

CONTENTS

Acknowledgements	vi
About the authors	vii
Introduction	1

→ Part 1: Setting up

CHAPTER 1: SETTING UP A SMALL ARCHITECTURAL PRACTICE	6
Why? When? Where? What?	6
Four steps to setting up	17
Succession planning, retirement, emergency plan and insolvency	29
Professional accreditations	33
<i>Case studies</i>	
<i>Shaftesbury Road, Richmond, Southwest London</i>	36
<i>Little Lutterburn, Ugborough, Devon</i>	38
<i>Coton Road, Grantchester, Cambridgeshire</i>	40

→ Part 2: Managing a small practice

CHAPTER 2: MANAGING FINANCE	44
Financial planning	44
Tax and invoices	56
Overheads and fees	59
<i>Case study</i>	
<i>Merton Road, Histon, Cambridgeshire</i>	66
CHAPTER 3: MANAGING THE OFFICE	68
Practice objectives, location and equipment	68
Manuals, quality control and information management	77
The role of the practice manager	88
Insurance	89
Health and safety policy	94
Year planner	95
Workload	97
Reducing the risk of disputes and claims	109
<i>Case study</i>	
<i>Dugdale Arts Centre, Enfield, North London</i>	112

CHAPTER 4: MANAGING PEOPLE	114
The sole practitioner	114
Commissioning consultants and employing staff	116
Other considerations	125
Working with domestic clients	128
<i>Case study</i>	
<i>Kingsknowe, Edinburgh</i>	136

→ Part 3: Running a project

CHAPTER 5: PRE-CONTRACT	140
RIBA Plan of Work	140
The architect's appointment	141
Legislation and regulations	149
Appointment of other consultants and specialist contractors	156
Approvals and party wall agreements	158
Pre-contract programme and construction programme	161
Drawings and the drawing and document issue register	166
Specification and cost control	171
<i>Case study</i>	
<i>Mecklenburg House, West Norfolk</i>	178
CHAPTER 6: CONTRACTOR SELECTION AND TENDERING	182
Selecting a contractor	182
Tendering	184
<i>Case study</i>	
<i>Arrowfield House, Coniston, Cumbria</i>	196
CHAPTER 7: CONSTRUCTION AND POST-COMPLETION	198
Traditional procurement and forms of contract	198
Pre-contract meeting	200
Site instructions/architect's instructions	204
Site visits	204
Extension of time/liquidated and ascertained damages (LADs)	208
Certificates	209
Valuations, estimated final account and agreed final account	213

Health and Safety File/Building Manual	216
Snagging and defects	219
Handover	220
Project archive	222
What makes a project successful?	224
<i>Case study</i>	
<i>Dorfold Hall, Acton, Cheshire</i>	226

→ **Part 4: Sustainable small practice**

CHAPTER 8: EMBEDDING SUSTAINABLE OUTCOMES IN A SMALL PRACTICE	232
RIBA Sustainable Outcomes, the Plan of Work and the Climate Challenge 2030	234
Net Zero	235
Future Homes Standard (FHS)	239
Retrofit of existing buildings	240
The performance gap	241
Client commitment to sustainability	244
<i>Case studies</i>	
<i>EnerPHit House, Harpenden, Hertfordshire</i>	246
<i>Iorram, Plockton, Scottish Highlands</i>	248
<i>The Clearing, Lesnes Abbey Woods, Southeast London</i>	252
Notes	254
Further reading and legislation	256
Index	259