

**30%** increase in recruitment of new Chartered Members in 2016

# Advancing Architecture Performance Report **2016**

**500** architects and designers attended the RIBA Principal Designer Course 2016

**34,000** delegates attended the free CPD Providers Network events around the country

**63%** of new Chartered Members are between the ages of 25–34

**4.6m** broadcast reach for the International Prize

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## Chief Executive's Foreword

# The Year in Review

It is just over 12 months since I joined the RIBA, and since last September I have served as Chief Executive. In that time I have seen a great organisation at work, full of people who are passionate about what they do and who get on and do it. Much of this work goes unrecognised, sometimes within the organisation itself but especially outside the RIBA. In addition, I believe that we have not always been good at telling things as they really are here. And that, in a nutshell, is why we have produced this document – to recognise all the great achievements delivered in 2016 while explaining openly and transparently why we have not always been as successful as we would like to have been.

Our first major milestone in 2016 was to finalise our new Strategic Plan, 'Advancing Architecture', which sets out the RIBA's focus and priorities for the next five years, ending in December 2020. To coincide with this strategic plan our financial model is now also on a five year cycle and we have introduced new budget reforecasting processes.

We developed a business plan in 2016 detailing all the activities needed to support the delivery of our strategic objectives in the five year plan. The RIBA Business Plan 2016 tasked us with delivering 115 key activities, above and beyond our considerable 'business as usual' tasks. Of these, we completed 65 (57%), with 41 (36%) partly completed and rolled over for completion in early to mid-2017. The remaining nine tasks (7%) were not actioned. To achieve this we overcame numerous challenges, notably IT infrastructure breakdowns as a result of previous underinvestment, and financial pressures including the unfunded liability of the RIBA's defined benefit pension scheme. We also had to deal with the impact of unprecedented external issues such as the Brexit vote. My whole team worked long hours and at times their task was not easy. In that context I believe that delivering 57% of our 2016 Plan was a great effort and I am very proud of their achievement.

2016 was also the year that we embarked on an ambitious business transformation programme for the whole of the RIBA. The IT and financial challenges that we face, coupled with the lack of staff resource to deliver our ambitious strategic plan meant that it was imperative to look at every aspect of our organisation. We have to provide short and long-term solutions that have far-reaching consequences. Any change programme needs to have the support of the staff so consultation and communication with all teams has been – and continues to be – paramount.

## The Year in Review continued

We made progress in every area of the transformation programme in 2016 although the bulk of the work took place behind the scenes in order to secure the foundation on which to build. One example is the work to enhance our digital capabilities. We committed considerable staff and financial resource to enable us to offer a better platform for communication, interaction and information sharing. Inevitably this meant that some of the activities that we wanted to complete in 2016 had to be delayed or scaled down. It was critical to address these shortfalls urgently. We focused most effort on improving and updating our digital infrastructure and systems to support the forthcoming platforms. The outcome is that we will be able to launch the first stage of our new website in spring 2017.

Another all-encompassing commitment born out of the Strategic Plan was our focus on membership growth. The number of RIBA members has not increased much in recent years and little emphasis had been placed on new recruitment. For the Institute to grow, thrive and be financially stable we had to prioritise this issue and actively go out to recruit. The 'Be RIBA' membership recruitment and renewal campaign addresses this need. It builds on extensive research that we carried out with our members and it highlights the wide range of products and services we provide. 'Be RIBA' communicates everything we offer members – to 'Be Outstanding', 'Be Informed', 'Be Represented', 'Be Supported', 'Be Inspired' and 'Be Connected'. We rolled out the campaign to 6,500 potential new members as well as promoting it to existing members to ensure they understand the full membership offer. This placed considerable pressure on our regional, membership and marketing teams, over and above their normal workload, and I am delighted with their positive response to this challenge.

The implications of the Brexit vote for our members highlight the importance of effective strategic planning for all our activities and having the resources to react swiftly to major external events in future. We published a policy briefing in July 2017 outlining five opportunities and five challenges for architects and the built environment following the EU referendum and used this – as well as subsequent discussions with members and policy briefings – as the basis for engagement with multiple ministers, and members of both the House of Commons and House of Lords at Westminster. I was very pleased to see the Government's recent Brexit white paper highlight mutual recognition of professional qualification, a key element of our discussions to date. At the end of 2016 we launched a Brexit survey to our members asking for views on the risks and opportunities they face so that we can address them. We have published

the findings on architecture.com and are holding a Brexit Breakfast Meeting on 29 March at 66 Portland Place. Supporting members through this time of fundamental change is crucially important. So is our commitment to becoming a more international organisation, strengthening our relationships with international architectural bodies such as ACE, UIA, CAA and other relevant institutions and national governments. A recent visit by the American Institute of Architects showed how successful this approach can be. Our international team arranged an information exchange between our staff and theirs at a four day event held at 66 Portland Place in November. It proved highly productive, creating a sound footing for future transatlantic collaboration as we move into the post-Brexit era.

We also updated our 'Working Internationally' guidance document, which helps RIBA members to work more effectively outside the UK. This will be published in March 2017.

To sum up, we achieved a great deal in 2016 and overcame numerous challenges during an exceptionally turbulent period. In the next few pages we highlight some of the year's significant activities across different departments. Fulfilling our commitment to transparency, full details of activities completed in 2016 and carried over for completion in 2017 can be found on pages 8 to 19.

**Alan Vallance, Chief Executive**  
**February 2017**



The RIBA Pension was shortlisted for the 'Pension Scheme of the year for Small Employers'



## Highlights of the year

### IMPROVING THE RELATIONSHIP BETWEEN CLIENTS AND ARCHITECTS

The RIBA Client Services team play a key role in our service to members. They are dedicated to helping architects form better and more productive relationships with existing clients and promoting RIBA Chartered Practices to potential clients. In 2016 we achieved a key objective, namely to develop and deliver Phase 2 of the RIBA for Clients initiative to broaden client engagement and research into value measurement. Almost 1,000 clients completed the 'Working with Architects' survey and we published the results on architecture.com. This led to a programme of events for clients and architects, continuing into 2017, to promote the results and explore how they can achieve better project outcomes.

We also coordinated a more consistent profile of the RIBA and its members at client and trade shows, including MIPIM, and Grand Designs Live, to promote the value of architects to clients. Highlights included main stage presentations at Grand Designs Live, Homebuilding & Renovating, Vision London, MIPIM and UK Construction Week.

### DEVELOPING NEW PRODUCTS AND SERVICES

Our Commercial team undertake a wide range of activities for all parts of our membership, developing products and services for members in the UK and across the world. Three key activities for 2016 were to:

Expand Part 3 UK delivery to meet demand. To this end we undertook more than 70 visits to UK practices, 29 international practice visits and

presentations to 178 students in Dubai, Oman, Shanghai and Hong Kong to discuss routes to RIBA membership.

Develop new CPD products to support members to maintain their professional competence and develop new skills. One of the key activities here was our Principal Designer Course. Five hundred delegates took part in nine regional seminars and 16 'In-Practice' sessions.

Identify, develop and deliver a portfolio of quality financial services and products. We understand the requirements and needs of running an architecture practice and these activities are an important way we support our members. The RIBA Pension, Research and Development Tax Relief Claim service made a notable contribution, with 400 members signing up in 2016.

### BEING A STRONG VOICE FOR MEMBERS

An important pillar of our five-year strategy is 'A Strong Voice'. In 2016 our External Affairs team raised our profile in Parliament and with key built-environment and creative industries stakeholders, including multiple Secretaries of State and other ministers. We secured a seat at the table to contribute to discussion and inform decisions being made by Parliament and local authorities on key issues that affect the profession and the quality of the built environment. For example, our new report into the state of school buildings, 'Better Spaces for Learning', launched in May 2016, has had an impact on government policy – with the Education Funding Agency setting up a new design panel, chaired by RIBA's Vice President for Practice. The National Audit



9,411 RIBA Learning participants in 2016, up 56% on 2015



Office also launched review into the school building programme. We also published a major report on devolution from a housing and planning perspective in partnership with the Institute for Public Policy Research (IPPR). These are just a few examples where the RIBA has succeeded in being a strong voice for our members. We remain committed to strong public affairs engagement on key issues, including Brexit; the value of the profession; housing; planning; and sustainability.

### REVEALING OUR COLLECTIONS

Our library and collections are at the heart of what the RIBA stands for and among the finest in the world. Our commitment is to open up more of these great resources to a wide range of audiences. One of the year's most significant developments was a major capital award from a prestigious arts funders for a new collections-based Learning Centre for all ages. Comprising a large studio, display area, terrace and break out room next to the Library, it will significantly benefit our ability to connect our members and collections with the public.

A key objective is displaying and using our collections to increase the knowledge and appreciation of the nature and purpose of the collections on the part of staff and members and other stakeholders. The Public Programme delivered by our teams in 2016 was critically well received. Three exhibitions, practice-led installations and displays, and numerous talks and events attracted more than 100,000 visitors to 66 Portland Place. Leading developments to extend our cultural programme outside London, we began a project to design an installation in Hull

and continued with the development of the new architectural gallery and exhibition space at RIBA North in Liverpool, both of which will be launched in 2017.

### PROMOTING THE RIBA

Communicating effectively with existing and potential RIBA members is vitally important. Recognising the need to improve, we made a commitment to simplify how our membership offer is presented so that we can help our members better understand the services we offer and how they can access them. One of the outcomes was the 'Be RIBA' member recruitment and retention campaign where initial results were encouraging and we will be building on them in 2017.

We delivered two important new prizes in 2016 – the RIBA International Prize and the RIBA International Emerging Architect Prize, both of which are open to members and non members. We received more than 200 entries from around 50 countries, with significant coverage by broadcast media in Europe, Asia and Australia, the United States and South America. The presentation of the International Prize at 66 Portland Place was sold out.

In the fourth year of our partnership with BBC News Online, a series of six films featuring the RIBA Stirling Prize shortlist were aired on the BBC News channel and BBC News at Six and News at Ten, and 36,000 viewers voted online for their favourite building. Channel 4 registered an average audience of 1.7 million for their special Grand Designs series profiling entries for the RIBA House of the Year Award. The Architects' Journal



1.79 million visits to  
Find An Architect,  
an increase of  
55% from 2015



## Highlights of the year continued

continued to support the RIBA awards and Stirling Prize while CNN Style, Wallpaper and Dezeen joined us as media partners for the RIBA International Prize, giving us a global reach of 4.6m.

### RECRUITING AND RETAINING MEMBERS

In 2016 we committed to recruit and retain members in the UK and around the world by providing demonstrable value. Recruitment of Chartered Members elected or readmitted to membership increased by 45% following the launch of the 'Be RIBA' campaign. The net increase totalled 806 Chartered Members in 2016.

We constantly work to provide our membership with access to skills and knowledge that support effective practice and successful business is ongoing. In 2016 we launched the RIBA Small Project Plan of Work in response to demand from smaller practices for a light-touch version of this core resource suitable for use on straightforward projects procured on a traditional basis.

### CONNECTING MEMBERS LOCALLY

Our regional staff teams and dedicated branch network provide the vital connection with members throughout the UK. In 2016 we reviewed branch activity and realigned it with the RIBA five-year strategy. Our branches also gave a voice to members in local elections including the elections to the Welsh Assembly in May.

In addition to direct support for UK branches we provided support worth £90,000 for local activities that support RIBA objectives through the Local Initiative Fund (LIF). Among the year's

creative local projects were a LIF-funded film by RIBA Suffolk to promote Chartered Practice within the county, a Design Challenge focused on a series of spaces within Nottingham's Lace Market by Nottingham & Derby Society of Architects and a development event by the Exeter branch, bringing together key city managers to talk about new and proposed legislation. Sheffield Society of Architects also held an Urban Design Compendium Workshop to assist Sheffield City Council in writing a new design compendium for the city and the RIBA Isle of Wight Design and Conservation Awards and Young Designer Awards at the Royal Yacht Squadron, Cowes, were supported by LIF funding.

### PROVIDING RESEARCH AND TOOLS TO SUPPORT MEMBERS

Our practice team focuses on supporting and developing tools, training, events and research for our members. In 2016 we committed to improve and grow the RIBA CPD Providers Network in partnership with RIBA Enterprises, supporting the three-year development plan and strategy. This work generated a 18.5% increase in income and 80 new contracts with an 82% renewal rate. We renewed almost a quarter of our material available to members, with nearly 290 items of new and updated material, and held approximately 4,200 free CPD events, attended by approximately 34,000 delegates.

We also extended and developed the practice and use of architectural research by architects, academics and others by restructuring the RIBA Research Awards and President's Medal for Research. We received 75 submissions from

14 countries on five continents, with 45% of the 18 shortlisted entries from architectural practices or collaborations.

Helping our members engage with the challenges and opportunities of a changing world is core to our membership offering. In 2016 we developed a range of new tools for members and Chartered Practices including an interactive Business Benchmarking tool; Small Projects Plan of Work; Briefing and Evaluation Toolkit; Chartered Practice Toolbox; in-practice mentoring guidance; and BIM resource.

### SUPPORTING STUDENTS

RIBA membership starts at university with free Student Membership. Our work supports not only schools and students but also our Chartered Members by facilitating a variety of schemes with universities. Teams across England and Wales made a concerted effort to extend interactions between practicing architects, practices, branches, students and schools in 2016. One important outcome is the expansion of the mentoring programme for Part 1 students. 23 out of 35 validated schools in England participated in 2016, more than twice as many as the previous year, involving 460 Chartered Members and more than 900 Part 1 students.



RIBA PRESIDENT'S MEDALS travelling exhibition opened for the first time in Egypt; France; Lebanon and India INTERNATIONAL VISITING BOARDS to Abu Dhabi, Azerbaijan, Chile, China, Colombia, Greece, Malaysia, South Korea, Sri Lanka.

### SUPPORTING AND RETAINING OUR STAFF

We are committed to supporting, developing and retaining our staff for their benefit and ours. One of the year's most significant developments was to develop a Reward Strategy. Having benchmarked all posts at the RIBA we reviewed our pay structures and evaluation process and developed a new framework, which is now being implemented. We increased the minimum rate of pay and all staff below 90% of the market median for their grade will receive an uplift as well as a 2% pay award.

Strategic Pillars	Key
1 A strong profession	● Complete
2 A strong voice	◐ In progress
3 A strong organisation	○ Not undertaken

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
1.1 Lead and support the highest professional and ethical standards	1.1.1 Place social purpose, professional standards and ethics at the heart of action and debate about architecture and the profession	Develop, publish and disseminate guidance for members on 'The business case for ethical practice'	◐	Draft prepared, final publication scheduled for April 2017
		Establish a cross-institutional UK Built Environment Advisory Group on responding to humanitarian crises and natural catastrophes	●	Group established with leading built environment institutions and Terms of Reference agreed
		Embed inclusive design knowledge and skills into RIBA activities	●	Inclusive design knowledge and skills embedded in professional events: Guerrilla Tactics, Future Leaders and Core Continuing Professional Development (CPD) programme
		Develop guidance for RIBA members and Chartered Practices outlining the positive action they can take when working overseas to "uphold their basic responsibilities to people and the planet"	◐	Final draft of updated version of "Working Internationally" guide completed. Publication on architecture.com scheduled for Quarter 2 2017
		1.1.2 Set and maintain the highest professional standards in collaboration with other national and international professional bodies	Develop Code of Practice and Complaints Handling Process for clients and Chartered Practices	●
	Update RIBA Professional Code of Conduct Guidance Notes	●	Guidance note updated	
	Renegotiate the UNESCO-Union Internationale des Architectes (UIA) validation partnership agreement	●	New two-year agreement signed in 2016. 10 international schools of architecture UIA recognised	
	Propose model to the ARB for flexible, innovative, and professionally relevant models for architecture education in the UK as a result of the implementation of the revised EU Professional Qualifications Directive	●	Recommendations of the RIBA Education Review published online; RIBA has established and is supporting a trailblazer employer group, led by Foster & Partners, to develop a Higher Apprenticeship standard for architecture (both degree and postgraduate cycles of learning)	
1.2 Attract and retain the best and most diverse talent	1.2.1 Engage school-age students to inspire an interest in architecture	Deliver and evaluate the RIBA's National Schools & Young People's programme pilot, including a Youth Forum; and develop and deliver INSPIRE: A summer Celebration of RIBA Learning	●	Celebrated the one-year anniversary of the National Schools Programme Regional roll-out of schools programme in autumn 2016 with 23 workshops in six primary schools in Hull and Manchester, sponsored by Rogers Stirk Harbour & Partners and the Culture Company/Hull City of Culture. Programme of activities delivered with RIBA Youth Forum (approximately 30 members). 120 active Architecture Ambassadors and 9,411 RIBA Learning participants involved in 2016 learning programme (56% increase from 2015)

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
	1.2.2 Work with schools of architecture and practices to engage the next generation of architects in the future of the profession	Improve the representation of students, graduates, and emergent practitioners on the RIBA Council	◐	RIBA Council considered: - increase in the number of Student/ Associate Members on Council - extension of voting rights in the election of the RIBA President to student / associate members - creation of a Vice President for Students/Associates
		Expand mentoring programmes with selected UK schools of architecture to bring together students and practitioners	●	23 schools (out of 35 validated schools in England, an increase from 16 in 2015), 460 Chartered members and over 900 Part 1 students participated in mentoring programmes
		Launch Pilot Scheme for Clients into Schools of Architecture	●	Launched pilot initiative in 6 schools
		Promote Future Leaders leadership development programme for emerging practitioners	●	Delivered three half-day events at 66 Portland Place with Back in Practice toolkits
		Review specialist careers guidance for potential students of architecture	○	Resources reprioritised to support other actions
	1.2.3 Support our members and Chartered Practices in overcoming the barriers to an inclusive profession.	Develop and launch a campaign to celebrate a diverse range of inclusive architectural practice models that contribute to the profession and society	◐	Nine role model practices selected, interviews underway for launch in 2017
		Develop and launch online mentoring resource including guidance on setting up 'In-Practice' mentoring schemes and on running speed-mentoring events	●	Completed in March 2016
		Work with the Education Trust Funds Committee to further promote RIBA student funding schemes to schools of architecture to attract a diverse range of applications and to coordinate increasing philanthropic gifts	◐	On-going programme of engagement continues into 2017
1.3 Provide access to education, knowledge and skills	1.3.1 Lead and support changes to architectural education to deliver better value, more flexibility, and greater integration with practice.	Expand Part 3 UK delivery to meet demand, exploring new methods of delivery	●	Increased capacity of the UK Part 3 course, with 280 candidates enrolled 70 practice visits and two four-day residential delivered. 240 candidates enrolled onto PEDR monitoring service
		Grow Part 3 delivery in Dubai and Hong Kong and scope potential provision in other international locations (USA, Gulf and Hong Kong)	●	Part 3 course delivered to 44 candidates in Dubai and Hong Kong 29 international practice visits delivered and presentations to 178 students in Dubai, Oman, Shanghai and Hong Kong
		Develop with all UK schools of architecture strategies for implementing the recommendations of the RIBA Education Review (RER)	◐	Held regular meetings with SCHOSA and individual schools to discuss plans for implementation
		Work with the RER Professional Skills Group and RER Practice Group to review and refresh the links between academia and practice	●	Survey completed to collect practice views of the proposed Compact
		Initiate proposals for high value online learning through the relaunched RIBA Studio (formerly the RIBA examination for office based candidates)	◐	Plans developed for relaunch of the RIBA Office-Based Examination distance learning scheme and discussions held with the ARB

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
1.3.2 Provide our members with access to skills and knowledge that support effective practice and successful business	Pilot agile digital CPD delivery		●	Two digital CPD modules in development (Energy Literacy and Research in Practice) develop for launch in April 2017
	Launch interactive Business Benchmarking Tool for Chartered Practices		●	Launched interactive tool April 2016
	Develop digital and printed publications to better disseminate research outputs across all educational stages of the profession		●	Annual RIBA research digest 'Pathways to Post Occupancy Evaluation (POE)' to be published in March 2017 and launched in April 2017
	Undertake a review of RIBA CPD Provision to identify products and services that support RIBA members to develop as professionals		●	Implemented strategic change to processes for development and delivery of CPD to ensure consistency of quality and offer
	Develop new CPD products to support members to maintain their professional competence and develop new skills: Principal Designer Course, Advanced Conservation Course, Making Architecture Accessible		●	Advanced Conservation Course was launched as six-day residential at Chester University. 500 delegates attended Principal Designer Course delivered through 9 regional seminars and 16 'in practice' sessions
	Update and facilitate online access to Chartered Practice Policy toolkits and guidance (Health and Safety; Environmental; Employment)		●	Launched the RIBA Chartered Practice Toolbox in February 2017
	Develop an interactive Quality Management tool for Chartered Practices		●	Tool developed to be launched with the Chartered Practice Toolbox in February 2017
1.3.3 Define, promote and maintain the highest global standards for architectural education	Consolidate, enhance, and extend the reputation of the RIBA through professional validation of schools of architecture internationally		●	International visiting boards to Abu Dhabi, Azerbaijan, Chile, China, Colombia, Greece, Malaysia, South Korea and Sri Lanka completed
	Working with the ARB, QAA, and schools of architecture, critically review and reformulate RIBA criteria and procedures for UK and international validation		●	First draft of revised procedures partly completed to prepare consultation with SCHOSA (progress impacted by delays to the DCLG's triennial review of ARB as a result of the Brexit vote)
1.4 Help our members engage with the challenges and opportunities of a changing world	1.4.1 Ensure that our members have access to the information, skills and technology to embrace digital opportunities	Provide an online BIM resource with guidance to support members and practices meet BIM Level 2 requirement	●	Online BIM resource launched April 2016
	1.4.2 Support our members to work around the world to deliver better outcomes for clients, industry and wider society	Develop and deliver Phase 2 of the RIBA for Clients initiative to broaden client engagement and research into value measurement	●	Launched the Working with Architects client survey report (1,000 respondents) in November 2016
		Produce guidance material and deliver seminars for practices wishing to work in the Gulf	●	Arabian Gulf: Lands of Opportunity Seminar held in March 2016, followed by trade mission to Dubai and Qatar in October 2016
		Develop a Briefing and Evaluation Toolkit to support clients and architects develop better briefs, support informed decision-making and facilitate project evaluation	●	Toolkit complete, 3 month beta testing underway (February - April 2017) for launch at the Smart Practice Conference in September 2017

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Disseminate updated guidance for public sector clients on procuring better project outcomes	●	Ten Principles for Procuring Better Outcomes guidance updated and distributed to all local authorities in England, at Local Government Association conference, Urban Design London event and meetings with clients
		Develop and launch new forms of Professional Services Contract with RIBA Enterprises	●	Domestic, Concise and Professional Services Contracts developed (currently undergoing legal checks for launch in June 2017)
		Publish guidance on undertaking and overcoming the barriers to Post Occupancy Evaluation studies	●	POE Primer published online
	1.4.3 Help our members to connect with clients, provide improved services and expand business opportunities.	Deliver improved client services, including best practice competitions, printed directories, client referrals, Find an Architect and information and advice	●	Published new improved competitions guidance for clients and competition entrants, one of the recommendations from the 2014 Competitions Task Group review. Managed 816 client referrals with a combined total of over £1bn in construction value. Received 1.7m visits to Find an Architect (up from 1.6m in 2015)
	1.4.4 Facilitate local, regional and national activity by members.	Support our local England, Wales and international chapters and networks in aligning their activities with our 2020 vision and strategic objectives, including learning and cultural programmes	●	Supported our branches across the UK and our chapters overseas through both direct support and the Local Initiative Funding (LIF): £89k distributed to support branch initiatives. Branch activities realigned to the new RIBA 2016-2020 Strategy further to review by the Nations and Regions Committee
1.5 Build a body of knowledge and facilitate collaboration, research and innovation in practice	1.5.1 Facilitate innovation and improve practice effectiveness and outcomes through research and knowledge sharing.	Extend and develop the practice and use of architectural research by architects, academics and others by restructuring the RIBA Research Awards and President's Medal for Research, and by publishing and disseminating shortlisted submissions	●	Abstract book published. Shortlist book and Research in Practice book completed for launch in March 2017 Journal of Architecture special edition completed for publication in February 2017
		Gather and share research-based knowledge about building performance evaluation through events, architecture.com and print publications	●	Pathways to POE guidance completed for publication in March 2017
	1.5.2 Enable members, the construction industry and academia to collaborate, and share knowledge and information digitally	Reappraise the format and scope of the Professional Experience Development Record (PEDR)	●	Project proposal being developed with focus on identifying user needs, market testing and stakeholder engagement to help shape the brief and scope of the reappraisal. The project is now integrated with the programme of work reviewing the CPD recording platform.
	1.5.3 Provide a forum for and stimulate theoretical and cultural discourse in the field of architecture	Deliver talks, lectures and discussions during Design Week Dubai through the Gulf Chapter	●	Supported an architectural trade visit for 12 practices to Dubai and Doha in October 2016. RIBA Gulf Chapter and British Council organised an exhibition and discussion around the theme of "The Open City", as part of Dubai Design Week, highlighting the results of a joint RIBA / British Council project run in Doha in March 2016

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Develop sustained exhibition of student, graduate, and emergent practitioner work in London and other selected locations, supported by debates, seminars and lectures	○	Resource reprioritised and allocated to other actions.
		Respond to priority policy consultations, with input from members, on housing, planning, sustainability, diversity, education, devolution in England	●	Responded to 23 policy consultations across a vast range of subjects, including Brexit, Housing & Planning, Flooding, Heritage and Conservation
		Publish new research and policy recommendations on how the Government's schools building programme in England could be improved	●	New schools report launched in May 2016, drawing on the largest sample of post occupancy evaluations of school buildings, polling of the public and teachers and detailed discussions with school design experts. Engaged closely with the government, the Education Funding Agency (EFA) and other key stakeholders before and after launch, including significant engagement with MPs on the issue: follow up questions raised and support for the report highlighted in the House of Commons and the EFA have agreed to key recommendations in the report
2.1 Advocate for architects and architecture	2.1.1 Develop an evidence base and analysis and harness the expertise of our members to ensure that clients, potential clients, politicians, other built environment professionals and the public understand the impact and value of architecture and architects	Develop and deliver a new policy research project on devolution in England	●	Devolution report, Closer to Home, launched in October 2016 with IPPR North at the Manchester school of Art, with contributions from Director General Simon Ridley as well as past RIBA President Ruth Reed and others Key report recommendations taken forward via our public affairs meetings, including with Clive Betts MP (Chair of the Communities and Local Government Select Committee) and into other projects including our work on Brexit, where devolution is a priority area
		Develop a new set of short policy briefings on priority topics	●	New policy briefings developed and published including on housing (Housing Matters - 20 ways to solve the housing crisis), viability assessments and space standards, as well as short summaries of the schools and devolution reports
		Improve communication and engagement with members on policy and public affairs activities and impact	●	Increasing popularity of our 'Political Update' newsletters (email open rates over 50%)
		Promote the voice of architects and the difference architecture can make in local elections, and support the RSAW in their engagement with the Welsh Assembly elections	●	Through our branch activity we continued to provide our members a voice, including during the local elections in Wales in May 2016
		Coordinate a more consistent profile of the RIBA and its members at identified client shows and trade shows, including MiPIM, and Grand Designs Live, to promote the value of architects to clients	●	Promoted Chartered Practices at eight client shows including main stage presentations at Grand Designs Live, Homebuilding & Renovating, Vision London, MiPIM and UK Construction Week

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
	2.1.2 Develop strong relationships with key political and public policy influencers and a national and international network of supporters of architecture.	Strengthen the RIBA network of senior-level policy-makers in Westminster and Whitehall, in support of architects and architecture, leveraging the RIBA's strengths – including our UK member base, world-leading collections, public outreach and awards programmes	●	Achieved significant high level ministerial engagement (including David Davis, Robin Walker, David Jones, Karen Bradley) and ensured that our priority issues (such as mutual recognition of professional qualifications) are on the government's agenda. Successful joint working with sister professional institutes on Brexit and hosted a roundtable with Robin Walker, minister of state at DeExEU at RIBA in early January. Provided oral evidence in Parliament at the All Party Parliamentary Group on Excellence in the Built Environment inquiry on Brexit and Skills
		Strengthen the RIBA network of influencing senior-level policy-makers in international architectural bodies such as ACE, UIA, CAA and influencing selected national governments and institutions	●	Continued our engagement with the Architects' Council of Europe, Union International des Architects and Commonwealth Architects Association, which the RIBA is a member of, and attended relevant meetings organised by each organisation: - ACE: attended the two General Assemblies and the work group meetings and nominated one of our international committee members as a member of the ACE Executive Board - UIA: attended the Council, Bureau and Region 1 meetings - CAA: attended the Council meetings Attended the American Institute of Architects annual Convention in May and welcomed colleagues from the AIA for three-days series of meetings
		Develop RIBA-wide senior stakeholder map and account management approach	○	Resources reprioritised and allocated to other actions
	2.1.3 Create a better understanding of the wide-ranging skillset, impact and contribution of the architect's role within the built environment.	Strengthen understanding and appreciation of architects, architecture and the RIBA – including using high profile media partnerships to extend engagement and reach	●	Partnered with BBC News Online for the fourth year, with six special BBC films featuring the RIBA Stirling Prize shortlist featured on the BBC News channel, BBC Six O'Clock and Ten O'Clock News, with the accompanying public vote receiving over 36,000 responses. Partnered with Channel 4 and Boundless productions for the second year, to create a special Grand Designs series featuring the longlist for the RIBA House of the Year, watched by an audience of 1.7m on average. Developed new partnership for first ever RIBA International Prize with CNN Style, Wallpaper and Dezeen, reaching vast international audiences
	2.1.4 Support collaboration in the development of the built environment by working with partners across the construction and creative industries.	Contribute to the design quality stream of the All-Party Parliamentary Group on housing and Planning led by the Royal Institute of Chartered Surveyors and in partnership with other professional membership bodies	●	Led the design quality stream of this work jointly with the National House Building Council (publication pushed back to 2017 as a result of the delay in the Housing White Paper release)



Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Contribute to the strategic review led by the Construction Industry Council	●	RIBA member, Dale Sinclair, appointed to the new Construction Industry Council (CIC) Board further to completion of the CIC Strategic Review, with a new governance and operating structure in place, that separates member body services, project work and commercial activities
		Develop connections and networks with government departments outside of the UK to support the introduction of UK style standards and codes for the built environment. Specifically focussed upon activities within Oman and other GCC states	●	Continued work under the leadership of Peter Oborn, RIBA VP International, to support standards development internationally, in particular our engagement with the Government of Oman
		Lead the incorporation of Carbon Buzz, a cross-industry, building energy performance benchmarking platform	●	Completed Articles and Agreement in discussion with the Chartered Institution of Building Services Engineers to move forward to incorporation
		Collaborate with other industry professional bodies to develop a programme to support and promote cross-disciplinary leadership skills	●	Summer School scheduled to be delivered in 2017
	2.1.5 Facilitate debate and the exchange of ideas about architecture and its practice	Support university-based research through the Perspectives on Architecture series, annual Research Matters events and research grant programmes	●	Research Matters event delivered with excellent feedback from participants Completed six Perspectives on Architecture events Research Grants Sub-Committee distributed £250,000 of funding
2.2 Deliver inspiring programmes that celebrate architecture and create wide-reaching public and professional engagement with the value and purpose of architecture	2.2.1 Deliver national cultural and learning programmes that interpret and draw on our collections and enable diverse audiences to explore architectural stories, ideas and practice.	Deliver opening exhibition at RIBA North in Liverpool: Liverpool(e) Mover, Shaker and Architectural Risk Taker and associated programme including young persons engagement activities	●	Young persons engagement successfully undertaken. Opening exhibition fully curated and designed but opening of the centre postponed due to delayed hand-over to the RIBA
		Develop RIBA's cultural programming for Hull City of Culture 2017 and agree engagement strategy beyond 2017	●	Developed programme of activity centred on a architect-artist created installation in a public square (due to launch in mid-2017)
		Develop proposals to enable greater higher education and research use of the RIBA Collections, in particular, with respect to enhancing the capability of RIBA Studio and other potential partnerships	●	Enhanced the capability of the RIBA Studio with successful application to join the Society of College and University Library to provide nationwide access to the university library network for Office-Based Candidates
		Initiate the Polyark international collaborative design project programme, launching Polyark 4 in September 2016 with 30 international collaborators, including schools, practices and live projects networks	●	Polyark 4 launched September 2016 Initiated discussions regarding the publication of a book covering 50 years of Polyark activity
		Oversee build phase of RIBA North to ensure it is delivered on time, budget and quality, engaging all relevant parts of the organisation to ensure the project is fully integrated in the RIBA	●	Practical completion achieved in November 2016. RIBA staff of 20 (North West office, Commercial, RIBA North) relocated to RIBA North at the end of November. Non contractual building works due to be completed in early March 2017

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
	2.2.2 Deliver a national professional programme that draws on the expertise of our members and showcases and celebrates best practice in architecture	Deliver RIBA 'Smart Practice' Professional Programme including professional events and digital discussion and debates on Social Purpose, Improving Outcomes and Future-proofing Business	●	Three Future Leaders seminars and Back in Practice Toolkits (digital learning resources) developed on each of the three themes Smart Practice conference delivered in Nottingham in September
		Develop programme of lectures, workshops, debates and conferences in schools of architecture on topics relevant to the training and professional needs of students, graduates and practitioners	○	Continued to offer seminars in schools of architecture on a range of subjects relating to the practice of architecture and the future of the profession
	2.2.3 Deliver a national and international awards programme that celebrates and promotes excellence in architecture, education and research to public and professional audiences	Deliver the first RIBA International Prize opened to members and non-members globally and the first RIBA International Emerging Architect Prize opened to members and non-members whose practice founding partners are under the age of 40	●	Delivered sell-out International Prize lecture and presentation at 66 Portland Place. 200 buildings entered from almost 50 countries Reached audiences in excess of 4m reach through communications and PR
		Enhance a national programme of talks by RIBA award winning architects and tours of RIBA award winning buildings across the UK	●	Delivered a programme of 41 sell-out talks and tours of award winning buildings (up from 32 in 2015)
2.3 Lead innovative growth, use and stewardship of the world's richest and most inspiring architectural collection, ensuring it is recognised for its national and global significance	2.3.1 Share the collections with, and enable their use by, the widest possible range of professional, scholarly and public audiences	Develop an action plan for the conversion of the Library metadata to prevailing national and international standards	●	Plan developed and quote for work received from OCLC
		Review systems and software to enhance the management and discovery of the RIBA Collections	●	Completed high-level review
		Submit an application to the HLF (Heritage Grant Programme) for a major 3-year project to digitise and share (via digital channels, public and learning programmes and partnerships) key 20th-century archives and collections	●	Background work completed in preparation for submission (now due in March 2017)
		Understand member needs around Library services, both physical and remote, and identify ways of improving access	●	Gathered user needs and improved existing webpages for the British Architectural Library on architecture.com
		Plan for the upgrade of the interface of our online catalogue and enable direct searching via Architecture.com	○	Being considered as part of a project to improve access to the RIBA's collections, a key strand of work within the Heritage Lottery Fund (HLF) bid
		Join OCLC WorldCat and the Arts Discovery Group Catalogue to expose our records to a worldwide audience	●	Over 200,000 records added to OCLC WorldCat
		Increase the reach and range of audiences for RIBApix and grow its digital content, including by improving the integration between Architecture.com and the webshop	●	Created online image gallery created to support 'At Home in Britain' exhibition. Developed better signposting from the new architecture.com website (planned for 2017) to content on other RIBA websites including RIBApix
		Increase the number and type of study spaces available in the Reading Rooms at 66P and improve visitor facilities for members and other users	○	Action paused and deprioritised owing to resource constraints. New Reading Room planned as part of the HLF bid

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Prepare and submit a grant application to the Clore Duffield Foundation for a dedicated new Learning space; and identify 'meanwhile space' space for learning activities	●	Awarded a £300k grant by Clore Duffield Foundation for a new fourth floor collections-based Learning Centre at 66 Portland Place
		Manage production and delivery of full text and image copy of Banister Fletchers New Global History of Architecture to Bloomsbury Publishing	●	Delivered planned 2016 phase of multi-year project with significant progress on the writing, design and editing of the 21st edition, due for publication in 2018 (80 authors, 100 chapters, 2000 illustrations)
	2.3.2 Develop the collections as a world-class record of contemporary and historic practice and architectural ideas.	Refocus our acquisitions strategy on contemporary collecting through the development of a new 'collections development policy'	●	New acquisitions strategy developed and signed-off by Library Committee with plan for implementation to follow from the Cultural Strategic Review planned in 2017
		Increase the knowledge and appreciation of the nature and purpose of the collections on the part of staff and members and other stakeholders through the Revealing the Collections Project	●	Delivered discovery/research phase of the project including both a new Collections Outline to documenting the contents of the collections and a major user/audience survey, in preparation for member/public outputs based on this research planned for 2017
		Develop costed proposals and an action plan for in-house and/or outsourced mass digitisation of selected Library collections for incorporation into 2017, and subsequent, business planning cycles	●	Completed as part of the HLF bid work, to be submitted in March 2017
	2.3.3 Care for and preserve the collections to world-class standards, ensuring their availability to present and future generations	Scope and begin condition survey of the Early Works Collection	●	Assessed by specialist conservators the physical condition and conservation requirements of 1,600 of the 5,000 rare architecture books held in the British Architectural Library (published between 1500 and 1840)
2.4 Increase our reach into new and diverse audiences	2.4.1 Ensure that the RIBA has an effective global voice by using digital channels	Deliver stage 2 of architecture.com to offer a responsive, simpler to navigate and to use web site that works across mobile devices	●	Bulk of technical development completed for new architecture.com website, redesigned around our members' needs (beta website planned to go live in Q2 2017)
3.1 Engage, nurture and empower talented staff	3.1.1 Build a high performance environment where talented people are valued	Develop the individual performance development cycle to facilitate continuous improvement and ensure alignment with business planning	●	The individual performance development cycle aligned with business planning cycle, with training made available to all staff and managers and revised process rolled out in 2016
		Review the RIBA's pay structures and develop a Reward Strategy	●	Benchmarked all posts at the RIBA against the labour market with new reward framework due to be rolled out from January 2017
	3.1.2 Create a culture where people work collaboratively, are trusted and are given freedom to decide how to achieve great results	Design, rollout and begin the process of embedding new organisational values	●	Developed a set of RIBA Values through organisation-wide conversations involving over 100 staff, Executive team members and Board members. Values Champions identified and trained to support the process of embedding our values. Recommendations for a leadership development programme agreed to being in 2017

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Review and consolidate employment policies to ensure they are in line with employment legislation and user friendly	●	Key policies were amended to ensure statutory compliance Developed International Working Policy and Family Friendly Policies (due to be finalised in Q1 2017)
3.2 Enhance the value of our offer to members and others	3.2.1 Develop and improve our offer to members, clients, customers, professional and public users and align the products and services with our brand, across the RIBA Group.	Develop a service catalogue to organise and present the RIBA products and services from the user's point of view and to confirm their value proposition	●	Version 1 of the RIBA Services Catalogue completed in early 2017, a key tool to promote, develop and shape the RIBA's offer of products and services for different membership categories and other users
		Develop an Account Management offer for larger Chartered Practices and an international Chartered Practice offer	●	Account Management pilot study developed and launched 1 January 2017, with 5 practices of 200 or more staff participating. International Chartered Practice pilot study developed and launched 1 January 2017, with 10 UAE practices participating
		Develop support and guidance for practices in their first year of Chartered Practice in meeting the membership criteria	●	Enhanced and launched new RIBA Chartered Practice toolbox
		Develop and deliver a launch campaign for RIBA North	○	Launch campaign pushed back to 2017 due to delays in the in the build phase
	3.2.2 Design products and services starting from the needs of users and use their response to continually improve their experience and deliver a customer-focused and digital-first experience	Simplify how our membership offer is presented so that we can help our members better understand the services we offer and how they can access them	●	Launched the BeRIBA membership campaign, presenting the chartered membership offer under six thematic areas, informed by market research and focus group activity
		Review and improve the design of the 'Join the RIBA as a Member' and 'Renew my Membership' services to improve the user experience and customer satisfaction	●	Developed new online onjoning and renewal services to be introduced as part of the roll-out of the new RIBA website in Q2 2017
		Improve the CPD Network Provider onboarding process	●	Onboarding research complete with implementation pushed back to 2017
3.3 Identify and grow sustainable sources of income to support our strategic purposes	3.3.1 Recruit and retain members in the UK and around the world by providing demonstrable value	Recruit new members in the UK and internationally through direct communication campaigns to promote new entry routes to Chartered Membership	●	Changes to eligibility criteria for EU architects we approved by RIBA Council, with 153% increase in numbers becoming members in 2016 Changes to criteria for architects with non-EU and RIBA recognised qualifications resulted in 64% increase in the number joining in 2016 compared to the previous year
		Launch a new Fellows category of membership and recruit Chartered Members to the new class of membership	●	New Fellows category opened for applications in August, with 71 applications received. 30 Fellows were elected in November and announced in December
		Promote membership in schools of architecture	●	Promotion of membership in schools of architecture undertaken by Regional teams resulted in a total of 2,461 new Student members elected in 2016 (a 70% increase on the previous year)

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Identify and target disengaged members and architectural practices across the UK to demonstrate the value of membership and recruit more members	●	Net growth of 193 Chartered Practices through combination of engagement with practices by Regional teams and retention and recruitment activities by phone, post and email
		Deliver direct communication campaigns to promote enhancements to the Chartered Practice offer to recruit new Chartered Practices	●	Promoted new interactive RIBA Business Benchmarking Survey and continued promotion of the enhanced Find an Architect service to prospective practices resulted in a 34% increase in the number of practices joining the scheme in 2016 compared to the previous year
		Promote and launch the MEAP course and workshop, running in parallel with the Part 3 course, to prepare potential applicants to become new members	●	Delivered Membership Eligibility Assessment Panel (MEAP) Workshops in Dubai and Oman and multiple office visits across the Gulf to promote the MEAP access course, resulting in 110 expressions of interest for RIBA membership
		Review and where necessary recalibrate short-term specific action plans for increasing diversified voluntary income from member and non-member sources	●	Strategy paper outlining approach completed, sponsorship levels reviewed to ensure consistency of pricing, encouraging initial impact on increased levels of income. The approach now needs to be rolled out and applied consistently across the organisation and checked for compatibility with our current and proposed commercial strategy (e.g. affiliate partnerships).
	3.3.2 Sustainably increase our charitable, voluntary and sponsorship income.	Explore our eligibility to become a recognised academic institution eligible for support from the Higher Education Funding Council for England (HEFCE) and/or other grant-funding bodies	○	Action deprioritised owing to resource constraints
		Work with the appointed Client Design Advisor to consider potential future uses for 66 Portland Place	●	Preliminary report delivered by Client Advisor
		Develop opportunities to monetise the collections building upon the RIBAPix work	○	This will form part of a larger scoping project in 2017 to assess the opportunities to generate new income streams from the RIBA assets including the Collections
		Identify, develop and deliver a portfolio of quality financial services products which support RIBA members and Chartered Practices, including RIBA Pension, Insurance, Health and Life, Business	●	400 practices signed up to the RIBA Pension scheme. RIBA Pension was shortlisted for the 'Pension Scheme of the year for Small Employers' RIBA Financial Services won the Sage 'Best new business partner' award. Launched the Research and Development Tax Relief Claim service and Sage discount price plan
3.4 Strive for operational excellence	3.4.1 Review processes to facilitate collaborative working and continuous improvement, pool resources and prevent duplication	Develop a process catalogue so that staff can see the flow of value to members and other customers, and they can fix that flow before it breaks down	○	Efforts were prioritised on developing our service and products catalogue to gain a shared understanding of our offer to members and other users from across the entire organisation, as a prerequisite to developing our process catalogue

Strategic Aims	Strategic Objectives	By the end of 2016, we will:	Delivered?	Comments
		Provide business connectivity (internet over Wide Area Network, telephony and WiFi) for all RIBA offices allowing the organisation to operate efficiently and effectively	●	All RIBA sites and staff connected to our new wide area network providing vastly enhanced speed and stability for internal traffic and internet access. New business connectivity partner selected, procured and providing better value for money. New, more effective and efficient WiFi connectivity solution selected, procured and deployed across the organisation with WiFi access for the first time provided to all regional offices. Legacy (ISDN) telephony system replaced by new, Voice over Internet Protocol (VOIP) solution to deliver enhanced telephony services at lower costs.
	3.4.2 Create more value for our users with less resource by managing our operations more effectively and efficiently through leaner processes and reduced fixed costs	Rationalise and upgrade our ICT Infrastructure to provide security and business continuity and to enable disaster recovery for our data and systems	●	Delivered urgent improvements in preparation for the new server virtualisation, data storage and backup solutions to be selected, procured and implemented in 2017: - new, strengthened antivirus solution deployed across the organisation - networking infrastructure migrated away from our legacy core switches to our new core - domain (internal) traffic on our network segregated from our public and corporate hospitality traffic - key legacy Membership, Finance and HR applications upgraded to their latest versions.
	3.4.3 Develop a business intelligence framework with consistent, qualitative and quantitative measures to assess impact across teams and draw on our data	Improve the timeliness, user-friendliness and robustness of our financial monitoring, forecasting and reporting processes	●	Developed a ten-year financial planning model to anticipate risks and opportunities and enable effective scenario planning. Implemented Institute-wide quarterly forecasting by budget holders to improve financial planning and control. Developed a costing and pricing methodology to understand the cost of activities and inform the pricing decisions
		Scope and agree a physical and intellectual access audit for 66 Portland Place in compliance with the Equality Act	●	Audit carried out in December 2016 by an external contractor with recommendations currently being assigned for action to the relevant RIBA departments
		Develop a business performance scorecard with key results indicators and key performance indicators based on sound business intelligence to assess the impact of service and monitor operational processes	●	Improved financial management reporting measures
3.5 Adapt our operating mode	3.5.1 Implement an operating model that allows RIBA operations to be more flexible and better able to respond quickly to our business needs and take advantage of opportunities	Review the outcome of the 2015 Collections Security Audit and develop costed proposals for incorporation into 2017/2018 business planning cycles to comply with Accreditation requirements	●	Upgraded gallery intruder alarm and introduced new security roster in place with all security now Security Industry Authority (SIA) trained. Developed plan to renew 66 Portland CCTV and access control installation in 2017 and upgrade of fire-detection systems. Implemented or planned key audit elements to ensure essential upgrades are completed in time for 2018 re-accreditation



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