



Advancing Architecture

Strategic Plan
2016-2020

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Foreword

This strategic plan outlines the focus and priorities of the RIBA over the next five years. It builds on the previous plan, "Leading Architecture 2012-2016".

Our primary focus has always been on our members but we will reinvent and re-invigorate that focus. We will improve how we communicate with, support and engage our members, wherever they are located. Through better use of digital platforms we will offer each member and each practice services that are tailored to their needs and therefore of greater value than before.

Equality and inclusivity, social purpose, resourcefulness, professionalism and ethics will be themes that run through everything we do. We will continue to develop our leadership role, with a focus on sharing evidence and best practice with our construction industry colleagues, influencing government and inspiring the wider public.

We will be an organisation where our staff and their diversity are valued. The working collaboration between members, academia and staff will be more productive and iterative than it has ever been before.

The RIBA has a brand that is valued globally. This benefits our members in the many countries where they practice. We will seek to take advantage of the significant international opportunities which we believe exist for our members.

We will continue to be inspired, and inspire others, through our rich history and educational and cultural resources which include our Library and the world's finest collection of architectural books, drawings, designs, images and models.

2016, the first year of this plan, is a year of transition; a period of embedding a different ethos – of working together towards a bright future where the RIBA is truly 'A global professional membership body driving excellence in architecture'.



Jane Duncan
RIBA President



Alan Vallance
Chief Executive

How we developed this strategy

This strategic plan follows extensive research with RIBA members, the RIBA Council and Board, our staff, public audiences and other key stakeholders in the built environment. We have listened, we have tested theories, we have sense-checked, and we have asked again.

Thank you to everyone who has taken part.

To share your views on the RIBA strategy please email advancingarchitecture@riba.org
To get involved with RIBA activities in your area go to architecture.com for details of your regional office.

Our Vision

A global professional membership body driving excellence in architecture.

Our Purpose

To serve members and society in order to deliver better buildings and places, stronger communities and a sustainable environment.

Our Values

Being inclusive, ethical, environmentally-aware and collaborative underpin these strategic objectives and all that we do.

“ We will place social purpose, professional standards and ethics at the heart of action and debate. ”



RIBA report highlighting the need for 'Better Places for Learning', launched this year. Cover image of the report is of the Stirling Prize winner 2015, Burntwood School, by Allford Hall Monaghan Morris ©Timothy Soar

A strong profession

We will help our members engage with the challenges and opportunities of a changing world, lead and support the highest professional and ethical standards and facilitate collaboration, research and innovation. We will ensure that our profession thrives by attracting the best and most diverse talent with access to the education, knowledge and skills to succeed.

Our strategies to achieve this:

1.1 Lead and support the highest professional and ethical standards

Place social purpose, professional standards and ethics at the heart of action and debate about architecture and the profession

Set and maintain the highest professional standards in collaboration with other national and international professional bodies.

1.2 Attract and retain the best and most diverse talent

Engage school-age students to inspire an interest in architecture

Work with schools of architecture and practices to engage the next generation of architects in the future of the profession

Support our members and Chartered Practices in overcoming the barriers to an inclusive profession.

1.3 Provide access to education, knowledge and skills

Lead and support changes to architectural education to deliver better value, more flexibility, and greater integration with practice

Provide our members with access to skills and knowledge that support effective practice and successful business

Define, promote and maintain the highest global standards for architectural education.

1.4 Help our members engage with the challenges and opportunities of a changing world

Ensure that our members have access to the information, skills and technology to embrace digital opportunities

Support our members to work around the world to deliver better outcomes for clients, industry and wider society

Help our members to connect with clients, provide improved services and expand business opportunities

Facilitate local, regional and national activity by members.

1.5 Build a body of knowledge and facilitate collaboration, research and innovation in practice

Facilitate innovation and improve practice effectiveness and outcomes through research and knowledge sharing

Enable members, the construction industry and academia to collaborate, and share knowledge and information digitally

Provide a forum for and stimulate theoretical and cultural discourse in the field of architecture.

“ We will create a better understanding of the wide-ranging skillset, impact and contribution of the architect’s role within the built environment. ”



Niall McLaughlin office (RIBA Chartered Practice).

A strong voice

We will ensure that architecture and architects are better understood and valued by clients, policy-makers, the media, the public and a growing network of supporters. We will do this through advocacy and engagement based on our collections, cultural programmes, evidence base and the expertise of architects.

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Our strategies to achieve this:

2.1 Advocate for architects and architecture

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 strong relationships with key political and public policy influencers and a national and international network of supporters of architecture.

Create a better understanding of the wide-ranging skillset, impact and contribution of the architect's role within the built environment.

Support collaboration in the development of the built environment by working with partners across the construction and creative industries.

Facilitate debate and the exchange of ideas about architecture and its practice.

2.2 Deliver inspiring programmes that celebrate architecture and create wide-reaching public and professional engagement with the value and purpose of architecture

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 a national professional programme that draws on the expertise of our members and showcases and celebrates best practice in architecture.

Deliver a national and international awards programme that celebrates and promotes excellence in architecture, education and research to public and professional audiences.

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

Share the collections with, and enable their use by, the widest possible range of professional, scholarly and public audiences.

Develop the collections as a world-class record of contemporary and historic practice and architectural ideas.

Care for and preserve the collections to world-class standards, ensuring their availability to present and future generations.

2.4 Increase our reach into new and diverse audiences

Ensure that we have an effective global voice by using digital channels.

We will recruit and retain members in the UK and around the world by providing demonstrable value.

Connected

The architect's role in design, planning and construction is in a constant state of change. These ideas demonstrate how the RIBA could help our members to establish closer and more productive relationships: collaborating and sharing knowledge with each other; growing their influence internationally; finding building professionals with complementary skills; and marketing more effectively to clients. We could act as a hub, bringing architects closer to one another and to the world around them.



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RIBA Members feeding in their comments on the Reimagining the RIBA, 2015.

A strong organisation

We will grow our membership base and ensure that our business model supports our vision, purpose and strategy. We will do this by engaging talented and committed staff, enhancing the value of our offer to members and others, generating diverse and sustainable sources of income and striving for operational excellence.

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Our strategies to achieve this:

3.1 Engage, nurture and empower talented staff

Build a high performance environment where talented people are valued.
Create a culture where people work collaboratively, are trusted and are given freedom to decide how to achieve great results.

3.2 Enhance the value of our offer to members and others

Develop and improve our offer to members, clients, customers and professional and public users and align the products and services with our brand, across the RIBA Group.
Design products and services starting from the needs of users and use feedback to continually improve user experience and deliver a customer-focused and digital-first experience.

3.3 Identify and grow sustainable sources of income to support our strategic purposes

Recruit and retain members in the UK and around the world by providing demonstrable value.
Sustainably increase our charitable, voluntary and sponsorship income.
Grow and develop profitable commercial activity.

3.4 Strive for operational excellence

Review processes to facilitate collaborative working and continuous improvement, pool resources and prevent duplication.
Create more value for our users with less resource by managing our operations more effectively and efficiently through leaner processes and reduced fixed costs.
Develop a business intelligence framework with consistent, qualitative and quantitative measures to assess impact across teams and draw on our data.

3.5 Adapt our operating model

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.

Measuring success

The publication of this strategy is only the beginning of a five year process of activity, measurement, re-evaluation and, most importantly, impact. We will use detailed outcomes and measures to hold ourselves to account for the delivery of this strategy. In addition we are accountable to our membership and other key stakeholders for our performance. We will openly and transparently communicate our progress against this strategy at regular intervals through existing governance mechanisms, including the RIBA Board and Council, as well as directly to members.

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