

Annex B Business Plan Items		July	Aug	Sep	Oct	Nov	Dec	Jan(2018)	Feb	Mar	Apr	May	June	July	Notes	
<b>SECTION A - Maintaining the Quality of and Access to the Register</b>																
<b>1</b>	<b>Improve the Accuracy of the Register</b>															
	Further increase the use by registrants of online tools for updating details														Work planned throughout 2017	
	Undertake an accuracy and quality review of the Register database														Work planned throughout 2017	
	Implement email and telephone verification software across all self-service registration systems														Work planned throughout 2017	
<b>2</b>	<b>Continue to enhance online registration system, including further development of internal office systems</b>															
	Continue to develop streamlined back office systems to support the online registration tool															Ongoing efficiencies to be delivered
	Gather feedback from users and potential users of the system and make appropriate amendments to the system														Amendments planned to improve system/self service offer	
	Explore Plain English accreditation for the information provided in the system														Deferred project to 2018	
<b>3</b>	<b>Provide an efficient and effective service to all enquirers</b>															
	Develop a more robust system for handling incoming email, capable of providing management information															
<b>4</b>	<b>Undertake a fundamental review of the routes to registration</b>															
	Explore whether current arrangements remain fit for purpose and reflect current best practice														<b>ON HOLD</b>	Linked Periodic Review recommendations 13, 14, 15
	Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level														<b>ON HOLD</b>	
	Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence														<b>ON HOLD</b>	
	Possible Review of Criteria															
	Possible Review of Prescription Procedures															
<b>SECTION B - Maintaining the Qualifications of Architects</b>																
<b>1</b>	<b>To have improved engagement 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</b>															
	To improve the promotion of the availability of the following services and to meet all reasonable requests for: feedback sessions; planning meetings; university liaison sessions; regular engagement and liaison meetings with stakeholders; speaking at relevant conferences/forums; providing support for those seeking to list qualifications in Europe; to improve and develop areas of ARB's website relating to prescribed qualifications/the student handbook as well as keeping them up to date														<b>CORE WORK</b>	
<b>2</b>	<b>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.</b>															
	Continue to embed the European Commission's revised process for the notification of qualifications within ARB's procedures														<b>CORE WORK</b>	
	Ensure that the European Commission's deadlines for considering notifications are met on every occasion														<b>CORE WORK</b>	
<b>SECTION C - Maintaining the Standards of Conduct and Practice of Architects</b>																
<b>1</b>	<b>Ensure efficient processes which are fair to all in all aspects of complaints handling</b>															
	Review and improve all literature guidance to ensure they remain compliant with Best Practice														Forms part of the S14 review	
	Integrate online complaints tool with ARB's internal investigations portal															
	Develop and increase the use of online feedback															

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<b>2</b>	<b>Ensure the investigations process is running smoothly and offers a fair process to all</b>															
	Ensure that the Investigations Panel and Professional Conduct Committee are adequately resourced and training in best practice. The Investigations Oversight Committee is provided with appropriate information and maintains strategic overview of ARB's investigation processes.	← . . . . . CORE WORK . . . . . →														
	Outdated Professional Standards database and IT system are replaced by a fit for purpose system (major IT development on hold until S14 review has been completed)														Development will commence on completion of S14 review	
<b>3</b>	<b>Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence</b>															
	Seek views from all stakeholders as to how ARB's disciplinary regime might be improved	← →														Section 16 Review
	Draft new rules and acquire Board approval for changes where appropriate															
	Undertake three month formal consultation on proposed changes															
	Publish new rules; provide training as necessary to those who deliver a service on behalf of ARB															
	Ensure that guidance and standard correspondence is updated to reflect changes to procedures															
<b>4</b>	<b>Appoint new Investigations Pool members</b>															
	Undertake an open and fair recruitment exercise to appoint architect and lay members of the Investigations Pool	← → COMPLETE →														
	Ensure that the appointments process adequately fulfils the skills balance required on the Pool	← → COMPLETE →														
	Provide induction and training to new members as appropriate	← → COMPLETE →														
<b>SECTION D - Raising Public Awareness of the Register and Helping Users and Potential Users of Architects' Services to Make Informed Choices</b>																
<b>1</b>	<b>Raise public awareness of the standards expected of architects</b>															
	Ensure that the Code is embedded within all of the key communication documents published by ARB	← . . . . . CORE WORK . . . . . →														
	Publish articles throughout the year highlighting the benefits of using a registered professional	← . . . . . CORE WORK . . . . . →														
	Establish an internal task and finish group to explore ways in which public awareness can be raised, including establishing links with other organisations; reviewing the material we publish; our attendance at consumer shows; and how our impact and reach in this area can be maximised	← →														Group established, work in progress
<b>2</b>	<b>Uphold the value of the Register by increasing its use</b>															
	Continue to increase awareness of the Register through online platforms	← . . . . . CORE WORK . . . . . →														
	Develop a strategic communications plan to keep the Register topical and in the public arena	← → COMPLETE →														Plan in place, will need amendments
	Develop relationships/partnerships with relevant organisations/groups to raise awareness of the Register through Advocacy	← →														Plan in place for 2017, core work
	Review the misuse of the Board's title policy and approach														Deferred for 2017	
	Raise awareness of the purpose of prosecutions so that potential offenders are deterred and the public is informed	← . . . . . CORE WORK . . . . . →														
	Use all legal options available to deal with serious/repeat misusers of the title of architect	← . . . . . CORE WORK . . . . . →														
<b>3</b>	<b>Encourage architects to promote their registered status to increase their awareness and value of the Register</b>															
	Explain to registrants the value of referring to their registered status	← . . . . . CORE WORK . . . . . →														Core work with dedicated actions
	Expand the Registrant's services secure area so that architects can have access to their details and embedded logo information in an attempt to further enhance public awareness of the Register	← →														Some work undertaken. Further work to complete.
	Increase links to the ARB Register via websites	← . . . . . CORE WORK . . . . . →														
	Establish an internal task and finish group to review registrants' services and registrants' pages on the website	← →														Work planned before 2018 retention fee process

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Introduce an electronic 'welcome pack' for new registrants															
<b>SECTION E - Corporate Functions</b>															
<b>1 Continue to embed the requirement of the revised Professional Qualifications Directive (PQD)</b>															
Continue to consider the outcome of the PQD legislative changes and determine whether any further changes may need to be made to appropriate ARB policies, requirements and documents					<b>CORE WORK</b>										
Take legal advice and advice from DCLG and BEIS where necessary					<b>CORE WORK</b>										
Analyse and cost any necessary system changes for 2018 budget					<b>CORE WORK</b>										
Engage in discussions with stakeholders and ensure understanding of the changes					<b>CORE WORK</b>										
Ensure information is readily available					<b>CORE WORK</b>										
<b>2 Engage with the European Commission's review of the Professional Qualifications Directive</b>															
Continue to attend and engage with our European Stakeholders, e.g. ACE; ENACA					<b>CORE WORK</b>										
Continue to liaise with Government Departments, e.g., DCLG and BEIS					<b>CORE WORK</b>										
Consider the implications of any potential changes to the Directive					<b>CORE WORK</b>										
Ensure information is readily available to stakeholders					<b>CORE WORK</b>										
<b>3 Managing Risk</b>															
Audit Committee regularly reports to the Board		Report to the Board		Report to the Board		Report to the Board			Report to the Board			Report to the Board		Report to the Board	Reporting to Board as illustrated
Internal audit function appropriately resourced and monitored					<b>CORE WORK</b>									Plan in place for 2017, plan will need to be developed for 2018	
Maintain reporting cycle of risk register and risk strategy from staff to Board level		Report to the Board		Report to the Board		Report to the Board			Report to the Board			Report to the Board		Report to the Board	Reporting to Board as illustrated
Monitor delivery against performance indicators (bi-annual), the Business Plan (annual), ARB's purpose and objectives (annual)		Performance Report		Business Plan & Purpose and Objectives					Performance Report and Business Plan Report					Performance	Reporting to Board as illustrated
Ensure adequate reserves are maintained through review of reserves policy and maintenance to the policy minimum				Board Decision											Policy to be reviewed September 2017
Effectiveness reviews of policies to be considered in 2017					<b>CORE WORK</b>									Ongoing programme of operational reviews	
Monitor the outcome of legal challenges for areas of improvement and trends, particularly where there may be a financial or reputational risk					<b>CORE WORK</b>									Ongoing programme of operational reviews	
Consider implications and risk of any changes as consequence of Periodic Review					<b>COMPLETE</b>									Risks built in Risk Register, project plan in place	
Continue to develop awareness among the staff team of the risks which which could impact on ARB's work internally					<b>CORE WORK</b>									Ongoing requirement	
<b>4 Maintain adequate and appropriately skilled staffing levels that are utilised effectively</b>															
Ensure sufficient staff resources are maintained to deliver statutory functions and the 2017 Business Plan in line with the Board's priorities					<b>CORE WORK</b>									Ongoing need to review resource needs	
Maintain staff development budget and encourage flexible working, and interaction with outside organisations to further enhance knowledge, skills and engagement					<b>CORE WORK</b>									Continuous need to review resource needs	
Continue to cultivate an environment that supports engagement and encourages team members to reach their full potential					<b>CORE WORK</b>									Continuous engagement programme internally and externally	
Ensure that pay and reward is competitive and attracts and retains high calibre staff					<b>CORE WORK</b>									Continuous engagement programme internally and externally	
Continue to build on ARB's people strategy and key succession planning policy					<b>CORE WORK</b>									Continuous engagement programme internally and externally	
Introduce online expenses system															Efficiencies to be realised

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Replace Human Resources software															Efficiencies to be realised
<b>5</b>		<b>Deliver the recommendations resulting from the Periodic Review and maintain Government and Stakeholder confidence</b>													
Respond to the outcome of review and develop an implementation plan, if appropriate		See Section B													Separate plan for implementation
Ensure there are sufficient resources in place to delivery relevant outcomes		See Section B													Separate plan for implementation
<b>6</b>		<b>Efficient Financial Management</b>													
Clear budget setting process agreed and understood by the Board		Budget briefing		Budget Agreement											
Regular monitoring of outcomes against budget, along with forward planning, horizon scanning and early warning alert mechanism of variances to the Board				Management Accounts		Management Accounts			Verbal Budget Update				Financial State-ments	Management Accounts	
Alignment of budget to Business Plan, including capital expenditure projects				Management Accounts		Management Accounts			Verbal Budget Update				Financial State-ments	Management Accounts	Reported as part of the management accounts
Provide 3 year forecasts to capture longer term financial obligations		Budget briefing		Budget setting										Budget Briefing	
Develop a property strategy															Project underway/linked to Periodic Review Recommendation 17
Annually review the Boards Investment Strategy and the Investment and Management arrangement							Board Paper								
<b>7</b>		<b>Compliance with legal obligations</b>													
Health and Safety															
Employment requirements															
Data handling															
PAYE															
<b>8</b>		<b>IT Strategy</b>													
Keep under regular review the strategic IT development plan, maximising digital and self-service opportunities															Capital expenditure indentified as part of the budget setting process
Understand the ongoing needs and vision for the organisation, including a strategy on continuous improvement and efficiency savings through the use of technology															Once identified feeds into work programme for following year
Increase the use of the organisation's website and online tools															Once identified feeds into work programme for following year
Explore the possibilities and implications involved in moving ARB's Board and Committee papers on-line															Work planned Q4 of 2017
<b>9</b>		<b>Explore and take up opportunities to work with stakeholders and partners</b>													
Actively seek opportunities for working with a wider range of stakeholders															
Build partnerships with others to influence the regulation of architects to protect consumers															
<b>10</b>		<b>Respond to, and advise on European legislation that affects the regulation of architects</b>													
Monitor EU legislation in terms of ARB's objectives/statutory functions															We will continue to monitor legislation changes and provide information as appropriate
Consumer Directive															
Services Directive															
ADR Directive															
Data Protection															
Implement a communications plan to ensure architects are informed															
<b>11</b>		<b>To continue to improve governance arrangements within the organisation and ensure that they are aligned with best practice</b>													
Undertake a Board and Committee effectiveness review, and implement any actions from the previous year's review					Undertake Survey				Report to the Board						Possible defer to 2018

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Ensure the Board has sufficient, evidence based, timely information, on which to make informed decisions		← . . . . . CORE WORK . . . . . →													
Be alert to best practice in the arena of governance and recommendations on how to continually improve		← . . . . . CORE WORK . . . . . →													
Ensure Board membership continues to comply with the requirements of the Act; induct new Board members as appropriate											←————→				Dependent on Board composition changes
Conclude the review of the ARB/DCLG Framework agreement				←————→											DCLG wish to undertake a review of the agreement in Q4 of 2017
Conclude the review of the Board's Code of Practice		←————→ COMPLETE —————→													Possible further amendmens required dependent on review
Reivew the Board appraisal process											←————→				Defer for 2017 to 2018
Review the Board's General Rules		←————→													Work underway, changes will need to be made to support governance changes
<b>12 Continue to review, develop and implement our equality and diversity action plan</b>															
Review and amend the plan as required taking into consideration best practice in this area including moving to an inclusion policy		←————→													
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															
Undertake a project to consider how to make consultations more accessible							←————→								Defer to 2018
Review and ensure that ARB is collecting appropriate and relevant data		←————→													
Ongoing training for staff, Board and those who assist delivery of the organisation objectives				←————→											Training planned for staff, Investigations panel for 2017
<b>13 Manage ARB's reputation to ensure there is public confidence in the regulation of architects</b>															
Raise the profile of ARB's role, in order to communicate the role of regulation		← . . . . . CORE WORK . . . . . →													
Strengthen our relationships in the regulation and consumer sectors		← . . . . . CORE WORK . . . . . →													
Gather feedback from those that use our services, to ensure we are offering relevant and accessible services in a way which adds value		← . . . . . CORE WORK . . . . . →													
Deliver a communication plan which raises awareness of the role of ARB, in particular the public Register of Architects		← . . . . . CORE WORK . . . . . →													
Communicate the value of using a registered architect to enhance public/consumer/client understanding		← . . . . . CORE WORK . . . . . →													
Attend relevant consumer events to raise awareness of ARB's role and the public Register, through exhibiting and speaking opportunities		← . . . . . CORE WORK . . . . . →													
<b>14 To respond to the Government's advice and guidance regarding the UK's departure from the EU</b>															
Provide Government with information as requested on the current regulatory regime, facts and figures		← . . . . . CORE WORK . . . . . →													
Respond to the advice and guidance provided by the DCLG regarding any proposed changes to ARB's role and responsibilities		← . . . . . CORE WORK . . . . . →													
To ensure any changes to legislation are enacted with minimal disruption to ARB's work		←————→ YET TO COMMENCE —————→													
To ensure that the profession and the public are kept up to date with how the UK's departure from the EU will affect ARB's core activities and function through communications, and website FAQs		← . . . . . CORE WORK . . . . . →													
To liaise with other EU competent authorities as and when appropriate.		←————→ YET TO COMMENCE —————→													



