



Interim report on delivery January to June 2015

Typically the management team monitors performance against the business plan at the mid-year point. This report is intended to provide the Board with an update regarding performance against the 2015 business plan after the first six months.

Section A - Maintaining the Quality of and Access to the Register

Under the Architects Act 1997, ARB maintains the UK Register of architects. The Register identifies those who are entitled to use the title “architect” in business and practice as they have met the requirements for qualifications and competence. The Register is the tool through which potential users of architects’ services can find an architect and check that an architect is registered. It is also important to architects that they are identified as qualified professionals. The Register must therefore be accurate and accessible. The work which underpins the maintenance of the Register is wide ranging.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Improve the accuracy of the Register	<ul style="list-style-type: none"> ▪ Further increase the use of online tools for updating details. ▪ Undertake an accuracy and quality assurance review. ▪ Explain to architects the benefits of providing accurate details through our communications with them. ▪ Seek opportunities to encourage architects to ensure their details are up to date. ▪ Develop an integrated system for Part 2 of the Register (Temporary Register). 	<p>Register grows by 500 registrants overall annually.</p> <p>Accuracy and Quality Assurance projects £2k.</p> <p>Communication drive – cost neutral Increased use of online ‘self-service’ facility helps balance work increase overall in department.</p> <p>I.T development £25k – Part 2 Register Project and on-going enhancements to online tools.</p>	<p>85% of Change of Details requests received through online tool (80% in 2014)</p> <p>COA requests relate substantially to revised details instead of corrections.</p> <p>95% of Change of Details requests received online processed within three days</p> <p>20% increase in the percentage of contact details, telephone/ email addresses in the public domain, making the Register search facility a more valuable tool.</p> <p>Administrative processes for Part 2 of the Register are automated to an equivalent extent as those of Part 1 of the Register.</p>	<p>86% of Change of Details requests received through online tool.</p> <p>The Accuracy project is on-going, with staff amending records when accessing the database as well as the use of dedicated time through cross-team working.</p> <p>45% of online changes of details requests have been processed within three days, due to a lack of staff resource.</p> <p>E-bulletin has been used to promote updating details. This resulted in almost 650 changes of detail requests the week after the May eBulletin went out compared to 75 in a normal week.</p> <p>Developments of electronic services for Part 2 registrants are presently being scoped.</p>

Section A – Maintaining the Quality of and Access to the Register

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2.	Further promote and develop the use of online registration system.	<ul style="list-style-type: none"> ▪ Promote further the benefits of the system. ▪ Provide clear guidance on the process at the point of enquiry. ▪ Respond to feedback on improvements to the system, and enhance systems where appropriate. ▪ Gather feedback on performance and delivery of our registration services. 	<p>Linked to the enhanced back-end system, the time it takes to enter / re-enter an applicant onto the Register will continue to reduce (KPI reduced from 30 days to 15 days for 2014).</p> <p>The overall number of applications received remains static to 2014.</p>	<p>95% of registration applications are received via the online registration system.</p> <p>A further reduction in the days to process applications is achieved.</p> <p>Improved feedback ratings on functionality and service levels of the online registration system.</p> <p>Suggestions for improvements published along with the response to the feedback/suggested improvements.</p>	<p>To date 92% of registration applications have been received via the online system.</p> <p>Amendments have been made to online applications to flag any criminal convictions more clearly.</p> <p>99% of surveyed registrants have indicated they were satisfied with the functionality of the online registration system, of which 55% were extremely satisfied.</p> <p>Feedback has also been sought from registrants who have used the route finder to help them determine which route is applicable. Of those surveyed, 96% were satisfied with this tool, of which 50% were extremely satisfied.</p> <p>Any negative feedback will be acted on as appropriate.</p>
3.	Provide an efficient and effective service to all enquirers	<ul style="list-style-type: none"> ▪ Ensure our online resources are readily available and are easy to understand and use. ▪ Act upon feedback to improve our service. ▪ Publish feedback and follow up actions on the website. 	<p>Use of feedback surveys.</p> <p>Targeted focus groups.</p>	<p>Demonstrable proof of increased satisfaction levels amongst enquirers.</p>	<p>A group of staff have initiated a project to review feedback relating to the retention fee collection process. Suggestions are currently being evaluated.</p>

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4.	<p>Undertake a fundamental review of the routes to registration.</p>	<p>A Undertaking a review to:</p> <ul style="list-style-type: none"> ▪ Explore whether current arrangements remain fit for purpose and reflect current best practice. ▪ Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level. ▪ Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence. 	<p>This will form the second of a three year project, with the project having been scoped in late 2014.</p> <p>Development of any alternative routes to registration would take place in 2015/2016, which may involve major systems redevelopment work, and will need to be costed accordingly and at the appropriate time.</p> <p>The Review is likely to have an impact on a number of existing procedures, e.g., the Procedures for the Prescription of Qualifications; the Prescribed Examination Procedures, ARB's requirements for the maintenance of competence and ARB's Criteria.</p> <p>Depending on the outcomes of the Review, some of the above may also require review and adjust ahead of ARB's current schedule of review for these areas.</p> <p>Legal advice cost and possible expert input £15k</p> <p>Possible additional funds may be required. Further information will form part of</p>	<p>ARB will have:</p> <p>Tested the basis for ARB's requirements for registration and explored whether changes can be made in order to widen access to the Register, whilst continuing to provide public confidence in the competence of those on the Register.</p> <p>Considered whether alternative routes to registration are viable and continue to meet ARB's purpose and objectives and if so, have prepared a plan for the implementation of any alternative routes.</p> <p>Engaged with all stakeholders and kept them informed of progress as the review develops.</p>	<p>Due to the on-going Periodic Review this area of work continues to remain on hold.</p> <p>Stakeholders have been kept up to date through regular liaison meetings and through attendance at various forums, e.g., SCHOSA, APSAA.</p>

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			the scoping paper, which the Board will consider in November 2014.		

Section B – Maintaining the Qualifications of Architects

Under the Architects Act 1997, ARB prescribes (or recognises) the qualifications required to become an architect for those who gain their qualifications within the UK. We also contribute to the scrutiny and review of those qualifications which are obtained in other European Economic Areas, and which seek to be listed at a European level. We therefore maintain systems for assessing qualifications against set criteria. These criteria are held in common with the Royal Institute of British Architects and the Quality Assurance Agency benchmark for architectural qualifications. The UK criteria also reflect the minimum requirements across the EEA. We work closely with many other organisations and Member States to ensure that our systems are robust, fair and efficient and provide support to Schools and Institutions of Architecture, whilst ensuring that as a regulatory body, we have confidence that prescribed qualifications meet the Board’s objectives and criteria.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	To have engaged with institutions, students and other stakeholders regarding the prescription process and Criteria to inform, to obtain feedback and to promote an understanding of ARB’s role with regard to qualifications, and to maintain a high quality service for institutions, students and EU Member states.	<p>To promote the availability of the following services and to meet all reasonable requests for:</p> <ul style="list-style-type: none"> ▪ feedback sessions; ▪ planning meetings; ▪ university liaison sessions; ▪ regular liaison meetings with stakeholders; ▪ speaking at relevant conferences/ forums; ▪ providing support for those seeking to list qualifications in Europe. <p>To keep the Student Handbook and other areas of ARB’s website relating to prescribed qualifications up to date.</p>	<p>It is anticipated that there will be 50 university liaison visits during 2015 and up to 15 planning meetings, as well as a number of regular liaison meetings with key stakeholders.</p> <p>This reflects a similar commitment to 2014.</p> <p>Feedback on the current Criteria for the Prescription of Qualifications will be gathered in the latter part of 2015, unless the review of Routes to Registration indicates it should be looked at an earlier stage.</p>	<p>Good relationships are maintained with key stakeholders, as exhibited by individual and collective feedback.</p> <p>Stakeholders believe ARB adds value over and above performance on the prescription function, as evidenced by collective and individual feedback.</p> <p>ARB is kept well informed of possible future developments in order to plan its work and respond to developments.</p>	<p>There has been a focus on maintaining a regular and constructive dialogue with all relevant external stakeholders in order to keep them up to date regarding ARB’s work and possible future developments.</p> <p>Staff have attended and spoken at various forums including SCHOSA’s Spring Meeting, APSAA’s Spring Forum.</p> <p>One planning meeting has been undertaken to date, with several more expected to take place over the Summer and Autumn months.</p> <p>The demand for University liaison sessions continues to be high with around thirty five having taken place so far this year.</p> <p>A review of the Student Handbook will be undertaken during the latter part of the year.</p>

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2.	On behalf of the UK and its capacity as the UK's Competent Authority for Architects, embed the revised notification process within ARB's procedures, and scrutinise and review European qualifications which are notified to the European Commission for listing under the PQD.	<p>Embed the European Commission's revised process for the notification of qualifications within ARB's procedures.</p> <p>Ensure that the European Commission's deadlines for considering notifications are met on every occasion.</p>	<p>In previous years, the number of European notifications has fluctuated widely. On the basis of European Commission data, and due to the revision of the notification process where notifications were frozen for six months, it is anticipated that at least 50-60 notifications will need to be processed in 2015.</p> <p>It is anticipated that the UK will need to notify 4-5 new qualifications and 10-15 title changes.</p> <p>This will have an impact on staff time.</p>	<p>ARB will have reviewed 100% of European notifications within the European Commission's deadlines.</p>	<p>The European Commission's notification process has been revised and is now fully operational. ARB is in the process of updating the UK's entry under Annex V of the Directive by notifying twenty award/institutional title changes and two newly prescribed qualifications. 100% of the 51 European notifications have been reviewed within the European Commission's deadlines to date, and compiled with the review requirements in this area.</p> <p>ARB is in the process of developing guidance for UK institutions so that we can support the notification of newly prescribed qualifications to the European Commission appropriately.</p>
3.	If the review of the routes to registration requires adjustment to the ARB Criteria for the Prescription of Qualifications ahead of the current schedule, undertake a review of the Criteria.	<p>Gather feedback on the existing Criteria for the Prescription of Qualifications.</p> <p>Determine the structure and content of any revised Criteria for the Prescription of Qualifications.</p>	<p>The ARB Criteria are held in common with the RIBA and the Criteria at Part 1 and Part 2 form a core part of the QAA's subject benchmark statement in architecture. Discussions will need to be held with all parties, and they will need to be involved in a review, if the decision is</p>	<p>A revised set of Criteria for the Prescription of Qualifications will have been developed, consulted upon and be ready for implementation at the appropriate time.</p>	<p>See A4 above.</p>

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			<p>taken to review the Criteria.</p> <p>This will have an impact on staff time.</p> <p>Feedback will need to be gathered from stakeholders.</p> <p>Any changes to existing criteria and /or procedures will need to be consulted on.</p> <p>If research or external assistance is required to deliver this area of work, financial resources will be factored in as part of the scoping paper on Routes to Registration in November 2014.</p>		

Section C - Maintaining the Standards of Conduct and Practice of Architects

Users and potential users of architects' services need to have confidence in the standards set by us under the Architects Code of Conduct and Practice, and that we take appropriate action where architects fall below the standards expected. We will seek to raise awareness of the Code and how clients may use the Code to help them in their relationship with their architect, as well as raising awareness and understanding of the Code by architects themselves. We will investigate allegations of unacceptable professional conduct and serious professional incompetence but will also seek to mitigate the risk of such situations arising.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Maintain awareness of the Code and steps that architects can take to mitigate complaints.	<ul style="list-style-type: none"> ▪ Use the website to provide advice to architects on preventing and handling complaints. ▪ Maintain the frequency of relevant articles in the eBulletin. ▪ Seek opportunities to work with others (RIBA/ACA etc) to provide written information or presentations to architects. ▪ Develop and publish online assistance to architects in relation to professional standards through online presentations. 	The main resource to achieve success in this area will be staff time, although there will be incidental costs relating to travel to events.	<p>Every eBulletin contains relevant guidance on matters of professional conduct, based on recent PCC decisions, issues within the profession or legislative changes.</p> <p>The website provides clear and targeted advice to both architects and clients on how to avoid disputes, and how they might be resolved.</p> <p>Demonstrable evidence of ARB working with stakeholders to promote the standards of the Code.</p>	<p>Each eBulletin has included an article on matters of professional standards.</p> <p>A new 'Dear Architect' information column has been added to the eBulletin.</p> <p>An article on how architects can avoid disputes arising published in Future Constructor & Architect magazine, and reproduced on the ARB website.</p> <p>A YouTube presentation on 'How to avoid complaints' has been uploaded onto the internet and ARB website – and been further publicised in the eBulletin.</p> <p>Guidance has been published on the changes to the CDM Regulations.</p>
2.	Ensure efficient processes which are fair to all in all aspects of complaints handling.	<ul style="list-style-type: none"> ▪ Review and improve all literature and processes involved in complaints handling in light of feedback. ▪ Integrate online complaints tool with ARB's internal investigations portal. 	There are no developments arising from the Periodic Review which impact on the Third party review system continuing to be the appropriate method of reviewing disciplinary procedures.	<p>All external facing guidance and literature is reviewed and updated as appropriate.</p> <p>80% of third party reviews find no further action.</p> <p>Online feedback is developed, and the level of received feedback is increased</p>	<p>A review of all guidance and literature is underway.</p> <p>No Third Party Reviews have required further action by the Investigations Panels.</p> <p>The launch of the online complaints system is imminent, which will</p>

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		<ul style="list-style-type: none"> Develop and Increase the use of online feedback, and review and action where appropriate. 	<p>The cost for developing an online complaints system is included in IT project figure in section C3</p>	<p>from 2014.</p> <p>Feedback is reported in an appropriate way, and demonstrable action taken in light of it where appropriate.</p> <p>A fully operational online complaints system put in place.</p>	<p>include a new method for collecting E&D data.</p> <p>Online feedback has been developed, and is now being captured before an overall review of feedback is undertaken and acted upon at the end of the year.</p>
3.	<p>Ensure the investigations process is running smoothly and offers a fair process to all.</p>	<ul style="list-style-type: none"> Ensure that the Investigations Panel and Professional Conduct Committee are adequately resourced and trained in best practice. The Investigations Oversight Committee is provided with appropriate information and maintains strategic overview of ARB's investigation processes. Outdated Professional Standards database and IT system is replaced by a fit for purpose system 	<p>The outcome of the Periodic Review does not require and legislative change that would substantially impact on the way in which investigations are undertaken.</p> <p>There will be no recruitment required for Investigations Pool or PCC in 2015.</p> <p>Number of new complaints remains constant.</p> <p>External training will be provided to PCC & IP members.</p> <p>£40k (2 year project to update system estimated at approximately £100k subject to the s14 review)</p>	<p>80% of Investigations Panel decisions are reached within 12 weeks.</p> <p>80% of Third Party Reviews find no further action to be taken.</p> <p>No findings of 'no case to answer' at the PCC or adverse findings by Judicial Review.</p> <p>No successful appeals against PCC decisions.</p>	<p>74% IP decisions have been reached within 12 weeks.</p> <p>100% of Third Party Reviews have found no further action to be taken.</p> <p>There has been one finding of 'no case to answer' at the PCC.</p> <p>There have been no judicial reviews or statutory appeals against PCC decisions.</p> <p>The Investigations Pool is receiving training throughout the year, and all members will have been appraised.</p> <p>The IOC has met twice, and is providing its annual report to the Board in July.</p> <p>The updating of the Professional Standards IT system has been delayed pending the outcome of the Periodic Review.</p>

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
4.	Review of Code of Conduct	<ul style="list-style-type: none"> ▪ Consider whether any legislative, regulatory or professional developments have taken place since 2010 that require an amendment to the Code ▪ Consult with stakeholders as to whether the Code needs updating ▪ Decide whether a new or amended Code is required 	There are no developments that demand the introduction of a new Code in advance of 2016.	An informed decision is taken by the Board as to whether the Code of Conduct requires updating in 2016.	Consultation on the Code of Conduct is underway and a paper will be brought to the Board at its September meeting.
5.	Review effectiveness of PCC Consent Orders	<ul style="list-style-type: none"> ▪ Review how effective the PCC Consent Order procedure has been in its inaugural 12 months ▪ Consider whether the scheme should be abolished or amended 	Consent Orders procedure is being implemented by early 2015.	The Board can, on the basis of an informed recommendation from the IOC, decide whether changes to the PCC Consent Order procedure are necessary.	<p>The PCC Consent Order procedure has been implemented and used successfully.</p> <p>A Review is to be undertaken and reported to the Board at the end of the year.</p>
6.	Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence	<ul style="list-style-type: none"> ▪ Seek views from all stakeholders as to how ARB's disciplinary regime might be improved ▪ Draft new rules and acquire Board approval for changes where appropriate. ▪ Consider how ADR might fit within ARB's disciplinary framework ▪ Undertake 3 month formal consultation on proposed changes ▪ Publish new rules; provide 	<p>The Periodic Review produces its findings sufficiently early in 2015 to allow this review to take place before the end of the year.</p> <p>The Periodic Review does not introduce any legislative changes that require substantial changes to the disciplinary regime.</p>	New Investigations & Professional Conduct Committee Rules are consulted on and published to come into effect by 1 January 2016.	The lack of outcome from the Periodic Review has delayed the commencement of this review.

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		training as necessary to those who deliver a service on behalf of ARB	Legal advice and amendments to systems, processes and rules estimated at £15k.		

Section D – Raising Public Awareness of the Register and Helping Users and Potential Users of Architects’ Services to Make Informed Choices

We recognise that it is not sufficient simply to hold an accurate Register. To be of value, the Register must be accessible, and users and potential users of architects’ services must understand the distinction of the title “architect” and the importance of the Register in confirming an architect’s registered status. We therefore work to increase awareness of the Register, to inform the public about the qualifications and competence of architects and to alert members of the public to the Architects Code of Conduct and Practice. We also work to prevent the misuse of the title “architect” which may only be used by those on the Register.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Support consumer confidence through raising awareness of the Code with users and potential users of architects’ services.	<ul style="list-style-type: none"> ▪ Ensure that the Code is embedded within all of the key communication documents published by ARB. ▪ Publish articles throughout the year highlighting the benefits of using a registered professional. 	<p>Raising awareness of the Code encourages the use of the Register by consumers/clients.</p> <p>The Code is a core requirement under statute which supports the regulation of the profession.</p> <p>Increasing awareness may continue to increase complaints as well as enhancing awareness of the Register.</p>	<p>Difficult to measure success of the general effect of actions, but an increase in the mention of the Code in publications.</p> <p>Increase in the hits on the relevant sections of the ARB website by 10%.</p>	<p>National press - the Evening Standard, The Sunday Telegraph and House Beautiful Magazine all contained articles which mentioned ARB and the Register of Architects.</p> <p>Exhibitions – At Homebuilding and Renovating we informed visitors to our stand about the Code of Conduct.</p> <p>Speaking opportunities – We spoke at both Homebuilding and Renovating and London Build. On both occasions our presentations covered the Code of Conduct.</p> <p>Hits on the ARB website are up by 3%</p> <p>The recently introduced ‘Meeting Your Architect’ form has been downloaded 373 times.</p>

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
2.	Increase use of the online Register which will mitigate the risk of consumers being misled by those misusing the title “architect”.	<ul style="list-style-type: none"> ▪ Continue to increase awareness of the Register through social media. ▪ Develop a strategic communications plan to keep the Register topical and in the public arena. ▪ Develop relationships/partnerships with relevant organisations/groups to raise awareness of the Register through advocacy. 	<p>Costs involved with social media strategy and optimisation report estimated to be £5k.</p>	<p>Increase social referrals to the Register by 5%.</p> <p>The number of visits to the Register increases by 10% during 2015.</p> <p>Increase searches to the Register by 5%.</p>	<p>Social media referrals have dropped although our social media audiences continue to grow steadily, and more images and info-graphics are being considered. Respondents at our focus groups asked for more engaging social media content and this is planned once the outcome of the periodic review is known.</p> <p>Visits to the Register increased by 16% and searches of it by 6% from the same period last year.</p>
3.	Encourage architects to promote their registered status to increase awareness and value of the Register.	<ul style="list-style-type: none"> ▪ Explain to registrants the value of referring to their registered status. ▪ Expand the secure area in which architects can have access to their details and embedded logo information. Increase links to the ARB Register via websites. 		<p>Demonstrable evidence that the online Register has greater prominence on internet search engines.</p>	<p>The eBulletins and social media have been used to encourage architects to use the logo on their websites, letterhead and other signage. Visits to the ARB webpage, where architects can download the logo, have increased by 59%</p>

Section E – Corporate Functions

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Consider the implications, both legal and practical, of amendments to the Professional Qualifications Directive (PQD).	<ul style="list-style-type: none"> ▪ Consider the outcome of the PQD legislative changes and determine where changes may need to be made to appropriate ARB policies, requirements and documents. ▪ Take legal advice and advice from DCLG and BIS where necessary. ▪ Analyse and cost any necessary system changes for 2016 budget. ▪ Engage in discussions with stakeholders and ensure understanding of the changes. ▪ Ensure information is readily available. 	<p>Amended Directive will be implemented in the UK in 2016.</p> <p>Extensive consultation with key stakeholders.</p> <p>Extensive legal advice will be needed to ensure ARB's revised policies; requirements and documents are compliant with the revised PQD.</p> <p style="border: 1px solid blue; border-radius: 10px; padding: 2px;">Initial legal advice £15k</p>	<p>ARB systems are ready to meet the UK deadline for compliance with the PQD and amended Architects Act.</p> <p>Stakeholders are aware of the implications of the changes.</p> <p>ARB revises its policies, requirements and documents so that they are compliant with the revised Directive when implemented in the UK.</p>	<p>Meetings and discussions with BIS/DCLG and ARB's legal advisers have been undertaken in order to learn more vis-à-vis the interpretation of the revised Directive and we have been keeping stakeholders fully informed as more information is made available.</p> <p>More information will be available towards the end of the Summer, which will be disseminated this to stakeholders during the Autumn Term.</p> <p>ARB responded to BIS' consultation regarding the draft Guidelines for Competent Authorities and transposition regulations concerning the transposition of the revised Qualifications Directive into UK legislation. It is anticipated that the final guidance being published in the Autumn.</p> <p>A review of the guidance made available to European applicants for registration to ensure it continues to align with the revised Directive will be undertaken. It is anticipated that only minimal adjustments will be needed to the guidance currently provided, and numbers are low.</p>

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2.	Managing risk.	<ul style="list-style-type: none"> ▪ Audit Committee regularly reports to Board. ▪ Internal audit function appropriately resourced and monitored. ▪ Maintain reporting cycle of risk register and risk strategy from staff to Board level. ▪ Monitor delivery against performance indicators (bi-annual), the Business Plan (annual), ARB's purpose and objectives (annual). ▪ Ensure adequate reserves are maintained through review of reserves policy and maintenance of the policy minimum. ▪ Effective reviews of policies to be considered in 2015. ▪ Monitor the outcome of legal challenges for areas of improvement and trends, particularly where there may be a financial or reputational risk. ▪ Consider implications and risk of any changes as consequence of the Periodic Review. 	<p>Audit Committee and Internal Audit function work at current level and budget as 2014.</p> <p>No additional work is specified as part of the Periodic Review.</p> <p style="border: 1px solid blue; border-radius: 10px; padding: 2px; display: inline-block;">Recommendation resource £20k</p>	<p>Information provided to the Board on performance and risk is considered by the Board to be at the right level and provides the right level of assurance.</p> <p>Internal audit continues to be robust and add value, as assessed by the Audit Committee and the management team.</p> <p>Emerging and live risks are sufficiently mitigated by the actions in place or the level of are accepted as being within the Boards risk tolerance level.</p> <p>The level of reserves maintained provides the appropriate level of reassurance/confidence to the Board, the Government and key stakeholders.</p> <p>Relevant policies are reviewed within expected time frame.</p> <p>Risks will be adjusted on basis of an analysis of trend information and improvements.</p>	<p>The Audit Committee and Board have regularly reviewed ARB's Risk Register. Additionally, there has been a focus on operational risks and the risks the consequences of the Periodic Review might bring.</p> <p>Internal Auditors have reviewed the progress we have made against previous recommendations and the majority of actions which have been taken in response to the internal audit recommendations have been judged to be satisfactory.</p> <p>Adequate reserves have been maintained; the reserves policy will be reviewed later this year.</p>

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3.	Maintain adequate and appropriately skilled staffing levels that are utilised effectively.	<ul style="list-style-type: none"> ▪ Ensure sufficient staff resources are maintained to deliver statutory functions and the 2015 Business Plan. ▪ Maintain staff development budget and encourage flexible working, and interaction with outside organisations to further enhance knowledge, skills and engagement. ▪ Continue to cultivate an environment that supports engagement and encourages team members to reach their full potential. ▪ Ensure that pay and reward is competitive and attracts and retains high calibre staff. ▪ Review ARB's people strategy and key succession planning policy. 	<p>Ensure financial resources are included in the budget to allow for temporary staff and appropriate cover during peak periods.</p> <p>Additional resources may be required dependent upon the outcome of the Periodic Review. No additional resources over and above the 2014 staff resource budget have been factored in at this stage.</p> <p>Pay reward and engagement survey £5k</p>	<p>Maintain adequate staffing levels in 2015.</p> <p>Evidence of increased flexible working across the organisation to deliver statutory functions.</p> <p>A committed and engaged staff resource (2015 Engagement survey).</p>	<p>The Operational Management Group has kept staff resources under constant review to ensure that ARB can continue to deliver on its statutory functions and Business Plan.</p> <p>Opportunities to learn new and develop existing skills have been offered to team members where possible so that we continue to cultivate an environment which encourages team members to reach their full potential.</p> <p>A pay and reward benchmarking exercise has been undertaken and considered by the Remuneration Committee.</p>
4.	Deliver outcomes of the Periodic Review and maintain Government and Stakeholder confidence.	<ul style="list-style-type: none"> ▪ Respond to outcome of review and develop an implementation plan if appropriate. Ensure there are sufficient resources in place, to 	<p>No additional financial resources have been factored in, but an operational plan would be costed, agreed and resourced from reserves</p>	<p>No additional staff resources have been factored in to the 2015 budget in order to respond to the outcomes of the review.</p> <p>Statutory functions delivered efficiently and effectively, alongside any</p>	<p>It is hoped that the outcomes of the Periodic Review will be known in the second half of the year. An implementation plan will subsequently be developed.</p>

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		deliver relevant outcomes.	<p>when the outcome is known.</p> <p>£42k specialist advice/additional human resource</p> <p>Consideration as to the impact of other areas of work, planned for 2015, would need to be reassessed, with proposals brought to the Board for agreement.</p>	<p>requirement for the organisation to change.</p> <p>An Operational Plan is devised once the outcomes of the review are known.</p>	
5.	Efficient financial management.	<ul style="list-style-type: none"> ▪ Clear budget setting process agreed and understood by Board. ▪ Regular monitoring of outcomes against budget, along with forward planning, horizon scanning and early warning alert mechanism of variances to the Board. ▪ Prompt notification of fees. ▪ Alignment of budget to Business Plan, including capital projects. ▪ Provide 3 year forecasts to capture longer term financial obligations. 	<p>The budget setting and monitoring process remains unchanged.</p> <p>The estimated amount of retention fees is collected and there is no adverse impact as a result of the outcome of the Periodic Review.</p>	<p>Deliver ARB's work as set out in the 2015 Business Plan within budget.</p> <p>To deliver the 2015 fee process efficiently, with clear and timely communication, with registrants who are aware of the fee cut-off date, resulting in a lower number of registrants being removed for non-payment than in 2014.</p> <p>An informed Board, who are provided information in a timely and concise way.</p>	<p>The Board has received regular updates on management accounts, including explanations for any variances to budget or any potential external factors that may impact on it at that point in time.</p> <p>Work has started on the budget setting for 2016 with horizon scanning to identify any issues that may affect the budget or fee. The Board budget briefing is arranged for August 2015.</p> <p>The collection of the Annual Retention fee went smoothly, with approximately 1,800 removals for non-payment of the</p>

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					<p>fee. This lead to significant resources having to be allocated to the removal and reinstatement process.</p> <p>The increased income arising from the growth in the Register will be considered when setting the 2016 retention fee.</p> <p>ARB will continue to highlight and strengthen its communications to ensure the 2016 fee deadline is properly understood.</p>
6.	Compliance with legal obligations	<ul style="list-style-type: none"> ▪ Health and safety. ▪ Employment requirements. ▪ Data handling. ▪ PAYE. 	<p>Regular reviews as required by law.</p> <p>Compliance with relevant legislation.</p> <p>Seek legal advice when required.</p>	<p>No adverse health and safety incidents taking place during 2015.</p> <p>Implement any required changes to procedures and processes as required.</p>	<p>There have been no identified breaches of legal obligations in this period.</p>
7.	IT strategy	<ul style="list-style-type: none"> ▪ Keep under regular review the strategic IT development plan, maximising digital and self-service opportunities. ▪ Understand the ongoing needs and vision for the organisation, including a 	<p>Identify costs, and long term savings, ensuring resources are available to execute the plan.</p>	<p>Internal and external systems remain stable with no down time.</p> <p>External systems remain accessible and fit for purpose, and responsive to any feedback received.</p> <p>The I.T. strategy continues to support the</p>	<p>Systems have remained stable throughout 2015 and internal upgrades to the network have taken place.</p> <p>Low level development of systems has taken place with further planned for when the</p>

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		<p>strategy on continuous improvement and efficiency savings through technology.</p> <ul style="list-style-type: none"> Build further use of the organisations website and online tools/systems. 		objectives of the Board.	<p>outcome of the Periodic Review is known.</p> <p>Identification of IT streamlining opportunities is key to being able to deliver with more limited resources.</p>
8.	Communications	<ul style="list-style-type: none"> Develop and implement a plan to continuously improve our communications with stakeholders, including updating the layout and content of ARB's website; developing our social media profile; and raising awareness of ARB and the Register of Architects. Develop effective relationships with Consumer Organisations 	<p>Website is a primary reference source for members of the public/architects and other organisations.</p> <p>Continuous improvements will be made to ensure we provide information in a timely and effective way.</p> <p>Small focus groups to be held; seek feedback and deliver changes where appropriate.</p>	<p>Increase in the number of visitors to the website.</p> <p>Regular messages about ARB disseminated via social media</p> <p>Demonstrable evidence of stronger relationships with consumer organisations and all stakeholders.</p>	<p>Visits to the ARB website increased by 3% from the same period last year.</p> <p>Visits to the Register increased by 16% and searches of it by 6% from the same period last year.</p> <p>ARB continues to develop relationships with consumer organisations including Houzz, TrustMark and a number of the online directories. The HomeOwners Alliance has continued to publish content about the ARB, the Register and the <i>Meeting your architect form</i>.</p> <p>Following the excellent feedback received from the in-depth interviews and focus groups about our digital resources, a further exercise is planned with staff so that we can assess how best to reorganise the website and consider further 'self-service'</p>

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					<p>facilities.</p> <p>Signup to the eBulletin was opened up to all at the beginning of 2015 and the design of the eBulletin was refreshed to make it more engaging and to encourage architects to inform us of changes to their contact details. This resulted in a 750% increase in change of detail requests the week after the May eBulletin went out.</p>
9.	Continue our programme of efficiency and effectiveness reviews to improve the operation of the organisation.	<ul style="list-style-type: none"> Review of ARB's website, in an attempt to further promote self-service provisions. Review processes to ensure duplication of effort, and 'no value' processes are eradicated. Review contracts to ensure value for money and on-going quality of service. 	<p>To be largely resourced internally through staff time.</p> <p>£5k contract tender</p> <p>£5k Review and update of website</p>	<p>Robust, but agile internal working practices that deliver effective, timely outcomes for the users of our services.</p> <p>Constructive feedback received from the users of our services.</p>	<p>Staff time has been allocated to the website review, including cross-team representation. The project is ongoing, and will also take account of feedback from consumer focus groups. Work on guidance videos for registration processes is ongoing. Staff time has been allocated to process reviews which will continue through 2015.</p> <p>The tender for ARB's corporate solicitor has been delayed pending the outcome of the Periodic Review.</p> <p>The tender for the misuse of title prosecutions legal work is underway and on course for completion by the end of 2015.</p>

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10.	Explore and take up opportunities to work with stakeholders and partners to deliver ARB's objectives.	<ul style="list-style-type: none"> Actively seek opportunities for working with others. Build partnerships with others to influence the regulation of architects to protect consumers. 	Use of internal resources/ no additional resources required.	Demonstrable evidence of broader working relationships with Stakeholders and Partners from the built environment, consumer and regulatory sectors.	A number of stakeholders have been worked with to disseminate ARB's key messages (see section 8 above)
11.	Undertake a review of our commitment to transparency	<ul style="list-style-type: none"> Review our Performance Reporting mechanisms Review our Service Standards Complaints process Review what information we publish and maximise opportunities to increase what is available. 	Internal staff project	Complete review and publish findings, so as to enhance the confidence of our stakeholders, as to our commitment to transparency and accountability	Work has not yet commenced in this area.
12.	Respond to, and advise on European legislation that affects the regulation of architects	<ul style="list-style-type: none"> Monitor EU legislation in terms of ARB's objectives / statutory functions Implement a communications plan to ensure architects are informed. 	<ul style="list-style-type: none"> Consumer Directive ADR Directive Data protection 	<p>ARB will have responded to relevant consultations as appropriate.</p> <p>Staff will be aware of relevant developments, report these to the Board, ensure they are taken into account when taking strategic decisions and, where appropriate, communicated to architects.</p>	Developments in EU legislation continue to be monitored. The ADR Directive is being transposed into UK law and guidance will be provided to the profession and stakeholder when that information is available.
13.	To continue to improve governance arrangements within the organisation	<ul style="list-style-type: none"> Undertake a Board and Committee effectiveness review, and implement any actions from the review. Ensure the Board has sufficient, evidence based, timely information, in which to make informed 	Resourced internally	<p>Outcomes of effectiveness reviews will be actioned and taken forward as appropriate.</p> <p>Governance arrangements will be kept up to date, reviewed where appropriate, and adjusted to meet best practice.</p>	An effectiveness review was undertaken at the end of 2014, the results of which were considered by the Board in February 2015. Actions arising from the effectiveness review are being taken forward and implemented both at Board and

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		<p>decisions.</p> <ul style="list-style-type: none"> Be alert to best practice in the arena of governance and recommendations on how to continually improve. 			Committee level.
14.	Continue to review, develop and implement our equality and diversity action plan	<ul style="list-style-type: none"> Review and amend the plan as required. Collect and analyse Equality and Diversity data, and utilise the information to influence policy decision making Make the data fully available to assist others in their policy information gathering 	On-going collection of data as launched in 2014.	<p>10% growth in the data collected in 2014.</p> <p>Annually published data which is of value to the Board and other stakeholders.</p>	<p>An Equality & Diversity survey was commenced in May 2015, and changes to the online complaints tool will allow for a greater capture of information in disciplinary matters.</p> <p>A 10% growth in data is expected, and will be reported to the Board comprehensively in January 2016.</p>
15.	Manage ARB's reputation to ensure there is public confidence in the regulation of architects	<ul style="list-style-type: none"> Raise the profile of ARB's role, in order to communicate the role of regulation Strengthen our relationships in the regulation and consumer sectors. Gather feedback from those that use our services, to ensure we are offering relevant and accessible services in a way which adds value 	<p>Use of internal resources</p> <p>£5K for feedback project.</p> <p>Key consumer shows budget remains the same as 2014.</p>	<p>Understanding of key regulation and consumer/client issues, which assists the decision making of the Board.</p> <p>Clear understanding of ARB's performance and service delivery through wide ranging feedback.</p> <p>Publish measureable key performance indicators, and report against them biannually.</p> <p>Increased use of Search the Register facility through enhanced awareness of its value, enabling consumers to make</p>	<p>Work has commenced on a communications piece to highlight ARB's regulatory role. An A-Z of regulation was posted on social media.</p> <p>ARB has highlighted its regulatory remit to visitors at consumer shows explaining the difference between regulators and professional bodies.</p> <p>Corporate press releases refer to ARB's regulatory role and statutory remit</p>

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		<ul style="list-style-type: none"> ▪ Deliver a communication plan which raises awareness of the role of ARB, in particular the public Register of Architects ▪ Communicate the value of using a registered architect to enhance public/consumer/client understanding ▪ Attend relevant consumer events to raise awareness of ARB's role and the public Register, through exhibiting and speaking opportunities 		informed choices.	ARB continues to develop relationships with other regulators to understand best practice.
16.	Monitor the impact and outcomes resulting from the Scottish Referendum and General Election	<ul style="list-style-type: none"> ▪ Liaise with Government and stakeholders to keep up to date with developments. ▪ Develop an understanding of the relevant outcomes of the Referendum and their impact ▪ If appropriate, develop plans to respond to relevant outcomes. 	<p>No additional resources have been factored in.</p> <p>If appropriate a plan will be developed, costed, and funded from reserves</p>	<p>Liaised with government to gain a clear understanding of outcome and impact of the Referendum.</p> <p>If appropriate, develop plans to deal with relevant outcomes.</p>	<p>The Scottish Referendum did not materially affect ARB's business.</p> <p>Good relations with the DCLG are being maintained so that ARB is aware of and can react to any changes in Government expectations.</p>

Glossary

APSAA	Association of Professional Studies Advisers in Architecture
AAE	Association of Architectural Educators
ASN	Architecture Students Network
DCLG	Department of Communities and Local Government
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
FReM	Financial Reporting Manual (Government document)
PQD	Directive 2005/36/EC on the recognition of professional qualifications
PCC	Professional Conduct Committee
SCHOSA	Standing Conference of Heads of Schools of Architecture