

ADVANCING ARCHITECTURE

PERFORMANCE REPORT 2018



Chief Executive's Foreword

The Year in Review

2018 has been a year of considerable change for the RIBA as we develop a more efficient, dynamic and collaborative organisation with a laser focus on championing architects and architecture. Thank you to members, staff, and supporters who are part of the many successes we celebrate in this report.

I'll pick out just a few of the big achievements from 2018:

- **Agreed a significant partnership with the private equity arm of Lloyds Banking Group** – enabling investment in our commercial activities and our ambitious strategy in support of the architecture profession in the UK and internationally
- **Continued stable membership growth across all membership categories** – with chartered practice growth of 3.9% (3,746 new practices reaching the benchmark of chartered practice standard)
- **The development and adoption of the RIBA's International Strategy and the establishment of the International Regions Team** – setting a route for further investment and growth
- **Establishment of Architectural Apprenticeships** – providing a new route to a career in architecture
- **Another successful year of awards, culminating in the RIBA Stirling Prize event broadcast live by the BBC to over 10 million viewers** – inspiring the public to debate and delight in the best UK architecture
- **RIBA, RICS and CIOB Quality Tracker developed and implemented** – a cross-sector initiative that puts quality at the centre of procurement
- **Ethics and Sustainable Development Commission established** – bringing experts within the architecture sector and beyond together to develop recommendations that will ensure architects are at the forefront of the highest ethical and sustainable standards
- **Plan of Work for Fire Safety developed** – giving architects and the wider construction sector a stronger framework to ensure buildings are safe, following the terrible tragedy at Grenfell Tower
- **Government has taken concrete steps to protect Mutual Recognition of Professional Qualifications of architects post Brexit** – following significant lobbying by the RIBA.

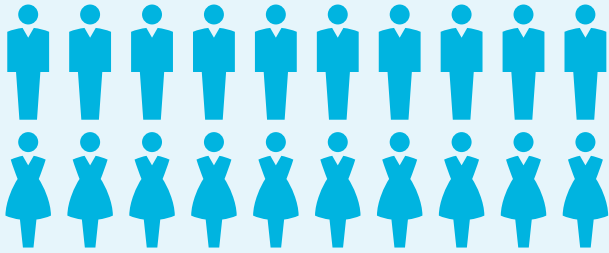
By the end of 2018 RIBA was in a stronger position. There is more the RIBA can and will do, to further support the profession and uphold the highest standards of architecture

Alan Vallance, Chief Executive
February 2019

Achieving our strategic aims and objectives in 2018

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



Overall membership
47,907 at the end of the year
up 1087 or 2.3% on 2017



Chartered individual
29,187 up 719 or 2.5%



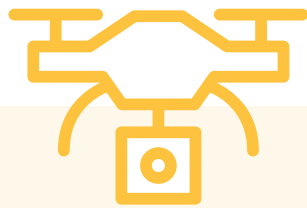
Chartered practice
3,746 up 139 or 3.9%



UK based membership
42,266 up 276 or 0.6% on 2017

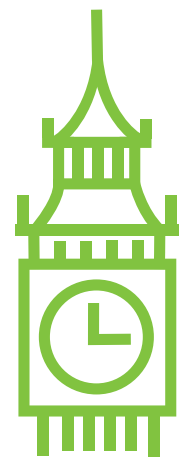


International based membership
5,641 up 115 or 2.1% on 2017



Stirling Prize
films with drone footage
shown by the BBC to
over 10 million viewers

76 meetings
with government,
MP and Senior
Whitehall staff



2.95 million website sessions
an increase of 211k or
7.7% over last year



42,000 CPD attendees
up 1,583 or 3.9%
in last year



Income
£24.847m
 up £3.9m or 18.6% on
 2017 due to the transfer
 of RIBA Services



Expenditure
£28.149m
 up £6.25m or 28.5%
 on 2017 due to the
 transfer of RIBA
 Services



**42 titles
 published**



78,306 visitors to
 RIBA cultural events

881

jobs posted on
RIBA Jobs



**Development
 raised £887k**
 against a target of **£903k**



18 competitions with a
 total value of **£462m**



21 out of 23 or **91%**
 of strategic delivery plan
 projects were completed



**12 RIBAJ
 issues
 published**



1009 referrals
 with a total project value of
£1.224billion



36 validations
 (21 UK based and 15 international),
25 of which were revalidations and
11 were validation for new schools

Notable Milestones



International strategy developed and approved, and **International regions team** established



Organisational Design Review Phases 1 and 2 completed



Architectural Apprenticeships scheme (Levels 6 and 7) approved and implemented



Ethics and Sustainable Development Commission established



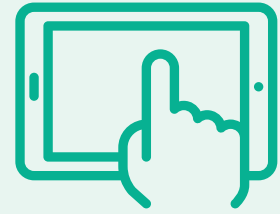
2018 Awards programme delivered



RIBA, RICS and CIOB Quality Tracker developed and implemented



Launched paper and digital formats of **RIBA Professional Services Contracts**



CEO appointed to the Creative Industries Trade and Investment Board



Launched new **online members area** and **event livestreaming service** and developed new **CPD Recording**, **Find an Architect**, and **RIBA Bookshops** services (to be delivered Q1 2019)



Overhauled Portland Place IT network and established **emergency backup** infrastructure in Liverpool



Government's White Paper **explicitly referenced MRPQ** with efforts attributed to RIBA lobbying



Plan of Work for Fire Safety developed

2018 Business Plan Tracker

Action Number	Strategic Actions 2018	Strategy Alignment	Completed	Deferred	Comments
1	UK	2.4	●		Rolled out Q1
2	Development of an International Strategy	2.4	●		Developed and approved Q1
3	Establish international membership network infrastructure	2.4	●		Team established Q1
4	Develop a people strategy	3.1	●		Developed and approved Q1
5	Launch Join online Chartered Practice	3.4	●		Rolled out Q2
6	GDPR compliance programme Phase 1	3.4	●		Completed Q2
7	Transition of RIBA Enterprises	3.3	●		Completed Q2
8	Organisational Review Phase 1	3.4	●		Completed Q3
9	Awards review	2.2	●		Completed Q3
10	Appoint Chair of BATB	2.3	●		Appointed Q3
11	Research Strategy	1.5	●		Developed and approved Q3
12	Collections review	3.4		🕒	Moved to 2019 as part of the strategic direction work
13	Brand review	3.2		🕒	Due for completion end of Jan 2019 due to late starting of the project
14	A repackaged RIBA membership offer	3.2	●		Completed Q3
15	Launch digital renewals for Chartered Practices	3.4		🕒	Moved to 2019 as requires join online to be completed first
16	Develop new validation criteria and procedures	1.1	●		Completed Q4
17	Housing and older people policy project	1.1		🕒	Due for completion Jan 2019 due to external issues
18	PCI compliance roadmap	3.4	●		Completed Q4
19	Clore Learning Studio	2.2		🕒	Completion date in early February 2019 due to unforeseen issues with the fabric of 66PP and planning permission issue with the balcony

Key

● Complete 🕒 In progress

Action Number	Strategic Actions 2018	Strategy Alignment	Completed	Deferred	Comments
20	Ethics Commission	1.1	●		Established Q4
21	Staff Survey Action Plan	3.1	●		Developed and approved Q4
22	Grenfell Tower response	1.1	●		Completed Q4
23	Governance Review phase 1	3.5	●		Completed Q4
24	Reaccreditation by the Arts Council of England	2.3		●	Moved to 2019 due to accreditation dates being moved to 2020
25	New PEDR prototype developed	1.3		●	Moved to early Feb 2019 due to change of requirements late in the project
26	New CPDR prototype developed	1.3	●		Completed Q4 ready for rollout in early Jan 2019
27	New FAA prototype developed	1.4	●		Completed Q4 ready for rollout in Feb 2019

Key

● Complete ● In progress

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