Public Practice is a not-for-profit social enterprise that places outstanding built environment practitioners within forward-thinking public authorities. Our mission is to improve the quality and equality of everyday places by building the public sector’s capacity for proactive planning.

If, for accessibility reasons, you need this document in an alternative format please email info@publicpractice.org.uk or call 020 3858 7447 to discuss your requirements.
COVID-19 has exposed and exacerbated deep-seated inequalities in our society. Whether it is inadequate housing standards, the fragility of local economies, the differences in where and how we work, or the impact of air quality on our underlying health, these issues are built into our environment. So what role can built environment professionals play in making a meaningful difference to tackle these problems? How can we better serve society?

The role of the public planner is often overlooked. But it is a role that has the agency to influence every aspect of our everyday environment, to plan for the longer-term, and to work for society as a whole, not just those who can afford it. Public planning is one of the few positions with the freedom, and responsibility, to take on these structural challenges.

The response to COVID-19 has highlighted the value of public service, and the need for a proactive public sector to lead the process of recovery and renewal. Local government is now the frontline of new thinking, and action, to address these societal issues. Councils are building homes for the first time in a generation and setting new standards of sustainability and affordability. They are narrowing inequality through an integrated and holistic approach to public health. And they are working with and for communities to grow more diverse and resilient local economies.

A new generation of public enterprise calls for a new generation of public servants. Public Practice is an opportunity to work in place-based roles in progressive Authorities. It also presents a challenge. Change has to happen from within the system, but working within the system can be tough; whether it’s coming up against financial constraints, office politics, or technical barriers. It needs people who know when to follow the rules, and when to question them.
If you are open to this challenge, Public Practice will provide you with the preparation and support to deal with the demanding situations that you will inevitably face. You will be given a grounding in the cultural, economic, political and technical conditions of public practice. You will be part of a cohort of Associates experiencing similar challenges, and sharing responses. And you will have the support of a mentor and the Public Practice team.

Alongside your placement, you will take part in a Research & Development programme that gives you space to develop new models of public planning and share emerging knowledge and practice across Authorities. This is as much about learning from colleagues as bringing new ideas. The success of your placement will not only be about what you achieve yourself but the capacity you create in the organisation around you.

One officer in one Authority will not be able to solve society’s most complex problems. But by joining Public Practice you are building a bigger movement that is changing perceptions of public planning, and making a real difference in everyday places. The work will not always be easy – but that is exactly why it will be worthwhile.

“Public Practice is an enormous opportunity, and a key part of making good design the rule, and not the exception.”

Sadiq Khan, Mayor of London
OUR VALUES

Public Practice is a value-driven organisation that aims to empower and support public planners. We believe that:

THE PUBLIC SECTOR CAN BE BOLD AND ENTERPRISING
There is a proud history of the public sector driving innovation and excellence. The state is not only about maintaining the status quo.

EVERYDAY PLACES CAN BE EXTRAORDINARY
Planning has the power to build better everyday environments, for everyone. Rather than creating exceptions to the norm, we work to raise the standards of normality itself.

THE RULES CAN BE REDESIGNED
Bureaucracy is not a constraint on creativity – it is a field for creativity in its own right. Even meeting minutes, procurement processes, or legal clauses are opportunities for better design.

SHAPING PLACES MEANS SHAPING DECISION MAKING
There is no point in designing the right answer to the wrong brief. We work upstream to influence the decisions which have the greatest impact on places.

DIVERSE PLANNERS MAKE DIVERSE PLACES
Places and their populations are complex and don’t benefit from being simplified. We value the diversity of the places we plan and reflect the diversity of the people we plan for.

PLANNING BUILDS DEMOCRACY
Every citizen should have a say in how their city changes. We listen hard to people that are engaged, and engage people that aren’t being heard.

PLANNERS ARE STEWARDS OF THE FUTURE
There is an urgent need for long-term thinking. We can only act sustainably by planning for broader communities, wider geographies, and longer horizons.
Public Practice’s mission is to improve the quality, and equality, of places. We believe good public planning is fundamental for creating a built environment that is spatially, socially and economically inclusive and sustainable. We want to develop a planning sector that reflects and understands the society it serves.

Being a public planner - by which we mean any built environment expert working in the public sector - can be an extraordinarily rewarding and worthwhile job. No role is more influential in shaping the world around us for the public good. But there is not enough recognition of the value of public planning or its potential to do more to tackle the grand challenges facing society.

Public Practice improves the quality and equality of the built environment by building the public sector’s capacity for proactive planning. Our purpose is not just to increase the expertise within planning departments, it’s to transform the status of public service, and rethink the way we plan.
OUR THEORY OF CHANGE

PUBLIC PRACTICE

COMMUNICATIONS & ADVOCACY

RECRUITMENT & RESOURCING

RESEARCH & DEVELOPMENT

CHANGING PERCEPTIONS OF PUBLIC PLANNING

BUILDING PUBLIC PLANNING CAPACITY

SUPPORTING PROACTIVE PUBLIC PLANNING

IMPROVING THE QUALITY & EQUALITY OF EVERYDAY PLACES
BUILDING PUBLIC PLANNING CAPACITY
We select outstanding built environment experts (Associates) for year-long placements within forward-thinking public sector organisations (Authorities). Our recruitment process is competitive, and the standards are high. If selected, you will join a cohort of Associates that is diverse in terms of disciplines, ages and backgrounds, and united by a commitment to working for the public good. Your job is not just about the immediate impact you have on a place or a project, it is about the lasting effect you have on the people you work with. Every Authority should be in a stronger position after the end of their placement than the start.

CHANGING PERCEPTIONS OF PUBLIC PLANNING
Through your work, you will throw new light on the positive impact that planning has on places and communities. Public Practice will give you the training and tools to help you communicate your work to a wider audience. The programme also offers you a platform to take part in public debates on planning. You will have opportunities to represent Public Practice at events with industry leaders, decision-makers and the media, to advocate for the potential of public planning and make a case for change.

ENABLING PROACTIVE PLANNING
Public Practice placements support Authorities to deliver change that wouldn’t have happened otherwise. We work with Authorities to create new roles that give you the conditions to carry out proactive, place-based and strategic work. You will have the licence to work across organisational silos, and the agency to introduce new ways of working. Through the R&D programme, you will develop pragmatic and innovative responses to the most pressing issues facing public planning. We want you to use the programme to not only develop your own career but to also help unlock potential in your host organisation.
THE OPPORTUNITY

WHAT WE OFFER

Public Practice offers you strategic and influential roles within the public sector; an alternative route into working for the public good, flexible working conditions, and a supportive culture to do innovative work. Selected Associates will be given placements on the frontline of public planning, with a salary of £30,000 – £70,000 depending on the Authority and role. For the first 12 months, 90% of your time will be spent working for your host Authority, with the remaining 10% dedicated to working as a cohort on collective research and development, overseen by Public Practice. This will include a comprehensive induction course, personal development and mentoring from leading practitioners, and a practice-based research programme. If it suits both you and your Authority, you may agree to a longer contract that continues beyond the end of the 12 month Public Practice programme. At the end of the programme you will become a member of our Alumni network, and we will continue to support you to progress with a career in the public sector.

WHAT WE ASK FOR

We ask for our Associates to make a commitment of 12 months to the Public Practice programme, full-time or part-time, from 30 November 2020. As an Associate, you must be prepared for new challenges. Getting good results will not always be straightforward. You may need to find ways of reaching positive compromises, or understand when to concede something in the short-term in order to get a better outcome in the long-run. There are no set ways of doing this. As an Associate, we want you to help us to co-design Public Practice as it develops, and grow it into a wider movement.
"Public Practice is a unique opportunity to help drive change from within local government. One of my favourite parts of the placement has been the Research & Development programme. Sharing experience and practice across Authorities has really been the opportunity of a lifetime, and something I think everyone working in the public sector should experience."

Akil Scafe-Smith, Public Practice Associate
YOUR IMPACT

Your placement is an opportunity to make a direct difference to everyday places, as well as introduce changes to the system from within. You may be working on a strategy to support a struggling town centre, a retrofit programme to decarbonise existing council buildings, or a public realm project to promote walking and cycling. You may also be forming new partnerships with civil society, trialling new digital tools, or making minor tweaks to policy with far-reaching consequences.

Beyond your own placement, the R&D programme offers you the opportunity to build capacity for proactive planning within and across Authorities. You will help to empower and embolden colleagues to develop new ways of working. And beyond your own organisation, Public Practice gives you the chance to change wider perceptions of public planning. Through advocacy, you will help influence industry leaders, policymakers and practitioners to reimagine public planning and realise its potential as an agent of change.
ARMAN NOURI
London Borough of Enfield
Arman is a cultural practitioner with a fascination for people, culture and cities, which led him to take a degree in Anthropology and a Masters in Urban Studies, before co-founding and editing EYESORE, a magazine exploring the relationship between people and the places they inhabit. His desire to work more directly with communities led him to apply for Public Practice, where he was placed with Enfield, the borough that he grew up in and still lives.

In his role as Regeneration Engagement Manager Arman is responsible for defining how the council engages and involves residents, businesses, politicians and other stakeholders in new estate renewal projects: “Coming from Enfield has helped break down barriers immediately, and made certain conversations easier. I'm a real believer in context, and growing up here means I really understand the background and dynamics of the borough, like the divide between East and West.” For Arman, there’s a value in the outsider’s perspective, but being an insider has given him a head start and a more nuanced reading of the situation.

He is focusing on the Joyce and Snells estate – Enfield’s flagship regeneration scheme in one of the poorest parts of London, which is working towards a ballot later in 2020. He spent the first half of his placement planning an engagement strategy to ensure residents are at the centre of this process. However since the COVID-19 crisis put a stop to face-to-face meetings with the community Arman has been rethinking how he engages and supports residents. He has used the R&D programme to explore other approaches to engagement with fellow Associates also working on participation.
WORK FOR A FORWARD-THINKING AUTHORITY
Public Practice places Associates in public organisations: local or city government, combined authorities, development corporations, publicly-led delivery vehicles, other public bodies such as NHS Trusts or groups of more than one Authority sharing a role. Authorities compete to host placements, so we only work with progressive and ambitious organisations that can offer you the right conditions for proactive planning.

TAKE ON A STRATEGIC PLACE-BASED ROLE
Every placement is carefully selected and shaped by Public Practice. We look for roles that offer genuine additionality, can deliver real impact, and fit with our mission as a social enterprise. These are not standard job descriptions. They might range from starting-up a housebuilding programme to trialling co-design with tenants; from reshaping the masterplan for a garden town to rethinking an Authority’s approach to small sites; or from coordinating a climate change action plan to strengthening the sustainability of a high street. We match Associates to Authorities based on what you can offer a role, and what the role can offer you.

DELIVER CHANGE ON THE GROUND
A year is a short time in planning, but it is still long enough for you to make a lasting difference to the built environment. In some placements, it will be possible to directly deliver change on the ground through meanwhile uses or managing schemes on site. In others, policies or planning decisions may take years to play out. Either way, you will have had a tangible impact on a place where there is a real need for change.
MEET AND WORK WITH INSPIRING PRACTITIONERS
You will be part of a diverse cohort of highly skilled practitioners bringing together different backgrounds, experiences and disciplines. These might include designers, surveyors, sustainability experts or data scientists, and people who work across multiple fields. As a group, you will support each other through your placements. Together, you will help build and broaden each other’s understanding, and become more rounded practitioners. We have worked rapidly to translate our R&D programme online, ensuring that the cohesion of the cohort and the creation of dynamic learning environments remain central to your experience as an Associate.

UNDERSTAND THE SYSTEM FROM THE INSIDE-OUT
Before you start your placement, you will take part in an induction covering the fundamentals of public planning today. This will introduce you to the formal processes and protocols of working in the public sector, as well as the informal tactics and techniques you’ll need to navigate the system. Your learning will continue through fortnightly R&D days, hosted either virtually or at participating Authorities when possible. Sessions will cover practical aspects of public planning, for example, viability, negotiation strategies or public procurement.

DEVELOP NEW MODELS OF PUBLIC PLANNING
The R&D programme also challenges you to go beyond current practice by collaborating on applied research. The programme will give you a framework for scoping, shaping and sharing practice-led research that is directly relevant to your placement. Over the course of the year, you will have the space to explore new approaches to the issues that you and your fellow Associates face on a day-to-day basis. This knowledge and intelligence will be published as Practice Notes and resources, and shared widely across the sector.
BUILD YOUR NETWORK
You will have access to Public Practice’s network of leading figures in the built environment across the public, private and third sectors. Whether through R&D sessions, your practice-based research, or our programme of events including our biannual Forum, we will draw on our network to introduce you to people, organisations and ideas that can support your work. You will join a Public Practice Working Group around a theme that relates to your work. These groups cut across cohorts and draw in our alumni and broader Authority network, creating lasting communities of practice around areas of public planning.

BENEFIT FROM PROFESSIONAL DEVELOPMENT & SUPPORT
You will be assigned a mentor from Public Practice’s network of expert advisors, all of whom have direct experience of public planning. They will support you with your own professional development and offer alternative perspectives and advice on your career and work. Public Practice will also arrange regular 1:1 check-ins with you to make sure any challenges you are facing or opportunities to progress in your placement are not missed.

"By representing Public Practice at public events, I have been able to advocate the importance of good design and broaden my network into wider fields. The cohort has also been invaluable, discussing everything from acronyms, and complex placeshaping strategies, to the unexpected joys of public sector life".

Ione Braddick, Epping Forest District Council
MEGAN CHARNLEY
London Borough of Newham
Megan is an architecturally trained creative strategist with a diverse skill set that spans digital media, business development, marketing, research and architecture. She co-founded the multi-disciplinary practice Projects Office which she runs alongside her Public Practice placement. As well as architectural design, Megan leads Projects Office's community consultations and feasibility studies, developing bespoke strategies for each project. The draw of Public Practice was the prospect of creating lasting positive change for people and communities at a much larger scale.

Megan joined Newham as Senior Regeneration Manager, leading on masterplans for Beckton and North Woolwich, two of the borough's most deprived areas. Her role involves carrying out research and analysis of both masterplan areas, developing a meanwhile workspace strategy, leading an engagement programme, and setting up the procurement of a multi-disciplinary consortium.

Driving this work is Newham’s community wealth building strategy, which seeks to strengthen local economies in the borough. For Megan, this has come into sharper focus in recent months as the COVID-19 crisis tests the resilience of high streets and town centres. In response, she has shifted her work to prioritise developing meanwhile spaces for local businesses to better prepare communities to recover, as well as rapidly employing online tools for community engagement to ensure participation continues to be central to the emerging plans for Beckton and North Woolwich.

Megan has also volunteered at a food distribution hub in Newham during the crisis, working within the very community her day job focuses on. She describes how getting this direct insight into the homes and lives of the most vulnerable residents has reinforced the values that attracted her to the Public Practice programme: “The experience has only reinforced my belief in the responsibility that architects and local authorities have to create resilient and sustainable communities, through access to affordable, secure and good-quality housing, walkable neighbourhoods, good local centres with shops and services, and safe public spaces.”
WHO WE ARE LOOKING FOR

Public Practice is recruiting outstanding built environment practitioners who are interested in working for the public good. You may be looking for a new career challenge, an alternative route into the public sector, a new start after a career break, a temporary secondment to experience working in the built environment from a different perspective or to give something back towards the end of your career.

BACKGROUND AND EXPERIENCE
You may be an expert in economic development, community engagement, civil engineering, housing delivery, urban health, sustainability, planning, surveying, architecture, urban design, landscape, data science or heritage – or you may not fit into any one of those categories. We are keen to receive applications from practitioners with expertise across the full spectrum of design, development and delivery.

We have no fixed requirements regarding your qualifications, background or age, but we do expect Associates to have a minimum of three years experience in practice. There is no upper limit. We want our cohorts to be diverse in terms of skills, experience, and backgrounds. We are keen to encourage applications from sections of the community that are under-represented in the built environment sector, in terms of age, gender, ethnicity, sexual orientation, faith or disability.
COMPETENCIES AND CRITERIA
Whatever your background or level of experience, we are looking for the following competencies in all Associates:

— Initiative - the determination to make the most out of every opportunity and take action when confronted with challenges.
— Empathy - the capacity to appreciate, hold and work with the perspectives of a diverse range of individuals and institutions.
— Humility - a bias towards modesty in the evaluation of oneself, and a tendency to encourage the contributions of others.
— Perspective - the ability to see the big picture and the fine details, and the vision to imagine change in the short, medium and long-term.
— Resilience - the capacity to remain motivated and demonstrate flexibility when faced with difficult situations, apathy and inertia.
— Sensitivity to quality - an appreciation of the way things work, look and feel, and how these characteristics relate to one another.
— Fascination with places - a passion for the physical, social and economic factors that make a place.

Successful Associates will also demonstrate:

— Track record - a history of effective performance and achieving positive outcomes within a relevant discipline.
— Alignment with Public Practice’s mission - a believable and relevant set of motivations to be an Associate.
AVAILABILITY
Selected Associates will be in a position to start the 12 month Public Practice programme 30 November 2020 (either via a fixed-term contract with their Authority, or a secondment agreement between their Authority and current employer). It may be possible to agree a longer contract beyond the end of the 12 month programme if both the Authority and Associate indicate they wish to do so. Placements may be full-time or part-time, but we ask for a minimum commitment of 3 days per week. The public sector offers good flexibility in terms of working patterns and remote working.

SALARY
You will be willing to consider a full-time-equivalent salary of £30,000-£70,000 depending on the grade of the role and your experience.

LOCATIONS
You will be willing to consider placements at an Authority within London, the South East or East of England.

SKILLS AND EXPERTISE
— Architecture / Design
— Arts / Culture / Curation
— Civil / Structural Engineering
— Community Engagement / Participation / Comms
— Conservation / Heritage
— Digital / Data / Plantech
— Development / Property / Surveying / Viability
— Ecology / Biodiversity
— Environmental Sustainability / Decarbonisation
— Infrastructure / Utilities
— Landscape Architecture / Public Realm
— Masterplanning / New Communities
— Planning / Policy
— Project & Programme Management
— Regeneration / Economic Development
— Transport / Mobility
— Urban Design / Placemaking
— Urban Health & Wellbeing
MAGALI THOMSON
Great Ormond Street Hospital
Magali is an experienced architect with a passion and expertise in designing spaces for children. Having worked for a number of leading architectural practices in a range of sectors including education, health, commercial, and cultural, she spent the last 14 years with Marks Barfield Architects where she was a director specialising in education projects. She has also brought this expertise to her work advising on strategic development for The Children’s Trust, an organisation which provides rehabilitation and community services to children with brain injuries.

Magali joined Great Ormond Street Hospital – the first Public Practice Associate to be placed within an NHS Trust – as Project Lead for Placemaking, where she has been driving a transformational public realm project to improve the streets around the hospital’s new Children’s Cancer Centre. Her work centres on the co-design of a dynamic play street which improves air quality and the pedestrian experience, and puts the needs of children first. A large part of her role involves engaging with staff, patients, families, neighbours and the local authority to ensure the space is truly community-led.

In the last three months, Magali has been part of the hospital team responding to the COVID-19 crisis, with her role changing to meet the urgent requirements of frontline NHS workers. She has worked with Camden Council, local hotels and organisations to plan travel and safe routes to work for staff, employing her spatial planning skills in new ways with direct and immediate impact. She describes the importance of the Public Practice network in helping her respond so effectively to the situation: “The cohort have been an invaluable source of information, allowing me to access a much wider pool of contacts, but they’ve also provided the moral support I needed to adapt to such a challenging situation.”
HOW TO APPLY

ONLINE APPLICATION
The first stage of the application process is an online form. You will be asked to submit some basic information about your background and preferred working arrangements, and to answer four short questions on: who you are; why you want to join the programme; what you can bring to an Authority; and how you see public planning changing in the future. The deadline for online applications is midday on Monday 20 July 2020. Each online application will be reviewed anonymously by three experienced public planning professionals from our network. Shortlisted Applicants will be informed by 17 August. If, for accessibility reasons, you are unable to use the online form we are happy for you to submit your application in an alternative format. Please contact us to discuss your requirements.

PLACEMENT WORKSHOP
Stage two of the application process is an online placement workshop. Shortlisted Applicants will give a short presentation, participate in a group exercise and have a panel interview. Officers from Authorities hosting placements on the programme will also take part in placement workshops as assessors. During the workshop you will have the opportunity to discuss your preferences around the types of placement you would be interested in. Placement workshops will be held online on 1-4 September 2020, and you will need to be able to participate in one of these days to be eligible for matching with a placement.

MATCHING
Applicants will be matched to placements based on the suitability of their skills, experience and personal qualities for the role, as well as their preferences around working arrangements and salary expectations. Around half of the shortlisted Applicants will be put forward for a match. If successful, you will be informed of a placement match by 16 September 2020. You will have the opportunity to speak directly to your Authority before both sides confirm the placement.
TIMELINE

APPLICATIONS
8 June – 20 July 2020

• Read the Frequently Asked Questions for Associates
• Attend our Open Evening on 24 June
• Apply online by midday 20 July

SELECTION
21 July - 29 Sep 2020

• 17 Aug: Shortlisted Applicants informed
• 1 - 4 Sep: Placement workshops
• 16 Sep: Proposed matches issued
• 17 - 29 Sep: Meetings with Authorities

ON BOARDING
30 Sep - 29 Nov 2020

• 30 Sep: Matches confirmed and job offers made
• 30 Oct: Deadline for signing employment contract or secondment agreement

IN PLACEMENT
30 Nov 2020 - 29 Nov 2021

• 30 Nov: Start of placement
• 30 Nov - 2 Dec: Induction
• 3 Dec: Start in-post
• 11 Dec: First R&D day
• Fortnightly R&D days
• Check-ins every 4 months with Public Practice
• Biannual Forum events

END OF PROGRAMME
Dec 2021

• Continue with your current Authority
• Pursue other public sector roles with the support of Public Practice
• Join the Alumni network
BEYOND THE PROGRAMME

We want to make sure that placements have a lasting legacy for Authorities and lasting benefits for your career. Your placement will help you to strengthen your skills, experience and network to build a successful career in public planning. All Associates are offered targeted support around career planning as part of the programme, and so far 89% of Associates have continued in the public sector beyond the end of their placements. We will prepare you for finding and securing roles in public planning, and we’ll connect you to the most exciting practitioners and organisations in the sector.

At the end of the year-long programme, a number of new career paths may be open to you:

— Continue in your current Authority if you have already agreed a longer contract.
— Extend your placement with your host Authority.
— Receive Public Practice’s support to apply for a permanent public sector job, either with your placement host or another Authority.
— Join our Alumni network and continue to champion public planning.

ALUMNI NETWORK
Following the programme, all Associates have the opportunity to stay involved with Public Practice as a member of our Alumni network. Alumni are invited to continue their involvement in Public Practice Working Groups, participate in Public Practice events and are given access to targeted public sector job opportunities. You will also have the chance to contribute your experience to the R&D programme and selection process, support future Associates, and collaborate on shorter-term projects for public clients. You will have the opportunity to put yourself forward as an Alumni representative on Public Practice’s Board of Directors.
WHO WE WORK WITH

Ashford Borough Council
Bedford Borough Council
Brighton & Hove City Council
Dacorum Borough Council
Dartford Council
East Hertfordshire District Council
Epping Forest District Council
Great Ormond Street Hospital
Greater Cambridge Planning Service
Greater London Authority
London Borough of Barking & Dagenham
London Borough of Barnet
London Borough of Bexley
London Borough of Camden
London Borough of Croydon
London Borough of Ealing
London Borough of Enfield
London Borough of Haringey
London Borough of Harrow
London Borough of Havering
London Borough of Hounslow
London Borough of Lambeth
London Borough of Lewisham
London Borough of Merton
London Borough of Newham
London Borough of Redbridge
London Borough of Richmond
London Borough of Sutton
London Borough of Tower Hamlets
London Borough of Waltham Forest
London Borough of Wandsworth
London Legacy Development Corporation
Old Oak and Park Royal Development Corporation
Oxford City Council
Royal Borough of Kensington and Chelsea
Royal Docks
Sevenoaks District Council
St Albans City & District Council
Thurrock Council
Transport for London
Westminster City Council
## WHO WE ARE

### BOARD

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Danna Walker</td>
<td>Director / Founding Director, Built by Us</td>
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<tr>
<td>Jules Pipe</td>
<td>Chair / Deputy Mayor of London for Planning, Regeneration &amp; Skills</td>
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<tr>
<td>Lucy Musgrave</td>
<td>Director / Founding Director, Publica</td>
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<tr>
<td>Meeta Kaur</td>
<td>Director / Founding Partner, Town Legal</td>
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<tr>
<td>Sarah Cary</td>
<td>Director / Executive Director of Place, LB Enfield</td>
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<td>Vincent Lacovara</td>
<td>Director / Head of Planning, LB Enfield</td>
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### TEAM

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<tr>
<td>Ben Hockman</td>
<td>Professional Practice Manager</td>
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<tr>
<td>Claire Jamieson</td>
<td>R&amp;D Manager</td>
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<tr>
<td>Finn Williams</td>
<td>Co-Founder &amp; Chief Executive Officer</td>
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<tr>
<td>Lilli Hoikka</td>
<td>Operations Manager</td>
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<tr>
<td>Nikki Linsell</td>
<td>Director of Operations</td>
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### PARTNERS

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CONTACT US
For more information, visit www.publicpractice.org.uk, email info@publicpractice.org.uk, or call 020 3858 7447.