



ARB
Business Plan
2011

ARB Business Plan 2011

Introduction

The Architects Registration Board (ARB) has identified three strategic aims to deliver its work: protecting the consumer, supporting architects through regulation, and delivering the Architects Act. In developing the Business Plan for its operations in 2011, the Board is targeting work which falls under each of these three mutually supportive aims.

The Board's Business Plan affirms ARB's activities during 2011, and identifies how each individual action against the Plan will be reported during the year.

Action	How this delivers ARB's three strategic aims Consumers—Architects-The Act	Reporting mechanism to the Board	Outcome
Maintaining the quality of the Register – core work			
1. Register all those who meet the eligibility requirements within three months of receiving a valid application.	<ul style="list-style-type: none"> Consumers have access to an accurate and reliable Register of architects. Architects will receive an efficient and cost-effective registration service. Sections 4 and 5 of the Act require ARB to register architects. 	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicator. Average cost of applications reported into budgeting process.	Ensure that applications are processed within our current performance indicators. Where possible, decrease the time taken to process all applications. Continue to maintain effective checking mechanisms and quality control.
2. The Register will be easily accessible via the website and freephone telephone number.	<ul style="list-style-type: none"> Consumers have easy access to a Register which contains reliable and up to date information. Architects' details are prominently displayed, underlining their registered status. The Register is properly maintained under Section 3 of the Act. 	Key statistics and trends reported to the Board every six months.	The public has access to an online, up to date, searchable Register on our website. The freephone telephone number means that members of the public can check the Register at no cost to them.
3. Facilitate movements on the Register (personal details updates, resignations, removals, readmissions and reinstatements).	<ul style="list-style-type: none"> Consumers have access to an accurate Register of architects. Architects' requests for amendments are dealt with in a timely and efficient way. The Register is properly maintained in accordance with Sections 3, 8 and 9 of the Act. 	Key statistics and trends reported to the Board every six months or annually, according to the category of information.	An increase in timely and accurate information being changed by the individual concerned, leading to an enhanced public Register.
4. Increase the use of online registration.	<ul style="list-style-type: none"> Consumers have access to a reliable and accurate Register, listing the names of qualified architects. Applications for registration are dealt with more quickly; applicants can access the status of their application online. In addition to delivering Sections 4 and 5 of the Act concerning registration, ARB ensures that applicants' rights under the European Treaty and the Services Directive are respected in compliance with the legislation. 	Six-monthly report to the Board on the success of the online system.	50% of applications are received by the online process.

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5. General System - To implement the process that mirrors the requirements set out in the Directive for those that are applying for Registration via this route.	<ul style="list-style-type: none"> • Consumers have access to a reliable Register, consisting only of those who are entitled to use the title "architect". • Architects receive an efficient and cost-effective registration service. • In addition to delivering Sections 4 and 5 of the Act concerning registration, ARB ensures that applicants' rights under the European Treaty and the Services Directive are respected in compliance with the legislation. 	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicator. Average cost of applications reported into budgeting process.	Ensure that applications are processed within our current performance indicators.
6. Improve the current method of assessing equivalence to ARB's criteria through the prescribed examination route, and implement any agreed changes to make the system more responsive to the end-user.	<ul style="list-style-type: none"> • Consumers have access to a reliable Register, consisting only of those who are entitled to use the title "architect". • Architects receive an efficient and cost-effective registration service. • Sections 4 and 5 of the Act require ARB to register architects. 	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicators.	Enhanced candidates' experience, including feedback. Documents will be re-aligned to incorporate the new criteria and changes requested by the Prescription Committee.
7. Enhance the secure Registrants' Services section of the website	<ul style="list-style-type: none"> • Consumers have access to a reliable and accurate Register, listing the names of qualified architects. • Amendments to the Register are dealt with more quickly; architects can easily see the changes they have made online. • Sections 4 & 5 of the Act require ARB to register architects. 	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicator.	A self-service system in place, enhancing communication and accuracy of the Register. Fewer manual changes required and costs reduced.

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<p>8. To prescribe, renew prescription of, or annually monitor the relevant qualifications so that ARB is confident that individuals gaining such qualifications meet ARB's requirements, including the Criteria, within the timescales set down in the Prescription Procedures.</p>	<ul style="list-style-type: none"> • Consumers can be confident that architects have received a consistent standard of qualifications. • Students can be confident that their qualifications meet ARB's criteria, and architects can be confident that standards are being maintained. • Section 4 (1) (a) of the Act is met as ARB prescribes qualifications. 	<p>Departmental Annual Report/Report Against the Business Plan 2011.</p>	<ul style="list-style-type: none"> • Prescription applications are dealt with within the timeframes set out in the Procedures for Prescription. • Annual monitoring submissions are processed and forwarded to the Prescription Committee within the deadlines identified in departmental performance indicators.
<p>9. To maintain a high quality service for those:</p> <ol style="list-style-type: none"> a. seeking prescription/ seeking to renew prescription; b. attending university liaison sessions; and c. notifying qualifications for listing under the Mutual Recognition of Professional Qualifications Directive 	<ul style="list-style-type: none"> • Consumers can be confident that architects have received a consistent standard of education leading to the award of qualifications. • Institutions will have clear guidance in applying for and maintaining prescription, which will assist in maintaining the integrity of qualifications on a cost-effective basis. • Section 4 (1) (a) of the Act is met as ARB prescribes qualifications. 	<p>Departmental Annual Report/Report Against the Business Plan 2011.</p>	<p>To have engaged with institutions, students and other stakeholders regarding the prescription process and Criteria to inform, obtain feedback and promote understanding of ARB's role, through:</p> <ul style="list-style-type: none"> • Planning meetings; • Feedback sessions; • University liaison sessions; • Regular liaison meetings with stakeholders; • The online student manual and attendance at relevant conferences/forums.

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<p>10. Ensure ARB fulfils its responsibilities as a Competent Authority in relation to maintaining the qualifications of architects through:</p> <ol style="list-style-type: none"> a. advising and supporting institutions which are required to notify qualifications to the European Commission; b. ensuring that the UK's qualifications are progressed through the notification and listing processes; c. considering EEA qualifications which have been notified for listing; and d. liaising with members of the Architecture Sub-Group; ENACA and other European Networks. 	<ul style="list-style-type: none"> • Consumers can be confident in the process which safeguards the criteria that architects must meet to gain their qualifications. • This work supports the smooth passage of UK architectural qualifications onto the European list, facilitating the mobility of UK architects within other member states. • Under Section 1A of the Act, ARB is the designated UK Competent Authority under the Qualifications Directive, and is specifically required to carry out mutual recognition functions. 	<p>Departmental Annual Report.</p>	<p>UK qualifications are notified to the European Commission for consideration and consulted upon within the timeframes set out within the Commission's Notification Procedures and are successfully listed;</p> <p>EEA qualifications are considered within the timeframes set out within the Commission's Notification Procedures;</p> <p>Institutions required to fully notify qualifications receive a planning meeting in line with departmental performance indicators; and</p> <p>Regular attendance at Architecture Sub-Group meetings and other relevant forums.</p> <p>Development of online guidance and best practice for institutions seeking to list their qualification/s.</p>

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11. Issue revised Guidelines for Maintaining Competence.	<ul style="list-style-type: none"> • Consumers can be confident that architects have demonstrated a consistent standard of competence. • Architects can be satisfied that the profession as a whole demonstrates a standard of competence which maintains the reputation of the profession and increases consumer confidence. • Section 9 of the Act requires the Board to be satisfied as to the competence of those applying to be retained on the Register if they do not have recent practical experience. The standards expected of architects in the Code of Conduct and Practice (issued under Section 13 of the Act) requires architects to be competent in the work they undertake. 	Report against the Business Plan 2011.	<p>Publish revised Guidelines on ARB's website.</p> <p>Inform architects of the revised Guidelines through the e-Bulletin, website and annual retention fee letter.</p>
12. Ensure that institutions submitting applications for prescription/to renew prescription/annual monitoring submissions do so electronically.		Departmental Annual Report/Report Against the Business Plan 2011.	Increase percentage of prescription applications and annual monitoring submissions which are received in electronic format to 90%.

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13. Embed the revised Criteria and Procedures for the Prescription of Qualifications.	<ul style="list-style-type: none"> • Consumers can be confident that architects have received a consistent standard of qualifications. • Students can be confident that their qualifications meet ARB's Criteria, and architects can be confident that standards are being maintained. • Section 4 (1) (a) of the Act is met as ARB prescribes qualifications. 	Departmental Annual Report/Report Against the Business Plan 2011.	<p>Institutions provide feedback [from 2011 onwards] confirming that they were aware of and understood the revised procedures once their application for prescription/to renew prescription has been processed during the 2010/2011 cycle.</p> <p>Institutions making an application for prescription/to renew prescription in 2010/2011 cycle provide feedback [from 2011 onwards] that they found the advice and guidance in the online Good Practice Handbook informative and helpful.</p>
Developmental 14. To streamline the ARB prescription process with the European Notification process.	<ul style="list-style-type: none"> • Consumers can be confident that architects have received a consistent standard of qualifications. • Students can be confident that their qualifications meet ARB's Criteria, and architects can be confident that standards are being maintained. • Section 4 (1) (a) of the Act is met as ARB prescribes qualifications. 	Departmental Annual Report/Report Against the Business Plan 2011.	Institutions are not required to duplicate material unnecessarily which has been submitted as part of an application for prescription or renewal of prescription, or to produce new material unnecessarily
15. Explore the possibilities of developing a process to deal with prescription of UK qualifications offered at institutions based outside the UK/prescription of qualifications offered by overseas institutions.	<ul style="list-style-type: none"> • Consumers can be confident that architects have received a consistent standard of qualifications. • Students can be confident that their qualifications meet ARB's criteria, and architects can be confident that standards are being maintained. • Section 4 (1) (a) of the Act is met as ARB prescribes qualifications. 	Departmental Annual Report/Report Against the Business Plan 2011.	The Prescription Committee and the Board will have explored and considered whether ARB should implement a process to deal with the prescription of UK qualifications offered at institutions based outside the UK/prescription of qualifications offered by overseas institutions.

Action	How this delivers ARB's three strategic aims Consumers–Architects-The Act	Reporting mechanism to the Board	Outcome
Maintaining the standards of conduct and practice of architects – core work			
16. Manage the process of investigating complaints about the conduct or competence of architects from enquiry to consideration and conclusion of the case by the Investigations Committee (IC), in accordance with specified performance targets.	<ul style="list-style-type: none"> • Consumers can be confident that complaints about architects will be dealt with fairly and impartially. • Architects can be confident that any complaint against them will be handled both fairly and impartially, and that the reputation of architects will be maintained by taking appropriate action in cases of unacceptable professional conduct or serious professional incompetence. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Six-monthly reports on statistics, trends and outcomes.	To be measured quantitatively against the set performance indicators for dealing with matters within given timescales. To be measured qualitatively against unfavourable third party reviews, judicial reviews, and no case to answer cases at the Professional Conduct Committee (PCC).
17. Manage the process of referring cases to the Professional Conduct Committee (PCC) and efficiently and effectively provide administrative support to the PCC.	<ul style="list-style-type: none"> • Consumers can be confident that complaints about architects will be fairly and impartially dealt with, and that there are procedures in place to remove architects from the Register where it is in the public interest to do so. • Architects can be confident that any complaint against them will be handled both fairly and impartially, and that the reputation of architects will be maintained by taking appropriate action in cases of unacceptable professional conduct or serious professional incompetence. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Annual Report from the Chair of the Professional Conduct Committee	To be measured quantitatively against the set performance indicators, and qualitatively against the number of judicial reviews and appeals based on procedure. PCC appraisals introduced, along with a greater level of reporting to the Board. Feedback from the PCC, particularly the Chair.
18. Enhancing communication with architects and consumers on Professional Indemnity Insurance (PII) issues.	<ul style="list-style-type: none"> • Consumers can be confident that their architect will be adequately insured. • Architects will be aware of the importance of having adequate insurance cover to protect themselves • Section 13 of the Act requires ARB to issue a Code of Conduct. Standard 8 of that Code expects architects to hold adequate and appropriate PII. 	Annual Report against the Business Plan	Relevant and up to date guidance is provided to architects and consumers regarding professional indemnity insurance.

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19. Embed new Investigations Committee and Professional Conduct Committee procedures.	<ul style="list-style-type: none"> • Consumers can be confident that complaints about architects will be fairly and impartially dealt with, and that there are procedures in place to remove architects from the Register where it is in the public interest to do so. • Architects can be confident that any complaint against them will be handled both fairly and impartially, and that the reputation of architects will be maintained by taking appropriate action in cases of unacceptable professional conduct or serious professional incompetence. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Minutes of IC meetings provided at Board meetings; Chair of the PCC will report to the Board annually. Board will approve the new Rules after consultation.	New Investigations & PCC Rules are implemented.
20. Investigate instances of misuse of title.	<ul style="list-style-type: none"> • Consumers can be confident that when they engage an architect, they are engaging someone who can demonstrate that they are both registered and qualified, and that they meet the Board's standards of competence. • The reputation of architects is protected and their status enhanced. • Section 20 of the Act makes it a criminal offence to use the title "architect" in business or practice when not registered with ARB. 	Six-monthly reports on statistics, trends and outcomes, including prosecution trends.	Deal with cases in timescales set down in performance indicators. Cases taken to court result in successful prosecutions.

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Maintain the standards of conduct and practice of architects – developmental work			
21. Reduce the burden of legal costs.	<ul style="list-style-type: none"> • A concisely set budget ensures that appropriate resources are in place to support delivery of an effective service to consumers. • Architects are assured that the Board offers value for money in delivering a concise and prudent budget. • Management accounts will be presented at each open session of Board meetings to demonstrate progress against the budget. 	Budget and Management accounts, together with enhanced financial information in the six-monthly reports.	Decrease the per case solicitor's bill on average by 5% on regulation cases.
22. Appoint new Investigations Committee members.	<ul style="list-style-type: none"> • Consumers can be confident that complaints about architects will be fairly and impartially dealt with, without being subject to unreasonable delays. • Architects can be confident that any complaint against them will be handled both fairly and impartially, and without unreasonable delay; and that the reputation of architects will be maintained by taking appropriate action in cases of unacceptable professional conduct or serious professional incompetence. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Board will approve appointments after appropriate recruitment exercise.	Recruit and train two new members to the Investigations Committee. Integrate the new members within the Committee and decrease timescales for the turnaround of cases, within no decrease in quality.
23. Introduce quality of service feedback.	<ul style="list-style-type: none"> • Consumers can be confident that when they make a complaint that they are dealt with in a professional, effective way. • Architects who are subject to a complaint are kept well informed, and dealt with professionally. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Six-monthly reports to the Board.	Feedback request forms sent to all parties involved in disciplinary process. Quality of service issues are identified and appropriate action taken.

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24. Introduce quality of service feedback.	<ul style="list-style-type: none"> • Consumers can be confident that when they make a complaint that they are dealt with in a professional, effective way. • Architects who are subject to a complaint are kept well informed, and dealt with professionally. • Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence. 	Six-monthly reports to the Board.	Feedback request forms sent to all parties involved in disciplinary process. Quality of service issues are identified and appropriate action taken.
25. Monitor the success of the audit of directories project to establish the degree of recurring mislistings.	<ul style="list-style-type: none"> • Consumers can be confident that when they engage an architect, they are engaging someone who can demonstrate that they are both registered and qualified, and that they meet the Board's standards of competence. • The reputation of architects is protected and their status enhanced. • Section 20 of the Act makes it a criminal offence to use the title "architect" in business or practice when not registered with ARB. 	Report to the January 2012 Board meeting.	Audit undertaken of 50 individual directories and results reported to the Board. Any trends identified and utilised to plan any further work.
26. Increase the web presence of the key messages to consumers on the value of engaging an architect, as well as the importance of checking the Register to make sure that the "architect" is registered.	<ul style="list-style-type: none"> • Consumers are educated to make an informed choice when they engage someone to undertake their building project. • The reputation and title of architects is protected, and their status enhanced. • Section 3 of the Act requires the Register to be published. This work supports that priority and mitigates against the title "architect" being used improperly. Section 20 of the Act makes it illegal for anyone to offer their services as an architect if they are not on our Register. 	Annual report against the Business Plan.	Increased hits on 'Search the Register' area of website. Register of Architects appears more prominently on internet search engines for those looking to engage an architect.

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27. Maintain relationships with listing directories to stress the benefits to them of protecting the integrity of their data.	<ul style="list-style-type: none"> • Consumers are educated to make an informed choice when they engage someone to undertake their building project. • The reputation and title of architects is protected, and their status enhanced. • Section 3 of the Act requires the Register to be published. This work supports that priority and mitigates against the title “architect” being used improperly. Section 20 of the Act makes it illegal for anyone to offer their services as an architect if they are not on our Register. 	Six-monthly report on outcome of misuse of title complaints.	Directories remove incorrect entries upon request.
28. Maintain a presence in forums where potential users of architects’ services might visit, such as planning portals.	<ul style="list-style-type: none"> • Consumers are educated to make an informed choice when they engage someone to undertake their building project. • The reputation and title of architects is protected, and their status enhanced. • Section 3 of the Act requires the Register to be published. This work supports that priority and mitigates against the title “architect” being used improperly. Section 20 of the Act makes it illegal for anyone to offer their services as an architect if they are not on our Register. 	Annual report against the Business Plan.	Reference to ARB in such forums is increased.

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Corporate and Finance – core work			
<p>29. Participate in relevant forums and engage with Government, other European member states, competent authorities, and other stakeholders to be informed of and contribute to developments, which may impact on consumers/ architects/the delivery of the Act.</p>	<ul style="list-style-type: none"> • Keeping informed, adopting good practice, and contributing to current and future issues will help to increase consumer confidence in the architects' profession. • Architects can be confident in ARB both for maintaining standards and for reflecting good standards of practice, as well as keeping up to date with relevant issues. • Being informed and providing information will ensure that ARB is able to deliver the Act effectively, and be ready for change where necessary. 	<p>Annual report against the Business Plan.</p>	<ul style="list-style-type: none"> • To have engaged with institutions, European member states, competent authorities, students and other stakeholders regarding ARB's work to obtain feedback and promote understanding of ARB's role, through: <ul style="list-style-type: none"> • planning meetings; • European meetings and forums; • feedback sessions; • university liaison sessions; • regular liaison meetings with stakeholders; • the online student manual; and attendance at relevant UK conferences/forums • ARB is a well-informed participant in the forums of which it is a member • feedback from stakeholders at both national and European level demonstrates ARB's effective involvement.
<p>30. Engage with the department of Communities and Local Government on Government's expectation of ARB under any Government agenda and in conjunction with the Framework Agreement.</p>	<ul style="list-style-type: none"> • Keeping informed, adopting good practice, and contributing to current and future issues will help to increase consumer confidence in the architects' profession. • Architects can be confident in ARB both for maintaining standards and for reflecting good standards of practice, as well as keeping up to date with relevant issues. • Being informed and providing information will ensure that ARB is able to deliver the Act effectively, and be ready for change where necessary. 	<p>Annual Report against the Business Plan.</p>	<p>ARB is informed about Government expectations so order that they can be considered in policy making. The Framework Agreement is updated if appropriate.</p>

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31. Deliver the smooth running of the Board and its Committees.	<ul style="list-style-type: none"> • Sound decision-making, strategic direction and oversight by a smooth-running Board will help to strengthen consumer confidence. • Sound decision-making, strategic direction and oversight by a smooth-running Board will help to enhance the reputation of architects in the eyes of the public and the profession. • A smooth-running Board will deliver the Act in its totality more effectively. 	Annual Report against the Business Plan	Annual feedback from Board demonstrates that the Board and its Committees have delivered effectively throughout the year.
32. Consult on ARB's electoral scheme, and implement for the 2012 election of architects to the Board.	<ul style="list-style-type: none"> • Consumers can be confident in the integrity of the election process. • Architects can be confident in the integrity of the election process. • Schedule 1, Part I of the Act provides that the Board shall make an electoral scheme with the approval of the Privy Council and in consultation with bodies representative of architects. 	Board reports, the Board will approve the final Scheme.	Scheme fully implemented in time for the 2012 election of architects to the Board. Positive feedback received following the 2012 election.
33. Manage the production of ARB's Annual Report, integrate with the new style audited accounts and Report, and ensure full electronic delivery.	<ul style="list-style-type: none"> • The Annual Report is a tool for alerting stakeholders to the value of using an architect and the need to check the Register. • Architects are informed about ARB's work and performance in the year under review in a cost effective way. • Producing an annual report assists in keeping stakeholders and partners informed as to how ARB is delivering the Act. 	Report noted by the Board prior to issue.	No hard copies printed and savings made as a result. Annual Report and Accounts and the Annual Report are integrated or complementary.
34. Ensure compliance where appropriate with Financial Reporting Manual (FREM) and the Framework agreement.	<ul style="list-style-type: none"> • Consumers can be confident that ARB's finances are managed effectively. • Architects can be confident that ARB's finances are managed effectively. • Compliance with the Framework agreement assists ARB to demonstrate delivery of the Architects Act. 	Annual Report to the Board on the Framework Agreement. Board to agree audited accounts.	ARB and CLG meet their respective roles within the Framework Agreement.

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35. Complete review of General Rules and embed procedures established under revised General Rules.	<ul style="list-style-type: none"> • Consumers can be confident that ARB's procedures meet good practice as the General Rules are updated. • Architects can be confident that ARB's procedures meet good practice as the General Rules are updated. • The General Rules will reflect the terms of the Act. 	Paper to the Board recommending that the General Rules are issued for consultation.	Publish fully revised General Rules by June 2011. New guidance implemented by December 2011 followed by testing in September 2012.
36. Budget and fee setting process, delivery within budget.	<ul style="list-style-type: none"> • A concisely set budget ensures that appropriate resources are in place to support delivery of an effective service to consumers. • Architects are assured that the Board offers value for money in delivering a concise and prudent budget. • Management accounts will be presented at each open session of Board meetings to demonstrate progress against the budget. 	The budget will be discussed at an informal meeting and will then be agreed by the Board. Delivery within budget is monitored through the Management Accounts considered regularly by the Board.	Transparent fee-setting process by the Board, and activities delivered within budget.
37. Reviewing and negotiating insurance arrangements.	<ul style="list-style-type: none"> • As a public body, consumers can be confident that ARB has appropriate insurance policies in place. • Architects can be assured that the Board has secured appropriate insurance cover that allows it to deliver its functions should an insurable event arise. • Insurance arrangements support ARB in the delivery of a number of statutory functions. 	Annual report against the Business Plan.	Risks to the organisation are minimised.
38. Reviewing and negotiating contracts.	<ul style="list-style-type: none"> • In procuring the services of contractors, ARB will ensure that consumer interests are taken fully into account, in line with government guidelines. • Architects can be confident that through contract review, the best contractor for the job is appointed, ensuring a high quality service and value for money. • Continuous reviews of quality and value for money offered by contractors underpin the effective delivery of the Act. 	Annual report against the Business Plan.	Best value for money is obtained.

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39. Reviewing and testing ARB's risk management strategy for effectiveness.	<ul style="list-style-type: none"> Consumer protection is assured through appropriate safeguards being established. Architects can be confident that ARB has appropriate safeguards in place to enhance their reputation. Appropriate risk management underpins effective delivery of the Act. 	Risk Register reviewed twice a year by the Board. Risk strategy reviewed by the Board.	Significant reputational and financial damage to ARB is avoided.
40. Effective and efficient management of the Board's premises and assets, including health and safety compliance with relevant legislation.	<ul style="list-style-type: none"> Consumers can be assured that all services and provisions are delivered in compliance with the relevant legislation. Architects can be assured that all services and provisions are delivered in compliance with the relevant legislation. Legal requirement to adhere to UK legislation in addition to the Act. 	Annual report against the Business Plan.	No adverse Health and Safety Reports or occurrences.
41. Strategy and management of ARB's technology and communication tools.	<ul style="list-style-type: none"> Consumers are offered a streamlined, smooth experience when dealing with ARB. Architects are provided with a service that is efficient and effective, which in turn helps to keep the annual retention fee at a low level. Systems and structures in place that allow ARB to deliver its statutory responsibilities under the Act. 	Annual report against the Business Plan.	ARB has an up-to-date information technology system that responds to the needs of the organisation, including, where appropriate, the realisation of efficiency savings.
42. Continue to implement the equality and diversity plan, including the collection of equality monitoring data.	<ul style="list-style-type: none"> Consumers are protected from any form of discrimination or barriers to our services. Any barriers in ARB's policies and procedures either for architectural students or architects on the Register will be recognised and removed. ARB will fulfil its obligations as a public body under the equality legislation. 	Annual report against the Business Plan as and when developments occur that the Board should be aware of.	Delivered in accordance with the action plan and progress reported on website.
43. Timely and appropriate sharing of ARB's expertise with other bodies.	<ul style="list-style-type: none"> Consumers benefit from ARB's growing knowledge and experience of good practice, which translates into delivering a higher level of service. Architects benefit from a Board which has an understanding of the environment and climate in which the profession works. Collaborative working will enhance ARB's delivery of all of its statutory functions. 	Annual report against the Business Plan.	Other organisations seek ARB's views on working practices and procedures.

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44. Continue to enhance the website so that it remains up-to-date and relevant.	<ul style="list-style-type: none"> • An accessible and up-to-date website is a valuable source of reference and information for consumers. • An online, searchable register means that access to a genuine, qualified professional is just a few clicks away. • The website contains information relating to all of our statutory duties. Because it is a key tool for ARB in providing information and delivering key messages, we are serving the interests of the profession and the users of architectural services. 	Annual report against the Business Plan.	A fully accessible website is in place that conforms to the World Wide Web Consortium's (W3C) Web Accessibility Initiative (WAI) Web Content Accessibility Guidelines. Feedback from users demonstrates that the website is responsive to their needs. Continues to save money by not using other forms of media.
45. Continue the third party review process.	<ul style="list-style-type: none"> • Consumers can be confident that ARB's procedures for decisions are open and transparent. • Architects and students can be confident that ARB's procedures for decision-making are open and transparent. • Providing review mechanisms for ARB's procedures will ensure the Act is delivered effectively. 	Annual report against the Business Plan.	Third party reviews completed and delivered within agreed timescales. Actions taken in accordance with the findings of the reviewers.
Corporate and Finance – developmental work			
46. Conduct an internal staff engagement survey to establish morale levels amongst staff.	<ul style="list-style-type: none"> • Consumers who contact ARB benefit from dealing with a committed, professional and fully-engaged staff team. • Architects who contact ARB benefit from dealing with a committed, professional and fully-engaged staff team • Staff have a clear understanding of ARB's business and contribute fully to the successful delivery of ARB's statutory functions as directed by the Board under Schedule 1, Part I of the Act. 	Paper to Remuneration Committee for noting outcome of survey.	Staff morale, engagement and satisfaction levels improved since last interim survey was conducted.

Acronyms

PCC	Professional Conduct Committee
IC	Investigations Committee
PII	Professional Indemnity Insurance