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RTPI

Royal Town Planning Institute

Corporate Strategy

2020-2030



Sue Bridge FRTPI
Chair, Board of Trustees

The Chair of the Board of Trustees Statement

The RTPI is at an exciting juncture in its history. In 2020, we celebrate 60 years of our Royal Charter in our 106th year. As part of that celebration we are setting out the corporate strategy for the RTPI for the next 10 years. Preparing the strategy has been a substantial exercise following consultation with our members, stakeholders in government, partners in academia, other professions, members of the public and the third sector. This extensive consultation has provided us with a clear direction based on what all these parties have said which has then been reviewed by our officers, General Assembly, committees, regions, nations and Board of Trustees. We are therefore confident that our 2020-2030 corporate strategy is robust and that it supports our objectives as set out in our Royal Charter. We would therefore like to thank all who contributed their time and ideas.

The RTPI is a leading global professional body shaping a positive future for the common good:

We influence

Stand up for planning and promote good planning policy and practice

Through our policy and research, communications, marketing and our events, we employ the RTPI's unique position as a learned society to promote good planning and lead on policy development and research globally to promote planning in the long term public interest.

We are here for our members

Represent, support and promote planners and the profession

We work for members to promote a diverse and inclusive profession and to positively influence stakeholders on our member priorities.

We effectively govern ourselves to be as effective as we can be within our limited resources.

We lead learning

Educate, train and maintain advanced professional standards

We deliver and accredit professional, world-class education, training and research. We promote an ethos of life-long learning and continuing professional development. We ensure that the planning profession is exemplary, upholding the highest ethics and professional standards. We provide professional practice guidance.

vision:

To be the world's leading professional planning body. Our ambition is to promote healthy, socially inclusive, economically and environmentally sustainable places.

mission:

To advance the science and art of planning, working for the long-term common good and wellbeing of current and future generations.

The planning profession is more relevant than ever before as it faces new environmental, societal, technological and resource challenges against a backdrop of rapid urbanisation, climate change and changing regulation. The RTPI exists for its members and to promote the science and art of planning. We build communities of members that can learn from and support each other, to ensure that each of us is capable of tackling these challenges head on with confidence and integrity.

Key to the development of our new corporate strategy was revisiting our vision and mission. We need a framework that enables us to adapt and thrive. Our new strategy provides us with the framework within which we can rise to meet the challenges ahead.

The Board of Trustees is certain that this strategy gives the RTPI a firm footing to achieve our vision and mission. It will not be easy and we will need to work with our partners to realise our ambitions.

The Board of Trustees looks forward to your support over the months and years to come.





Victoria Hills MRTPI, FICE
Chief Executive

Chief Executive's Statement

The future of the RTPI is bright and we have a bold and ambitious plan of how to get there. We will utilise the convening power of the RTPI to deliver this plan. We will be a dynamic organisation that harnesses the passion for place making to attract a diverse talent pool into the planning profession. Beyond being clear about the three things that we do as a professional body, we have identified four priority areas of focus that we will develop and deliver over the duration of the plan. These do not stand alone but are integrated and holistic in enabling us to deliver our vision and mission. These four 'pillars' support our core objectives of influence, members and learning and will ensure that we remain relevant and accessible to our members and society. This is a robust framework that provides us with direction, a strategy for delivery and ambition to drive it in a convincing and timely way.

The Four Pillars:

Promoting the value of membership and professionalism

The RTPI will deliver a compelling member value proposition

Supporting planning services

The RTPI will be the leading advocate for campaigning for well-resourced, effective, planning functions

Raising the profile of planning

The RTPI will invest in an ambitious communications and public affairs strategy and capability to better campaign and articulate the purpose and value of planning

Promoting equality, diversity and inclusivity

The RTPI will champion a diverse and representative profession

We have been smart about what we can deliver and by when. We want to do more for our members and their employers. We want to attract the very best talent into the wonderful profession we all love. We will therefore explore opportunities to expand our robust planning school accreditation programmes while exploring how best to support students and their first class RTPI-accredited educational institutions.

We will offer excellent CPD and training to our members and grow our offering, broadening its appeal and accessibility. We will support our volunteer networks, including Planning Aid England, to deliver more for our members and strengthen our national and regional activity where the heart of the profession is found. Our research, practice and policy work is world class. We will therefore continue to invest in thought leadership, to improve practice and delivery of planning excellence. We will leverage this capability to raise our profile and influence policy makers to have tangible impact and meaningful outcomes.

In the year of the 60th anniversary of our Royal Charter, we remain completely committed to act and serve in the public interest. For us, as town planners wherever we may work, that means doing things that are fair, measured, transparent and that add value. We need to be considerate and cognisant of all parts of society, embracing the younger generation, and considering the needs of an ageing population, celebrating our beautiful spaces and places, including safe-guarding them for future generations. To do that we are taking a hard look at our equality, diversity and inclusion to ensure we are representative of the communities we serve.

We are a dynamic, innovative and resilient profession that responds to new challenges and works collaboratively with partners to solve problems at all levels from the local to the global. Our partners will share and support our values, ethical ambitions and quality standards while enabling us to collectively do more and effect greater change. The opportunities for planning to address some of these challenges are significant and we can, and we will play a positive and instrumental role in tackling them.

This strategy is an investment in our future. The initiatives that we have identified are all significant in their own right. Many other innovations, initiatives and ideas will emerge throughout the next ten years. These will take resources and energy to address. The executive team and active volunteer members across the nations and regions are ready to embrace the challenges that lie ahead. We want to be the best we can be. We believe this strategy is deliverable and with a three-year rolling robust business plan, the resources to deliver the corporate strategy will provide clarity and will prioritise delivery. We will set manageable targets for each three-year period in accordance with the resources available to deliver them. Overall we will seek to grow membership by 10% over the life of the corporate strategy. By working together we will achieve great success.



Vision

To be the world's leading professional planning body. Our ambition is to promote healthy, socially inclusive, economically and environmentally sustainable places

Influence

Stand up for planning and promote good planning policy and practice

Members

Represent and promote the interests of planners and the profession


The value of membership


Supporting planning services

Member Services

Nations and Regions

International Strategy

Research and Policy

Brand

Mission

To advance the science and art of planning, working for the long-term common good and wellbeing of current and future generations

Members

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...ssion

Learning

Educate, train and maintain advanced professional standards



Raising the profile of planning



Equality, diversity and inclusivity

Diversifying sources of income

Professional volunteering

Governance

The right home for the RTPI

Business planning

Realising our mission

What we do

Pillars

Foundations







Climate action

Urgency around the climate change crisis is at the forefront of everyone’s minds. The role of planning is pivotal in achieving global sustainable development. On the global stage we share many of the same objectives as the United Nations Sustainable Development Goals. As a global professional body there is an opportunity to influence better outcomes and build a sustainable world. Whilst there is direct synergy in delivering Goal 11: Sustainable Communities and Cities, we have an opportunity to positively influence all of them. The SDGs are due to be delivered by 2030, the end date of this strategy. The challenges that many planners face may be local, but they have global impacts. This sits firmly within our public interest remit in our Royal Charter. The decarbonisation of our economies will not be without its challenges, but planning and planners sit at the vanguard of the solution. Planners can build upon their existing approach to sustainable development and utilise their influencing position to lead the opportunity to deliver climate action.

Our response is holistic and therefore actions sit across all pillars of the strategy. Success will see an RTPI that is not only mindful of, but actively addressing and embracing best practice and innovation. That is why this is RTPI’s first digitally enabled corporate strategy.



| Actions | What success looks like |
|---|--|
|  <p>Pillar one Value of membership</p> <p>Identify skills gaps in current syllabi and further education and create content and actionable tools that develops member understanding and delivery.</p> <p>Recognise that existing members are already working as Climate Action Planners and non-members working in this important field can become chartered.</p> | <p>A membership that is better equipped to respond to and innovate for the many challenges that climate change presents.</p> |
|  <p>Pillar two Supporting planning services</p> <p>Promote the Resource Planning for Action – valuable tools for all RTPI members.</p> <p>Identify triggers to accelerate change within the planning process.</p> <p>Make the case for policy levers and resources to deliver change.</p> | <p>Better informed members able to make a measurable difference.</p> <p>Collaboration at a community level will drive innovation and recognition of the unique role that planning can play.</p> <p>Tangible regulatory tools and appropriate resourcing to enact coordinated response to climate change.</p> |
|  <p>Pillar three Raising the profile of planning</p> <p>Promote planners globally as those who are ideally placed to help solve these urgent problems in collaboration with other experts.</p> <p>Create impact through campaigns where planning can have direct influence: transport, energy, housing and patterns of development.</p> <p>Identify policy gaps that prevent holistic solutions. Use evidence to support recommendations to politicians and global institutions.</p> | <p>Recognition that planners are already part of the solution, locally, regionally, nationally and globally.</p> <p>RTPI members are seen as climate action experts and their views are sought by those seeking solutions.</p> <p>Research is recognised as impartial and thought-provoking providing valuable assurance for action.</p> |
|  <p>Pillar four Equality, diversity and inclusivity</p> <p>Make planning more relevant and attractive to a broader group of potential members and recognise emerging specialisms related to climate change, proactively promoting the future opportunity for climate action town planners.</p> | <p>A recognisable uplift in the diversity of candidates from a variety of different socio-economic and professional backgrounds with a broader expertise entering the profession.</p> |

We will establish a corporate action plan to consider our own impact on climate change and how we can mitigate our business operations and practices for climate action. This will require a fresh approach to benchmarking, monitoring and implementing. We will lead on statistical analysis of the potential for planning and planners to have meaningful impact in this arena. We will work with other built environment institutions to make the case to government to raise standards and targets to deliver action on climate change.

Foundations

A strategy needs solid foundations from which to build and develop. There will be many strategies that will support us in delivering our ambitious goals over the next decade. We believe that these investments will have a positive impact and enable us to deliver best value for members and achieve the vision and mission. Here we have grouped these strategies into ten foundations that hold up the four pillars of the corporate strategy.

Place Ladywell construction.
Credit: Rogers Stirk Harbour Partners



Member services

Responsive and tailored member services are critical to our success. Digital transformation has begun. The continuous development of our membership database platform will enable us to personalise and automate our communications and processes so that members get the information and services that they want, when they want it, no matter where they are based. This will allow members to exchange ideas, enrich and track their learning and CPD, and create a digital RTPI portal. This will ensure that we can monitor impact to constantly improve the quality of service to our members.



Nations and regions

The RTPI's nations and regions will play a crucial role in the delivery of the corporate strategy. In promoting the RTPI's ambitions, in building productive and fruitful relationships with governments, politicians, stakeholders and members, they will sit at the heart of realising the vision and mission.



International strategy

With a growing number of our members living and working abroad, we must be cognisant of the continuous evolution of the global professional world and what that means for planning and planners. We'll work with our international counterparts on shared ambitions, and prepare an international strategy to be clear on where priorities for skills and training for example sit in this fast-moving arena.



Research and policy

We will build upon our widely respected research and policy work to broaden the impact of our influence, focussing on the key issues of interest to our members and our stakeholders, in particular government and the general public. We will work with other partners to maximise our impact where it is appropriate to do so, whilst protecting our professional intellectual property.



Brand

This is the unique way we present ourselves as planners and members of the RTPI, our values, and how we speak. As part of our commitment to equality, diversity and inclusivity we must ensure that as an employer and a leading global professional body we are, accessible to different audiences. We need to appeal to future planners and a wider range of experts and stakeholders so that our values represent all of us and our sustainable future. We will use this opportunity to demystify planning and broaden appeal and support for our vision and mission.



Diversifying sources of income

We will explore different ways of supporting the financial sustainability of the RTPI. This will include expanding our excellent quality training, national events and promotional and recruitment services. In addition, the trustees will actively review investment options to make best use of our collective reserves to support the delivery of the strategy.



Professional volunteering

We need to create a shared vision based on a genuine desire for members to be part of something significantly bigger. We will be clear on what we offer volunteers and what we expect in return. We will create more opportunities for volunteering to appeal to our growing diverse membership. We will support members by providing tools, processes and learning opportunities to ensure that we improve the experience for all existing and future volunteers. We will continue to invest in Planning Aid as a powerful way of supporting communities.



Governance

Through prioritisation of projects, and careful resource management, we will identify what skills, knowledge and capacity are required in-house, what can be outsourced and what can be automated. We will regularly review our performance, our governance structure, our competencies and our ways of working to ensure that they support the delivery of the strategy and evolving requirements of a professional body in a changing world.



The right home for the RTPI

We need to explore business models and flexible ways of working in order to create a sustainable home for the RTPI. Continuous investment in digital transformation will be key to efficiency and resilience. A home where members have a sense of community and where staff have a base that is fit for purpose, and that fosters innovation.



Business planning

We will move from an annual to a three-year business cycle to achieve the breadth and scale of our ambitions. This will include more effective prioritisation, a strong financial base, clearer decision-making and greater transparency.



Pillar one

The value of membership



We will focus on the value of membership and professionalism, so that planners are not only proud of what they do, but are proud to be a chartered member of the RTPI.

The world needs more chartered planners in order to help it address the growing challenges around global population growth, rapid urbanisation and climate change. Day-to-day challenges for planners at the local, regional and national levels are no less significant. These include for example, housing affordability, the future of retail, the rural economy, health and well-being, air quality, climate change adaptation, transport and accessibility. All planners need to have access to high quality education, skills, knowledge and resources to equip them for today and tomorrow's planning requirements. To do this we will work with employers, governments and places of education to ensure that our members have the support, role models and clear pathways for success. With only 75% of domestic planners professionally qualified, there is an opportunity to broaden professionalism in the UK. This is underpinned by taking a one profession, one institute approach blending corporate consistency with local delivery. We want all planners to have pride in their profession and value professional membership, regardless of where they live.



Life-long education and skills development

- Deliver a seamless and attractive continuing professional development (CPD) journey through relevant and topical content that supports members' and employers' evolving needs over the lifetime of their careers, wherever they may be in the world.
- Deliver content to support different learning styles and geographies by utilising digital platforms, volunteer networks and third-party suppliers.
- Deliver RTPI-branded events, such as conferences and training programmes that are recognised as the 'must go to' planning events that are technically robust, intellectually stretching and consistently of high quality.
- Promote our leading Planning Theory and Practice Journal as an important vehicle to serve the need to improve members' critical thinking, supporting the RTPI's role as a learned society.
- Continue to develop Planning Aid as a valued activity for many members, as a means of undertaking meaningful CPD whilst promoting effective community engagement and education in the planning process.
- Cement relationships with global partners and maximise opportunities for knowledge exchange for our members from these unique relationships.





Support member engagement

- Ensure consistency of messaging and services for all members and develop the narrative to deliver the **one profession campaign** to unite the planning profession.
- Develop individually tailored communication based on need and interest.
- Develop and launch **NURTURE**, a comprehensive **mentoring and global exchange programme** across sectors and borders.
- Support member networks, regional and national hubs by empowering excellence in planning, enabling community development and engagement while embracing contextual differences.
- Monitor and celebrate our successes through production of an annual review and awards ceremonies.
- Host an **annual welcome event** for chartered members elected to membership during the year in a ceremony that recognises and celebrates the achievement of becoming chartered.
- Launch a **member welfare resource** to support our members who are at the frontline of engagement and interface with the public and stakeholders and actively support health and wellbeing initiatives for members' benefit.



Employer engagement

- Expand the **RTPI Chief Planning Officers of Tomorrow** to promote professionalism of planners and planning across a range of sectors and employers, utilising existing regional and national networks.
- Deliver personalised account management for employers to ensure that they are getting the best value out of their engagement with us. Tailor their interface with the RTPI to cement meaningful relationships and shared ambitions, building upon RTPI Learning Partner relationships.
- Launch **COLLABORATE for planning**: a programme that breaks down sectoral barriers, promotes best practice and fosters communications for better understanding and collaboration across the public, private, academic and third sectors with politicians, developers and investors, to enable shared perspectives and improved outcomes.

“After 31 years of membership, I have finally decided to hand my RTPI ‘badge’ in. I wanted just briefly to say to the RTPI how much Planning has given me as an individual. I was fortunate to work in the fields of planning policy, public art, local plans and environmental planning before retraining as an Urban Designer and finally finding my spiritual home in that capacity within the planning world.

So I leave the RTPI with a big ‘thank you’ on reflection of a career that has opened friendships, defined my working life, helped develop me as a person and let me play a small part in helping shape some passing custody of the environment with and on behalf of those who share it.”

Retired Member





Growth

- Launch **GROWPLAN**, a comprehensive growth strategy to attract new members, that is clear on growth priorities, both domestically and globally. It should seek to attract 25% of UK planners who are not members to become professionally recognised, by articulating the benefits of membership.
- Continually monitor, review and refine all member services to ensure they meet member needs and are a compelling reason to remain a member and be an advocate of membership to others.
- Launch conversion campaigns, for student and licentiate members, along the member pathway to ensure that practising planners are fully qualified and have the expertise needed to deliver good sustainable places and quality place making.
- Deliver routes to membership, in addition to the apprenticeship scheme, secure wider support for bursaries, to broaden the pool of talent that enters the profession, from a broader spectrum of emerging built environment specialisms such as regeneration, climate action and social equity.
- Consider mutual recognition/ dual membership agreements with those bodies that share the same values, quality standards and professionalism as we do.
- Ensure employers fully understand the benefits of chartered membership and feel encouraged to prioritise membership of the RTPI.
- Ensure that all graduates value and maintain their membership when they start their careers either in or outside the UK such that chartered membership of the RTPI is a priority ambition.





What success looks like

- Conversion rates to full chartered membership from student and licentiate members rise, leading to a larger, more engaged and diverse membership base.
- The majority of practising town planners in the UK and Ireland are RTPI-chartered members.
- Collaborative, confident and supportive conversations between public and private sector increase, resulting in positive outcomes.
- Overall membership, including international membership, grows over the period of the corporate strategy.
- Relevant skills, knowledge and confidence to work across sectors and address planning challenges whether they be local, regional, national or global.
- A clearer and more flexible offering supports members no matter where they are based.
- A comprehensive suite of learning is delivered through different products and accessible to all members.
- Employers endorse the value of membership, our professionalism and high standards.
- All sponsors of RTPI activities, projects and programmes obtain the best value from their relationship with us.
- All RTPI-branded events are valued by members; the annual flagship event is seen as the premier must-go-to global planning event for all planners.
- Greater recognition of what we deliver as a profession so that the satisfaction of members increases.
- A growing proportion of members come from related disciplines.
- The percentage of local authorities paying RTPI subscription fees increases.

Pillar two

Supporting planning services

The RTPI will be the leading advocate campaigning for well-resourced, effective planning functions that support the outcomes local communities want to see. The RTPI will work efficiently as one institute, advocating on behalf of one profession, working to solve the challenges that are here now and that lie ahead of us.

There is an opportunity to increase the understanding of the challenges and pressures that all sectors in the planning system face, whether public or private sector planners, developers, third sector, communities or landowners. There is a need for a balanced planning profession with the public and charitable sectors equally attractive places to work as the private sector. The RTPI will harness its convening power to broker better partnerships and ways of working including working with governments at all levels to improve the status of and resourcing of planners and planning departments. This will improve efficiency, communication and result in better outcomes and well-designed places, with buy-in from communities.



Promote the business case for investing in planning

- Develop an evidence-based narrative and deliver a campaign targeted at governments to resource planning effectively. **Invest and Prosper**, recognising that planners add economic value and demonstrating how investment in planning resources can return dividends.
- Deliver **Chief Planning Officer campaign** for statutory posts across all nations in the UK and Ireland thus improving strategic input in the planning process and holistic, sustainable solutions. Build upon the RTPI's world leading success in getting Chief Planning Officers included in the Planning (Scotland) Act 2019.
- Develop research that demonstrates the cost-benefit of having well-resourced planning teams across different sectors working together. Develop a Treasury-proof outline **Business Case** to all governments across the UK and Ireland to make the case for investing in planning.
- Demonstrate that the **value of good planning** can achieve social good and wider strategic priorities for local authorities, business and the environment.



Battersea Power Station Grosvenor Arch Pop Ups: Excellence in Planning for a Successful Economy finalist, RTPI Awards for Planning Excellence 2018



Convene

- **Heads of Planning Everywhere (HOPE):** create a strong network where the role of planning is at the heart of local government delivery and the quality places where people want to live.
- **Politicians in Planning Network (PIP):** launch a new network to foster shared practice and interface between politicians and practitioners. Deliver a comprehensive education programme for politicians to help improve shared understanding and the role of good planning.
- **Chief Executive Leaders** to make the case for investing in talent management and valuing professionalism in planning.
- **Private Sector and Industry Leaders** to help us make the case, on behalf of business, for well supported planning services and champion our **Invest and Prosper** campaign.



Celebrate talent

- Launch **NURTURE** an extensive mentoring/reverse mentoring programme across sectors and borders to support and empower members at all levels of their career.
- Utilise and showcase best practice and role models through **awards and celebrations**.
- Promote the career of planning which has its roots in progressive social reform and justice to attract those who wish to directly influence and contribute to a sustainable future.



What success looks like

- Improved satisfaction from all those participating in the planning system.
- Increased numbers of chief planning officers at the top management level in local, regional and national government.
- Authentic engagement is realised with communities including utilising chartered Planning Aid volunteers as independent neutral facilitators to encourage greater community engagement.
- Conversations and outcomes are more robust and less open to challenge or mistrust.
- A balanced proportion of graduates enter the public, private and third sectors.
- Improved job satisfaction for those working in the public sector as demonstrated through research.
- All employers pay membership fees in order to uphold and demonstrate a commitment to standards and professionalism, and attract diverse talent, because they recognise the benefit of doing so.
- Public perception of planning is improved as the outputs of the strategic inputs are realised.
- Young planners have the opportunities to diversify their experience by equipping them to work anywhere, with anyone, in the planning system.
- Authentic engagement is realised with communities.
- There is collaboration across sectors, including work placements, to better understand respective pressures and shared ambitions to deliver quality places that people want to live in.

Pillar three

Raising the profile of planning

The RTPI will invest in an ambitious communications and public affairs strategy and capability to better campaign and articulate the purpose and value of planning.

The RTPI wants and needs to be bolder, to stand up and be heard. To be the authority for the media for views on planning matters. We are a global profession which supports and informs global institutions as a force for good. We want to reframe the discussion in order to change perceptions and demonstrate the value that we bring, to maintain public confidence in planning. To do this we need to make what we say and do accessible, more visible and that we are the sought-after and respected authority on planning. We have an opportunity to demythologise and clarify the purpose of planning, promote good planning and celebrate our many successes. We will challenge the de-regulation of planning and seek to positively influence governments to introduce appropriate measures that support our communities. Using evidence to support our position, we will inform decisions from a position of credibility and strength.



Promote

- Ourselves through a comprehensive public engagement campaign – **YOURPLAN** – we will secure understanding and support from the general public about planning, especially the silent majority who may be too busy to understand the power of planning or simply know nothing about it and its contribution to quality of place.
- Ourselves through more responsive, real-time press activity, targeted campaigning and a co-ordinated public affairs programme that reaches beyond traditional planning audiences, utilising local, regional and national media, social media and other digital platforms.
- Our first-class research and analytical activities to embed evidence in our external communications and messaging, to maximise impact, profile and influence.
- Our leading Planning Theory and Practice Journal as an important vehicle for promoting the RTPI's unique position as a learned society to provide a platform for articles and research.
- Our educational rigour and ethical professionalism so that these are seen as the gold standard around the world. We need to say more about the status that chartership confers.





Challenge

- Our position as convener and advocate of the planning ecosystem. It only works if all parts function well: public, private, third and academic sectors.
- Simple to understand campaigns that support advocacy. These will include better informed political leadership; the role of the chief planning officer; sufficiently resourced teams, securing external funding and financing; and authentic community engagement. Put all together this gives us an holistic approach to planning.
- Our position as experts in planning through our own leadership of, and joint campaigns with national and international institutions and organisations will maximise our internationally respected brand.
- Collaboration with other professional bodies and organisations to join forces to influence others and undertake research where it is in our shared interests to unite.
- Policy deregulation that is unhelpful to achieve healthy living spaces, contributions to infrastructure, place making and communities' ability to participate in planning.
- Negative perceptions of planning to help reframe business and government narrative of planning to recognise that good planning is essential if we are to move in an orderly way to a zero-carbon future.
- By calling out unethical practice. Elevate and promote successful stories.
- The use of non-professionals misrepresenting themselves as planners and who do not sign up to professional standards, and promote the use of RTPI-chartered planners.
- Employers who do not recognise the status that chartered membership confers.



Excellence in Planning for a Successful Economy winner and Excellence in Planning for Heritage and Culture winner; RTPI Awards for Planning Excellence 2019.
Credit Paul Appleby





Impact and elevate

- The perception of planning and its role through the creation of an attractive and compelling ‘**Imagine the world without planning**’ film that positively shows what planners can deliver – **PICTURETHIS** – that will support engagement with the next generation of planners.
- The development of **PlanTech** to ensure that members are not only informing the direction of travel but accessing and harnessing its positive impact, benefiting members throughout their careers.
- The debate by continuing to invest in our world-class research and policy to lead on creating the statistical and case study-driven evidence. Working alongside business, academic institutions and like-minded professional organisations, research bodies and think tanks, we will impartially inform learning and best practice.
- The perception of planners through bespoke campaign activities and events that celebrate the contribution of our most successful members, our **Fellows and our Honorary members**.
- The understanding of UK planning as a global export through a **Planning is Great campaign** and enable international growth through making the case for appropriate visa arrangements and exchange programmes.





Bath Western Riverside.
Credit Studio Egret West



What success looks like

- The RTPI is widely recognised as the world-leading professional planning body, and membership grows by the end of the corporate strategy.
- Our members and the planning profession are seen and recognised as a key part of the solution for tackling challenges such as climate change, social justice, air quality, health inequalities, economic prosperity and housing delivery.
- The public understands our challenges and we are seen as a leading advocate for good planning.
- Improved position with government and the public is measured through a public perception audit and parliamentary perception surveys.
- The number of students registering for apprenticeships and university/college courses is increased.
- Higher conversion rates are achieved from licentiate to chartered members, as young planners recognise the power of professionalism.
- Significant uptake of our film on global channels such as YouTube results in viewers having a better understanding of planning.
- Achieve recognition and respect for members as advocates for better places.
- Regular high-profile press coverage and brand recognition of the RTPI as the professional body on all related matters of planning and our members recognise that improvement through member satisfaction survey.



Pillar four

Equality, Diversity and Inclusivity

We work with members to continue to promote a diverse and inclusive profession. We want to demonstrate that a career in planning is open for all to join.

Whilst there are a multitude of actions that we can and will take, we recognise that the single most influential way to diversify the profession is through the education system. We need to broaden talent coming into the profession – young talent choosing planning as an exciting career as well as embracing experts with diverse skills that will make our profession richer. For us to be an effective and sustainable profession, we must be genuinely representative of the society in which we work. That includes recognising and addressing the need for broader visibility of diversity at all levels of the profession, from entry to the most senior. We therefore need to be accessible and inclusive, adaptable to change and proactive in our support for members, wherever they may be.



Commit

- Create an action plan – **CHANGE** – that initiates and delivers a series of projects and programmes which help to equip our members with actions they can take now and in the future. **CHANGE** will ultimately see a more balanced and representative profession but this will require a dedicated resource to drive forward delivery of the action plan.
- Influence employers to take up and deliver the actions within **CHANGE**.
- Create a **digital platform** for engagement for planners which helps to inform the future of planning, policy and practice globally.
- Deliver a **work-experience** pilot project that targets those from less-privileged backgrounds and supports them into the profession.
- Work with national governments and education providers to develop **apprenticeship** schemes across the UK and Ireland.
- Broaden the **diversity of Fellows and of Honorary** members to ensure that diverse skills and expertise enrich the knowledge base and advocacy of the profession.





Education first

- Undertake a detailed review – **EDUCATION FOR EVERYONE** – to broaden access to the pathways into chartered membership, to reach out to attract diverse talent, which will include reviewing the time taken, the delivery mechanisms and the content of courses.
- Review the existing model of entry and learning outcome requirements for accredited planning schools to ensure it fits our new, more inclusive and reactive model, seeking to accredit further planning schools that support delivery of our vision and mission.
- Broaden planning education requirements to enable a wider pool of experts working in related built environment disciplines to become chartered professional planners.
- Better articulate the wide variety of careers open to planning students for example in tech, climate action, regeneration, housing delivery and design.
- Restructure the membership offering as a professional global passport making membership more relevant to students from outside the UK and Ireland.
- Work with academic organisations in the UK and Ireland that have links and campuses outside the UK and Ireland to offer RTPI-accredited courses and attract a broader range of people to the profession.
- Look to accredit more international planning schools where there is support for the delivery of our vision and mission, to enable us to deliver more broadly against our four pillars.
- Systematically identify and use role models from the profession to teach alongside our academic partners to balance theory with practice.
- Develop support tools and learning materials at school level for teachers and their students that are fun, engaging and promote planning as a career of choice.



Convene

- Launch **BALANCE: Build a Legacy and New Community Equality** and intelligently target schools of greatest educational need and diversity, including areas of socio-economic deprivation in areas of high planning demand. Attract talented young people who can then serve their communities from a position of strength, signposting accessible routes into the planning profession.
- Influence governments to support independent **Planning Aid** services which help the public understand planning and their communities. Enable opportunities for a diverse demographic of volunteers to act in the public interest, and provide our members with rewarding volunteering experience.
- Resource the **Benevolent Fund** to promote and raise funding for more bursaries for undergraduates from diverse and underprivileged backgrounds.



What success looks like

- Members proportionately representing the UK and Ireland population as a whole, included where we are working in other countries around the world.
- Both members and the public recognise the RTPI's commitment to deliver an ambitious equality diversity and inclusivity agenda, and understand the powerful role planning can offer.
- Greater pipeline of diverse and confident planners coming through the education system and in time achieving fellowship and honorary membership.
- Growth of apprenticeships across the nations, enabling a more diverse pool of talent to have a career in town planning.
- Long term planning for the RTPI is robust through sustained engagement with younger members, who are the future of the profession.
- Increased credibility and trust from the public because of a more diverse profession.
- More children, from broader backgrounds, choose geography and related A-level or equivalent subjects to support a career in planning.
- Inclusive place making as a result of more diverse teams delivers planning solutions.
- More people from different professions and areas of expertise want to be RTPI members.
- More people from outside the UK seek out and value RTPI membership. Growth in international membership over the period of the corporate strategy.

Glossary of terms

Pillar one

Promoting the value of membership and professionalism

NURTURE a mentoring and global exchange programme across sectors and borders to support and empower RTPI members

COLLABORATE a programme to create better understanding and collaboration between planning industry stakeholders

GROWPLAN a comprehensive growth strategy to attract the 25% of UK and Ireland planners who are not yet RTPI members

Pillar two

Supporting planning services

HOPE Heads of Planning Everywhere (HOPE) is a local, regional and national government network

PIP Politicians in Planning Network (PIP) fosters shared practice between politicians and practitioners

Invest and Prosper Campaign a UK Treasury-proof business case for investing in planning

Pillar three

Raising the profile of planning

YOURPLAN a public engagement campaign to generate understanding and support for planning

PICTURETHIS a film that positively shows what planning can deliver to inspire engagement with the next generation of planners

PlanTech a programme to meaningfully engage the public and stakeholders in digital technology for planning

PLANNING IS GREAT a campaign to foster understanding of UK and Ireland planning as a global export, with the appropriate visa arrangements and programmes in place for growth

Pillar four

Promoting equality, diversity and inclusivity

CHANGE an action plan to deliver a series of projects and programmes for members to improve equality, diversity and inclusivity

EDUCATION FOR EVERYONE a detailed review of the existing entry model into planning as a profession with the intention to broaden access pathways

BALANCE Build a Legacy and New Community Equality (BALANCE); targeted education and recruitment of planners from under-represented communities

Benevolent Fund a fund to provide more bursaries for undergraduates from diverse and disadvantaged backgrounds



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