

RIBA'S STRATEGIC PRIORITIES

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Introduction

In 2021, RIBA Council and Board approved a 2034 Masterplan – a framework underpinned by a succession of Biennial Plans, reflecting presidential priorities and shorter-term focus areas. This was to ensure our planning is flexible enough to tackle the rapidly changing environment within which we operate.

As we transition from one short-term tactical plan to the next, we've taken the opportunity to distil our longer-term **Strategic Priorities**.

Our Strategic Priorities link the Biennial Plans to our core business activities, agreed following feedback from members, trustees and our executive team. Crucially, they support our objectives as set out in our Royal Charter of 1834:

They focus on ramping up our work on inclusion, diversity and access to the profession; tackling the climate emergency; investing in engaging and supporting our global membership; influencing; and building a physical and virtual hub for the debate and promotion of architectural excellence.

'the general advancement of Architecture, and for promoting and facilitating the acquirement of the knowledge of the various arts and sciences connected therewith'.



Muyiwa Oki
President



Jack Pringle
Chair of the Board of Trustees



Valerie Vaughan-Dick
Chief Executive

Priority: Climate Emergency

Tackling the climate emergency is the biggest challenge facing our planet and profession. Architects have a critical role to play in reducing environmental impact. RIBA is a signatory of the United Nations Global Compact and Sustainable Development Goals, and has produced a range of materials and guidance to mobilise our members and clients to take action.

We will:

- **Support all members** to address the climate emergency and collaboratively lead the design of the low carbon future
- Continuously **evolve our 2030 Climate Challenge** – our stepped targets to reduce operational energy and embodied carbon
- With the UK Net Zero Buildings Standard (NZCBS), develop a **pan-industry carbon standard and database**
- **Promote exemplary models** and approaches such as through our awards and events
- **Engage and influence government policy and regulation** – promoting a National Retrofit Strategy funded through changes to the tax system and making the case for more stringent requirements on energy performance and embodied carbon
- Publish an independently verified **carbon audit** of our organisation, develop a corporate net zero strategy and action plan – as part of our commitment to becoming a net-zero carbon organisation

Priority: Equity, Diversity, Inclusion

We take extremely seriously our role in driving forward change, to break down barriers and stamp out inequality. EDI is embedded into everything we do. We want to ensure that the architecture profession is open to all and embraces the value that inclusion and diversity brings.

We will:

- Build a more inclusive and diverse profession
- Develop a range of programmes to attract a greater diversity of entrants into the profession including; more affordable **education models and routes to qualification**, supporting **career progression and role-modelling**, such as through our Future Leaders programme, and creating a national register of practices offering **work experience**
- Work alongside the profession to equip practices and members with **tools and actions** to drive EDI change

Make our products and services more inclusive and accessible

- **Review our internal processes** in areas including competitions, awards and honorary memberships, alongside access to our collections, to ensure any inequitable barriers are eradicated
- Ensure we **assess the impact of new and existing products, services or policies** on equity, inclusion and diversity

Be an equitable and inclusive organisation modelling good practice

- **Publish our pay gaps and take action** to eradicate them
- **Ensure a culture of equity and inclusion** is embedded across all areas of RIBA
- Develop and strengthen our **EDI Colleague Communities**

We recognise that to deliver meaningful change, we need to work in partnership with others who share our goals and values. We have a joint action plan, with the major built environment professional institutes, to create a more diverse, equitable and inclusive built environment sector. Our collective focus is on member data collection, improving understanding of the transition from education into employment and setting EDI competences.

Priority: Membership Value

We want all architects and students to value their professional membership, and for the next generation to want to join us. This means ensuring we are a vital and useful resource to all our members whatever stage they are at, and wherever in the world they are based, and in doing so ensuring that we create a more accessible and representative profession.

We will:

- Explore **evolving membership models** for the progression from student to practice and retirement; as well as for those who have studied architecture or share our passion
- Support the development of international **Mutual Recognition Agreements** to create world-wide opportunities for members
- Work to ensure that a RIBA chartered architect is **recognised globally**
- Develop our **life-long education and skills programmes**, including CPD and events
- Seek to improve operating conditions for members, through initiatives such as promoting **new models of PII**
- **Support professional practice**, such as through accessible, business-critical resources including 'Practice in a Box', our Journal, **library services** and publications
- **Celebrate and showcase excellence** through our globally standard-setting awards, talks and exhibitions
- Develop more **tailored communications** to members, based on their needs and interest
- **Support member networks globally** and enable community engagement, including through local initiative funding
- **Regularly review member services** to ensure they are relevant and compelling
- **Work with practices, schools and regulators** to ensure that we have an education and registration system that offers fair and affordable access for a diverse range of students, supports well-being and addresses matters of competence in particular in relation to building safety, sustainability and business skills

Priority: Influencing

RIBA advocates on behalf of the profession and wider society, sharing members' expertise and providing solutions to societal and environmental challenges. We will demonstrate the value of architecture, architects, and build awareness and confidence in our profession, to clients and the wider construction industry, to government and society.

Our key principles are:

- **We lead by example** – showcasing best practice, holding members and ourselves to the highest standards, being empathetic and learning from experience
- **We are apolitical** – working across political parties / issues to deliver a better built environment
- **We are collaborative** – by partnering with the right organisations we can add even more value
- **We are a critical friend** – providing outcome focussed solutions to the issues of the day while **holding the Government and regulator to account**

Using evidence, from case studies to economic research, we will build on our position as credible and trusted thought leaders. We will:

- Deliver a compelling **evidence base** that demonstrates the impact of good design and investment in architecture excellence on communities, cities and planet
- Gather member insight when formulating our **policy positions**, and focus on the issues of greatest importance to our profession
- **Showcase and reward best practice** such as through our awards
- Develop a structured programme of **engagement with ministers and government departments**, aligned with our policy objectives
- Regularly **improve our communications and engagement** with members, committees, and governance groups
- Deliver targeted **campaigns and public affairs activity** that reach wide audiences through the media and digital platforms and enhance the role of our member networks in advocacy
- Develop **impactful collaborations** with other respected groups, research bodies and think tanks that share our interests

Priority: The House of Architecture – Physical and Virtual

Two of our greatest and most envied assets are our listed London building and our collection of over four million items, from books and objects to drawings and photographs. Our building and our collections have huge potential to support us in delivering our charitable objectives, but properly realising this, and protecting these important assets for future generations, requires a significant programme of expertise and investment.

We have committed that RIBA will become the **House of Architecture** – a physical and virtual hub for the debate and promotion of best practice in architecture and the built environment. To make this happen, we will:

- Develop a strategy for the discovery of, **access to and sharing of our collections**, including increasing the opportunities for **collaboration, partnership and debate** across the widest range of **disciplines and audiences**
- Develop a strategic approach to **public engagement for the benefit of our members, the public and the research and education communities we serve**
- Embed **EDI, decolonisation, and shared interpretation** of the collections and our programming
- Invest in **refurbishing our listed building at 66 Portland Place**
- Invest in a safe and appropriate **physical storage and cataloguing, digitisation and conservation facilities for the collections**
- Invest in a **digitisation programme** and supporting platform
- **Invest in technology** to underpin activities, as needed

Priority: High performing organisation

To support these priorities, we will ensure we have firm foundations, including good governance, effective technology and systems, and a responsible and sustainable business model.

People

We will invest in attracting and retaining a diverse community of talented colleagues. We want RIBA to be a high performing, innovative organisation and a great place to work. This is supported by RIBA Board, Council and Executive, who are committed to fostering a positive working culture. We will invest in our EDI action plan, as part of our commitment to role model on behalf of our members.

Volunteer experience

Our volunteer members, national and regional networks are key to delivering our mission. We want to encourage all members to be advocates for the organisation, and this starts with our most invested members – those who give their time to help shape their institute. We will develop a volunteer strategy so we can improve their experience, encourage new volunteers and be even clearer about how we can support each other.

International strategy

We have significant global reach, including through our members, chapters, international offices, and a programme of collaborations and activities such as our International Prize and validation of 230 courses in 26 countries, from Chile to China. We will rationalise and strengthen our international structure. We will work to ensure our member offer retains and attracts members wherever they work, and that we enable members and partners to help advocate and amplify on behalf of RIBA.

Brand

Our brand is much more than our logo. It is our whole identity: what we do, what we say and how we behave. It is the one asset that touches on every part of our operations. Over the years, our visual brand has become diluted, our crest and tone of voice increasingly lacking relevance to the next generation.

Priority: High performing organisation

Technology

We are going to be a digital-first organisation, which necessitates that we have appropriate investment in technology. Digital transformation is underway, with ambitious improvements in the pipeline, including a database platform that will enable us to better provide tailored information and services to members. This will also include streamlined access to all RIBA services, including RIBA Academy, and improvements to our websites. Technology is also a key enabler for our colleagues, including supporting our current hybrid working model.

Revenue generation

We will continue to innovate and develop new ways to ensure our organisation remains financially sustainable. This includes reviewing our products and services, publishing, training, partnerships, fundraising and corporate sponsorships.

We are expanding the reach of our products and services internationally, including adapting them for local markets.

Governance

We will regularly review our governance structures, to ensure they enable us to deliver against our charter and strategic objectives.

Property

We will regularly review our property portfolio to ensure we are making the best use of our resources and assets to meet our strategic priorities. Our current capital projects are the refurbishment of 66 Portland Place, to provide improved facilities for members, clients, visitors, and colleagues and delivering a new home for our collections.

Royal Institute of British Architects
66 Portland Place
London
W1B 1AD

Charity No. 210566
Telephone: +44 (0)20 7307 5355
support@riba.org

RIBA 
Architecture.com