George Adams PPCIBSE Spie Prof Roberto Amendolia f'rmly Italian Emb'y Dr Bill Bordass Usable Buildings Trust Francesca Berriman CIAT Chief Exec Edith Blennerhassett Arup Richard Boyd Arup Assocs. Jane Briginshaw Design England Lynne Ceeney Lytton Consulting Keith Clarke ABC & Constructionarium Katie Clemence Max Fordham Caroline Cole Colander Mike Cook, Buro Happold Paddy Conaghan Hoare Lea Dr Frank Duffy PPRIBA Co-Founder DEGW Prof Max Fordham PPCIBSE Prof Andv Ford PPCIBSE LSBU Dr Tim Forman U of Cambridge Simon Foxell The Architects Practice Dr Julie Futcher co-founder Urban Generation Bill Gething Sustainability + Architecture Dr Julie Godefrov Julie Godefrov Sustainability Prof Peter Guthrie University of Cambridge Dave Hampton The Carbon Coach Hattie Hartman The Architects Journal Prof Colin Haylock PPRTPI Haylock P&D Stephen Hill C₂0 futureplanners Mike Hitchens Pell Frischmann Sue James TDAG Dr Dorte Rich Jørgensen sustainability expert Chris Jofeh Arup Prof Paul Jowitt, PPICE Heriot-Watt U Sara Kassam CIBSE David Lindsey Max Fordham LLP Richard Lorch Editor 'Buildings and Cities' Ciaran Malik AA + U of Arts Dr Kerry Mashford interfacing Anne Minors Sound Space Vision Hal Moggridge Colvin and Moggridge Dr Mike Murray DMPIP Robin Nicholson Cullinan Studio Prof Tadj Oreszczyn, UCL Energy Institute Adam Poole Buro Happold Dr Sunand Prasad PPRIBA P + P LLP Prof Flora Samuel University of Reading Andrew Scoones ngenuity Ltd Prof Richard Simmons Bartlett, UCL Oliver Smith 5th Studio Simon Sturgis Targeting Zero Ilp Lynne Sullivan LSA Studio Judith Sykes Expedition Helen Taylor Scott Brownrigg Ian Taylor FCB Studios Eddie Tuttle CIOB Chris Twinn TwinnSustainabilityInnovation Michelle Wang Hoare Lea Dr Elanor Warwick Clarion Housing Group Jenny Watt, Builidng Centre Jane Wernick engineers HRW Prof Mark Whitby PPICE whitby wood Ollie Wildman Ramboll

Albert Williamson Taylor AKT II

EDGE Report 2019

The Edge is a multidisciplinary built and natural environment think tank and network with members drawn from across numerous different professions (and beyond). It held its first debate on June 18th 1996.

Introduction

2019 for the Edge started with a focus on Futurebuild where it was actively involved in 5 separate conference sessions and ended heavily engaged in planning for the transition to a net-zero carbon built and natural environment.

Edge activities - summary

Partners

In 2019 the Chartered Association of Building Engineers (CABE) and the Construction Products Association (CPA) joined the Edge as partner organisations.

The Edge continues to maintain and value its strategic partnership with Futurebuild

Engagement

Over the year the Edge has had direct meetings with ACAN, APM, Architects/Construction Declare, Building Centre, CCC, CIC, CIBSE, CPA, CLC, ICE, IStructE, LI, LETI, NLA, The Ove Arup Foundation, Royal Academy of Engineering, RIBA, RICS, RTPI, SocEnv, UCL, UKGBC, University of Reading, University of Cambridge as well as larger group meetings with many others.

Institutions

The Edge continues to work on a number of issues that emerged from Collaboration for Change, the Edge Commission Report on the Future of Professionalism.

- On 25th June 2019 the Edge, working with the RIBA, convened a Round Table to address collaboration on climate action. 25 different Pls and industry bodies were represented. Following the meeting a statement was issued committing 25 signatory bodies to working together and with the Committee on Climate Change (CCC) on a joint action plan see further below
- Code of Conduct: In August 2019, following extensive consultation, the Edge formally published its draft model code of conduct for use as a general resource by professional institutions (https://edgedebate.com/s/ JointCodeOfProfessionalConduct.pdf)

Several institutions have been in consultation with the Edge during the year as they update their individual codes, including the RICS and LI. In May 2019, the RIBA also published its revised code, based, in part, on the Edge's recommendations.

WORKING IN PARTNERSHIP WITH:

The Building Centre, CABE, CIAT, CIBSE, CIC, CIOB, CPA, Futurebuild, ICE, IEMA, IStructE, LI, RIBA, RICS, SocEnv, UCL Energy Institute

Institutions - continued ...

 The Edge also published its 'Institutional Good Practice Reporting Standard' (IRS) in 2019, again after extensive consultation (edgedebate.com/s/edge-institutionalreporting-standard-final.pdf). The Standard encourages the PIs to include consistent year on year data reporting in their annual reports; including information on membership, staffing, discipline, education and outreach.

The publication of the Standard was accompanied by a 'Review' of the reporting levels in the 2017 annual reports of 17 chartered institutions (and members of the CIC), comparing them with equivalent annual reports from 2012.

It is anticipated that the Review will be updated on an annual basis.

A second edition of the Collaboration for Change report will be published to coincide with Futurebuild 2020

Climate Change Action

A major theme of work for the Edge in 2019 has been to gather together representative organisations in the built environment in an attempt to co-ordinate their actions on climate change and achieving net-zero carbon emissions from the built environment and then to work with the Committee on Climate Change(CCC) on developing and structuring these plans. Key events were:

 Climate Action Round Table, hosted in collaboration with the RIBA – 25th June. The meeting was chaired by Joan Walley of The Aldersgate Group and address by Lord Deben, Chair of the CCC. 25 organisations attended and a joint statement was issued following the meeting

'The following organisations* have now agreed to collaborate on an urgent and concerted response to achieving the 2050 target; to continue to work together to establish shared standards and practice; and to continue to develop professional resources, capacity and competencies within the sector capable of meeting that aim both domestically and internationally. The organisations have accepted the invitation of the CCC to co-operate on meeting the UK net zero carbon objectives.'

- Net Zero Carbon Built Environment Expert briefing seminar, hosted in collaboration with UCL – 19th September. Speakers: Professor Tadj Oreszczyn - UCL, Professor Robert Lowe – UCL, Dr Rokia Raslan, UCL, Foaad Tahir – Element Energy.
- Meeting with the Committee on Climate Change, 19th October. Chaired by Lord Deben and with invited representatives from ABC, CIBSE, CPA, ICE, GCB, RIBA, RICS & RTPU. The meeting agreed to the Edge's Framework Climate Action Plan
- Individual coordination meetings on climate action were held with the UKGBC, IStructE, CPA, SocEnv, CLC, LI, RIBA, CIC, NLA, CIBSE, RICS, RTPI. Activities were also loosely co-ordinated with groups including Architects/Construction Declare, LETI and ACAN.

Further meetings with the CCC and the CIC are arranged for 2020. It is proposed that the Edge & Institutions will report on progress with their Climate Action plans at the final conference session of FutureBuild on the 5th March 2020 (see below)

^{*} British Standards Institution (BSI), Commonwealth Association of Architects, Chartered Association of Building Engineers (CABE), Chartered Institute of Architectural Technologists (CIAT), Chartered Institute of Building (CIOB), Chartered Institute of Environmental Health (CIEH), Chartered Institute of Housing (CIH), Chartered Institution of Building Services Engineers (CIBSE), Construction Products Association (CPA), Forum for the Future, Good Homes Alliance, InnovateUK, Institute of Chartered Foresters, Institute of Environmental Management & Assessment (IEMA), Institution of Civil Engineers (ICE), Institution of Structural Engineers, Landscape Institute, Royal Institute of British Architects (RIBA), Royal Institution of Chartered Surveyors (RICS), Royal Town Planning Institute (RTPI), Society for the Environment (SocEnv), the Edge, UK Built Environment Advisory Group, UK Green Building Council (UKGBC), University of Cambridge Institute for Sustainability

Decarbonising concrete

the Edge held a roundtable discussion with the Concrete Centre in June 2019, and are in the process of organising further events that will bring together practitioners, supply chain representatives, policy and research communities and professional membership organisations to:

- a) examine the decarbonisation challenge and outline potential strategies; and
- b) outline recommended strategy and actions.

Redesigning parliament

the Edge sees the need to refurbish the Chamber for the House of Commons as an opportunity to rethink its physical layout and environmental design, in the best interests of democracy, particularly in the wake of the Covid-19 pandemic. It has held preliminary meetings with leading parliamentarians and will be developing ideas further in 2020.

Construction is Open

The #ConstructionisOpen pledge, developed by Edge members Dorte Rich Jørgensen and Michelle Wang and hosted by the Edge, is an invitation to members of the construction industry to welcome EU 27 nationals and to support them during and after Brexit. Sign the pledge at https://edgedebate.com/eu-pledge.

Edge Debates

The regular series of Edge debates continues with events exploring key issues that affect the built environment and the related industries, trades and professions.

Edge Debates examine questions that urgently need airing, but are not necessarily susceptible to easy answers. An invited expert audience, including senior members of the sponsoring institutions, civil servants, academics and practitioners as well as politicians and influential public figures discusses and attempts to make sense of pressing issues facing the construction industry and its professions. Over the past year the Edge has run a series of debates aiming, as ever, at challenging the thinking of the construction industry.

Debates held in 2019

Edge Debates at Ecobuild Conference, Futurebuild 2019

 Edge Debate 88: The Construction Leadership Challenge – Delivering on the ambitions of the £420m Sector Deal, 5th March

In **collaboration** with Futurebuild **Chair:** Andy Mitchell - Construction Leadership Council & CEO Thames Tideway **Speakers:** Ann Bentley - RLB & Construction Leadership Council, Sam Stacey - UK Research and Innovation (UKRI), Peter Caplehorn - Construction Products Association, Lynne Sullivan - LSA Studio, Good Homes Alliance, Green Construction Board & the Edge

Julia Barrett - Willmott Dixon

• Edge Debate 89: The Environment Challenge: How can we enhance the environment in a post-Brexit world, 6th March

In collaboration with Futurebuild & IEMA

Chair: Eloise Scotford - University College London

Speakers:

Maddy Thimont-Jack - Institute for Government Martin Baxter - Institute of Environmental Management and Assessment (IEMA) Alastair Chisholm - Chartered Institution of Water and Environmental Management (CIWEM)

Ece Ozdemiroglu - eftec & Member of the Committee on Climate Change

• Edge Debate 90: The Future Practice Challenge - Connecting education, research, practice and professionalism, 6th March

In collaboration with Futurebuild

Chair: Sunand Prasad PPRIBA – Penoyre & Prasad & the Edge

Speakers: Flora Samuel - University of Reading, VP for Research RIBA & the Edge Dr Emma Wilcox - CEO Society for the Environment Simon Foxell - The Architects Practice, author of Professionalism for the Built Environment & the Edge Alexander Wright - University of Bath

- Edge Debate 91: The Housing Challenge More than houses, 6th March In collaboration with Futurebuild
 Chair: Jane Briginshaw, Director, Design England & the Edge
 Speakers: Paul Chatterton - University of Leeds & author of Unlocking Sustainable Cities A Manifesto for Real Change Heather Cheesbrough - Croydon Council Jon Sawyer - Manchester City Council Susan J Smith - University of Cambridge
- Edge Debate 92: Rebel Leadership The challenge to achieve real change, 7th March

In **collaboration** Futurebuild together with Louise Clarke of Berkeley Homes and Julie Godefroy of Julie Godefroy Sustainability and the Edge

Chair: Professor Peter Guthrie - University of Cambridge

Speakers:

Lowri Bond - Igloo Regeneration Kirsten Henson - KLH Sustainability Ben Smith - ARUP & National Park City Omer Kutluoglu - Yes Recycling

 Debate 93 – Housing Fit for Purpose: Putting POE into practice, 17th September -FCBS

Chair: Andy von Bradsky, Head of Architecture, Ministry of Housing, Communities & Local Government

Speakers:

Fionn Stevenson, The University of Sheffield and author of Housing Fit for Purpose: performance, feedback and learning (2019) Claire Murray, Head of Sustainability, Levitt Bernstein

Katie Clemence, Max Fordhams, Chair of CIBSE Technology Committee Oliver Novakovic, Technical and Innovation Director, Barratt Developments PLC Emyr Poole, Homes England, Senior Projects Manager. Debate 94 – What is the value of a T-shaped education? - October 16th – Building Centre

Hosted jointly with The Engineering Club **Chair:** Jane Wernick EngineersHRW **Speakers:** Luke Olsen, Bartlett Engineering Architecture Design Maria Smith, Interrobang! Trans-disciplinary practice Peter Roberts, Principal of the multidisciplinary engineering practice OR Engineers Faith Wainwright, Arup John Connaughton, University of Reading Chris Stobbart, graduate of Sheffield architecture and engineering course

 Debate 96 - Climate responsive urbanism #1 - How can professionals meet the challenge of urban densification in a time of climate change? – July 24th – The Gallery, 70 Cowcross Street

In collaboration with The Urban Design Group

Convenor: Richard Lorch, Editor, Buildings & Cities **Host:** Robert Huxford, Director, Urban Design Group **Chair:** Rohinton Emmanuel, Professor, Glasgow Caledonian University

Speakers:

Gerald Mills, University College Asaf Din, Perkins&Will Marialena Nikolopoulou, University of Kent

Rachel Toms, Public Health England

Nicola Bacon (in absentia), Founding Director Social-Life

This debate is the first in a series under the title of Climate responsive urbanism

Early 2020

Events in 2020 include a series of Edge debates in the conference programme at Futurebuild:

1. The Future is regenerative – 3rd March

Chair: Peter Murray, Chair, New London Architecture **Speakers:** Lynne Sullivan - LSA Studio, Good Homes Alliance & Green Construction Board, Duncan Baker-Brown - BBM Sustainable Design, Emma Davies - Greater Cambridge Shared planning Service, Fiona Scott – Gort Scott, John Davies – Derwent London

1. How do we achieve '100% net zero carbon'? - 4th March

Chair: Robin Nicholson Cullinan Studio & the Edge **Speakers**: Prof Jim Watson – UK Energy Research Centre, Clare Wildfire, Mott MacDonald, Greg Chant-Hall Carbon-Free Group, Briony Turner – Space4Climate, Keith Clarke – Forum for the Future, Constructionarium & Active Building Centre Swansea

2. How to mandate change: Legislation, regulations and guidance – 4th March Chair: Julie Hirigoyen - UKGBC

Speakers: Ben Golding – BEIS, Bill Hughes – Property industry Alliance, Jorge Mendonça - Grosvenor, Andrew Day – telford Homes, Julie Godefroy, CIBSE & the Edge 3. Lets here it from young people – 5th March Chair: Roger Harrabin - BBC

Speakers: Ed Fawcett, Theo Hyland & Xanthe Wells – UKSCN Oxfordshire, Cloud Harney-Romero, Theo Griffiths & Rhianna Wilson – Lincolnshire Climate Conscious Students, Fanny Everard – What about Waste, Jamie Agombar – National Union of Students, Baroness Rosie Bowcott – Peers for the Planet, Matt Tombs COP26 unit

Professional Collaboration: Do it together – 5th March Chair: Roger Harrabin - BBC

Speakers: Simon Foxell – the Edge, Eddie Weir –CIAT, Gavin Dunn – CABE, Ed McCann – ICE, Adam White – LI, Will Pope – SocEnv, Adrian Dobson – RIBA, Mike Cook – IStructE, Sam Hunter-Jones – Client Earth, Sarah Ratcliffe – Better Buildings Partnership, Rachel Hay – Committee on Climate Change & Lucy Bruzzone – Cambridge Institute for Sustainability Leadership.

On the 3rd March as part of ACO's Collaboration Challenge at Futurebuild, and with their support, the second edition of **Collaboration for Change**: The Edge Commission Report on the Future of Professionalism written by Paul Morrell will be launched with a speech by Robin Nicholson, convenor of the Edge.

Sue James, Robin Nicholson, Lynne Sullivan, Julie Godefroy and Tadj Oreszczyn of the Edge are members of the Futurebuild 2020 Steering Group.

Further Edge debates in the Climate Responsive Urbanism series were arranged for 2020, but were postponed as a result of the Covid 19 outbreak. They will be rearranged in the future. Other debates may be held online.

Consultations

In 2019 the Edge submitted its evidence in response to the Social Value in Government Procurement consultation. This response, along with other earlier responses are available on the <u>responses</u> page of the Edge website – www.edgedebate.com

Thinking

The Edge is a thinking organisation and provides a forum for a wide range of industry expertise to come together to address current issues, policy development and emerging ideas; to reconsider previous experience and bring extensive practical knowledge to bear on present problems.

The Edge's focus is the built environment and the professional bodies that work with it; but it has the freedom to think widely and to propose initiatives and policy ideas that address the big picture. It will continue to use its institutional freedom to challenge, to provoke and to influence. Importantly, the Edge's connections and thinking capacity are available to other built environment bodies to help them develop thinking, share ideas, test propositions. The Edge can act as a sounding board for an industry that needs to converse more across its internal and external boundaries.

Future Activities

In 2020 the Edge had intended to keep up its regular activities and debate programme in particular a series of initiatives leading up to the COP 26 climate conference, originally scheduled for November 2020 in Glasgow. But the Covid 19 outbreak has derailed this and much else happening across both the UK and the world. Some activities have moved on-line and the Edge is working with ACO and Futurebuild on a series of virtual debates. Other activities, including our own monthly Committee meetings have been held as Zoom sessions and we are continuing to see new initiatives emerge out of these difficult times.

The Edge Committee

The Committee continues to meet on a monthly basis and in 2019 the Edge welcomed Katie Clemence of Max Fordham, Judith Sykes of Expedition Engineering, Mike Cook of Buro Happold and Edith Blennerhassett of Arup onto the Committee.

Several members of the Edge Committee have been active elsewhere:

- In July 2019 Chris Jofeh, as chair of the Welsh Government advisory group on the decarbonization of existing housing presented their report, Better Homes, Better Wales, Better World to Welsh Ministers. They have subsequently accepted every recommendation. Chris is now leading the work to prepare Wales for a massive residential decarbonisation programme.
- Robin Nicholson was awarded Chartered Association of Building Engineers' highest honour, the Peter Stone Award, 'for his significant contribution to the advancement of Building Engineering' on 3rd Oct. He contributed a chapter 'Can we afford not to collaborate?' to Defining Contemporary Professionalism: For Architects in Practice and Education (RIBA, 2019), and a story about the future 'Growing the new life: London 2039' in Gross Ideas: Tales of Tomorrow's Architecture (The Architecture Foundation, 2019).
- **Richard Lorch** is the founding editor of the new international peer-reviewed academic journal, Buildings & Cities, launched in 2019. The journal focuses on built environment policy, practices and outcomes and the range of economic, environmental, political, social and technological issues occurring over the full life cycle see <u>www.buildingsandcities.org</u>.
- Mike Cook has been awarded the Institution of Structural Engineers' highest honour, the Gold Medal, for his contribution to the profession with special reference to his recent work seeking to transform the profession through the establishment of its Climate Emergency Task Group. He is also a member of the RAEng National Engineering Policy Centre Decarbonisation Working Group, where he leads the Decarbonising Construction Focus Group
- **Richard Simmons** has been appointed Chair of the CPRE Policy Committee
- Keith Clarke is the new Chair of the Active Building Centre, University of Swansea.
- Julie Godefroy has led on the CIBSE Climate Action Plan in her role as CIBSE Technical Manager; with Etude she produced the background report to the Green Construction Board's recommendations on the 2030 Building Mission; with Inkling, she produced the Good Homes Alliance tool and guidance on early stage overheating risk; and published her research on 'Hidden building performance evaluation sources'.
- **Ciaran Malik** has produced a climate change policy timeline for Futurebuild; developed a carbon calculator for the Embodied Carbon Calculation Group [ECCG]; and run the Green Recovery module for the Engineering Club and a conference on climate emergency and automation in construction for the RCA.
- Michelle Wang is on the advisory panel for CIBSE Build2Perform 2020
- Julie Futcher published findings from the City of London Urban City Lab in Researchgate
- Lynne Sullivan authored Green Construction Board's Recommendations on behalf of the Buildings Mission Taskgroup in response to government's 2030 'Grand Challenge' to halve energy use in new buildings. She delivered two interim reports to the GC Board on a response to the Challenge for Retrofit of existing buildings. Lynne spoke at the 2019 Autumn Architecture Club Debate on how built environment professionals can respond to the challenges of climate emergency, and as Chair of Good Homes Alliance chaired their 2019 annual conference on the Delivery of Net Zero Homes.

Linkages

The Edge works at the intersection of the construction industry professions, research bodies and policy-making groups inside and out of government. Its members maintain regular contact with professional and academic bodies, technical and campaigning organisations and central and local government departments. Members of the Edge also teach and lecture widely, both in the UK and abroad as well as being active professionally in the design and delivery of significant projects across the world

Members of the Edge committee continue their active involvement with sponsoring construction and built environment institutions as well as other groups including; the Academy of Urbanism, All Party Parliamentary Climate Change Group (APPCCG), All-Party Parliamentary Design & Innovation Group, British Property Federation, Building Regulations Advisory Committee (BRAC), Cambridgeshire Quality Panel, Civic Trust, Design Commission for Wales, Design Council CABE, Good Homes Alliance, Green Construction Board, National House-Building Council (NHBC), National Trust, Place Alliance, Royal Academy of Engineering, Royal Town Planning Institute, the RSA, Sustainable Development Foundation, Trees and Design Action Group and the UK Green Building Council.

The Edge has close links with a range of UK research bodies including the Bartlett Schools of Environment, Energy and Resources and Planning, Cambridge University Engineering Department Centre for Sustainable Development, Imperial College London, School of Construction Management and Engineering University of Reading, Heriot Watt University and, in particular, London South Bank University and the UCL Energy Institute.



The Edge supports The Place Alliance and Teach the Future.

Edge Support & Funding

The Edge currently runs without external funding and is dependent on the goodwill and contributions of its members, their employers and the Edge's partner organisations (the RIBA, ICE, CABE, CIAT, CIBSE, RICS, IStructE, CIOB, LI, SocEnv, CIC, The Building Centre and UCL Energy Institute). In the recent past the Edge has been generously funded by The Ove Arup Foundation and The Carbon Trust.

The individual companies and organisations of Edge committee members have kindly hosted the monthly committee meetings. In 2018 these have been held at: Max Fordham, AKTII, The Building Centre, Cullinan Studio, Scott Brownrigg, 5th Studio, Peynore & Prasad, Jane Wernick, Buro Happold, CIAT, Ramboll, FCBS.

The Edge also benefits greatly from the time provided by a range of senior members of the construction professions including architects, engineers, surveyors, planners, social scientists and others, including current and former presidents and vice presidents from the institutes who are active on the Edge committee.

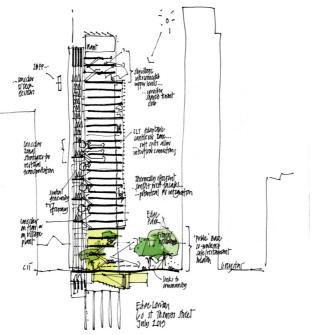
The Edge is currently actively seeking support for 2020 and beyond in order to continue and develop its activities, in particular the Edge debates and the work of the research Edge. Please contact Simon Foxell of the Edge at <u>contact@edgedebate.com</u> if you are interesting in discussing this further.

Reporting

As discussed above, in 2019 the Edge published its Good Practice Reporting Standard for consistent reporting of basic institutional data.

Data on the Edge's membership at the end of 2019 is at follows:

Members	Male	Female	Total	M%	F%
Committee members Emeritus/Corresponding	30	21	51	59%	41%
members	25	4	29	86%	14%
TOTAL	55	25	80	69%	31%
Membership Gains/losses	Male	Female	Total	M%	F%
Committee members Emeritus/Corresponding	2	3	5	-	-
members	-3	0	-3	-	-
TOTAL	-1	3	2	-	-
Geography (office address)	London	Rest Engld	Scot/Wales	Interntl	_
Committee members Emeritus/Corresponding	35	15	1	0	51
members	16	9	2	2	29
TOTAL	51	24	3	2	80
%	64%	30%	3.5%	2.5%	100%
Ethnicity (ONS categories)	White	Asian/AB	B/A/C/BB	Other	TOTAL
					-
Committee members Emeritus/Corresponding	48	3	0	0	51
members	27	2	1	0	30
TOTAL	72	5	1	0	81
%	93%	6%	1%	0%	100%



The Edge: London Bridge Proposed section Pilbrow & Partners, 2019

Edge Professional Compact:

between construction/property professionals and their clients/employers

Professionals in the construction and property sectors will deploy:

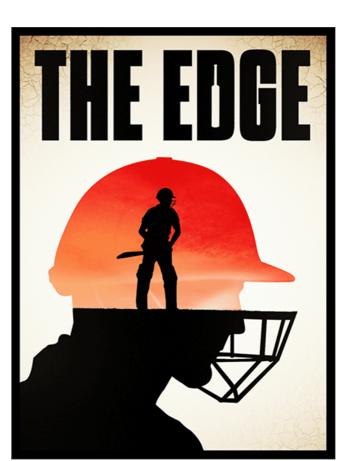
- expertise, skill, knowledge and experience to deliver agreed services in good faith
- competence, diligence, honesty, integrity and care;
- evidence-informed judgement to achieve high standards of work and conduct,

Subject to the obligation to:

- put the interests of the wider world and society first and to take protective action when necessary, but otherwise to put clients' interests before their own;
- take personal and corporate responsibility for the outcomes of their work;
- show proper care, consideration and fairness towards others, especially those involved in realising projects and those who will live with the outcome;
- keep their own knowledge relevant and up to date;
- train and help develop the abilities of other members of both their profession and society;
- measure, feed back and share relevant information and insights gained from their work in order to develop and improve knowledge and skill across the disciplines.

In exchange for:

- the trust of those commissioning services;
- recognition of their independence and right to self-direction;
- the grant of respect and status;
- a degree of exclusivity over the provision of socially important services;
- fair payment for their work.



the Edge, June 2020 www.edgedebate.com

Documentary Film (2019) directed by Barry Douglas on the rise of the England Test cricket team between 2009-13,