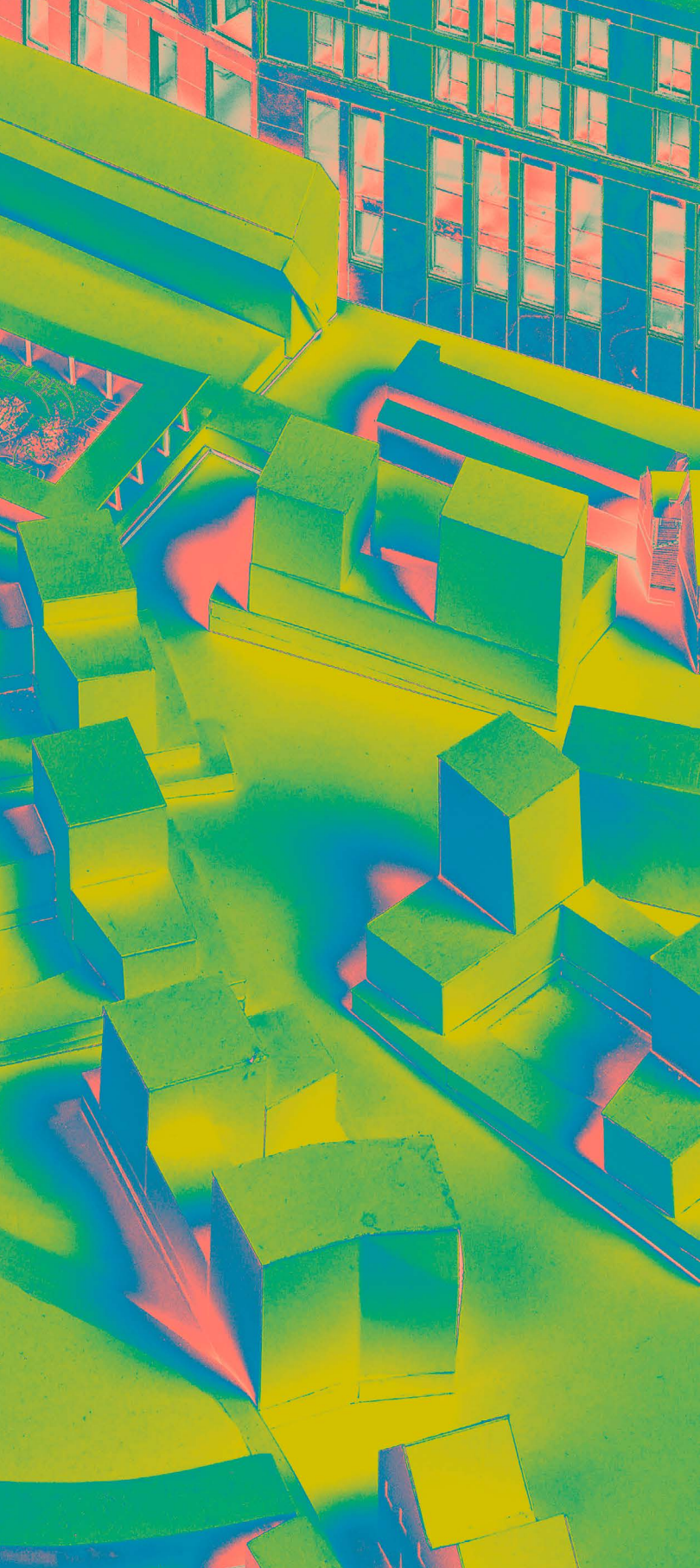


An aerial, isometric view of a colorful architectural model of a residential development. The model features a variety of building forms, including traditional houses with gabled roofs, modern multi-story blocks, and a prominent building with a long, sloped roof. The buildings are colored in bright, saturated hues of red, yellow, and blue. The surrounding landscape is represented by green and blue areas, suggesting lawns and water features. The overall composition is dense and detailed, showcasing a complex urban plan.

# Curl la Tourelle Head Architecture

Practice Plan May 2021





## Wayne Head - Practice Principal

Our lives have been dominated by Covid-19 over the past months. When our last discussion about the Practice Plan took place in the studio we were only just beginning to comprehend how changed the world was going to be. At CLTH the incremental lockdown encouraged creative thinking; although we could no longer meet in our studio, by harnessing technology, imagination and willpower we've found a surprisingly acceptable way to continue many of our activities.

Thanks to the go ahead attitude from studio members we flourished. Many of us kept in touch, in good humour, through virtual socials on Teams and Zoom which proved a remarkably effective way to discuss, debate and hold one to one conversations. It also enabled us to hold a fantastic quiz, which was enjoyed by the entire team. We will have another one in December thanks to Rallou and quiz master Simon. Equally, thanks again in particular to Archie and Rallou for the continuation of our Continued Professional Development meetings. The brand new range of talks protracted office audiences which feature an ever stronger Green Theme in response to Climate Emergency. Most recently a talk with Simon Ayres, founder of Lime Green, covered the benefits of natural materials enabling breathable construction. I have highlighted the importance of Passive design accreditation thus Simon has started the first Passivhaus Designer accreditation course. We will also seek to attend appropriate courses which relate to retrofit and passive design in this area.

Despite the general uncertainty we face because of Covid- 19, we can offer much to one another working in this new way. The partial reopening of our studio in Clerkenwell enabled us to minimise risk, working in two swat teams, hand sanitising and physical distancing. We also installed a new video click conferencing centre in the library and a number of events and interviews happened successfully using this new smart technology, we welcome clients and other external parties to our creative studio via the internet.

It is probable that this new way of working in two teams team A for Aalto, and B for Bo Bardi, will continue until at least Christmas. I think now it is time to consider resuming our popular Cold Room talks, starting at 6pm every other Thursday, beginning on the 1st week of October with the first presentation by me on the preservation and restoration of a small Georgian property at Silver Street in Deal Kent. The second presentation in October will involve Eleanor Hill and Gabriella Watkins presenting the architecture of the two famous New Town's Milton Keynes and Stevenage, this talk following our recent Commission with

the town council arts and cultural teams. The third November Talk will be given by me reflecting on 'The Social distancing of Buildings'. Although many of us will feel the loss of the social aspect of coming together in the studio, where one would have a drink in one hand and a fistful of crisps in the other, this new format of engaging will enable those otherwise unable to join us in person, whether they are unwell or self-isolating, to tune in to CLTH TV.

In that spirit CLTH management and staff are determined to think creatively about how we deliver our overall purpose as an architectural practice and cultural group to enhance the experience of our clients, seeking opportunities within the challenges. Communication will continue to be key, and as we develop our new housing brochure and hopefully new website, which is constantly being improved, by our friendly marketing team. We have been advised by former senior procurement officers looking into the practice that our digital estate will play a central role in the reading of the practice particularly in this time. Please look out for the latest news and details of all our activities, and join our effort in marketing the practice on LinkedIn to help cross fertilise and spread the word on practice updates and successes and stories accordingly.

Unfortunately, this difficult time has led to staff members incurring salary reductions which is incredibly hard for all. Our fee income has obviously reduced significantly from normal monthly income and we now seek new opportunities through dissemination, strong marketing and clever tender writing, for instance. I want to thank all those who made the initiatives such as Pop up schools, Pop up High streets and Pop up Triage possible. All of our staff including freelance comrades Lesley, Lorraine and Peter have been flexible and resourceful, seamlessly moving to working from home. With this in mind, I would like to highlight the dedication of the education project teams as they sought to deliver projects in the later RIBA work stages under these difficult conditions. I am also keen to thank the Morland Gardens team who remained dedicated and thoughtful with local authority clients facing hard times due to COVID-19 and also difficult feedback from local conservation area members.

It is also time to mention retiring director and founder of Curl la Tourelle Architects, Sarah who deserves endless gratitude for her insight, wisdom and role in the practice for so many years. We also thank Dean for his ceaseless energy, helpful thinking and resourcefulness and we look forward to Sarah's ongoing role as Consultant to the practice. We also recently welcomed Marianne Christiansen to the studio who brings a wealth of design knowledge and management skills (and delicious waffles

from Belgium...). This week we will be extending a further welcome to new staff member Bareera Borhan Part 1 Architectural Assistant who previously worked with 'Beyond the Box' consultants, the LLDC Youth Board and PRP architects.

Looking forward we will be announcing promotions in mid to late autumn, so watch this space!

Not least, I would like to thank all of you in the studio, for your support. It has been heart warming to receive so much encouragement and appreciation on ongoing mutual interests over the last few months. It is just possible that this curious and forced separation of the team has enabled stronger bonds to develop, establishing a solid platform from which we can build the practice and studio life further. When I get out of bed in the morning I look at Archdaily and find an astounding amount of 'architecture' in the world. Then I randomly go into Pinterest and find even more! Staggering. It's like a veritable virus! But we will continue to ask ourselves what it is and why it has value. This question is investigated in written introductions by team members including Will Henley and Brahim Kanoute in the new Housing brochure developed in consultation with BOB Design.

Finally for me it seems that the most celebrated Architecture remains a game of spectacularism, novelty and entertainment? Will it remain this way or will climate change, tyranny etc. make it that architecture becomes ordinary – I mean it does reflect who and how we are...doesn't it? Am I joking? If not why not? What is it then all about? Twenty years ago I wrote a dissertation about Bartlett Professor Reyner Banham, he had no idea what architecture was! It really frustrated him. He said it was a black box! Can we be certain about that? That he said it, or that it is? Perhaps both.

It is exactly this kind of responsible, thoughtful design that we aim to achieve at Curl la Tourelle Head. The best homes are a place of retreat from the city, but also reflect the urban context. By designing from both micro and macro perspectives, and giving our clients the information they need to make the right decisions and keep the project momentum, we can make a huge difference to the life and health of a citizen. time we had lots of light, there were balconies to almost every room, and for me there was plenty of room to study. It really increased the wellbeing of our family. I'm very conscious of this experience when I work on residential projects, because I know at first hand the impact our design will have on the people that will eventually live in them."





Collection of recent modelling work in our studio at Underwood Street, photography by Kilian O'Sullivan



# Introduction

## Who we are

Curl la Tourelle Head Architecture are determined to be amongst the best small RIBA chartered practices and match or exceed their levels of communication, productivity and effectiveness.

This Practice Plan is one tool to help guide us in our collective aims and sets out our system and ways of operation as well as our ambitions for the future. It is an internal document for reference by the whole team and will be reviewed by the Associates and Director team every six months.

The next review will be in Autumn 2021

### **The Business - The Beginnings and our Future**

Curl la Tourelle Architects was established in 1996 as a private partnership by Sarah Curl and Dean la Tourelle, operating from 80 Lamble Street (a converted dairy) in Gospel Oak, London, formerly the architecture studio of John Winter for whom Sarah had previously worked.

The practice has been very much design led, and its thinking animated by a strong belief in the power of architecture to facilitate and enhance everyday life in buildings such as schools and community buildings.

Despite recent difficulties within the construction industry, exacerbated by the pandemic, the practice has continued to win commissions and deliver high quality architecture including award-winning youth and community centres and schools.

The practice has tended to specialise in two building types – the school and the community centre. Having built a reputation for these typologies we are now fulfilling our plan to successfully diversify in to new sectors.

### **Director Introduction - Wayne Head**

In October 2015 the practice welcomed architect Wayne Head as a Director and six months later renamed the practice as Curl la Tourelle Head Architecture. Wayne shares Founding Director, Sarah's passion for ensuring that new public architecture and infrastructure is built to the highest possible standard.

Wayne has led on the delivery of many public sector buildings and has brought expertise in multiple other sectors including Healthcare, Housing and Higher Education.




 Hornsey Library (top) was recently completed, Alferton Park School (middle) is currently on site and Sutton Social Housing (bottom) is in RIBA Stage 5

## Our Projects

Wayne's arrival has enabled the practice to win several large scale healthcare projects, including a £42m Planned Care Centre with Orthopaedics Surgery in Plymouth, a significant healthcare and well-being hub in the centre of Wolverhampton and the Seven-Kings community healthcare centre in Redbridge. He is now recently client design advisor for Osborne Nursing home in Haringey, further adding to the practice's healthcare portfolio and continuing to engage with his healthcare contacts.

Wayne also continues to actively work in the Arts and Culture sector through the regeneration of Brooklands Park, the Queens Theatre lobby and Occupation Road Studios and has been providing valuable support in the design development and completion of small projects alongside those which require listed building consent. We have found recent new work in a number of decarbonisation studies for Wandsworth and Richmond, likely to be a continuing source of necessary new work.

Following recent planning approval in August 2020, we are currently engaged in an Education and Housing mixed use project; Morland Gardens, a first for the practice. The scheme is out for tender as we look toward our continued involvement. Another significant addition to our housing portfolio is our work for London Borough of Sutton on 7 sites providing 37 new homes, these are now on site with the contractor Buxtons. A key new commission in the housing sector is in Newport, Wales, where we are working on a major retrofit/refurbish and rebuild project for 318 social-rent homes across 10 sites. We are also newly working on essential building safety works for existing high rise developments with unsafe cladding and insulation.

Wayne now leads the education sector efforts with support from the education team. Our successful planning submission for Derbyshire County Council, Alferton Park School, a special needs school in Derbyshire, is now on site for completion in October 2021 as is the Pupil Referral Unit for and in the London Borough of Barnet. Our Grade II Listed Public, Arts and Conservation project Hornsey Library has been completed amid praise from the community, staff and heritage experts whilst the construction of Kidbrooke Park nears Practical Completion. We have added a new education project at Carlton Rhyl Primary School, recently submitted for planning. These schemes mark the latest in a line of significant projects within our Education and Community sectors.





## Leadership Council and Consultant Expertise

Last year saw the formation of the Leadership Council established with 3 key objectives, to promote opportunities for the practice and its staff, to develop the practice and act as advocates and ambassadors for the practice. The Leadership Council is formed of Associates Frehiwot and Clara and Senior Architects, Will, Richard and Simon.

We have also been joined recently by talented designer Marianne Christiansen, who has significant experience in practice and teaching in London.

We have built on our strong sectoral knowledge by assembling a team of expert consultants in a variety of specialist areas. These correspond directly to where we see opportunities for new work and strengthening our existing areas of expertise and contacts.

Following her well-deserved retirement, Sarah Curl continues to support the practice as a Senior Consultant. She will focus particularly on new business and client liaison in the education sector following her strong leadership and history of award winning education design. She has also recently undertaken Passivhaus Designer accreditation training and takes a keen interest in the practice's Social Value, Diversity and Equalities strategies and design for Special Needs and Disabilities.

Aktar Choudhury has been consulting with the practice particularly on business development and bidding for new work. He has 20 years experience in local government leadership roles and will continue to give expert advice and share contacts for public sector work.

An expert architectural historian, Dr Manolo Guerri is a consultant to Curl la Tourelle Head Architecture on matters of conservation and heritage. Manolo is a senior lecturer at the Kent School of Architecture and Planning, where Wayne is currently studying his MSc in Architectural Conservation. Manolo has particular expertise on the the principles and philosophies of conservation, construction processes and building techniques. We are seeing more conservation opportunities arise and Manolo's expertise will prove a valuable asset.

Paulo Pimentel has joined us as an expert consultant in the design of exhibitions, museums, visitor attractions and the integration of digital technology and architecture. He has a 22 year career spanning multiple project types and sectors including brand experiences, museums, visitor attractions, innovation centres, exhibitions and events.

Geoff Morrow is a frequent collaborator and member of design teams on several CLTH projects. He is a Chartered Structural Engineer with over 25 years experience designing and delivering a broad range of bespoke refurbishment and new build projects across many sectors, regions and scales.

We continue to be very proud of our team of Architects and Architectural Assistants as they continue their training and take on more roles within the practice.

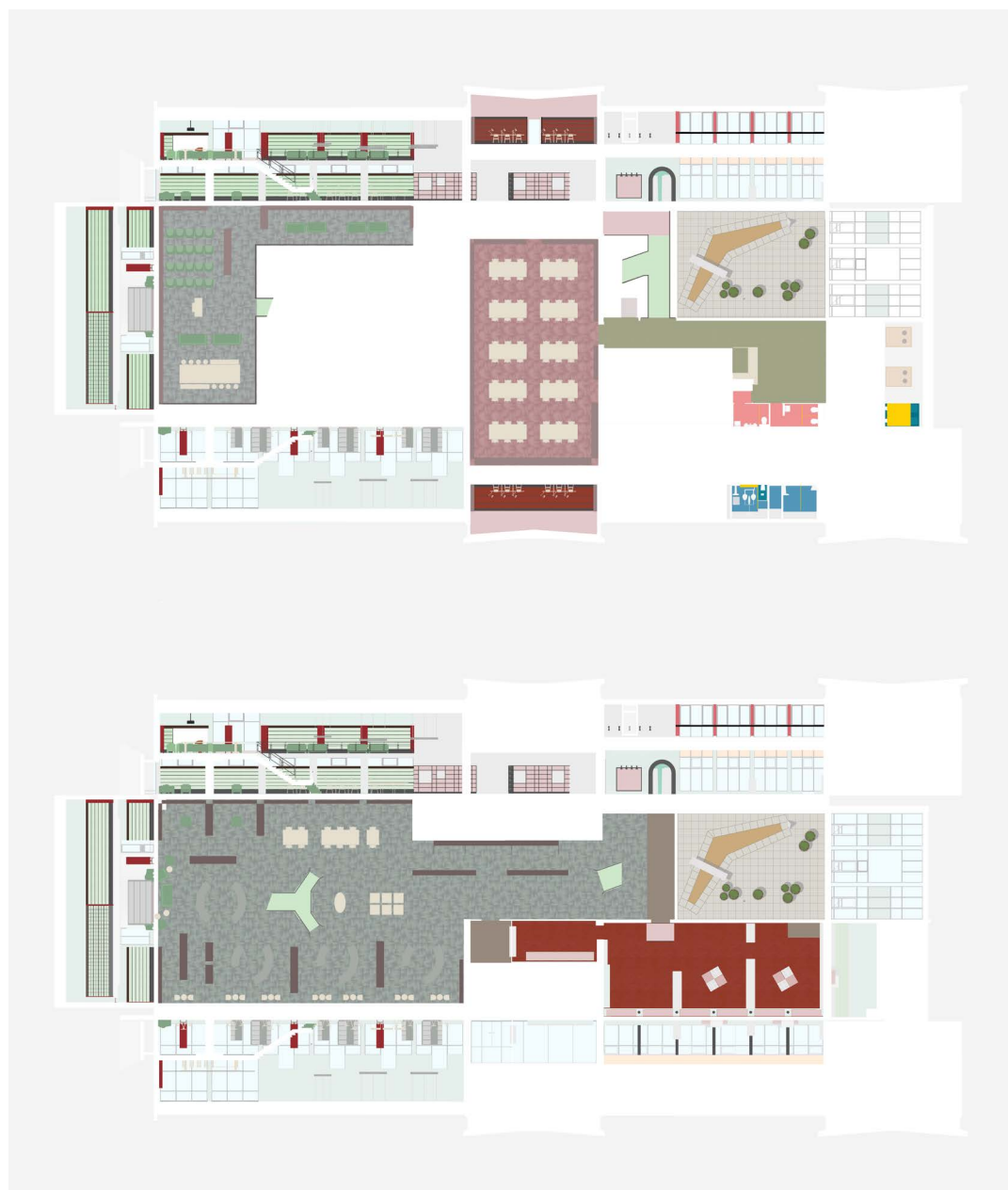
## Awards

AJ Retrofit Awards 2021  
Hornsey Library, Cultural and Religious Buildings, Shortlisted  
Planning Awards 2020  
Morland Gardens, Mixed Use Development, Winner  
NLA Awards 2020  
Morland Gardens, Mixing Category, Shortlisted  
RIBA Rethink: 2025  
Pop-up Schools, Longlisted  
RICS Social Impact Awards 2020  
Lexden Springs School, Education, East, Winner  
NLA Awards 2019  
Whitehall Museum, Conservation & Retrofit, Shortlisted  
RIBA Awards 2019  
Whitehall Museum, London Region, Shortlisted  
NLA Awards 2019  
Revitalise Peckham Rye, Culture, Commended  
Civic Trust AABC Conservation Awards 2018  
Whitehall Museum, Regional Finalist  
Blueprint Awards 2018  
Peckham Rye, Best Public Use Project With Public Funding, Highly Commended  
AJ Architecture Awards 2018  
Revitalise Peckham Rye Project, Public Building of the Year, Shortlisted  
AJ Retrofit Awards 2018  
Whitehall Museum, Cultural and Listed Buildings, Shortlisted  
Structural Timber Awards 2018  
Revitalise Peckham Rye, Architect of the Year, Shortlisted  
Construction News Awards 2018  
Glenwood School, Project of the Year  
Civic Trust Awards 2016  
Ryelands Primary School, Regional Finalist  
RIBA Awards 2014  
Unity Hub, London Region, Shortlisted  
AJ Retrofit Awards 2014  
Unity Hub, Civic & Community, Winner  
NLA Awards 2013  
Unity Hub, Public Buildings, Shortlisted  
BCSE Awards 2012  
Fitzjohn's Primary School, Test of Time, Shortlisted  
BCSE Awards 2011  
St Michael's High School, Sports Award Winner  
BCIA Awards 2011  
Acacia Intergenerational Centre, Finalist  
BCSE Awards 2011  
Holy Trinity Primary School, Shortlisted

## Press Coverage and Publications

06.04.21, RIBA  
Curl la Tourelle Head makes 60s library swing again by Elain Harwood  
01.03.21, Building Design  
Rethinking Design: How can we prepare schools for another pandemic?  
by Jordan Marshall  
28.01.21, Architects' Journal  
AJ Retrofit Awards 2021 shortlist revealed: Cultural and Religious Buildings, Schools and Health by Fran Williams and Rob Wilson  
25.01.21, World Architecture News  
Curl la Tourelle Head Architecture receives consent for Morland Gardens scheme by Georgina Johnston  
24.11.20, ArchDaily  
A Greenhouse City on Mars and a Dockside Tower in Dublin: 8 Unbuilt Projects Submitted by our Readers by Eric Baldwin  
23.09.20, NLA  
Zero Carbon London by New London Architecture  
19.09.20, Open City  
Whitehall Historic House by Open City  
27.08.20, ArchDaily  
Curl la Tourelle Head Designs 100% Social Housing Scheme in the London Borough of Brent by Christele Harrouk  
20.08.20, Building  
Brent green lights £43m social housing project near Wembley stadium by Elizabeth Hopkirk  
19.08.20, Building Design  
Curl la Tourelle Head's £43m social housing and workspace project approved by Elizabeth Hopkirk  
18.08.20, Architects' Journal  
Curl la Tourelle Head wins approval for £43m council homes scheme in Brent by Richard Waite  
06.07.20, Architects' Journal  
Curl la Tourelle Head to overhaul Sussex park by Will Ing  
17.06.20, ArchDaily  
Curl la Tourelle Head Builds First Socially Distanced Tent for a London Primary School by Christele Harrouk  
17.06.20, Dezeen  
"Education spaces will never be the same again" says Roar report by Natashah Hitti  
16.06.20, Building Design  
Schools queue up for Curl La Tourelle Head's outdoor classrooms by Elizabeth Hopkirk and Dave Rogers  
18.05.20, ArchDaily  
CLTH Proposes Adaptive Design for Schools post COVID-19 by Christele Harrouk





↑  
Fold out elevations and coloured  
plans from Hornsey Library

## Office Culture

An important aspect of the practice is the office culture. As the team has expanded with many members of staff joining through the office's referral programme, a friendly and collaborative atmosphere has been created in our new space.

The studio works in a collaborative and sociable way, expertise and knowledge is shared across the projects. It is important that these relationships and the staff's personal development is recognised.

However, we recognise that the Covid-19 pandemic has greatly affected our ability to spend time with one another and continue our office culture, with all staff working from home. We have developed new ways of keeping our office culture developing, from simple things such as everyone talking about their weekend in our weekly monday morning office meeting to socially distanced walks around Highgate. We have built in a regular programme of Cold Room Talks and roundtable discussions in evenings and lunchtimes on important topics such as the new London Plan and have begun a blossom and parakeet joint mapping exercise instigated by Marianne. It is difficult but we look forward to being together again soon in the office.

We are pleased to see that sustainability drives the built environment agenda and we have made this central to our office culture in our CPDs, reviews and collaborations. We know that Net Zero must be reached and we are expanding our knowledge to get there. How we get there and empower ourselves to do this will be key to our ongoing office culture.

Our recent collaboration with Bob Design has meant that we have now developed a focused agenda, applying not only to projects but also our office culture. This is shown on the following pages.

# Empathise and engage

If there's one thing we've learned makes better buildings, it's empathy. Architecture never happens in isolation—and simply by being interested and engaged, we've found it's possible to open up the conversations that connect a scheme to its clients and community.



## **We ♥ constraints**

We believe that the more constraints there are, the better the architecture. If there aren't any constraints, we create them. Challenging sites, existing buildings and complex briefs almost always present incredible opportunities for great design.

## Social detail

If a site's constraints guide the bigger design decisions, then it's empathy that informs the smaller, social details. These details frame the human narratives that aren't included in the brief, anticipating specific moments in the users' lives.



# Passive future

To limit our environmental impact, we start with what is already there. By manipulating the form and fabric of a building—whether new or existing—we can work with the existing conditions of topography, light and orientation, and harness the natural energy sources offered by air, ground and water.

Good architecture is as much about what happens on the building site as it is about what's on the drawing board. By working alongside contractors as well as clients we can ring-fence the ideas and details that matter, championing the quality of the building throughout its construction.

**Concrete on our boots**

# Managing Our systems and ourselves

The formal Leadership Council includes the following roles:

- Performance Leadership - Wayne + Marianne
- Strategy Leadership - Wayne + Will
- Standards Leadership - Clara + Richard + Peter
- People/ Facilitation Leadership - Frehiwot + Simon
- Design Leadership - Wayne + Marianne

Fundamentally we feel that a clear management group is a good structure for the practice to frame its activities. The management group forms a Leadership Council which is to be chaired for the immediate future by Wayne.

The Leadership Council will act as the vehicle that will carry the immediate past leadership of the practice into the future, retaining loyalties, developing leadership competence and the leadership strength of an expanding company. The roles listed above are intended to support the practice's goals.

We are well aware of the high level of potential within the group as such, we are happy to announce three team members will be joining Clara and Frehiwot as Associates, Will, Richard and Simon are in the process of completing a year long Associateship training course and have been playing active roles in the Leadership Council during this time. In turn this will allow the opportunity for the more junior members of the team to develop their careers with more job running opportunities available.

## **Performance Leadership - (Chief Financial Officer)**

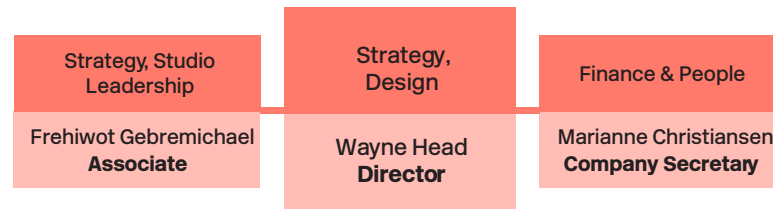
Marianne will lead this role supported by Sarah as a Consultant. It is clearly a role that informs the Strategy Leader's decision making and it feeds into the practice's management of risk. The role also promotes one of the most important areas of continuous improvement of our people - their ability to manage projects profitably. As such, it collaborates with the work of the next core member of the Leadership Committee.

## **Strategy Leadership**

Wayne's role as Strategy Leader embraces the opening up of new spheres of commercial activity and new sources of income. In the last 18 months engagement with City of London Corporation and the London Borough of Brent on residential schemes along with the London Borough of Redbridge on healthcare schemes has seen this happen.

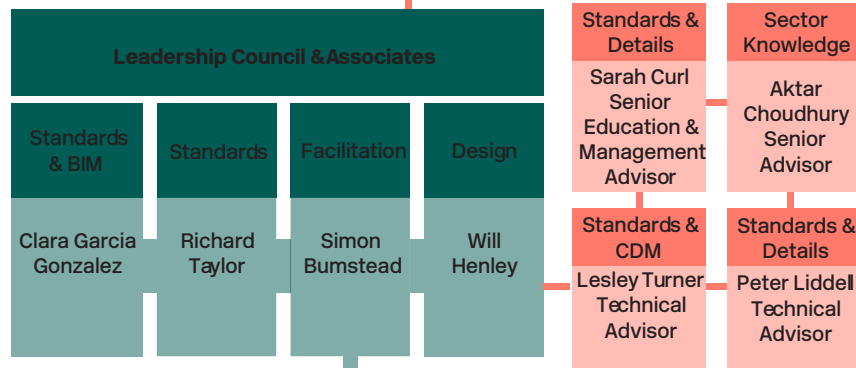


Direction and Strategy

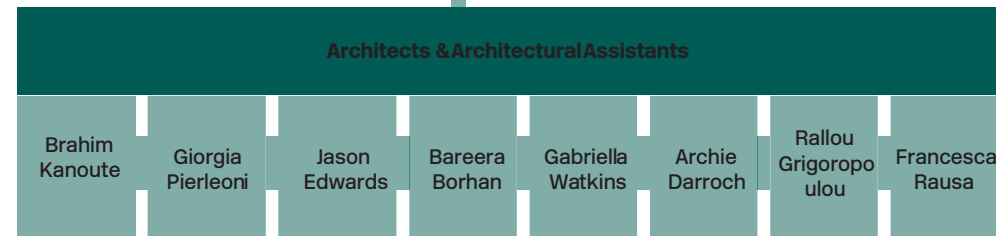


Management Group

Project Management, Delivery & Technical Support, BIM, Sustainability



Project Delivery



Standards Leadership

A major part of architectural practice is to maintain professional standards and design quality expectations. Clara is already active in this role assisting people perform to and follow best practice and she will continue to do so, with support from both Peter and Lesley, both of whom have extensive technical knowledge. Together they will continue to review standards and spread this knowledge around the practice. This role works hand-in-hand with the People /Facilitation Leadership. Professional standards should be seen as another step towards the practice's success, helping us all to excel.

People /Facilitation Leadership

Wayne, Marianne and Clara will jointly lead on the technical aspects of this role and Frehiwot on the people aspects with the aim mentoring, motivating and developing the skills of our young architect group.

As a group we continue to learn, develop and gain qualifications, this year this includes Brahim who has recently become qualified as an Architect and Fran who has begun a year long course in sustainable architecture and the Centre for Alternative Technology in Wales. Wayne has also begun an MSc in Conservation and Simon is preparing to begin a Passivhaus Designer course.

A key aspect of People Leadership is thinking about who we are and how we work together, there is a strong desire amongst the Directors and Leadership Council to encourage a culture of participation and inclusion. Taking in to account the profession's lack of diversity as a whole we will need to embrace radical approaches and encourage all team members to promote diversity and allow the culture to shift towards a participative model.

Design Leadership

Wayne leads the design strategy for the practice and he will continually promote design ambition and the delivery of high quality design through committed input across work stages.

Core Sector Leadership

We are seeing less work in the Education sector as public funding remains limited and modular baseline design are prioritised. The sector remains key to CLTH but going forward we must focus more on other areas where we have seen successful commissions.

The public housing sector is of particular interest to the practice and our award winning work on Morland Gardens along with Sutton Housing shows that we are at the forefront of this sector. We aim to keep the momentum going both through delivering quality projects for current clients and internal team development. We have been commissioned for decarbonisation and fire safety works and will seek out further opportunities here, as well as in Conservation, where Wayne and Richard are developing specialisms alongside Dr Manolo Guerici.



↑  
Morland Gardens, Brent. Socially  
focused mixed use scheme with  
social housing, adult education  
centre and affordable workspace



↑  
Brooklands Park, Adur & Worthing.  
The new cafe forms an off-grid  
lakeside hub for the wider  
regeneration of the park



### **Administration, IT and Virtual Connections**

Frehiwot works with each project lead supporting QA related activities and leads the Practice's audit to achieve ISO accreditation. The effectiveness and efficiency of all staff is reliant on good studio support. This has been increasingly important over the last year, with the pandemic ensuring we have to physically distance from one another. Continuing support from Frehiwot ensures the highest quality is maintained.

Tied to this, IT support has taken on increasing significance as we all work and meet virtually, maintaining IT support whilst we are apart is managed by Jason who continues to liaise with IT consultants to ensure we retain our efficiency whilst dialling in to the network. We have invested in video conferencing facilities for the office and will be putting thought into how we can facilitate more virtual meetings as we being returning to the office.

### **Profitability and Earnings**

The pandemic has impacted all aspects of society and unfortunately we are not immune from this, as with many other practices, we have collectively agreed to reduced salaries in order to maintain the practice's profitability during these uncertain times. These salary reductions will be regularly reviewed and re-adjusted in line with clear RIBA guidelines as soon as the wider economic climate allows.

We made a small profit last year, largely thanks to research and development tax relief. We undertake a large amount of R&D in the practice as we increasing work outside our core education sector, as well as initiatives outside core architectural services. We anticipate this will continue in the future. Overall turnover is reduced by approximately one half during this challenging time and we anticipate breaking even this year with the assistance of the R&D tax relief and furlough scheme.

We continue to check on job profitability. Associates and Project Architects must monitor monthly and report at DAMs and JAMs. It will also be important to debate among ourselves how we can better protect the practice from the effects of financial fluctuations such as those we have seen recently.

### **Achieving Targets (and knowing what they are!)**

Time vs Fees will continue to be a strong focus in 2021. There are two main factors that influence our profitability: a) the mix of projects and b) productivity in relation to fees earned. Not all projects will be as profitable as others and our minimum aim for all projects should be break even. In certain circumstances, good fee earning projects need to fund some other projects which might be enjoyable and raise profile but which will never be profitable. We want to maintain a balance in workloads, and share the joy of these small projects.

### **The Importance of a Mix of Projects**

Historically, the majority of our projects have tended to have a value ranging from £3-15m, but we are always seeking to win projects with higher values. We aim to win projects across a broader number of sectors and construction values. We are interested in any projects between £1.5m up to £50m+. Projects below £1m can be challenging in terms of profitability (but this does depend on the fee level).

We would typically like to have at least two projects ongoing with a value of £10m+. Large jobs tend to have higher profit margins, and projects with fast programmes tend to be the most profitable. But they carry the risk that the suspension or termination of the project will have a big impact on fee income. A portfolio of smaller projects can help mitigate the effect of larger project suspension on the practice's cash-flow.

### **Financial Productivity**

In terms of volume of ideas, quality of drawings and response to contingencies the output of the practice has been higher than generally found in other firms and reflects the commitment and skill of the staff. We do however know that we consistently exceed the hours budget on projects. Some of this excess should rightly prompt applications for additional fees but may not qualify if the excess is due to:

- Avoidable re-working
- Poor design management
- Poor project management, particularly with the control of the client, consultant, and contractor input
- Inadequate fee from the start.

On recent smaller projects we have given special attention to time spent vs. fees earned, and we have seen encouraging results. We believe there is huge room for improvement in all of the above areas. This is something we should all take responsibility for.

It has been harder to monitor outputs when working from home, increasing the importance of scheduling design and technical reviews and JAMs with adequate time for comments.

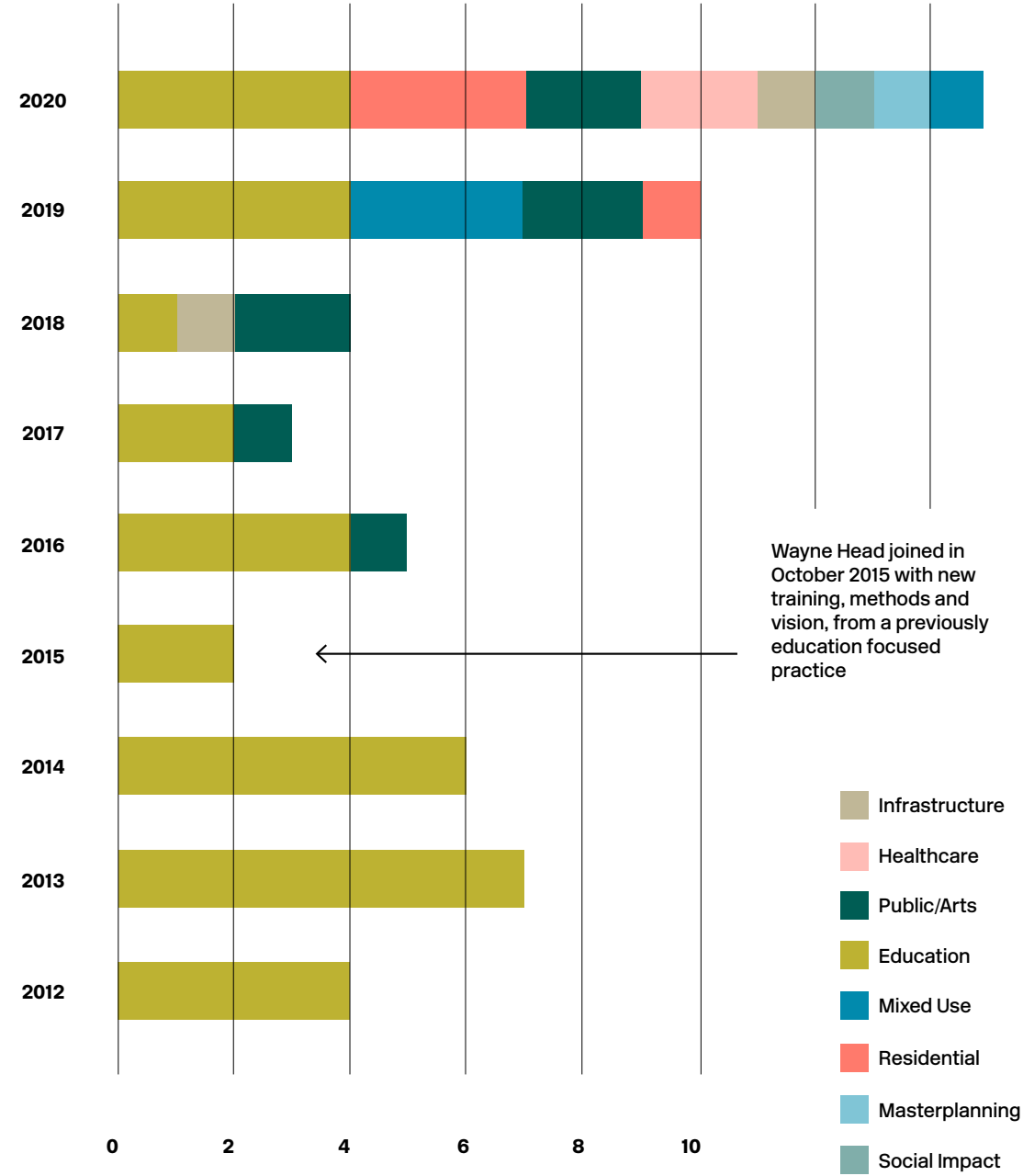
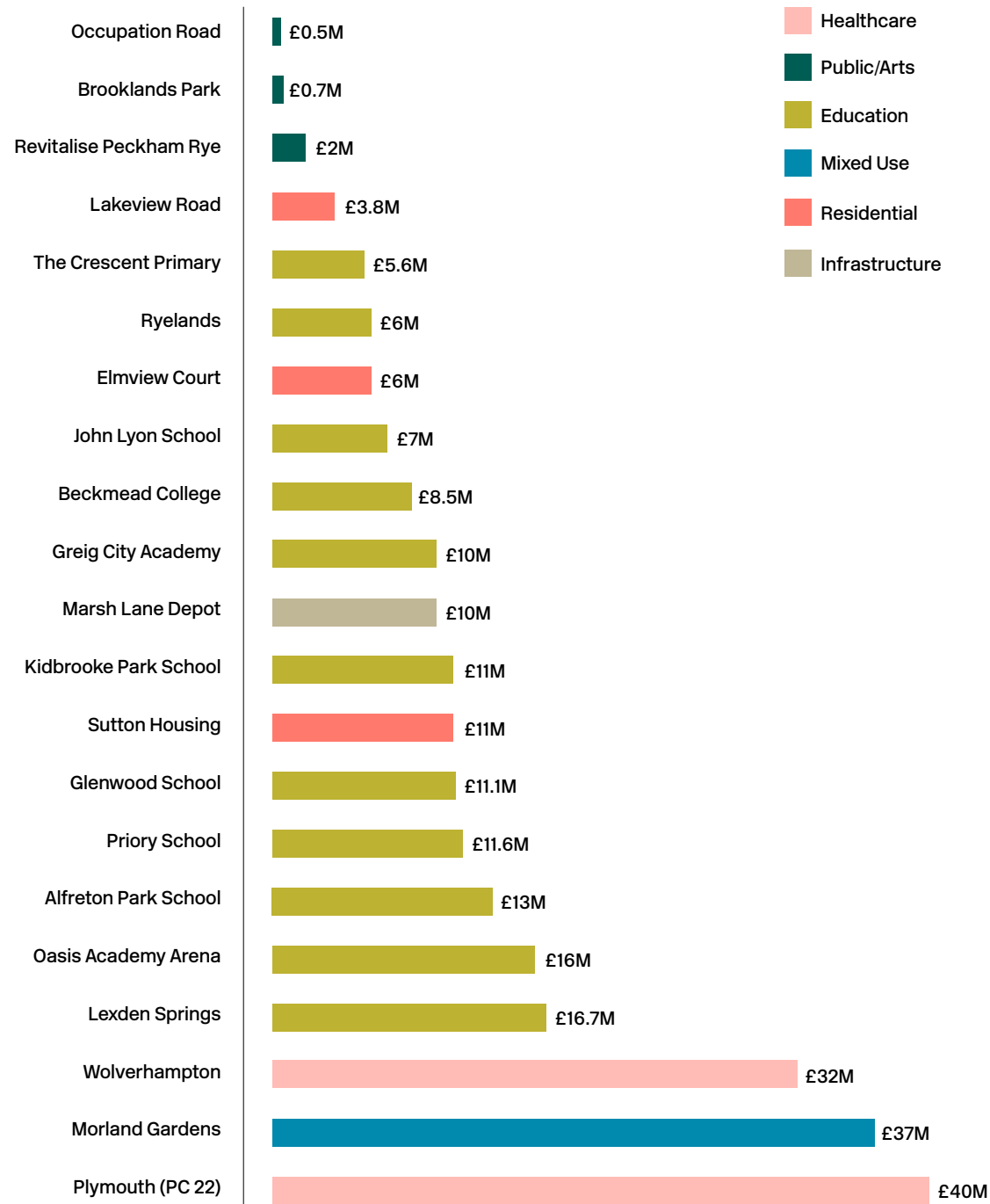
### **Practice Size**

Our working assumption is that the practice will remain at between 20-30 strong. Recruitment has slowed to remain financially responsible however this will be reviewed on a regular basis depending on project requirements.

During the last year the practice has recruited 4 new female members of staff across all levels, with a conscious effort to address the gender balance within the practice. In the medium term future we will continue with our programme of training for Associates in the Leadership Council.

We are very pleased that, with the assistance of the furlough scheme, we have not made any redundancies during this difficult time, maintaining the integrity of our excellent team.





### **Working Hours**

We wish to make long hours an occasional exception – e.g. when incurred in connection with a competition, or unusual project demand. The practice recognises that continuously working long hours has an effect on staff well-being long-term and is not sustainable.

We can help in a number of ways as we review staff input and can also agree time off in lieu. We can also identify and discuss with those who do the most work out of hours to try and understand the reasons and we can offer support. Careful resourcing will be implemented with a target for working hours not to exceed 40 hours per week.

A recent AJ article on working hours noted - “The AJ’s recent Working in Architecture survey has revealed that employers are forcing staff to opt out of the EU Working Time Directive, which enforces an maximum 48-hour working week.” CLTH does not ask or require staff to opt out of this directive. Our contracts set out a working time agreement of 37.5 hours a week and we also offer 5.6 weeks annual leave (paid holiday). We also have an additional shut down period of typically 3 days between Christmas and the New Year.

However we note that long hours do occur and there is a media conversation regarding overtime pay. We wish to target elimination of the need for overwork in the first place, but offer time off in lieu when this does unfortunately happen.

### **Knowledge Systems**

The practice re-think continues and we will include discussions around the practice’s attitude to knowledge. It was clear that staff can no longer rely on osmosis to learn how to do things, and traditional knowledge resources – a library, subscriptions to information services such as Barbour Index, a hard copy ‘book of details’ and a variety of largely unconnected databases and electronic document files – are no longer enough. It is now widely understood that in any organization the quality of flow and transfer of knowledge in its many forms is a key element of high performance. We know that there is a lot of knowledge locked up in individuals which if more widely shared could dramatically improve the practice’s capability. The growth and management of knowledge in the office is our best defence to the threat from our competitors.

### **Office Culture and Training: Participative**

Caro Communications recommended that we manage and prioritise office culture, because the whole has potential to be greater than the sum of its parts. This should include:

- Knowledge sharing
- Empowering of the senior team
- Investment in staff, including Revit training, Passivhaus Designer training, Conservation MSc, sustainable design training.

### **Empowerment of the senior team and Investment in staff**

The office is committed to supporting staff through their Part 3 course and exams through lunch time discussion and mentoring sessions, such as Brahim’s recent success on completing his exams. Updates on changes in regulation are provided through our regular CPD programmes and training in BIM and Revit training courses have been attended by many of our staff.

### **Knowledge Sharing**

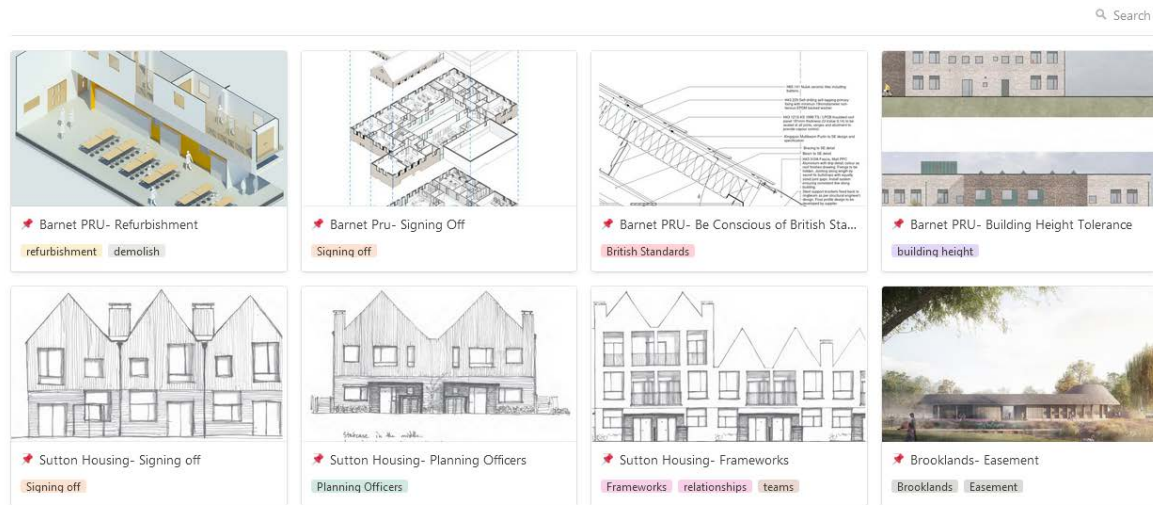
During lockdown office meetings have become weekly to maintain contact amongst staff and share knowledge on project statuses and awareness of all work across the office. We have also started lunch time and evening open design discussions and presentations on current projects which encourage knowledge sharing and ownership.

### **CPD sessions**

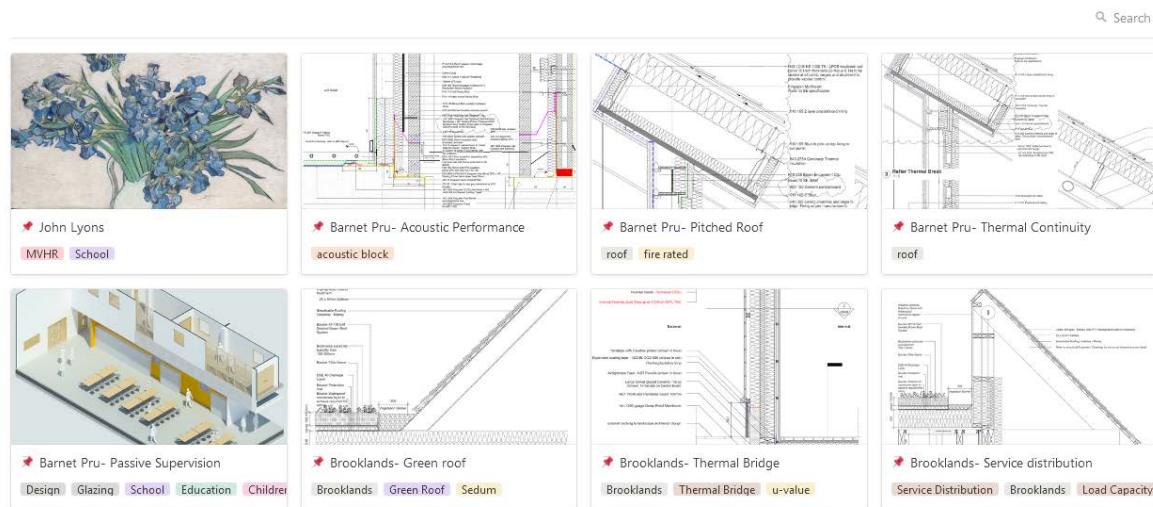
We hold regular lunchtime CPD sessions which are sometimes wonderful, often satisfactory and very occasionally awful. We intend to bolster this area of activity by proposing a management group of enthusiasts, headed by an associate, with briefs to take the lead in specific areas such as R&D, legal and professional, CPD, IT and marketing. Our focus will remain on the specification of sustainable materials, passive design and gaining conservation expertise. This will ensure a ‘green-thread’ runs through everything we do. Time must be budgeted to include this important activity. These formal CPD are also supplemented by evening ‘Cold Room Talks’.

Archie and Rallou have been leading on CPD and we ask others in the office to make and take forward suggestions for this programme.

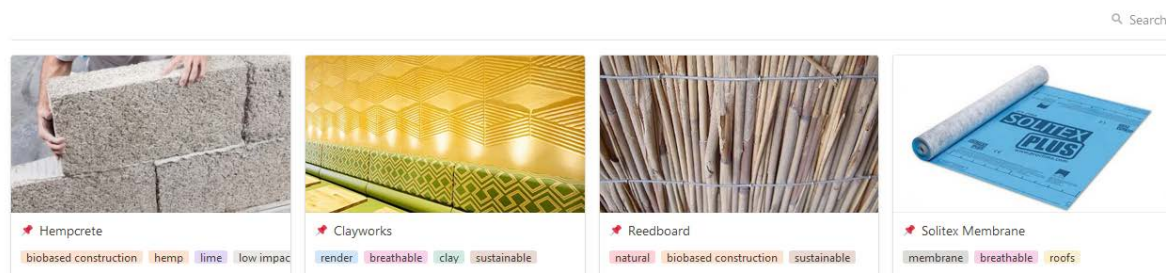
## Higher Level Lessons Learnt



## Details



## Green Knowledge



## Knowledge Bank

Bareer and Clara have led the creation of our knowledge bank, which gathers lessons learned from our projects. These come under three headings:

- Higher level
- Details
- Green knowledge

This has been obtained through interviews with key staff working on projects and collated both on our servers and as an online resource. People will be asked to make a contribution on:

- An aspect of design, construction practice, such as natural ventilation in schools or stabilized school blocks
- A finding from research in the office, for example on slip floor finishes in healthcare facilities
- A finding from experience on site, such as how to achieve a good finish to fair faced concrete
- A reference to a particularly useful external source of information, knowledge or guidance

The only rule for a contribution is that colleagues are likely to find the information useful.

Bareera has presented this to the office and it is the intention for quarterly update presentations to the office on new lessons learned, so as to ensure this is disseminated. Bareera continues to interview our staff and gather further knowledge to be added in, thank you Bareera.

Following the initial launch of the Knowledge Bank, there should be a user survey conducted. New items being added to the base might be signalled by email. Eventually, sector teams are to contribute knowledge of their particular fields, and closer integration between the Knowledge Base and office systems and culture.

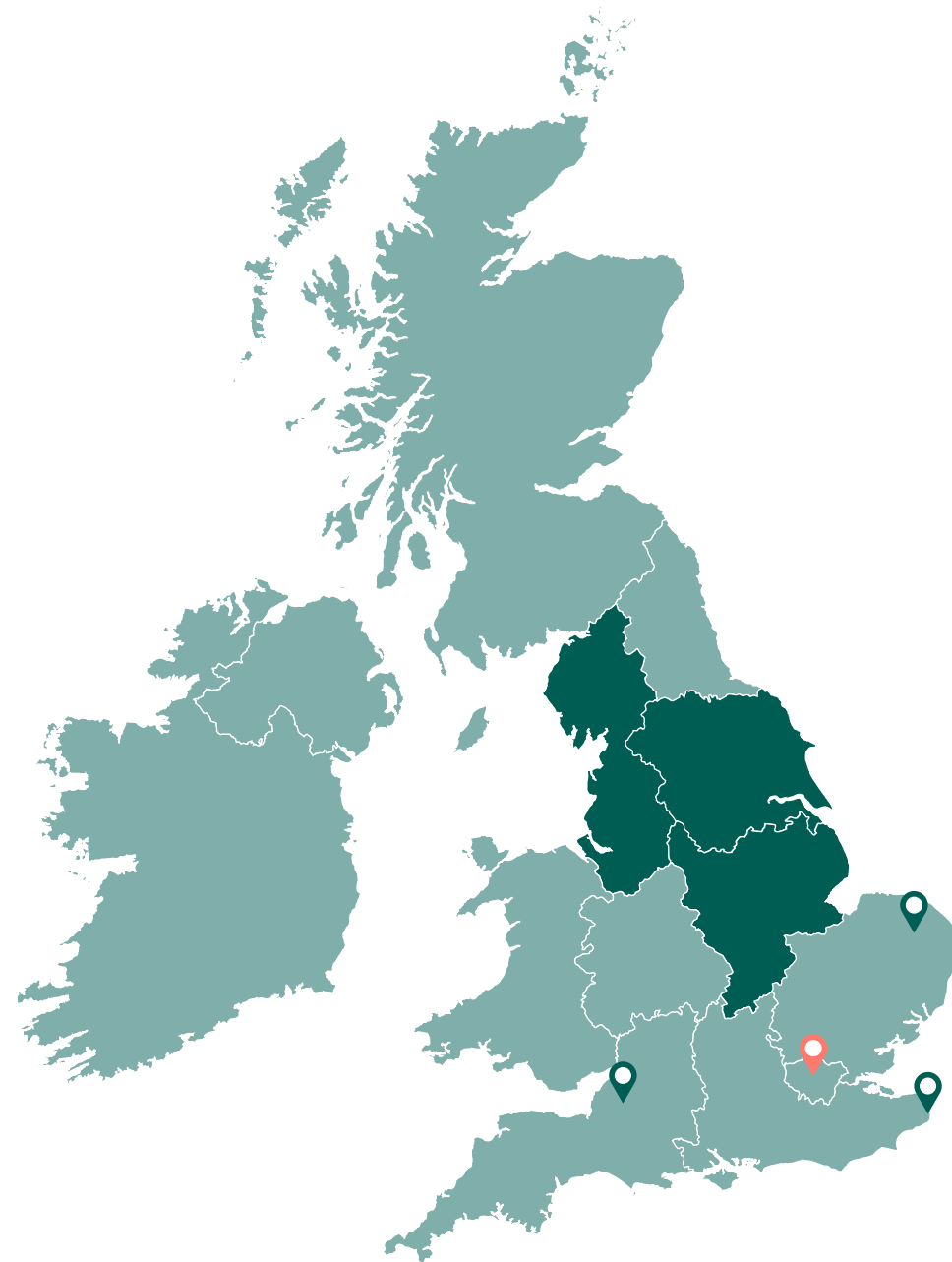
A knowledge base needs a designated editor, and their role is vital. At the same time, people must be convinced that everyone is free to contribute.

Visible links between knowledge sources and activities – knowledge bases, office meetings and seminars are all vital. We plan on asking staff attending events to provide an overview or summary that can be disseminated to the wider office via the knowledge bank.

## Cold Room Talks

We enjoyed a programme of Cold Room Talks from staff members and guests, and following working from home we have restarted this programme virtually. We will continue to invite other practices, consultants and collaborators to speak with us as we improve our knowledge and response to pressing issues.





Our head office is located in London, with satellite offices in Deal, Bath and Norwich. We are looking into a further satellite office in a the midlands/north of the country to improve our coverage especially for bids

## Our Workplace Environment

We moved to new premises in Underwood Street, N1 on January 15th and waved goodbye to Lambie Street. With all the best intentions of settling in to our new home, 2 months later on March 16th lockdown began and we were all required to switch to working from home. Our staff responded admirably to this, whilst retaining efficiency and finding new ways to communicate and meet online.

After some restrictions eased and in line with government guidance we began to safely return to the office in a socially distanced model of 2 groups. However guidance then altered to working from home where possible, which we implemented. With the planned easing of restrictions and vaccination programme, we expect to return to the office in our 2 groups from early May, pending updates to official guidance.

Given this future model of working, we are likely to take advantage of rent reductions and move to a smaller premises, with our model of two teams alternating between home and work becoming semi-permanent.

We have noticed a priority for many frameworks and public sector projects is for a locally rooted design team. We have set up three satellite offices in Kent, Bath and Norwich and are looking into locations in the north of England. This will facilitate our servicing of projects outside the London area. We are encouraged by the success of our recent remote working in these new endeavours.

## Advocacy and Ownership

We want to give other members of the practice more sense of ownership. Promotion and advocacy of the firm will be more widely shared. All staff are more than capable of having authoritative input on the big issues and clients' concerns. Cash flow projections will be shared with senior staff at Directors & Associates' meetings (DAMs).

## Practice Standards

CLTH is a RIBA Chartered Practice, with a Quality Management System (QMS) and Environmental (EMS), Employment, CPD and Health and Safety Policies in line with professional standards.

We are certified to the Quality and Environmental management systems ISO 9001 and ISO 14001 both of which were recently renewed. Third-party certification bodies provide independent annual audits to confirm that organisations meet the requirements, making ISO 9001 one of the most widely used management tools.

Our practice systems are based on RIBA models, modified to suit our needs. Projects each have Quality Plans to underpin the standards of their design and management.

There is ongoing discussion about management improvements, including staged design reviews and other strategic aspects of the business. We are adapting our culture as a group in order to better understand how to use Profit & Loss Accounts, Budgets and Balance Sheets, so we are measuring costs more rigorously, especially time.




 The library and models in our  
 Underwood Street Studio in Old  
 Street, London

We are aware that we can improve on ensuring standards knowledge is disseminated through the office and are looking at how we can ensure compliance with British Standards when updated, as well as other key standards such as the approved documents.

Regular meetings between the Associates has enabled a more coordinated involvement in Practice Management. Some staff members, as well as Associates, are active in helping to manage various areas such as Premises, Quality Assurance and Health & Safety.

Both Vectorworks and Revit continue to be used and standards have been set up for both developing skills around BIM and IT security. Revit courses have been well attended by all members of the Leadership Council as well as several other members of staff. Clara continues to lead on the sharing of Vectorworks knowledge and maintaining standards. We wish to continue advancing this aspect of the practice and the efficiencies that BIM working can create. We will encourage staff to form a working group to progress this.

### EMS and the Green Media Team

Rich and Simon lead on Green/Media Team, with excellent support from Rallou, Gabi, Fran, Frehiwot and Bareera. The Green Team and Media Team have been merged over the last year in order to ensure a green thread runs through everything that we do. They will continue to work with Frehiwot on reviewing the office environmental policies and enforce the environmental action plans. Our main EMS objective is to bring environmental considerations to the forefront of our projects to be discussed, debated and fully incorporated into our designs.

### Architectural Quality

While the practice internally takes a collaborative approach to architectural quality, Wayne wishes to be personally happy with what goes out of the office.

Unlike delivery, quality is an area with much scope for individual judgement. On any particular project, every one of the core project team needs to 'own' the design. Not only does the Principal wish their attachment to projects to be maintained, we often assure clients and potential clients that this is a practice where the Director will not disappear from sight after the interview, but remain involved in the design and its implementation.

Of course the prime expertise of our practice must and will always remain architectural skill and knowledge. Perhaps the key realisations are that management improvement is vital to improving the quality of our architecture and nurturing of the spirit of enquiry which we want to place at the heart of our work.

We have noted a continuing race to the bottom in terms of fees, creating difficulty in producing quality work. We believe that through keeping things simple, as well as the skills and knowledge above, we can continue to excel in this area, even on low fees.





↑  
Revitalise Peckham Rye attracted  
much award interest



↑  
Alfreton Park Community Special  
School, now on site



# The Product

## What we do

### **Quantity vs. Quality. Can we deliver and make great places.**

Wayne comments that 'There is no question that good design adds value to a client's activities. The payoff is improved operational efficiency, a stronger identity and happier staff. The real question isn't "can you afford to have good design"?, but "can you afford not to? It is true to say that many of our commissions going forward will be through contractors in a limited Design & Build environment. The challenges in this case will always be to attempt to ensure that our key contractor clients are more than simply satisfied with our input but that also the built reality of the projects is still something which we as architects, the client and end users can be proud of.

### **The Heat of the Debate**

The overall drive for the practice is to make a recognised impact on the design and procurement of buildings and urban places. At the moment our influence extends to the UK and the Republic of Ireland and we are beginning to make contacts in New York and Canada. What can the architectural profession do to support the redevelopment of towns and cities and of course our city – London? The City as a project can be very positive, it is a place for conversation and development although it can also be a struggle socially and financially particularly for younger groups of people.

We all know that the quality of architecture can improve the quality of life. We are committed to an architecture which is sensitive to place, the potential of materials and construction and a concern for sustainability. We aspire to create architecture that is both contemporary and rooted in its context. We suspect that it is most likely that the highest quality design outcome will be achieved where a private client is required to work to the requirements and expectations of public input. This is a moment in time where opportunity exists in the Housing sector, it is a great challenge for the architect to work in this sector which is driven by developer led standards with overloaded circulation cores and minimal space standards. Some schemes do exist though with developers like Pocket, which enable better opportunities for younger clients and which also embrace stronger design.

### **Three Key Drivers**

1. To design buildings that are functional, simple, sustainable and delightful from conception to detail.
2. To work with others in the construction team in an integrated way to ensure that the delivery of the project is as good as its design.
3. To be an organisation where people can learn, grow, feel valued and above all engage with a developing practice.





↑  
Installation of curtain walling in the Zen courtyard at Hornsey Library. Profiles were developed to match closely the existing



↑  
Site progress at Kidbrooke Park School. Primary steelwork in place with secondary steel and sheathing installation progressing



The tangible product of our work is information: information as drawings, other graphic text, on paper or digitally transmitted and through inter-communication.

We don't actually produce buildings though we often think of ourselves as doing so. Others turn our information into buildings and sometimes we prepare the ground for others to develop designs and design information. Our ultimate customers may be the users of the building but our immediate customers are those who will be using information received from us to do their part of the job.

Nevertheless, everything we produce is in some way part of making architecture. Without an ideology, a set of values, we cannot produce good architecture.

Sustainability, retrofit and conservation is important to us all and so let's take our ambitions further in this area. We are in a climate emergency, low energy design saves money and reduces carbon emissions. It anticipates the future: the inevitable end to our reliance on fossil fuels. Minimising energy use is a key element in the ideal of zero waste and the wise use of resources that add up to sustainable design.

We are committed to helping our clients achieve their sustainability aims affordably, whether through new buildings or the intelligent renewal or retrofitting of existing buildings. Our recently implemented Environmental Plan is key to achieving this.

We focus on designing versatile and adaptable buildings with simple, robust and well-integrated services which meet current needs, whilst allowing for possible future ones, as yet unknown. Our buildings achieve high scores in BREEAM, LEED and Code for Sustainable Homes but our starting point is in simple, precise and easily understood measurements, primarily of energy use and carbon emissions. Post-completion, we work with our clients to fine-tune buildings, monitoring occupant behaviour to further minimize energy use.

Our work has not gone un-noticed. As well as ever-increasing coverage in the architectural and mainstream press, we have noticed more prospective job applications incoming from those who wish to join our practice and build projects that we can tell our grandchildren about.

#### Achieved this year

- Cover story in the RIBA Journal
- Shortlisted for the AJ Retrofit Awards
- FX Magazine feature on outdoor learning
- Morland Gardens feature in WAN, alongside ZHA project
- Welsh Harp project selected as a case study for the New London Architecture Net Zero Carbon Paper
- Continued interest in Pop-up schools from the press and researchers
- Lots of talks given to universities on Details, Stevenage, Milton Keynes, Pop-up
- Improved engagement with the RIBA, Wayne chairing local RIBA group panel discussions
- Finalists in Senegal Elementary School competition
- Simon qualifying as Passivhaus Designer
- Advisory/consultant roles in healthcare projects
- Strengthening conservation skills and apply for accreditation

#### Current affiliations

- Passivhaus Trust
- British Standards Institute
- New London Architecture
- UK Green Building Council
- Architecture Foundation
- Architects Declare
- AJ Retrofit signatories
- LETI
- Dream Arts
- Newham Virtual Learning
- Hestia
- Lambeth and Southwark Foodbanks

#### Near Future projects and affiliations might include the following

- Specialist Conservation Architect accreditation
- Innovate UK
- World Green Building Week (21st-25th September)
- Become part of UN's Climate Neutral Now campaign
- Members of the UK Green Building Council
- Projects featured as case studies on industry websites including the UKGBC, RIBA sustainability reports and Dezeen.
- Continue collaboration with ArchitectsCAN (ACAN)

#### Future Affiliations & Green Team Targets

- Participators of Futurebuild convention, formed out Ecobuild (1st-3rd March 2022)
- Member of the Green Construction Board
- Become Net-Zero by 2050

# Where? Why? And How?

Where we want to disseminate our knowledge e.g. Kent, Lewisham, Cambridge corridor, Thames Gateway, North-East England etc. needs careful consideration. Once we have discussed this as a group we aim to produce focused and tailored publications which go beyond the sector brochure that include strong messaging and ideas on housing and education e.g. Acknowledging the reality of user change and changing needs in schools design.

We want a strong philosophy to run through all we do and be able to clearly explain why we are doing what we are doing. For example social housing from an ecological, ethic, working with the needs of others in mind, focussing on the 'social-detail', bringing joy to the everyday. We take joy in creating successful public buildings and seeing them used, our small but we think significant contribution to the public good.

How our knowledge is distributed, how it is spread and to whom. Examples of how this has worked for us recently might be approaching Paul Schaffer and talking about our work with CoL which in turn led to recent commissions in Brent. Our pop-up initiatives have had a wide ranging impact and led to new contacts in BMAT Academies and D3 Schools in New York, which we hope will lead to new commissions. Equally our research work in to Urban Farms in the Welsh Harp in Brent has set us up as thought-leaders and will ensure we remain at the top of client's minds when commissioning new work. Our recent engagement with charities in Newham have led to fruitful conversations with council officers for commissioned work, an avenue we hope will bring future projects in new locations.





↑  
Welsh Harp Urban Farm and Liveable Space was a key piece of research and intelligence work, aimed at creating conversations with local authorities regarding passive design and better use of industrial land



## Networking

This can be a new way of working where a core group of people expands according to each project and the expertise it requires. Or a core group that builds its projects around its networks. Such an effort needs to be highly interdisciplinary and collaborative in nature. In times where new work is limited this is more important than ever. Each person in the practice should aim to add six new people to their contacts list every month.

## Empowerment

Allowing others to take control over their environment by encouraging participative working. Examples include recruiting Peter, a senior architect with the skills to recognise design direction and the ability to manage teams and provide the Associateship course.

## Appropriation

The taking of another's property! Or through highlighting abandoned or unoccupied spaces. This is relevant to our discussions with the likes of Ideal Land and Harry Townley - spotting sites that might be relevant to the opportunist developer.

## The Public Sector

Our strengths and opportunities clearly point to education, housing and healthcare as the principal areas of concentration for the year ahead.

A key issue is definition of our market and job getting strategies. Our earlier Practice Plans discuss our market, including a potential market spread across nine areas, plus research and initiative:

- Primary and secondary education
- Higher education
- Healthcare
- Arts
- Commercial
- Community
- Residential
- Mixed use
- Masterplan
- Research and Initiative

We have seen funding announced for Further Education and look to make steps in this area, given our strong practice history here. We have also noticed local authorities implementing decarbonisation schemes, our experience in Newport allowing us to work on more similar schemes.

## Frameworks

We have had recent success in joining frameworks for housing associations including Swan, L+Q and Clarion. These present excellent opportunities for further projects and demonstrate recognition of our

position within the housing sector. Frameworks are now a priority item in our bid meetings and we are targeting successes for a number of important frameworks, including NHS Procurement Services, Southwark, Crown Commercial Services, GLA Architectural Design and Urbanism Panel and Fusion21.

## A Spread of Building Types and Procurement Routes

Our determination not to specialise by building type has put us in an improved position to take advantage of the current market opportunities and we should go on nurturing this diversity in the future. This also means being conscious of relative percentages of our work within and outside PPP/D&B, which involves long periods where profit is at risk and design quality may be under pressure.

We should look for every opportunity to obtain commissions for projects in all areas where we have experience - arts, community, residential, mixed use - and seek opportunities for using 'traditional' procurement routes with new innovations.

Some recent projects, such as Hornsey Library are favouring the traditional procurement route which gives us more control over our design progression.

## Consultancy and Strategic Advice

The practice has been successful in the last three years in being commissioned to provide client side advice and consultancy. In terms of turnover this will be a small component, but its real value resides in the opportunities and knowledge that it can generate.

Wayne continues to engage with a number of design review panels which open the practice up to a wider knowledge of project types and active sector opportunities. We wish to encourage Associates to develop similar relationships, which Will has begun with his contacts in Brent.

## Masterplanning

In addition to being a marketable service in its own right, masterplanning can be a key to gaining a strategic advantage in winning commissions for individual buildings. Engagement with urban realm at a large scale is also intellectually stimulating and provides an opportunity to learn about the larger forces that shape the environment.

We have recently completed a masterplan for Brent at Conduit Way, focussing on liveable space and the joy in the social detail. We also have undertaken a self-led research project in to a masterplan of Urban Farms at the Welsh Harp in Brent and are focussing more time and resource in to research and development. The large scale of our work in Wolverhampton also builds on the masterplanning skills within the practice.

We have seen changes in the planning system towards design codes previewed and should turn our attentions toward this avenue of work, as well as focusing on important design guide and London plan topics.





Stills from video discussing  
Sutton Social Housing,  
made in collaboration with  
Kilian O'Sullivan

## Powerful Collaborations

We will be continuing the debate about how we can strengthen our relationships. Current collaborators with whom we have successfully won and procured fee earning work are as follows:

- Lichfields
- Building Exploratory
- Trident Management
- Burrell Foley Fischer Architects
- S333 Architects
- Allman Woodcock Cost consultants
- Structure Mode
- Elliot Wood and Partners
- West Green Studio

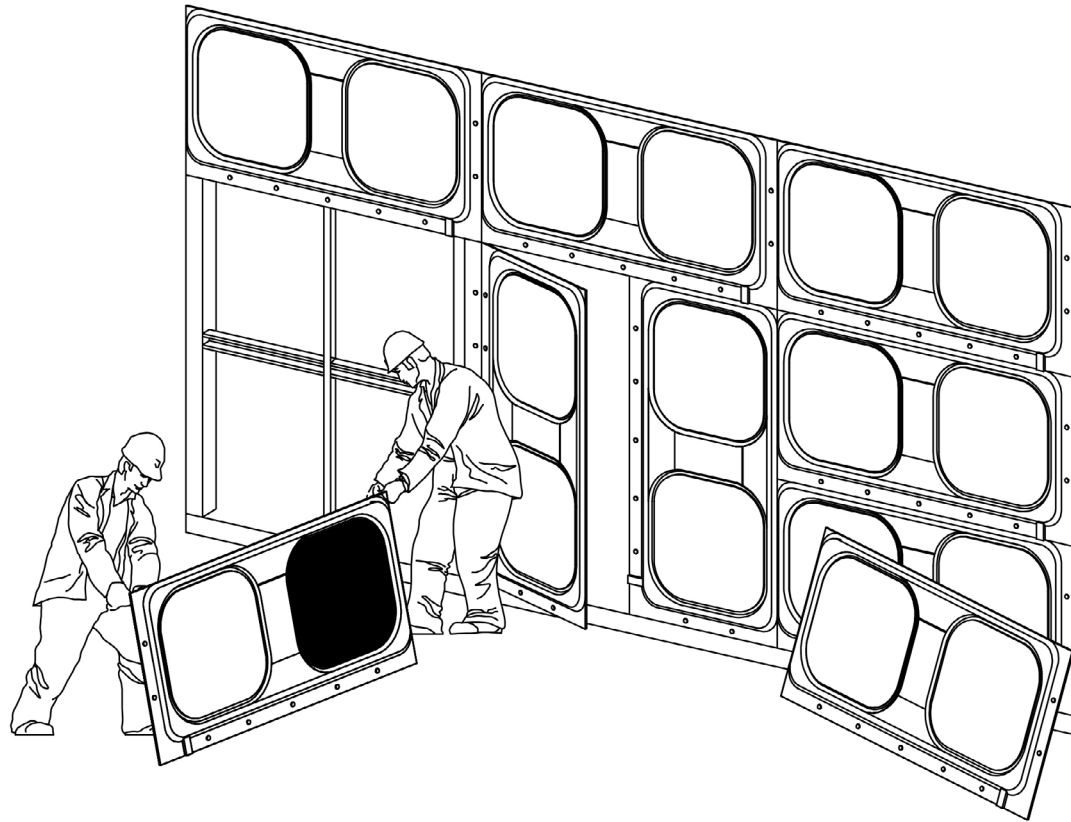
New collaborators include:

- BBUK Landscape Architecture
- Sounds Space Vision
- Arcadis
- Kier
- Tibbalds
- Max Fordham
- Planit-IE
- LimeGreen
- Qualis

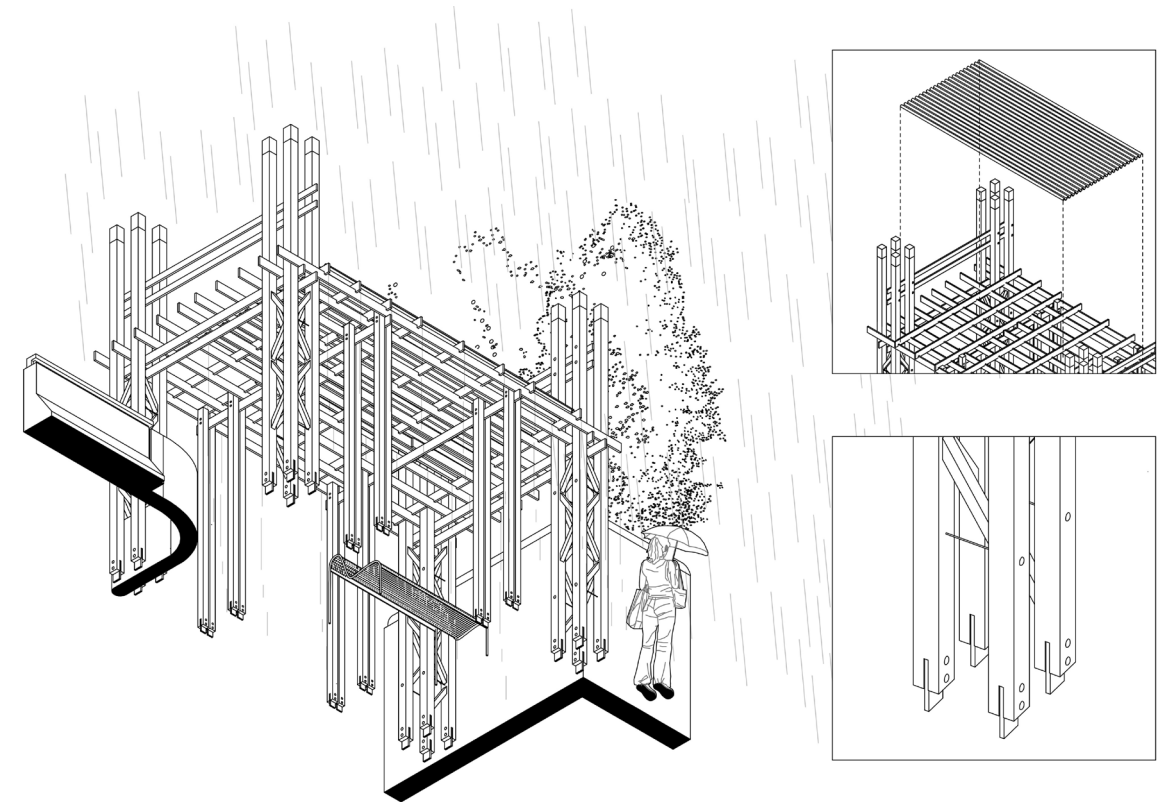
Frameworks

- Tower Hamlets DPS
- London Construction Programme DPS
- London & Quadrant Architectural Services Framework
- Clarion Housing Group Framework
- Golding Homes
- Perfect Circle
- Bloom
- Pagabo

Caro Communications have advised us that collaborations and joint ventures are the strongest way of getting into new and creative sectors.



↑  
 Drawings from the upcoming  
 Details publication and exhibition  
 in Milton Keynes, furthering our  
 work with local authorities and  
 our practice profile





### **Geographical Spread**

London has among the highest construction costs per sq.m. in the UK and fee levels are accordingly higher. But there are benefits in a larger geographical spread of work; it can bring new learning. For example, we are pursuing further work in the Higher Education sector which, if successful, will take us into other towns and cities.

Success in this area has already provided us with the opportunity to work in Dublin. Having a wider geographical spread of projects enhances our reputation by indicating a higher capability. Our health care project in Plymouth is testimony to this as is our successful work in Wolverhampton. Clearly, we have to maintain a balance between risks and benefits of working further afield.

We therefore welcome opportunities to work in all parts of the UK provided the scale of the project is financially sustainable. We have set a minimum threshold for work outside the south east at £2.5m.

There is another important factor: less competition for projects outside London and the home counties and also more possibility of winning local awards. Feedback on our work on Alfreton Park School in Derbyshire has been positive and the client is enthusiastically engaging in design discussions. The north will be busy as well as London and work outside the UK continues to be a possibility.

### **Research**

Research projects are a fantastic way to test ideas and nurture an innovative approach to design. The promotion of this aspect of the practice's activities was strongly encouraged by Caro Communications. They see it as an important way of promoting the practice and generating new business opportunities.

We have recently engaged with two exciting research projects: one for an Urban Farm in the Welsh Harp area of Brent, and another, a study in to the architectural details of New Towns across the south such as Milton Keynes and Stevenage.

We are furthering our research work on Pop-up, having made two, unfortunately unsuccessful, research fund applications to develop our proposals for a semi-permanent modular unit. We will look for further funding opportunities and continue developing this work.

Our recent work on a Tidal School proposal gained publicity on Dezeen and Wayne gave a talk about it during the World Green Building Week hosted by Elementa Consulting. We will explore the idea of research on mixed use buildings based on our experience on Morland Gardens, a mix of education and housing.

### **Marketing**

Caro Communications stressed the importance of improving the way we present ourselves. We currently manage our marketing activities in-house, Wayne leads this with support from the team. Our current marketing activities include:

### **Branding**

We have been working with Bob Design to develop new brochures and website. The housing brochure has been very well received, with other sectors to follow. Our new website is being prepared and we hope to launch imminently. Projects are now linked by the 5 point coloured agenda reproduced in this practice plan and will be a useful framework for presenting our work as a practice.

### **Social Media**

We will continue to increase our presence on Twitter, but our focus will be on Instagram the practice website and our recent establishment of Pinterest boards which already gain almost 2000 unique monthly views. This helps us engage with our peers, while showcasing our office culture, values and ideas. Everyone should feel free to contribute! Pictures of site visits, models, and CPDs are especially welcome. We are also focusing on LinkedIn both as a marketing and networking tool.

### **Press**

We have significantly increased our visibility in the media over the last year, and we want to build on this. As we've seen, interesting ideas, projects and winning awards are a great way to do this. We are increasing our journalist contacts and improving our relationships with them to keep pushing this forward.

### **More Design and Less Stress**

The aim of our processes and management systems is to find more time for inventive design coupled with as little stress as possible. One of our goals is to be more proactive in making things happen. This includes going the extra mile on our projects, and learning why some of our pitches were such near misses. It's important we all contribute to this discussion, even if you weren't working on the project.

The Principal will continue to look very closely at the level of support and help that is offered throughout the practice, not only to drive the work forward but to ensure that any changes in working methods are properly 'owned' by staff and not merely imposed.

We know that regular design discussion and review is critical and an enjoyable part of our work if it is carried out regularly across the period of our working week. The importance also of continued discussion around the potential conflict on the D&B projects between our aspirations and contractor client aspirations how can we bring them around to our point of view? We call this "Getting there by Design". We want to improve creativity, fun, the quality of architecture and the quality of life for everyone at CLTH.

## Arts & Public



Brooklands Park



Hornsey Library



Russetttings Registry Office



Sondheim Theatre



Novello Theatre



Whitehall Museum



Revitalise Peckham Rye



Shinfield Community Centre



Barbican Library



Big House for the Arts



Unity Hub at Craig Park



Sutton Life Centre



Acacia Intergenerational Centre



1A Community Centre



Focus Community Centre

## Conservation



St Michael's Church



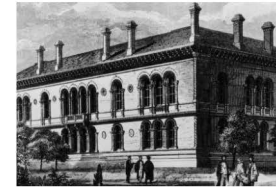
Hill House



Silver Street



Hornsey Library



Museum Building



The Grove



Barbican Flat



Russetttings Registry Office



Sondheim Theatre



Gielgud Theatre



Novello Theatre



Wyndham's Theatre



Prince Edward Theatre



Whitehall Museum



Fitzjohn's Primary School



## Housing



Newport Housing



Hill House



Morland Gardens



Sutton Social Housing



Staple's Corner



Highway Code



Islington Social Housing



Isleden House



The Grove



Stratford High Street



Wolverhampton Public Sector Hub



Barbican Flat

## Healthcare



Derriford Care Centre



Homerton Alzheimer's Village



Wolverhampton Public Sector Hub



Mary Seacole Nursing Home

## Learning



Alferton Park SEN School



Independent School, Harrow



Pop-up Schools



Thames Tidal School



Fitzjohn's Primary School



East Lane Primary School



Ryelands Primary Academy



Wimbledon Park Primary School



Priory SEN School



Perseid SEN School



St Michael's High School



Holy Trinity Primary School



Acacia Intergenerational Centre



Carshalton Boys Sports College



St Mary Magdalen's Junior School



Carshalton High School



Abbotsfield School



Sion Manning Dance Studio



St George's Primary School



Kentish Town Primary



Tertiary Education



Brent Start



Trinity College Dublin



Wolverhampton Public Sector Hub



Beckmead College



UCL Student Gateway

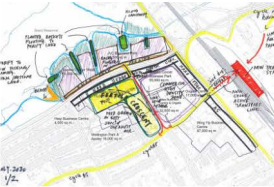


Big House for the Arts



Indian Institute of Technology Campus

Masterplanning



Welsh Harp Urban Farm



Estate Regeneration



Kensington & Chelsea Social Housing



Islington Masterplanning



Broad Street Masterplanning



Dungeness & Shepway Masterplanning



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