



Interim Report on Delivery January to June 2017

Typically the management team monitors performance against the business plan at the mid-year point. This report is intended to provide the Board with an update regarding performance against the 2017 business plan after the first six months.

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

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

	Area of Work	Actions	Measures of Success	Mid Year Assessment
1.	Improve the accuracy of the Register	<p>Further increase the use by registrants of online tools for updating details.</p> <p>Undertake an accuracy and quality review of the Register database.</p> <p>Implement email and telephone verification software across all self-service registration systems.</p>	<p>A lower number of requests from registrants to update details manually.</p> <p>A lower number of invalid email addresses added on the Register, resulting in a reduced number of undeliverable communications to registrants.</p>	<p>EBulletins continue to contain registrants’ current contact details alongside requests for updated information. This continues to be an effective approach in encouraging self-service.</p> <p>We have added software to the database that highlights invalid email addresses added to the Registration database.</p>
2.	Continue to enhance online registration system, including further development of internal office systems	<p>Continue to develop streamlined back office systems to support the online registration tool.</p> <p>Gather feedback from users and potential users of the system and make appropriate amendments to the system.</p> <p>Explore Plain English accreditation for the information provided in the system.</p>	<p>Enhanced back office system leading to shorter application processing times.</p> <p>An increased understanding of how users view and use the system. Improved user journey if enhancements are made supported by higher satisfaction levels.</p> <p>Positive feedback that our communication is easily understood and system instructions are easy to follow.</p>	<p>Back office systems are being improved resulting in a drop in average processing times.</p> <p>Development of Software for storing pass lists electronically, to aid data management and speed up processing.</p> <p>A full review of the Registration web pages and online applications portal is underway to help reduce incomplete or incorrect Registration applications.</p> <p>Feedback has been sought from those joining the Register. 98% of responders were satisfied with the online application tool and 95% satisfied with the speed of the process.</p> <p>It is proposed to defer the possible implementation of Plain English accreditation to 2018.</p>

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

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3.	Provide an efficient and effective service to all enquirers	Develop a more robust system for handling incoming email, capable of providing management information.	Increased efficiency, a reduction in the number of days to respond to enquiries, alongside enhanced management information on performance.	We are running pilots of email management systems. Two products have been trialled to date with a third trial underway.
4.	Undertake a fundamental review of the routes to registration.	<p>Undertake a review to:</p> <p>Explore whether current arrangements remain fit for purpose and reflect current best practice.</p> <p>Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level.</p> <p>Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence.</p>	<p>Tested the basis for ARB's requirements for registration and explored whether changes can be made in order to widen access to the Register, whilst continuing to provide public confidence in the competence of those on the Register.</p> <p>Considered whether alternative routes to registration are viable and continue to meet ARB's purpose and objectives and if so, have prepared a plan for the implementation of any alternative routes.</p> <p>Engaged with all stakeholders and kept them informed of progress as the review develops.</p> <p>Specific measures of success for key areas of the project scope will be identified and agreed as part of the sign off process for the project plan.</p>	<p>The Periodic Review outcomes were published in late March 2017, which recommended that the Board continue to pause its review of the UK routes to registration until the position regarding Brexit became clearer.</p> <p>Further to discussions in February the Board decided that a business as usual review of the Procedures and Criteria around the prescription of qualifications should be undertaken at its meeting in May, pending the views of the DCLG. An update will be provided at the July Board meeting.</p> <p>Key stakeholders, including the RIBA, SCHOSA and APSA have been kept up to date regarding the Board's current position.</p> <p>Note: Given the approach, the Business Plan 2017-2018 is likely to be adjusted to reflect the current situation more accurately.</p>

Section B – Maintaining the Qualifications of Architects

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

	Area of Work	Actions	Measures of Success	Mid Year Assessment
1.	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.	<p>To improve the promotion of the availability of the following services and to meet all reasonable requests for:</p> <p>feedback sessions; planning meetings; university liaison sessions; regular engagement with and liaison meetings with stakeholders; speaking at relevant conferences/ forums;</p> <p>Providing support for those seeking to list qualifications in Europe.</p> <p>To improve and develop areas of ARB’s website relating to prescribed qualifications/the student handbook as well as keeping them up to date.</p>	<p>Good relationships with key stakeholders are maintained and developed, as exhibited by individual and collective feedback.</p> <p>Stakeholders believe ARB adds value over and above performance on the prescription function, as evidenced by collective and individual feedback.</p> <p>ARB is kept well informed of possible future developments in order to plan its work and respond to developments.</p>	<p>So far this year, we have undertaken 31 University liaison sessions. To inform our stakeholders about our work in this area we have posted social media messages alerting our audiences about upcoming university liaison visits as well as posting images of other events attended by the prescription team.</p> <p>We will be contacting institutions at the beginning of the 2017/2018 academic year to promote the liaison programme and invite new institutions to take part.</p> <p>We have been continuing to gather feedback from both students and PSAs for visits, all of which has been positive.</p> <p>We attended and spoke at APSA Spring meeting, providing updates about our work and upcoming projects.</p> <p>Work has started on updating the Student Handbook and creating a new microsite.</p> <p>We will be engaging with key stakeholders as well as the Architecture Students Network and the Association of Architectural Educators to involve them in the Criteria review.</p> <p>We have made changes to the Good Practice Handbook and the application renewal reminder letters to highlight the importance of holding a planning meeting. We have also stressed the importance of holding a meeting for those universities considering making changes to their existing provision through</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
				<p>SCHOSA liaison meetings and where we have made presentations at SCHOSA conferences.</p> <p>We have held regular liaison meetings with SCHOSA and will be attending their 2017 summer meeting to provide updates about ARB's work, including the reviews of the Criteria and Procedures.</p> <p>Improvements have been made to the areas of the website which relate to qualifications as part of the development of the new website.</p> <p>The eBulletin contains regular articles regarding prescription matters with the February and May eBulletin prescription stories receiving a combined total of over 600 views.</p>
2.	On behalf of the UK and its capacity as the UK's Competent Authority for Architects, embed the revised notification process within ARB's procedures, and scrutinise and review European qualifications which are notified to the European Commission for listing under the PQD.	<p>Continue to embed the European Commission's revised process for the notification of qualifications within ARB's procedures.</p> <p>Ensure that the European Commission's deadlines for considering notifications are met on every occasion.</p>	<p>ARB will have reviewed 100% of European notifications within the European Commission's deadlines, and complied with the requirements in this area.</p> <p>ARB will have dealt with all UK notifications within the European Commission's deadlines, and complied with the requirements in this area.</p>	<p>We have notified two newly prescribed UK qualifications to the European Commission so far this year. One notification generated several queries from our German and Danish colleagues and feedback was provided within the agreed time frames, the other was approved without question. Once the notification process is complete feedback will be sought from the relevant institutions. A planning meeting will be taking place in July 2017 and a further three notifications will be prepared over the summer months, including planning visits to the relevant institutions, having been recently approved by the Board.</p> <p>We have made adjustments and improvements to the way we prepare our UK notifications for submission to the European Commission, and have streamlined the way in which we consider European notifications.</p> <p>A number of award title changes are being prepared for</p>

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				<p>notification following approval of title changes by the Board and an internal audit of what is listed in Schedule 1 of the General Rules versus what is listed in Annex V of the Qualifications Directive. This project will be completed by the end of the year.</p> <p>Thirteen European notifications have been received so far this year. Three European Notifications meetings have been held. 100% of the European notifications have been reviewed within the European Commission’s deadlines to date, and complied with the review requirements in this area.</p> <p>We have been contributing to the development of pan-European guidance through the European Network of Architects Competent Authorities (ENACA). The guidance relates to the notification of qualifications under the 4+2 model and to the structure and content of qualifications under the revised Directive. The first two ‘4+2’ qualifications from Germany were recently approved for listing in Annex V. We also continue to work with our European colleagues, attending key meetings and forums, particularly with regard to the establishment of new EU Directives.</p>

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

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

	Area of Work	Actions	Measures of Success	Mid Year Assessment
1.	Ensure efficient processes which are fair to all in all aspects of complaints handling	<p>Review and improve all literature guidance to ensure they remain compliant with Best Practice.</p> <p>Integrate online complaints tool with ARB's internal investigations portal.</p> <p>Develop and increase the use of online feedback.</p>	<p>All external facing guidance and literature is reviewed and updated as appropriate.</p> <p>Feedback is reported in an appropriate way, and demonstrable action taken in light of it where appropriate.</p>	<p>Guidance is under constant review to ensure compliance with feedback, best practice and case law.</p> <p>A tone of voice review has commenced in relation to ARB's correspondence, in conjunction with other regulators and stakeholders.</p> <p>A wholesale review of guidance at all stages of the investigation process is planned as part of the section 14 review in the second half of the year.</p> <p>The Investigations Portal will be coming on line by July 2017. It will not be integrated with a new online complaints tool until any systems changes have been agreed following the s14 Review.</p> <p>Systems for improving online feedback will be developed in the second half of 2017.</p>
2.	Ensure the investigations process is running smoothly and offers a fair process to all.	<p>Ensure that the Investigations Panel and Professional Conduct Committee are adequately resourced and trained in best practice.</p> <p>The Investigations Oversight Committee is provided with appropriate information and maintains strategic overview of</p>	<p>80% of Investigations Panel decisions are reached within 12 weeks.</p> <p>80% of Third Party Reviews find no further action to be taken.</p> <p>No findings of 'no case to answer' at the PCC or adverse findings by Judicial Review.</p> <p>No successful appeals against PCC</p>	<p>The membership of the Investigations Pool has been refreshed and extended; performance has been exceeding KPIs.</p> <p>The Investigations Panel and Professional Conduct Committee have been trained, with further training planned throughout 2017.</p> <p>There has been one finding of no-case to answer at the PCC.</p> <p>A paperless investigations system will be in place from late July.</p>

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		<p>ARB's investigation processes.</p> <p>Outdated Professional Standards database and IT system are replaced by a fit for purpose system.</p>	<p>decisions.</p> <p>A fully operational and paperless IT system for investigations is put in place.</p>	
3.	<p>Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence.</p>	<p>Seek views from all stakeholders as to how ARB's disciplinary regime might be improved.</p> <p>Draft new rules and acquire Board approval for changes where appropriate.</p> <p>Undertake three month formal consultation on proposed changes.</p> <p>Publish new rules; provide training as necessary to those who deliver a service on behalf of ARB.</p> <p>Ensure that guidance and standard correspondence is updated to reflect changes to procedures.</p>	<p>New Investigations & Professional Conduct Committee Rules are consulted on and published to come into effect by 1 January 2018.</p>	<p>Section 14 review commenced in June following the outcome of the Periodic Review; we plan to report to the Board at the start of 2018 with any changes to come into force from summer 2018.</p> <p>The Investigations Oversight Committee will be involved in the review before recommendations are made to Board.</p>
4.	<p>Appoint new Investigations Pool</p>	<p>Undertake an open and fair recruitment exercise to appoint</p>	<p>The Investigations Pool has sufficiently</p>	<p>New IP members recruited and trained; seamless working throughout the transition period.</p>

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	<p>members.</p>	<p>architect and lay members of the Investigations Pool.</p> <p>Ensure that the appointments process adequately fulfils the skills balance required on the Pool.</p> <p>Provide induction and training to new members as appropriate.</p>	<p>skilled membership to fulfil its duties.</p> <p>The Investigations Pool continues to work effectively and seamlessly throughout the transitional period.</p>	

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

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

	Area of Work	Actions	Measures of Success	Mid Year Assessment
1.	Raise public awareness of the standards expected of architects.	<p>Ensure that the Code is embedded within all of the key communication documents published by ARB.</p> <p>Publish articles throughout the year highlighting the benefits of using a registered professional.</p> <p>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.</p>	<p>Evidence that promotion of the Code will have been considered in conjunction with all publications and communications. For web based communications, details about the number of clicks and views will be recorded.</p> <p>Internal task and finish group to have developed and carried out action plan for raising public awareness of professional standards and developing links with relevant organisations.</p> <p>Engagement strategy for consumer shows to have been developed.</p>	<p>The new Code of Conduct came into force at the beginning of 2017. Social media, leaflets, retention fee notices, the eBulletin and CPD sessions have been used to promote it.</p> <p>An internal task and finish group of staff has been established to formulate fresh proposals as to how public awareness of the Register can be increased.</p> <p>Exhibited at the Homebuilding Show in Birmingham in March 2017 and the Glasgow show in May 2017. Following a review, feedback is being sought from consumers at these shows about the exhibit and the Register with a working group formed to review comments and discuss improvement opportunities.</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
2.	Uphold the value of the Register by increasing its use.	<p>Continue to increase awareness of the Register through online platforms.</p> <p>Develop a strategic communications plan to keep the Register topical and in the public arena.</p> <p>Develop relationships/partnerships with relevant organisations/groups to raise awareness of the Register through advocacy.</p> <p>Review the misuse of the Board’s Title policy and approach.</p> <p>Raise awareness of the purpose of prosecutions so that potential offenders are deterred and the public is informed.</p> <p>Use all legal options available to deal with serious/repeat misusers of the title of architect.</p>	<p>Social media referrals to the Register increased by 10%.</p> <p>The number of Register searches increased by 5%.</p> <p>Visits to the Register increased by 5%.</p> <p>All prosecutions launched done so in adherence with a consistent policy and concluded successfully.</p>	<p>Social media referrals to the Register increased by 11% however social referrals to the website decreased by 11%.</p> <p>Searches of the Register up by 1.5%.</p> <p>Visits to the online Register are up by 10%.</p> <p>New website launched with links to share content on social media embedded on each page with 70 additional shares since the new site was launched in April.</p> <p>The Local Authorities Project was developed to raise awareness of the Register. 95 Local Authorities now have a link to the Register of Architects on their planning pages.</p> <p>A substantive review of ARB’s misuse of title policy will be brought for Board consideration in 2018.</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
3.	Encourage architects to promote their registered status to increase awareness and value of the Register.	<p>Explain to registrants the value of referring to their registered status.</p> <p>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.</p> <p>Increase links to the ARB Register via websites.</p> <p>Establish an internal task and finish group to review registrants’ services and registrants’ pages on the website.</p> <p>Introduce an electronic ‘welcome pack’ for new registrants.</p>	<p>Downloads of ARB logo from website increased by 10%.</p> <p>External links to the online Register increased by 10%.</p> <p>Internal task and finish group to have reviewed this area and progressed action points.</p> <p>Improved understanding amongst architects of UK Regulatory requirements.</p> <p>Demonstrable increase in the understanding of the role of ARB and the regulatory landscape, along with information on UK context for those who did not qualify in the UK.</p>	<p>Since the new website was launched in mid April 2017 visits to the logo page on the website have increased by 43% from 464 from mid April – June 2016 compared to 663 for the same period in 2017. This is the result of the work undertaken by the task and finish group working to encourage architects to raise awareness of their registered status.</p> <p>The logo is now available via Registrants’ online services and campaigns to target architects to download the logo are underway, with a microsite aimed at new registrants to be launched.</p> <p>A task and finish group has been formed to review the registrant services area of the website.</p> <p>Electronic welcome pack planned to be launched in September.</p>

Section E - Corporate Functions

	Area of Work	Actions	Measures of Success	Mid Year Assessment
1.	Continue to embed the requirement of the revised Professional Qualifications Directive (PQD).	<p>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.</p> <p>Take legal advice and advice from DCLG and BEIS where necessary.</p> <p>Analyse and cost any necessary system changes for 2018 budget.</p> <p>Engage in discussions with stakeholders and ensure understanding of the changes.</p> <p>Ensure information is readily available.</p>	<p>Stakeholders are fully aware of the implications of the changes.</p> <p>ARB makes any relevant adjustments to its policies, requirements and documents so that they continue to remain compliant with the revised Directive.</p>	<p>The revised European Notification process has now bedded in and is operating effectively. We have inducted and briefed a new UK Expert in Architecture to assist in the consideration of European notifications/the preparation of UK notifications to the European Commission.</p> <p>We have been involved in the development of guidance to support the revised Directive; we are currently drafting guidance to assist member states with the notification of qualifications under the 4+2 model and in relation to the structure and content of qualifications being notified under the new models outlined in the Directive.</p> <p>We have continued to make information available to stakeholders as outlined above.</p>
2.	Engage with the EC's review of the Professional Qualifications Directive.	<p>Continue to attend and engage with our European Stakeholders, e.g. ACE; ENACA</p> <p>Continue to liaise with Government Departments, e.g., DCLG and BEIS</p> <p>Consider the implications of any potential changes to the Directive</p> <p>Ensure information is readily available to stakeholders</p>	<p>ARB is fully aware of the likely scale and timings of the review.</p> <p>Stakeholders are aware of the review; any potential changes and the implications of these.</p> <p>Staff will have continued to participate in key ACE/ENACA meetings/discussions.</p>	<p>The European Commission has not yet announced when the next review of the Directive will commence; we are continuing to monitor this area through our attendance and involvement at relevant meetings held by the Architects Council of Europe and the European Network of Architects Competent Authorities.</p>
3.	Managing risk.	<ul style="list-style-type: none"> ▪ Audit Committee regularly reports to Board. ▪ Internal audit function appropriately resourced and monitored. ▪ Maintain reporting cycle of risk register and risk strategy from staff to 	<p>Information provided to the Board on performance and risk is considered to be at the right level and provides an appropriate level of assurance.</p> <p>Internal audit continues to be</p>	<p>The work of the Audit Committee has been reported to the Board through its minutes of February, May and July.</p> <p>An internal audit plan is in place for 2017, with monitoring taking place at each Committee meeting.</p>

Section E - Corporate Functions

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		<p>Board level.</p> <ul style="list-style-type: none"> ▪ Monitor delivery against performance indicators (bi-annual), the Business Plan (annual), ARB's purpose and objectives (annual). ▪ Ensure adequate reserves are maintained through review of reserves policy and maintenance of the policy minimum. ▪ Effective reviews of policies to be considered in 2016. ▪ Monitor the outcome of legal challenges for areas of improvement and trends, particularly where there may be a financial or reputational risk. ▪ Consider implications and risk of any changes as consequence of the Periodic Review. ▪ Continue to develop awareness amongst the staff team of the risks which could impact on ARB's work internally. 	<p>robust and add value, as assessed by the Audit Committee and the management team.</p> <p>Emerging and live risks are sufficiently mitigated by the actions in place, or the level of risk is accepted as being within the Boards risk tolerance level.</p> <p>The level of reserves maintained provides the appropriate level of reassurance/ confidence to the Board, the Government and key stakeholders.</p> <p>Relevant policies are reviewed within expected time frame.</p> <p>Risks will have been adjusted on basis of the analysis of trend information and improvements.</p> <p>All members of staff will continue to have an understanding of the risks which could impact on ARB's work.</p>	<p>The risk profile is reported to the Board at each meeting. Risk surrounding the Periodic Review recommendations has been discussed by the Board.</p> <p>The Audit Committee reviewed the reserves policy at its June meeting; the Board will discuss at its September meeting.</p> <p>Reports of mid-year delivery against the Business Plan and of key statistics for the first half of 2017 are being brought to the July Board meeting.</p> <p>Adequate reserves have been maintained to meet DCLG requirements and Board policy.</p> <p>IOC and Board have been kept updated on any legal challenges.</p> <p>Dissemination of information on external risk to the organisation through email and meetings. All staff information security test undertaken.</p>

Section E - Corporate Functions

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4.	Maintain adequate and appropriately skilled staffing levels that are utilised effectively.	<ul style="list-style-type: none"> ▪ Ensure sufficient staff resources are maintained to deliver statutory functions and the 2017 Business Plan in line with the Board’s priorities. ▪ Maintain staff development budget and encourage flexible working, and interaction with outside organisations to further enhance knowledge, skills and engagement. ▪ Continue to cultivate an environment that supports engagement and encourages team members to reach their full potential. ▪ Ensure that pay and reward is competitive and attracts and retains high calibre staff. ▪ Continue to build on ARB’s people strategy and key succession planning policy ▪ Introduce online expenses system ▪ Replace Human Resources Software. 	<p>Maintain adequate staffing levels in 2017.</p> <p>Evidence of increased flexible working across the organisation to deliver statutory functions.</p> <p>A committed and engaged staff resource (Annual Engagement survey).</p>	<p>Our staff team continue to work flexibly across the organisation and we use temporary and fixed term workers when required.</p> <p>Having reviewed the current resource needs of the organisation, further resources are needed to ensure it has the resilience and capacity required to deliver the challenging agenda ahead. A proposal is being brought to the July Board meeting.</p> <p>Each member of the team identifies training and development opportunities. All staff training has also taken place during the first half of the year, such as Wellbeing and Fire training. We plan to deliver some Unconscious Bias training later in the year.</p> <p>The annual staff engagement survey is carried out in December each year. The outcomes 2016 staff engagement survey was reported to the Remuneration Committee, at its July 2017 meeting, which were positive and no areas of concern identified.</p> <p>Pay award benchmarking data is provided to the Remuneration Committee to assist it in making its award decision annually.</p> <p>Exploration is currently underway in relation to Human Resource and Expense systems on the market that meet the needs of ARB.</p>
5.	Deliver the recommendations resulting from the Periodic Review and maintain Government and Stakeholder confidence.	<ul style="list-style-type: none"> ▪ Respond to outcome of review and develop an implementation plan, if appropriate. ▪ Ensure there are sufficient resources in place, to deliver relevant outcomes. 	<p>Statutory functions delivered efficiently and effectively, alongside any requirement for the organisation to change.</p> <p>Successful development of an Operational Plan once the outcomes of the Review are known. Stakeholder</p>	<p>The outcomes of the Periodic Review were published in late March 2017.</p> <p>We have developed, in conjunction with the DCLG, plans and timeframes for the delivery of the recommendations, which are now underway and will continue throughout the rest of the year and into next.</p> <p>The Operational Management Group has reviewed resources and</p>

Section E - Corporate Functions

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			<p>satisfaction with ARB’s communications around the Periodic Review.</p> <p>Continue to place updates about the Periodic Review into the public domain.</p>	<p>will be seeking to make adjustments as needed.</p> <p>The Board has continued to engage with the process throughout the year to date, including providing feedback on the revised constitution of the future Board.</p> <p>Press releases were issued following the publication of the Review and updates provided at the open sessions of Board meetings.</p>
6.	Efficient financial management.	<ul style="list-style-type: none"> ▪ Clear budget setting process agreed and understood by Board. ▪ Regular monitoring of outcomes against budget, along with forward planning, horizon scanning and early warning alert mechanism of variances to the Board. ▪ Prompt notification of fees. ▪ Alignment of budget to Business Plan, including capital expenditure projects. ▪ Provide 3 year forecasts to capture longer term financial obligations. ▪ Develop a property strategy. ▪ Annually Review the Board’s Investment Strategy and the of the Investment and Management arrangement. 	<p>Deliver ARB’s work as set out in the 2017 Business Plan within budget.</p> <p>To deliver the 2017 fee process efficiently, with clear and timely communication, with registrants who are aware of the fee cut-off date, resulting in a lower number of registrants being removed for non-payment than in 2016.</p> <p>An informed Board, which is provided information in a concise way, enabling them to govern the organisation effectively.</p> <p>To have in place a project plan for reviewing ARB’s premises options and an agreed investment strategy.</p>	<p>Budget forecasts were provided to the Board at its May 2017 meeting, advising of additional income anticipated by the year end. A revised forecast has also been produced for the July 2017 meeting.</p> <p>Work in setting the 2018 budget is underway and will be presented to the Board at the Budget briefing day in July/August 2017.</p> <p>We have now instructed BNP Paribas to commence the property strategy work.</p> <p>The Investment Broker will be attending the Board meeting in November 2017 to provide an update on the current performance of the portfolio and make any recommendations on the strategy going forward.</p>

Section E - Corporate Functions

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7.	Compliance with legal obligations.	<ul style="list-style-type: none"> ▪ Health and safety. ▪ Employment requirements. ▪ Data handling. ▪ PAYE. 	<p>No adverse health and safety incidents taking place during 2017.</p> <p>Implement any required change to procedures and processes as required</p>	<p>There have been no breaches of our legal obligations in the first six months of 2017.</p>

Section E - Corporate Functions

	Area of Work	Actions	Measures of Success	Mid Year Assessment
8.	IT strategy.	<ul style="list-style-type: none"> ▪ Keep under regular review the strategic IT development plan, maximising digital and self-service opportunities. ▪ Understand the ongoing needs and vision for the organisation, including a strategy on continuous improvement and efficiency savings through the use of technology. ▪ Increase the use of the organisation's website and online tools. ▪ Explore the possibilities and implications involved in moving ARB's Board and Committee papers on-line. 	<p>Internal and external systems remain stable with no down time.</p> <p>External systems remain accessible and fit for purpose, and responsive to any feedback received.</p> <p>The IT strategy continues to support the objectives of the organisation and deliver efficiencies. Increased number of visits to the website and use of online tools such as the online application portal.</p> <p>The pros and cons involved in moving the Board and its Committees' papers on-line will have been fully explored.</p>	<p>We have kept the IT development plan under review, particularly in relation to the Investigations Portal, email management development and the redeveloped website.</p> <p>The possibility of moving to paperless Board meetings will be explored further in the next six months.</p>

Section E - Corporate Functions

	Area of Work	Actions	Measures of Success	Mid Year Assessment
9.	Explore and take up opportunities to work with stakeholders and partners to deliver ARB's objectives.	<ul style="list-style-type: none"> ▪ Actively seek opportunities for working with a wider range of stakeholders. ▪ Build partnerships with others to influence the regulation of architects to protect consumers. 	Demonstrable evidence of broader working relationships with Stakeholders and Partners from the built environment, consumer and regulatory sectors.	<p>Relationships built with Which? and HomeOwners Alliance to promote the Register.</p> <p>Stakeholders suggested by Board Members have been reviewed and a plan is in place to make contact with these in the second half of 2017.</p>
10.	Respond to, and advise on European legislation that affects the regulation of architects.	<ul style="list-style-type: none"> ▪ Monitor EU legislation in terms of ARB's objectives / statutory functions. ▪ Consumer Directive ▪ ADR Directive ▪ Data protection ▪ Services Directive ▪ Implement a communications plan to ensure architects are informed. 	<p>ARB will have responded to relevant consultations as appropriate.</p> <p>Staff will be aware of relevant developments, report these to the Board, ensure they are taken into account when taking strategic decisions and, where appropriate, communicated to architects.</p>	<p>FAQs on Brexit produced and updated at regular intervals. Viewed 1100 times between January and May 2017.</p> <p>Monitoring and liaising with DCLG on impact of Member States' National Action Plan and three new European Directives (Services E Card; Proportionality; Notifications Directives) currently being discussed by the Commission, Council and Parliament.</p>
11.	To continue to improve governance arrangements within the organisation and ensure that they are aligned with best practice.	<ul style="list-style-type: none"> ▪ Undertake a Board and Committee effectiveness review, and implement any actions from the previous year's review. ▪ Ensure the Board has sufficient, evidence based, timely information, on which to make informed decisions. ▪ Be alert to best practice in the arena of governance and recommendations on how to continually improve. ▪ Ensure Board membership continues 	<p>Outcomes of effectiveness reviews will be actioned and taken forward as appropriate.</p> <p>A revised ARB/DCLG Framework Agreement will have been published.</p> <p>A revised version of the Board's Code of Conduct will have been included in the Board</p>	<p>A Board and Committee Effectiveness Review was undertaken in late 2016; the results have been discussed by the Board and relevant actions are being taken forward by the Board, staff and committees.</p> <p>A review of the Board's Code of Conduct has been completed and a revised Code has been agreed and included in the Board's Handbook.</p> <p>We have met with other regulators to benchmark our approach to governance and to share good practice.</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
		<p>to comply with the requirements of the Act; induct new Board members as appropriate.</p> <ul style="list-style-type: none"> ▪ Conclude the review of the ARB/DCLG Framework Agreement. ▪ Conclude the review of the Board's Code of Practice. ▪ Review the Board appraisal process ▪ Review the Board's General Rules. 	<p>Handbook.</p> <p>The Board's appraisal process will have been reviewed and any revisions rolled out.</p> <p>A review of the Board's General Rules will have been undertaken with a view to publishing an updated set of Rules in 2018.</p> <p>Governance arrangements will be kept up to date, reviewed where appropriate, and adjusted to meet best practice.</p>	<p>We have joined the newly established Regulators Innovation Hub.</p> <p>Three newly appointed Board members have undertaken a thorough induction programme.</p> <p>We have agreed to review the Framework Agreement once relevant outcomes of the Periodic Review have been addressed.</p> <p>Given the outcomes of the Periodic Review and on the basis that a newly constituted Board will be in place from 1 April 2018, we will undertake a review of the appraisal process in mid-late 2018.</p> <p>A review of the General Rules has been commenced and will be carried out so that it will align to the adjustments being made to the Act.</p> <p>The work of other regulators in relation to best practice in the area of governance is monitored and relevant eBulletins and updates are noted by OMG.</p>
12.	Continue to review, develop and implement our equality and diversity action plan.	<ul style="list-style-type: none"> ▪ Review and amend the plan as required 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 project to consider how to make consultations more accessible. 	<p>Annually published data which is of value to the Board and other stakeholders.</p> <ul style="list-style-type: none"> ▪ Equality and Diversity Implications considered as part of all policy discussions based on data where appropriate. ▪ 5% Increase in the Equality and Diversity information held in relation to registrants. 	<p>We continue to participate in a cross-regulator group on how E&D objectives can be effectively measured.</p> <p>We have established a strong working relationship with the Architects Benevolent Society (ABS). We attended their launch of a scheme in conjunction with Anxiety UK and involved them with our Tone of Voice review.</p> <p>Following the presentation of a research paper on mental health issues in architectural students to Prescription Committee and Board, changes are to be made to the student handbook to provide signposting information.</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
		<ul style="list-style-type: none"> Review and ensure that ARB is collecting appropriate and relevant data. Ongoing training for staff, Board and those who assist delivery of the organisations objectives. 		<p>We were invited to input into interviews for public appointments with other public bodies, thus providing us with invaluable insights which we can apply as we implement the government's recommendation to move to an appointed board.</p> <p>The staff team have attended a number of short mental health awareness workshops and mental health awareness week was marked by the staff team both internally and via social media posts.</p>
13.	Manage ARB's reputation to ensure there is public confidence in the regulation of architects.	<ul style="list-style-type: none"> Raise the profile of ARB's role, in order to communicate the role of regulation. Strengthen our relationships in the regulation and consumer sectors. Gather feedback from those that use our services, to ensure we are offering relevant and accessible services in a way which adds value. Deliver a communication plan which raises awareness of the role of ARB, in particular the public Register of Architects. Communicate the value of using a registered architect to enhance public/consumer/client understanding. Attend relevant consumer events to raise awareness of ARB's role and the public Register, through exhibiting and speaking opportunities. 	<p>Understanding of key regulation and consumer/client issues, which assists the decision making of the Board.</p> <p>Clear understanding of ARB's performance and service delivery through wide ranging feedback.</p> <p>Publish measureable key performance indicators, and report against them biannually.</p> <p>Increased use of Search the Register facility through enhanced awareness of its value, enabling consumers to make informed choices.</p> <p>External communications reinforce message of ARB's regulatory work.</p>	<p>Have ran (and have further planned) CPD events for architects on matters of professional practice.</p> <p>We are involved in a number of regulatory forums including the regulatory communications group as well as groups interested in equality and diversity issues.</p> <p>A member of the team is involved in the relaunch of the UK Inter-Professional Group, a forum for the major Regulatory and Professional Bodies in the United Kingdom.</p> <p>We regularly review our stakeholder engagement plan to review progress and identify next steps and priorities.</p> <p>Attending and presenting to an audience about the Register at consumer shows.</p> <p>Relationship developed with Which? Magazine with plan to have feature in the publication on regulation and the Register.</p> <p>Continued monitoring of the trade press and updates sent out to Board and staff regularly.</p>

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	Area of Work	Actions	Measures of Success	Mid Year Assessment
			No high profile regulatory failures leading to public criticism.	
14.	To respond to the Government's advice and guidance regarding the UK's departure from the EU	<ul style="list-style-type: none"> ▪ Provide Government with information as requested on the current regulatory regime, facts and figures ▪ Respond to the advice and guidance provided by the Department for Communities and Local Government regarding any proposed changes to ARB'S role and responsibilities. ▪ To ensure any changes to legislation are enacted with minimal disruption to ARB's work ▪ To ensure that the profession and 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 ▪ To liaise with other EU competent authorities as and when appropriate 	<p>Positive feedback from the Department for Communities and Local Government on responsiveness and quality of information provided.</p> <p>Successful embedding of any legislative changes into ARB's operations and strategy.</p> <p>Regular updates sent to the profession and other stakeholders at appropriate intervals and website FAQs reviewed and updated on regular basis.</p> <p>Feedback from stakeholders, including profession, public and competent authorities as to quality and timeliness of communications and updates.</p>	<p>We have continued to provide relevant and timely information/data to the DCLG/DIT/DBEIS and DEXEU when requested.</p> <p>We have reviewed the Act and determined which areas could be impacted as a result of the UK's departure from the EU.</p> <p>We have reviewed and refreshed the Frequently Asked Questions we publish on our website relating to this area, and will continue to do so as we learn more.</p> <p>We are keeping our stakeholders, including our European counterparts, up to date with developments as needed.</p>

Glossary

BEIS	Department for Business, Energy and Industrial Strategy
DCLG	Department for Communities and Local Government
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
FReM	Financial Reporting Manual (Government document)
PQD	Directive 2005/36/EC on the mutual recognition of professional qualifications
PCC	Professional Conduct Committee

ARB maintains a rolling programme of review for all of its policies and procedures. The following are the main major areas which ARB may consider in 2017 and beyond: