Open session

Board meeting: 19 October 2022
Agenda item: 11i
Subject: Performance Monitoring Report
Action: To note the Performance Monitoring Data.

Purpose

To provide the Board with an overview of ARB operational performance.

Recommendations

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

Annexes

Annex A- Performance Monitoring Data

Author/Key Contact

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1. Open/Confidential Session

This paper is held in the Open Session.

2. Background and Key points

2.1. The Board's responsibilities cover, broadly, three main areas: Setting of strategy, approving regulatory policy and standards, and assurance of the operational performance of the ARB.

2.2. Additionally, as part of the Framework Agreement with the Department for Levelling Up, Housing and Communities, there is an expectation that we regularly report on performance across each of our statutory functions, as well as finance and human resources.

2.3. The report blends a summary narrative in this cover paper with the highlighted performance data set out in a single Annex presentation document.

2.4. The narrative for each section below, in some places replicates information in the Annex and draws out the key points for consideration.

3. Professional Standards: Performance Update

3.1. The Board had previously heard that there had been a relative stable number of complaints received in comparison to previous years. However, as we are into the final quarter of this year we can see a 20% increase in the number of complaints logged than at this time in the past two years. At the moment this is a manageable throughput of work, but will need to be kept under review.

3.2. The large PCC caseload is causing unavoidable delays (within our current capacity plan) in listing and concluding cases. This is the primary cause of the poor KPI compliance for scheduling and end-to-end. We continue to meet the in-office and title KPIs. The IP KPI is subject to regular QA checks, to understand the reason for case delays. These are to be discussed at the IP annual review day in September.

3.3. Plans to address capacity plans have previously been discussed with the Board, particularly in relation to increasing the capacity of PCC hearings. We have also drawn up a new capacity model in relation to investigations and hearings management which is reference in the Budget Paper later in this Board agenda.

4. Registration: Performance Update

4.1. *UK Routes to registration:*

New UK applications are tracking the previous year and budget assumptions, though there is continuation of the trend for applicants to be received approx. 6-8 weeks later than in previous years, likely as a result of delayed awards from Schools.

4.2. Registration performance against KPI is strong in relation to UK applications. The KPI for UK applications is 15 working days from receipt. YTD the performance is 93%, up from 90% in 2021. We achieved or exceeded the KPI 7 times in 9 months, with the lowest performance being 88% (against a target of 90%). Our revisions to logging, triaging and requesting missing information continues to achieve the targets. The mean time to process a UK application is 4 days, significantly under the 15 day target.

4.3. The cumulative rate of new UK applications is matching 2021 exactly, and our resource planning is based on this.

4.4. *EU Routes to registration*

There has been an increase in time to process applications, due to missing information. Analysis shows these are errors or omissions in School pass lists (not registrant or ARB processing errors). IT transformation includes systems to eliminate this issue. Irrespective, we are still well within the KPI tolerances using the manual processes.

4.5. We are confident that systems and personnel are in place to continue this performance through the remainder of the year.

4.6. As with UK applications, there has been continued and sustained improvement in KPI performance, with 8 out of 9 months meeting or exceeding the KPI target.

4.7. The number of EU applications is showing an emerging trend of being higher than in 2021, possibly as a result of post EU Exit market changes, and global economic changes.

4.8. Changes in EU processing times continues to show significant improvement, and stability in process times, suggesting our enhanced guidance on application routes, and general advice/website changes are improving the application quality. We continue to monitor this for incremental improvements, including seeking feedback from new registrants on their experience of the application process.

4.9. We are confident that systems and personnel are in place to continue this performance through the remainder of the year.

4.10. Re-joining the register

Performance remains strong against KPI. We are investigation trends in this area as we are seeing increased numbers re-joining the register later in the year.

5. Policy & Communications: Performance Update

5.1. We are seeing increased responses across all of our statutory consultations due to the enhanced promotion of communications activity as well as the detailed engagement in advance of consultations. While this has created a marked increase in work for the team (both active promotion of consultations, as well as the data and analysis of responses) we have benefited from enhanced insight and feedback from stakeholders. Our CPD consultation received over 300 responses, for example, within three working days of publication.

5.2. We have broadened our events programme to support our desire to demonstrate leadership on key regulatory topics. The annex sets out how we have engaged through events such as the online CPD Webinar as well as the in-person Education symposium. We systematically collect feedback from attendees which has been overwhelmingly positive. For the CPD webinar 95% of attendees found it useful.

5.3. Our strategy to use the Annual Report publication as a peg to publish a more accessible 'Year in Review' has proved successful. We had over 1,000 views of the Year in Review website page in the first month. For comparison, in 2021 the landing page for the 2020 Annual Report had still only received 600 visits over a six month period.

5.4. Website engagement has proved relatively study over the previous year with some notable spikes.

5.5. We are active on social media with LinkedIn proving to the be an effective way of engagement with the profession.

6. HR and people

6.1. The Remuneration and Appointments Committee receives regular updates on HR statistics and measurable progress in implementation of the People Strategy. The annex provides some key statistical and performance updates.

6.2. We are seeing successful implementation of key people-focused initiatives across ARB. The new induction process is up and running.

6.3. Year on year sickness absence figures have dropped significantly from 6.53 average days lost in the year to August 2021 to 2.1 average days lost in the year to August 2022.

6.4. We have seen a marked drop in staff turnover. ARB staff turnover is now 9.9%. The general UK average is around 15% and the not for profit sector 18%. ARB turnover has, over the last few years been consistently between 22% and 26%.

7. Resource and risk implications

7.1. The risks in relation to the performance against KPIs are referenced earlier in the paper or are covered elsewhere in the Board's report.

7.2. We are having to increase capacity in Professional Standards to respond to the changing case mix and increased number of hearings.

7.3. Our ambitious strategy has put increased pressure on out policy and communications team which again is referenced in the Board's budget paper.
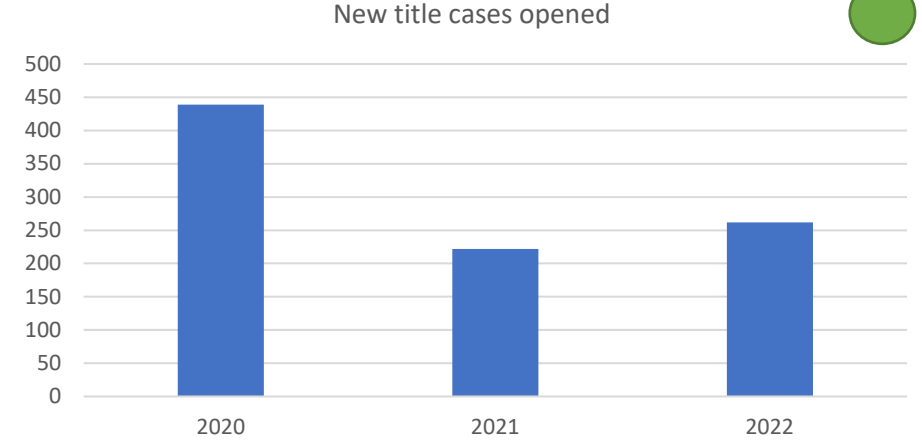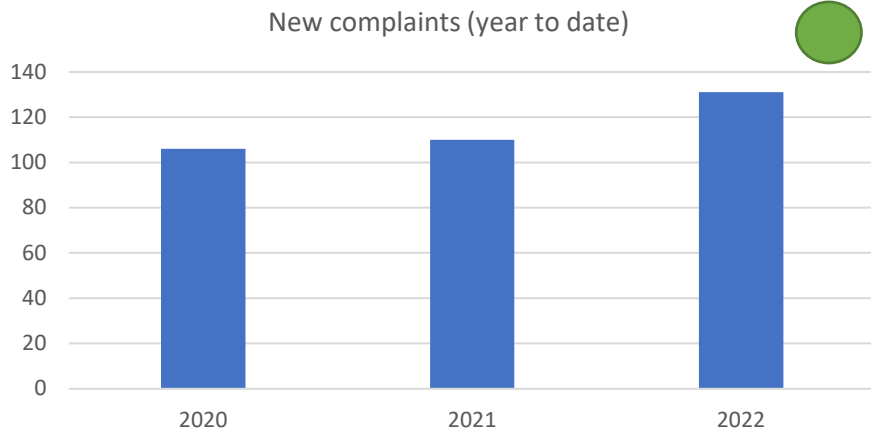
8. Communication

8.1. This performance monitoring report is an important public record of ARBs performance so that we can be transparent and that key stakeholders, including our sponsor department, can receive assurance that we are delivering our statutory functions.

9. Recommendations

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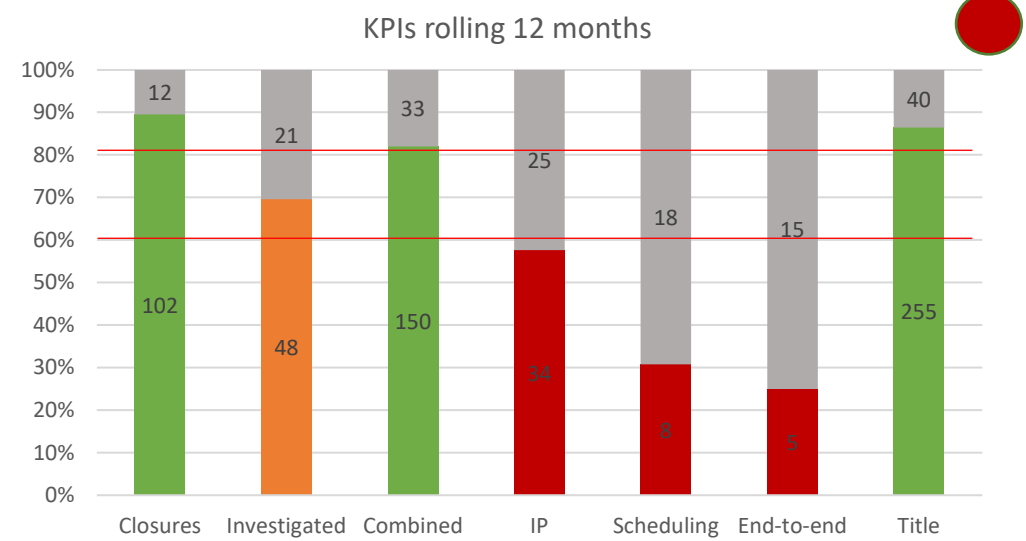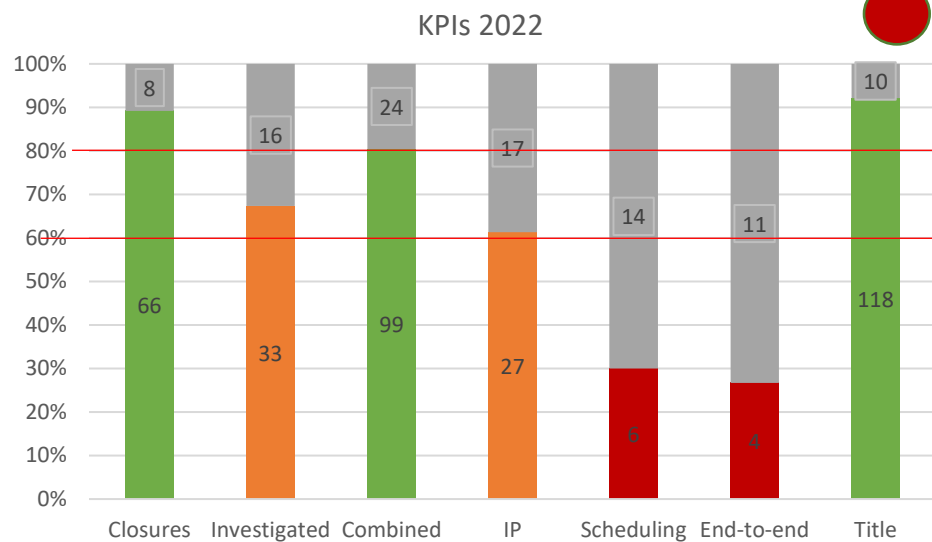
Professional Standards

Professional Standards Management Information Dashboard: January - August 2022
Referral activity and KPIs

New complaints (year to date)

There has been around a 20% increase in the number of complaints logged than at this time in the past two years. This is a manageable throughput of work.

New title cases opened

With the strike off audit underway we expect new case numbers to rise over coming weeks.

KPIs 2022

	Closures	Investigated	Combined	IP	Scheduling	End-to-end	Title
grey	8	16	24	17	14	11	10
main	66	33	99	27	6	4	118

KPIs rolling 12 months

	Closures	Investigated	Combined	IP	Scheduling	End-to-end	Title
grey	12	21	33	25	18	15	40
main	102	48	150	34	8	3	255

The large PCC caseload is causing unavoidable delays in listing and concluding cases. This is the primary cause of the poor KPI compliance for scheduling and end-to-end. We continue to meet the in-office and title KPIs. The IP KPI is subject to regular QA checks, to understand the reason for case delays. These are to be discussed at the IP annual review day in September.

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
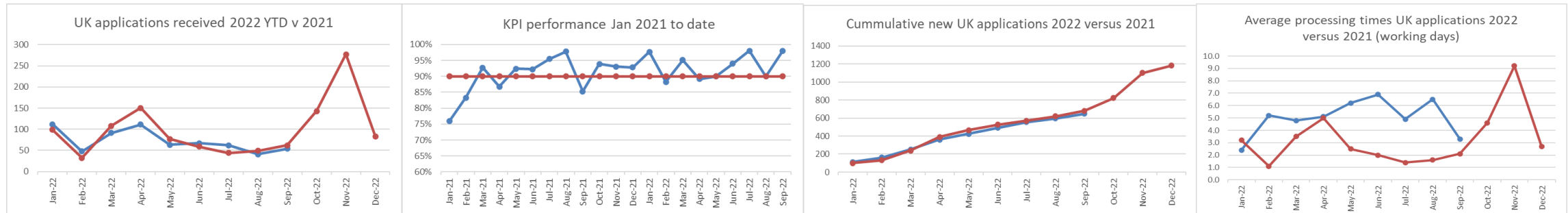IP decisions: 12 weeks
PCC scheduling: 29 weeks
End-to-end: 56 weeks
Title: 14 weeks

*reported as a combined KPI to the Board

Registration and Accreditation

UK route to registration

UK applications received 2022 YTD v 2021

KPI performance Jan 2021 to date

Cummulative new UK applications 2022 versus 2021

Average processing times UK applications 2022 versus 2021 (working days)
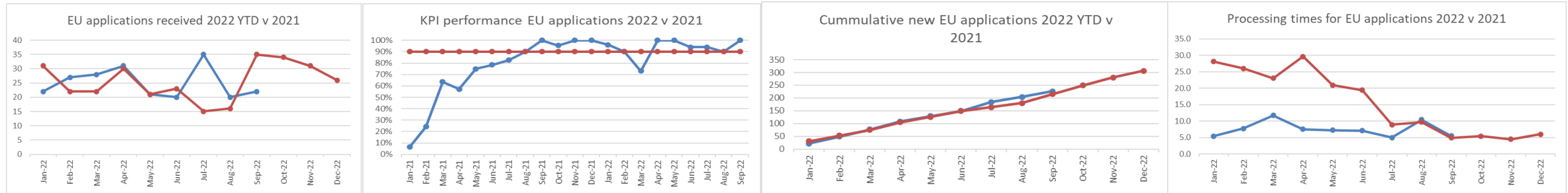
Date	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total 2022
UK apps received 2022	112	48	91	111	63	67	62	41	54				649
UK added to register	132	51	83	111	72	64	45	51	46				655
Processed under 15 days	129	45	79	99	65	60	44	46	45				612
Processed over 15 days	3	6	4	2	7	4	1	5	1				33
KPI % in 2022	98%	88%	95%	89%	90%	94%	98%	90%	98%				93%
Mean time to process 2022 (days)	2.4	5.2	4.8	5.1	6.2	6.9	4.9	6.5	3.3				4.8
Mean time to process (2021)	3.2	1.1	3.5	5.0	2.5	2.0	1.4	1.6	2.1	4.6	9.2	2.7	3.2
UK apps received 2021	99	32	108	150	77	59	44	49	62	143	277	83	1183
Added to Register 2021	141	42	69	144	105	77	44	45	61	82	275	97	1182
KPI % in 2021	76%	83%	93%	87%	92%	92%	95%	98%	85%	94%	93%	93%	90%

Performance update:

- New UK applications are tracking the previous year and budget assumptions, though there is continuation of the trend for applicants to be received approx. 6-8 weeks later than in previous years, likely as a result of delayed awards from Schools.
- The KPI for UK applications is 15 working days from receipt. YTD the performance is 93%, up from 90% in 2021. We achieved or exceeded the KPI 7 times in 9 months, with the lowest performance being 88% (against a target of 90%). Our revisions to logging, triaging and requesting missing information continues to achieve the targets. The mean time to process a UK application is 4 days, significantly under the 15 day target.
- The cumulative rate of new UK applications is matching 2021 exactly, and our resource planning is based on this.
- There has been an increase in time to process applications, due to missing information. Analysis shows these are errors or omissions in School pass lists (not registrant or ARB processing errors). IT transformation includes systems to eliminate this issue. Irrespective, we are still well within the KPI tolerances using the manual processes.
- We are confident that systems and personnel are in place to continue this performance through the remainder of the year.

EU route to Registration

EU applications received 2022 YTD v 2021

KPI performance EU applications 2022 v 2021

Cummulative new EU applications 2022 YTD v 2021

Processing times for EU applications 2022 v 2021

Date	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total 2022
EU apps received 2022	22	27	28	31	21	20	35	20	22				226
EU added to register	25	10	26	18	12	16	18	10	30				165
Processed under 15 days	24	9	19	18	12	15	17	9	30				153
Processed over 15 days	1	1	7	0	0	1	1	1	0				12
KPI % 2022	96%	90%	73%	100%	100%	94%	94%	90%	100%				93%
Mean time to process 2022 (days)	5.4	7.7	11.7	7.5	7.2	7.1	5.0	10.4	5.5				7.3
Mean time to process (2021)	28.1	26	23	29.6	20.9	19.4	8.9	9.7	4.9	5.4	4.5	6	19.2
EU apps received 2021	31	22	22	30	21	23	15	16	35	34	31	26	306
Added to Register in 2021	47	62	33	28	20	28	23	10	20	22	22	9	324
KPI % 2021	6%	24%	64%	57%	75%	79%	83%	90%	100%	95%	100%	100%	59%

Performance update:
- As with UK applications, there has been continued and sustained improvement in KPI performance, with 8 out of 9 months meeting or exceeding the KPI target.
- The number of EU applications is showing an emerging trend of being higher than in 2021, possibly as a result of post EU Exit market changes, and global economic changes.
- The cumulative number of EU applications is showing continued increase versus 2021 levels in the second half of the year.
- Changes in EU processing times continues to show significant improvement, and stability in process times, suggesting our enhanced guidance on application routes, and general advice/website changes are improving the application quality. We continue to monitor this for incremental improvements, including seeking feedback from new registrants on their experience of the application process.
- We are confident that systems and personnel are in place to continue this performance through the remainder of the year.

Re-joining the Register

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
Within 5 working days (2021)		134	72	33	27	10	20	21	15	8	12	13	8	344	106	56	28	27	22	11	19	14
Outside KPI		18	26	2	3	1	2	1	2	2	9	2	0	4	0	0	0	1	3	1	3	0
Total		152	98	35	30	11	22	22	17	10	21	15	8	348	106	56	28	28	25	12	22	14
KPI %		88%	73%	94%	90%	91%	91%	95%	88%	80%	57%	87%	100%	99%	100%	100%	100%	96%	88%	92%	86%	100%
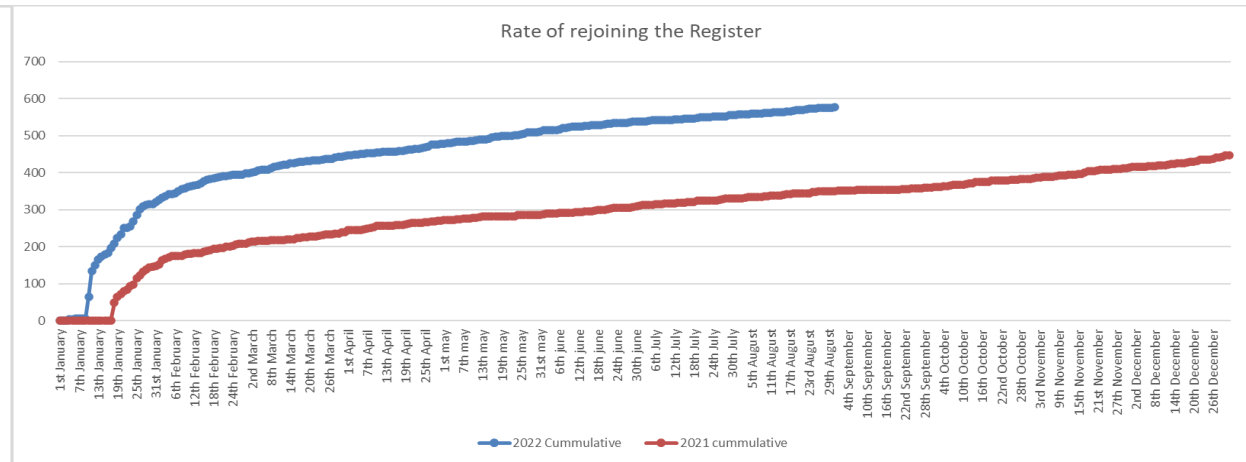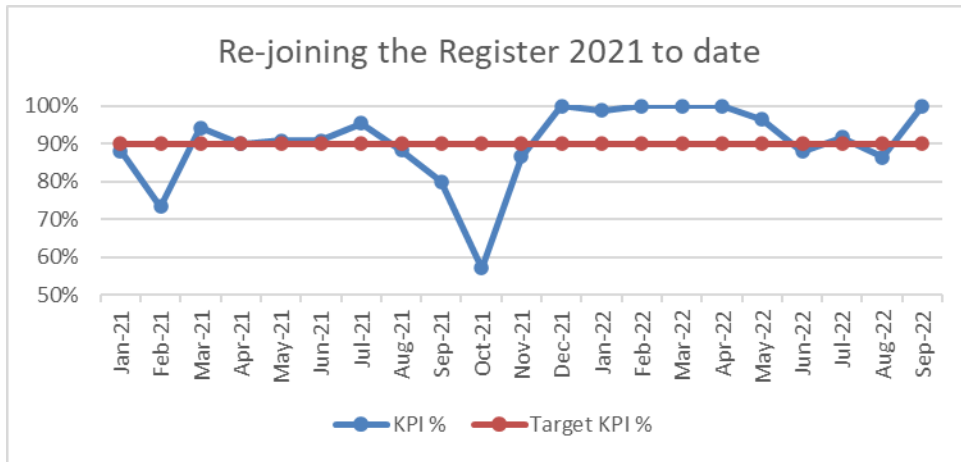
Performance update:

- The trend for increased re-joining the Register continues (170% of the previous year's activity so far). We are seeing an increase in the numbers (20%, versus 10% in 2021) of the re-joins from architects who have been off the Register for some time. We are about to survey why they are returning to the Register.
- Performance for reinstating these architects remains stabile, with seven of the last nine months of almost 100% compliance, despite the increased volumes. QA and audit mechanisms for review of these cases, and enhanced training for the team has contributed to this improvement. We are satisfied that the systems are sufficiently robust for this level of performance to be continued for the remainder of the year, even during the busy retention fee period.

Policy and Communications

Policy and Communications Management Information Dashboard- Q2 and Q3 2022

Measures of success:

Consultations and surveys

- 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)

CONSULTATIONS AND SURVEYS	START DATE	CLOSE DATE	RESPONSES
Professional indemnity insurance draft guidance	16 May 22	4 Jul 22	320
UK Adaptation Assessment procedures	29 Jul 22	9 Sept 22	23
CPD guidance	23 Sept 22	3 Jan 23	TBC

Key insights: New surveys and consultations

The CPD guidance consultation received over 100 responses on the Friday morning it was published, and over 300 by Tuesday. Over 90% of respondents are architects, proving that we are successfully raising awareness about the future of the scheme. The Board will receive full analysis after the consultation closes in January.

We supported consultations on draft PII guidance and procedures for the UK Adaptation Assessment as part of our continued external engagement in these areas, with both following roundtables held last year on each topic.

Key insights: Analysis reports published

CPD survey report

We published a major survey report on CPD in April, outlining our analysis and conclusions from over 700 responses. These strong support for our plans and reinforced our direction of travel, with each of our principles receiving a high level of support (80%+), as well as showing us where architects experience barriers to accessing good CPD: cost, time and relevance of what's offered. We also held a webinar to introduce the findings to the profession the day before the launch.

A separate slide on stakeholder and Registrant communications details the performance of our direct (email) communications promoting this report.

Media coverage was achieved in AJ and BD, with neutral factual reporting.

IET survey report

In June we published a similar analysis report on our IET survey. This also showed high support for our plans, with all five parts of our vision being endorsed by the majority of respondents and a move to an outcomes-based approach being supported by 80%.

A separate slide on stakeholder and Registrant communications details the performance of our direct (email) communications promoting this report.

Media coverage was achieved in AJ and BD, with positive reporting in AJ. The AJ piece focused on student and early career architect concerns around mistreatment, and noted our intention to address these through both IET and an update to the Code. It also included a comment from the Future Architects Front praising our leadership in tackling issues on equality and mistreatment.

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 EVENTS	SUBJECT DETAIL	DATE	AUDIENCE
CPD webinar	CPD report launch: update on results	20 April	147 (survey respondents)
Education online workshop	IET survey launch and detailed engagement	30 June	77 (universities)
Education symposium	Education reform detailed engagement	6 September	55 (primarily universities)

MEETINGS	SUBJECT DETAIL	DATE
RIAI	Catchup	16 May
RSUA	Catchup	17 May
Ulster University	Education reform	17 May
SCOSA	Education reform	24 May
University of Bath	Education reform	24 May
Lord Best	Introduction	26 May
RSAW	Catchup	27 June
Cardiff University	Education reform	27 June
Llyr Gruffydd MS	ARB's work and Wales	28 June
Office for Place	Introduction	25 July
RIAS	Introduction	9 September
University of Dundee	Education reform	12 September

Key insights

CPD webinar
The day before we published our CPD survey report we invited all respondents to an online webinar. We presented the results and next steps, and took questions through an online form, which we answered live. We also made the recording available.

Our feedback survey showed that 96% of attendees found the event useful, and that 95% of audience members had a preference for online events.

Education symposium
Our proposals for the new regulatory model for education were well received and the discussion and input will all feed into our policy development. In the Board's September workshop they received a summary of key positive comments and ongoing areas of challenge.

Feedback on the day was positive, with requests for further meetings and engagement. We shared a survey with attendees after the event, which was only completed by 4 people. They all found the event extremely useful, in particular the first session which included a presentation and workshop discussion on the future regulatory model. They would all prefer that we continue to hold in-person events. Our instant online polls during online events receive a higher response rate, so we'll consider changing our approach.

Much of our stakeholder engagement over this period has been supporting the chair's visits to universities as part of our education work.

Measures of success:

Parliamentary and stakeholder activities

- 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

STAKEHOLDER COMMUNICATIONS	DATE	NUMBER SENT
CPD survey report	21 Apr 22	Register + key stakeholders
London mayor's office - CPD	22 Apr 22	3
Professional Qualifications Act	28 Apr 22	Website
IET survey report	7 Jun 22	Register + key stakeholders
Chair confirmation	24 Jun 22	5
PII consultation on draft guidance	27 Jun 22	14
Trade committee – Australia MRA	6 Jul 22	1
Annual report and Year in Review	18 Jul 22	Website
Adaptation Assessment consultation	29 Jul 22	17
MRA update and meeting offers	1 Sept 22	13
Letter to new Secretary of State	20 Sept 22	1
CPD Draft Guidance and Consultation	23 Sept 22	Key stakeholders
Legislation updates	Several	Website

Key insights

Our public support for the Professional Qualifications Act receiving royal assent was included in BEIS' press release as the only regulator, securing prominence of our work. We also publicly welcomed a milestone on the USA MRA, with a positive tweet from the Trade Minister welcoming the news and a later Telegraph article by her that highlighted us as an example of progress on mutual recognition.

Year in Review
Our Annual Report and Financial Statements is laid in Parliament and meets specific statutory requirements. This year we took a different approach to our promoting its key content. We drew out key facts and figures to share through different communications channels.

Our change in approach worked. We had over 1,000 views of the Year in Review website page in the first month. For comparison, in 2021 the landing page for the 2020 Annual Report had still only received 600 visits over a six month period.
We saw:
- 862 unique clicks through to the Year in Review page from ARB Insight
- 117 clicks through to the page from social media
- 1,823 views for videos shared on social media sharing Year in Review content (animations showing key facts and figures about the work of different departments)

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 CLICKS
CPD survey report	21 Apr 22	41,688	23,350	1,039
PII – Consultation on draft guidance	16 May 22	41,464	26,065	2,126
ARB Insight	1 Jun 22	45,141	24,472	3,140
IET survey report	7 Jun 22	41,328	23,095	732
ARB Insight	9 Aug 22	45,159	19,474	1,946
CPD Draft Guidance and Consultation	23 Sep 22	41,934	22,953	1,719
eBulletin average in 2021	*2021*	*44,007*	*13,852*	*1,994*

Key insights

Our email communications with registrants are continuing to receive high open rates of over 50%. The updated ARB Insight is also continuing to be popular.

Our most popular piece in June updated registrants on changes to the Architects Act.

In August, it was the Chair's message focusing on progress against our corporate strategy which included our Year in Review materials (performance of which is noted on the previous slide).
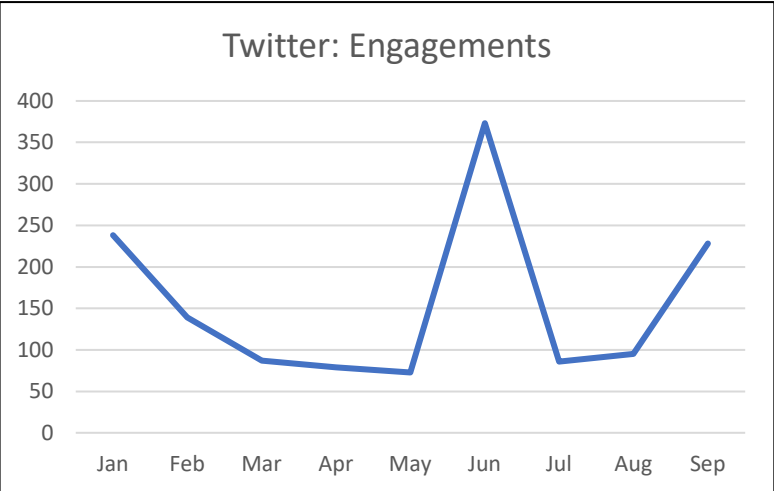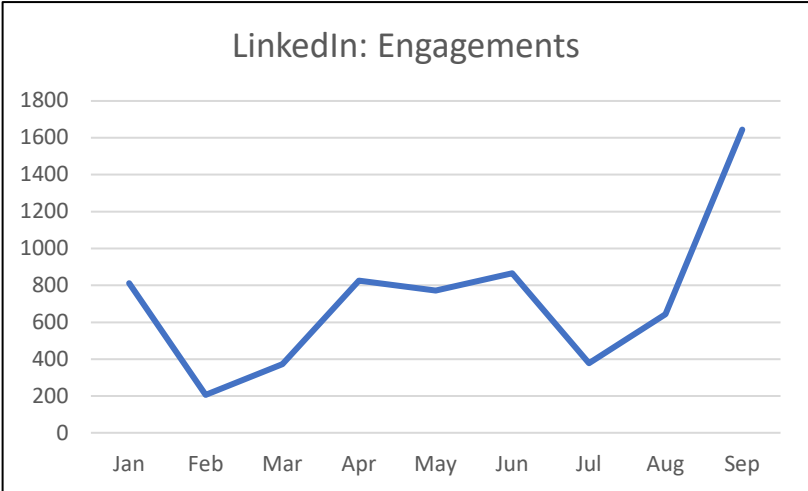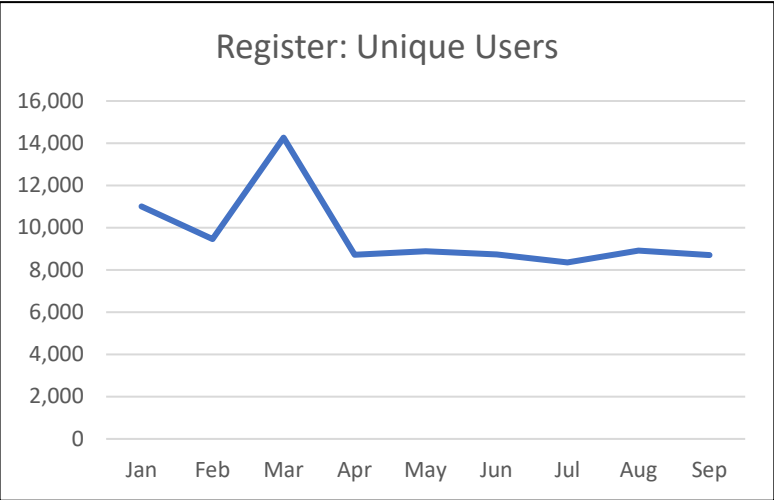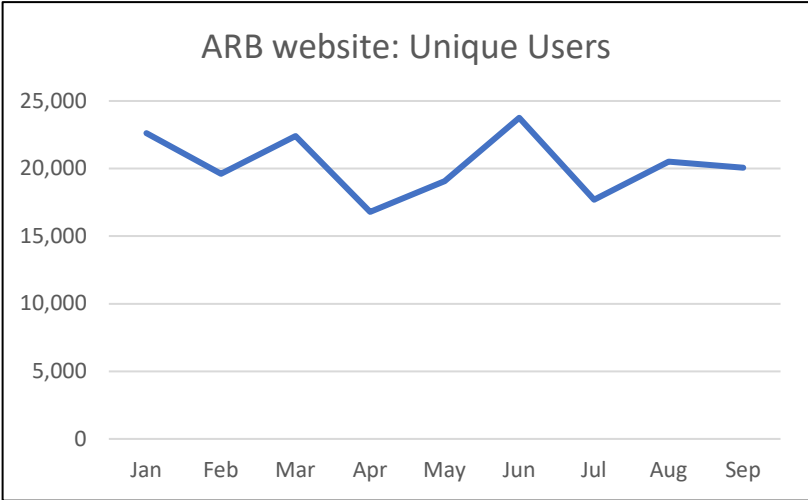
CPD consultation launch
On our website, the CPD landing page has received 695 hits since the morning of the consultation launch. Since it launched and excluding the home page, it has been the third most-visited page on the website.

This is converting through to consultation responses (as noted on a separate slide in this pack) which will give us valuable evidence to help the Board finalise the detail of the scheme.

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.

ARB website: Unique Users

Register: Unique Users

LinkedIn: Engagements

Twitter: Engagements

We also have Facebook and YouTube accounts, which are currently less popular so we have not tracked their performance here. LinkedIn remains our key social media platform, given our professional role.

Key insights

The most popular pages for April-September were:
- Architect information - Applying for registration for the first time - I hold overseas non-recognised UK qualifications
- Public Information - Before hiring an architect - Architects Register

June was our busiest month for the website this year, with a peak in users and close to 140,000 individual pages viewed. The increase coincided with: a new edition of ARB Insight; our statement on the Bartlett; the launch of the IET survey report.

Our most popular LinkedIn posts were promoting a vacancy for inquirers, a video clip from our June education online workshop, our statement on the Bartlett, and promoting the changes that came into play around the Architects Act in May. Our statement on the Bartlett generated lot of interest and engagement in June across our platforms, including media coverage in AJ and BD.

We are receiving good engagement from high-profile individuals on Twitter, including the Trade Minister tweeting about our MRA work to her audience of 159k followers. Other interactions on Twitter have also resulted in introductory meetings, such as with the Chair of the government's new body, the Office for Place.

Policy and Communications Management Information
Look Ahead to Q4 2022

October
- Introductory meeting with the new RIBA President-elect
- Meetings with education stakeholders (continued)
- Meetings with Parliamentarians, focusing on our international routes to registration
- Potential publication of DLUHC's review of architects regulation
- Presentation to SCOSA on education modernisation
- Retention fee announcement

November
- Publication of guidance on professional indemnity insurance
- Expected legislation including MRA powers, new fees and changes to EU applicants
- Roundtable at the Senedd to discuss the profession and priorities in Wales
- Potential consultation on procedures for the new Appeals Committee
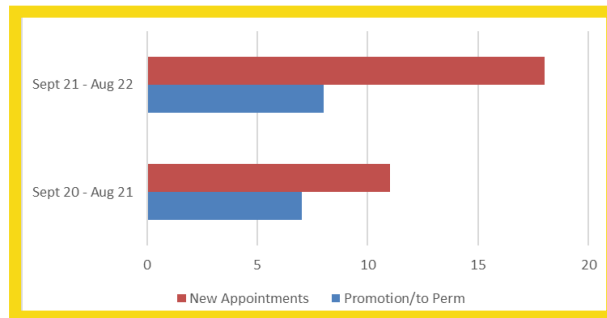- Business plan publication

December
- Publication of our EDI 'State of the nation' report (may be deferred until January, depending on timing of 2021 census results)
- Communicating upcoming MRAs

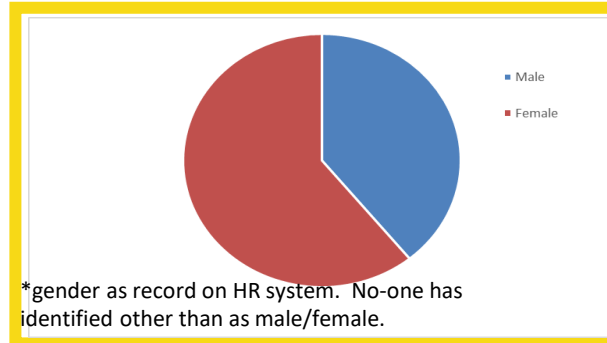# General Staffing Data: August 2022 Update

AVERAGE HEADCOUNT

Sept 20 to Aug 21	30.2
Sept 21 to Aug 22	40.2

STAFF TURNOVER

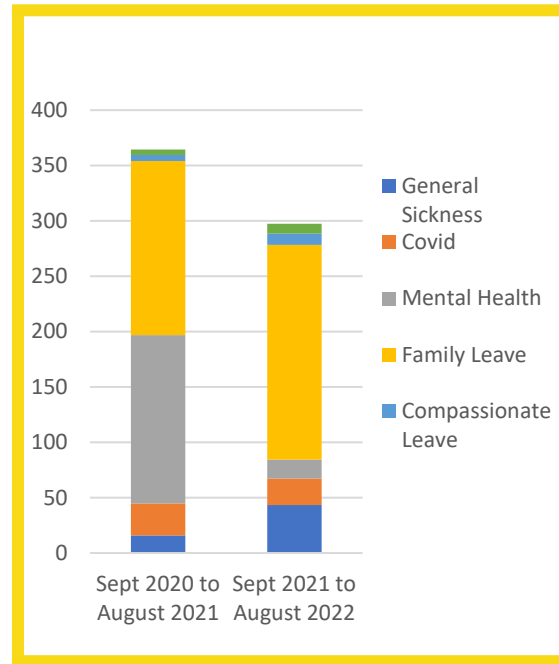| Sept 20 to Aug 21	33.1
Sept 21 to Aug 22	9.9

HEADCOUNT 30.9.22

46 Employees

INDUCTION SUCCESS
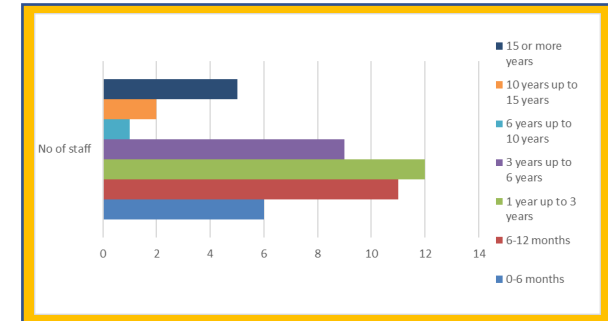
100%

Sept 21 - Aug 22: 11 required starters completed probation. 6 on track but still in 6-month probation period.

LENGTH OF SERVICE

APPOINTMENTS V PROMOTION

ABSENCE REASONS

AVERAGE DAYS LOST (SICKNESS)

Sept 20 to Aug 21	6.53
Sept 21 to Aug 22	2.10

GENDER OF STAFF

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

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