Architects

Jarvis Hall, Lower Ground Floor

CPD DAY 11.30 – 12.30
MORNING SESSION 2:

How to become the Principal Designer – and get paid for it!

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

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

Jarvis Hall, Lower Ground Floor

'Dopamine Junkie': How positive psychology can transform creative environments

Del Hossain
Adrem Group
RIBA Core Curriculum: Health, safety and wellbeing
@delhossain

The creative designer is trained to enhance physical environments, but does this make them equipped to be a transformational leader or enhance the wellbeing of their staff and their business? Drawing form the original research from his forthcoming book, Del Hossain discusses how to transform one's creative environments, through the use of positive psychology, and its effect on the mindset and wellbeing. This workshop will give you the tools to rewire your office without even drawing a line.

Wren Room, 6th Floor

Getting Paid – how to secure payment of your professional fees

Robert Stevenson
Berrymans Lace Mawer Solicitors (BLM)
RIBA Core Curriculum: Business, clients and services
@BLM_Law

How do you set up appointments with clients to maximise the chances that they will pay what is due? This session covers different scenarios in which non-payment of fees might arise and the options for enforcing payment, including adjudication. These are reviewed, as are the scenarios where there is no formal appointment in place or there is a dispute as to the terms that have been concluded.

Lasdun Room, 5th Floor

Applying Effective Energy Modelling in Practice

Sonja Dragojlovic-Oliveira, Elena Marco and Craig Robertson
University of West England and AHMM
RIBA Core Curriculum: Sustainable Architecture
@uwearch and @AHMMArchitects

In an increasingly competitive design environment with growing energy design targets, there is a recognised need for architects to develop energy analysis and modelling skills.

This workshop seminar combines the latest international research with guidance on the available software, highlighting the advantages of each type. This is combined with practical examples of UK case studies, illustrating how energy analysis and modelling techniques can be best applied in practice.

Stirling Room, 4th Floor

The Whys and Wherefores of becoming an RIBA Client Adviser: adding an accredited consultancy service to your business

Ruth Butler and Nigel Maynard
Ruth Butler Architects and Mace Group
RIBA Core Curriculum: Business, clients and services
@RuthButlerRIBA and @MaceGroup

Come and find out the what, why and how of becoming an accredited RIBA Client Adviser. What does the role entail and what are the core skills required? Why might the additional consultancy role benefit your practice? How might it enable you to get paid for stage 0 and potentially 7? Not only furthering the profitability of your business, but also allowing you to demonstrate expertise and develop a deeper understanding of your client base.

Hawksmoor Room, 6th Floor

CPD DAY 13.30 – 14.30
AFTERNOON SESSION 1:

Establishing and Supporting an Ethical Supply Chain

Shamir Ghumra (chair) and panel
BRE (Building Research Establishment)
RIBA Core Curriculum: Architecture for social purpose
@RIBA_ethical practice, @BRE_Group and @UK_Glaa

What are the key challenges and opportunities that present themselves to the architectural profession when establishing, supporting and promoting an ethical supply chain? This panel discussion will focus on the core components of an ethical supply chain: people, materials and processes. How far should the ethical responsibilities of architects extend within the supply chain? How far has the profession progressed and what are the crucial next steps?

Panellists are: Darryl Dixon, Director of Strategy for the UK Gangmasters and Labour Abuse Authority (GLAA); Simon Foxell, expert author, Principal of The Architects Practice and member of The Edge; and Sumita Singha, Director of Ecologic Architects.

Jarvis Hall, Lower Ground Floor

How to Switch on your Business Savvy Gene

Parag Prasad
London Business Coaching
RIBA Core Curriculum: Business, clients and services
@ParagPrasad

How can you up your game and make your business more profitable? Parag Prasad, MD of London Business Coaching and a certified ActionCOACH business coach, highlights the shift in mindset required to achieve more positive financial results. Experienced in the delivery of business coaching to architects, Parag will share proven strategies that have helped more than 30 practices to improve commercial performance by winning and retaining not only more clients, but more profitable clients.

Wren Room, 6th Floor

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

Colin Haylock
Haylock Planning and Design, UCL, Newcastle University, Old Oak and Park Royal Development Corporation and Spence and Dower LLP
RIBA Core Curriculum: Places, planning and communities
@NewcastleUniAPL

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

Lasdun Room, 5th Floor

Offsite Construction: what are the implication for architects?

Ian Heptonstall
Offsite Management School
RIBA Core Curriculum: Design, construction and technology
@offsiteschool

The Farmer Review – 'Modernise or Die' – and the UK Construction Strategy both call for a fundamental change in the way that we construct our homes, buildings and infrastructure. For architects, whether in large or small practice, it is now essential that they get up to speed with offsite construction techniques. This session will describe the different levels of offsite. In doing so, it will provide a straightforward tool for assessing the offsite strategies and solutions you should explore, based on project and client drivers. Projects will be featured that highlight the benefits of offsite techniques.

Stirling Room, 4th Floor

Employment Issues – how to navigate the bumps in the road

Rachel Lewis
Farrer & Co
RIBA Core Curriculum: Legal, regulatory and statutory compliance
@Farrer_co

What are the areas of greatest concern for small employers? Understanding how to navigate the bumps in the road thrown up by staffing issues and how they should be handed legally, respecting the employees' and employers' rights, is crucial. Rachel Lewis, who is a specialist in employment law and a Partner at Farrer & Co, provides a clear overview of this complex and often bewildering subject for SMEs.

Hawksmoor Room, 6th Floor

CPD DAY 14.35 – 15.35
AFTERNOON SESSION 2:

Achieving ethical practice

Steve Kenzie (chair) and panel
UN Global Compact Network UK
RIBA Core Curriculum: Architecture for social purpose
@RIBA_ethical practice, @globalcompactUK, @RedDeerLtd and @ForensicArch

What does a sustainable and ethical practice look like? By referencing the United Nations Sustainable Development Goals and broader ethical considerations, a panel discussion explores how the architectural profession can embrace an ethical approach to practice. The key drivers for the profession are highlighted by outlining how sustainable and ethical practice can be beneficial for business and staff retention. The key challenges are also signposted, as well as architects' pivotal position in the construction industry as potential advocates for ethical practice.

The panel is chaired by Steve Kenzie, Executive Director at UN Global Compact Network UK. Panellists are: Lionel Real De Azúa, Director at Red Deer and Francesco Sebregondi, Research Fellow at Forensic Architecture.

Jarvis Hall, Lower Ground Floor

Getting to Grips with Marketing your Practice

Stephen O'Reilly
Loud Marketing
RIBA Core Curriculum: Business, clients and services
@LoudMarketing

The generation of new business cannot rely on repeat work and referrals alone, it requires a proactive and strategic approach to promoting your practice. But where do you start? In this seminar, a selection of digital, physical and overarching marketing activities are demystified and it is demonstrated how practices of all sizes can apply them to meet their goals. The session will look at websites, social media, press, events, content marketing and brand identity, highlighting what works and why.

Wren Room, 6th Floor

Navigating Procurement: confronting the opportunities and challenges of public procurement regulations

Fin Garvey
iPM
RIBA Core Curriculum: Procurements and contracts

The introduction of revised Public Procurement Regulations in 2016 heralded new opportunities for architects with the promise of greater and more equitable access. Once implemented, though, a new array of challenges were thrown up for architects. Since then, Brexit has introduced a further level of uncertainty: how will procurement be handled when the UK is released from its obligations to EU directives? This session will consider how the current regime is operating and where the opportunities might lie for architects, while also exploring risk limitation strategies for potential future scenarios.

Lasdun Room, 5th Floor

Twice as Fast is Twice as Big: gain a competitive edge by using tools not in the arsenal

David Flynn and Mark Thorley
designtech
RIBA Core Curriculum: Design, construction and technology
@designtech_io

Use your flexibility and efficiency to give you a competitive edge. This session will highlight how coding and custom-design tools can provide the means of delivering the work of much larger practices and compete for the bigger prizes. It will be demonstrated how a small nimble design consultant is able to contribute to some of the world's most complex projects and share some of the tools used to do it.

Stirling Room, 4th Floor

Professional Pitfalls: contracts, indemnities and implied obligations

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

An introduction to the common traps that we tend to fall into as a profession, such as entering into contracts that impose strict obligations and indemnities. What are the risks to your practice and Professional Indemnity insurance? How do you set about addressing them? This session will also highlight the importance of an awareness of the added implied obligations imposed by case law, such as an ongoing duty to review designs and duties to warn.

Hawksmoor Room, 6th Floor

CPD DAY 16.00 – 17.00
AFTERNOON SESSION 3:

Learning to Lead through Mentoring

Danna Walker
Built by Us
RIBA Core Curriculum: Business, clients and services
@builtbyusUK @walker_danna

Mentoring is a proven approach that is rich in learning and development opportunities for mentee and mentor alike. It puts a learner-led emphasis on exchanging knowledge, which is highly beneficial to businesses. It enables leadership skills, increases retention, promotion rates and employee satisfaction. Join this session to find out how you can leverage the power of mentoring in your business, whether you are a sole practitioner or SME.

Jarvis Hall, Lower Ground Floor

How Seriously do you take Inclusive Design?

Julie Fleck
Construction Industry Council
RIBA Core Curriculum: Inclusive environments
@CICtweet

Are you doing enough to help create an accessible and inclusive environment? It's official: disabled people still find their lives needlessly restricted by features of the built environment. This session will update you on the latest findings from the Women and Equalities Committee Inquiry into Disability and the Built Environment, as well as changes being made to the British Standard BS 8300 and advice emerging from the Construction Industry Council. The talk will be illustrated by some good examples of inclusive buildings, places and spaces.

Wren Room, 6th Floor

Applying the ICOMOS guidelines when working on Listed Buildings: the key to success

Nick Lee Evans
Lee Evans Partnership LLP
RIBA Core Curriculum: Conservation and heritage
@LeeEvansArch

The ICOMOS (International Council on Monuments and Sites) guidelines are a globally recognised code of practice adopted by accredited conservation architects and Conservation Officers. Understanding and following the guidelines will help you make successful Listed Building Applications; adhering to them is an essential prerequisite for anyone wanting to be-come an accredited Conservation Architect. This talk provides a guide to their application in practice. It is the ideal introduction to anyone thinking of becoming an RIBA Accredited Conservation Architect.

Lasdun Room, 5th Floor

Anticipating electronic threats within the built environment – and how to mitigate them

Nathan Jones
Turner and Townsend
RIBA Core Curriculum: Design, construction and technology
@nathanvj305

The UK is under increasing threat of electronic attack. Everything is becoming connected digitally, including our 'spaces and places', which makes them increasingly vulnerable and susceptible. This session will highlight how architects and design teams are often in possession of powerful and valuable information, which requires protection from commercial competitors, as well as more kinetic types of threats from criminals and terrorists.

Stirling Room, 4th Floor

Handling complaints, disputes and dispute resolution

Mark Klimt and Robert Stokell
DWF LLP and Crown Office Chambers
RIBA Core Curriculum: Legal, regulatory and statutory compliance
@dwf_llp; @crownofficechambers

A session of two halves: this talk firstly highlights the measures your practice can take to avoid disputes, keeping out of court and out of ARB and RIBA professional conduct hearings; secondly it flags up what to do if significant issues arise on projects and what the alternative dispute resolution options are available, particularly Adjudication.

An expert in professional indemnity, Mark Klimt is a Partner at DWF LLF; Robert Stovell is a barrister at Crown Office Chambers, specialising in substantial construction and engineering disputes, insurance-related advice and litigation, product liability, professional negligence and property damage.

Hawksmoor Room, 6th Floor

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