NEW OPPORTUNITIES

SMART PRACTICE CONFERENCE 2017

3 OCTOBER, 10AM–5PM
M SHED, BRISTOL
Welcome from Ben Derbyshire, RIBA President

The last eighteen months have proved an uncertain and turbulent period in architecture, as the economic, political and regulative environment remains in flux. The theme for this conference grew out of the work that the RIBA undertook to support members after the EU referendum in late 2016 and early 2017. On surveying and talking to individuals and practices, it soon became apparent that new challenges and opportunities were to emerge post-Brexit. The shape of things to come is still not clear, but what is apparent is that nothing is to remain the same. Architects now need to be as enterprising and resilient as possible to survive and thrive in practice. They are going to have to be cannier and more vigorous than ever before in their persistent pursuit of new work.

‘New Opportunities’ focuses firmly on the positives and where the emerging openings for practices might lie. It highlights steps that can be made by individuals and practices to optimise on business development. The day kicks off with a keynote from Jan Knikker, Partner of Development at MVRDV, who provides insights into the proactive approach that he has engendered in this leading Dutch practice. It is followed up by a session on instigating new opportunities that highlights the individual mindset changes and individual effort required to cultivate new relationships and opportunities, as well as some very practical guidance on how to get started. The afternoon sessions highlight new opportunities abroad and focus on some of the strongest emerging sectors, such as infrastructure and housing. The day closes by putting the spotlight on how the astute adoption of new technologies can open up emerging sectors and enable more immediate client communication.

Business development is not only for senior leaders. It is an activity that needs to be embedded across at all levels of practice across the project team, whether it is architectural assistants engaging with clients, project architects and associates trying their hand at networking or directors leading on strategy. Whatever your level of experience in seeking out new work, we are hoping that all delegates today will leave with at least one new takeaway and a renewed determination to seek out new opportunities.
The day’s programme

09.30 am  Registration

10.00 am  Welcome and Opening Remarks
Ben Derbyshire, RIBA President
Master of Ceremonies:
Melissa Mean, Head of Arts at Knowle West Media Centre

10.05 am  Opening Keynote and Q&A
Jan Knikker, Partner for Development, MVRDV

10.40 am  Instigating New Opportunities
Phil Rose, Managing Director, Clarity Leadership

11.00 am  Coffee Break

11.30 am  Business Development Workshop
Sarah Park, Associate Director, Holistic

12.15 pm  Seeking New Opportunities Abroad
Chris Knight, International Trade Advisor, DIT (South West)
Peter Clegg, Senior Partner, Fielden Clegg Bradley Studios
Keith Brownlie, Director, Brownlie Ernst and Marks (BEaM)

1.15 pm  Lunch Break

2.15 pm  New Opportunities in Housing and Infrastructure
Cllr Paul Smith, Cabinet Member for Homes
at City Bristol Council
Isabel Dedring, Global Transport Lead at Arup
Isabel Allen, Design Director of HAB Housing

3.00 pm  New Opportunities in Focus: developing Filton Airfield
Simon Gathercole, Partner, Allies and Morrison
Jason Collard, Managing Director, Studio Hive

3.30 pm  Coffee Break

4.00 pm  New Opportunities in Technology and Delivery
Robert Sargent, Director, Stride Treglown
Simon Bayliss, Managing Partner, HTA

4.50 pm  Closing Remarks
Caroline Buckingham, RIBA Vice President of Practice
and Profession

5.00pm  Close of Conference

Welcome and Keynote

RIBA President, Ben Derbyshire opens today’s conference. He is introduced by Melissa Mean, who is MC for the day, hosting sessions and presenting individual speakers.

For most practices, seeking out new work is testing and demanding. It requires time and dedication, as well as the ability to simultaneously combine strategic and opportunistic approaches. As Partner for Development at MVRDV, Jan Knikker heads up both business development and PR in the Rotterdam-based studio. Despite the practice’s stellar track record – it has grown from 65 to 200 staff in the last three years – he describes business development as a ‘continuous challenge’. It requires difficult choices, a clear understanding of priorities and a constant ear to the ground that is alert to economic and political developments, as well as a relentlessness and persistence.

Ben Derbyshire, RIBA President and Chair of HTA Design LLP
As Chair of HTA Design, a design consultancy with a creative and collaborative approach to home building, Ben Derbyshire has built up broad-ranging expertise of regeneration, masterplanning, housing and mixed-use design. A member of the practice since 1976 and a 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. In addition to 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.

Melissa Mean, Head of Arts, Knowle West Media Centre
For over fifteen years Melissa has worked across the arts, urbanism and public participation. She is Head of Arts at Knowle West Media Centre, where she leads projects ranging from the setting up a pop-up furniture factory – with the remit of training local people to design and make beautiful and sustainable furniture – to the development of new approaches to citizen-led housing. She is Chair of the Redcliffe Forum, a community group working on a £100 million project to reclaim a dual carriageway in Bristol and create a design-led affordable housing scheme. Previously Melissa ran the Cities Programme at the think-tank Demos, working with cities across the UK and internationally, including Glasgow, London, Helsinki and Barcelona.

Jan Knikker, Partner for Development, MVRDV
Having initially started his career as a journalist, Jan Knikker joined MVRDV in 2008 from OMA, where he helped shape its profile and supported Rem Koolhaas’ global platform for nearly a decade as the practice’s Head of Public Relations. At MVRDV Jan leads on business development and public relations, forming a client-oriented, strategic and responsive department, which also includes a strong visualisation team. He has worked on openings for major buildings, such as the Spijkenisse Book Mountain and Markthal Rotterdam, not only raising awareness for the firm but also gaining a huge amount of public interest in the projects for clients. He has often functioned as MVRDV’s editor on publication projects, while also contributing to a wide range of publications internationally.
Session 1: Instigating New Opportunities

How can you kick start business development? For most people caught up in the operational aspects of projects, it requires a great deal of effort to extricate yourself and dedicate time to reaching out to new clients. This session explores with business coach, Phil Rose of Clarity, what mindset changes are required to seek out new work and the shifts in self-perception that might be required. Sarah Park of Holistic builds on this in an interactive session, which highlights the very practical steps you can take to winning new work: from walking into a crowded room at a networking event to ensuring that your website is an effective ‘front door’ for your practice. How can the whole project team shoulder the responsibility of client relationships? Why does the business plan need to be the starting point for all strategic activity, targeting particular sectors and clients?

Phil Rose, Managing Director, Clarity Leadership
Developing leaders to have the capacity to inspire teams to improve business performance, Phil coaches top-level management worldwide. His inspirational, challenging and practical approach to coaching has brought success to many senior executives across a wide variety of international industries. Clients include: Bayer, GSK, Selfridges, Microsoft, O2 and Vodafone. Previous to founding Clarity Leadership, Phil worked for Microsoft for ten years in various sales roles.

Sarah Park, Associate Director at Holistic
Holistic is a communications and business development consultancy, which specialises in property and the built environment. It provides a mix of business strategy and planning, PR and marketing services. Sarah Park has over ten years’ experience within the built environment, across corporate and consumer industries. She is an NQJ qualified journalist with a background of writing for regional and national newspapers. She creates and leads communication strategies for clients, aligning campaigns with business objectives and managing teams to deliver activity that is measurable and achievable.

Session 2: Seeking New Opportunities Abroad

This session draws on the expertise of International Trade Advisor Chris Knight, and the direct experience of working abroad of Peter Clegg of Feilden Clegg Bradley Studios (FCBS) and Keith Brownlie of Brownlie Ernst and Marks (BEaM). It provides some crucial pointers for those considering projects overseas. This includes highlighting what advice and support the Department for International Trade (DIT) offers to architects, whether it is business intelligence, trade missions or participation in major international trade shows and conferences. What are the major benefits of exporting design services? Is it the chance to reach a wider market in a specialist area or expanding your portfolio in a particular sector? Where do the pitfalls lie in terms of getting paid and establishing the right partnerships?

Chris Knight, International Trade Advisor for the Department for International Trade (DIT)
An experienced International Trade Advisor for the Department for International Trade (DIT), Chris Knight is the regional creative industries champion. He also supports the export activities of South West businesses across a broad range of sectors. He has a music industry sales and marketing background via retail and major and independent record labels. Chris worked for 10 years as an export sales /overseas territory development manager in the specialist construction and healthcare rehabilitation sectors and has a broad understanding of the elements required for export success.

Peter Clegg, Senior Partner, Feilden Clegg Bradley Studios (FCBS)
In 1978, Peter Clegg established FCBS with Richard Feilden. Regarded as a pioneer in environmental design, Peter has nearly 40 years’ experience in low-energy architecture and is active in research, design and education. He works primarily in the education and cultural sectors. He has led projects at Yorkshire Sculpture Park, London’s Southbank Centre, Brighton Dome and the Leventis Gallery in Cyprus. His involvement in schools and higher education projects includes a masterplan for the Biosciences department at Cambridge University, a new School of Engineering in Toronto and an Academy in Bangladesh. He also chairs the Richard Feilden Foundation, a charity largely funded by the practice, which enables and supports educational projects in East Africa. Peter is currently Chair of the RIBA President’s Awards for Research and the South West Design Review Panel; he also holds a professorship at Bath University and has chaired the RIBA Awards Panel 2013–14. In 2010, he was made a Royal Designer for Industry.

Keith Brownlie, Director, Brownlie Ernst and Marks (BEaM)
In 2012 Keith Brownlie co-founded BEaM, an international business operating from the UK and Denmark. It specialises in infrastructure design. Its core sectors include: transportation, marine and energy, bridges and tunnels, as well as the public realm. Keith was previously at Wilkinson Eyre Architects for 20 years, where he was a Director and was responsible for a large body of award-winning work, such as the Gateshead Millennium Bridge and the ‘supertall’ Guangzhou International Finance Centre.
New Opportunities in Housing and Infrastructure

Where do the synergies lie between transport infrastructure and housing at a local and international level? Why are the right transport links a significant catalyst for residential development? To what extent do developers pay attention to the transport network when prospecting new developments? What difference does good transport make to the long-term development of sustainable communities? What areas of the world are now developing as a result of major investment in infrastructure and what opportunities are emerging for architects in these regions?

Paul Smith, Councillor and Cabinet Member for Housing at Bristol City Council
The Labour Councillor for the Bristol Central ward, including Redcliffe, Stokes Croft, Broadmead, the City Centre, the University of Bristol Campus and Bristol’s hospital district, Paul Smith has worked in housing for almost 30 years, much of it in the housing association sector. He has also been Chief Executive of two national charities: Housing Potential UK (the sector skills council for housing) and the Furniture Re-use Network. Paul is a trustee of the debt and benefit charity Talking Money and a fellow of the Institute of Consulting and the Royal Society of the Arts.

Isabel Dedring, Global Transport Leader at Arup
From 2011–16 Isabel was London’s Deputy Mayor for Transport, where she was responsible for setting policy and ensuring programme delivery across the Mayor's transport portfolio. Prior to this appointment, Isabel was the Mayor’s Environment Advisor, having previously worked for Transport for London as first the Chief of Staff and then the Director of its policy unit. Isabel is a qualified US lawyer with a background in regulated industries and management consultancy.

Isabel Allen, Design Director of HAB Housing
In 2007, Isabel Allen left a career as an award-winning journalist and Editor of The Architects’ Journal to set up the development company HAB Housing with the broadcaster Kevin McCloud. HAB is a house builder that challenges the standard volume house building model by designing well-designed houses and places that are sustainable and beautiful, respecting local context and biodiversity. Starting out with some key landmark developments in the South West, it has expanded to be one of the highest profile custom builders in the UK with its own delivery team.

New Opportunities in Focus: developing Filton Airfield

The former Filton Airfield represents one of the most significant brownfield regeneration sites in the UK. The 142-hectare site is situated on the north fringe of Bristol and is the largest single site within the local councils Cribbs Patchway Neighbourhood strategic development. A planning application has been submitted for 2,675 new homes and 25 hectares of office and industrial use. In setting out a vision for the area, the masterplan incorporates a new town centre, three new schools, recreational spaces, community facilities, as well as a new railway station, dedicated MetroBus route and integrated cycleways. YTL Land and Property UK of the Malaysian-owned YTL Corporation (who also own Wessex Water) purchased the site from BAE Systems in January 2016. YTL are setting the bar high with the appointment of Allies and Morrison as the lead masterplanners; Gehl as the public space and community planners; and Grant Associates as landscape architects. The intention is to create a new destination for North Bristol, supported by a sustainable community with a range of new housing types, as well as to strengthen Filton’s role as a world-leading centre for aero-engineering and innovation.

In this session, Simon Gathercole from Allies and Morrison will be presenting the masterplan for Filton and then participating in a discussion with Jason Collard from Studio Hive, which will highlight how the architect and developer are working together to deliver the client’s vision for this important site.

Simon Gathercole, Partner, Allies and Morrison
Simon has a particular interest in historic environments and place-making and has worked on several large-scale regeneration projects in the UK, including the London 2012 Olympic Park and Legacy, Hereford Old Market and the Knightsbridge Estate. He established the Qatar branch office of Allies and Morrison in 2009, supporting the design and delivery of the Msheireb Downtown Doha project, a new model for regeneration in the Gulf. Since his return to London, Simon continues to lead projects in the UK and overseas. These currently include the masterplan of Filton Airfield, a mixed-use masterplan in Malaysia and Hamad Bin Khalifa Medical City, Qatar – one of the world’s largest healthcare developments.

Jason Collard, Managing Director, Studio Hive
In 2014, Jason launched Studio Hive with an experienced team of development professionals. A boutique property development company, Studio Hive undertakes unique urban developments in the South West and provides bespoke property advice to investment and development companies alike. Jason has a strong track record in development, having been in senior leadership positions at: Skanska Residential, Urban Splash and the Berkeley Group. He was responsible for setting up the South West region of Urban Splash in 2003 and in 2010 he was brought in as one of two UK representatives to set up Skanska Residential UK, a subsidiary of the Skanska Group. Over the years, Jason and his team have been involved in successfully delivering a number of award-winning projects, including: Royal William Yard, Plymouth; Seven Acres, Cambridge; Lakeshore, Bristol; and The Point, Bristol. At Filton Airfield, Studio Hive is employing its extensive placemaking, masterplanning and product design experience to assist YTL formalise their approach to the site.
New Opportunities in Technology and Delivery

Innovations in technology and delivery provide new opportunities for architects to develop strategies that communicate better with clients and enable them to enter growing market sectors. At Stride Treglown, Robert Sargent has brought together his digital expertise with his passion for engaging with clients’ interests as the lead on marketing. A keen advocate of VR, he highlights how VR headsets have become an important marketing tool when pitching for new work, enabling a new level of client communication. Housing is one of the most buoyant sectors. Supply, though, can remain hindered by the skills shortage in the construction industry; the growth of off-site manufacture has become an important means of unlocking provision and the build-to-rent market. Simon Bayliss of HTA Design LLP highlights the practice’s experience of offsite and how it is potentially enabling architects to reinsert themselves and take back control of the design and delivery process from contractors.

Robert Sargent, Director, Stride Treglown.

Having specialised in award-winning, mixed-use projects that encompass sustainability, partnering and digital design, Robert Sargent has developed a passion for clients’ interests and delivering great useable buildings. After many years of leading on Stride Treglown’s digitisation, Robert is using his experience and adaptive thinking to deliver the practice’s marketing strategy. He incorporates smart processes and the latest systems, such as VR, to bring a strong human focus to communications and help design buildings people really want to use.

Simon Bayliss, Managing Partner, HTA Design LLP

At HTA Design, Simon Bayliss leads a project team and is responsible for leading Operations and Finance across the practice. Over recent years, Simon’s team has been responsible for the design and delivery of many innovative residential and mixed-use projects across the UK and Europe with a focus on regeneration, off-site manufacture and sustainable design, including: the masterplan and first phase of homes for the Aylesbury Estate in Southwark; the completion of Apex House in Wembley, the tallest modular construction building in Europe; and various exemplar suburban housing schemes. These include: Design for Manufacture, 60K House, Carbon Challenge and the London 2012 Olympic Sailing Village. Simon joined HTA in 1998, having completed his studies in Architecture and Urban Design at Cambridge and Oxford Brookes Universities, Virginia Tech in Washington DC and at the Bartlett, UCL.

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The Power of Small: embracing agility in practice to affect big change
14-15 November 2017
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.

‘The Power of Small’ conference, directed by David Miller of David Miller Architects, focuses on how at a time of rapid technological change and shifting market conditions, small light-footed practices can turn their agility and adaptability to their advantage. Throughout the day, there will be an emphasis on continuous bite-size improvement rather than wholesale transformation; highlighting how employing the right tools and processes can affect positive change.

The keynote speakers are Sam Bernard, Global Category Director in engineering at Dyson, and Nanne de Ru, Powerhouse Company (Rotterdam).

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

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

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