



<b>Subject</b>	<b>Chair's Report</b>
<b>Status</b>	<b>Open Session</b>
<b>Purpose</b>	<b>To report on the Chair's activities from November 2017- February 2018</b>
<b>From</b>	<b>Chair</b>

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## 1. Board Appraisals

### **Background**

In April 2017, three appointed Board members completed their tenure on the ARB and were replaced by three new appointed members.

I undertook an annual appraisal with all Board members. The appraisal process required Board members to complete a self-assessment form, Committee Chair's to evaluate the performance of Board members and a one to one discussion with me.

### **Overall Board Performance during 2017**

The Board continued to operate efficiently and cohesively in 2017. The Board delivered its functions within a rapidly changing environment which included responding to the recommendations of the periodic review; liaising with the Department for Communities and Local Government, Department for Business Energy and Industrial Strategy, Department for Exiting the European Union and other bodies on planning for Brexit and embarking on a 'business as usual' review of the criteria and procedures for prescribing qualifications.

### **Induction Programme for New Board Members**

The new Board members provided very positive feedback regarding the induction process. Whilst there are some remaining follow-up activities to be completed, Board members said they appreciated the time and guidance provided by the staff team and felt that the induction process was comprehensive and welcoming.

### **Suggestions for improvement and action points**

I was keen to understand where Board members considered improvements could be made to the way we work. Amongst the suggestions were:

- **Volume and structure of papers**

Several Board members commented that they would welcome a review of the volume and structure of the Board papers. In particular it was felt that the papers could be more streamlined and contain clearer recommendations from staff. An internal survey was sent to Board members to seek further views and opinions and the executive will look at this in more detail in 2018.

- **Increased opportunities to discuss the Board's strategy/strategic planning**

We have made progress in relation to strategic planning over recent years, but there is a renewed ambition to continue to develop the Board as a more strategic body and to find more opportunities to discuss long term plans.

Several Board members commented that too much time is spent at Board meetings focussing on operational matters and that there should be more focus on strategic matters. This is work in progress and the research agreed by the Board will be key to the Board better understanding the needs of the market and stakeholders. This will inform policy and enable the Board to focus more on the longer term goals and vision of the ARB. The Executive and I have started work to bring a series of strategic issues forward for discussion later this year.

- **Provide more opportunities for Board members to engage with external speakers/stakeholders**

Board members always value input from external speakers/stakeholders as part of our pre and post-Board meetings as well as at our development days. Several Board members commented that they would welcome more of this and to have more opportunities for the Board to engage with the organisation's key stakeholders. Suggestions included: architects from across the profession, students of architecture and other regulatory bodies. The Executive and I will look at our on-going programme of pre and post-meeting sessions and include these opportunities where time permits. I also encourage Board members to feedback on their engagement with stakeholders and other organisations, sharing best practice, information and ideas.

- **Conclusion**

Despite the changes to its membership last year, the Board has continued to operate as a cohesive unit, with the new members making strong contributions. The support that I have received from individual Board members and the staff team during the last year has been immeasurable. I have every confidence that the Board will continue its development as a robust body which can deliver its statutory functions effectively and efficiently in 2018.

## 2. **Chair's Appraisal**

As reported at the November 2017 Board meeting, I was appraised by an independent professional development coach. Board members were asked to provide feedback on my performance and I was observed by the coach at the November board meeting. A summary of my appraisal is attached at [Annex A](#).

## 3. **RIBA**

The Registrar & Chief Executive and I have met with the Chief Executive and President of RIBA once since June 2017, and I have met with him once on a one to one basis to discuss issues of

common interest and concern to us. The meetings were productive, frank and positive. The President, Ben Derbyshire, attended our Board meeting in November 2017 and outlined his vision for the RIBA during his term of office. We have quarterly meetings planned for 2018 and I am looking forward to building on our relationship and to develop a mutual understanding and awareness of our respective roles and responsibilities.

#### 4. Board & Committee Effectiveness Review

We recently undertook the annual Board and Committee Effectiveness Surveys. We received eleven responses from Board members, and are currently collating responses from each member of the Operational Management Group. The full survey responses will be provided to all Board members and discussed as part of the development day in May 2018.

##### **Early highlights from the Board Effectiveness Survey**

The overall responses to the survey were positive with all Board respondents clear about the respective roles of the Board and the Executive, with suggestions to understand more about the profession. There were requests within the survey for further regular refreshers on overall Board member responsibilities and responsibilities under the Board's Code of Practice; opportunities to understand how other Board and executives operate, and further understanding of what each team within ARB does. Work will continue on summarising the report for further discussion in May.

#### 5. Bartlett University – Part 3 students

On 16 January 2018, the Chief Executive and I attended a seminar at the Bartlett for Part 3 students where I also gave a lecture and presentation which covered topics such as the regulatory landscape, ARB's role and routes into the profession. The event was well attended with over 100 students and was chaired by our elected Board member Professor Susan Ware.

## Appraisal Report for the Chair of ARB, December 2017

### Public summary

The appraisal process and report preparation was conducted by Ewan Armstrong, an Independent Professional Development Coach.

Data was collated in relation to six categories of activity central to the role of Chair, namely:

- chairing Board meetings *per se*
- setting and reviewing the strategic direction of the Board
- leading on Board assurance of the monitoring of ARB performance overall
- representing ARB with senior external stakeholders
- modelling the principles of the ARB Code of Practice
- and building and maintaining effective relationships with the ARB CEO and Operational Management Group (OMG).

This appraisal process comprised:

- scoring and free-script feedback data collated through Survey Monkey from Board members (open invitation) and selected OMG and external stakeholders (a total of 13 respondents)
- self-completion of the survey by the Chair
- preparatory one-to-one discussion between the appraising Coach and the Chair to reflect on the collated feedback, identify possible development areas and agree an observation schedule
- direct observation by the appraising Coach of the Chair's performance during full Board meeting
- and a second one-to-one meeting between the Chair and the appraising Coach to review observation notes, finalise the confidential Appraisal Report including framing of Development Objectives and agreeing the scope of a publicly available summary statement.

The process was well received and confirmed the generally high esteem in which the Chair is held by colleagues in carrying out her role, especially at this early stage and during a period of change. Specifically, colleagues valued the Chair's quietly firm chairing style, underpinned by evident preparation, providing a clear strategic focus throughout Board meetings. They also valued her rigorous and respectful implementation of the Code of Practice in specific circumstances. Observation confirmed her implementation of a Declaration of Interests process in a proportionate and practical way. Feedback and observation generated a wide range of constructive ideas, drawing out tangible developmental objectives, contributing to three overarching development aims:

- maximising Board meeting effectiveness

## Continuation of agenda item 5

- maximising the role of the Chair in the service of the ARB Stakeholder Plan
- and modelling and enabling the practical use of the Board Code of Practice.

END