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**

**12 RIBAJ issues published**

**36 validations**

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

**1009 referrals**

with a total project value of
£1.224 billion

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

<table>
<thead>
<tr>
<th>Action Number</th>
<th>Strategic Actions 2018</th>
<th>Strategy Alignment</th>
<th>Completed</th>
<th>Deferred</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UK</td>
<td>2.4</td>
<td>●</td>
<td></td>
<td>Rolled out Q1</td>
</tr>
<tr>
<td>2</td>
<td>Development of an International Strategy</td>
<td>2.4</td>
<td>●</td>
<td></td>
<td>Developed and approved Q1</td>
</tr>
<tr>
<td>3</td>
<td>Establish international membership network infrastructure</td>
<td>2.4</td>
<td>●</td>
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<td>Team established Q1</td>
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<tr>
<td>4</td>
<td>Develop a people strategy</td>
<td>3.1</td>
<td>●</td>
<td></td>
<td>Developed and approved Q1</td>
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<tr>
<td>5</td>
<td>Launch Join online Chartered Practice</td>
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<td>●</td>
<td></td>
<td>Rolled out Q2</td>
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<tr>
<td>6</td>
<td>GDPR compliance programme Phase 1</td>
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<td>●</td>
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<td>Completed Q2</td>
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<tr>
<td>7</td>
<td>Transition of RIBA Enterprises</td>
<td>3.3</td>
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<td>Completed Q2</td>
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<tr>
<td>8</td>
<td>Organisational Review Phase 1</td>
<td>3.4</td>
<td>●</td>
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<td>Completed Q3</td>
</tr>
<tr>
<td>9</td>
<td>Awards review</td>
<td>2.2</td>
<td>●</td>
<td></td>
<td>Completed Q3</td>
</tr>
<tr>
<td>10</td>
<td>Appoint Chair of BATB</td>
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<td>●</td>
<td></td>
<td>Appointed Q3</td>
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<tr>
<td>11</td>
<td>Research Strategy</td>
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<td>Developed and approved Q3</td>
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<tr>
<td>12</td>
<td>Collections review</td>
<td>3.4</td>
<td>●</td>
<td></td>
<td>Moved to 2019 as part of the strategic direction work</td>
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<tr>
<td>13</td>
<td>Brand review</td>
<td>3.2</td>
<td>●</td>
<td></td>
<td>Due for completion end of Jan 2019 due to late starting of the project</td>
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<tr>
<td>14</td>
<td>A repackaged RIBA membership offer</td>
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<td>Completed Q3</td>
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<tr>
<td>15</td>
<td>Launch digital renewals for Chartered Practices</td>
<td>3.4</td>
<td>●</td>
<td></td>
<td>Moved to 2019 as requires join online to be completed first</td>
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<tr>
<td>16</td>
<td>Develop new validation criteria and procedures</td>
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<td>Completed Q4</td>
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<td>17</td>
<td>Housing and older people policy project</td>
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<td>Due for completion Jan 2019 due to external issues</td>
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<td>18</td>
<td>PCI compliance roadmap</td>
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<td>Completed Q4</td>
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<td>19</td>
<td>Clore Learning Studio</td>
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<td>●</td>
<td></td>
<td>Completion date in early February 2019 due to unforeseen issues with the fabric of 66PP and planning permission issue with the balcony</td>
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<tr>
<td>Action Number</td>
<td>Strategic Actions 2018</td>
<td>Strategy Alignment</td>
<td>Completed</td>
<td>Deferred</td>
<td>Comments</td>
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<td>Established Q4</td>
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<td>Staff Survey Action Plan</td>
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<td>Developed and approved Q4</td>
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<td>22</td>
<td>Grenfell Tower response</td>
<td>1.1</td>
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<td></td>
<td>Completed Q4</td>
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<tr>
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<td>Governance Review phase 1</td>
<td>3.5</td>
<td>●</td>
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<td>Completed Q4</td>
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<td>Reaccreditation by the Arts Council of England</td>
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<td>Moved to 2019 due to accreditation dates being moved to 2020</td>
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<tr>
<td>25</td>
<td>New PEDR prototype developed</td>
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<td>Moved to early Feb 2019 due to change of requirements late in the project</td>
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<tr>
<td>26</td>
<td>New CPDR prototype developed</td>
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<td>Completed Q4 ready for rollout in early Jan 2019</td>
</tr>
<tr>
<td>27</td>
<td>New FAA prototype developed</td>
<td>1.4</td>
<td>●</td>
<td></td>
<td>Completed Q4 ready for rollout in Feb 2019</td>
</tr>
</tbody>
</table>

**Key**

- ● Complete
- ● In progress