



# **ARB Business Plan 2012**

## 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 1997.

Each year, ARB agrees a Business Plan for the calendar year which broadly identifies the core work that ARB will deliver, together with any development work which the Board determines should be carried out. Each activity is tested against the strategic aims.

Business Planning and budget setting are managed together to ensure that ARB has sufficient finances to deliver the Business Plan.

For 2012, the Plan focuses on the continuing delivery of core work and improving the efficiency of ARB's processes. In addition, the Plan reflects developmental activities which are necessary during the year, such as the induction of a significant number of new Board members, and work to consider changes which are anticipated to the European Qualifications Directive.

Action	How this delivers ARB's three strategic aims Consumers – Architects – The Act	Reporting mechanism to the Board	Outcome
1. Meet ARB's performance indicators for registration applications and register all those who meet the eligibility requirements within three months of receiving a valid application.	<ul style="list-style-type: none"> <li>• Consumers have access to an accurate and reliable Register of architects.</li> <li>• Architects will receive an efficient and cost-effective registration service.</li> <li>• Sections 4 and 5 of the Act require ARB to register architects.</li> </ul>	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicators. Average cost of applications reported into budgeting process to ensure fee structures are correct.	Applications are processed within our agreed performance indicators. Effective checking mechanisms and quality controls are maintained and continued.
2. The Register will be easily accessible via the website and freephone telephone number.	<ul style="list-style-type: none"> <li>• Consumers have easy access to a Register which contains reliable and up to date information.</li> <li>• Architects' details are prominently displayed, underlining their registered status.</li> <li>• The Register is properly maintained under Section 3 of the Act.</li> </ul>	Key statistics and trends reported to the Board every six months.	The public has access to an 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"> <li>• Consumers have access to an accurate Register of architects.</li> <li>• Architects' requests for amendments are dealt with in a timely and efficient way.</li> <li>• The Register is properly maintained in accordance with Sections 3, 8 and 9 of the Act.</li> </ul>	Key statistics and trends reported to the Board either six-monthly or annually according to the category of information.	An increase in timely and accurate information being changed by the architect concerned, leading to an enhanced public Register.
4. Increase the use of online registration.	<ul style="list-style-type: none"> <li>• Consumers have access to a reliable and accurate Register, listing the names of qualified architects.</li> <li>• Applications for registration are dealt with more quickly; applicants can access the status of their application online.</li> <li>• 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.</li> </ul>	Six-monthly report to the Board on the success of the online system.	An enhanced and streamlined application process which allows applicants to track the progress of their application through to completion.

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5. Implement new assessment of equivalence to ARB's criteria through the prescribed examination route.	<ul style="list-style-type: none"> <li>• Consumers have access to a reliable Register, consisting only of those who are entitled to use the title "architect".</li> <li>• Architects receive an efficient and cost-effective registration service.</li> <li>• Sections 4 and 5 of the Act require ARB to register architects.</li> </ul>	Six-monthly reports to the Board on statistics, trends, quality reviews and delivery against performance indicators.	Improvement to annual pass rate due to enhanced guidance and assistance. Positive feedback from examiners and applicants.
<b>Maintaining the qualifications of architects – core work</b>			
6. 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.	<ul style="list-style-type: none"> <li>• Consumers can be confident that the qualifications held by architects are of a consistent standard.</li> <li>• Students can be confident that their qualifications meet ARB's criteria, and architects can be confident that standards are being maintained.</li> <li>• Section 4 (1) (a) of the Act is met as ARB prescribes qualifications.</li> </ul>	Departmental Annual Report.	<ul style="list-style-type: none"> <li>• Prescription applications are dealt with within the timeframes set out in the Procedures for Prescription.</li> <li>• Annual monitoring submissions are processed and forwarded to the Prescription Committee within the deadlines identified in departmental performance indicators.</li> </ul>
7. To maintain a high quality service for those: <ul style="list-style-type: none"> <li>a. seeking prescription/ seeking to renew prescription;</li> <li>b. attending university liaison sessions; and</li> <li>c. notifying qualifications for listing under the Mutual Recognition of Professional Qualifications Directive.</li> </ul>	<ul style="list-style-type: none"> <li>• Consumers can be confident that the qualifications held by architects are of a consistent standard.</li> <li>• 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.</li> <li>• Section 4 (1) (a) of the Act is met as ARB prescribes qualifications.</li> </ul>	Departmental Annual Report or report against the Business Plan 2012.	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: <ul style="list-style-type: none"> <li>• planning meetings;</li> <li>• feedback sessions;</li> <li>• university liaison sessions;</li> <li>• regular liaison meetings with stakeholders;</li> <li>• the online student manual and attendance at relevant conferences/ forums.</li> </ul>

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<p>8. 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"> <li>advising and supporting institutions which are required to notify qualifications to the European Commission;</li> <li>ensuring that the UK's qualifications are progressed through the notification and listing processes;</li> <li>considering European qualifications which have been notified for listing; and</li> <li>liaison with members of the Architecture Sub-Group, ENACA and other European Networks.</li> </ol>	<ul style="list-style-type: none"> <li>Consumers can be confident in the process which safeguards the criteria that architects must meet to gain their qualifications.</li> <li>This work supports the smooth passage of UK architectural qualifications onto the European list, facilitating the mobility of UK architects within other member states.</li> <li>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.</li> </ul>	<p>Departmental Annual Report</p>	<ul style="list-style-type: none"> <li>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;</li> <li>EEA qualifications are considered within the timeframes set out within the Commission's Notification Procedures;</li> <li>Institutions required to fully notify qualifications receive a planning meeting in line with departmental performance indicators; and</li> <li>regular attendance at Architecture Sub-Group meetings and other relevant forums.</li> </ul> <p>Development of online guidance and best practice for institutions seeking to list their qualification(s).</p>
<p>9. Continue to embed the revised Criteria and Procedures for the Prescription of Qualifications.</p>	<ul style="list-style-type: none"> <li>Consumers can be confident that the qualifications held by architects are of a consistent standard.</li> <li>Students can be confident that their qualifications meet ARB's Criteria, and architects can be confident that standards are being maintained.</li> <li>Section 4 (1) (a) of the Act is met as ARB prescribes qualifications.</li> </ul>	<p>Report against the Business Plan 2012.</p>	<p>The revised Criteria and Procedures are fully operational and understood by the Institutions offering ARB-prescribed qualifications/seeking prescription for their qualifications.</p>
<p>10. Consolidate the implementation of the integrated prescription process with the European Notification process.</p>	<ul style="list-style-type: none"> <li>Consumers can be confident that architects have received a consistent standard of qualification.</li> <li>Students can be confident that their qualifications meet ARB's Criteria, and architects can be confident that standards are being maintained.</li> <li>Section 4 (1) (a) of the Act is met as ARB prescribes qualifications.</li> </ul>	<p>Report against the Business Plan 2012.</p>	<p>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.</p>

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<b>Maintaining the qualifications of architects – development work</b>			
11. Continue work to 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"> <li>Consumers can be confident that the qualifications held by architects are of a consistent standard.</li> <li>Students can be confident that their qualifications meet ARB's criteria, and architects can be confident that standards are being maintained.</li> <li>Section 4 (1) (a) of the Act is met as ARB prescribes qualifications.</li> </ul>	Departmental Annual Report/report against the Business Plan 2012.	ARB has reviewed its policy in this area and explored the possibilities of developing a process to deal with UK qualifications offered at institutions based outside the UK/prescription of qualifications offered by overseas institutions.
12. Review and develop the records management facilities for ARB's prescribed qualifications.	<ul style="list-style-type: none"> <li>Consumers can be confident in the process which safeguards the criteria that architects must meet to gain their qualifications.</li> <li>This work supports the smooth passage of UK architectural qualifications onto the European list, facilitating the mobility of UK architects within other member states.</li> <li>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.</li> </ul>	Departmental Annual Report/report against the Business Plan 2012.	ARB has effective and up-to-date record management facilities.
13. Ensure that the routes to registration are appropriate and fit for purpose.	<ul style="list-style-type: none"> <li>Consumers have access to a reliable Register, consisting only of those who are entitled to use the title 'architect'.</li> <li>Architects receive an efficient and cost-effective registration service.</li> <li>Sections 4 and 5 of the Act require ARB to register Architects</li> </ul>	Report against the Business Plan 2012 and reports where changes considered necessary.	ARB has up- to-date and efficient routes to registration.
14. Assess the outcomes of the European Commission's review of the Qualifications Directive and prepare for legislative and procedural changes which result from the revised Directive.	<ul style="list-style-type: none"> <li>Consumers have access to a reliable Register, consisting only of those who are entitled to use the title "architect".</li> <li>Architects receive an efficient and cost-effective registration service.</li> <li>Sections 4 and 5 of the Act require ARB to register architects.</li> </ul>	Report against the Business Plan. The Board will be regularly advised of any necessary changes in legislation/procedures.	ARB is prepared to implement the changes set out in the revised Directive.

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<b>Maintaining the standards of conduct and practice of architects – core work</b>			
15. 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), and any Third Party Reviews, in accordance with specified performance targets.	<ul style="list-style-type: none"> <li>• Consumers can be confident that complaints about architects will be dealt with fairly and impartially.</li> <li>• 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.</li> <li>• Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence.</li> </ul>	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).
16. Manage the process of referring cases to the Professional Conduct Committee(PCC) and provide efficient and effective administrative support to the PCC.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence.</li> </ul>	Annual Report from the Chair of the Professional Conduct Committee.	<p>To be measured quantitatively against the set performance indicators, and qualitatively against the number of judicial reviews and appeals based on procedure.</p> <p>PCC appraisals introduced, along with a greater level of reporting to the Board.</p> <p>Feedback from the PCC, particularly the Chair.</p>
17. Investigate instances of misuse of title.	<ul style="list-style-type: none"> <li>• 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</li> </ul>	Six-monthly reports to the Board 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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	competence. <ul style="list-style-type: none"> <li>The reputation of architects is protected and their status enhanced.</li> <li>Section 20 of the Act makes it a criminal offence to use the title “architect” in business or practice when not registered with ARB.</li> </ul>		
<b>Maintaining the standards of conduct and practice of architects – developmental work</b>			
18. Review the appointment of all the Board’s solicitors and reappoint or make new appointments.	<ul style="list-style-type: none"> <li>Consumers can be confident that complaints about architects are brought to the Professional Conduct Committee efficiently</li> <li>Architects can be confident that cases brought to the PCC are brought effectively and economically</li> <li>Under section 14 of the Act, reports must be prepared for the PCC</li> </ul>	Report to the Board via the Registrar’s report	Panel (or one) solicitors appointed to undertake Professional Conduct Committee work by the year end.
19. Review the effectiveness of the Investigations Committee arrangements.	<ul style="list-style-type: none"> <li>Consumers can be confident that complaints about architects will be dealt with fairly and impartially.</li> <li>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.</li> <li>Under Section 14 of the Act, ARB must investigate allegations of unacceptable professional conduct and serious professional incompetence.</li> </ul>	Any proposals for a change to the arrangements of the Investigations Committee will be put to the Board.	Report produced on the effectiveness of the Investigations Committee and whether it needs to be expanded or changed in order to achieve desired results.

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<b>Assist the public to make informed choices – core work</b>			
20. 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"> <li>• Consumers are educated to make an informed choice when they engage someone to undertake their building project.</li> <li>• The reputation and title of architects is protected, and their status enhanced.</li> <li>• 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.</li> </ul>	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 members of the public looking to engage an architect.
21. Maintain relationships with listing directories to stress the benefits to them of protecting the integrity of their data.	<ul style="list-style-type: none"> <li>• Consumers are educated to make an informed choice when they engage someone to undertake their building project.</li> <li>• The reputation and title of architects is protected, and their status enhanced.</li> <li>• 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.</li> </ul>	Six-monthly report on outcome of misuse of title complaints.	Directories remove incorrect entries upon request.
22. 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.	<ul style="list-style-type: none"> <li>• Keeping informed, adopting good practice, and contributing to current and future issues will help to increase consumer confidence in the architects’ profession.</li> <li>• 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.</li> <li>• Being informed and providing information will ensure that ARB is able to deliver the</li> </ul>	Annual report against the Business Plan/Registrar’s Reports.	<ul style="list-style-type: none"> <li>• 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"> <li>• planning meetings;</li> <li>• European meetings and forums;</li> <li>• feedback sessions;</li> <li>• university liaison sessions;</li> </ul> </li> </ul>

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	Act effectively, and be ready for change where necessary.		<ul style="list-style-type: none"> <li>• regular liaison meetings with stakeholders;</li> <li>• the online student manual, and attendance at relevant UK conferences/forums;</li> <li>• ARB is a well-informed participant in the forums of which it is a member;</li> <li>• feedback from stakeholders at both national and European level demonstrates ARB's effective involvement.</li> </ul>
<b>Corporate and Finance – core work</b>			
23. 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.	<ul style="list-style-type: none"> <li>• Keeping informed, adopting good practice, and contributing to current and future issues will help to increase consumer confidence in the architects' profession.</li> <li>• 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.</li> <li>• Being informed and providing information will ensure that ARB is able to deliver the Act effectively, and be ready for change where necessary.</li> </ul>	Annual Report against the Business Plan.	ARB is informed about Government expectations in order that they can be considered in policy making.
24. Deliver the smooth running of the Board and its Committees.	<ul style="list-style-type: none"> <li>• Sound decision-making, strategic direction and oversight by a smooth-running Board will help to strengthen consumer confidence.</li> <li>• 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.</li> <li>• A smooth-running Board will deliver the Act in its totality more effectively.</li> </ul>	Annual Report against the Business Plan	Annual feedback from Board demonstrates that the Board and its Committees have delivered effectively throughout the year.

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25. Run the 2012 election.	<ul style="list-style-type: none"> <li>• Consumers can be confident in the integrity of the election process.</li> <li>• Architects can be confident in the integrity of the election process.</li> <li>• 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.</li> </ul>	Board reports and announcements from the Returning Officer.	<p>Seven architects are elected to serve on the Board.</p> <p>The election process is run smoothly.</p>
26. Manage the production of ARB's Annual Report.	<ul style="list-style-type: none"> <li>• The Annual Report is a tool for alerting stakeholders to the value of using an architect and the need to check the Register.</li> <li>• Architects are informed about ARB's work and performance in the year under review in a cost-effective way.</li> <li>• Producing an annual report assists in keeping stakeholders and partners informed about how ARB is delivering the Act.</li> </ul>	Report noted by the Board prior to issue.	Management information provided post-publication demonstrates an increase in numbers of those reading the annual report.
27. Ensure compliance where appropriate with Financial Reporting Manual (FRM) and the Framework agreement.	<ul style="list-style-type: none"> <li>• Consumers can be confident that ARB's finances are managed effectively.</li> <li>• Architects can be confident that ARB's finances are managed effectively.</li> <li>• Compliance with the Framework Agreement assists ARB to demonstrate delivery of the Architects Act.</li> </ul>	<p>Report to the Board on the Framework Agreement.</p> <p>Board to agree audited accounts.</p>	ARB and DCLG meet their respective roles within the Framework Agreement.
28. Embed procedures established under revised General Rules. Assess impact of changes.	<ul style="list-style-type: none"> <li>• Consumers can be confident that ARB's procedures meet good practice as the General Rules are updated.</li> <li>• Architects can be confident that ARB's procedures meet good practice as the General Rules are updated.</li> <li>• The General Rules will reflect the terms of the Act.</li> </ul>	Report against the Business Plan 2012.	<p>Board and Committees working effectively after procedural changes.</p> <p>Fee collection procedure established under new timescale and communicated to architects.</p> <p>Assess impact late 2012/early 2013.</p>

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29. Budget and fee setting process, delivery of the Business Plan within budget.	<ul style="list-style-type: none"> <li>• A concisely set budget ensures that appropriate resources are in place to support delivery of an effective service to consumers.</li> <li>• Architects are assured that the Board offers value for money in delivering a concise and prudent budget.</li> <li>• Management accounts will be presented at each open session of Board meetings to demonstrate progress against the budget.</li> </ul>	<p>The budget will be discussed at an informal meeting and will then be agreed by the Board.</p> <p>Delivery within budget is monitored through the Management Accounts considered regularly by the Board.</p>	Transparent fee-setting process by the Board, and activities delivered within budget.
30. Reviewing and negotiating insurance arrangements.	<ul style="list-style-type: none"> <li>• As a public body, consumers can be confident that ARB has appropriate insurance policies in place.</li> <li>• Architects can be assured that the Board has secured appropriate insurance cover that allows it to deliver its functions should an insurable event arise.</li> <li>• Insurance arrangements support ARB in the delivery of a number of statutory functions.</li> </ul>	Annual report against the Business Plan.	Risks to the organisation are minimised.
31. Reviewing and negotiating contracts.	<ul style="list-style-type: none"> <li>• In procuring the services of contractors, ARB will ensure that consumer interests are taken fully into account, in line with government guidelines.</li> <li>• 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.</li> <li>• Continuous reviews of quality and value for money offered by contractors underpin the effective delivery of the Act.</li> </ul>	Annual report against the Business Plan.	Best value for money is obtained.
32. Reviewing and testing ARB's risk management strategy for effectiveness.	<ul style="list-style-type: none"> <li>• Consumer protection is assured through appropriate safeguards being established.</li> <li>• Architects can be confident that ARB has appropriate safeguards in place to enhance their reputation.</li> <li>• Appropriate risk management underpins effective delivery of the Act.</li> </ul>	Risk Register reviewed twice a year by the Board. Risk management strategy reviewed by the Board annually.	Significant reputational and financial damage to ARB is avoided.

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33. 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"> <li>Consumers can be assured that all services and provisions are delivered in compliance with the relevant legislation.</li> <li>Architects can be assured that all services and provisions are delivered in compliance with the relevant legislation.</li> <li>Legal requirement to adhere to UK legislation in addition to the Act.</li> </ul>	Annual report against the Business Plan.	Legislation and best practice adhered to. No adverse Health and Safety Reports or occurrences.
34. Strategy and management of ARB's technology and communication tools.	<ul style="list-style-type: none"> <li>Consumers are offered a streamlined, smooth experience when dealing with ARB.</li> <li>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.</li> <li>Systems and structures in place that allow ARB to deliver its statutory responsibilities under the Act.</li> </ul>	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.
35. Continue to deliver the public sector equality duty as set out in the Equality Scheme	<ul style="list-style-type: none"> <li>Consumers are protected from any form of discrimination or barriers to our services.</li> <li>Any barriers in ARB's policies and procedures either for architectural students or architects on the Register will be recognised and removed.</li> <li>ARB will fulfil its obligations as a public body under the equality legislation.</li> </ul>	Annual report on progress is made to the Board.	ARB's approach is proportionate and complies with the public sector equality duty.
36. Timely and appropriate sharing of ARB's expertise with other bodies.	<ul style="list-style-type: none"> <li>Consumers benefit from ARB's growing knowledge and experience of good practice, which translates into delivering a higher level of service.</li> <li>Architects benefit from a Board which has an understanding of the environment and climate in which the profession works.</li> <li>Collaborative working will enhance ARB's delivery of all of its statutory functions.</li> </ul>	Annual report against the Business Plan.	Other organisations seek ARB's views on working practices and procedures.

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37. Continue to enhance the website so that it remains up-to-date and relevant, particularly those areas of “self-service” for architects.	<ul style="list-style-type: none"> <li>• An accessible and up-to-date website is a valuable source of reference and information for consumers.</li> <li>• An online, searchable register means that access to a genuine, qualified professional is just a few clicks away.</li> <li>• 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.</li> </ul>	Annual report against the Business Plan.	The number of architects updating their own details/paying fees/registering online increases, and less time is spent within the office on routine administrative tasks, using 2011 figures as comparators.
38. Conclude the introduction of written procedures and document control across ARB's work.	<ul style="list-style-type: none"> <li>• Written procedures help to deliver a consistent service to consumers.</li> <li>• Written procedures help to deliver a consistent service to architects.</li> <li>• ARB's documents specified under the Act are published and accessible.</li> </ul>	Annual Report against the Business Plan.	ARB's published and internal documents are easily controlled, and publication on the website is simplified and reliable. Written procedures assist succession planning and delivery during staff absence.
39. Review and implement ARB's strategy for 2012-2015	<ul style="list-style-type: none"> <li>• ARB's strategy influences every area of ARB's work and determines ARB's key overarching aims.</li> </ul>	ARB's strategy will be determined by the Board.	ARB's strategy policy provides direction for the organisation and the Business Plan 2013 will be developed to reflect the strategy. ARB will publish its strategy on the website.
<b>Corporate and Finance – developmental work</b>			
40. Continue ARB's work to consistently improve systems and efficiency, particularly through feedback from users of ARB's services and performance indicators.	<ul style="list-style-type: none"> <li>• ARB provides a responsive and efficient service to consumers.</li> <li>• ARB provides a responsive and efficient service to architects.</li> <li>• ARB delivers the Act in the most efficient way.</li> </ul>	Annual Report against the Business Plan and enhanced six-monthly reporting of performance indicators.	ARB continues to streamline its services, making savings whilst enhancing service.
41. Conduct an external staff engagement and remuneration survey to establish morale levels amongst staff, and take any appropriate action.	<ul style="list-style-type: none"> <li>• Consumers who contact ARB benefit from dealing with a committed, professional and fully-engaged staff team.</li> <li>• Architects who contact ARB benefit from dealing with a committed, professional and fully-engaged staff team</li> <li>• Staff have a clear understanding of ARB's</li> </ul>	Paper to Remuneration Committee for noting outcome of survey.	Staff morale, engagement and satisfaction levels compare to last interim and full survey. Levels improved overall.

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	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.		
42. Induction programme planned and delivered for new Board members.	<ul style="list-style-type: none"> <li>• Consumers can continue to have confidence that the Board has the necessary knowledge and expertise to deliver its responsibilities under the Act.</li> <li>• Architects can be confident that decisions will be taken by a fully effective and knowledgeable Board.</li> <li>• The Board continues to discharge its duties and responsibilities under the Act as a corporate and united Board.</li> </ul>	Registrar to report to the Board when induction completed.	New Board members absorb the corporate ethos of the Board and the Board continues to deliver at a high level.
43. Review the current framework for the payment of an attendance allowance to Board members, Committee members, panel members and advisers as to whether this structure and level remains right for ARB.	<ul style="list-style-type: none"> <li>• Consumers can be confident that ARB's Board and Committee posts are open to all and are effectively remunerated to attract suitable applicants.</li> <li>• Architects can be confident that ARB's Board and Committee posts are open to all and are effectively remunerated to attract suitable applicants.</li> <li>• Ensuring that ARB can attract suitable and diverse Board and Committee members through appropriate attendance allowance payments assists ARB in delivering the Architects Act.</li> </ul>	The Board determines the attendance allowance annually for Board and Committee members.	The review will either confirm the suitability of ARB's current arrangements or propose suitable alternatives, whilst keeping in mind any cost implications.

**Key:**

- DCLG Department of Communities and Local Government
- EEA European Economic Area
- ENACA European Network of Architectural Competent Authorities
- FReM Financial Reporting Manual
- IC Investigations Committee
- PCC Professional Conduct Committee