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2034 Masterplan for the Royal Institute of British Architects: Part of a suite of documents created in 2021 to set the strategic direction of the RIBA. The 2034 Masterplan to be read in conjunction with - The High Road to 2034 - The President's Fact-Finding Mission (PFFM) and the current 'biennial' plan.

Jones, A., Vallance, A., & Pringle, J. (2021). *2034 Masterplan for the Royal Institute of British Architects: Part of a suite of documents created in 2021 to set the strategic direction of the RIBA. The 2034 Masterplan to be read in conjunction with - The High Road to 2034 - The President's Fact-Finding Mission (PFFM) and the current 'biennial' plan.* Royal Institute of British Architects. <https://www.architecture.com/knowledge-and-resources/resources-landing-page/riba-2034-masterplan>

Document Version:

Publisher's PDF, also known as Version of record

Queen's University Belfast - Research Portal:

[Link to publication record in Queen's University Belfast Research Portal](#)

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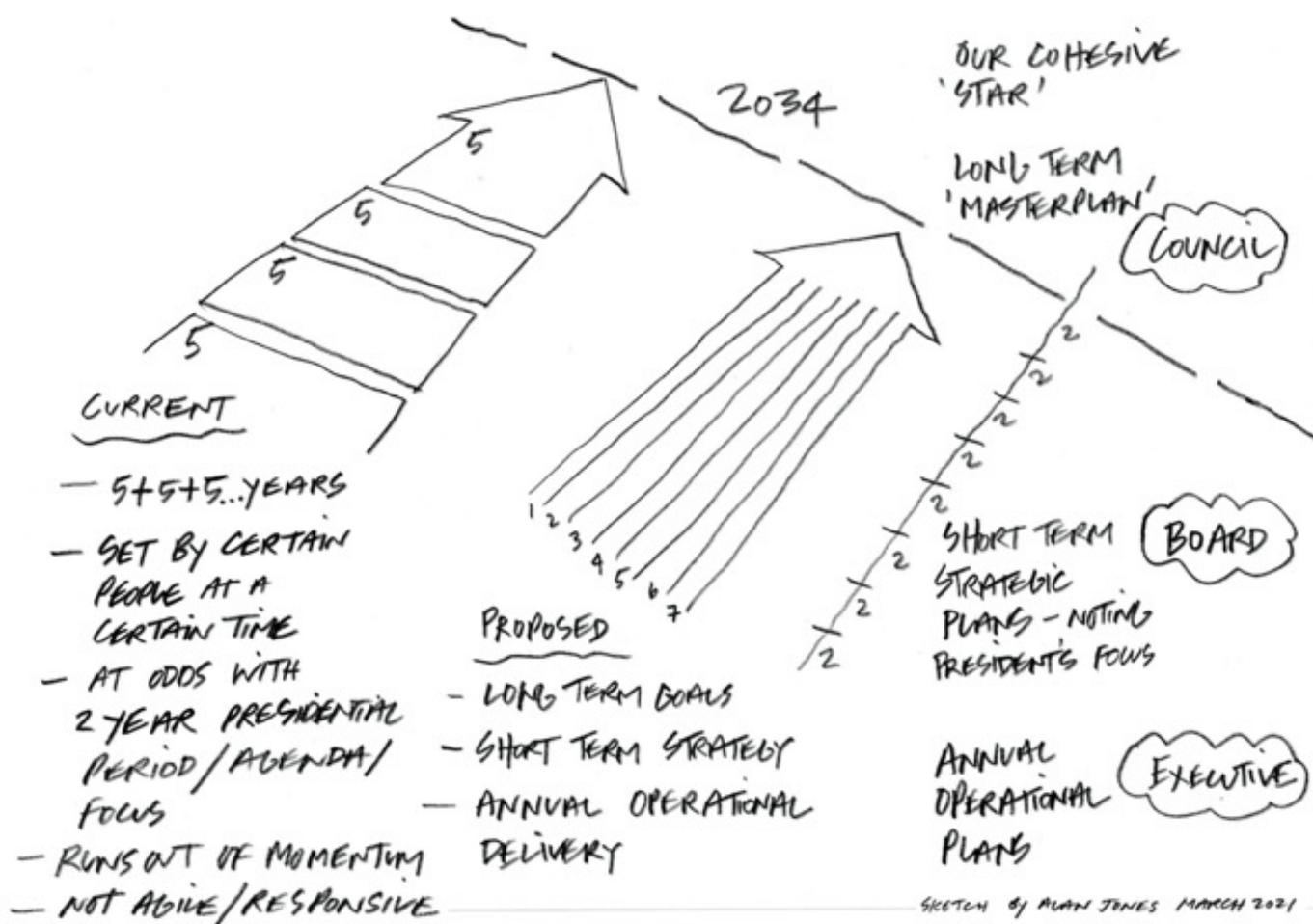
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2034 Masterplan

for the Royal Institute of British Architects



Part of a suite of documents created in 2021 to set the strategic direction of the RIBA. The 2034 Masterplan to be read in conjunction with - The High Road to 2034 - The President's Fact-Finding Mission (PFFM) and the current 'biennial' plan.

The masterplan seeks to move architects to their rightful position in the design and construction process – as highly-skilled and qualified ‘guardians of the built environment’ – and the goals intend to bring more voices and perspectives to the table, so that the profession can be seen as a truly competent, diverse, valued and financially attractive source of solutions.

Introduction

This framework provides our profession – and the RIBA – with a series of vital, long-term outcomes to guide our activity to 2034, the date at which the Institute becomes 200 years old.

It sets a direction of travel to ensure the profession can not only survive, but thrive. The masterplan – and its goals – consider current struggles, including the vital need to increase diversity at all levels, and the changing role of the architect, who works against a backdrop of developing digital technology.

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So, how will the masterplan be used? Last year, the RIBA Council and Board recognised that setting five-year strategies was no longer appropriate for our rapidly changing world, and instead agreed to adopt successive biennial plans that align with long-term outcomes. These outcomes are articulated in the 2034 Masterplan.

As was agreed, RIBA Council will remain the stewards of the 2034 Masterplan, looking at the results and suggesting areas for prioritisation to the Board. The Board, in conjunction with each President, will then set biennial plans, from which the Chief Executive will develop activities. In this respect, the Council acts as the ‘insight’; Board as the ‘oversight’; and Executive as the delivery mechanism. This new strategic partnership will also involve a new way of business planning and resource management, giving more certainty to the staff delivering the activities.

The Why

Architects are perceived by many as instruments of the wealthy, as opposed to professional advocates advancing the rights and needs of all citizens across the UK. In a period when we are seeing growing inequality, including spatial and environmental inequality, across the UK, it is vital the RIBA stands up for the needs of UK citizens in advancing just, fair, healthy environments for all.

Environmental injustices should be perceived as a failure of our profession to advance our public mandate. This political position requires us to advance and address deep systemic challenges at the heart of architecture.

Indy Johar, PFFM champion.

The case for the architecture profession needs to be constantly remade – to the public in all its diversity, as much as to policymakers and professionals – if it is to avoid being side-lined from having the impact that it craves on society's most important challenges and being relegated instead to little more than a discussion of aesthetics, hemmed in by commercial priorities.

Invited contributor to the PFFM.

Architects are working in an increasingly competitive marketplace, where we are not only competing with each other but also with other professionals and digital tools that seek to provide services that used to be core to our offer. To be sustainable as a profession we must stay on top of this change by sharing knowledge both with each other, with academia, and with the world.

Invited contributor to the PFFM.



Alan Jones
RIBA President 2019-21



Jack Pringle
Chair of RIBA Board
of Trustees 2021-2023



Alan Vallance
RIBA CEO

2034 Masterplan Agreed by RIBA Council June 2021

2034 Masterplan Adopted by RIBA Board July 2021

The What

Architects through their “deep generalist” education make them a natural fit to be the “guardians of the built environment”. Unfortunately, in recent years there has been a race to the bottom, with architects treated as commodity and not paid what they sense they are worth, giving advice for free in the hope they might win a commission and then they aren’t trusted as much as other roles within the design and construction process. Looking at the average salary of architects after a long education it is fair to say architects aren’t valued.

But gradually society, investors and government are becoming more aware of the fact that spaces and places where we all live and work and how we travel between them has a very significant impact upon the world - in terms of climate emergency, the bio-diversity crisis, health and well-being, as well as the sense of belonging, identity and spatial and environmental quality. Our world, and those countries, governments and societies within it, need architects to step up and be at their best, to help facilitate and lead the devising and delivery of the most appropriate solutions to the problems we face, and the commitments and aspirations that shape our collective future. There is a shift from what architecture is, to what architecture does.

How architects work for society can be enhanced, for the good of everyone. We need the early involvement of architects in exploring problems and potential solutions, in town planning, and onwards into detailed design and material choices, in and through procurement, to ensure a consistent golden thread of expertise from the very beginning of the idea of a project through to its realisation, occupation and confirmation of its performance.

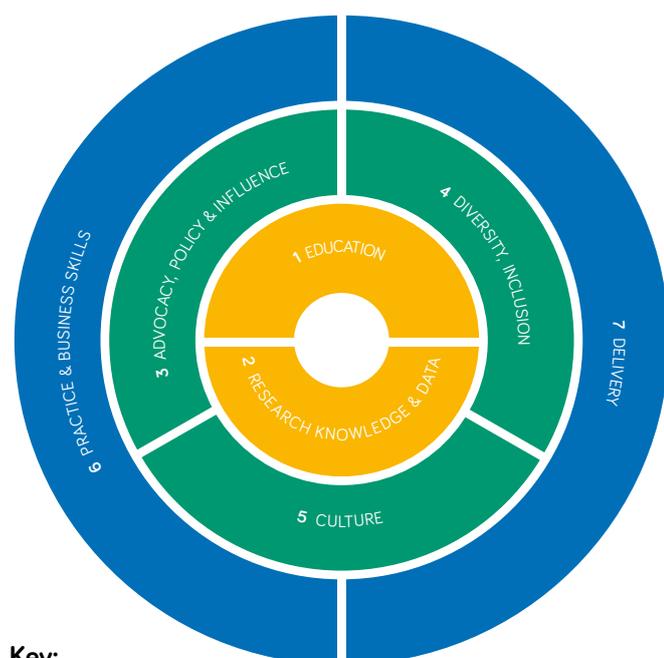
Our world needs practical and intellectual leadership, and architects, supported by their institute the RIBA, are in the best position to help realise the creation of a better world. But first we, as a profession and the institute need to need to address and overcome the current issues articulated above. It has taken many years of gradual decline of architects’ role, and it will take a number of years to reverse this process. To set goals, we going to use RIBA’s 200th anniversary as a deadline for making this change, so that by 2034:

Architects create value for society through an effective profession

The How

The key to this outcome is defining the value delivered, who is it for, and how do we measure it. As such we have structured the Masterplan, around four stakeholder groups, RIBA architects, the profession, clients and wider society.

- The value we are seeking **for RIBA architects** is that their revenues and average salaries increase year on year.
- The value we are seeking **for the profession** is that it is more diverse and that it is involved in more building projects.
- The value we are seeking **for clients** is that architects improve their understanding of buildings clients' needs and desires whilst meeting financial imperatives.
- The value we are seeking **for society** is improved community well-being through the construction of "aesthetically, health improved, and environmentally sustainable living structures.



Key:

- COMPETENCY
- CONFIDENCE
- CASHFLOW

To achieve this, we have created what we call the **VALUE CIRCLE** this consists of three elements broken into seven 'swim lanes'. These 'swim lanes' are specialty areas that will deliver the impact we are seeking. They are:

COMPETENCY

Swim Lanes-1:Education; 2:Research Knowledge & Data

Through the provision of continued education, professional tools, networking opportunities, research and insight, knowledge & data, we will equip our members, the profession and clients with a deeper understanding and demonstrable skills to lead the delivery of a sustainably-designed built environment.

CONFIDENCE

Swim Lanes-3:Advocacy, Policy & Influence; 4:Diversity, Inclusion; 5:Culture

Through a comprehensive advocacy & policy programme, well designed and targeted promotional campaigns that incorporate and reflect a wide range of voices, aligned with a well-funded and highly leveraged cultural programme we will assist the profession in being self-assured because the public and built environment decision makers understand the value it brings to the table.

CASHFLOW

Swim Lanes-6:Practice & Business Skills; 7:Delivery

Through supporting practice & improved business skills, leading to better client relationships and project outcomes, we aim for the market to value the profession more and increase practice and individual incomes.

Measuring Progress

Over the next twelve years we will our success in delivering the above outcome by using these measures - **an increase in the average revenue of architects, an increase in the number of building projects involving an architect and an increase in the percentage of UK buildings consider good quality, the completion of CPD & Mandatory competencies**, to name a few. Progress against these will be measured in the RIBA Benchmarking Survey, and the to be developed Health of the Built Environment Report.

The Masterplan is based on the research undertaken as part of the Presidents Fact Finding Mission (PFFM) and is designed to accommodate six biennial plans reflecting the presidential cycle in reaching the goals. Council are the holders and stewards of the plan, looking at the results in the benchmarking survey and suggesting areas for prioritisation to the Board, who, in conjunction with the next president, set the next Biennial plan from which the executive will develop its delivery activities and budget. In this respect, the Council acts as strategic insight body and Board as the strategic oversight body.

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2034 Masterplan

Desired Outcomes	Architects create value for society through an effective profession						
	Through the provision of continued education, professional tools, networking opportunities, research and insight, knowledge & data, we will equip our members, the profession and clients with a deeper understanding and demonstrable skills to lead the delivery of a sustainably-designed built environment.		Through a comprehensive advocacy & policy programme, well designed and targeted promotional campaigns that incorporate and reflect a wide range of voices, aligned with a well-funded and highly leveraged cultural programme we will assist the profession in being self-assured because the public and built environment decision makers understand the value it brings to the table.			Through supporting practice & improved business skills, leading to better client relationships and project outcomes, we aim for the market to value the profession more and increase	
How we measure progress	RIBA Health of the Built Environment Report and RIBA Benchmarking Survey						
Biennial Plan 6: 2032-33							
Biennial Plan 5: 2030-31							
Biennial Plan 4: 2028-29							
Biennial Plan 3: 2026-27							
Biennial Plan 2: 2024-25							
Biennial Plan 1: 2022-23							
Themes	Education	Research, Knowledge & Data	Advocacy, Policy & Influence	Diversity & Inclusion	Culture	Practice & Business Skills	Delivering
Key Success Measures	CPD completed, qualifications publications informal learning, mandatory competences		Number of building projects involving an architect Demographic make up of architects Number of Cultural Programme engagements			Average salary of architects Average revenue of architects	

*These are indicative and will be reviewed an evolve over time. There are a number of key performance indicators outlined in the PFFM and these will be incorporated in the Biennial Plan and business plan success measures.



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Indy Johar, PFFM champion.

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