



**Subject** Report on the Delivery of the 2017 Business Plan  
**Purpose** For Note  
**From** Operational Management Group

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## 1. Summary

To provide the Board with a report on ARB's performance and delivery against the objectives set down in the 2017 Business Plan.

## 2. Open Session

## 3. Contribution to the Board's Purpose and Objectives

In delivering the Act, ARB's objectives are to protect the users and potential users of architects' services and support architects through regulation. These objectives are then reflected within the priorities and Business Plan set for each year. The Business Plan sets the programme of work for the year in order to achieve ARB's objectives and the review of performance against the Business Plan enables the Board to provide effective oversight.

## 4. Key Points

- i. The Board sets a Business Plan and budget each year. In July the Board received a mid-year update regarding progress against the Business Plan. Twice yearly updates on ARB's key areas of performance (Reporting to the Board updates), are provided to the Board in February and July.
- ii. This annual update considers all areas of the Business Plan and notes, through a traffic light system, whether ARB has successfully delivered against the Business Plan. The performance of the organisation this year has again been assessed that traffic light system, with comparable figures shown below for the last six years.

Core work is excluded.

	2011	2012	2013	2014	2015	2016	2017
<b>Green</b>	<b>31</b>	<b>38</b>	<b>24</b>	<b>25</b>	<b>28</b>	<b>21</b>	<b>24</b>
<b>Amber</b>	<b>10</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>
<b>Red</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3*</b>	<b>3*</b>	<b>0</b>

Key:

Green – ARB has successfully delivered the item of work to a satisfactory standard

Amber – ARB delivered the majority of the item, or delivered only with partial success

Red – ARB has not delivered the item, or performance has been unsatisfactory

\* undeliverable due to the over-run of the Periodic Review

- iii. Attached as **Annex A** is the 2017 Business Plan with further detail as to how effectively ARB has delivered its objectives.
- iv. How ARB has performed against the Key Performance Indicators is reported in the Reporting to the Board paper at agenda item 10.
- v. **Delivery and Achievements in 2017**

### Workload

2017 was another busy year for ARB. While the year-on-year increase in regulatory workload abated, the Register has continued to grow and prescription applications remained increasingly complex.

The publication of the Periodic Review in March had a major impact on workload. Not only did it mark the start of two major projects: the business-as-usual reviews of Criteria and Procedures for the Prescription of Qualifications, and the Section 14 review of our disciplinary procedures – it also raised a number of recommendations which fell on ARB for delivery. A project plan was immediately put in place, and the Board kept regularly updated on progress. At the end of the year all of the recommendations which fell on ARB were delivered or remained on course for delivery in 2018 within agreed timescales.

In addition, MHCLG required our assistance in progressing the recommendations and legislative changes that fell on it to deliver.

Unanticipated matters outside of the business plan also required resource. Brexit

created new challenges in terms of providing information on the potential impacts to government departments, as well as beginning discussions with non-EU countries about the mutual recognition of qualifications. ARB committed to being proactively involved with the introduction of the Apprenticeship route; undertook preparations for new data protection legislation (GDPR) coming into force in May 2018; and refreshed our Risk Framework.

### **Key Achievements in 2017**

#### Registration

- An all staff commitment to reinstate architects to the Register as quickly as possible saw processing times in January 2017 down to an average of 1.5 working days from 3 working days in January 2016;
- Efficiency improvements to the registration process resulting in reduction in processing times and better performance against service level agreements in six out of seven key areas of admission;
- A significant increase in the number of email addresses held for architects following proactive efforts to update information;
- The thwarting of several fraudulent applications for registration, and a successful conviction under the Fraud Act;
- Changes to the online portal and registrant services section of the ARB website following a review of feedback, making both processes clearer to applicants – feedback indicates 99% satisfaction rate for ease of use;
- Introduction of an email management system, capable of collating data on query type, average response times and breaches of 10 working day service level agreement;
- The production of a range of training materials on competent authority documents from other EU member states and the documents ARB issues for those registered/with UK qualifications;
- The introduction of a Welcome Pack for all newly registered architects.

#### Qualifications

- The prescription process continued to operate within the agreed KPIs despite the continued heavy workload;
- Dealing with several challenging applications from institutions seeking prescription for the first time as well as to renew prescription and applications involving qualifications with dual subject areas;
- Updated and the approach to planning meetings for UK-institutions seeking prescription for the first time as well as for those seeking to renew prescription;
- Developed a clearer understanding of the 4+2 model which is set out in the Professional Qualifications Directive as well as the European Commission's guidance in relation to the structure and content of qualifications which include more than one key subject area;

- Made a significant contribution to the Architects Council of Europe's work to better understand accreditation processes across the EU;
- Continued to build upon and develop relationships with stakeholders and implemented a series of regular meetings/telephone calls with the Association for Professional Studies in Architecture (APSA);
- Refreshed and updated the university liaison sessions offered to institutions at Part 1, Part 2 and Part 3 levels;
- Provided extensive advice and guidance to the Architecture Trailblazer Group as it develops the Standards and End Point Assessments for the Architectural Assistant and Architect Apprenticeships;
- Commenced and kept the fast-paced reviews of the Criteria and Procedures for the Prescription of Qualifications on track throughout the second half of the year. This has included recruiting two Task and Finish Groups; conducting a pre-consultation to gather stakeholders' views and feedback and undertaking the initial Task and Finish Group meetings.

### Professional Standards

- Investigations completed within the agreed KPIs of 80% for the third year in a row;
- New Investigations Pool members were appointed and trained without any adverse impact on performance;
- The 2017 Code of Conduct was promoted and implemented;
- CPD events given around the country to promote good professional standards;
- Regular guidance was published on matters of good professional practice;
- No successful appeals or judicial reviews against regulatory decisions;
- Over 80% of Third Party Reviews confirmed that investigations had taken place properly and promptly;
- A new online complaints tool for reporting evidence of misuse of title was launched;
- New data sharing agreements with online directories to reduce title mislistings.

### Communications

- Updated and relaunched the ARB website;
- Attended three consumer Homebuilding and Renovating Shows in Birmingham, London and Glasgow;
- Established a 'Tone of Voice' group with other regulators to review the suitability of our standard correspondence;
- Delivered the Local Authority Project resulting in increased online traffic to the website;
- Maintained and built new relationships with key stakeholders;
- Modernised our social media strategy.

Corporate

- Developed an enhanced Disaster Recovery plan;
- Tendered for and appointed new Internal Auditors;
- Implemented the Pension Regulator's new governance arrangements;
- Undertook three Internal Audits, achieving moderate assurances in all;
- Completed an IT resilience project;
- Undertook a security review;
- Put in place a new risk framework.

**5. Resource Implications**

As detailed above.

**6. Risk Implications**

A failure to deliver the Business Plan effectively could impact on ARB's objectives, statutory functions and reputation.

**7. Communication**

ARB establishes an annual Business Plan which outlines the work needed to support and deliver ARB's responsibilities and objectives. The review against the Business Plan assists the Board by providing oversight of ARB's delivery each year.

**8. Equality and Diversity Implications**

None identified.

**9. Further Actions**

We have an agreed Business Plan for 2018 up until the end of June, based on the 2017 Plan but with additional items. At the May Board development day a discussion will be had as to what else needs to be added to the Business Plan going forward into the rest of the year.