

ADVANCING ARCHITECTURE

PERFORMANCE REPORT 2017



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FRONT COVER IMAGE

The model of Mies van der Rohe's unrealised
Mansion House Square project, displayed in our
exhibition "Mies van der Rohe & James Stirling:
Circling the Square" at RIBA.

© Francis Ware

Chief Executive's Foreword

The Year in Review

This report builds on last year's publication and continues the process of telling things as they really are here at RIBA. It recognises all of the great achievements delivered in 2017 as well as highlighting where we were unsuccessful in achieving our aims.

The RIBA Business Plan 2017 involved the delivery of 46 key activities, above and beyond RIBA's significant 'business as usual' programme. Of these, we completed 78% up 21% on 2016 with 22% or ten activities being rolled over into the 2018 business planning process. Most of the deferred actions were due to resource constraints. For 2018 we have identified only 27 key strategic actions and although we are still in a resource constraint environment we are confident that we will deliver all the plan.

There were many highlights in 2017 and a number of them are listed on the inside cover. The ones I want to pull out are:

Our membership growth programme delivered a net increase of 719 members with 395 of those new international members. This resulted in an additional £505k in membership income over 2016. But we will have to do much more if we are to grow, thrive and be financially stable.

Our "Be RIBA" campaign, backed by the work of our regional teams, had a positive impact on recruitment. By the end of the year we had achieved a net growth of 423 Chartered Members and 112 Chartered Practices. We had laid solid foundations to energise, diversify and grow our membership base.

Among the year's high-profile developments, the launch of our new website, architecture.com, made it much quicker to join the RIBA, renew membership and access our latest advice and guidance. We opened RIBA North, our new national architecture centre in Liverpool, a major step in extending our physical presence outside London. Our global expansion gathered pace. In Asia, the Hong Kong Chapter now has more than 800 members, and new Chapters were opened in Singapore and Sri Lanka.

Our Business Transformation programme progressed actions such as server virtualisation and website consolidation to ensure that we have stronger foundations to deliver a brighter future. In 2018 we have invested 38% more than 2017 to quicken the transformation of RIBA.

The implications of the Brexit vote still loom large on our horizon and as such the importance of effective strategic planning is at the forefront of everything we do. Our increased commitment to becoming a more international organisation means that we have been working hard to strengthen our relationships with international architectural bodies such as ACE, UIA, CAA and other relevant institutions and national governments with the updated 'Working Internationally' guidance document just one example of our progress to internationalisation.

By the end of 2017 the RIBA was in a stronger position to support the profession and uphold the highest standards of architecture that we all seek to achieve. That is in everyone's interests. We are building an RIBA that is leaner, more dynamic, more collaborative and above all focused on our membership. There is much more to do but our path is clear and we are determined to succeed.

Alan Vallance, Chief Executive
February 2017

Achieving our strategic aims and objectives in 2017

Measuring success is a fundamental part of our strategy for 2016–20, “Advancing Architecture”. We use detailed outcomes and measures to hold ourselves to account for delivery of the strategy and are also accountable to our membership and other key stakeholders for our performance. This report is part of our commitment to communicating our progress openly and transparently at regular intervals.

Headline Metrics



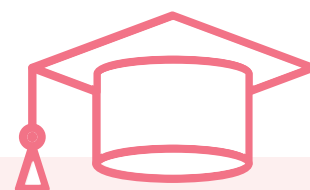
Total membership grew to **44,984**
an increase of **719** or **1.6%**



Total Chartered
Members grew by **537**
or **1.7%** to **31,627**



Total Practice
numbers grew by **324**
or **0.8%** to **39,566**



Total Student Members grew
by **127** or **1%** to **11,842**

Membership renewal rate was **96%**

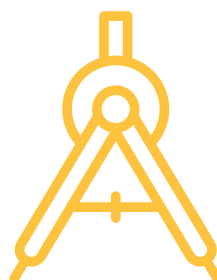
Total international
membership of **5,418**
a rise of **7.9%**



Increased income by **£505k**
or **3.4%** to **£21.2m**



Delivered a surplus of **£500k** from
RIBA's commercial operations an
83% increase compared with 2016



40,000+ architects
took part in over
5,300 free lunchtime
seminars, generating
more than **£700,000**
income

Headline Metrics

Delivered **78.3% of actions** in the 2017 business plan

250% increase or **31,000** click-throughs to the Join the RIBA webpages as part of our “Be RIBA” campaign



55,000 visits to RIBA Plan of Work



Client Referrals service use grew to **839**, up **5%** on 2016



£90,000 of funding provided for local activities through the Local Initiative Fund (LIF)

Our programme of cultural events attracted approximately **143,500 visitors**

4 million views, **544** attendees and **4300** votes for the Stirling Prize



RIBA House of the Year attracted an average viewing audience of **1.7 million** viewers



Notable Milestones



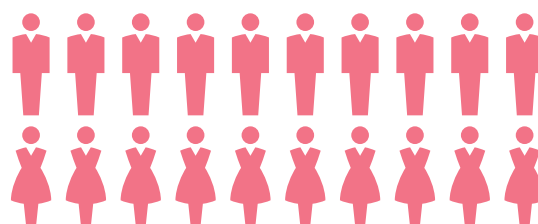
Held the **International Conference** which attracted **28,000** live stream viewers and over **4.4 million** social media views

Launched our first **online renewals service** for individual members



Launched **join online** for Chartered Members to join the RIBA online with **59%** of Chartered Members using this option in the last three months of the year

Launched a new **Corporate Membership scheme**



Notable Milestones

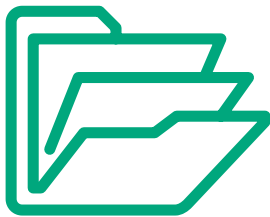
Established an **RIBA Expert Advisory Group** on **Fire Safety**



Established a new **Commission** on Ethics and Sustainability

Launched **RIBA North** with more than **29,000** visitors by the end of the year

RIBA 
NORTH
Architecture.com



Developed RIBA's first-ever **services directory**, a comprehensive list of all the **products and services** we offer

Launched new chapters in
Singapore and **Sri Lanka**

2017 Business Plan Tracker

Action Number	Strategic Actions 2017	Strategy Alignment	Completed	Deferred	Commentary
1	Publish and disseminate guidance for members on 'The business case for ethical practice'	1.1	●		Guidance document published in Q3 and launched at RIBA International Week
2	Promote the updated Code of Conduct for Chartered Members and the new Code of Practice for Chartered Practices	1.1	●		Completed new Code of Practice published and implemented in Q2
3	Implement a new complaints handling process for practices	1.1	●		Completed complaints handling process for Code of Practice in place Q1
4	Expand scheme for clients into schools of architecture subject to assessment of pilot being successful	1.2	●		Completed clients into schools of architecture programme now being delivered in 6 schools of architecture
5	Review the academic membership scheme and produce development plan to widen the appeal of the scheme	1.3		●	Action deferred to 2018 owing to resource constraints
6	Consolidate content on equality, diversity and inclusion and make it easily accessible on Architecture.com Stage 2	1.2	●		Completed content consolidation and Role Model Practice project launched in Q3
7	Develop a new, full set of validation criteria and procedures to support the implementation of the Education Review and agree next steps	1.3		●	Action deferred to 2018 owing to delay to the ARB routes to prescription review
8	Pilot new ways of delivering professional practice within schools of architecture	1.3		●	Discussions held with the Manchester School of Architecture potential delivery date 2018/19 academic year
9	Supporting the employer-led Trailblazer in establishing an apprenticeship standard for architecture (hosting meetings/ staff time)	1.2	●		Approval received from Department for Education to move forward with the development of the standard in Q4
10	Consolidate/complete/update skills and knowledge contents in 'Knowledge & Resources' section of Architecture.com Stage 2	1.5	●		Completed content consolidation in Q2
11	Launch and implement revised CPD curriculum	1.3	●		Launched in Q4

Key

● Complete ● Deferred

Action Number	Strategic Actions 2017	Strategy Alignment	Completed	Deferred	Commentary
12	Launch and refine Beta version of Architecture.com Stage 2	2.4	●		Completed launched in Q2
13	Create opportunities for universal, remote access to RIBA through leadership (online webinars, talks, etc.)	2.4	●		Completed international Week conference in Q3
14	Promote the results from the Working with Architects Survey 2016 via a roadshow of events	1.4	●		11 roadshow events completed in total
15	Establish RIBA international chapter in Singapore and Sri Lanka	1.2	●		Sri Lanka Chapter inauguration held in Q3 and Singapore inauguration in Q4
16	Deliver international conference	2.2	●		Completed – international conference delivered in Q3
17	Develop Plan of Work products in collaboration with RIBA Enterprises	1.3	●		Completed – The Small Projects RIBA Plan of Work published in Q3
18	Support practices in optimising business opportunities during a period of economic, staffing and policy uncertainty arising from Brexit	1.4	●		Completed the practice resilience survey report in Q1
19	Support ICE/RICS/RIBA Winter School	2.2		●	Action deferred until 2018 due to resource constraints
20	Develop and run a series of RIBA Debates	2.2	●		Completed in Q2
21	Launch RIBA North (Liverpool)	2.4	●		Completed in Q2
22	Deliver learning programme for Hull City of Culture	2.2	●		Completed in Q1
23	Prepare and submit next round of Heritage Lottery Fund application	2.3	●		Completed in Q1
24	Prepare and submit a planning application for a dedicated, fit-for-purpose learning Studio in 66 Portland Place	1.3	●		Completed in Q3
25	Carry out strategic review	3.4		●	Action deferred until 2018 due to resource constraints

Key

● Complete ○ Deferred

Action Number	Strategic Actions 2017	Strategy Alignment	Completed	Deferred	Commentary
26	Strengthen the profile of key Council, Board and Exec members	3.4	●		Completed in Q3
27	Develop and implement a media partnerships plan	2.4	●		Completed in Q3
28	Embed individual performance development cycle	3.1	●		Completed in Q4 and rolled out for the 2018 business planning cycle
29	Develop recommendations for progression and succession planning	3.1	●		Completed in Q2
30	Review and consolidate employment policies and align with the new RIBA values	3.4	●		Completed international Working & Family Friendly Policies in Q2
31	Improve member/customer satisfaction using customer experience and journey mapping	3.4	●		New business analyst employed in Q3 to map customer journey and business processes
32	Implement pilot programmes for Account Management and the International Chartered Practice	3.4	●		Completed in Q2
33	Develop support and guidance for practices in their first year of Chartered Practice	1.1	●		Chartered Practice Primer completed in Q4 and to be launched in January 2018
34	Implement improved CPD Network Provider onboarding process	3.4		●	To be implemented in Q2 2018 due to resource constraints
35	Develop and deliver multi-channel sales and marketing campaigns	2.2	●		Completed Membership Growth Programme in Q2
36	Develop and implement improved processes and systems for easy assessment of applications by the Fellow Assessment Panel	3.4	●		All proposed changes approved by the Membership Committee and implemented in Q4
37	Develop recruitment campaigns for students	1.2	●		Direct and indirect marketing campaign run in September, October, November and December
38	Deliver MEAP courses and workshops in Oman, Dubai, Shanghai and Hong Kong	1.3	●		Courses are run on demand in Dubai and Hong Kong completed in Q4

Key

● Complete ● Deferred

Action Number	Strategic Actions 2017	Strategy Alignment	Completed	Deferred	Commentary
39	Recognised academic institution eligible research	1.5		●	Completed initial appraisal completed in Q4. Further action deferred until 2018 due to resource constraints
40	New income generation product research	3.3	●		Completed in Q2
41	Develop commercial strategy to increase revenue from the RIBApix service	3.3		●	Action deferred until 2018 due to resource constraints
42	Develop a property strategy	3.4	●		First draft completed Q4
43	Upgrade ICT infrastructure to ensure data protection, ICT security and continuity	3.4		●	Investment is deferred to 2018 due to resource constraints
44	Complete the Representation Review and implement its recommendations	3.4	●		Completed in Q3. Implementation now moves forward to SGM
45	Review and adapt the RIBA regional delivery model	3.4	●		Consultation and initial review completed in Q2
46	Review and adapt the governance of the RIBA to support the 2016-2020 strategy	3.4		●	Governance review will be completed end of Q4 2018 due to resource constraints

Key

● Complete ● In progress ○ Not undertaken

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