

Minutes of Board Meeting held on 14 September 2017

Location	Present	In Attendance
8 Weymouth Street London W1W 5BU	J Bill, C Corby, J Grierson, A Hynes, R Levenson, G Maxwell, S McCarthy, R Parnaby, S Roaf, J Singh, D Walker, S Ware, A Wright, N Zulfiqar (Chair)	K Holmes (Registrar) E Matthews M Stoner S Howard R Jones H Ransome (Minutes) S Ison (Communications item)

Note	Action
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1. Apologies for absence

Apologies were received from Carol Bernstein.

2. Members' Interests

The Chair requested that members declare any interests or potential conflicts of interest not yet on record.

No declarations of interest were made.

3. Minutes

The minutes of the meeting held on 13 July 2017 (as tabled) were approved

**Proposer: James Grierson
Secunder: Richard Parnaby**

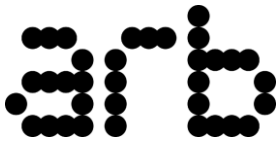
4. Matters arising

The Registrar reported that a Board information session would be held on 22 November where topics including the Criteria and Procedures Review, the EU / Canada agreement, Mutual Recognition and Brexit would be discussed.

5. Chairman's Report

The Board noted the Chair's verbal report.

The Chair told the Board that she continued to have weekly contact with the



Registrar. She reported that they had discussed the progress of the apprenticeship model, the periodic review recommendations and the registration arrangements with other countries. The Chair advised that she had begun discussions with the Registrar about reviewing the structure and content of Board papers.

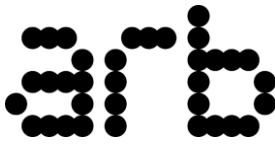
The Chair told the Board that she and the Registrar attended a constructive and positive meeting with the RIBA's President, CEO and Director of Members. During the meeting, they discussed the actions taken by ARB following the report on mental health of architecture students and ARB provided an update on the periodic review recommendations, the timeline for the Prescription and Procedures reviews and progress on the development of the apprenticeship standard for architecture. The Chair reported that ARB continues to provide diversity data to RIBA and said that the new president of RIBA would be attending the next pre-board session.

One Board member asked if ARB would be having further discussions with RIBA about ARB involvement in the Architects' Council of Europe (ACE). The Registrar reported that ARB had spoken with RIBA about the joint membership cost and the matters raised by Board members at the budget briefings. *(This subject is also covered in these minutes at agenda item 10)*

The Chair reported that she had attended a workshop presented by the Public Chairs Forum on Board effectiveness. She highlighted some key points of interest including the accuracy and timeliness of information presented to the Board, the format of KPI reporting and the time spent on consideration of internal and external matters. The Chair shared her thoughts on improving the work of the Board including the importance of horizon scanning, focusing upon external issues and considering future strategy, prioritisation and timelines. The Chair suggested that a feedback evaluation form should be provided to Board members to assess the effectiveness of the current approach.

One Board member queried whether ARB would be moving to a "dashboard" approach when reporting on operational performance. The Head of Qualifications and Governance stated that a dashboard format would be considered, with detailed data sitting alongside.

There was a discussion around the receipt of follow-up papers less than two weeks in advance of the Board meetings. Board members discussed whether it would be preferable to receive all paperwork one week in advance. One member raised that the current twoweek timescale allowed for the work to be managed effectively alongside other commitments. Another Board member queried how such an



arrangement would fit with the Chair's conference call with Committee chairs. The Registrar explained that while ARB staff endeavour to provide papers two weeks in advance, this was not always possible. She explained that the Executive would look at the current model and would bring the point back for discussion at a future date.

The Chair reported that she would be representing ARB at the Chartered Institute of Architectural Technologists' awards event.

The Chair told the Board that she had begun spending time with the ARB operational teams to learn about their respective functions. She described it as a valuable learning experience and encouraged Board members to do the same where possible.

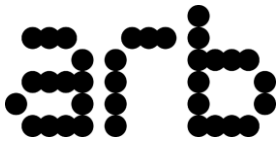
6. ARB's Operational Activities

The Board noted the report from the Executive Team on ARB's operational activities.

The Head of Qualifications and Governance referred the Board to the work carried out on the Reviews of the Criteria and Procedures for the Prescription of Qualifications. She told the Board that Stan Lester of Stan Lester Developments would be the independent consultant assisting with the reviews. Mr Lester had worked with other regulatory bodies in developing standards and criteria. She also told the Board that risk registers, equality impact assessments and a communications plan for the project had been created and that the risk registers would be submitted to the Audit Committee in October.

The Head of Qualifications and Governance also reported that recruitment for the Task and Finish Groups was underway and the Executive Team was in the process of shortlisting. 28 applications were received in total.

The Head of Qualifications and Governance told the Board that the consultation survey had now been sent out to stakeholders. One Board member raised concerns about the amount of information being asked of those filling out the questionnaire and stated that this could cause disengagement. She also queried why there were no questions around quality of examiner assessments and experience, key elements of the EU. The Head of Qualifications and Governance confirmed that the detail being submitted through the survey was being carefully monitored. The survey had been designed to obtain initial feedback, within the confines of the objectives which had been set by the Board, on the Criteria and Procedures to enable the Board to decide on its future direction of travel in relation to the documents. It was additionally noted that the survey was supported by a series of round table events around the UK



which would also allow interested stakeholders to contribute their views.

One Board member queried whether Board members were welcome to attend the round table meetings as observers. The Registrar stated that it would be preferable for Board members not to attend to preserve the Board's independence as a decision-making body.

One Board member asked whether tables and graphs could be added to the operational report to show the number of architects registered. The Registrar explained that such reporting was provided twice a year.

7. Periodic Review

The Registrar gave a verbal update to the Board on behalf of the Department for Communities and Local Government (DCLG). She confirmed that the DCLG was still working to the same timetable for moving to an all appointed board.

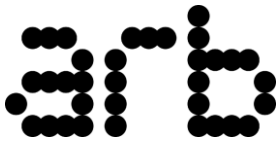
The Registrar told the Board that ARB would work with the DCLG on the recruitment process for the reconstituted Board and would use its networks and contacts to ensure that the advert reached a wide and diverse audience. The Head of Qualifications and Governance told the Board that ARB would be running events for interested applicants to come and learn about the work of ARB.

The Registrar told the Board that the DCLG was continuing to consider the pros and cons of bringing ARB under the remit of the Parliamentary Ombudsman and looking at the impact of regulatory fine levels on the ability of independent regulators to police protection of title effectively.

The Registrar reported that the DCLG welcomed the start of the Section 14 Review (a review of disciplinary processes) and looked forward to following its progress as forming part of the agreed approach to reforming the complaints handling process following the Periodic Review.

8. Reserves Policy Review

The Board was invited to maintain the current Reserves Policy. The Head of Finance and Resources reported that this was a recommendation made by the Audit Committee following rigorous scrutiny of the Policy. He reported that the reserve levels set would ensure ARB has sufficient funds for urgent and unplanned activities. The Head of Finance and Resources also reported that the current reserves were slightly below the four months required in the Policy, but that this slight shortfall is not a cause for concern.



The Board agreed:

To maintain the current Reserves Policy.

Proposer: Sue Roaf

Secunder: Soo Ware

The decision was agreed unanimously.

9. Business Plan 2017/2018

The Board was invited to agree the Business Plan at Annex A of the paper provided for this item.

The Registrar took the Board through the highlights of the business plan which was due to run until June 2018. This included a review of the Prescribed Examination process, dealing with the development of the apprenticeships route, MRA's, stakeholder research, governance implementation and the recruitment of examiners.

The Registrar told the Board that ARB would maintain its rolling programme of reviews including reviews of: ARB's general Rules and Investigation Rules; misuse of title; the Board appraisal scheme; ARB's purpose and objectives; and ARB's complaints procedures. The Registrar also told the Board that ARB would begin programming informal discussions with the Board on the strategic direction of its statutory functions. The sessions would be arranged before or after future Board meetings.

One Board member suggested an amendment at page 29: that the words "educated in the UK" should be inserted after "set standards for professional competence for architects."

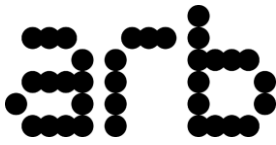
The Board agreed:

The Business Plan to end of June 2018 at Annex A

Proposer: Guy Maxwell

Secunder: Alice Hynes

The decision was agreed unanimously.



11. Other fees for 2018

The Board considered item 11 of the agenda before considering item 10.

The Board was invited to recommend that the current fees be maintained at the 2017 levels, as illustrated in Annex A of the paper for this item. The Head of Registration highlighted that this recommendation did not include the retention fee as this would be decided separately under item 10.

The Board agreed:

That there should be no change to the current fees, as illustrated in Annex A.

Proposer: Richard Parnaby

Secunder: Danna Walker

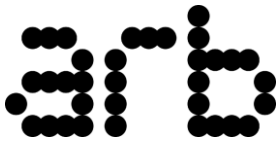
The decision was unanimous.

10. Budget and Retention Fee 2018

The Board noted the paper on the 2018 budget, reserves and annual retention fee. The Head of Finance and Resources invited the Board to recommend that the annual retention fee be held at the 2017 level of £107 and also to hold the prescribed examination fee at the 2017 level of £1,671. In addition, the Board was invited to agree the budget for 2018, as shown at annexe 5 of the paper.

One Board member queried whether IT solutions were being sought to support the move towards electronic working. The member asked whether the move would result in upfront costs and if these had been factored into the budget. The Head of Finance and Resources reported that ARB was looking at a flexible IT solution which would be available on different platforms. He reported that upfront costs would be calculated at the appropriate time and when considering the right approach. He reported that ARB anticipated a pay back on any investment within two to three years.

There was a discussion about whether ARB should continue to share half of the fee for membership of ACE with RIBA. The Registrar explained that this had been discussed at one of the briefings and that RIBA had been notified that ARB may wish



to withdraw from ACE or negotiate its proportion of the membership fee further. She explained that deciding an unequal split would be difficult and that the Executive Team believed that ACE currently provided ARB with valuable intelligence. She reported that ARB had until 30 September to resign from ACE and until 15 November to renegotiate the membership split. Other Board members supported the continued membership of ACE and suggested that this should be considered at a later date, in relation to future budgets and the current split.

One Board member queried whether ARB sat on any of the ACE workgroups. The Head of Qualifications and Governance explained that there were three workgroups which were attended by RIBA as the professional body. The Registrar told the Board that ARB only attends the workgroups that are relevant to ARB's role. The Registrar confirmed that ARB regularly attended the Professional Qualifications Directive, Continuing Professional Development and Professional Practical Experience and Regulatory Questions and Issues working groups as well as the ACE Finance, General Co-ordination and General Assembly meetings.

The Board agreed:

- **To hold the annual retention fee at the 2017 level of £107.00.**
- **To hold the prescribed examination fee at the 2017 level of £1,671.**
- **The budget for 2018, as shown at Annex A, Column 5.**

Proposer: Jagtar Singh

Seconder: Caroline Corby

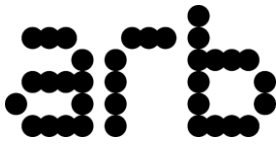
The decision was unanimous.

12. Benefits Analysis – In-house Lawyer

The Head of Professional Standards invited the Board to defer the decision about employing an in-house lawyer until the conclusion of the ongoing Section 14 Review. He asked that the recommendation to the Board be amended to reflect the deferral of the decision as follows:

"i. Does not employ an in-house lawyer at this current time;"

The Head of Professional Standards reported that a full analysis of costs, benefits and risks would be available following the Section 14 Review. Any changes to complaints



handling procedures could then be taken into account in deciding upon the appropriateness of recruiting an in-house legal resource. He told the Board that the DCLG was aware of the recommendation to defer and was satisfied with the proposal.

One Board member raised a typographical error at section 9 of the report: suggesting that the word “Quality” should be replaced with the word “Equality”.

A Board member raised the importance of progressing matters raised in the Periodic Review and not being seen to delay action. She highlighted the importance of articulating clearly the reasons for the deferred decision to the DCLG and queried how soon a decision could be made. The Registrar told the Board that ARB would write to the DCLG with any decisions made about the Periodic Review, with clear and explicit reasoning. The Head of Professional Standards told the Board that a paper would be brought before the Board in early 2018 detailing the findings of the Section 14 review.

The Board agreed:

- **Not to employ an in-house lawyer at the current time;**
- **To reconsider the matter as part of the Section 14 Review.**

Proposer: Ros Levenson

Seconder: Suzanne McCarthy

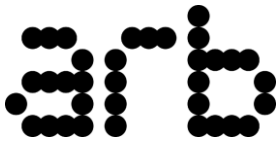
The decision was unanimous.

13. Remuneration Committee’s Terms of Reference

The Board was invited to agree an amendment to the Remuneration Committee’s Terms of Reference. The amendment was for the words “if applicable” to be inserted as follows: “To consider and determine the pay and reward package of the Deputy Registrar if applicable.”

The Board agreed:

The amendments to the Remuneration Committee’s Terms of Reference as shown at Annex A.



Proposer: James Grierson
Seconder: Richard Parnaby

14. Attendance Allowance

The Board considered the paper on proposed changes to the Board attendance allowance. The paper detailed recommendations made as a result of an independent benchmarking exercise. The Board discussed the proposed amalgamation of the Board member daily allowance and reading time to a daily rate of £375 or £187.50 for a half day.

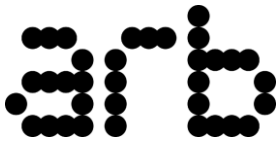
There was a discussion about public perception. One Board member queried whether the amalgamation resulted in an allowance decrease and stated that such a change could devalue the role of the Board in the eyes of stakeholders. The Head of Finance and Resources told the Board that the amalgamation did not result in a decrease, but that the change would increase consistency across payment of all members. Some Board members raised concerns that the amalgamation may be perceived as an increased allowance by stakeholders. They raised the importance of transparency in making clear that the daily rate would incorporate the current reading fee. The Chair said that communication regarding this decision needed to be clear and transparent.

Board members highlighted the role of the Annual Report in providing assurances to stakeholders. The Annual Report would reflect that the change had not affected the amount paid to Board members across the year.

Some Board members were in favour of the amalgamated daily rate and stated that the change would bring ARB in line with other, similar organisations.

The Registrar reiterated to the Board that the change had been proposed following benchmarking research carried out by an external organisation. One Board member reported that the matter had been considered in detail at the Remuneration Committee. He highlighted that the DCLG had been made aware of the proposal and was satisfied with the change.

One Board member queried whether a half day rate is required when Board meetings take place for much of the day, including travel to and from the venue. It was decided that the Board should keep the half day fee, but that it should be rounded down to £187 for administrative purposes.



There was further discussion about when the changes to the fees should be implemented. Some Board members suggested adopting the change from 1 October 2017. It was raised that the discussions about attendance allowance had been ongoing for some time and that further delay would not add value. It was also mentioned that the newly appointed Board may not be in place until late 2018 and so the delay could be considerable.

Other Board members considered that it would be preferable to defer the change in the attendance allowance to be introduced at the time of the new Board. They argued that this would provide a clear separation to stakeholders and the change would therefore be more favourably received.

The Board discussed whether the Chair of the Board and Chairs of the Committees should attract a higher allowance than other Board members. The Board agreed that the advertisement for the Chair role should state that the attendance allowance “may be subject to review” to allow for flexibility in due course.

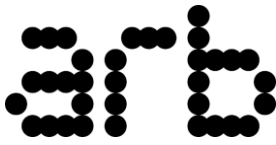
The Board discussed the arrangements for allowances claimed by members of the Prescription Committee. It was proposed that Prescription Committee members should claim on an hourly basis when more than three hours was spent on reading papers. This proposal was designed to reflect the voluminous and varying paperwork needing to be read for the Committee’s meetings. There was a discussion about how to ensure consistency where an hourly rate is in place. One Board member suggested that the Committee Chair could ask Committee members how long they needed for preparation. The Registrar told the Board that different members of the Committee focus on different aspects of the work and so preparation time can vary.

Board members discussed the benefits of revisiting the allowance for Prescription Committee members once the process review had been completed. One Board member suggested that the format of the paperwork and the roles of the Prescription Committee members should be reviewed to ensure the attendance allowance changes were appropriate.

The Board was asked to:

(i) Amalgamate the Board member daily allowance and Board member reading time, currently claimable for Board and Committee meetings, to a daily rate of £375.00.

11 Board members voted for the proposed change, 2 Board members voted against.



1 Board member abstained. The change was therefore agreed.

(ii) Amalgamate the Board member daily allowance and Board member reading time, currently claimable for Board and Committee meetings to £187.00 for a half day.

10 Board members voted for the proposed change, 2 Board members voted against. 2 Board members abstained. The change was therefore agreed.

(iii) Discuss and agree a start date for the change to become operational.

8 Board members voted for a start date of 1 October 2017, 4 Board members voted for the change to take effect at the first meeting of the new Board. 2 Board members abstained.

It was therefore agreed that the change would come into effect on 1 October 2017.

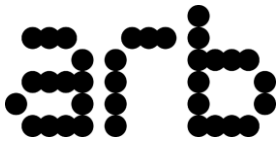
(iv) Agree that Prescription Committee members can claim for reading time over 3 hours at a rate of £50 per hour (combined attendance allowance rate includes first 3 hours of reading time).

The Board agreed unanimously that this should be the case until the Prescription Procedures Review had been completed.

15. Governance Structure

The Board noted the report on the Committee and Governance Structures. The Registrar explained that the report had been compiled following discussions at the Board development day. The report stated that the appointed Board could function effectively with 11 members. The report provided assurances to DCLG that ARB could execute its statutory functions under the new model.

There was a discussion about the way in which the Committees would work under the new Board structure. It was queried whether Board members would sit on more than one Committee under the new arrangement. The Registrar explained that a decision would not be taken at the current time about how the Committees would function as this could bind the newly appointed Board. Further, a review of the function of the Prescription Committee would be placed on hold until after the Prescriptions Procedures Review.



16. Management Accounts

The Board noted the report on the 2017 Management Accounts.

One Board member queried whether ARB had received any feedback from stakeholders in relation to its reserves policy. She raised the importance of being mindful of public perception. The Head of Finance and Resources explained that if the reserves became too large, ARB could consider reducing the retention fee. Any such change in circumstances would be raised with the Board for its consideration.

17. Communications Annual Report

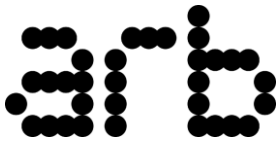
The Board noted the content of the Communications Annual Report.

There was a discussion about the content and format of the Communication Report. Board members praised the improvement in communications work at ARB. The Communications Lead told the Board that in the future ARB would look to provide more visual and graphical information in the annual report.

There was a discussion around ARB's understanding of its stakeholders given that architecture is such a large industry. The Communications Lead reported that the upcoming consumer research would help ARB to understand its stakeholders and how it should engage with them in the future. The Registrar thanked the Board for commissioning the work and stated that it would be critical to ARB's understanding of the impact of its communications and how it measures this in future.

One Board member praised the increased use of the ARB logo by stakeholders and suggested that this indicated that engagement strategies in this area were working. She queried whether ARB had any connections which could act as ambassadors amongst young architects. The Communications Lead explained that ARB did a lot of work with universities, talking to students and contacting student networks where possible. She stated that the increased use of social media had also been important in engaging with young people.

One Board member raised concerns about the limited engagement ARB had with students, as one of its main consumers. The Head of Qualifications and Governance reported that ARB would be exploring this further as part of the review of the Procedures for the Prescription of Qualifications.



The Registrar told the Board that the Communications Lead would be leaving ARB at the end of the year. The Board thanked her for all of her work for ARB.

18. Minutes

The Board noted the draft minutes of the Remuneration Committee meeting of 7 July 2017.

19. Any Other Business

There was no other business.

20. Date of meetings 2017 & 2018

22 November 2017 (PM meeting only followed by informal dinner)

23 November 2017

14 February 2018

10 May 2018

11 May 2018 (Development day)

19 July 2018

14 September 2018

29 November 2018