

Board Paper

for Open session

Subject: **Performance Monitoring Update**

To receive an update on the performance data for Q1 of 2024.

Board meeting:

22 May 2024

Agenda item:

10.ii

Action:

- For noting
- For discussion
- For decision

Purpose

To provide the Board with an overview of operational performance for Q1 of 2024.

Recommendations

The Board is asked to note and comment on the operational performance of ARB as set out in the paper.

Annexes

Performance Monitoring data annex A.

Author/Key Contact

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Open Session

This item will be held in open session.

Professional Standards

- 1.1. A particularly complex investigation involving five separate cases against one architect has proven a particular challenge to the investigations team in Q1. That investigation is now with the Investigations Panel as it decides whether the architect should be referred to the PCC for a disciplinary hearing for any or all of those cases.
- 1.2. Work to dispose of the backlog of PCC cases continues, with 17 cases scheduled in for hearing in the coming months, and the hearing team looking for dates to list additional cases before the end of the year.
- 1.3. We are currently carrying out a recruitment exercise to increase capacity on the Investigations Panel and Professional Conduct Committee. Having additional availability for PCC members is a priority if we are to list more hearings within the KPI timescales. We are also carrying out work to increase the number of expert witnesses we have available to us to give evidence at the PCC, being that this has been identified as a main cause of delays.
- 1.4. As detailed in the papers to the February Board meeting, we are currently piloting a new set of KPIs which are more reflective of the actual stages of the investigations process since it was modernised. Subject to that ongoing review, we are planning to test those with the Board and then report against them from Q3.

Registration and Accreditation

- 1.5. Trends within the different routes to registration continue. The volumes of first-time joiners with UK qualifications continues to increase. This increase is the second year running, with 40% more applications in 2023 versus 2022, and then 24% more applications in 2024, compared to 2023.
- 1.6. By contrast, the volumes of those joining for the first time, with EU qualifications, has decreased, with only 62 applications received in Q1 2024, compared with 73 in Q1 2023, and 251 in Q1 2022. The reduction in EU applications seems to be permanent, and we are no longer receiving enquiries from prospective applicants. Since January 2022, 226 EU qualified architects have resigned from the Register. An

additional 371 (26% of the 1404 removed for non-payment of the retention fee in January 2024) were from the EU entry route. Our processing and budget assumptions therefore include this lower rate of application types.

- 1.7. We continue to provide a good customer service to those joining the Register, with 95% of the applications processed within the 15 or 45 day KPI target. The introduction of the new CRM IT system is supporting this, although the processing times have risen slightly in the first quarter, from 5.4 days to 6.3 days in the UK route. This is caused by two factors: predicted high volumes of all types of applications (including re-joins following strike off for non-payment, and increased numbers of non-eligible applications. Processing times in April 2024 have now returned to expected, lower, levels and we are confident that this will continue through the remainder of the year.
- 1.8. In the EU route, over a third (35%) of applications are rejected. This is due to ineligibility of their qualifications, or not supplying correct documentation. Half of those applications that are initially rejected, subsequently join the Register. We are looking at how our guidance and applications processes can improve this, but there remains a significant proportion of those who make an application who are not eligible to join the Register. This is influenced by the fact that the only qualifications accepted are on the "frozen" annexe of EU legislation, which has not been updated for four years.
- 1.9. Now we have the CRM in place, we are exploring a range of KPIs that are based on different levels of complexity, and envisage some application routes will have different KPIs, some of which will be lower than the current 15 days.
- 1.10. The number of architects re-joining the Register after removal for non-payment of the retention fee has decreased, reversing the pattern of year-on-year increases in the last four years. In Q1 2024, 495 architects re-joined, compared to 645 in 2023. This is likely to be the effect of those who have been retired for some time and have not engaged with the CRM system.
- 1.11. The volumes of Prescribed examinations continues as planned, with processing times, and use of non-executive resources proceeding as planned. The variation in pass rates (either immediate pass or following referral to Lead Examiner after the event) continues to fluctuate. This is partly due to small numbers, and partly due to the different attainment at Part 2, versus Part 1. We are continuing to look at our guidance and support, to clarify the difference in levels, and are also factoring this into our wider ranging review of the approach to assessing international routes to registration.

- 1.12. The volumes of architects joining the UK Register having taken the Prescribed Examinations remains low, partly as a result of the time delays to get a UK Part 3, and partly due to the pass rate.
- 1.13. Volumes of MRA assessments continues to be low, and we are reviewing this with our MRA partners. The volumes of certificates for the Australia and New Zealand agreements continues to exceed those using the USA agreement.

Policy and Communications

- 1.14. The range of engagement exercises carried out in Q1 2024 attests to the busy pace at which we're working. This year our student engagement visits and our PPE Commission have both kicked off in earnest, and we've also held our most popular online event (a CPD webinar attended by 800 architects) and our second ever in person conference (on professionalism and the Code of Conduct and Practice).
- 1.15. We've run useful engagement exercises that were not initially planned but were necessary to respond to stakeholder requests. These include surveys on EU and international architects, and an open engagement exercise on the accreditation fees that was supported by a range of one-to-one meetings. Whilst the data reported demonstrates the outreach achieved by these activities, the quality of our engagement is also worth noting: all these exercises generated useful intelligence that is informing our work. The reception we've received to the revised accreditation fees is a case in point. Although any new costs will always be unwelcome, stakeholders are now demonstrating a level of comfort with the figures and the single trade news article on the amended fee was not negative.
- 1.16. In addition to the CPD webinar, our CPD content is proving to be the most popular on our website. The webinar recording has been well viewed on our social media platforms and our website pages explaining the CPD scheme have some of the highest figures of views. This demonstrates that we are achieving our aim of exposing all architects to the new CPD requirements that will become a condition of their registration. This exposure has not yet translated into CPD reporting on the MyARB portal, but we expect this to increase towards the retention fee and revalidation period. We will monitor figures and continue our rolling communications campaign.
- 1.17. We have lower social media engagement than in the comparative period in 2023, which is due to some of our biggest initiatives progressing in February 2023: our first MRA was signed (with our American counterparts) and we published our education reforms consultation. Excepting those peak activities, our online engagement remains steady.

1.18. During this period, we also trialled a new approach to consumer engagement. We were offered a discounted rate for an advert in the Times on Sunday, in a section aimed at people renovating their homes. The advert included a short, targeted summary of the benefits of working with a registered architect and a QR code that people could scan to visit the Register online. We only saw a small increase in online visits. We do not intend to use this approach again, and will instead focus on updating our consumer information, and working with consumer organisations and planning authorities to promote it.

Human Resources

1.19. The HR stats are presented quarterly to the People Committee for review. As part of our EDI monitoring and collection, we do collect a wide spectrum of information which we use to support our policy decisions. However, given the small numbers of staff (c60 employees) we are only reporting on gender balance, to avoid the risk of identifying individuals which could be a breach of data protection and lead to an increase in selection of 'prefer not to say' options. A summary report is provided in the Annex.

Staff turnover

1.20. Between the period of 1 January to 31 December 2023, eight employees left ARB, representing a staff turnover of 13.10%. By comparison for the period January to December 2022 staff turnover was 9.07%. ARB continue to use exit interviews to understand drivers for leaving, as well as retention and engagement strategies to help retain the right employees longer term, to minimise staff turnover and recruitment costs. Of the six voluntary leavers, the reasons for leaving were not strongly related to their role at ARB (career change and industry change and a change in their personal circumstances).

1.21. ARB continue to encourage internal promotion and development, as well as provide flexibility such as hybrid working to aid retention. Part of the current activities to both 'upskill' (increase employee skills) and build line managers' experience, but also equip them to better support their teams, is a bespoke coaching programme. This is a programme of individual coaching sessions enabling each line manager (excluding SLG) to develop their skills in areas identified by them, and with input from their key contacts. Most managers have their third session in February 2024 out of six.

- 1.22. ARB recently offered all staff the opportunity for development by offering a virtual learning tool called LinkedIn Learning. This online platform offers a wide range of learning videos for staff to choose from to aid in their career and personal development. This learning tool was rolled out to all staff mid-January 2024. ARB is currently in the initial phases of holding introductory sessions with all staff to ensure they are fully equipped to using this platform.

Absence

- 1.23. The average head count of 48.58 during the period 1 January to 31 December 2023 and a total of 528.5 days sickness means an average number of days lost of 10.9 days sick per person. This is a significant increase of 4 days on average per person since last reported when average sickness days were 6.9 per person. This statistic is continuing to increase with each reporting period, previously by 1 day per person on average but this period it has significantly risen. 9 individuals had mental health related absence between 1 January and 31 December 2023 which is an increase of 6 people on the previous recording period. The time off for mental health related absence has significantly increased by 141.5 days, across 9 employees which is a sharp increase and something that ARB will keep under review.
- 1.24. Besides external matters, it has also been noted that several employees have reported workload demands being high, and this may be contributing to additional (informal) performance concerns that managers and HR are supporting. It is possible this is also contributing to mental wellbeing absences and ARB continue to explore ways to ensure staff are supported to manage their wellbeing. For example, splitting of a role into two to make it more manageable, providing access to counselling and wellbeing support, including via the Benevolent Fund. During this period there has been 3 requests and approvals for the Benevolent Fund.
- 1.25. Due to the increase in Mental Health related absence. ARB offered managers and senior leadership with a half day course for Mental Health Awareness training. This short course received positive feedback from those who attended calling the session useful to help them to support staff and managers to address a difficult scenario.
- 1.26. Including family (maternity), compassionate leave and other absence such as medical appointments and unauthorised absence, along with sickness, a total of 528.5 days were lost across ARB to staff related absence in the 1 January to 31 December 2023 period. For the period 1 January to 31 December 2022, the total days lost were 378.5 days – the main increases are in mental health absence.

Staff turnover

- 1.27. Between the period of 1 January to 31 March 2023, two employees left ARB, representing a staff turnover of 3%. This is likely to increase over the year and for 2023 the annual turnover was around 13%. ARB continue to use exit interviews to understand drivers for leaving, as well as retention and engagement strategies to help retain the right employees longer term, to minimise staff turnover and recruitment costs.
- 1.28. ARB continue to encourage internal promotion and development, as well as provide flexibility such as hybrid working to aid retention. Part of the current activities to both 'upskill' (increase employee skills) and build line managers' experience, but also equip them to better support their teams, is a bespoke coaching programme. This is a programme of individual coaching sessions enabling each line manager (excluding SLG) to develop their skills in areas identified by them, and with input from their key contacts.
- 1.29. The annual staff survey was conducted in March 2024 and the results were presented to the People Committee at its meeting on 9 May and is on the 22 May Board agenda.
- 1.30. In January 2024, we rolled out a virtual learning tool called LinkedIn Learning. This online platform offers a wide range of learning videos for staff to choose from to aid in their career and personal development. We continue to monitor its usage and to date staff are using this tool to develop their skills in the use of teams, project management and time management.

Absence

- 1.31. During the period 1 January to 31 March 2024 and a total of 68 days were lost to staff absence. Apart from general sickness, mental health related absence remains high and besides external matters, it is noted that several employees have reported workload demands being high, and this may be contributing to additional (informal) performance concerns that managers and HR are supporting. It is possible this is also contributing to mental wellbeing absences and ARB continue to explore ways to ensure staff are supported to manage their wellbeing. For example, splitting of a role into two to make it more manageable, providing access to counselling and wellbeing support, including via the Benevolent Fund. During this period there has been 3 requests and approvals for the Benevolent Fund.
- 1.32. Due to the increase in Mental Health related absence. ARB offered managers and senior leadership with a half day course for Mental Health Awareness training.

This short course received positive feedback from those who attended calling the session useful to help them to support staff and managers to address a difficult scenario.

Invoice Statistics

- 1.33. ARB has a duty to pay invoices no later than the end of a period of 30 days from the date on which the invoice is regarded as valid and undisputed. From the 1 January to 31 March 2024 2023, 96% of invoices were paid within the deadline.
- 1.34. ARB doesn't currently have a centralised purchasing system and so invoices have been sent to individual teams (both via email and post) which can cause delays, especially if the invoice is being disputed, in payment. We have seen a significant improvement since we requested that all invoices are sent electronically to a centralised mail box for logging and distribution to the relevant teams. This has allowed us to track and chase invoice as well as log centrally when an invoice is in dispute. As part of our transformation of our finance, we will be looking at more efficient technological solutions in relation to payment and tracking of invoices, including a purchase order system.

Governance

- 1.35. The first quarter of 2024 is following a similar pattern to previous years and the number of Freedom of Information and Subject Access Requests remain low.
- 1.36. We continue to respond to all requests for information within the statutory deadlines and where possible respond more quickly.
- 1.37. We are carefully monitoring the progress of the new Data Protection Bill as it moves through Parliament. It is currently scheduled to receive Royal Assent before the Summer Recess in July 2024. We will ensure that we pick up any changes in legislation around this area and make adjustments to our own systems and processes to ensure that we are compliant with the new requirements. We will provide further updates to the Board at its meetings across the remainder of the year.

2. Resource Implications

- 2.1 There are no resource implications specifically relating to this paper.
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3. Risk implications

- 3.1 There are no risk implications specifically relating to this paper, although organisational performance directly relates to the delivery of our corporate strategy and our Business Plan.
 - 3.2 While performance across the organisation is generally strong, there are particular issues within Professional Standards which are being addressed, but reflect the performance data in this paper.
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4. Equality and diversity implications

- 4.1 There are no EDI implications specifically relating to this paper.
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5. Recommendations

- 5.1 The Board is asked to note and comment on the operational performance of ARB as set out in the paper.

Board meeting

for Open session session

Subject: Reviewing Performance reporting

Board meeting:

22 May 2024

Agenda item:

10i

Action:

- For noting
- For discussion
- For decision

Purpose

To provide an update to the Board on our review of Performance Reporting.

Recommendations

The Board is asked to note:

- i. Our plans to provide a more integrated approach to performance reporting; and,
 - ii. The introduction of a Balanced Scorecard approach.
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Annexes

N/A

Author/Key Contact

Hugh Simpson, Chief Executive and Registrar (hughs@arb.org.uk)

1. Open Session

- 1.1. It is important for ARB to regularly publish key performance data which can be scrutinised by the public.
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2. Background and Key points

Current issues

- 2.1. ARB has been on a journey of improvement, underpinned in particular by the Corporate Strategy 2022-26 which set out a clear set of ambitions.
- 2.2. To support delivery of the Corporate Strategy, we have directly aligned the annual Business Plan so we can ensure our planning is focused on our strategy priorities.
- 2.3. We have also introduced a refreshed approach to risk management, aligning our methodology to the Orange Book and having annual reviews of our strategic risk register.
- 2.4. Despite ongoing incremental improvements to our reporting on performance, this is an area which we acknowledge needs improvement to allow: better tracking of performance; more effective analysis of risk; and a clearer framework for accountability and assurance.
- 2.5. Specific feedback we have had from the Board on performance data presentation includes the following:
 - A desire for greater visibility on financial performance, including visibility of performance against projections and estimates of future income and cost forecasts against activity.
 - A request for performance data to be presented with trends analysis and narrative description on impact
 - More visibility on cross-functional performance and scenarios (i.e. how the year-on-year registration trends will affect income and presentation of different scenarios)
- 2.6. We have also been looking at our own management information and thinking about opportunities from the delivery of a new CRM and associated applications software (particularly financial and HR data) and how we can develop standardised queries and regular internal reporting.
- 2.7. We have also reviewed the many different approaches comparator organisations use for performance monitoring and reporting and have identified models we think ARB could adopt which would help us generate insight and drive our commitment to continuous improvement and accountability.

What we propose

- 2.8. Over the next twelve months we want to move to a new integrated performance monitoring approach where we align into one paper with annexes:
- The Business Plan reporting
 - Updates on the Corporate Risk Register
 - Financial reporting
 - A new balanced scorecard approach
- 2.9. This work has already begun to create a new integrated approach but there are some interdependencies:
- Agreement on new KPIs and data to include in performance monitoring (which may require a change to data we collect)
 - Reviewing whether we can align Board meetings with Quarterly reporting (which would only be possible for 2025 onwards)
 - Agreement from the Board on focus of the data
 - Implementation of phase 2 of the CRM project
- 2.10. We are proposing to present a more detailed straw man proposal to the Board for discussion at its June workshop.

Balanced Scorecard reporting

- 2.11. Many organisations refer to the KPIs as a “balanced scorecard” when they are in fact simply a summary of KPIs with a RAG assessment.
- 2.12. Balanced Scorecard approach emerged from the corporate sector where there was an acknowledgement that performance needed to be seen more widely than revenue, sales or financial performance. The aspiration was to focus on strategic measures in addition to traditional financial measures to get a more “balanced” view of performance.
- 2.13. A Balanced Scorecard approach, if implemented well, should provide the Board with a more holistic system for assessing progress to deliver the Corporate Strategy.
- 2.14. The other reason given for adopting a Balanced Scorecard approach is to “connect the dots” between the various components of an organisation helping to create a visible connection between different strategic aims and programmes of work. This includes measures used to track success (including KPIs), analysis of the impact on strategic objectives and, ultimately, our capability to deliver our Corporate Strategy.
- 2.15. The Senior Leadership Group has spent some time considering the best Balanced Scorecard model for ARB and in particular considered two different options:
- i. Option 1 – using ARB’s five strategic priorities as the key reporting domains
 - ii. Option 2 – looking at broader categories of performance across core functional areas

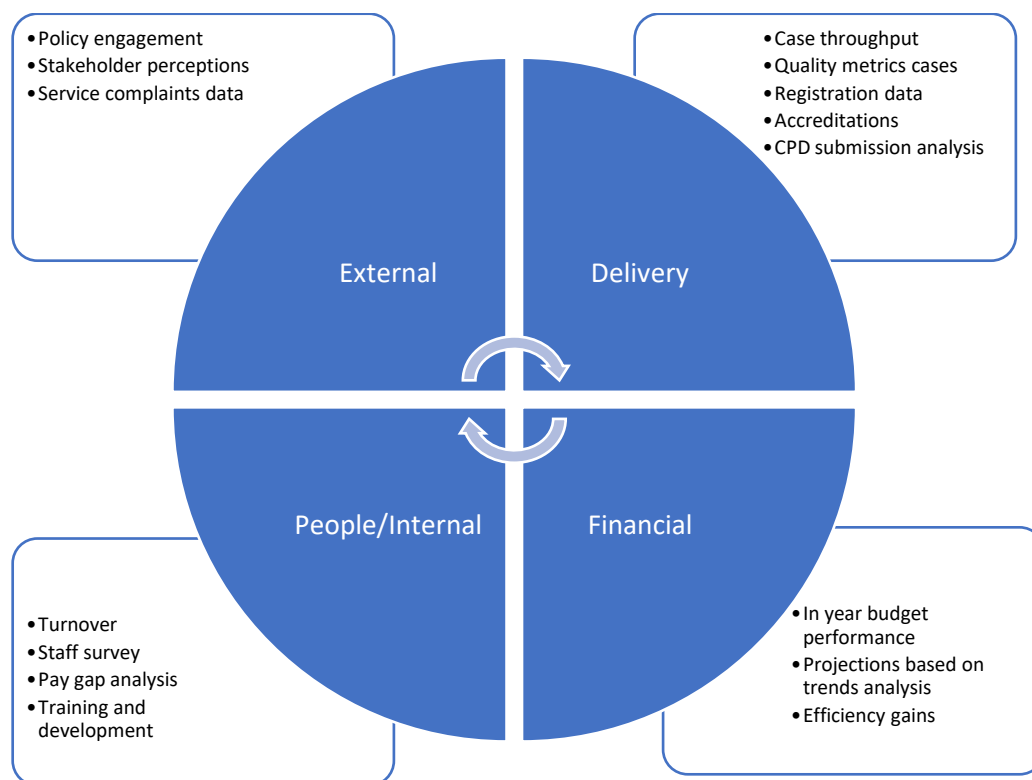
2.16.If the Board is supportive of the direction of travel, we will present a more detailed worked up model for discussion in June. However, our preference is for option 2 which would mean we develop reporting across a number of domains.

2.17.Our initial proposal is for four broad domains which cover:

- External: to include things such as customer complaints and engagement impact analysis
- Delivery: key operational data
- People / Internal: HR and people data
- Financial: financial performance

2.18.These domains are set out in a visual representation below with few examples of what might be covered:

Table 1



2.19.Although we have looked at a range of different models, the table above is based on the Balanced Scorecard framework used by the Solicitors Regulatory Authority¹ which we think we could adopt and potentially improve upon.

2.20.Not only do the SRA cover key data across these domains but set out a qualitative narrative which both explains the data and ensures we are considering outcomes and impact.

¹ [Annex 3 - Q2 balanced scorecard \(sra.org.uk\)](https://www.sra.org.uk/annex-3-q2-balanced-scorecard)

2.21. The data will be published amongst Board papers and will therefore be publicly available. Since it concerns operational performance, we do not intend to promote it to stakeholders, but we will be able to share it in reference to any specific queries. The Year in Review facts and figures webpage (<https://arb.org.uk/publications/publications-list/annual-report/2022-year-in-review/>) remains our key data set for external stakeholders, to demonstrate our functions and the work we do in a simple and engaging way.

3. Resource Implications

- 3.1. The development of the new Performance Reporting model and Balanced Scorecard will require some internal resource.
- 3.2. However, if we are to generate value from the new CRM system and improve our performance, we do need to enhance the data we generate and the analysis we present to the Board.
- 3.3. More effective data analysis should enable us to identify efficiency gains and mitigate future risks.

4. Risk Implications

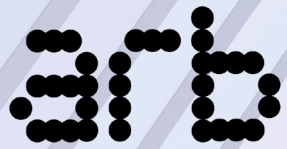
- 4.1. We see the development of an updated framework as a way of enhancing risk management.

5. Equality and Diversity implications

- 5.1. EDI reporting would be integral to the Balanced Scorecard approach and holding ourselves to account on our EDI commitments. The discussion at the Board meeting in June will enable us to consider how EDI is considered and reported on within the new Framework.

6. Recommendations

- 6.1. The Board is asked to note:
 - i. Our plans to provide a more integrated approach to performance reporting; and,
 - ii. The introduction of a Balanced Scorecard approach



Architects
Registration
Board

Performance Monitoring Data for Review Q1 2024



Contents

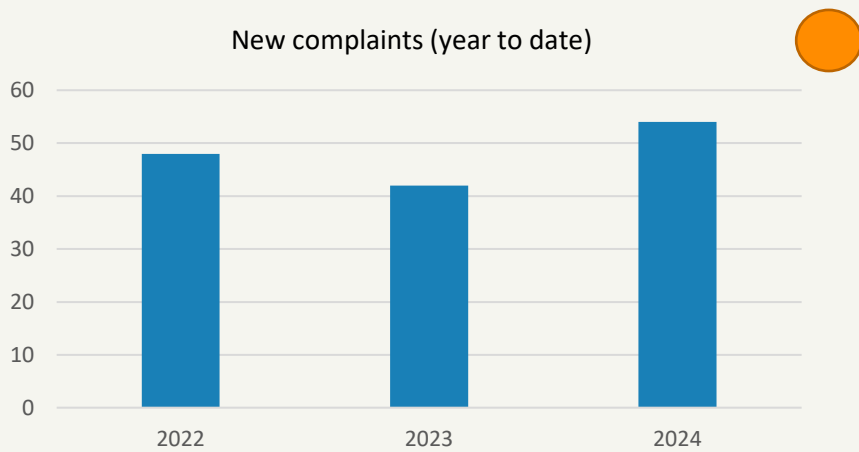
1. Professional Standards
2. Registration and Accreditation
3. Policy and Communications
4. Human Resource & Finance
5. Governance

Professional Standards

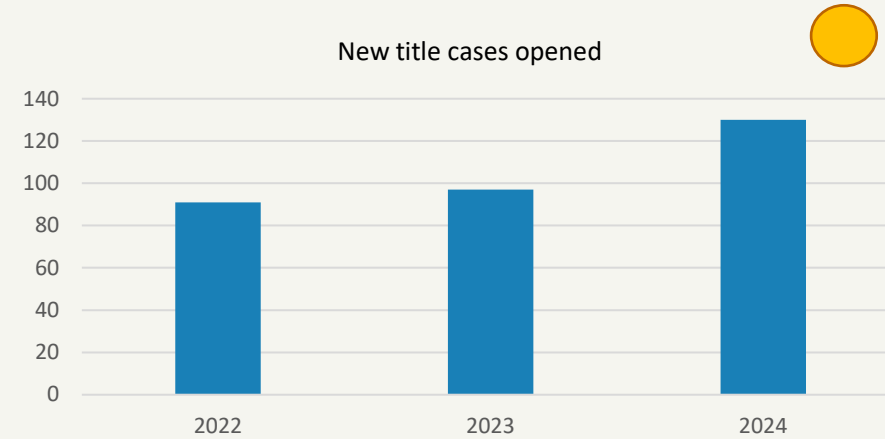
Performance Update: Q1 2024

Professional Standards Management Information Dashboard

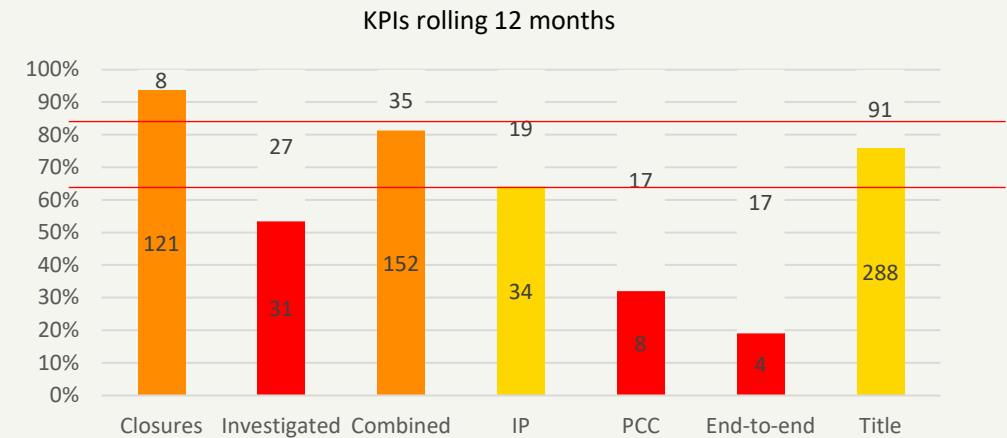
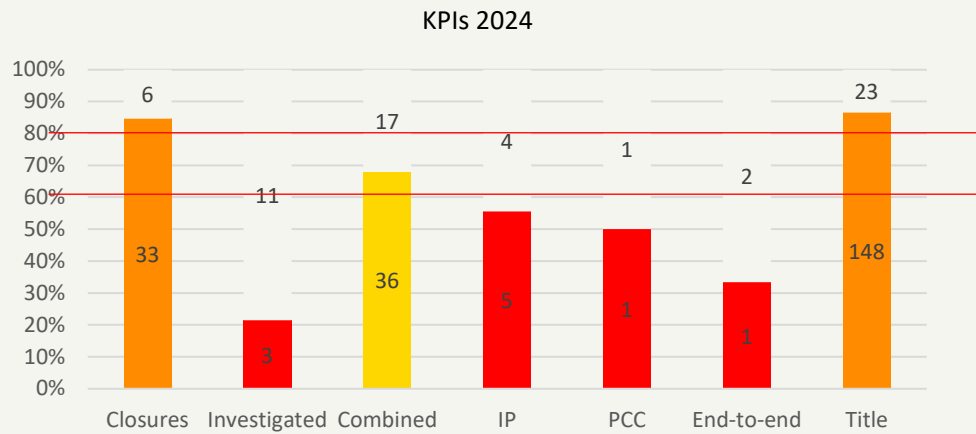
Referral activity and KPIs



We have seen a consistent number of new complaints over this past year.



A greater number of misuse of title cases are being investigated to a conclusion, without an adverse impact on KPI compliance.



KPI compliance at stage 2 for 2024 has been affected by a high number of complaints about an individual architect, leading to delays from extensions of time. There is a high number of PCC cases listed for the rest of 2024, but these are cases that were referred in 2023 and will not meet the end-to-end KPI.

Professional Standards Management Information Dashboard

Notes on data

KPI RAG ratings



Achieving 80% or above



Achieving between 60% and 80%



Compliance below 60%

KPI timeframes

Initial screening closures*: 14 weeks

Cases investigated*: 14 weeks

IP decisions: 12 weeks

PCC scheduling: 29 weeks

End-to-end: 56 weeks

Title: 14 weeks

*reported as a combined KPI to the Board

Professional Standards Management Information Dashboard

Notes on data

Caseload and referral RAG ratings



No apparent risk or concern over caseload or referral numbers



Growing concern over caseload or referral numbers. To be monitored closely.



Caseload or referral rate reaching critical level, posing risk to operational delivery.

NB:

Some of the data sets in these dashboards are areas not reported upon historically. Therefore some 2019/20 data is estimated based on averages of the data available.

KPI RAG ratings



Achieving 80% or above



Achieving between 60% and 80%



Compliance below 60%

KPI timeframes

Initial screening closures*: 14 weeks

Cases investigated*: 14 weeks

IP decisions: 12 weeks

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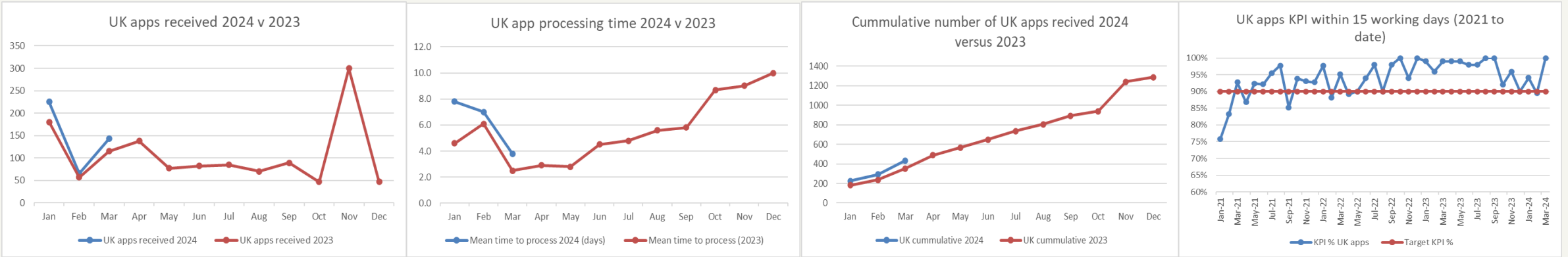
Title: 14 weeks

*reported as a combined KPI to the Board

Registration and Accreditation

Performance Update: Q1 2024

UK route to registration 2024 YTD

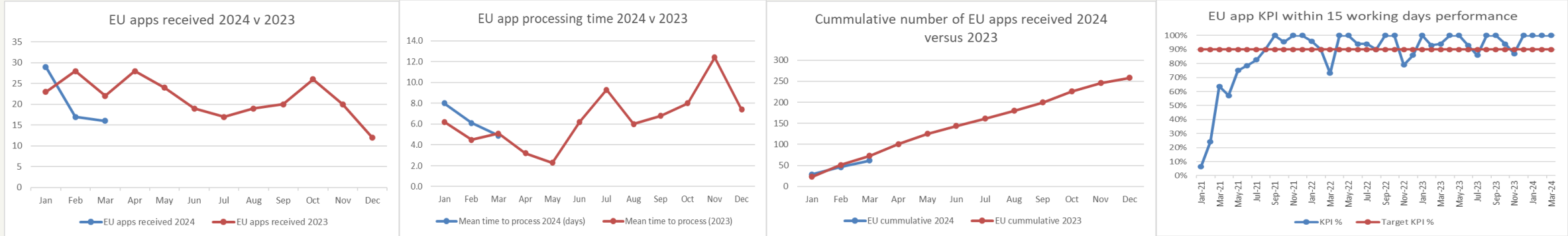


Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total 2024
UK apps received 2024	225	66	143										434
UK added to register	169	95	136										400
Processed within KPI	159	85	136										380
Processed over KPI	10	10	0										20
KPI % in 2023	94%	89%	100%										95%
Mean time to process 2024 (days)	7.8	7.0	3.8										6.3
Mean time to process (2023)	4.6	6.1	2.5	2.9	2.8	4.5	4.8	5.6	5.8	8.7	9.0	10.0	5.4
UK apps received 2023	180	57	115	138	77	82	85	70	89	47	300	47	1287
Added to Register 2023	156	70	110	140	70	63	56	72	92	36	341	150	1356
KPI % in 2023	99%	96%	99%	99%	99%	98%	98%	100%	100%	92%	96%	90%	97%

Key insights:

- Performance remains consistent
- Volumes of UK applications continue to exceed previous year (second year running) – up 24% on volumes in Q1 2023
- Time to process has risen slightly (still well within 15 day KPI), due to complexity and other competing operational issues (including strike off and re-join)

EU route to Registration 2024 YTD



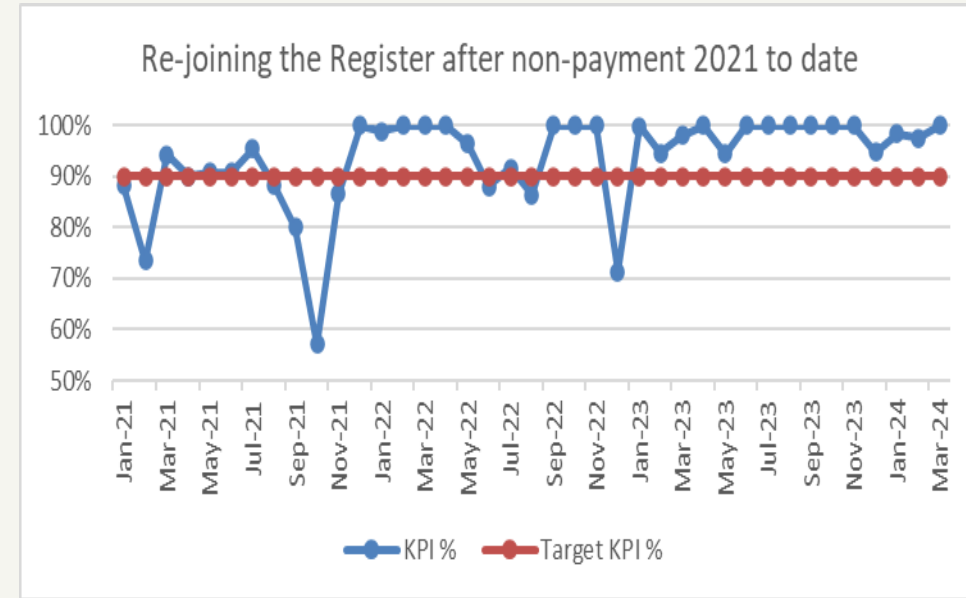
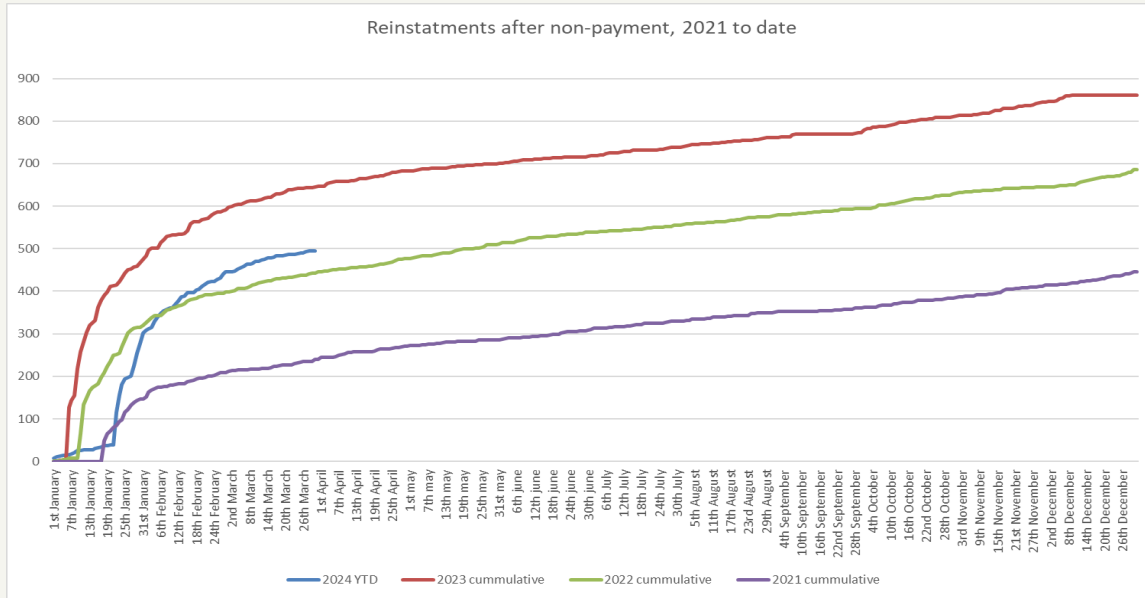
Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total 2023
EU apps received 2024	29	17	16										62
EU added to register	17	11	10										38
Processed within KPI	17	11	10										38
Processed over KPI	0	0	0										0
KPI % 2024	100%	100%	100%										100%
Mean time to process 2024 (days)	8.0	6.1	4.9										6.8
Mean time to process (2023)	6.2	4.5	5.1	3.2	2.3	6.2	9.3	6.0	6.8	8.0	12.4	7.4	6.5
EU apps received 2023	23	28	22	28	24	19	17	19	20	26	20	12	258
Added to Register in 2023	18	14	18	14	13	15	7	11	9	18	15	12	164
KPI % 2023	100%	93%	94%	100%	100%	93%	86%	100%	100%	94%	87%	100%	96%

Performance key insights:

- Performance remains consistent
- Volumes of received applications continue to decrease (third year running).
- Processing time marginally increased, due to complexity but remains well within 15 day KPI target.
- High initial rate of closed/ineligible applications (35%), with half of those applications going on to join Register at second attempt.

Re-joining the Register after non-payment 2021 to date

Date	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Within 5 working days	134	72	33	27	10	20	21	15	8	12	13	8	344	106	56	28	27	22	11	19	14	33	20	5	513	105	50	38	17	15	13	23	6	31	41	18	236	194	52
Outside KPI	18	26	2	3	1	2	1	2	2	9	2	0	4	0	0	0	1	3	1	3	0	0	0	2	1	6	1	0	1	0	0	0	0	2	0	1	4	5	0
Total	152	98	35	30	11	22	22	17	10	21	15	8	348	106	56	28	28	25	12	22	14	33	20	7	514	111	51	38	18	15	13	23	6	31	41	19	240	199	52
KPI %	88%	73%	94%	90%	91%	91%	95%	88%	80%	57%	87%	100%	99%	100%	100%	100%	96%	88%	92%	86%	100%	100%	100%	71%	100%	95%	98%	100%	94%	100%	100%	100%	100%	100%	95%	98%	97%	100%	



Performance key insights:

- Pattern of re-joins after removal following expected pattern, compared to previous years
- Volumes of re-joins down 23% (495 Q1 2024, versus 645 Q1 2023).
- Processing time reduced to 1.5 working days, due to efficiencies in CRM processing.

International routes to registration

Numbers joining the Register with:-

Prescribed Examination(s): 23 architects in 2023, 6 architects in Q1 2024

UK Adaptation Assessment: 16 architects in 2023, 1 architect in Q1 2024

Prescribed examination results

Part 1 - 65% pass rate (2023); 65% (2024 Q1)

Immediate Pass: 39/112 = 35% (2023); 16/32 = 50% (2024)

Referral to Lead: 34/112 = 30% (2023); 6/32 = 19% (2024)

Fail: 39/112 = 35% (2023); 12/32 = 38% (2024)

Part 2 – 56% pass rate (2023); 25% (2024 Q1)

Immediate pass: 8/34 = 24% (2023); 3/12 = 25% (2024)

Referral to Lead: 11/34 = 32% (2023); 0% (2024)

Fail: 15/34 = 44% (2023); 9/12 = 75% (2024 Q1)

MRA outcomes

21 UK Adaptation Assessments (16 pass, 5 fail: 76% pass rate in 2023); 2 UK adaptation Assessments in 2024, 1 pass, 1 fail

USA: 13 UKAA passes, 5 fails. 53 certificates issued to NCARB in 2023; 13 in 2024 Q1

Australia: 3 UKAA passes, 1 fail. 90 certificates issued to AACA in 2023, 20 in 2024 Q1 (17 UK registered, 3 graduate)

New Zealand: 1 UKAA pass, 0 fail. 24 certificates issued to NZRAB in 2023; 11 in 2024 Q1

Policy and Communications

Performance Update: Q1 2024

Policy and Communications Management Information Dashboard – Q1 2024

Measures of success:

Events and targeted meetings

- Number and profile of attendees (i.e. whether the attendees are from our target audiences)
- Value of insights gathered in the meetings (i.e. whether we hear useful anecdotes that help us understand the sector or policy topics)
- Whether participant feedback is positive (i.e. satisfaction surveys or positive comments about the event or ARB)

ARB EVENT	SUBJECT DETAIL	DATE	AUDIENCE
CPD webinar	Explanation of scheme and Q&A	22 Feb	Architects (804 attendees)
Professionalism conference	Professionalism research and Code review	19 Mar	Architects (63 attendees)
PPE Commission: Expert reference group	PPE engagement	27 Mar	Expert reference group: Institutes, education organisations, architects, students

Key insights – PPE Commission

We announced the first appointments to the independent Commission in January and then launched its call for evidence in March, combining this with an announcement on the remaining Commissioners to help generate interest in its work.

The Commission has now started its work and visits, with the first being to Sheffield in March. The Commission spoke to 6 staff and 10 students involved in their approach to linking academia with practices, in a way that aims to integrate this better and to provide a course structure for students to earn money while they learn.

Our secretariat role has been to facilitate visits and conduct research that will support the Commission to develop its recommendations. As part of this, future visits are being planned to Portsmouth (April), Scotland (May), Wales (June) and London (September), along with meetings of the expert reference group and other ideas we're planning as we learn more from the Commission's work.

We're also continuing to promote the Commission and call for evidence through our contact with the profession, media, social media and other speaking opportunities within the sector.

MEETINGS / EVENTS / VISITS	SUBJECT DETAIL	DATE
University of Cardiff	Student talk (Part 3)	5 January
RIBA	Regular engagement	9 January
University of the West of England	Student talk (Part 3)	22 January
FAME Collective exhibition	Access to the profession	23 January
RICS	Professionalism & Code	25 January
RSAW	Professionalism & Code	26 January
University of Westminster	Student talk (Part 3)	29 January
RIBA education event	Education and reforms	31 January
Manchester School of Architecture	Student talk (Part 3)	1 February
Newcastle University	Student talk (Part 3)	2 February
DLUHC – Minister	EU MRA	6 February
RIBA	Professionalism & Code	9 February
BuildUK	Professionalism & Code	16 February
RIAS	Professionalism & Code	19 February
CIAT	Professionalism & Code	22 February
DLUHC	Regular engagement	29 February
RSUA	Professionalism & Code	1 March
CIOB	Professionalism & Code	4 March
Design Council	Professionalism & Code	13 March
PPE Commission: Visit to Sheffield	PPE engagement	20 March

Measures of success:**Direct communications**

- Number of people who open, read and interact with (i.e. click on links in) our relaunched eBulletin.
- Number and profile of people who act upon our targeted communications (i.e. complete surveys, visit landing pages or download reports).

REGISTRANT COMMUNICATIONS	DATE	NUMBER SENT	UNIQUE OPENS	UNIQUE CLICKERS
2024 Annual Retention Fee (The deadline for payment has passed)	2 Jan	7,078	5,091	2,038
Partially completed retention fee payment	10 Jan	130	128	38
Strike offs from the Register – RF24	23 Jan	1,673	1,603	314
International routes survey	19 Jan – 1 Feb	5,814	4,325	253
CPD scheme and portal launch	24 Jan – 1 Feb	40,134	29,359	5,273
Professionalism conference invites	Through Feb	8,401	5,538	88
Incomplete profile on MyARB	21 Feb – 7 Mar	5,921	3,283	663
Registered business concealment preference	23 Feb – 5 Mar	6,891	4,519	2,592
CPD Q&A webinar recording	26 Feb	1,361	1,338	950
ARB Insight	14 Mar	41,037	26,807	1,596

Key insights – ARB Insight

In March, we launched a new look version of ARB Insight. The new design incorporates more elements from our new brand guidelines and is brighter and more impactful. This edition had a good open rate at 65%, a continuation of the high levels of open rates we achieved in 2023.

The most popular links in the newsletter were:

- a recording of a Q&A CPD webinar on our YouTube channel
- the registration link for an online professionalism workshop
- PCC decisions

Notably the two most popular items both related to ARB events.

Key insights – CPD webinar

Our February webinar responding to questions from architects on the new scheme was a huge success. The webinar had over 1000 registrations and over 800 attendees – the most we have ever received for an event.

Satisfaction with the event was very high at 99% : 514 attendees responded to a live poll asking ‘have you found today’s event useful?’ and 508 responded ‘yes’.

Key insights – email communications to registrants

Open rates have been strong in Q1, with all campaigns having rates above 50%. Several campaigns achieved open rates above 70%. These included the specific emails sent to those needing to complete elements of their retention fee or registration, and the email of the event recording that was sent to those who registered for the CPD webinar.

Measures of success:	<ul style="list-style-type: none"> Number and profile of respondents (i.e. whether the respondents are from our target audiences) Whether we have sent out briefings on the issues (i.e. Bill debates) that matter to us, and whether they have been read and/or resulted in positive comments about ARB or architects Number of primary target individuals or organisations that agree to meet with us
Parliamentary and stakeholder activities	
Consultations and surveys	<ul style="list-style-type: none"> Number and profile of respondents (i.e. whether the respondents are from our target audiences) Whether we have derived insights that support Board decision-making (i.e. whether we know the extent of support for our proposals, or have identified operational or policy risks we can mitigate)

STAKEHOLDER AND PARLIAMENTARY COMMUNICATIONS	DATE	NUMBER SENT	UNIQUE OPENS	UNIQUE CLICKERS	Audience	CONSULTATIONS AND SURVEYS	START DATE	CLOSE DATE	RESPONSES
Fees for accredited learning providers: survey	17 Jan	264	133	72	Learning providers	Fees for accredited learning providers	17 Jan	16 Feb	33
PPE Commission – call for evidence launch	13 Mar	1,812	1,089	149	Learning providers, education consultation respondents, architects (AEG, EEG, EDI contacts)	International routes: EU and international architects	19 Jan	5 Feb	194
Professionalism research publication	19 Mar	494	274	49	Government, institutes, education, built environment, AEG, EEG	International routes: Their employers	19 Jan	5 Feb	7
						PPE: Call for evidence	13 Mar	24 Apr	TBC

Key insights – engagement surveys

International routes

We used separate surveys of international architects and their employers to inform the Board’s deliberation of ARB’s approach to recognition of EU qualifications. The feedback was analysed and shared with the Board, then subsequently in confidence with the Department for Business and Trade.

ARB’s approach to mutual recognition continues to be recognised by the Government: in March, Texas’ participation in the USA agreement was highlighted in an announcement about a government level trade agreement with the state.

Accreditation fees

During this period we also used a survey to gather feedback from learning providers on our approach to accreditation fees. Views about the regulatory impact informed the Board’s decision in March to revise the fee schedule.

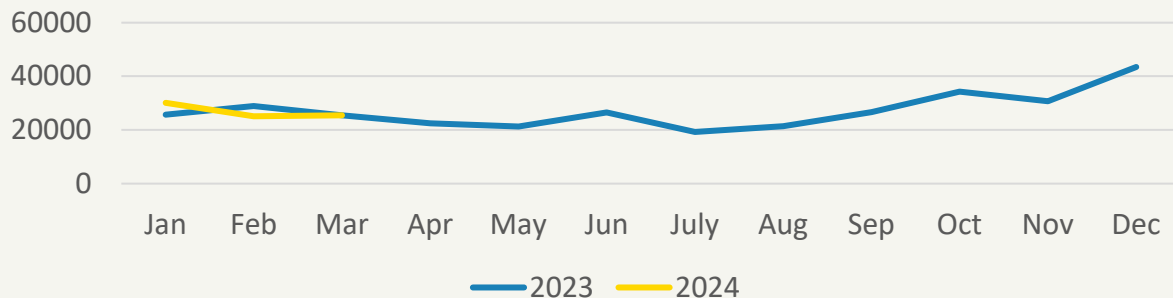
Measures of success

Online (website and social media)

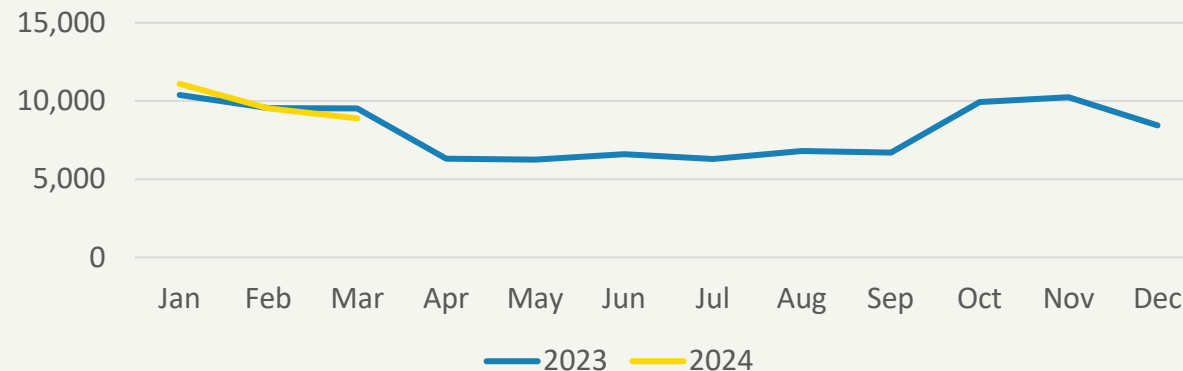
Media

- Number and (where possible) profile of users who have watched a video, completed a form or survey, read a page, downloaded a report, or requested a meeting.
- Number of times our online social media posts have been seen and/or shared and/or commented on or have resulted in further engagement i.e. meetings.
- Whether our key messages are included in the stories (i.e. stories about our retention fee increase also include details of our strategy and the rationale for our increase)

Website: users



Register: users



Key insights – media

We recorded 17 ARB mentions in the media in Q1. Of these:

- ARB was the main subject of 12
- 9 were proactively placed
- 13 reported our key messages

Topics covered included:

- Professionalism research (4)
- PPE Commission (3)
- Professional conduct (3)
- Education reforms (3)
- Others: MRAs, EDI and the Register

Key insights – media

A DBT press release ('Government pledges £500,000 to boost British services exports') carried a quote from ARB and was used in the Times.

Our research report on public perceptions of professionalism amongst architects was published on 19 March. The findings were announced at a conference in London. Our press release was picked up by trade press including Building Design and Architecture Today. A comment piece was requested by PBC today and will appear in May.

We trialled a new approach to consumer information by purchasing a discounted Advertorial in The Times on 9 March. It included a short summary of the consumer benefits of regulation and a QR Code linking to the Register. The increase in website visits was minimal (451 across the weekend, an increase of roughly 50) so we don't expect to make use of this approach again. The Times on Saturday has a print readership of approximately 1 million.

Key insights – website

The number of users who visited our website and the Register website in Q1 2024 is roughly the same as it was in Q1 2023.

The CPD hub page is getting lots of visits, indicating the success of our efforts to make architects aware of the new mandatory scheme.

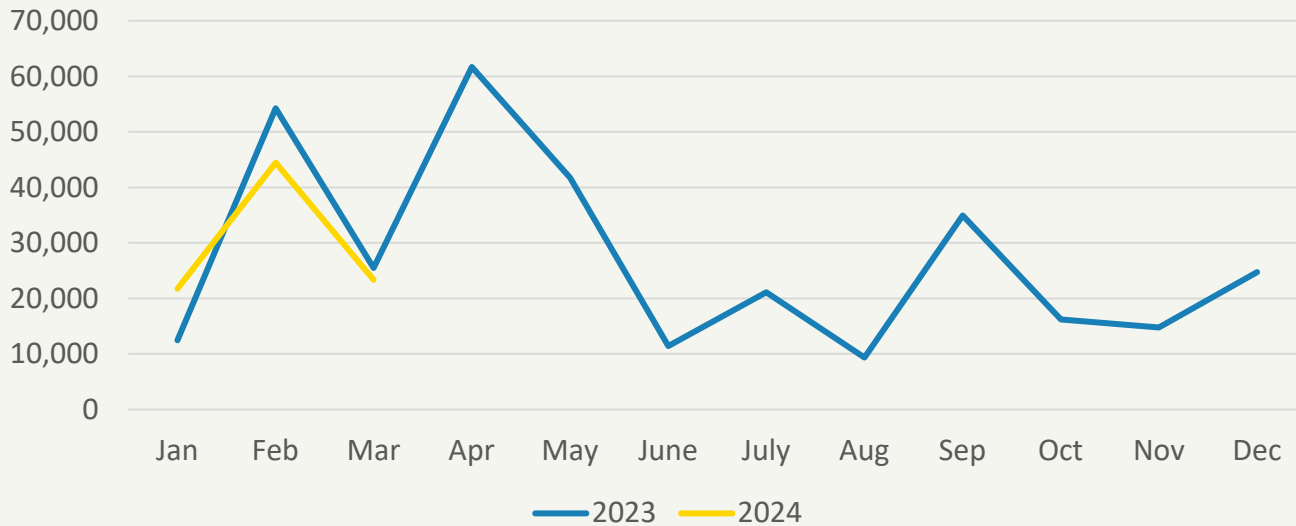
This page was the most visited page of our website for each individual month in Q1. In February, it had almost twice as many individual page views as the next most popular page (the MyARB page). The third most popular page that month was also CPD related (the mandatory topic guidance page).

Measures of success

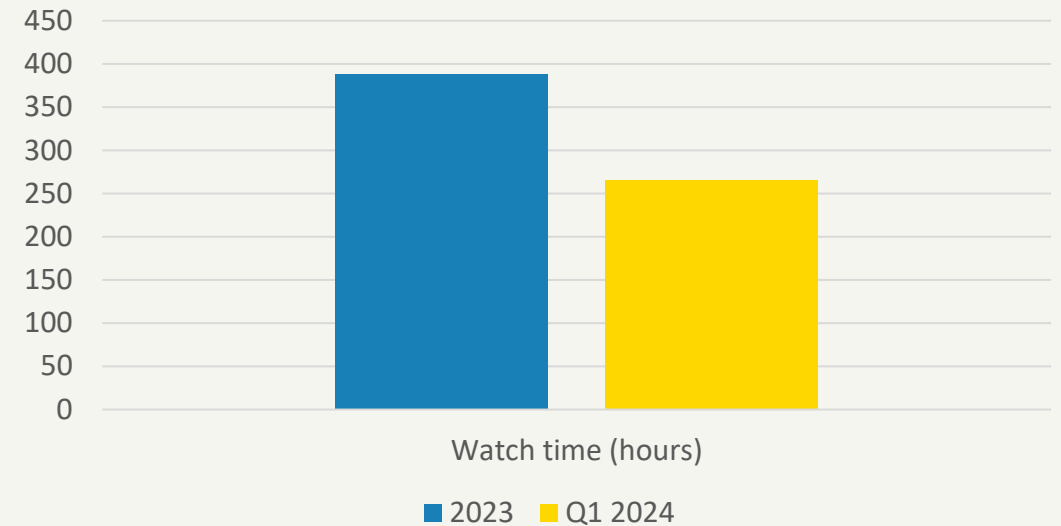
Online (website and social media)

- Number and (where possible) profile of users who have watched a video, completed a form or survey, read a page, downloaded a report, or requested a meeting.
- Number of times our online social media posts have been seen and/or shared and/or commented on or have resulted in further engagement i.e. meetings.

LinkedIn: impressions



YouTube: watch time



Key insights: LinkedIn

We're continuing to steadily grow our followers on LinkedIn – we now have over 45,000 followers and gain approximately 500 new followers each month.

Our most popular posts for Q1 included:

- January: a post promoting the Architects Code
- February: a post promoting the new CPD scheme
- March: a screenshot of the online whiteboard used in the session between the PPE Commission and the Expert Reference Group

Key insights: YouTube

Buoyed by a particularly successful CPD webinar recording, our YouTube channel has had an exceptional start to the year. Already in Q1, users have watched a total of 265 hours of content. This compares to 389 watch hours across the whole of 2023.

Policy and Communications Management Information

Look Ahead to Q2 2024

April	<ul style="list-style-type: none">• Speaking to RIBA Part 3 students in Chester about ARB's role• Online workshop on professionalism and the Code of Conduct and Practice review• ARB speaking at events including: SCOSA conference, FAME exhibition tour and Architecture Race Forum• PPE Commission chair and ARB speaking at APSA Forum on practical experience• PPE Commission: Visit to the University of Portsmouth
May	<ul style="list-style-type: none">• PPE Commission: Visit to Scotland (University of Dundee, APEAS, RIAS and practices)• PPE Commission: Potential meeting with SCOSA• Online listening event on experiences of the prescribed exam• New consumer information on the website
June	<ul style="list-style-type: none">• ARB Chair lecture to Bartlett Part 3 students• PPE Commission: Visit to Wales• PPE Commission: Potential roundtable with apprenticeship providers• Launch of short videos explaining ARB and key roles and responsibilities for new registrants, students, and other targeted audiences

Human Resources & Finance

Performance Update: Q1 2024

Human Resourcing Staffing Statistics – March 2024

AVERAGE HEADCOUNT

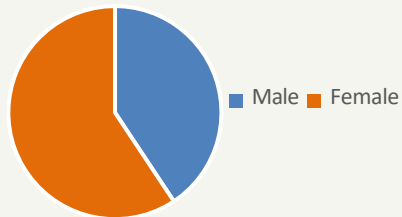
1 April 2022 to 31 March 2023	46
1 April 2023 to 31 March 2024	52

STAFF TURNOVER

1 April 2022 to 31 March 2023	11%
1 April 2023 to 31 March 2024	12%

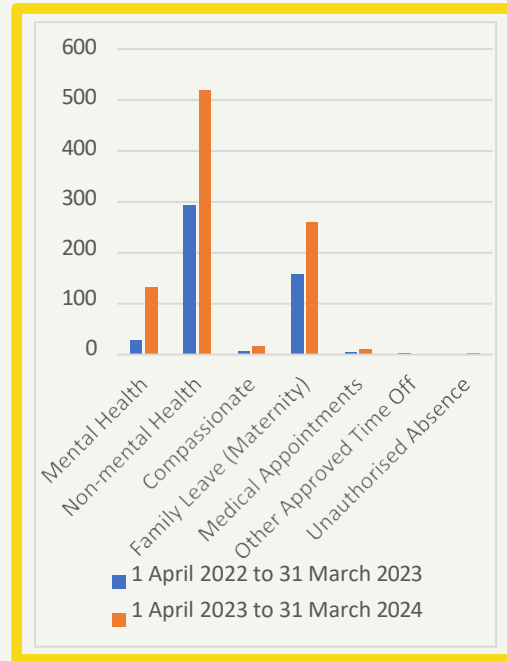
GENDER OF STAFF

Gender at 31 March 2024



*gender as recorded on HR system. No-one has identified other than as male/female.

ABSENCE REASONS

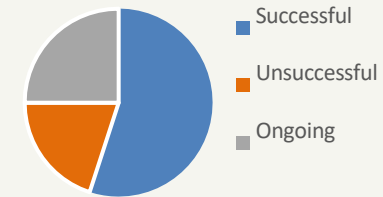


AVERAGE DAYS LOST (SICKNESS)

1 April 2022 to 31 March 2023	11
1 April 2023 to 31 March 2024	12

INDUCTION SUCCESS

Probation Completion - 1 April 2023 to 31 March 2024

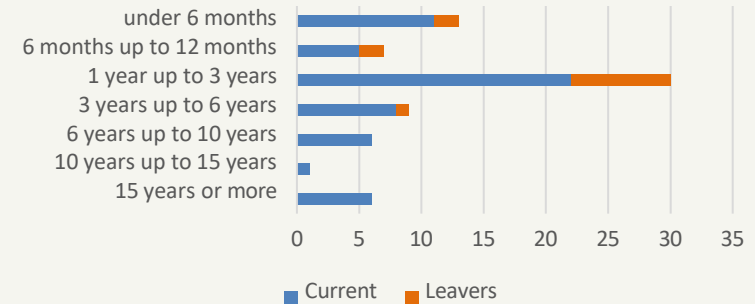


HEADCOUNT
31/03/2024

62
Employees

SERVICE LENGTH

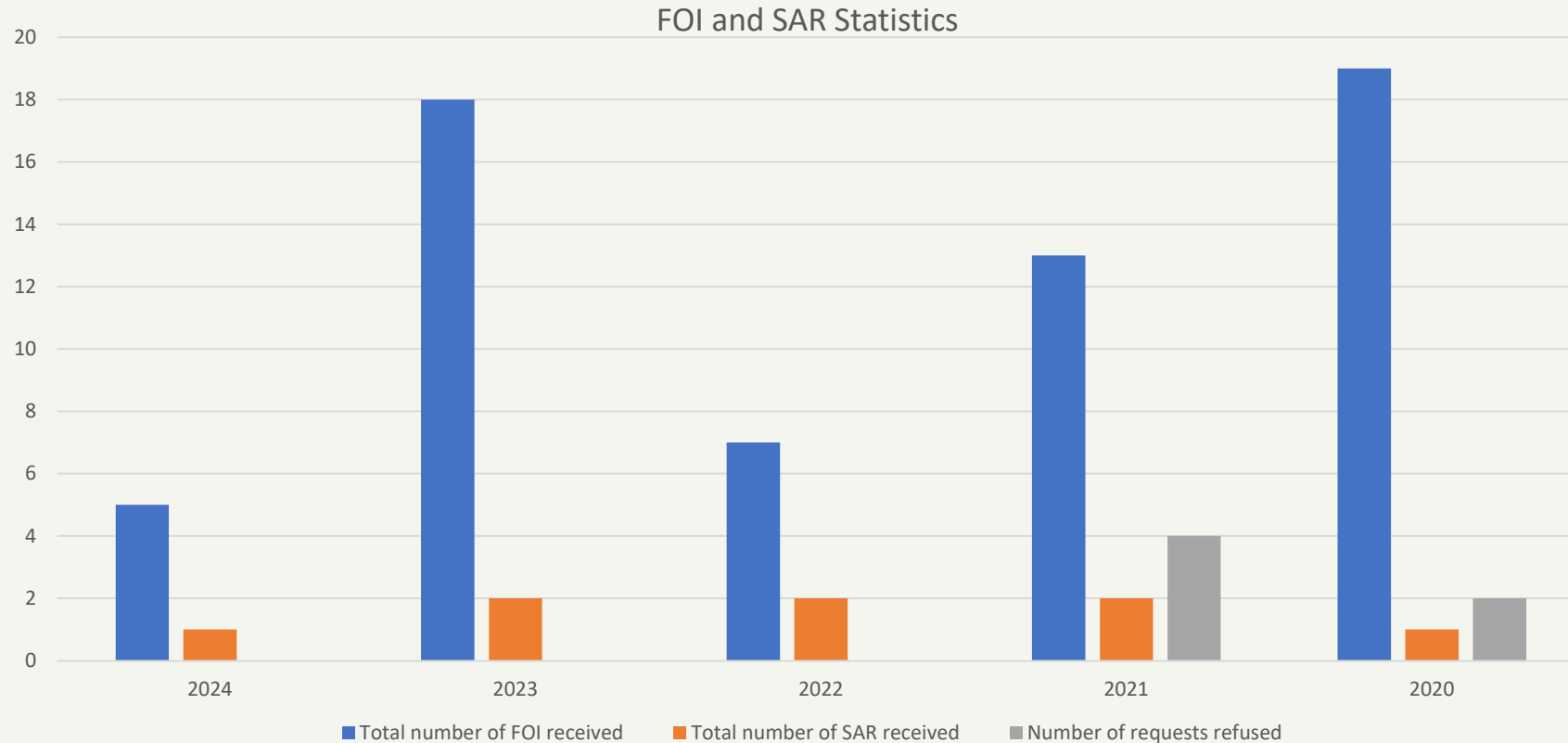
At 31/03/2024 (or leave date in the last 12 months)



Governance

Performance Update: Q1 2024

Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2020-2024 (YTD)

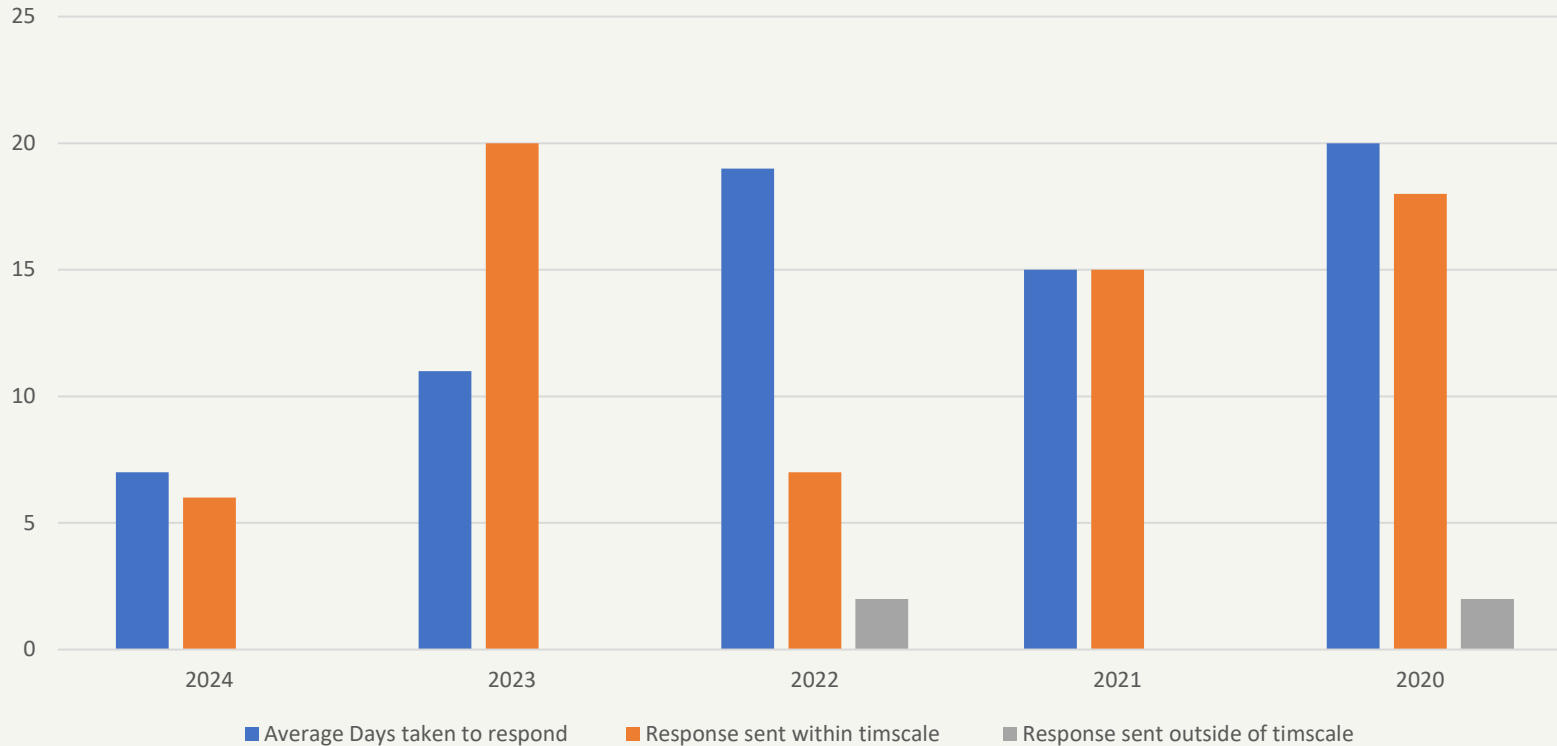


Key Insights for Q1 2024:

- 40% of FOI requests in Q1 2024 were seeking commercial information relating to various operational needs/contract details of ARB.
- Other FOI requests in Q1 of 2024 included requests for the following:
 - Inquirer's report (part of a PCC case)
 - PPE Commission information
- Total FOI requests received = 5 (2 out of 5 asking for commercial information)
- Total Subject Access Requests = 1

Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2020-2024 (YTD)

FOI and SAR statistics 2020 -2024



Statutory timeline for responses to requests:

Freedom of Information Requests	28 working days
Subject Access Requests	30 Calendar days

We have responded to all data requests within the statutory deadline.

What information we collect overall for Freedom of Information Requests (FOIs)/Subject Access Requests (SARs):

Date of request
Requestor
Deadline
Days taken to respond
Response sent within timescale (Y/N)
Time Taken
Response Accepted/Refused
Follow-up complaint
Reasons for failing to Comply/Refusing the request

Board Paper

for Open session

Subject: **Financial Update**

To note the Management Accounts for 2024

Board meeting:

22 May 2024

Agenda item:

10.iii

Action:

- For noting
- For discussion
- For decision

Purpose

The purpose of this paper is to inform the Board of ARB's financial position as of 30 April 2024, including the year-end forecast outturn.

Recommendations

It is recommended that the Board:

- i. Note the content of this paper.
-

Annexes

Annex A – Management Accounts Summary

Author/Key Contact

Marc Stoner – marcs@arb.org.uk

1. Open Session

2. Background and Key points

2.1. Attached at Annex A is the management accounts summary which covers the period 1 January to 30 April 2024 which shows a forecast deficit of £99k (Annex A, column F).

2.2. There has been one change in the forecast since the February Board update. This relates to the revised structure of accreditation fees being charged to providers of qualifications. At its February meeting, the Board supported the Executives' proposal for a 25% discount in year one. The impact of this is a reduction in income of £161k which is being covered within the Reserves.

Operation Income

2.3. The income forecast is £9,687k (Annex A, column F) against a budget of £9,867k (Annex A, column E), resulting in an overall loss of income of £180k when compared to the budget.

2.4. The annual retention fee for 2024 was received from 40,766 Registrants; 234 less than estimated. This results in a loss of income of £47k.

2.5. To date, of those removed from the register for non-payment, 465 architects have since rejoined the register. The fee to rejoin includes an application fee of £35 and a penalty charge of £80 which goes some way to offsets the financial gap in the retention fee income. This results in additional income of £28k.

2.6. The income from Accreditation fees is not due until September 2024. However, the loss of income of £161k results from the discount of 25% being applied in year one.

Expenditure

2.7. The forecast expenditure for 2024 is £11,028k against a budget of £10,948k, resulting in a forecast overspend of £80k when compared to the budget.

2.8. Employee costs – Due to maternity leave within the Standards team, there is an increased workload within the team, particularly as work on IT transformation in this area begins. As a result, an increase in resources is required. We continue to seek efficiencies during the year by reviewing vacancies and the timing of when resource will be required.

One-Off and Capital Costs

2.9. The major spend is in relation to our transformation of our IT infrastructure. This is a £5m project over a four-year period. We are reviewing the costs for phase 2 and further updates on spend are presented to the Board at agenda item 23.

Investments

2.10. The Board's Investment Broker has confirmed that the portfolio is performing in line with the Board's Investment Strategy

3. Resource Implications

3.1 Resource implications are set out above.

4. Risk Implications

4.1. The Senior Leadership Group closely monitor workloads and financial resources to mitigate risks. Any significant issues will report to the Board to ensure the Board is kept up to date.

4.2. ARB is committed to seeking cost-saving initiatives to help ensure value for money. Sound budget planning and the prudent management of ARB's financial resources contribute towards maximising cost savings should assist in realising this and mitigating risks in this area.

5. Equality and Diversity Implications

5.1 None currently identified in relation to reporting of the interim outturn report. However, EDI considerations in relation to efficiencies gained through recruitment will be considered to ensure that all our vacancies are open to all.

6. Recommendations

It is recommended that the Board:

- i. Note the content of this paper.

A	B	C	D	E	F	G	H	I	J	K	L
	Actual Month 4	Budget to Month 4	Variance to Month 4 Budget	Full Year Budget 2024	Full Year Forecast	Full Year Var' Bud vs Fcast	Actual 2023	Actual 2022	Actual 2021	Actual 2020	Actual 2019
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Operating Income											
Annual retention fee	8,112	8,159	(47)	8,159	8,112	(47)	7,767	6,503	5,212	4,795	4,696
Entry/re-entry to the register	175	141	34	422	450	28	154	86	81	114	119
Prescribed examinations	148	91	57	273	273	0	256	243	209	169	221
UK adaption assessments	21	98	(78)	295	295	0	59	0	0	0	0
Charges for accreditation	0	0	0	551	390	(161)	0	10	10	36	38
International certificates & sundry receipts	12	11	1	34	34	0	10	60	10	36	38
Investment income	70	50	20	100	100	0	248	158	127	104	121
Government grants	15	17	(2)	33	33	0	22	150	321	105	0
Operating Income	8,552	8,567	(15)	9,867	9,687	(180)	8,516	7,201	5,960	5,324	5,194
Overheads											
Employee costs	1,185	1,404	219	4,212	4,292	(80)	3,376	2,752	2,423	2,010	1,874
Office costs	265	277	12	831	831	0	699	539	561	550	623
Printing	10	45	35	134	134	0	42	21	32	26	56
Board costs	76	76	(0)	228	228	0	186	153	126	166	64
Membership of Architects' Council of Europe (ACE)	40	15	(25)	46	46	0	43		41	41	41
Professional Standards - legal and professional	110	400	290	1,200	1,200	0	1,020	649	686	890	593
Other - legal and professional	293	457	165	1,372	1,372	0	513	554	485	557	389
Other administrative costs	103	280	177	840	840	0	570	489	293	270	323
IT costs	279	362	82	1,085	1,085	0	506	505	557	725	560
IT Transformation costs	291	500	209	1,000	1,000	0	555	501	68	0	0
Taxation/Finance costs	0	0	0	0	0	0	7	11	191	39	78
Expenditure	2,653	3,816	1,163	10,948	11,028	(80)	7,516	6,174	5,464	5,273	4,601
Use of Reserves	0	500	500	1,081	1,242	161	1,000	1,027	496	51	594
Net operating costs	5,899	5,251	(678)	(0)	(99)	(99)	0	0	(0)	0	0

(Decrease in income or increase in expenditure)/Increase in income or decrease in expenditure