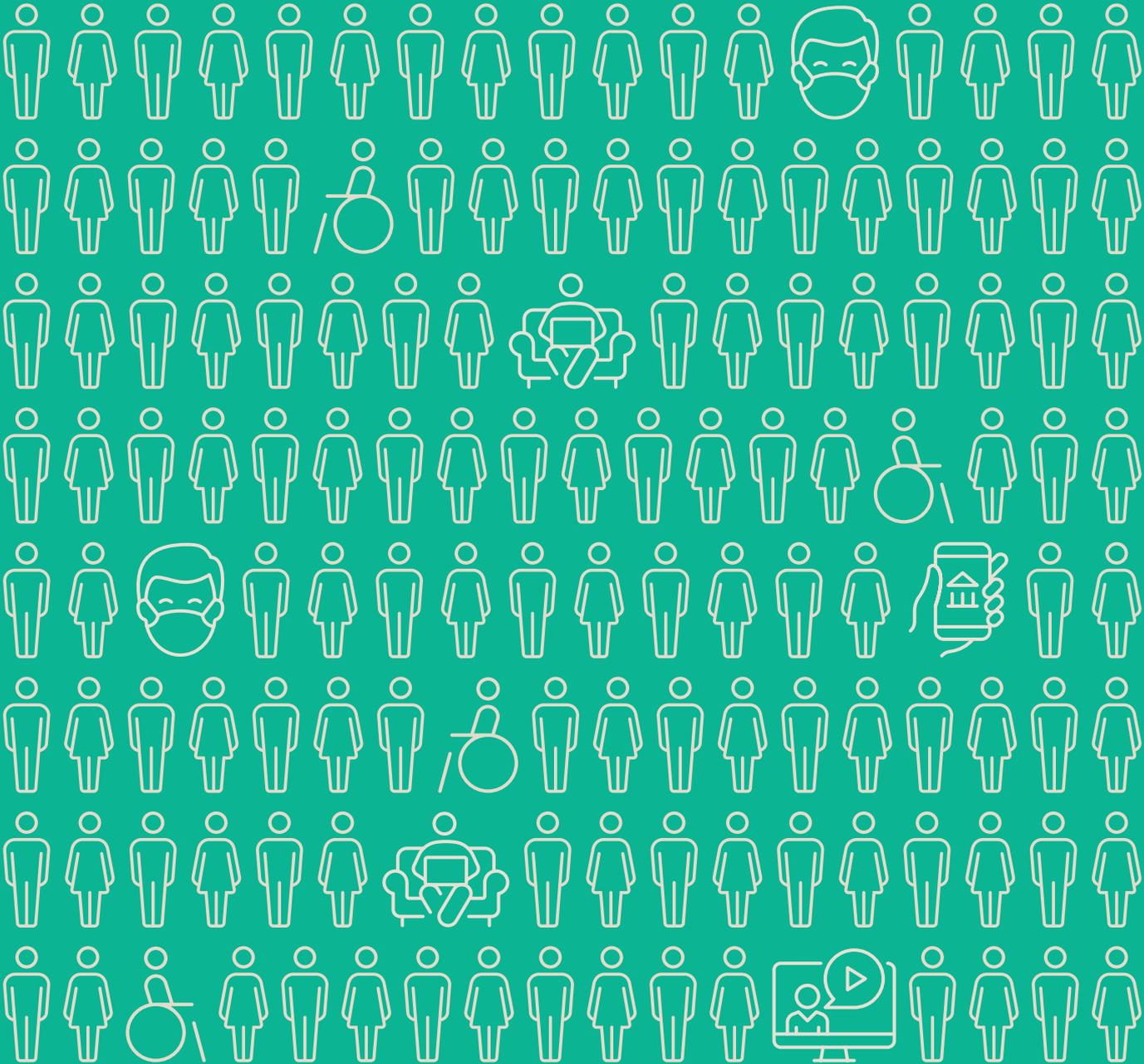


ADVANCING ARCHITECTURE

PERFORMANCE REPORT 2020



The Year in Review

2020 was an unprecedented year. The emergence of the Covid pandemic was an event that was not predicted when we were developing our 2020 plans and budget. The year started well with a focus on sustainability and improving the efficiency of our operations. By March, however, the impact on our members, the Institute itself and the wider community dominated everything else.

In mid-March we decamped the entire RIBA staff team within four days to work remotely from home and focused our entire effort on supporting our members as they too shifted to working remotely. Our offices were closed, and our operations affected. At the peak in May 2020, thirty nine percent of the RIBA team were furloughed under the Government's Coronavirus Job Retention Scheme, and this has had an impact on our cultural programme in particular.

In spite of the impact of the pandemic on our operations we continued to provide support to our members and were also able to introduce a range of new initiatives. We learnt from this experience and we are adapting the RIBA's operations as we return to a "new normal" world of the RIBA post-pandemic.

At the end of 2020 some fourteen percent of staff remained on furlough yet we still managed to deliver an impressive programme of work, as highlighted below, while making considerable strides towards becoming a more efficient and effective organisation. Thank you to all our members, staff, and supporters who are part of the many successes we celebrate in this report.

Alan Vallance, Chief Executive
April 2021

The highlights during the year were:

Membership

- **Total membership** was 53,875 up 2,086 or 4.1% on 2019.
- **Overall retention** was 92.2% down 0.7% on last year.
- **Chartered individual membership** was 29,203 down 295 or 1% on 2019.
- **Chartered practice membership** was 3,907 up 38 or 1% on 2019.
- **Total UK based membership** was 46,261 up 724 or 1.6% on 2019.
- **Total International based membership** was 6,888 up 740 or 12% on 2019.
- We **recruited** 6,917 new members up 429 or 0.6% on 2019.
- 36% of **chartered joiners** were female up 1% on last year.
- **Total paying membership** was 34,800 down 377 or 1% on 2019 despite considerable uncertainty in the construction sector and the economy more widely because of the pandemic.

Financial Health

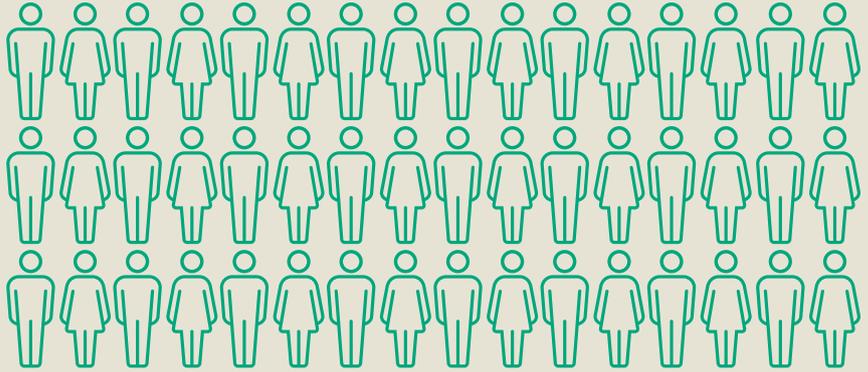
- **Income** of £20,560k was £5,000k or 19.6% lower than 2019 due to the impact of Covid-19 – our venues and publishing business were significantly impacted.
- **Expenditure** of £28,208k was £2,676k or 8.7% lower than 2019 due to the reduction in activities as a result of Covid-19, and the lower costs of working remotely.
- In addition, **Loan note interest** of £3,823k was earned from through our associate holding with Williams TopCo Ltd.
- In December 2020 contracts were agreed with Byggefakta Group to sell the RIBA's remaining shareholding in NBS, with £113m cash received in February 2021.
- **Membership income** was £10.103k down £309k or 2.9% from 2019
- The **net position delivered by all our commercial teams** was £293k, down £1,923k or 86.8% on 2019, which demonstrates the significant impact the pandemic had on the RIBA and was due to the lockdown of our venues business for the majority of the year.

International based membership

6,888

Total membership 53,875 up 4.1%

36% of Chartered joiners are female



We recruited **6,917** new members up **429** or **0.6%** on 2019

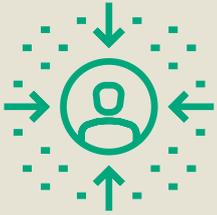


Income **19.6%** lower than 2019 due to the impact of Covid-19

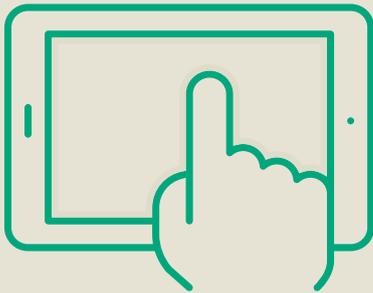


Supporting Our Members

- **COVID-19 Hub:** In response to the pandemic we established an online COVID-19 hub where an extensive amount of information and guidance was published for chartered practices, chartered members and students on a range of topics along with information about our policy work with Government and COVID-19 related professional features and economic analysis.
- **Recovery Roadmap collection:** an online digest of resources was launched in June in response to the coronavirus pandemic to support business resilience and recovery.
- Even with COVID-19 restrictions we managed to deliver **11 competitions**, against a target of 18.
- We referred **274 clients to our chartered practices**, with a total project value of £471.5million.
- 10,327 clients submitted project enquiries through our **Find an Architect site** with a total project value of £2.9billion.
- **The RIBA Plan of Work 2020** was launched in February including an updated template, overview guidance and new project strategies on conservation, cost, fire safety, health and safety, inclusive design, planning, plan for use, procurement and sustainability. The RIBA Plan of Work 2020 is the most viewed page on architecture.com, receiving over 250,000 unique page views since its launch.
- **Building Safety responses** – we responded to key government proposals for regulatory reform including a response to the review of the ban on Combustible Materials and the Building Safety Bill, which proposes reforms to England’s current building safety regulations.
- **The RIBA Health and Safety Guidebook** was published as a companion guide to the forthcoming RIBA Health and Safety Test developed by RIBA Publishing and our Practice department, designed to improve the safety of practitioners on site and their understanding and application of health and safety processes to create buildings that are safe to build, operate and use.
- **The Social Value Toolkit** was published in June incorporating guidance from us and the University of Reading on evaluating the social value impact on people and communities.
- **Our Guerrilla Tactics** online conference sold 400 tickets, a 30% increase on 2019, attracting viewers from as far as Australia, New Zealand, South Africa and Canada.
- **Our annual Smart Practice online conference** focused on Confronting the Climate Challenge and provided members with the knowledge, tools, and resources to meet the RIBA 2030 Climate Challenge. 350 tickets were sold, a 230% increase on 2019.
- **Our Future Leaders online conference** was attended by 586 delegates in 2020, a 75% increase on 2019.
- **Future Place 2019 Report**, ‘Unlocking the Potential of Places’ was published, sharing best practice as well as key challenges and highlighted locally generated design solutions to stimulate new placemaking.
- **Professional Conduct cases** – held 14 professional conduct hearings remotely resulting in 2 dismissals, 5 private cautions, 3 public reprimands and 4 expulsions.



10,327 clients submitted project enquiries through **Find An Architect**, with a total project value of **£2.9bn**



RIBA Plan of Work 2020 is the most viewed page on architecture.com, over **250,000** unique page views since its launch

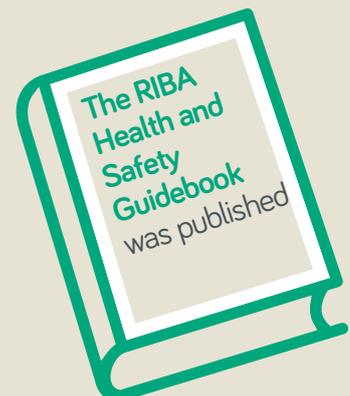


We established an **online COVID-19 hub** for chartered practices, chartered members and students



We referred **274** clients to our **chartered practices**, with a total project value of **£471.5million**.

Guerrilla Tactics online conference sold 400 tickets, a **30% increase** on 2019



- **“A Decade of Action” report** was published in May examining research findings and exploring examples of how the UN Sustainable Development Goals are being furthered through education, projects and business strategy.
- Launch of **architecture apprenticeships** at both RIBA Parts 1 and 2 levels.
- From lockdown in March to December 2020, teams in **Nations & Regions** held 722 virtual events, which were attended by nearly 28,000 delegates. Additionally, we held 673 virtual practice visits, meeting our members directly in their businesses.
- The **Future Architects** pilot was delivered in January delivering 2,856 events, recruiting 3,982 new students and associate members.
- **The RIBA Part 3 course** was delivered to one of our largest ever cohorts with 297 UK candidates and 71 International candidates including the new London and China courses. The courses and examinations were delivered digitally for the first time.
- We added the Sri Lanka Institute of Information Technology to our global network of **validated schools**, which was validated for Part 1 only. We conducted 3 exploratory visits to University of Leeds, Anglia Ruskin University, Hertfordshire and the Bartlett (all Part 1). We also re-validated 7 UK based schools.

Equality, Diversity and Inclusion

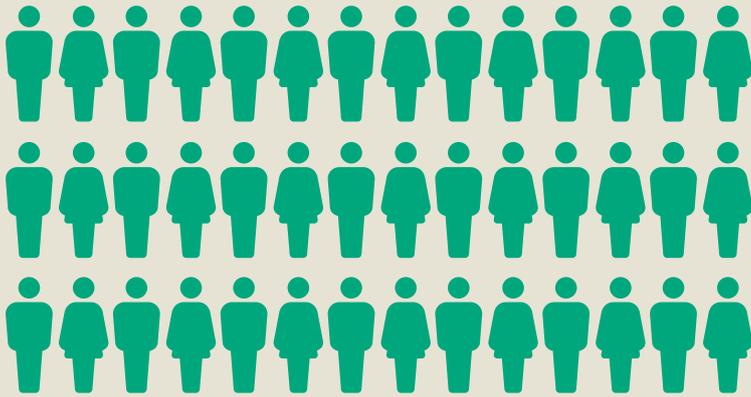
- In April 2020, the CPD team worked with Teri Okoro to develop an Equality, Diversity and Inclusivity **CPD module**, which was made available on RIBA Academy.
- We delivered the **RIBA Inclusion by Design Festival** in September, which attracted 2,100 attendees, and the RIBA Inclusion Transparency report and the establishment of the RIBA Inclusion Charter.

Enhancing Our Digital Services

- **The RIBA Academy** was launched in May, providing an online learning management system for members to access their CPD. 6,200 individual accounts were activated with 520 hours of available CPD across 440 modules.
- Attracted 26,000 attendees to **RIBA CPD courses** (face to face and digital), double the figures for 2019.
- **CPD Provider Network Roadshows** were successfully transferred to a digital format with the team delivering 180 live webinars to 3,500 delegates.
- We launched a new Professional Experience Development Record (PEDR) recording platform in May.
- We sold 5,630 **digital contracts** in 2020 – 10% up on 2019.
- We now have over 10,500 **RIBA Contracts Digital user accounts**, with 3,200 new accounts created in 2020.
- We rolled out a digital Council and Board meeting management tool in December to facilitate governance meetings in an online format.
- **Member only content paywall** was introduced in June, allowing our members to get exclusive insights and key guidance and information that will give them an advantage in the marketplace.



Nations & Regions held **722 virtual events**, which were attended by nearly **28,000** delegates



Attracted **26,000** attendees to RIBA CPD courses (face to face and digital)



10,500 RIBA Contracts Digital user accounts
3,200 new accounts created in 2020



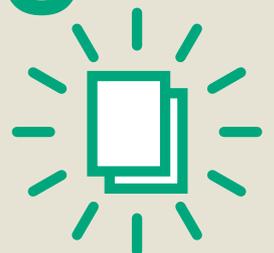
The RIBA Inclusion by Design Festival attracted **2,100** attendees



Equality, Diversity and Inclusivity CPD module was made available on RIBA Academy.

5,630

digital contracts were sold



Growing Our Brand

- 38,918 visitors to **our cultural events** down 59,410 or 60.4% on 2019 as a result of the pandemic. All events were delivered online.
- We had 90 **meetings with senior government stakeholders**, up 10 or 12.5% on 2019.
- We also conducted 112 **meetings with local government officials** down 80 or 41.7% on last year as a result of the pandemic.
- We recorded 4.2m **website sessions**, up 0.640m or 18.3% on 2019.

Growing Globally

In China:

- Internationally we had 89 applicants for the **Membership Eligibility Assessment Panel (MEAP)** which is an increase of 63 or 140% over 2019. We had 33 applicants from China an increase of 29 or 625% over 2019. Applications from China made up 37% versus 15% in 2019.
- **Hello China Programme** – since the lifting of lockdown in China in June, we have delivered 10 Hello China events (physical), some of which were livestreamed to Chinese audiences in 8 cities attracting over 150,000 viewers during the same period.
- **China 88 Places and Spaces Competition** – successfully delivered our first architecture photography competition in October, attracting over 250 entries with features in major Chinese publications including China Daily.
- **China operations** – successfully launched a Chinese website and RIBA WeChat Account.

In the Gulf

- **RIBA and Geberit Seminar Series** – we, along with Geberit, hosted a series of 5 virtual seminars through 2020 on various RIBA approved CPD presentations to our membership and non-member architects across 7 countries in the Gulf region.
- **‘Architecture Partner’ at Cityscape Real Estate Summit** – we were announced as Cityscape Real Estate’s Summit’s Architecture Partner in November 2020. As one of the few face to face events in the region, the event was attended physically by professionals ranging from developers and investors to architects, designers, financiers, and consultants as Cityscape reinforced the ‘back to business’ sentiment for the architecture, real estate and engineering community in the region.
- **RIBA Gulf Community WhatsApp Group** – we launched a ‘RIBA Gulf Community’ WhatsApp group in April 2020 to connect and enable RIBA members and architecture community, including non-member architects and architecture students across the Gulf.
- **International chapters** – we supported numerous local RIBA Chapter activities including the D3 architecture festival and Sri Lanka Women in Architecture programme.



90 MEETINGS
with **senior government stakeholders**, up **12.5%** on 2019

4.2 MILLION WEBSITE SESSIONS, up **18.3%** on 2019

Internationally we had **89 applicants** for the **Membership Eligibility Assessment Panel (MEAP)** which is an increase of **63** over 2019

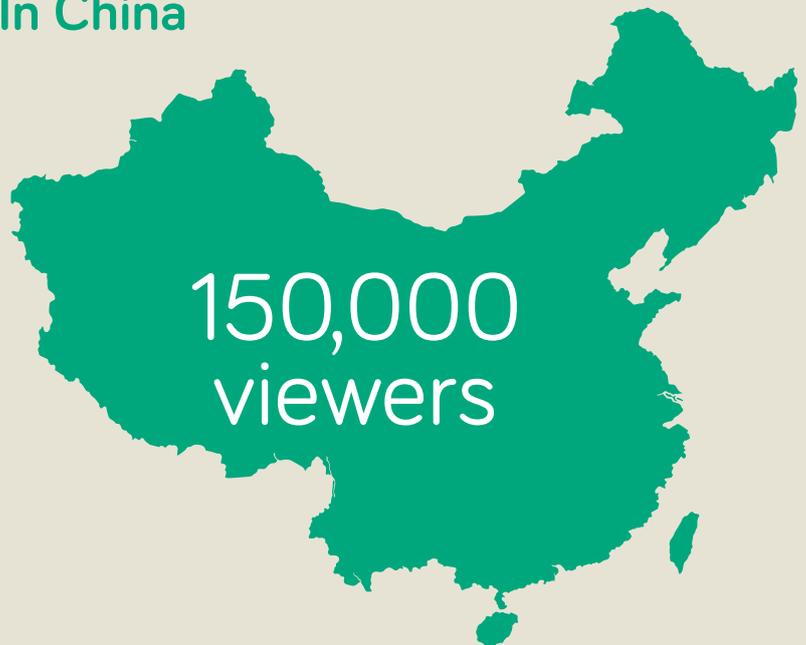


In the Gulf



RIBA and Geberit hosted a series of **5 VIRTUAL SEMINARS** across **7 countries** in the Gulf region

In China



Since the lifting of lockdown in China in June, we have delivered **10 HELLO CHINA EVENTS**

2020 Business Plan Tracker

No.	Projects	Jan	Feb
1	Future Architect network Pilot	●	
2	Future Places Phase 1		
3	RIBA Academy-Commercial		
4	Professional Experience Development Record		
5	Enabled e-sign capability		
6	Chinese microsite		
7	Complete Multifactor Authentication		
8	Member Only Content (Paywall)		
9	Conference Calling		
10	Live Streaming (MVP)		
11	Member Invoices		
12	Freestyle Exhibition (incl. tax relief)		
13	HR & ICT Process Change		
14	WeChat-International Growth Project (IGP)		
15	Development work for Digital Workspace		
16	Fee Calculator Prototype Phase 1		
17	Chartered Practice staff lists		
18	HR Portal Update		
19	CPD provider into RIBA Academy		
20	Education Futures		
21	Azure Framework creation		
22	Amazon Web Services VPC configuration		
23	Pension Provider Details		
24	Exchange migration		
25	RIBA Inclusion Festival		
26	Digital Board Portal		
27	Refresh current international landing pages		
28	MEAP Process-IGP		
29	Membership Joining Process-IGP		
30	Convene AGM		
31	OpenAccounts and OpenPeople upgrade		
32	Infrastructure & Disaster Recovery Programme		
33	Work with an Architect Campaign		
34	Electronic Voting		
35	Instagram Post Scheduler Application		
36	Change in Ethnic Group Questions in My Acc and OE		
37	Surfacing Content on RIBA.com		
38	FAA Improvements		
39	China App		
40	RIBA Books		
41	Climate Challenge London (formerly called Ethics & Sustainable Development)		
42	Full suite of Digital Practice Tools (Fee Management Tool, Project Management tool, Digital Plan of Work)		
43	Transformation-Phase 1 Organisational Structure		
44	RIBA Pix		

KEY ● Complete ● In progress

Royal Institute of British Architects
66 Portland Place, London, W1B 1AD, UK
Tel: +44 (0)20 7580 5533
info@riba.org

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RIBA 
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