



Subject Increase to Staff Headcount
Purpose For Decision
From Registrar and Chief Executive

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1. Summary

To request Board agreement to an increase in the staff headcount.

2. Recommendations

It is recommended that the Board:

- i. Agrees to increase in headcount from 23 fulltime equivalent posts to 25 fulltime equivalent posts with immediate effect.
- ii. Agrees the increase to the staff budget by £40K for 2017, which will be taken from the surplus income forecast for 2017 (the total ongoing annual cost will be £93K).

3. Open Session

4. Contribution to the Board's Purpose and Objectives

In delivering the Act, ARB's objectives are:

Protect the users and potential users of architects' services, and supporting architects through regulation.

Having these posts will ensure that ARB has sufficient staff resources to deliver its increasing core-work and the additional pieces of work arising from the DCLG's Periodic Review, and the resilience to deal with unknown elements such as the consequences of Brexit.

It will further allow ARB to commit appropriate resource to raising awareness of the Register of Architects, one of its strategic objectives.

5. Background

- i. At the last Board meeting and as part of the Board development day, we discussed the resource needs, in relation to the demand for our services and the challenges facing the organisation over the coming months and years.
- ii. Under the Scheme of Decision making the responsibility for the appointment of staff lies with the Registrar; however only the Board has the power to approve requests for new posts within the organisation.

- iii. The Registrar and the management team have reviewed the current resource needs of the organisation and have concluded that further resources are needed to ensure it has the resilience and capacity required to deliver the challenging agenda ahead.
- iv. In determining what additional resources are required, a review of all areas of the business has been undertaken, taking in to consideration the demands currently being placed on each area of the organisation, along with what we anticipate being the demand for the services of each particular area.

As a result of that review, we are recommending

- An increase in permanent headcount from 23 members of staff to 25 members of staff
 - An increase in the staff budget of £40K for 2017, which includes £9k for IT set up and recruitment costs.
- v. If the additional headcount is agreed, we will be increasing the size of the Qualifications team with the introduction of a Qualifications Manager. The introduction of this role will not only further increase the knowledge and skills within the Qualifications department, but also provide the time required by the Head of Qualifications and Governance to focus on the governance side of her role.
 - vi. We will also be employing a further administrator. The individual will be able to assist throughout the organisation at various times of need, building further resilience and supporting ARB's approach to flexible working. The creation of the additional role will provide the further resources to deal with core work and provide a flexible resource to support the delivery of the organisation's Business Plan and Priorities for 2017-2020.

As the core workload has grown significantly in the area of title regulation, the additional administrator will be working initially in the Professional Standards team. This work is currently being delivered via temporary resources.

- vii. As an organisation we face a period of uncertainty, change, and an increased workload. Both posts will not only increase capacity to deliver projects such as the review of criteria and prescription procedures, preparation for Routes to Registration and the section 14 Review, but also future proof the organisation in terms of resilience and support succession planning, whilst continuing to ensure that team members are stretched and challenged in their roles at ARB. We will continue to assess the resource needs of the organisation, ensuring that when a position becomes vacant we assess the job specification and current resource requirements, offering permanent positions where appropriate, whilst utilising fixed term contracts if deemed more effective.
- viii. In addition to the increase in headcount, we will be using the funds already agreed for the Routes to Registration project and the Implementation of the Periodic Review to resource any short term resource needs.

Government expectations

- ix. The Board will be aware of the DCLG's expectations in relation to increases in headcount. The Registrar has discussed the request with DCLG who are of the opinion that it is within the Board's remit to manage staff costs and headcount independently but responsibly.

6. Resource implications

£40K will be required to fund the posts (salary and associated costs from September 2017), to be funded from the 2017 budget surplus, which is estimated to be £294K for 2017.

The ongoing annual costs to fund the additional posts will be £93K per year (£70K salaries, £23K, National Insurance, benefits and training for the two roles)

7. Risk Implications

Concerns surrounding the capacity, resilience and morale of staff members have been raised at Audit Committee meetings through the organisations Risk Register and through discussions at Board meetings. The additional posts will assist in mitigating the resource risks identified.

The risks associated with accepting the new roles are that there will be two additional permanent members of staff, albeit that one post is already resourced through temporary staffing. The Board will be aware that it recently increased the staff headcount by one at the start of 2017, so unless it is satisfied that there is a genuine business need for this post, the organisation could be criticised for its use of funds.

In the absence of establishing the new posts, the following risks would need to be considered:

- 1) The Head of Qualifications and Governance will have insufficient time to deal with the strategic elements required of the role, including the changes to the Board structure;
- 2) ARB will have insufficient resource to deal with individual investigations into the misuse of title whilst still committing time to providing strategic solutions to title regulation and awareness of the Register;
- 3) There remains only a fragile resilience to an unexpected upturn in core work and/or the loss of key personnel; and
- 4) The delivery of key projects and efficiencies will progress more slowly, as resources are spread wider.

8. Communication

The demands on ARB are growing, particularly in terms of the size of the Register, an ongoing increase in the number of institutions seeking prescription, and the number of major projects that must be delivered. ARB needs to be sufficiently staffed to be able to deliver its strategic objectives in the interests of the public and the profession.

9. Equality and Diversity Implications

There do not appear to be any direct Equality and Diversity implications relating to this

recommendation. ARB will however need to ensure that Equality and Diversity is considered at every step of the recruitment process and that reasonable adjustments will be offered to any candidate who requires them.

Equality and Diversity data will be collected from candidates applying for the posts. The posts will initially be advertised internally as per our standard policy; however if external recruitment is required we will discuss with our external human resources provider how we might reach a more diverse audience.

10. Further Actions

If the posts are approved we will seek to fill them as soon as possible.