

DEFINING OUR FUTURE



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Foreword

I am proud to be part of a profession whose members have been trusted to shape the world for centuries. Today, we are living in a world of disruption and uncertainty, but our profession has responded with innovation, professionalism and a dedication to the public advantage that does every one of you credit.



It has been three years since RICS last reviewed its strategy and business plan.

We have all experienced change and disruption since then, whether from COVID-19, or due to the ongoing structural shifts that have been affecting the built and natural environment.

Today, we face a new and radically altered future from the one we thought we knew three years ago. As we build the global recovery, we must shift our thinking beyond the reset and recovery that was rightly the focus of the most recent RICS business plan, to a mindset of 'build back better'.

We've been listening to your feedback against this backdrop. We know that to enable our profession to thrive, our strategy must reflect the insight and perspectives from members and firms, as well as the many stakeholders who work with RICS.

This consultation is the first step in that journey. Your views will be critical in helping our elected Governing Council – whose members reflect our global scale and diverse talents – to shape our evolving strategy. Governing Council will very carefully consider all the views and suggestions put forward, as they set that future strategic direction.

RICS is working on a number of important initiatives to support the profession, and I'd like to assure you that these will continue as we go through this process.

I am certain that establishing an approach of strong collaboration will ensure our strategy delivers and enables us all to fulfil our purpose as professionals: to serve the public advantage.

Thank you for taking the time to share your views. I hope you will take this opportunity to define our future together and I look forward to hearing your thoughts.

A handwritten signature in black ink, appearing to read 'K Fontana', with a long, sweeping underline.

Kath Fontana

RICS President

Managing Director, Mitie Projects

Background

RICS is the principal global professional body for valuation, management and development of land, real estate, construction and infrastructure. Through our respected global standards, leading professional progression and our trusted data and insight, we promote and enforce the highest professional standards in the development and management of land, real estate, construction and infrastructure. Our work with others provides a foundation for confident markets, pioneers better places to live and work, and is a force for positive social impact.

With over 133,000 highly qualified trainees and professionals, and over 10,000 registered firms globally, we are ideally placed to influence policy and embed our standards within local marketplaces, in order to protect consumers and businesses. In doing so, we can innovate and progress the development of spaces and places so they are fit for future generations, in addition to the challenges faced in the present.

Over the past three years, our **strategy and business plan** (supplemented by a COVID-19 response plan) has focused on four long-term strategic goals:

- **Influential thought leader**
Through collaboration with others, we bring about beneficial change in response to the major challenges the world faces.
- **Trusted by our stakeholders and society**
We are trusted globally to set and enforce consistent standards for the profession.
- **RICS professional qualifications remain in demand**
As a result of market respect and demand for our profession's standards and qualifications, highly talented individuals choose to qualify, commit to lifelong professionalism and work to our standards. We inspire more diverse entrants into a purpose-rich profession that plays a major role in shaping the world we live in. Our professional qualifications continue to remain relevant in a world disrupted by new technology and advances in big data.
- **Sustainable 21st century professional body**
We continue to generate the financial ability to invest in our vision; the profession and our employees are highly engaged in both our direction and purpose; those who engage with us and consume our products and services are satisfied that these add real value.

We recognise that the world has changed significantly over the past 3 years since the strategy was developed, and particularly in the last 12 months. This has resulted in changing market, member, and public expectations of RICS. To ensure that we can continue to effectively deliver our purpose as a professional body, RICS' Governing Council has commenced a strategic review of the Institution.

Process for undertaking the review

We want to ensure that our strategy is built on a foundation of evidence and insight, developed through collaboration and co-creation, which meets the demands of our members and stakeholders wherever they are and whatever area of surveying practice they are in. We are therefore developing a strategic review process focussed on consultation and split over three key stages:

- evidence gathering, engagement and analysis, which will run from March until May
- strategy development, which will take place in May and
- drafting and review, which will take place in November.

The final outcomes, alongside any revision to RICS' future business plan, will be approved by Governing council in November 2021.

This document introduces our approach to the first stage of this review, ensuring that we have the evidence and insight required to allow Governing Council to develop a new strategy for RICS.

How we are gathering evidence

Our evidence gathering and consultation activities will run from 3 March to 9 April 2021, and cover the following key strategic issues:

- the purpose of RICS as a professional body
- governance and transparency
- qualification and entry to the profession
- standards and assurance
- membership engagement and involvement
- membership experience
- membership value proposition and
- future priorities for the profession.

Short consultation papers have been provided covering the background on these issues, what we are currently doing, and our development plans. These consultation documents can be found **on our iConsult platform** in English, and are translated into French, German, Simplified Chinese and Spanish **on the RICS website**.

In order to undertake an effective review of our strategy, it is important that we have the opportunity to hear views from as many members and stakeholders as possible. We are therefore planning a range of activities in which you can feedback your thoughts to us:

- a direct email for general views review2021@rics.org
- structured written consultation exercises on the eight topics noted above, **which can be found here**
- open virtual roundtables, which members can join and provide feedback, based on the eight topics above
- targeted focus groups with stakeholders and advisory groups and
- a wider sentiment survey of members.



Further information on our activities, including registering for events and responding to the written consultations, can be found on our [review landing page](#). If you can respond in English, please do so via the [iConsult platform](#). If you need to respond in one of the other languages available – French, German, Simplified Chinese or Spanish – please do so by completing the questions in the document and returning to review2021@rics.org by 9 April.

Next steps

After the consultation closes, the written responses will be analysed, together with the feedback from events and meetings. Governing Council will use all feedback to review its strategy and priorities for the future, and will publish a summary of the responses and explain how these have shaped its thinking.

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