

**Strategic and
Corporate Plans
2018–23**



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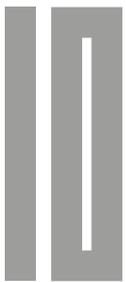
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Strategic Plan
2018–23



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Foreword

CIAT continues to prosper, nationally and internationally, and has achieved much through the realisation of its 2013–18 Strategic and Corporate Plans. These achievements are featured in the Annual Reviews and through the development of projects such as the highly successful AT Awards and the aspirATion Groups, not to mention an increasing awareness of our members, the discipline and the Institute through the Centres and our emerging global presence.

Moving into the next five years for CIAT will be challenging, with those studying and practising in the built environment in the UK and across the globe, facing a wide range of issues. Our Institute, the discipline and the profession are in a strong position, demonstrated by our growing reputation and the respect and need for Architectural Technology as a discipline and as professionals.

The 2018-23 Strategic Plan is built on the previous Strategic Plan and retains the context of globalisation. The Plan considers economic, social, environmental, technological, sustainable environmental factors and policies. It also takes into account the impact of SMART Technologies, IT and the continued evolution of Building Information Modelling (BIM) on the design, construction and use of buildings.

It also considers the ongoing need to up-skill in a fast-changing world being mindful of significant changes that will have an impact on the industry following high-profile building failures such as Grenfell, together with the as yet unknown effect of BREXIT, the world economy, climate change and developments in education and training.

We recognise and embrace the opportunity to clearly define the purpose and values of the Institute. It is vital for us, as members and the specialists in Architectural Technology, to remain true to our values, to maintain our focus and to have a clear view of where we want to be in five years' time.

We need this clarity of purpose to preserve our distinctiveness while making our contribution to the construction and built environment sector and the economy, creating a better and more sustainable environment and society.

The Corporate Plan has been developed and approved (by Council and the Executive Board) to implement the Strategic Aims contained within the Strategic Plan. The Corporate Plan will be used to measure progress both quantitatively and qualitatively against the Strategic Aims and sets out at a high level the actions which the Institute will take to deliver the objectives. It does not



set out the operational detail of how each Department will contribute to implementing the objectives and actions. Departmental plans are developed through the annual planning process and the Corporate Plan will be updated and executed in light of these.

The Corporate Plan sets out the priorities for 2018-23 and is the Institute's main planning document, used for:

- informing the budget setting process for the whole Institute;
- informing the development of the policy framework;
- providing the rationale and focus for action plans;
- outlining our approach for business and delivery;
- shaping and focusing our ongoing organisational development; and
- monitoring, evaluating and reviewing the Plan.

The Executive Team (Chief Executive and Executive Board) will use systems established during the previous five-year Plan in relation to planning and resource management to implement the new Plan. Much of the work detailed within the Corporate Plan has already commenced.

Francesca Berriman MBE HonDTech
Chief Executive

“We recognise and embrace the opportunity to clearly define the purpose and values of the Institute.”



Strategic Plan 2018–23

Who we are

CIAT is a dynamic, forward-thinking and inclusive global membership qualifying body for Architectural Technology.

The discipline

Architectural Technology is the technology of architecture; a creative, innovative design discipline rooted in science and engineering.

As a design function, it relates to the anatomy and physiology of buildings and their production, performance and processes. This is based upon the knowledge and application of science, engineering and technology, which are compliant with regulatory, statutory and legal requirements.

Architectural Technology achieves efficient and effective construction and robust sustainable design solutions that perform and endure over time.

Our Chartered Members

Our Members' are innovative, creative and practical. Their fundamental skills include the ability to design holistically taking into account all aspects of the composition. This encompasses the vision to direct, manage and lead projects from inception to completion, evaluating the client requirements balanced with the performance of the building, together with its impact on the environment and the safety of its users.

The Royal Charter objects:

- a. to promote, for the benefit of society, the science and practice of Architectural Technology;
- b. to facilitate the development and integration of technology into architecture and the wider construction industry to continually improve standards of service for the benefit of industry and of society; and
- c. to uphold and advance the standards of education, competence, practice and conduct of members of the Institute thereby promoting the interests, standing and recognition of Chartered Members within the industry and the wider society.

Our mission

To uphold and advance the standards of education, competence, practice and conduct of the Architectural Technology discipline.

Our vision

To facilitate the development and integration of technology into architecture and promote the science and practice of Architectural Technology. To contribute to structures that are effective, buildable and sustainable.

Our values

At CIAT, we uphold the following principles:

- integrity and ethical behaviour;
 - transparency and professionalism;
 - innovation and creativity;
 - equality and diversity;
 - quality and standards;
 - collaboration and inclusivity; and
 - health, welfare and safety.
-

Our Strategic Aims

We aim to achieve our vision by:

- leading and promoting the discipline of Architectural Technology and protecting its standards;
- enhancing the profile of the discipline, the membership and the Institute;
- aligning, collaborating and partnering;
- providing services for the benefit of members and society; and
- remaining an effective and financially viable Institute.

CIAT representing the technology of architecture globally



AIA

**Leading and promoting the
discipline of Architectural
Technology and protecting
its standards**



Objectives for delivering this aim are:

To develop and promote our professional signature, based upon our standards and pre-eminence in the discipline.

- To extend the reach of the discipline for enhanced recognition as the lead professional body representing Architectural Technology and those studying and practising Architectural Technology.
- To develop and promote our uniqueness and brand to demonstrate our place and position within the design and construction process.

To maintain and enhance our visibility to industry, professions, governments, public, our partners and stakeholders.

- To achieve ever greater visibility, gravitas and identity by promoting our discipline, Institute and membership to industry, the professions, the public, our partners and other relevant stakeholders.

To ensure our views and opinions are sought on issues relating to or impacting on Architectural Technology and the built environment.

- To improve and enhance the engagement with external agencies to encourage them to seek our views, opinions and advice on educational, practice and policy issues relating to or impacting on Architectural Technology and the built environment.

Activities

- Keeping CIAT and associated brands under review for optimal promotion of the discipline, profession, Institute and Awards for the professional signature for Architectural Technology, as the technology of architecture.
- Engaging with related professionals and prospective, current and lapsed members, to instil confidence as a profession and as professionals of merit.
- Reviewing, developing and promoting Architectural Technology, the technology of architecture, our members and the Institute to the different stakeholder groups.
- Consolidating and promoting membership grades and progression routes to qualification.
- Actively contributing to the development and review of a revised QAA Subject Benchmark Statement (UK) during its next iteration (post 2019).
- Actively contributing to the development and review of a revised QQI Subject Benchmark Statement (ROI) during its next iteration.
- Reviewing and promoting our educational standards and developing a knowledge framework to ensure inclusivity and diversity in the range of Approved and Accredited programmes.
- Promoting our practice and ethical standards.
- Engaging with government agencies, professional bodies and partners proactively and reactively.



Enhancing the profile of the discipline, the membership and the Institute

Objectives for delivering this aim are:

To continue to promote and develop our standards of excellence in education and practice.

- To undertake a holistic review of CIAT's membership grades and methods of qualifying.
- To keep under review our ways of working with our external partners within education, such as Approved and Accredited educational establishments and Centres of Excellence, as well as other educational agencies such as the Quality Assurance Agency (QAA), Quality and Qualifications Ireland (QQI) Universities and Colleges Admissions Service (UCAS), Higher Education Funding Council for England (HEFCE), Higher Education Academy (HEA) etc, and international counterparts.
- To keep under review our membership progression processes, practice policies, procedures and Code of Conduct to maintain our standards of excellence in education and practice.

To ensure that the profile, place and position of our members within the design team are identifiable and visible by educating all stakeholders.

- To promote to our stakeholders the diversity, breadth and range of our membership and their roles and functions set within the context of Architectural Technology as a design function.

To instil in our members self-confidence and self-belief in their capabilities and attributes which will make them highly regarded and employable.

- To promote the status, recognition and diversity of Architectural Technology. This includes the roles, functions, and positions of Architectural Technology professionals to our members and those studying and practising Architectural Technology. For our Members to promote the protected descriptor "Chartered Architectural Technologist" and their competences for it to continue its growth in awareness and recognition to all relevant stakeholders.

Activities

- Developing the partnerships and collaborations with the Centres of Excellence and the Accredited and Approved educational establishments nationally and internationally.
- Working with the Accredited educational establishments to improve engagement with students and industry.
- Reviewing the relationship with Accredited educational establishments to work with them to promote and deliver professional progression and development guidance.
- Promoting our membership progression routes to corporate bodies and organisations as well as individuals.
- Developing a structured Practice Engagement scheme
- Developing the work of the aspirATion Groups.
- On-going review of the Code of Conduct and practice documentation.
- Working with others on the development of international recognition.
- Keep literature and promotional material under constant review to educate all stakeholders on the profile, place and position that professionals in Architectural Technology — and especially Chartered Architectural Technologists — take as designers.
- Keeping literature current to educate members on the roles, functions, positions and the diverse range of opportunities within Architectural Technology.
- Surveying all members to establish current membership profile for future development.
- Developing a toolkit for use by members promoting the discipline, profession and CIAT.



Aligning, collaborating and partnering

Objectives for delivering this aim are:

To commit to long term, dedicated and proactive collaboration with partners based upon mutual respect, parity of esteem, shared interest and benefit, nationally and internationally with relevant organisations.

- To develop new and maintain existing partnerships, collaborations and alignments with private and public bodies and organisations, nationally and internationally that will support the core business and status of the Institute, the discipline and professionals in Architectural Technology.

To be a professional body with which other organisations choose to work.

- To attract organisations nationally and internationally who would wish to partner and collaborate with the Institute for mutual benefit.

Activities

- Reviewing and evaluating the existing portfolio of partnerships, collaborations and alignments nationally and internationally against agreed and relevant criteria.
- Determining the public and private bodies and organisations for developing further partnerships, collaborations and alignments, nationally and internationally, based on the agreed and relevant criteria.
- Determining a plan of action for creating new partnerships and alliances and how to utilise the new and the existing arrangements to benefit CIAT, the members and/or discipline.
- Determining a plan of action to stimulate interest from public and private bodies and organisations to partner or collaborate with CIAT.
- Determining a plan of action to promote and gain benefit from these arrangements.



2017 4

**Providing services for
the benefit of members
and society**

Objectives for delivering this aim are:

To continue to set high standards of service provision for our members and society.

- To review, maintain, enhance and develop member services for the benefit of members and society.

To be a responsible and accountable Institute to the communities in which we work and serve.

- To review, maintain, monitor and develop the membership Code of Conduct, policies and publications to ensure the protection of the public and communities.

Activities

- Reviewing member services.
- Surveying members to establish the type and range of services they would expect to be led or organised by CIAT.
- Review arrangements with Regions/Centres and the aspirATion Groups.
- Reviewing the role of Regions/Centres and the aspirATion Groups as an interface with members and potential members.
- Communicating information on CPD.
- Developing the AT CPD Register.
- Reviewing how CIAT communicates and engages with communities and society.
- Seeking feedback from those involved in the complaints process to improve best practice.



BIFS

Remaining an effective and financially viable Institute

Objectives for delivering this aim are:

To use our human, physical and financial capital efficiently and invest in areas for business sustainability and growth.

- To ensure that the human, physical and financial resources are fit for purpose and are aligned with the Strategic Plan to achieve business and membership sustainability and growth.

To ensure that we remain a viable, vibrant and resilient institute.

- To continually review and assess the viability of the Institute as a business against the achievement of the Strategic Plan.

Activities

- Reviewing human, physical and financial resources and the efficiency and effectiveness to deliver the Strategic Plan.
- Reviewing the business needs set against the resources being fit for purpose and the ability to deliver a sustainable future and potential areas for growth.
- Determining the business optimisation set against the utilisation of resources, prioritisation, structures and groupings, ways of working and economies of scale.
- Monitoring income and expenditure to ensure business viability.



Delivery

Through delivering this plan we will build upon our strengths, reputation and brand; we will continue to be able to be an active Institute that can lead on and quickly respond to changes in need and demand: we will remain efficient, effective and resilient to ensure that we can be a larger representative professional body for all within the field of Architectural Technology.

Implementation, monitoring, evaluation and review

The Executive Board and Council have adopted a collegiate and corporate approach in the achievement of this plan. The activities and action plans associated with these strategies will form the basis of our annual business plan, which sets out our priorities for each year against which achievement in the delivery of our objectives and measures is monitored and reported.

The integrated nature of this approach also allows us to continually monitor and control emerging risk. We will also continue to use the appropriate published data sets to benchmark our performance and to compare and contrast against other similar institutions nationally and internationally.

Our Executive Board and Council will be responsible for overseeing the effective delivery of our aims and objectives by regularly monitoring our performance against agreed measures.

The Chief Executive and staff are responsible for the development and implementation of activities and initiatives to deliver our aims and objectives and for identifying and managing associated risks.

Notes

These Plans should be read in conjunction with the Annual Business Plan and the Action Plan(s).

Reports on the activities as they align to these plans are reported in the Annual Review and the Reports to the Executive Board and Council.

The time frames for the delivery of the Strategic Plan and Corporate Plan are over a five-year period with activities and measures determined and reviewed on an annual basis.

The Business Plan, which is based upon the agreed actions and measures, is underpinned by a more detailed Action Plan.

The Strategic Plan and Corporate Plan are flexible and should allow for adaptation if internal and external changes occur from time to time in a dynamic industry and competitive market.



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