

RIAS Strategy

2017-2022

Eleanor McAllister OBE Hon FRIAS

August 2017

RIAS STRATEGY 2017-2022

Introduction by the President

SECTION ONE

The Brief

The Task

The Desired Outcomes

Context

RIAS Mission

Governance and Organisation

Activities

- Membership Services
- Professional and Practice Services
- Business Development
- Education and Training
- External Relations
- Communication and Marketing

SECTION TWO

Review of RIAS activities 2007 to 2017

Introduction

The brief

Membership

Financial Performance

Activities

- Awards
- Annual events
- Festival of Architecture 2016
- Special Events
- Consultancy/Competitions
- Practice Services
- Productions: New Initiatives
- Publications
- Website and Social Media Presence
- Directory
- Public/Political/International Profile
- Consultations
- Public Profile and Media
- Political Liaison

Conclusion

SECTION THREE

Strategic priorities 2017 to 2022

Ongoing Repetitive Activities (RAs)
Mission
Governance and Operations
Membership and Practice Services
Business Development
Education
External Relations
Communication and Marketing

APPENDICES

Introduction by the President

Introduction to go here...

1 Title needed

1.1 The Brief

1.1.1 The Task

The task for the development of the RIAS' next five year strategy is to build on the momentum created through 2016 by improving performance where possible in the ongoing delivery of the RIAS' services. The Strategy should also identify new areas of activity which would further the Incorporation's mission to promote and support architecture.

It was also felt that it would be appropriate, at this juncture, to reflect on the general performance of the RIAS across all its activities over the past ten years. So, at the President's request, this Strategy includes an assessment of the Incorporation's financial performance and activities from 2007 to end 2016. The review forms Section Two of the document.

The brief required that the development of the plan should be as consultative as possible, reaching out to members, staff, external partners and interested individuals. This was done by over 30 one-to-one interviews, based on a series of topics agreed by Council and circulated in advance to participants. The key points from those discussions have contributed to the Strategy content and approach, outlined in Section Three. The topic paper issued to interviewees forms Appendix A.

There can be few strategic plans which, in their delivery, are concluded with such a burst of energy, excellence and public acclaim as the RIAS' 2011-2016 plan which culminated in the highly successful Festival of Architecture 2016 (FoA 2016). This not only celebrated the RIAS Centenary through a series of events and activities across Scotland, the year was a central feature of the Scottish Government's Year of Innovation, Architecture and Design and attracted over 1.5m visitors. Throughout the Year, the RIAS celebrated architecture within the profession and raised its profile to previously unknown heights in the public domain. Most importantly for the profession and its future influence, it brought the Royal Incorporation and its members closer to the seat of power in Holyrood.

1.1.2 The Desired Outcomes

In drafting the strategy, it was essential to ensure that:

- its aims and priorities would be recognised by the membership and its partners as focusing on the key priorities of advocacy and support for the profession of architecture,
- its content would reflect a consensus of views without sacrificing clarity,
- its planned activities would energise and excite, be relevant and deliverable, so that the plan didn't sit on a shelf unopened and unused for five years,
- it could be easily communicated to staff and members and executed with support and engagement from all,
- it could be delivered within available, or planned, resources,
- that it would serve as the basis of a promotional document for the RIAS,
- and that it would give confidence that the Royal Incorporation is an efficient and well motivated organisation with, at its core, the delivery of a first class service to its membership, and wider society in Scotland.

1.2 Mission

The Incorporation's mission is enshrined in its Royal Charter which has been amended on several occasions over its 101 years to reflect changing legal requirements and trends in professional practice. Its goals are as true today as when they were written. The RIAS will strive to:

- combine the efforts of (the architecture profession in Scotland) for the advancement of architecture,
- foster study and encourage the development of Scotland's architecture,
- support and protect the profession,
- publish and promote material of interest to architects and a wider public.

During the consultation for the Strategy, some of those interviewed expressed a desire to see the RIAS go through a consultative 'visioning' process to examine a way to uphold the values expressed in the Charter while communicating it in a modern and accessible way. This would provide fresh input to a campaign to capitalise on the FoA 'feel good' factor and would have the potential to inform a rebranding exercise for the RIAS.

1.3 Governance and Organisation

As required in the Charter, there are six Chapters: Aberdeen, Dundee, Edinburgh, Glasgow, Inverness and Stirling. Each Chapter can elect office bearers to sit on the most senior committee of the Incorporation, its Council, and each of the topic based committees of the RIAS. Other members of Council are elected nationally by the membership and are joined by the convenors of the other committees and co-optees. The President of the RIAS is elected by the Council.

The Incorporation has charitable status and is overseen by OSCR (The Office of the Scottish Charity Regulator) and has a wholly owned subsidiary, RIAS Services Ltd which covers the commercial activities of the Royal Incorporation and oversees the RIAS Insurance.

The current committee structure is attached as Appendix B(i).

1.3.1 Staffing

The Secretary and Treasurer to the RIAS is the most senior staff member and reports directly to Council on policy matters. The Secretary is charged with the responsibility for staffing and day to day management of the Royal Incorporation and is currently supported by three managers covering administration, finance and Practice Services.

The current staffing structure is outlined in Appendix C(i)

1.4 Activities

The Royal Incorporation undertakes a complex and diverse range of activities on a day-to-day basis. It is this range of activities, together with a discussion around governance, financial performance and organisation which formed the basis of the 2012-2016 Review and the consultation process for strategy development. The principle topics for discussion on RIAS activities were:

- Membership Services,
- Professional and Practice Services,
- Business Development,
- Education,
- External Relations and
- Communications and Marketing.

1.4.1 Membership Services

The breadth of the Incorporation's services to its members is wide and includes: use of the RIAS suffix, crest and signboard; access to the online directory of architects; advertising of vacancies on the RIAS website; attendance at the RIAS annual convention;

eligibility to apply for the RIAS Andrew Doolan and RIBA awards; CPD at national and local level; the RIAS e bulletin; RIAS Quarterly; RIAS bookshop; and access to accreditation schemes. Our range of services from members also include: arbitration and adjudication; client advisory service; employment advice; access to Practice Services; IAS Insurance services; and RIAS Professional Financial Services.

1.4.2 Professional and Practice Services

The Practice Team. The team is dedicated to supporting and promoting the practice of architecture in Scotland through its core activities of administering Practice Services and publishing technical and legal advice and practice information. This is an additional service for subscribers to Practice Services. It also helps in preparation of responses to outside bodies, particularly the Scottish Government, thus contributing to policy-making. The Practice team contributes to the promotion of good practice, to the development of RIAS standard contract administration forms and the publication of advice notes available for the general public. It also provides assistance to clients and architects in dispute resolution.

The Clients Advisory Service (CAS). CAS helps potential clients to select architects. For private houses, extensions, and small projects - conversions and internal elevations - a list of a minimum of three architects in their area with appropriate experience is provided. Each architect is first contacted and given a brief overview of the project to ensure that they would be available and willing to assist should the client contact them. The CAS also provides a copy of the RIAS publication *Why Use a Chartered Architect* which provides a list of questions for potential clients to ask an architect when contacting them for the first time and RIAS guidance towards arriving at a project budget for domestic projects i.e. an elemental breakdown of the components of a typical project, rather than direct financial advice.

Conservation Accreditation. Since 1995 the Incorporation has offered accreditation in building conservation, firstly to meet requirements of the principal funding bodies and secondly, to ensure clients that individuals are suitably qualified and experienced to act as the lead professional on grant aided conservation work. The Incorporation seeks to encourage 10% of the membership from all Chapters to apply for conservation accreditation. The accreditation scheme is monitored against the scheme promoted by the Architects Accredited In Building Conservation, Chartered Institute Of Architectural Technologists, Royal institution of Chartered Surveyors and the Association for Consultancy and Engineering. Close liaison is maintained with the funding bodies, particularly Historic Environment Scotland.

RIAS Energy Design Certification (formerly RIAS-reg). RIAS-reg was conceived in late 2006 in response to European legislation and on the invitation of the Scottish Building Standards Agency (SBSA). The Incorporation accredits and supports certifiers.

Sustainability Accreditation. Sustainable building design has relevance to all architectural practice. Shifts in awareness of energy use in buildings and carbon emissions have generated new opportunities for services based on pure accredited skills. Although there is not statutory requirement for sustainability accreditation, numbers continue to grow steadily.

CPD. The RIAS policy on CPD requires its members to carry out CPD to maintain, enhance or increase their knowledge and skills. This is in accordance with the Incorporation's Charter. The byelaws require that members should be demonstrably committed to a structured CPD programme. The Incorporation seeks to provide a consistent CPD service and the need for coordination with Chapter CPD is understood. The RIAS supplements the Chapter CPD programmes in the main, with 'issue based', rather than product or technical CPD.

1.4.3 Business Development

RIAS Consultancy. The Incorporation carries out a range of businesses to provide expert services and support for its members and others. RIAS Consultancy offers guidance to public and private sector clients on all aspects of architectural procurement for larger projects.

This fee based service manages all types of competitive procurement for predominantly public sector clients. RIAS Consultancy seeks to inform prospective clients of the importance of maintaining an audit trail in all procurement activities and the advisability of clients obtaining proper guidance. It has drafted procurement best practice advice from major multi sector clients, including several departments in the Scottish government and Scottish Enterprise.

RIAS Consultancy's client list is varied and prestigious. It also collates and catalogues information and images of all finished buildings to demonstrate best practice and produce useful marketing material to promote the service to prospective clients.

The RIAS Bookshop is the largest architectural bookshop in Scotland and one of the few outlets for SBCC and JCT contract and contract administration forms (including the RIS appointment documents). The bookshop handles busy online and mail order services. Account facilities are provided to members of Practice Services and to local authorities across Scotland.

RIAS Premises Rental. The completion of the refurbishment of the headquarters at Rutland Square has created a number of rooms that can be rented out to members for their use for private meetings and office space which is rented out to partner organisations. This has created a small but steady income for the Incorporation

1.4.4 Education and Training

Academic Education. Through its relationships with the Association of Schools of Architecture (ASSA) and the Architects Professional Examination Authority in Scotland Ltd (APEAS), the Incorporation plays an increasing role in tertiary education.

Careers and guidance. Visits to all Scottish schools of architecture are organised during each Presidential term to create a forum for the incorporation to meet with architectural students. The Incorporation's awards, financial support and other initiatives reinforces a relationship with all those studying architecture and encourages students to join. The Incorporation is also committed to working with schools to better inform young people about careers in architecture.

Educational Publications. The Incorporation commissions or supports the production of a range of architectural publications to improve knowledge of Scotland's architecture. Funding for publications is through sponsorship or commission.

1.4.5 External Relations

Government. The RIAS has positive relationships within the Scottish Government and Scotland's local authorities. This is a crucially important aspect of the Incorporation's endeavours. Through the good offices of a number of honorary members, the Incorporation also has good links with Westminster and Europe. Reinforcing all of these relationships and ensuring that the Incorporation contributes to debates on policy is vital for the standing of the profession and the maintenance of an appropriate political emphasis on the value of architecture to society.

Cross-Party Group on Architecture and the Built Environment. Prime among the Incorporation's mechanisms for communicating with MSPs is the cross-party group on Architecture and the Built Environment which addresses issues which are of particular interest to MSPs. The RIAS took over the role of Secretariat to the group in 2016 and will develop the agenda to ensure a breadth of interest and topics which reflect RIAS member interests and promote the practice of Architecture.

1.4.6 Communications and Marketing

Media. The RIAS is regarded by the media as a reliable source of comment and analysis on issues relating to the built environment. By achieving substantial press coverage, television and radio contributions on an increasing range of subjects from the historic environment to individual planning and design issues, the RIAS encourages and promotes the activities of members who are contributing to the constantly changing built environment of Scotland.

The Incorporation combines reactive comment e.g. responding promptly to incoming media enquiries, with proactive initiatives, issuing press releases on RIAS activities and

responses or analysis of relevant topical issues. The clear priority when communicating with the media is to represent the best interests of members.

Website and Social Media. The RIAS has a presence on Facebook and Twitter. Both are used to post news about the RIAS' activities and to raise, or comment on, issues that are deemed to be of interest to the membership and wider sector.

Directory. This is an online database of practices who subscribe to a directory advertising their services. This is a paid service. The Directory is held online and published in hard copy.

Member Database. One of the commitments in the last strategy was to provide a flexible and efficient database of all members. This has now been done and it is updated on a daily basis

Exhibitions, Events, Publications and Research. Historically the RIAS has curated a number of static and touring exhibitions and has sponsored a series of conferences, lectures and events. This practice has continued over the last five years culminating in the Festival of Architecture in 2016 where the RIAS President, Secretary and headquarters staff, worked closely with Chapters and many partners to present a full programme of exhibitions, lectures and public events promoting architecture and design and putting the profession at the forefront of place development in Scotland.

In addition to a full programme of events the RIAS has commissioned, or supported, the production of a range of architectural and related publications. All new titles are delivered at no or negligible cost to the Incorporation as funding is sought through sponsorship or commission.

2 Review 2007 to 2017

2.1 Introduction

As part of the ongoing strategy development for the next five years, the Incorporation's President felt this was an appropriate time to review the performance of the Incorporation over a longer period, including the preparatory period for the FoA 2016 and the event itself. It was agreed that a useful period would be the ten years, 2007–2017. This underpins the 2017–2022 Strategy.

This section of the Strategy report reflects the findings of the review based upon: detailed examination of RIAS annual accounts from 2007 to 2016; additional desk research examining other documents and publications; and discussions with the senior management team.

This review is set in the context of the bank crash of 2008, the biggest financial downturn since World War II. The years following the crash have been a particularly difficult time for architects as property development in both private and public sectors dried up immediately. Investment in Scotland is not yet back to pre-crash levels in Scotland. As will be seen, the RIAS has performed fairly well over the period and has shown significant overall improvement, despite the difficult financial conditions.

The Royal Incorporation of Architects in Scotland enjoyed a hugely successful year in 2016 when the year-long Festival of Architecture (FoA) formed part of the Scottish Government's Year of Innovation, Architecture and Design. The assessment of the impact of FoA2016 activities has been very positive in terms of the raised profile of architecture in Scotland and members have responded well to their involvement, particularly at Chapter level.

FoA has also been very positive for the profile of the Incorporation. The Cabinet Secretary, Fiona Hyslop MSP, has publicly expressed how pleased she was with the event, as have officers within the Scottish Government, particularly with the numbers of people attending the events and the consequent boost to the Scottish economy.

2.2 The Brief

The criteria for the Review was wide ranging and covered membership, financial performance and all activity levels. Specifically, the review was to explore:

- Membership Numbers
- Financial Performance
- Activities:
 - Events Consultancy
 - CPD and other Practice Services
 - New Initiatives
- Productions:
 - Quarterly*
 - Publications Website Directory
- Public/political/international profile
- Communications
- Legal Panels: adjudication, expert witness, mediation and accreditation
- H.Q. Building management and refurbishment

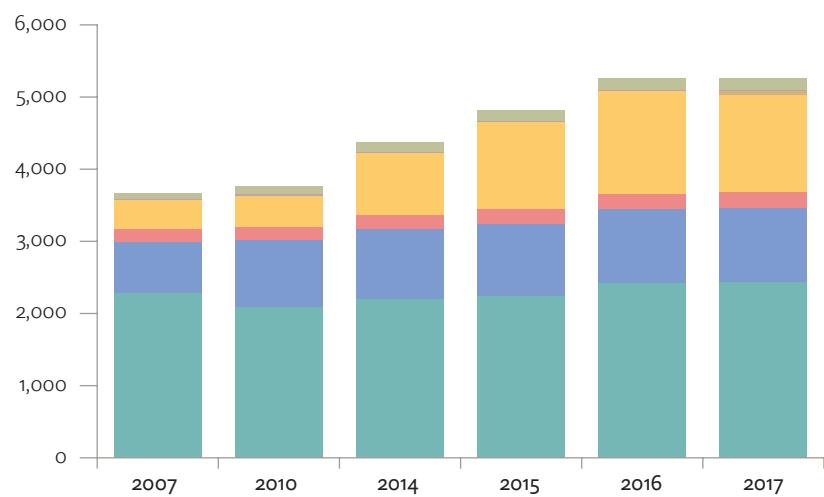
2.3 Membership

Membership has been growing steadily over the past decade and now sits at a total of 5264, almost 2000 more than in 2007. As a result membership subscription income has grown by over £100,000 per annum in the ten year period from a total of £467,410 in 2007 to £570,192 in 2016. Membership fees have increased over the period by modest amounts but this increase in income is an actual addition to annual revenue and almost wholly the result of rising membership numbers through active recruitment.

Particularly gratifying for the RIAS team is the expansion in student membership which has grown threefold. A new membership category, Associate Membership, was introduced in 2016, and implemented in 2017 (replacing the previous usage of the term 'Associate' and in line with our sister institute, the RIBA). This category is open to post part II students who are not yet chartered.

Table 1: Membership

Categories	2007	2010	2014	2015	2016	2017
Members	2,283	2,087	2,198	2,244	2,421	2,435
Retired Members/ Fellows	708	934	963	991	1,022	1,027
Fellows	172	173	204	209	206	211
Students	408	436	848	1,207	1,430	1,358
Associates						49
Affiliates	11	16	15	14	14	13
Hon Fellows	80	119	143	155	170	171
Total	3,662	3,765	4,371	4,820	5,263	5,264



2.4 Financial Performance

2.4.1 Annual Income: RIAS Consolidated Income with RIAS Services

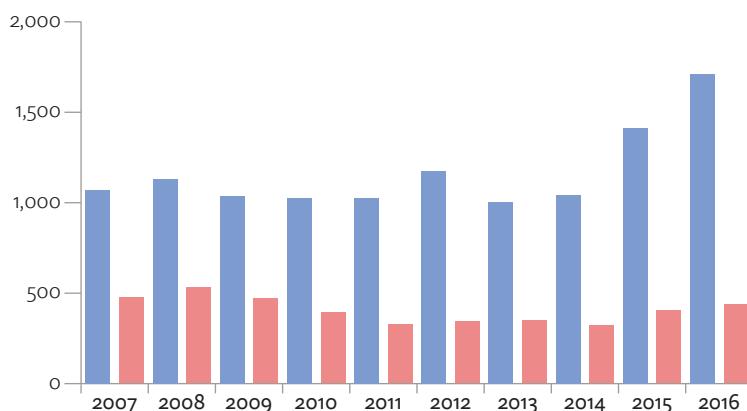
The RIAS income consists of: 1) all charitable activities such as membership subscriptions, membership activities, awards and grants; 2) trading activities such as services to architects, publications and products, consultancy and rental income; and 3) investment income.

As can be seen in Table 2, income has been fairly stable over the ten year period rising sharply in the years 2015 and 2016. This is almost wholly due to the grant and sponsorship income for the Festival of Architecture in each of these years, although there was also a substantial increase in commercial income in 2015

Turnover for RIAS Services Ltd dipped from a high of £536,000 in 2008 following the financial crash and settled around the mid £300,000s, until an upturn in 2014. This recovery continued in 2015 and 2016, climbing to £441,000 (not yet pre-crash figures, but showing a continued revival). This recovery is also indicated in the year to date figures for 2017.

Table 2: Consolidated Income and Trading Turnover £000's

Activity	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
● RIAS consolidated Income	1,068	1,130	1,036	1,023	1,023	1,176	1,002	1,041	1,414	1,709
● RIAS Services Ltd Turnover	478	536	473	396	329	346	351	324	406	441



2.4.2 Reserves

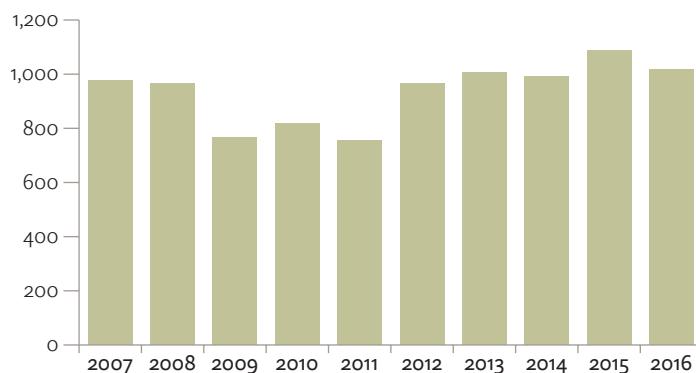
Funds carried forward year on year indicate whether an organisation is using up its reserves or is adding to them. Tables 3 and 4 record the net funds being carried forward year on year and the impact on net gains or losses within each year. In Table 3, there is a three year dip from 2009–2011. This is due in part to the reduction in commercial income from products and publications following the 2008 financial crash but also the substantial expenditure across the three years on the refurbishment of the HQ in Rutland Square. It should be noted that, in total, capital and revenue expenditure on 15 Rutland Square has exceeded £660k in the eight years since 2009. This, in part, accounts for year on year reductions in reserves including in 2016 with investment in the RIAS Centenary Garden.

With the exception of these three years the level of maintained reserves is fairly stable, settling around the £1m level, give or take a few thousand each year. The actual level is dependent on the Incorporation's activity level and associated degree of subsidy provided by the RIAS to its projects. As would be expected, the year of the Festival of Architecture in 2016 required a degree of underwriting by the Incorporation and this has been set as a net reduction in funds carried forward into 2017 of £68,000. This is well within the level approved in advance of the Festival by Council.

Given the level of expenditure on the refurbishment of the RIAS' historic HQ, the above overall growth in reserves must be viewed as very positive.

Table 3: Funds Carried Forward £ooo's

Year	Sum £ooo's
2007	976
2008	966
2009	765
2010	817
2011	755
2012	967
2013	1,005
2014	990
2015	1,086
2016	1,018



2.4.3 Net Incoming/Outgoing Resources

This table indicates the net gains/losses within each annual accounting period. The data excludes two extraordinary events: the capital expenditure on the HQ in 2009 and 2011; and the transfer to the RIAS main account of the Martin Jones Award Fund in 2012. Both these large sums skew the annual gains and losses figure and obscure the actual performance of the RIAS in an average year.

From 2009, the picture is almost universally positive with the RIAS ending most years, on general activity, in profit. There are three years of outturn which require further explanation, however, two years where a loss is reported, 2014 and 2016, and one where there is a higher than usual surplus. Factoring in expenditure, as previously noted, on the care, maintenance and upgrading of the Incorporation's main asset, its historic HQ at 15 Rutland Square, also reinforces the overall positive trend.

In chronological order:

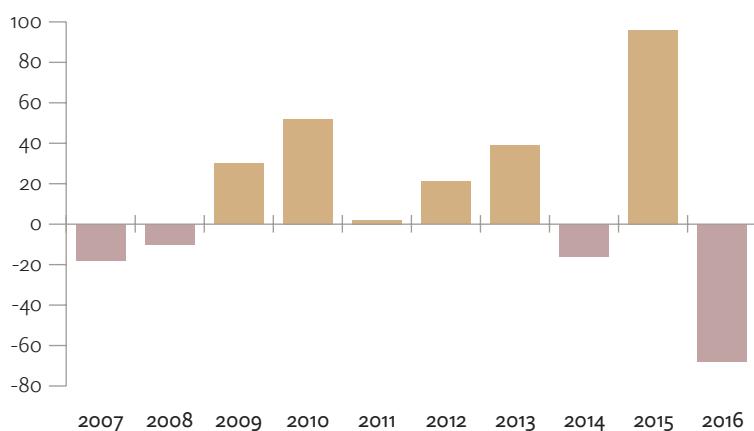
2014: a small investment was made on the delivery of the Festival in advance of funds being lodged from funders and sponsors.

2015: there was a surplus of £95k this year, due, in part, to a better than usual performance on commercial activities. It was agreed at Council that £80,000 of that surplus would be allocated towards the expenditure on the FoA in 2016.

2016: that sum was subsequently spent in 2016 together with a small contribution from the agreed contingency. Because of annuality, the accounts show this expenditure as a deficit in that year's accounts.

Table 4: Net Gains or Losses

Year	Sum £000's
2007	-18
2008	-10
2009	30
2010	52
2011	2
2012	21
2013	39
2014	-16
2015	96
2016	-68



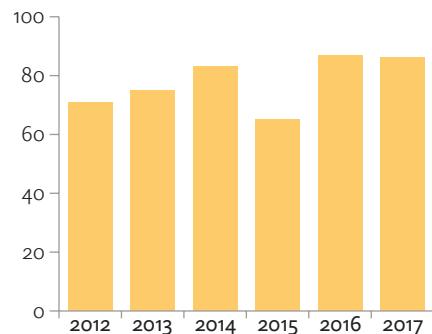
2.5 Activities

2.5.1 Awards

The new RIAS Awards, approved by Council in the summer of 2011, were inaugurated in 2012. Table 5 shows the number of submissions received each year and there was a steady growth until 2016 despite, a slowing in the construction industry. The dip in 2015 reflects the marketplace in Scotland that year when a number of significant projects were completed late 2015/early 2016 and therefore were not eligible. The number of submissions recovered in 2017 regaining the upward trend.

Table 5: Award Submissions

Year	Submissions Received
2012	71
2013	75
2014	83
2015	65
2016	87
2017	86



2.5.2 Annual Events

A series of events are held on an annual basis. The table below indicates the numbers attending these regular events. The Awards Dinner was only initiated in 2012 but the numbers have grown steadily since the inaugural year reaching a high of 375 attendees in the year of the FoA, 2016, which was also marketed as the RIAS Centenary Awards Dinner.

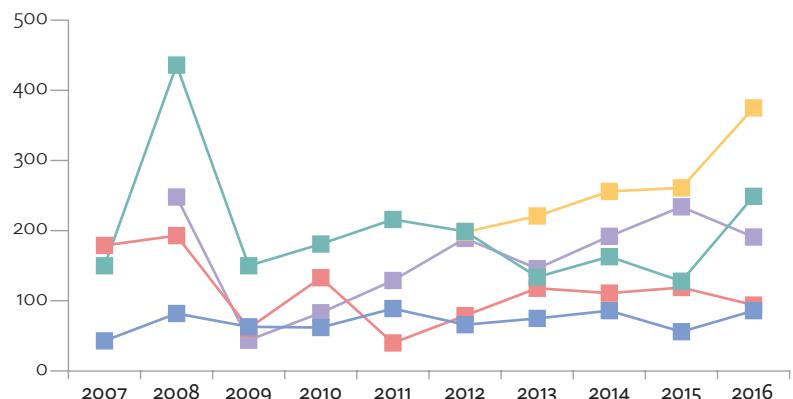
The attendance at the Doolan Award Ceremony was high in 2008, with 248 people attending. A great response from the profession. Interest appears to have fallen away the following two years, perhaps reflecting the depression in the industry, but has rallied again and returned to close to the levels previously enjoyed.

The Annual Convention peaked in 2008 at more than double the previous year's figure of 150. Again the general malaise in the industry following the financial crash of 2008 had a negative impact on numbers attending but has since shown a steady recovery and grew to a healthy attendance of 249 in 2016. The figures are also constrained by the venues and locations of the Annual Convention. There is a commitment to move it around the country so it is accepted than numbers may vary from year to year.

The Fellows' events are similarly heavily dependent on travel distance with attendance tending to be more locally drawn from around the venue location. Attendance, however, is fairly steady.

Table 6: Events

Categories	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Annual Convention	150	436	150	181	216	199	134	163	128	249
Fellows Dinner	43	82	63	62	89	66	75	86	56	86
Fellows Receptions	179	193	61	133	40	79	118	111	119	94
RIAS Awards Dinner							198	221	256	261
Doolan Ceremony		248	44	83	129	189	146	192	234	191



Note: The Annual Student Awards and, since 2015, the Andy McMillan Lecture, are jointly organised with A&DS which handles the bookings for these events and the RIAS does not hold their attendance statistics.

2.5.3 Events: Festival of Architecture 2016

The Festival of Architecture 2016 was a resounding success, raising the profile of the architecture profession and the role of the RIAS as a creative and forward thinking organisation which promotes the best interests of its members. In helping the Scottish Government fulfil its commitment to celebrate a full Year of Innovation, Architecture and Design, the RIAS has improved its political standing as an important partner in the promotion of the creative design industries.

The headline output figures for the FoA 2016 are:

- 126 partner organisations involved in creating content/hosting events;
- 460+ events
- £8.8m value added for Scotland's economy as a direct result of the Festival;
- 1.575m people involved in hosting, or attending the wide variety of, seminars, lectures, workshops, exhibitions and educational events.

These outputs have encouraged the RIAS and its partners to develop a programme of annual, month long, Festivals of Architecture. These are planned for September each year and will tie in with the annual Doors Open Day celebrations held that month. The FoA 2017 website has been launched and applications have been invited for small grants to Chapters and partners to create their own events across Scotland.

2.5.4 One-Off Events

The FoA was obviously a very high profile celebration of architecture and was planned for some time as part of the 2009–2016 strategy. However, there are a considerable number of additional, one-off, events which have been developed and hosted by the RIAS team over the years. Table 7 outlines these events since 2010. The topics are many and varied and each has had a good response from the membership and partners.

Table 7: One-off Events

Year	Topic	Nos in Attendance
2016	Peter Womersley seminar and Tour	84
2015	Quarterly 5 Year Anniversary Party	55
	Shuhei Endo Lecture	38
2014	Perth City Hall Seminar	52
	Dreamer of Dreams (Sir Robert Lorimer)	75
2013	Raymond Neutra Lunchtime Talk	31
	Neoclassicism Event	49
	Lunchtime Lectures x 4	80
2012	Procurement Seminar	74
	The Future of Scotland's Past	79
2011	Glasgow Green Renewed Launch	30
	President Marigall Visit	75
2010	Building Standards Update Event: Aberdeen	66
	Building Standards Update Event: Stirling	83
	James Macaulay Talk and Book Launch	69
	Jonathon Speirs Parliamentary Reception	54
	Scotland's Housing Expo	55

2.6 Consultancy / Competitions

RIAS Consultancy has consistently produced a substantial number of high quality competition briefs and managed them to a successful conclusion. Over the past ten years, the Consultancy team has overseen, on average, 3–5 significant projects generating an annual income on average of £55k–£65k, rising to over £100k in the years 2015 and 2016. The service, promotes the profile of architecture, and the RIAS in particular, as a leader in the promotion of excellence in design.

Table 8: Competitions

Year	Competition	Winner
2016	National Galleries Archive and Collections Facility, Granton	John McAslan and Partners
2015	Willow Tea Rooms, Glasgow	Simpson and Brown Architects
	The Tron, Edinburgh	Lee Boyd Architects
	Knockroon Learning and Enterprise Campus; DT	Sheppard Robson
	Knockroon Learning and Enterprise Campus; QS	Faithful & Gould
	Aberdeen Performing Arts - The Music Hall; Contractor	Kier Group Plc
2014	National Gallery at the Mound, Edinburgh	Gareth Hoskins Architects
	Dundee High School	Page/Park Architects
2013	George Square Glasgow	John McAslan and Partners
	Edinburgh City Council Autism Day and Respite Resource Centre; Landscape Architect	Ironside Farrar
	Peter Pan Moat Brae House; DT	LDN
	Aberdeen Performing Arts - The Music Hall	BDP
2012	The Kelpies Visitor Centre	Nicoll Russell Studios
	Live Active Leisure, Perth; CDM Co-ordinator	David Adamson
	Live Active Leisure, Perth; Architect-led DT	S & P Architects
2011	Shetland Sustainable Housing	Redman and Sutherland Architects
	Live Active Leisure, Perth; PM	Davis Langdon
2010	Ardrossan Beach	Cooper Architects
	NHS Lothian Framework Manual	Manual Produced
	NHS Lothian Mini Framework Comp - Andrew Duncan Unit - Ward 3 Upgrading; QS	Doig & Smith
	Albyn Housing Society Ltd- Mini Comp; Architect	Bracewell Stirling
	Albyn Housing Society Ltd- Mini Comp; CSE	Cameron + Ross
	Albyn Housing Society Ltd- Mini Comp; QS	KLM
	Dounreay nuclear archive	Reiach and Hall
	Scottish Sustainable Communities Initiative	Malcolm Fraser Architects
2009	Stornoway Inner Harbour; DT	HRI Architects
	Dounreay Archive, Wick; Architect	Reiach and Hall
2009 cont.	Lochalsh and Skye Housing Association; Frameworks for Five Housing Associations - Inc. Architects/ CSE/ QS and contractors	Anderson Bell Christie, Archial Architects, Bracewell Stirling, Colin Armstrong Architects, James F Stephen, Keppie
	University of Dundee School of Architecture; DT	Oberlanders
	University of Dundee School of Architecture; PM and CC	Adams Consulting Group
	NHS Lothian Contractor Framework	Carillion, CBC, Elmwood, G & J Sneddon, Interserve, Morris and Spottiswood, ROK

	NHS Lothian- Clinical Accommodation Release Strategy; Contractor	Elmwood
	NHS Lothian - IT Relocation; Contractor	Morris & Spottiswood
2008	Helensburgh Pier - Student Design Competition	1st Logan Doak, 2nd Amy Redman, 3rd Scott Jordan & Iain King
	Lothian Health Board Frameworks	Anderson Bayne, Austin-Smith Lord, Campbell and Arnott, Davis Duncan, Oberlanders Architects,
	Perth Theatre; DT	Richard Murphy Architect
	Scottish War Blinded; DT	Page/ Park
	Stromness Pierhead Redevelopment Comp; Architect	Malcolm Fraser Architects
2007	Abbotsford House; Architect	LDN
	Castle Precision Manufacturing Facility and HQ - Design Comp	
	Highland Housing Fair Competition	Various
	Urban Bay Regeneration- Saltcoats Design Comp	
	Scotland's Garden Trust - The Calyx Project; CDM	

2.7 Practice Activities

2.7.1 Accreditation

The main growth area for the Practice team in addition to the many daily requests for assistance and advice from practice members, is the RIAS Energy Design Certification scheme and its associated warrant value. As can be seen in Table 9, the various accreditation schemes are fairly steady with small increases year on year. Practice Services contributes on average £30-£50k to the overall income of RIAS Services Ltd, which is then gifted to the RIAS charity.

Table 9: Practice Activities

Categories	2010	2011	2012	2013	2014	2015	2016
Conservation Advanced Accreditation	42	42	43	43	43	45	45
Conservation Accreditation	47	47	50	59	64	70	70
Energy Design Accreditation (Approved Certifiers of Design)	41	55	54	56	56	63	77
Sustainability Accredited Architects (incl Advanced)	18	25	28	31	32	32	33
Expert Witness List		15	17	17	16	16	16
Energy Design Certification (dwellings)	340	140	510	1,190	1,650	2,010	1,610
Warrantable Value £m	39	15	56	105	166	210	175
Practice Services Subscribers	410	410	410	420	440	460	460

Note: Energy Design Certification and Practice Services Subscribers rounded to nearest 10.

2.7.2 CPD Events

Most CPD events are delivered to members through the Chapters. There are some which are delivered at HQ. These are held in response to members requests and suggestions and when there is sufficient demand. They are coordinated through the Practice team. Table 9 outlines the events held since 2010 when records began and indicates the attendance at each.

Table 10: CPD Events Delivered by HQ

Year	Topic	Numbers in Attendance
2017	Practice Essentials	60
	More Conservation Challenges	83
2016	Conservation Workshop	36
	Conservation Challenges	95
2015	Putting Designers in the Frame	89
	Adjudication Training	21
2014	Conservation Conundrums	89
	Contract Question Time	33
2013	Understanding Fees	32
	Fit for the Future	96
2012	Valuing Conservation	77
	Report Writing Seminar	23
2011	The BIM Experience in Scotland	32
	Copyright Seminar	35
2010	Expert Witness Training Day	28
	At the heart of conservation	99
2010	Adjudication Training	16

2.8 Productions

2.8.1 New Initiatives

No organisation can stand still. The RIAS is no different. Over the last ten years, there have been a number of new initiatives which have been introduced, some initiated by the President of the time, or Council or members or by the Secretary. These include:

RIAS Lifetime Achievement Award: This was the idea of Pat Lally Hon FRIAS. It is given each year (an exception was made for Jonathan Spiers) to those who have made an outstanding contribution to Scottish Architecture. The first award was made in 2008 to Prof. Andy MacMillan OBE & Prof. Isi Metzstein OBE.

Independent Financial Advisory Service: Originally run by RIAS/PFS but due to the acquisition by Tilney, more recent negotiation re the financial terms may see improved benefits to the RIAS.

RIAS Quarterly re-introduced: Neil Baxter and the late Sharon McCord, then Depute Secretary, proposed to Council in mid 2008 that a new look journal should be reintroduced. This was agreed at June Council that year. The first edition was launched in Spring 2008. The summer edition each year since 2010 carries the RIAS annual accounts, together with a full narrative on RIAS activities.

Bi-monthly Members e-bulletin: This was also agreed in 2008 as part of the new communications strategy by the Secretary and Sharon McCord.

RIAS Hon Fellows Drawing Collection: The Secretary notified Council at its meeting of the 16th June 2010 of the proposal to establish this collection. To date, drawings and prints decorate the walls down to the garden room from: Tadao Ando, Stuart Campbell, Ted Cullinan, Lord Foster, Nicholas Grimshaw, Bernat Klein, Richard Meier, Ian Ritchie, Lord Rogers, Moshe Safdie, Alvaro Siza and Robert Venturi. These will be joined shortly by works from Christophe Egret, Sunand Prasad and Adrian Wisniewski.

Scottish Design Tutor Award: This initiative was promoted by member Ian Appleton. The first award was in 2011, as a bi-annual award for Scotland's best architecture school tutor.

HubCo Thresholds raised to £3.5m: The consultation on the new procurement model for public works was held in 2008-2010. At the time, the intention was that all works by any publicly funded body, initially solely in the Health Sector, for capital works and services, would require to go through the HubCo in each region, starting at a tender price of £0.5m. This would mean that only those architects on the framework of the HubCos would get the work.

The then President David Dunbar, Secretary and the specially appointed President's Commission lobbied very extensively, pointing out that a £0.5m contract was actually the 'bread and butter' for the majority of architects working in Scotland who would effectively be denied access to a huge range of contracts. Through a long period of discussion and persuasion, the threshold for capital works was then raised to £3.5m, thus releasing smaller contracts to the open market.

Refurbishment of the Historic Headquarters of the RIAS at Rutland Square (total value of £660k+): this was a series of works to the HQ over 2009-2016 which included: re-roofing, windows ventrolled, new kitchen, toilet and office upgrades, stone indents to facade, repointing, upgrade and restoration of iron work, the bookshop moved to reception and the members room created (Joyce B Deans room), garden room created and centenary garden competition organised and implemented.

New Partnership Agreement with RIBA: This involves new financial and co-working arrangements and was signed in 2009.

New RIAS Awards Scheme introduced: This was agreed in 2011 by Council and the inaugural year was 2012. An annual Awards Dinner was inaugurated as part of this initiative in June each year.

Proposal to Cabinet Secretary (Fiona Hyslop MSP) that 2016 be designated as Scotland's 'Year of Architecture': This was discussed at a meeting with the then president Sholto Humphries and the Secretary in Summer 2011. The 2016 Committee was subsequently formed in December 2011 and the event took place as proposed within the designated year of Innovation, Architecture and Design.

New RIAS Website and Database: The new website was established to incorporate Practice and Projects Directory and the new database was introduced 2010-2012.

New Commercial Manager (sponsorship and advertising): this post was created in 2011. The income generated per annum on sponsorship and advertising, after costs have been deducted (excl overheads) has grown each year, peaking in 2015 as over £80k was brought in for the FoA, which also boosted the 2016 figure. The underlying trend is a steady year on year increase.

Table 11: Net contribution to RIAS from sponsorship and advertising

Year	2012	2013	2014	2015	2016
Surplus £'s	11,833	12,192	14,670	87,388	24,443

2.8.2 Publications

A key aspect of the RIAS' endeavours as a 'learned society' is the production of relevant, architecturally focused publications. Most years have seen 2/3 publications.

Table 12: Publications

Date	Publication
May 2008	<i>Glasgow's Greatest Exhibition: Recreating the 1938 Empire Exhibition</i> Main Contributor: Andy MacMillan ISBN: 978-1-873190-59-3 Imprint: The Royal Incorporation of Architects in Scotland
October 2008	<i>The Western Seaboard: An Illustrated Architectural Guide</i> Main Contributor: Mary Miers ISBN: 978-1-873190-29-6 Imprint: Rutland Press

December 2008	<i>Greater Glasgow: An Illustrated Architectural Guide</i> Main Contributor: Sam Small ISBN: 978-1-873190-32-6 Imprint: The Royal Incorporation of Architects in Scotland
January 2009	<i>Peter Womersley</i> Main Contributor: Joseph Blackburn ISBN : 978-1-873190-19-7 Imprint : Rutland Press
April 2009	<i>A Life in Cities: An Architectural Autobiography</i> Main Contributor: David Mackay ISBN: 978-1-873190-61-6 Imprint: The Royal Incorporation of Architects in Scotland
October 2009	<i>It Wisnae Us: The Truth About Glasgow and Slavery</i> Main Contributor: Stephen Mullen ISBN : 978-1-873190-62-3 Imprint: The Royal Incorporation of Architects in Scotland
October 2010	<i>Matt Steele, Architect: A Biography</i> Main Contributor: Roger Emmerson ISBN: 978-1-873190-63-0 Imprint: The Royal Incorporation of Architects in Scotland
January 2011	<i>Glasgow Green Renewed: End of Project Report</i> Main Contributor: Glasgow City Council ISBN: 978-1-873190-64-7 Imprint : The Royal Incorporation of Architects in Scotland
December 2011	<i>Public Procurement in Scotland: Building a Better Future?: Report of the President's Commission on Public Procurement in Scotland</i> ISBN: 978-1-873190-65-4 Imprint: The Royal Incorporation of Architects in Scotland
May 2012	<i>Aberdeen: An Illustrated Architectural Guide</i> Main Contributor: W. A. Brogden ISBN: 978-1-873190-66-1 Imprint: The Royal Incorporation of Architects in Scotland
December 2012	<i>The Architectural Tourist: Architectural Impressions of Europe from Norway to Naples</i> Main Contributor: Ian Stuart Campbell ISBN: 978-1-873190-67-8 Imprint: The Royal Incorporation of Architects in Scotland
December 2013	<i>On Life and Architecture</i> Main Contributor: David Mackay ISBN: 978-1-873190-68-5 Imprint: The Royal Incorporation of Architects in Scotland
June 2014	<i>RIAS Directory: The RIAS Guide to Chartered Architects' Practices in Scotland 2014- 2017</i> ISBN: 978-1-873190-69-2 Imprint: The Royal Incorporation of Architects in Scotland
November 2014	<i>Shaping Scotland: FoA Strategy</i> Main Contributor: Stuart MacDonald and Eleanor McAllister Imprint: The Royal Incorporation of Architects in Scotland
April 2016	<i>Scotstyle: 100 Years of Scottish Architecture 1916-2015</i> Main Contributor: Iain Dickson ISBN : 978-1-873190-71-5 Imprint: The Royal Incorporation of Architects in Scotland

June 2016	<i>Growing Awareness: How Green Consciousness Can Change Perceptions and Places</i> Main Contributor: Brian Evans ISBN: 978-1-873190-72-2 Imprint: The Royal Incorporation of Architects in Scotland
November 2016	<i>Adventures in Space: The Architecture of Science Fiction</i> Main Contributor: Jon Jardine ISBN: 978-1-873190-74-6 Imprint: The Royal Incorporation of Architects in Scotland
December 2016	<i>The Royal Incorporation of Architects in Scotland Centenary: 100th Birthday Contributions from the RIAS' Honorary Fellows</i> Main Contributor: Neil Baxter ISBN: 978-1-873190-75-3 Imprint: The Royal Incorporation of Architects in Scotland
July 2017	<i>Retrospective: The 'Report Card' of Scotland's Festival of Architecture 2016</i> Main Contributor: Neil Baxter ISBN: 978-1-873190-76-0 Imprint: The Royal Incorporation of Architects in Scotland

2.8.3 Website and Social Media Statistics

Over the last five years the RIAS website has been accessed by over 100,000 users each year. Each visitor has reviewed an average of 6.76 pages. The planned new website for 2017/18 onwards is designed to enhance access across the breadth of devices and improve the user experience. This will further boost the standing of the RIAS website.

Social Media Statistics

Statistics For The Social Media For The RIAS can only be taken on a monthly basis. The figures are for the 31 Days to mid-July and are representative of average monthly activity.

RIAS Facebook

(established November 2012)

5 * Rating

1,169 Page 'LIKES'

1,156 Followers

Twitter - @RIASmembership

(established July 2014)

1,537 Followers

Following 2,841

7095 'Likes'

992 Photos uploaded

42.9k 'impressions' (likes/ shares of posts etc.)

2.8.4 Directory

The 2007 Directory was published at a loss of £37,500. A printed directory was published again in 2013 and online. This time, through subscriptions and sponsorship income, the Directory returned a profit for the RIAS of £30,000+.

The Directory is currently being updated for publication later in 2017. Income to date suggests that again the Directory will be published at a substantial profit to the Incorporation.

2.9 Public / Political / International Profile

2.9.1 Consultations

The RIAS is not a statutory consultee so the Scottish Government does not require to seek the views of the Incorporation on any relevant consultations regardless if they will impact on architects working in Scotland. However, the views and comments of the RIAS and its members are regularly sought on a voluntary basis by Government and a wide variety of national and local bodies. Table 13 below lists those topics to which the RIAS has provided a written response since 2009. In addition to those formal submissions, meetings are held on a regular basis with relevant Ministers.

Table 13A: Scottish Government Consultations

Year	Topic
2016	Historic Environment Scotland's Corporate Plan 2016-2019
	Law of Prescription
2015	Building Standards Better Regulation – Building Standards Review – 2015
	Evaluation of the Performance of Local Authorities as Building Standards Verifiers.
	Planning Review
	Permitted Development Rights on: Non- Domestic Solar Panels and Domestic Air Source Heat Pumps.
	Conservation of Cultural Heritage - Guidelines for Improving Energy Performance of Historic Buildings
	Historic Scotland Grants
	Managing Change Guidance Notes
	Measuring Success of Historic Environment Strategy in Scotland
2014	The Historic Environment Scotland Bill
	Constructions Skills Investment Plan
	The Community Empowerment(Scotland) Bill
	Professional Conduct Committee Consent Orders
	Managing Change in the Historic Environment - Guidance Notes
	Planning Application Validation Standards
	The Smith Commission

	Historic Scotland/RCAHMS mMerger
	First Draft Green Deal and Energy Efficiency Careers Map
2013	Lower Energy Buildings - a review of energy standards
	Draft Scottish Planning Policy
	Third National Planning Framework NPF3
2012	Air Tightness and Air Quality
	Fees for Planning Applications
	Development Delivery and Development plan Examinations
	General Permitted Development Orders
	The Policy on Architecture and Placemaking in Scotland
	Homes that Don't Cost the Earth
	The Procurement Reform Bill
	Review of the Royal Commission on the Ancient and Historic Monuments of Scotland
2011	Householder Development Right
	Amendments to the Planning System
	Future Delivery of Public Services
	Scottish Standard PQQ
	Legal Services Act
	Amendments to the Construction Contracts Regulations
	Pedestrian Protective Barriers
	Building Standards Verification Non-domestic Elements of the Town and Country Planning Order
	Energy Performance of Buildings
	The Climate Change Act
	Transaction Fees for Lodgements on the Non- domestic Buildings
	Home Energy Efficiency Databases
	Building Standards Compliance Study
	Historic Scotland's Corporate Plan
2010	Air and Noise Testing
	Sustainability Labelling within Building Standards
	Tree Preservation Orders and Verification
	Scottish Arbitration Centre
2009	Ancient Monuments/listed Buildings
	Architectural Derivatives
	BSD Technical Standards/Fair Access to the Professions
	Scottish Planning Policy
	Energy Efficiency Action Plan/SFC Proposed Funding Cuts to architectural education

Table 13B: Other Bodies Consultations

Year	Consulting Body	Topic
2016	ARB	Professional Standards
	Historic England	COTAC Accreditation Matrix Project
	National Trust	Consultation Paper on Transforming the National Trust
2015	Network Rail	Inclusive Design Strategy
2014	RIBA/RIAS	Revision of CDM
	RIBA & ARB	The Regulation of Architects and the ARB
2013	BRE	Wall Details
	Green Deal Assessors	Historic Buildings for Asset Skills
	BSI Group	BS7913 Guide to the conservation of heritage assets
2012	Edinburgh City Council	Private Buildings in Shared Ownership
2009	Local Authorities	Building Control Verifiers
		CEC parking Standards

2.9.2 Public Profile

Enhanced media and communications as outlined below have boosted the RIAS' standing and public understanding of architecture. The RIAS is now regularly named checked in architecture media and press, radio and TV. The FoA2016 boosted that substantially. The Incorporation has a regular voice representing the RIAS' position on, for example, the most recent controversial and appalling issues around the Edinburgh Schools report and the Grenfell Fire.

Table 14 Relates to press activity in the years 2014 (taken as an average activity year) and 2016, the year of the Festival of Architecture. It records the numbers of articles relating to RIAS activities and issues in the International, national and local press, interviews on TV and radio and mentions on websites. The principal difference to note is that during the Festival of Architecture there was much more coverage in the press at national and local level then there would be in the average year. This relates to the content of the Festival of Architecture which was targeted at venues across Scotland and at the general public as well as the architectural community.

However in both years, there is no doubt that the RIAS is viewed as the 'go to' organisation when issues relating to the built environment are in the news and of interest to the general public via the news media.

Table 14: Media Log

Media Category	2014	2016
National Press	44	170
Local Press	21	343
Sectoral Press	42	42
Specialist Press	2	23
TV	20	23
Radio	16	27
Websites / Blogs	40	37
International Press	9	3

2.9.3 Political Liaison

The Cross-Party Group on Architecture and the Built Environment has been reenergised in the last few years and now that RIAS is the Secretariat to the Group, this will surely continue and grow. This will continue to provide more direct and regular liaison with Ministers and MSPs,

As can be seen from the volume of consultations outlined above, the RIAS responses to Government are viewed as pertinent and rigorous. The RIAS is now a regular consultee on all construction related legislation.

Communications with Scottish Local Authorities has also improved in recent years and the RIAS was instrumental in ensuring that the professional pay grade of architects was protected in the restructuring of the LAs.

2.10 Conclusion

Over the 10 year period under review, the reserves for the incorporation have grown slightly from £967,000 to £1,018,000. This despite expenditure of over £600,000 being spent on the RIAS Headquarters and a major public event hosted across the country. Activity levels across all sections of the incorporation has remained steady, or increased, during the period and the public profile of the organisation, has never been higher.

The incorporation, therefore, is in a very positive position as it begins the next five years of work in serving its members and the architectural profession and continuing its broader role in Scotland. It is recognised, however, that there are still ways to improve the delivery of its services and the strategy for 2017 to 2022, which forms section 3, outlines the priority actions necessary to fulfil those aspirations.

3 Strategic Priorities for 2017 to 2022

3.1 Remit

In briefing for the development of this Strategy, the President (President Elect at that time) was very keen that what was produced would be the result of debate and discussion with Council and committee members, Chapter representatives and partner organisations.

In the course of an hour-long interview, participants were encouraged to express their views on:

- where they perceived the strengths of the organisation lay and how best to consolidate;
- where there was room to improve delivery and what would that look like and
- where were there opportunities for new areas of activity and how would the RIAS find the resource.

The results from those interviews have informed the development of the strategy

3.1 Ongoing Repetitive Activities (RAs)

As in previous strategies which give direction to the work of staff and Council, a substantial number of the commitments outlined are those which are ongoing or feature on an occasional or annual basis. In developing the strategy for the next five years, it is clear that these have to be in pole position and properly resourced. These are:

Code	Commitment	Schedule
RA1	The Annual Convention	currently in May of each year
RA2	RIAS Quarterly Magazine	April, June, October, December
RA3	Awards and Receptions	throughout the year
RA4	Subscriptions	April-June
RA5	Student Recruitment	September-December
RA6	RIAS Consultancy	ongoing
RA7	Practice Services	ongoing
RA8	Technical and Advisory Leaflets	periodically
RA9	Central CPD	periodically

RA10	Publishing and Advertising	periodically
RA11	Council and Committee Support	annual cycles
RA12	Annual accounts, audit and AGM	Feb-May

3.2 Mission

The Charter dictates the vision for the Incorporation and its direction of travel. Those interviewed were proud of the Royal Charter and did not want to see that reduced or cheapened in any way. However, there was a concern that the Incorporation could have a more robust and modern image which would be attractive to a wider demographic. It was suggested that it might be of use to have a workshop or seminar specifically to look at vision, image and branding. In proposing this, it is acknowledged that any rebranding would have a major resource impact which would have to be factored in to any action.

SP1

The RIAS Secretariat will join with the PPC and Chapter representatives for a half day workshop on visioning and branding of the RIAS to identify the approach which will reflect the Incorporation's core values but express them in a modern and accessible way which will support the brand identity.

3.3 Governance and Operations

The discussion on Governance and Operations covered the oversight of the organisation by its committees and the management of operations through the Secretary and staff. While the membership has reached an all time high at over 5000, the RIAS is still not a large organisation. There is a small and dedicated staff who combine with very active members on the committees to punch well above their weight in terms of providing membership and practice services, generating new income, raising the profile of the Royal Incorporation and responding to the many and varied policies and programmes which impact on the architectural profession.

The consultation identified a number of actions which will help both the staff and committee members perform their roles at a more efficient and rewarding level.

SP2

Establish a committee with the remit of general oversight (including finance and HR), RIASIS matters, review of bye-laws, charities legislation oversight, nominations of members to committees and Hon Fellow nominations.

SP3

Following the restructuring of the committees as part of the 2011–2016 strategy, undertake a review of committee remits and a skills audit of members.

SP4

Appoint a senior manager to deputise for the Secretary. This person should be familiar with all the RIAS business but should have as their focus: policy development, oversight and coordination of consultations, internal and external communications, events, business development, CPD and the delivery of the annual Festival of Architecture.

SP5

Update the staff handbook and ensure all policies chime with current legislation and best practice.

SP6

Undertake a review of events staff to ensure resources are adequate for the programme of annual events.

SP7

Review the induction process for new Presidents, Chapter Presidents and Council members and examine ways of embracing diversity in the committees to reflect the age, gender, physical capabilities and ethnicity of the membership.

It may be appropriate to establish a small working group from Council to oversee the establishment of the new committee and resolution of some of these governance matters.

3.4 Membership and Practice Services

The service provided to members by the staff in the RIAS is generally thought to be first rate and has been continuously improving in the last few years. Particular mention was made of the staff's speedy response to queries and very supportive approach when members seek assistance.

Headquarters staff provide a number of CPD events but most are delivered through the Chapters. Attempts have been made over the years to stream CPD out across the country but this has proved costly and generally unsupported by member attendance. However, an opportunity exists to look at delivering additional CPD and other services (some currently only available through Practice Services) through a revamped website which could provide those services online.

A strong representation was made by members that more could be done to develop services to assist small practices in Scotland. While this was a common plea, the focus of what would be most helpful to small practices was not readily identified. The opportunity exists, therefore, to examine the experience of architects working in Scottish practices, large and small, with a view to refining the services delivered.

SP8

Examine a way of making more services available to members at the same fee (which might currently be part of Practice Services).

SP9

Carry out a survey of members to assess what is the experience of architects in practice and what they would value as services.

SP10

Apply to Scottish Enterprise for funding to establish a mentoring service for new and struggling practices.

SP11

Ensure the website is fit for purpose and can carry relevant documents, easily accessed by members and easily updated by staff. This should be complemented by a review of CPD delivery and content being available online.

SP12

Review the accreditation approach to encourage more participation and to make provision more relevant to modern architectural practice.

SP13

If the number of HQ based CPD events are increased, the resource implications should form part of the review of the events team.

3.5 Business Development

For many members of the public, the result of an architectural competition is one of the few times where architecture is the focus of debate and scrutiny. This can be a mixed blessing as design is poorly represented on a regular basis and much of the discussion, misinformed. The Festival of Architecture 2016, and other profile raising campaigns, have helped to improve the image of the profession in Scotland but an opportunity exists to continue this good work through the RIAS Consultancy Service.

A modern and imaginative, inclusive competition process which reflects, but is not dominated by, procurement requirements would raise the profile of the architecture

profession in Scotland in a positive way and encourage a wider range of architectural practices to engage.

The capital investment in Rutland Square is now complete and the building is an impressive headquarters for the Incorporation. However, there remain issues around access and it may be appropriate for the Incorporation to look at opportunities for additional venues, or shared places, for meetings, exhibitions and the sale of publications.

SP14

Review RIAS Consultancy to identify ways to give it a higher profile with more imaginative processes.

SP15

Assess opportunities for more public presence for exhibitions, better bookshop access etc.

3.6 Education

RIAS enjoys a good relationship with the Schools of Architecture, with student membership levels rising and submissions to the student awards maintained at a very high standard. However, in discussion with both RIAS members and academics, there is a sense that the relationship could be closer and the RIAS' contribution to course content, developed to better reflect the experience in practice for the students in preparation for their year out.

This is a difficult and sensitive area so the proposal is that some research is undertaken in the first instance to see how best the RIAS could support those schools open to rethinking some elements of their course content.

Some members expressed a view that the RIAS could be more active in promoting architects working with young people in Schools. Not only is this good for raising awareness of architecture as a possible career, it also makes for a more enlightened population when assessing place-making and architecture schemes in their locality. The benefit to the architects who engage with the schools would be familiarity with the routine workings and design requirements of schools.

SP16

Liaise with Schools of Architecture concerning opportunities to increase vocational elements in course work throughout the degree course and particularly as part of the year out. This will necessitate close liaison with RIBA and ARB

SP17

Liaise with Schools to assess if Business Management can be included in undergraduate course work.

SP18

Identify the most appropriate method of accessing primary and secondary schools to advocate for architecture.

SP19

Organise a Conference on Architectural Education and Awareness in Scotland (cf. The Oxford Conference)

SP20

Examine ways of supporting post-grad theses on issues relevant to architectural practice today.

SP21

Review student award scheme to update and be more attractive and relevant to Schools and students.

3.7 External Relations

The RIAS currently enjoys a close working relationship with the Government and other major parties in Scotland. In the last few years the development of the Festival of Architecture as a core part of the Government's Year of Innovation Architecture and Design 2016 has resulted in a very successful collaboration across a number of Governmental departments and with many key partner agencies. The next five years will see the RIAS focus on developing these relationships and this will be signalled by including External Relations as a key part of the job description for the proposed additional senior manager to the team.

The prominence of the RIAS in debates on a number of key policies in the last strategy plan period eg: the Planning Review; procurement matters; and the Cole Report on Edinburgh Schools, to name but a few, has further underscored the Royal Incorporation's ongoing role as a key consultee and commentator on matters pertaining to architecture and construction. A number of members consulted did praise this activity and expressed a desire to see the RIAS working even more closely with colleagues like the RICS, the RTPI, A&DS and BEFS in order to clarify and highlight the role of the architect as part of the development team.

The RIAS is now providing the secretariat for the Cross Party Group on Architecture and the Built Environment. The potential for agenda setting and campaigning on behalf of

the architecture profession is a real and significant possibility. With BREXIT anticipated during the course of this strategic plan, and a possible second referendum being run on independence, the RIAS will be expected to have guidance available for its membership as they navigate through the impact of these external forces.

SP22

RIAS is now the secretariat for the Cross Party Group on Architecture and the Built Environment in parliament and should use this position to ensure that topics relevant to the architecture profession, and its impact on Scotland's built environment, are on the agenda.

SP23

The RIAS should commission, or undertake directly, research to assess the impact of BREXIT (and a further indy referendum if it is called) on RIAS members in order that guidance notes are prepared.

SP24

Current liaison group(s) of partner agencies to be reviewed and membership widened to include members from a broader group of partner organisations promoting construction.

SP25

Continue to work with Scottish Government to produce a procurement strategy for public work which has quality of design as its priority.

3.8 Communication and Marketing

3.8.1 External Communications

The feedback from members was that FoA 2016: “was a triumph”; it “unleashed energy which we need to capitalise on”; “the RIAS profile is much improved by the FoA”.

Many members did, however, express anxiety that while this was a wonderful event, the current status of the value of architects is very low and that ongoing promotion of what architects do is fundamental. There is a general sense that the profession needs bolstered in some way but members are not clear how the RIAS could do this beyond what it has been doing. There is consensus around continuing with the FoA in some form but that it should be complemented by a communications plan which examines ways of raising the status and profile of architecture within the construction industry and with the public.

SP26

Build upon the Festival of Architecture 2016 to continue to raise the profile of the role of the architect in leading, developing, protecting and enhancing places. This should, in part, be done by promoting a month long Festival of Architecture, on an annual basis, delivering it mostly through the Chapters.

SP27

Complement the FoA activity by developing a promotional campaign which is public facing as well as for the members. Perhaps develop that with Architecture and Design Scotland.

SP28

Review and develop a social media strategy which targets the public, as well as membership. This will run in parallel with the review of the website. (see SP11)

3.8.2 Internal Communications

Members in the main agreed that the bulletin and the *Quarterly Magazine*, are excellent. There were a few comments about the length of the bulletins but generally, people were very complimentary about the ease of accessing the items in the bulletin and the quality of the content in both the articles listed there and in the *Quarterly* itself.

Many commented on the website needing refreshed and were pleased to learn that this was something already being discussed at HQ with a view to it being linked to a refresh of the social media offer. (Ref SP11 & SP27)

There was some disquiet that the Chapters do not appear to be well represented at Committees but when it was pointed out that places are available but not taken up, there was a sense that there should be some research undertaken as to how recruitment and attendance could be improved.

SP29

Undertake research to establish improved engagement in RIAS HQ activity for chapter members, especially those hailing from outside the central belt.

3.9 Conclusion

The consensus among members interviewed is that the Incorporation is relevant and doing a worthwhile job. In both supporting the profession and raising its profile the RIAS serves its members well.

However, the architect's role has diminished over recent decades and there is much to do to reinforce the importance of what the profession delivers for Scotland. 2016 helped but the goals and endeavours outlined in the Strategy will help towards consolidating and reinforcing the standing of architecture and encouraging the continuing involvement of architects as the key professionals in the construction process.

Appendix A

Topic paper issued to interviewees and approved by RIAS Council

RIAS Strategy 2017-2022

Following detailed review of the previous Strategy (2012-2016) the new, five-year Strategy will be built upon previous productions and the advice of members. The Strategy will be written in consultation with senior members, Chapter representatives, the broader membership and the Incorporation's own staff.

It is proposed that these discussions and the Strategy itself will focus around:

- memberships services,
- professional and practice,
- business development,
- education and training,
- media and promotion,
- member communications,
- public/political profile.

The Strategy will also review Governance and operations - particularly the committee structure and the resources available to the Incorporation. Broader views on how RIAS should operate in the wider context will also be gauged e.g.:

- heritage issues/conservation,
- the political landscape,
- the economics of the profession,
- green issues,
- technological developments in design and
- international connections.

Appendix B(i)

RIAS Current Committee Structure

to be included

Appendix B(ii)

RIAS Proposed Committee Structure

to be included

Appendix C(i)

RIAS Current Staffing Structure

to be included

Appendix D

Summary Key Activities 2017–2022 and annual programme

Priority	Description	Timescale	Output
SP1	The RIAS Secretariat will join with the PPC and Chapter representatives for a half day workshop on visioning and branding of the RIAS to identify the approach which will reflect the Royal Incorporation's core values but express them in a modern and accessible way which will support the brand identity.	2017	New mission statement and brief for rebranding
SP2	Establish a Committee with the remit of general oversight (Including finance and HR), RIASIS matters, review of bye-laws, charities legislation oversight, members to Committees and Hon Fellow nominations	2017	Best Practice in Governance
SP3	Following the restructuring of the Committees as part of the last strategy, undertake a review of committee remits and a skills audit.	2018	Committees more representative of membership
SP4	Appoint a senior manager to deputise for the Secretary. This person should be familiar with all the RIAS business but should have as their focus: policy development, oversight and coordination of consultations, internal and external communications, events, business development, CPD and the delivery of the annual Festival of Architecture.	2017	Strengthen the management team
SP5	Update the staff handbook and ensure all policies chime with current legislation and best practice.	2018	Best practice in Management
SP6	Undertake a review of events staff to ensure resources are adequate for the programme of annual events	2017	Better resource management
SP7	Review the induction process for new Presidents, Chapter Presidents and Council members and examine ways of embracing diversity in the Committees to reflect the age, gender, physical capabilities and ethnicity of the membership.	2018 onwards	Best Practice in Governance
SP8	Examine a way of making more services available to members at the same fee (which might currently be part of Practice Services).	2018	Improved service provision
SP9	Carry out a survey of members to assess what is the experience of architects in practice and what they would value as services.	2018	Improved service provision
SP10	Apply to Scottish Enterprise for funding to establish a mentoring service for new and struggling practices.	2018	Improved service provision
SP11	Ensure the website is fit for purpose and can carry relevant documents, easily accessed by members and easily updated by staff. This should be complemented by a review of CPD delivery and content being available online.	2017	Growth in business and improved service
SP12	Review the accreditation approach to encourage more participation and to make provision more relevant to modern architectural practice	2018 onwards	Improved service provision

SP13	Review the number of HQ based CPD events and if they are to be increased, the resource implications should form part of the review of the events team.	2017 onwards	Better resource management
SP14	Review RIAS Consultancy to identify ways to give it a higher profile with more imaginative processes.	2017/8	Business Growth
SP15	Assess opportunities for more public presence for exhibitions, better bookshop access etc.	2018/2019	Business Growth
SP16	Liaise with Schools of Architecture concerning opportunities to increase vocational elements in course work throughout the degree course and particularly as part of the year out.	2018 onwards	Increasing profile and influence
SP17	Liaise with Schools to assess if Business Management can be included in undergraduate course work.	2018 onwards	Increasing profile and influence
SP18	Identify most appropriate method of accessing primary and secondary schools to advocate for architecture.	2018 onwards	Increasing profile and influence
SP19	Organise a Conference on Architectural Education and Awareness in Scotland (cf. The Oxford Conference).	2019	Increasing profile and influence
SP20	Examine ways of supporting post-grad theses on issues relevant to architectural practice today.	2019	Increasing profile and influence
SP21	Review student award scheme to update and be more attractive and relevant to Schools and students.	2018/20	Increasing profile and influence
SP22	RIAS is now the secretariat for the Cross Party Group in parliament and should use this position to ensure that topics relevant to the architecture profession and its impact are on the agenda.	ongoing	Increasing profile and influence
SP23	The RIAS should commission, or undertake directly, research to assess the impact of BREXIT (and a further indy referendum if it is called) on RIAS members in order that guidance notes are prepared	2018	Improve service provision and influence
SP24	Current liaison group(s) of partner agencies to be reviewed and widen membership to include members from a wider group of possible partner organisations promoting construction.	ongoing	Increasing profile and influence
SP25	Continue to work with Scottish Government to produce a procurement strategy for public work which has quality of design at its priority.	ongoing	Improve service provision and influence
SP26	Build upon the Festival of Architecture 2016 to continue to raise the profile of the role of the architect in leading, developing, protecting and enhancing places. This should, in part, be done by promoting a month long Festival of Architecture, on an annual basis, delivering it mostly through the Chapters.	ongoing	Increasing profile and influence
SP27	Complement the FOA activity by developing a promotional campaign which is public facing as well as for members. (To be developed with Architecture and Design Scotland).	2017/20	Increasing profile and influence
SP28	Promote and develop a social media strategy which targets the public, as well as membership. This will run in parallel with the review of the website. (see SP11)	2017 onwards	Increasing profile and influence
SP29	Undertake research to establish improved engagement in RIAS HQ activity for chapter members, especially those hailing from outside the central belt.	2017 onwards	Improve Service provision