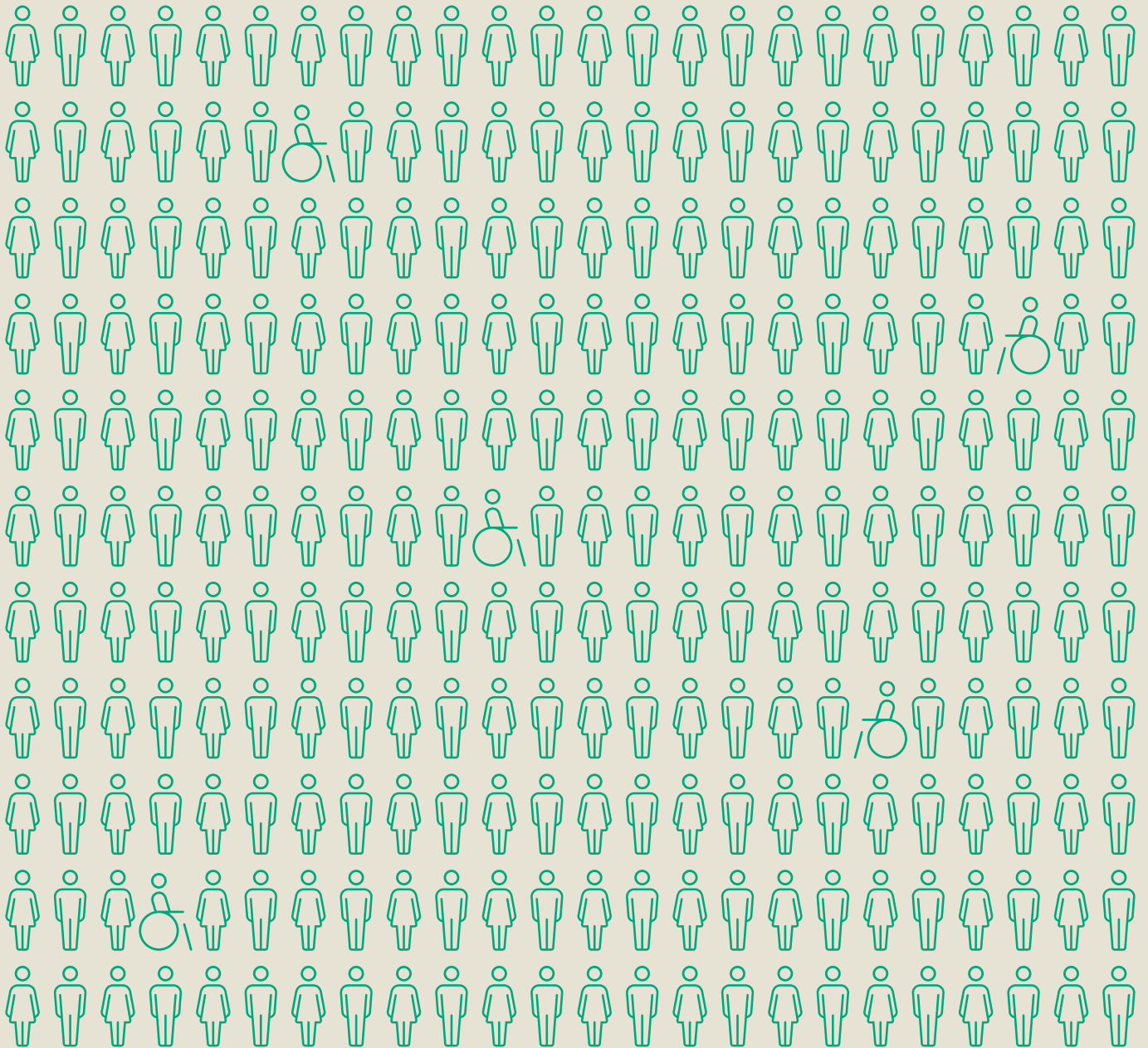


ADVANCING ARCHITECTURE

PERFORMANCE REPORT 2019



The Year in Review

As 2018 was a year of building foundation, 2019 continued that journey but placing a sustainability lens over everything we did. We are still laser focused on serving our members with an efficient, dynamic and collaborative organisation.

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 2019.

Alan Vallance, Chief Executive
March 2020

Membership

- Total membership was 50,938, up 3,093, or 6.4% on 2018. This is the first time in RIBA's history that membership has exceeded 50k
- Net growth was 3,093, up 2,661, or 516% on 2018
- Chartered individual membership was 29,498, up 311, or 11% on 2018
- Chartered practice membership was 3,869, up 123, or 3% on 2018
- Total UK based membership was 44,790, up 2,563, or 6% on 2018
- Total International based membership was up 6,148, or 9% on 2018
- Total members in China were 371, up 293, or 440% on 2018 highlighting the investment we have made in our international team
- Overall retention of 92.7%
- We recruited 6,488 new members, down 1,882, or 23% on 2018
- 71% of chartered joiners were under 40 years old – the increase in joiners in the 25-32 age range was particularly significant, so recruitment activities targeting recently qualified architects, including Pass List follow-up and Part 3 Certificates is working
- 35% of Chartered joiners were female – we saw strong growth in female joiners in 2018 and this continued into 2019 across all categories
- Total paying membership was 35,196, up 632, or 1.8% on 2018 despite uncertainty in the wider construction industry
- We had 3,395 leavers, down 4,543, or 57% on 2018

Financial Health

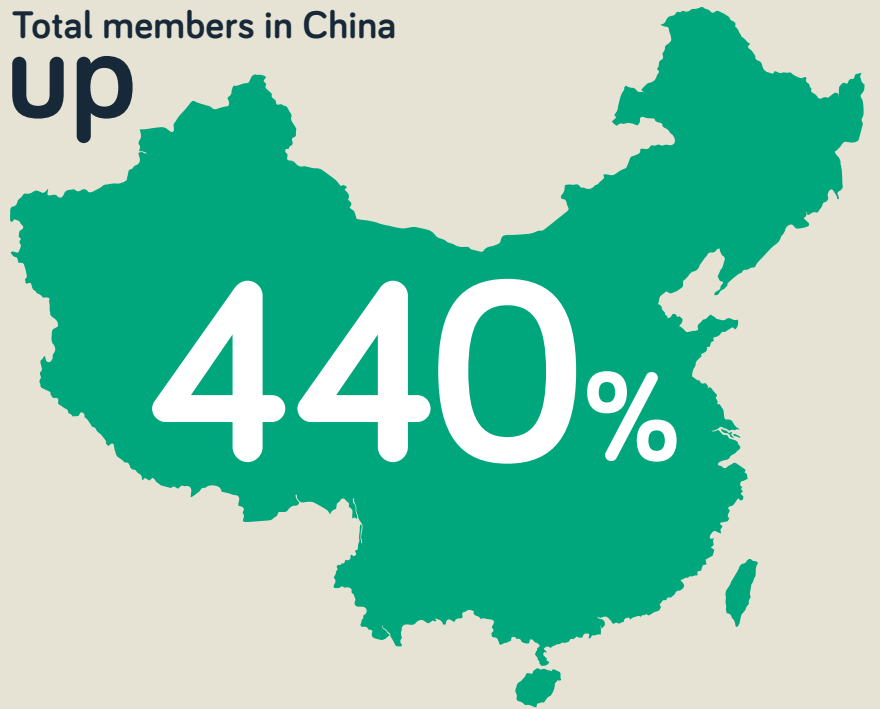
- Income was £24.628m, down £0.338m, or 1.3% on 2018 due to the sale of RIBA Enterprises and the loss of gift aid
- Expenditure was £28.258m, down £1.246m, or 4.2% on 2018
- Membership income was £10.41m, up £584k, or 6.1% from 2018 – this is the first time that membership income has exceed £10m
- Commercial income was £9.923m, up £1.316m, or 15.3%

Overall membership

50,938

Total membership 50,938 up 6.4%

Total members in China
up



71% of chartered joiners under 40 years old



35% of new Chartered Members are female



Raising Standards

- Introduction of new RIBA Codes of Conduct and Practice, with a greater emphasis on social and environmental responsibility
- Development of a new strategy for Equality, Diversity and Inclusion (EDI) in the profession
- The RIBA 2030 Climate Challenge and development of associated guidance and toolkits on sustainable outcomes and embodied carbon
- Established the mental well-being programme, in collaboration with the Architects Benevolent Society
- Developed guidance and policy work programme in relation to fire safety, including issue of best practice notes
- Introduced the RIBA Future Place programme – capacity building in placemaking
- RIBA commenced the delivery of the CPD Roadshows
- Attracted 12,304 attendees to RIBA CPD courses
- The CPD Providers Network delivered a 20% increase on income as well as provided a new digital induction process for subscribers and introduced seven updated or new specification essentials including fire safety, health, safety and wellbeing
- 18 competitions with a total surplus of £26,780
- 621 client referrals with a total project value of £537m
- 4,254 clients submitted project enquiries through Find An Architect, with a total project value of £1.64bn
- 105 validated schools (55 UK based and 50 International) up 4 new validations or 4% on 2018
- 29 revalidations (15 UK and 14 international)
- Launched architecture apprenticeships for both RIBA Parts 1 and 2
- Provided extensive guidance and policy engagement on Brexit, Fire Safety and Housing

Growing Our Brand

- 98,328 visitors to RIBA cultural events, up 10,621, or 12% on 2018
 - Stirling Prize attracted 700 guests with a BBC coverage in excess of 11 million people
 - 80 meetings with government, MP and senior Whitehall staff, up 3 meetings, or 4% on 2018
 - 192 meetings with local government officials
 - 3.53m website sessions, up 0.6m, or 29% on 2018
 - Launched our new Clore Learning Centre at 66 Portland Place attracting over 1,500 participants
-



621 client referrals
with a total project value of
£537m



The CPD Providers Network delivered a
20% increase
on income

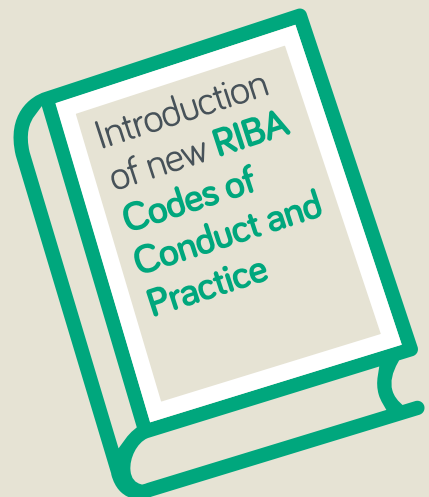


Attracted
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4,254 clients submitted project enquiries through
Find An Architect, with a total project value of **£1.64bn**



Development of new strategy for Equality, Diversity and Inclusion (EDI)



Provided extensive guidance and policy engagement on Brexit, Fire Safety and Housing



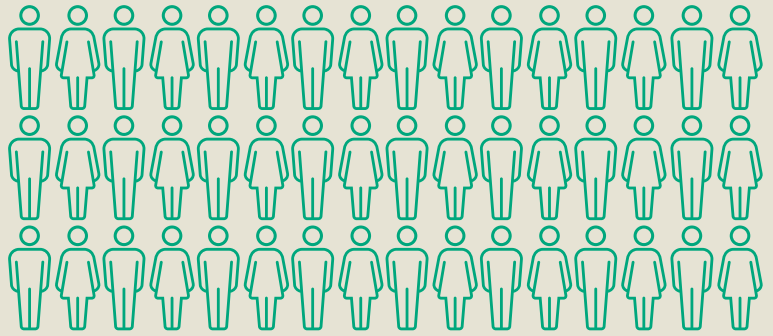
Enhancing Our Digital Services

- Launched fully updated Find an Architect service
- The new CPD recording platform launched in February
- 9,104 RIBA Contracts were sold (56% in digital format and 44% in paper format) generating £207k in revenue
- 7,000 members used the online contracts generating tool saving them a total of £76,503 by using their 50% discount when purchasing digital contracts
- National and international awards platforms were developed in March and December respectively
- Upgraded RIBA Jobs portal, launched in July
- Open Engage was upgraded in October (API integrations)
- Membership renewals system was upgraded in September
- Join Online Students – September
- Conducted digital CPD discovery in December
- RIBA Contracts updates in November

Growing Globally

- Opened offices in Shanghai and Sharjah
- Consolidated and strengthened our international team
- Increased presence at conferences and trade shows in the key markets identified in the RIBA international strategy
- Developed international specific webpages on architecture.com in December
- Our entries for the International Prize, with an increased marketing focus on China, resulted in a 1,000% increase in the number of entries from that country
- Hosted an annual international President's roundtable

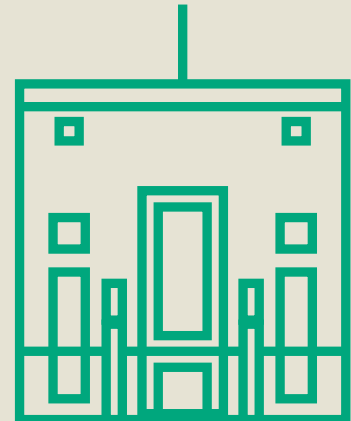
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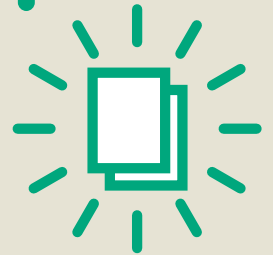
STIRLING PRIZE
attracted
BBC coverage
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people



Launched our new **Clore Learning
Centre** at 66 Portland Place

9,104

RIBA
Contracts
were sold



Developed
international specific
webpages on
architecture.com

2019 Business Plan Tracker

Ref	New Activities	Jan	Feb	Mar	Apr	May
1	CPD Recording Platform		●			
2	Interim ED Culture		●			
3	Revised Find an Architect					●
4	Domestic Growth Programme - Yr. 1					●
5	Funding for full exhibitions programme at 66PP					
6	Organisation Review - Phase 3 - Design					
7	Architects Underground					
8	Future Architects Network - Yr. 1					
9	Digital Workspace (New Intranet)					
10	Clore Centre					
11	Critical Systems Update					
12	Property Consolidation - Phase 1					
13	Digital CPD - Phase 1					
14	Digital Practice Tools (Plan of Work) - Yr. 1					
15	Digital Practice Tools (Fee Calc) - Yr. 1					
16	International - Yr. 1					
17	Regional Engagement - Yr. 1					
18	Ethics & Sustainable Development - Yr. 1					
19	Capital Investment in the Jarvis Hall - Phase 1					
20	Equality, Diversity and Inclusion - Yr. 1					
21	Consolidation of the Collections - Phase 1					
22	Education Futures - CPD Academy - Phase 1					
23	International Microsites - China					
24	CRM system - phase 1					
25	Promoting the Value of the Architect - Yr.1					
26	Brand Review implementation					
27	Strategic direction					

Key

● Complete ○ In progress

Jun	Jul	Aug	Sep	Oct	Nov	Dec	Comments
							Completed
							Completed - recruited as producer The Architects Underground
							Completed
							Completed - reviewed pricing and offer for 3 membership categories
●							Completed - two exhibitions (LFA and Bauhaus) delivered
		●					Completed
			●				In progress - Started in September, 10 events held
			●				In progress - Pilot due to be completed July 2020
			●				Completed
				●			Completed
						●	Completed
						●	Completed - initial design concepts
						●	Completed and will be presented in Jan 2019
						●	Completed - product and supplier engaged
						●	Completed - supplier selected
						●	Completed - Supplier contract signed
						●	Completed - established offices in Shanghai and Sharjah
						●	Completed - £217k of Local Initiative Funding delivered
						●	Completed - Launched RIBA 2030 Climate Challenge
						●	Completed - AV and Lighting, waiting on planning permission for chairs
						●	Completed - EDI strategy developed
						●	Completed - review of the collections future requirements
						●	Completed - architectural career paths mapped
						●	Completed - product and supplier engaged
						●	Partially complete - business case developed and approved
						●	Postponed to 2020 waiting on brand review completion
						●	Postponed - now included in the 2021-25 strategic plan development

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