



2017/2018 Business Plan

Covering the period 2017 to the end of June 2018

Colour key:

Work carried forward
Work on hold
Core Work

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.	<ul style="list-style-type: none"> ▪ Further increase the use by registrants of online tools for updating details. ▪ Undertake an accuracy and quality review of the Register database. ▪ Implement email and telephone verification software across all self-service registration systems. 	<ul style="list-style-type: none"> ▪ A lower number of requests from registrants to update details manually. ▪ A lower number of invalid email addresses added on the Register, resulting in a reduced number of undeliverable communications to registrants. 	<p>In 2017, 89% of requests to update details were done via the online portal. The number stands at 84% for 2018.</p> <p>In May 2018, when the e-bulletin was sent out, 88 emails bounced. This is significantly down from a high of 1395 in February 2015, but up from the lowest rate of incidents in February 2017 (20 hard bounces). The number of successful deliveries of emails has however increased from 35,145 to 38,555 since February 2017..</p>
2.	Continue to enhance online registration system, including further development of internal office systems.	<ul style="list-style-type: none"> ▪ Continue to develop streamlined back office systems to support the online registration tool. ▪ Gather feedback from users and potential users of the system and make appropriate amendments to the system. ▪ Explore Plain English accreditation for the information provided in the system. 	<ul style="list-style-type: none"> ▪ Enhanced back office system leading to shorter application processing times. ▪ An increased understanding of how users view and use the system. Improved user journey if enhancements are made supported by higher satisfaction levels. ▪ Positive feedback that our communication is easily understood and system instructions are easy to follow. 	<p>Development of enhancements to our systems are in progress and will run beyond June 2018. Average processing times of UK applications have dropped from 8 to 5 working days against the same period in 2017. Average processing times for EU applications remain consistent at 11 days across the same period for both 2017 and 2018.</p> <p>The passlist portal is due to be piloted shortly with a planned roll out due for late 2018.</p> <p>Feedback has been sought from those joining the Register on the usability of the portal and overall process. 99% of responders were satisfied with the</p>

	Area of Work	Actions	Measures of Success	Mid Year Assessment
				<p>usability of the online application tool and 97% satisfied with the overall process.</p> <p>Feedback has also been sought on the Welcome Pack microsite sent to all those joining the Register. Feedback from users has been positive and a formal survey for measuring feedback has now been set up.</p> <p>We have commenced the plain English project and are about to begin the process of having the language and content within the Welcome Pack reviewed.</p>
3.	<p>Provide an efficient and effective service to all enquirers.</p>	<ul style="list-style-type: none"> ▪ Develop a more robust system for handling incoming email, capable of providing management information. 	<ul style="list-style-type: none"> ▪ Increased efficiency, a reduction in the number of days to respond to enquiries, alongside enhanced management information on performance. 	<p>The new email management system is in place. We now gather information on email volumes and track the frequency of popular topics. We have reduced the service level agreement for responses from 10 to 5 working days and are 98% compliant with this target to date.</p>
4.	<p>Undertake a fundamental review of the routes to registration.</p>	<p>Undertake a review to:</p> <ul style="list-style-type: none"> ▪ Explore whether current arrangements remain fit for purpose and reflect current best practice. ▪ Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level. ▪ Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence. 	<ul style="list-style-type: none"> ▪ 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. ▪ 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. ▪ Engaged with all stakeholders and kept them informed of progress as the review develops. ▪ 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>Full Routes Review is on hold.</p> <p>Aspects of the Review have been extracted to form "business as usual" reviews.</p> <ul style="list-style-type: none"> ▪ Review of the Criteria ▪ Review of the Prescription Procedures <p>Project Plans and timelines for these projects have been agreed by the Board for delivery during 2018/2019.</p>

	Area of Work	Actions	Measures of Success	Mid Year Assessment
5.	<p>'Business as usual' review of Prescribed Examination Procedures – dependant on Criteria/Procedure review amendments.</p>	<p>Undertake a review to:</p> <ul style="list-style-type: none"> ▪ Explore whether the procedures remain fit for purpose following completion of the Criteria/Procedure reviews ▪ Explore whether the eligibility requirements remain fit for purpose ▪ Explore whether the process is efficient and robust in offering assurance that those who pass the exam have equivalent competence to an architect undertaking an ARB prescribed qualification at the appropriate level 	<ul style="list-style-type: none"> ▪ Procedures tested to ensure consistency with the outcomes of the Criteria/Procedure review and amended where necessary. ▪ Engaged with all stakeholders and kept them informed of progress as the review develops. ▪ Procedures tested to ensure that where possible, costs to the candidate are minimised as far as possible. ▪ Steps taken to ensure that any efficiency savings do not result in less assurance that the candidate is competent to the appropriate level. ▪ 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>The review is underway and the pre-consultation stage almost complete. The Board will be updated on progress in September, with a decision anticipated for November, depending on the outcomes of the Criteria review.</p> <p>To avoid destabilising our current routes to registration, the process around eligibility assessments will be considered, including English language requirements, though the principle around equivalence being linked to qualifications in architecture will not be part of the review.</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	2017/2018
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> <ul style="list-style-type: none"> ▪ feedback sessions; ▪ planning meetings; ▪ university liaison sessions; ▪ regular engagement with and liaison meetings with stakeholders; ▪ speaking at relevant conferences/forums; ▪ Providing support for those seeking to list qualifications in Europe. ▪ To improve and develop areas of ARB’s website relating to prescribed qualifications/the student handbook as well as keeping them up to date. 	<ul style="list-style-type: none"> ▪ Good relationships with key stakeholders are maintained and developed, as exhibited by individual and collective feedback. ▪ Stakeholders believe ARB adds value over and above performance on the prescription function, as evidenced by collective and individual feedback. ▪ ARB is kept well informed of possible future developments in order to plan its work and respond to developments. 	<p>This forms part of our core work and all of the measures of success are being met; we regularly meet with, attend and speak at forums organised by our stakeholders, e.g., SCHOSA; APSA etc. We regularly collect feedback from our stakeholders, including institutions, and Part 3 providers and use the information to improve processes.</p> <p>As part of the business as usual review of the Criteria and Procedures for the Prescription of Qualifications, we have been reviewing the operation of the prescription process internally during the first part of the year. We have already introduced some improvements including redeveloped application forms and application templates..</p> <p>We will be undertaking a review of the content and structure of our university liaison sessions during the Summer 2018 ready for roll out in September 2018.</p> <p>So far this year we have undertaken 29 University liaison sessions, which have been promoted through social media. We will be contacting institutions in July 2018 to institutions to promote the liaison programme and invite institutions offering newly prescribed qualifications to take part.</p>

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				<p>We have been continuing to gather feedback from both students and PSAs for visits, all of which has been positive.</p> <p>We will be making changes to the Good Practice Handbook in July 2018 to include the latest guidance in relation to the Professional Qualifications Directive and have added a Frequently Asked Questions section to ARB's website which addresses apprenticeship qualifications.</p> <p>Finally this year we launched the new Student Handbook micro site which has given a really good platform for student and universities alike to gain easy and seamless access to information. Further enhancements will continue into 2019.</p>
2.	<p>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 of which are notified to the European Commission for listing under the PQD.</p>	<ul style="list-style-type: none"> ▪ Continue to embed the European Commission's revised process for the notification of qualifications within ARB's procedures. ▪ Ensure that the European Commission's deadlines for considering notifications are met on every occasion. 	<ul style="list-style-type: none"> ▪ ARB will have reviewed 100% of European notifications within the European Commission's deadlines, and complied with the requirements in this area. ▪ ARB will have dealt with all UK notifications within the European Commission's deadlines, and complied with the requirements in this area. 	<p>This forms part of our core work and all our key performance indicators and measures of success in this area are being met.</p> <p>We have notified one newly prescribed UK qualification to the European Commission so far this year. A planning meeting will be taking place in July 2018 and a further three notifications will be prepared before the end of 2018, subject to approval by the Board.</p> <p>A number of award title changes are being prepared for 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>Eight European notifications have been received so far this year. Three European Notifications meetings have been held. 100% of the European notifications have been</p>

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				<p>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 in relation to the Professional Qualifications Directive. We also continue to work with our European colleagues, attending key meetings and forums as appropriate.</p>
3.	Apprenticeship Route.	<ul style="list-style-type: none"> ▪ Engage with the Architecture Trailblazer Group and relevant stakeholders regarding the development of the Apprenticeship routes for Architect and Architectural Assistant. ▪ Keep relevant committees/the Board up to date regarding developments as well as the risks and issues associated with the development of the apprenticeships. ▪ Develop and publish guidance for institutions seeking to offer prescribed academic provision within the apprenticeship framework, as well as those seeking to undertake an apprenticeship route to registration. 	<ul style="list-style-type: none"> ▪ Provision of timely information to assist the development of the apprenticeship schemes and regular engagement with and attendance at relevant Architects Trailblazer Group meetings. ▪ Provision of updates and presentations to relevant ARB committees and the Board. ▪ Guidance for institutions and stakeholders will be available on ARB’s website. 	<p>We have met with the Trailblazer Group lead on a number of occasions so far this year and provided guidance on the ARB prescription process to institutions interested in developing apprenticeship provision during meetings and presentations.</p> <p>A small working group, consisting of Board members, was established to review the draft apprenticeship standards and end point assessments (EPAs) and report in to the wider Board.</p> <p>The Prescription Committee has received regular updates on the development of the apprenticeship standards and EPAs. The Trailblazer Group lead presented to the Committee in May..</p> <p>A set of FAQs for institutions considering the development of apprenticeship provision have been drafted and posted on the ARB website. As more information becomes available, these will be updated.</p>
4.	Explore possibilities of Mutual Recognition Agreements with International Countries.	<ul style="list-style-type: none"> ▪ Engage with relevant Government Departments regarding ARB’s role in this area. ▪ Seek legal advice regarding the development of any MRAs. ▪ Undertake thorough research in relation 	<ul style="list-style-type: none"> ▪ Continue to work with MHCLG, DExEU and DIT to establish ARB’s position in relation to the development of potential MRAs. ▪ Worked closely with the Board’s solicitor to ensure that any potential 	<p>We are regularly engaging and discussing the potential development of mutual recognition agreements and ARB’s role in this at a high level with all relevant government departments.</p> <p>We are continuing to liaise with those organisations which</p>

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		<p>to any potential MRAs.</p> <ul style="list-style-type: none"> ▪ Build robust working relationships with counterpart bodies in other countries. ▪ Provide clear and timely updates to stakeholders. ▪ Following exploration, develop relevant MRAs as appropriate. 	<p>MRAs will be fit for purpose.</p> <ul style="list-style-type: none"> ▪ Undertaken detailed background research in relation to the registration and prescription requirements in other relevant countries. ▪ Held discussions and where appropriate, meetings with ARB’s counterpart bodies in other countries to discuss the registration and prescription requirements in each respective country and identify any gaps which may need to be addressed ▪ Issued appropriate information to stakeholders to keep them informed of developments. ▪ Explored and developed MRAs with counterpart bodies as appropriate. 	<p>have approached us and are seeking to develop future agreements with us and have started to explore and undertake more detailed research into areas of commonality and differences between our respective prescription and registration processes.</p> <p>We have regularly updated our stakeholders through our attendance at liaison meetings and forums.</p> <p>Research into the registration and prescription requirements in other relevant countries is ongoing.</p> <p>Further work is expected to take place in relation to this area in the second half of 2018.</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	2017/2018
1.	Ensure efficient processes which are fair to all in all aspects of complaints handling	<ul style="list-style-type: none"> ▪ Review and improve all literature guidance to ensure they remain compliant with Best Practice. ▪ Integrate online complaints tool with ARB's internal investigations portal. ▪ Develop and increase the use of online feedback. 	<ul style="list-style-type: none"> ▪ All external facing guidance and literature is reviewed and updated as appropriate. ▪ Feedback is reported in an appropriate way, and demonstrable action taken in light of it where appropriate. 	<p>All literature and guidance will be reviewed once the results of the section 14 review are finalised.</p> <p>Systems of improving feedback are being developed, the results of which will be reported via the Investigations Oversight Committee.</p>
2.	Ensure the investigations process is running smoothly and offers a fair process to all.	<ul style="list-style-type: none"> ▪ Ensure that the Investigations Panel and Professional Conduct Committee are adequately resourced and trained in best practice. The Investigations Oversight Committee is provided with appropriate information and maintains strategic overview of ARB's investigation processes. ▪ Outdated Professional Standards database and IT system are replaced by a fit for purpose system. 	<ul style="list-style-type: none"> ▪ 80% of Investigations Panel decisions are reached within 12 weeks. ▪ 80% of Third Party Reviews find no further action to be taken. ▪ No findings of 'no case to answer' at the PCC or adverse findings by Judicial Review. ▪ No successful appeals against PCC decisions. ▪ A fully operational and paperless IT system for investigations is put in place. 	<p>68% of Investigations Panel decisions have been made within the 12 week target in the first six months of 2018.</p> <p>100% of Third Party Reviews have found no further action need to be taken.</p> <p>There has been one 'no case to answer' decision at the PCC, but no adverse judicial review or statutory appeal decisions.</p> <p>The paperless IT system for investigations is due to be in place in the second half of 2018.</p>

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3.	<p>Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence.</p>	<ul style="list-style-type: none"> ▪ Seek views from all stakeholders as to how ARB's disciplinary regime might be improved. ▪ Draft new rules and acquire Board approval for changes where appropriate. ▪ Undertake three month formal consultation on proposed changes. ▪ Publish new rules; provide training as necessary to those who deliver a service on behalf of ARB. ▪ Ensure that guidance and standard correspondence is updated to reflect changes to procedures. 	<ul style="list-style-type: none"> ▪ New Investigations & Professional Conduct Committee Rules are consulted on and published to come into effect by 30 September 2018. 	<p>The 'Section 14 Review' of how ARB fulfils its obligations in respect of complaints handling has been undertaken, and its findings reported to the Board.</p> <p>Rule changes have been drafted for consideration before going out to consultation.</p> <p>Subject to agreement, the next steps will be for the rule changes to be agreed and all guidance updated before the changes come into effect by the start of 2019.</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	2017/2018
1.	Raise public awareness of the standards expected of architects.	<ul style="list-style-type: none"> ▪ Ensure that the Code is embedded within all of the key communication documents published by ARB. ▪ Publish articles throughout the year highlighting the benefits of using a registered professional. <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>	<ul style="list-style-type: none"> ▪ 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. ▪ 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. ▪ Engagement strategy for consumer shows to have been developed. 	<p>The majority of this work was delivered in 2017.</p> <p>At the May Board Development Day a discussion was had as to what more could be done to raise awareness of the relevance of architects. The Board expressed an increased appetite for additional resource to be committed to this area, and proposals will be brought back in the second half of 2018.</p> <p>Wide ranging exercises have been undertaken to raise public awareness of the standards, including a joint article with RIBA and an article in the Magistrates Association, as well as a targeted social media campaign.</p> <p>Stakeholder research is being developed and we continue to use behavioural analytics, such as recording downloads of the Code, to measure our impact.</p>

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

2.	<p>Uphold the value of the Register by increasing its use.</p>	<ul style="list-style-type: none"> ▪ Continue to increase awareness of the Register through online platforms. ▪ Develop a strategic communications plan to keep the Register topical and in the public arena. ▪ Develop relationships/partnerships with relevant organisations/groups to raise awareness of the Register through advocacy. ▪ Review the misuse of the Board’s Title policy and approach. ▪ Raise awareness of the purpose of prosecutions so that potential offenders are deterred and the public is informed ▪ Use all legal options available to deal with serious/repeat misusers of the title of architect. 	<ul style="list-style-type: none"> ▪ Social media referrals to the Register increased by 10%. ▪ The number of Register searches increased by 5%. ▪ Visits to the Register increased by 5%. ▪ All prosecutions launched done so in adherence with a consistent policy and concluded successfully. 	<p>Social media referrals have increased by 9% so far in 2018</p> <p>The number of Register searches has increased by 1.6% so far in 2018</p> <p>Visits to the Register have increased by 22%</p> <p>All prosecutions have been concluded successfully</p>
3.	<p>Encourage architects to promote their registered status to increase awareness and value of the Register.</p>	<ul style="list-style-type: none"> ▪ Explain to registrants the value of referring to their registered status. ▪ 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. ▪ Increase links to the ARB Register via websites. ▪ Establish an internal task and finish group to review registrants’ services and registrants’ pages on the website 	<ul style="list-style-type: none"> ▪ Downloads of ARB logo from website increased by 10%. ▪ External links to the online Register increased by 10%. ▪ Internal task and finish group to have reviewed this area and progressed action points. ▪ Improved understanding amongst architects of UK Regulatory requirements. ▪ Demonstrable increase in the understanding of the role of ARB and the regulatory landscape, along 	<p>This majority of this work was delivered in 2017 and reported on in February 2018.</p> <p>There has been a renewed focus on social media content including promoting the benefits of registration, including tax relief, the Professionally Qualified Person card, and increased consumer confidence.</p>

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

		<ul style="list-style-type: none">Introduce an electronic 'welcome pack' for new registrants.	with information on UK context for those who did not qualify in the UK.	
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Section E - Corporate Functions

	Area of Work	Actions		2017/2018
1.	Continue to embed the requirement of the revised Professional Qualifications Directive (PQD).	<ul style="list-style-type: none"> ▪ 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. ▪ Take legal advice and advice from MHCLG and BEIS where necessary. ▪ Analyse and cost any necessary system changes for 2018 budget. ▪ Engage in discussions with stakeholders and ensure understanding of the changes. ▪ Ensure information is readily available. 	<ul style="list-style-type: none"> ▪ Stakeholders are fully aware of the implications of the changes. ▪ ARB makes any relevant adjustments to its policies, requirements and documents so that they continue to remain compliant with the revised Directive. 	<p>This now forms part of our core work.</p> <p>We are continuing to keep stakeholders up to date through liaison meetings/email updates and attendance at relevant forums. We are monitoring and contributing to the development of relevant policies regarding the notification of qualifications to the European Commission.</p>
2.	Engage with the European Commission's review of the Professional Qualifications Directive.	<ul style="list-style-type: none"> ▪ Continue to attend and engage with our European Stakeholders, e.g, ACE; ENACA ▪ Continue to liaise with Government Departments, e.g., MHCLG and BEIS ▪ Consider the implications of any potential changes to the Directive ▪ Ensure information is readily available to stakeholders 	<ul style="list-style-type: none"> ▪ ARB is fully aware of the likely scale and timings of the review. ▪ Stakeholders are aware of the review; any potential changes and the implications of these. ▪ Staff will have continued to participate in key ACE/ENACA meetings/discussions. 	<p>The European Commission is planning to start the next review of the Professional Qualifications Directive in 2019/2020. We continue to monitor developments in the UK's exit from the EU as an impacting factor.</p> <p>Staff continue to participate in ACE/ENACA meetings.</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 Board level. 	<ul style="list-style-type: none"> ▪ Information provided to the Board on performance and risk is considered to be at the right level and provides an appropriate level of assurance. ▪ Internal audit continues to be robust and add value, as assessed by the Audit Committee and the management team. 	<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 the process of being delivered on time.</p> <p>We continue to monitor the new risk strategy and register methodology and update the Board on internal and external risks to the organisation through email and meetings.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<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. ▪ Rolling programme of 2017/2018 policy reviews. ▪ 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. 	<ul style="list-style-type: none"> ▪ 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. ▪ The level of reserves maintained provides the appropriate level of reassurance/ confidence to the Board, the Government and key stakeholders. ▪ Relevant policies are reviewed within expected time frame. ▪ Risks will have been adjusted on basis of the analysis of trend information and improvements. ▪ All members of staff will continue to have an understanding of the risks which could impact on ARB's work. 	<p>The risk profile is reported to the Board at each meeting and deep dives into key operational risk areas, including the UK's exit from the European Union, have been undertaken at Audit Committee.</p> <p>Reports of mid-year delivery against the Business Plan and of key statistics for the first half of 2018 were brought to the July Board.</p> <p>Adequate reserves have been maintained to meet MHCLG requirements and Board policy, though we continue to monitor the impact of external factors on staffing and keep the Audit Committee abreast of any developments.</p> <p>The Investigations Oversight Committee and Board were kept updated on any legal challenges.</p> <p>Risk addressed at staff and team meetings; a Challenge Ambassador working group established to risk assess the work of other departments; and operational deep dives involving staff members into the practical management of key risks taking place.</p> <p>A program of policy reviews are in place with progress reported to the Board.</p>
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 ARB's 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 	<ul style="list-style-type: none"> ▪ Maintain adequate staffing levels. ▪ Evidence of increased flexible working across the organisation to deliver statutory functions. ▪ A committed and engaged staff resource (Annual Engagement survey). ▪ An integrated efficient online expenses system with positive 	<p>ARBs headcount is 25 members of staff all working full time. In May 2018, an additional 18 month resources was included within the Qualifications team to support the additional workload. We have experienced a higher vacancy level in the first 6 months of 2018 which we plan to recruit to or cover with temporary resources.</p> <p>Each member of the team identified training and development opportunities. Two all staff training events were held during the first six months of the year around</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<p>and engagement.</p> <ul style="list-style-type: none"> ▪ 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 package. 	<p>feedback from system users.</p> <ul style="list-style-type: none"> ▪ Efficient Human Resources system in place. 	<p>ARB's values, culture and working as one ARB.</p> <p>Cross-team working groups continue to deliver projects on Going Paperless, Feedback, Better Regulation Action group, Challenge Ambassadors, Equality and Diversity.</p> <p>The annual staff engagement survey was carried out in January 2018. The results of the survey were generally positive. The outcomes of the staff survey were reported to the Remuneration Committee at its May 2018 meeting. We have since held a number of working groups around flexible working, feedback, pressure and support at work and training and development.</p> <p>ARB continues to be competitive in the recruitment market and, so far, has successfully attracted high calibre individuals when advertising externally. During 2018 we have also promoted two individuals within the organisation</p> <p>All members of the OMG and line managers have undertaken coaching so as to improve their skills in developing talent and enhancing performance within the organisation.</p> <p>ARBs key succession planning policy was reviewed and presented to the Remuneration Committee at its May 2018 meeting.</p> <p>New Human Resource system was introduced in May 2018</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
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. 	<ul style="list-style-type: none"> Statutory functions delivered efficiently and effectively, alongside any requirement for the organisation to change. Successful development of an Operational Plan once the outcomes of the Review are known. Stakeholder satisfaction with ARB's communications around the Periodic Review. Continue to place updates about the Periodic Review into the public domain. Implementation plan delivered within the agreed timeframe. 	<p>All of ARB's responsibilities emanating from the Periodic Review have been delivered, or are on course for delivery within agreed timescales.</p> <p>We have meanwhile continued to support our Government department in delivering its own responsibilities arising from the Review. There will be significant work in preparing for a new Board.</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 Boards Investment Strategy and the Investment and Management 	<ul style="list-style-type: none"> Deliver ARB's work as set out in the Business Plan within budget. To deliver the 2018 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 2017. An informed Board, which is provided information in a concise way, enabling them to govern the organisation effectively. To have in place a project plan for reviewing ARB's premises options. To have in place an agreed 	<p>The fee collection for 2018 ran smoothly with a lower number of initial removals for non-payment than in 2017, despite a bigger Register.</p> <p>The Board approved the 2018 budget at its September 2017 meeting. The Board are kept up to date of the actual income and expenditure compared to budget and also advised of the likely year end outturn via a report to the May, July, September and December Board meetings.</p> <p>The 2019 Board budget briefing session will be held later this year, and agreed at the September 2018 meeting of the Board.</p> <p>The Board, at its February 2018 meeting, agreed that ARBs premises should remain at Weymouth Street.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		arrangement.	Investment Strategy.	The Board reviewed and revised its Investment Strategy in November 2017 and the revised implemented during 2018. It is anticipated to tender for the Broker service during quarter 4 of 2018.
7.	Compliance with legal obligations.	<ul style="list-style-type: none"> ▪ Health and safety. ▪ Employment requirements. ▪ Data handling. ▪ PAYE. 	<ul style="list-style-type: none"> ▪ No adverse health and safety incidents taking place during 2017/2018. ▪ Implement any required change to procedures and processes as required. 	<p>There have been no health & safety incidents in the first half of 2018 and an internal audit review of Health and Safety was undertaken in May 2018</p> <p>ARB remains complaint with any new employment or PAYE legislative changes.</p> <p>ARB has appointed a Data Officer and undertaken further steps including engaging with all key data handlers to ensure compliance with General Data Protection Regulations (GDPR).</p>
8.	Stakeholder Research Project.	<ul style="list-style-type: none"> ▪ Test the market for companies able to provide the relevant services. ▪ Undertake tender exercise as required. ▪ Set terms of reference for the project. ▪ Report findings back to the Board. ▪ Set out a project plan for delivering on the agreed outcomes of the research. 	<ul style="list-style-type: none"> ▪ A thorough, valuable piece of research on ARB's relationship with its stakeholders is produced enabling a strategy commitment for the next three years. 	A Request For Proposals is being drafted. This project will be undertaken in the second half of 2018.

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
9.	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. 	<ul style="list-style-type: none"> ▪ Internal and external systems remain stable with no down time. ▪ External systems remain accessible and fit for purpose, and responsive to any feedback received. ▪ 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. ▪ The pros and cons involved in moving the Board and its Committees' papers on-line will have been fully explored and a new system introduced. 	<p>Individual elements to be delivered in the second half of 2018 and beyond.</p> <ul style="list-style-type: none"> • Passlist portal • Improvements to online systems • Paperless systems for Board and Committee papers
10.	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. 	<ul style="list-style-type: none"> ▪ Demonstrable evidence of broader working relationships with Stakeholders and Partners from the built environment, consumer and regulatory sectors. 	<p>A review of our communication and stakeholder engagement plan is underway, with completion expected in the second half of 2018.</p> <p>We have held sessions with the Board and representatives from the Construction Industry Council, started exploring way of working more closely with the Consumer Code Approval Scheme and are considering how we might extend the scope of the market research we are to undertake to include strategic insight.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
11.	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. 	<ul style="list-style-type: none"> ▪ ARB will have responded to relevant consultations as appropriate. ▪ 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>We have reviewed and updated our Brexit Frequently Asked Questions.</p> <p>We are continuing to monitor and respond to relevant developments/consultations where appropriate.</p> <p>We are continuing to actively participate in the Architects Council of European/European Network of Architects Competent Authorities' to discuss potential future amendments to the Mutual Recognition of Professional Qualifications Directive and the development of guidance to support the existing Directive.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
12.	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 to comply with the requirements of the Act; induct new Board members as appropriate. ▪ Conclude the review of the ARB/MHCLG Framework Agreement. ▪ Conclude the review of the Board's Code of Practice. ▪ Review the Board appraisal process. ▪ Review the Board's General Rules. 	<ul style="list-style-type: none"> ▪ Outcomes of effectiveness reviews will be actioned and taken forward as appropriate. ▪ A revised ARB/MHCLG Framework Agreement will have been published. ▪ A revised version of the Board's Code of Conduct will have been included in the Board Handbook. ▪ The Board's appraisal process will have been reviewed and any revisions rolled out. ▪ A review of the Board's General Rules will have been undertaken with a view to publishing an updated set of Rules in 2018. ▪ Governance arrangements will be kept up to date, reviewed where appropriate, and adjusted to meet best practice. 	<p>Aligned to this area of work will be the preparation needed to ensure the smooth transition to an all appointed Board.</p> <p>We have completed the 2017 Board effectiveness review and are in the process of reviewing the outcomes of this exercise.</p> <p>We have worked with the MHCLG to update the existing Framework Agreement and during the second half of 2018 we will be undertaking a fuller review of the Framework Agreement with the MHCLG; we will also review the Board induction process; the Board Handbook and Code of Practice; the Board appraisal process and the Board's General Rules.</p>
13.	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 	<ul style="list-style-type: none"> ▪ Annually published data which is of value to the Board and other stakeholders. ▪ 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>A 3 year Equality & Diversity performance plan was drafted and agreed by the Board. The monitoring of its success will be the responsibility of the Audit Committee, albeit that an annual report on our work in this area will still be made to the Board.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<p>gathering.</p> <ul style="list-style-type: none"> Undertake project to consider how to make consultations more accessible. 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. 		
14.	Implementation of new governance arrangements, including recruitment, induction and required rule changes.	<ul style="list-style-type: none"> Provide MHCLG with all requested assistance in bringing legislative change. Provide job descriptions, packages, information and resource to allow recruitment of Board members. Arrange for a full induction to be given to all new Board members. Design a new committee structure. Update General Rules to reflect the above changes. 	<ul style="list-style-type: none"> Schedule 1 of the Act is amended to provide for a fully appointed Board. A fully appointed Board is recruited and inducted ready to take office on the effective date as specified by Government. Rules, committee structure and remuneration packages are agreed and in place for the start of the new Board. 	<p>Work to commence as soon as MHCLG confirm the timeframe.</p> <p>There is considerable work to be done in this area. (See 12 above)</p>
15.	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. 	<ul style="list-style-type: none"> Understanding of key regulation and consumer/client issues, which assists the decision making of the Board. Clear understanding of ARB's performance and service delivery through wide ranging feedback. Publish measureable key performance indicators, and report against them biannually. Increased use of Search the Register facility through enhanced awareness of its value, enabling consumers to make informed choices. 	<p>Action to span over the whole of 2018.</p> <p>Market research to be undertaken will include developing greater insights into consumer/client issues</p> <p>We reported on our performance against key performance indicators in February and July 2018.</p> <p>We attended a consumer show in March 2018, to raise consumer awareness of ARB and the regulation of architects.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> External communications reinforce message of ARB's regulatory work. No high profile regulatory failures leading to public criticism. 	
16.	Recruitment of external advisers – Examiners, Prescription Advisers, possible expansion of Professional Conduct Committee.	<ul style="list-style-type: none"> Work with MHCLG to amend legislation to expand membership of the PCC. Draft schedule of required recruitment throughout the year. Ensure that job descriptions, codes of conduct and remuneration packages are current and appropriate. Bring proposed appointments to the Board for decision in good time. 	<ul style="list-style-type: none"> Schedule 2 of the Act is amended to allow for an expanded PCC membership. All appointments are fulfilled in line with ARB's agreed policies, and without any interruption in service. 	<p>If MHCLG change the Act as promised, recruitment will commence in relation to PCC members.</p> <p>Amendments to the Board General Rules will commence as soon as we have confirmation of the Act changes.</p> <p>We have undertaken a successful recruitment process to replace the Prescription Committee's current independent advisers who will complete their tenures in September 2018 in line with the Board's agreed policy to ensure that this area of our work is properly supported.</p>
17.	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 	<ul style="list-style-type: none"> Positive feedback from the Department for Communities and Local Government on responsiveness and quality of information provided. Successful embedding of any legislative changes into ARB's operations and strategy. Regular updates sent to the profession and other stakeholders at appropriate intervals and website FAQs reviewed and updated on regular basis. 	<p>Work in this area is likely to intensify significantly during the second half of 2018 and into 2019.</p> <p>We are continuing to respond to Government requests for information as we receive these.</p> <p>We have developed and published a set of FAQs on our website based on what we know to date.</p> <p>We are continuing to keep our stakeholders up to date through regular meetings and presentations at their forums based on what we know at the current time.</p>

Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<p>affect ARB's core activities and function through communications, and website FAQs.</p> <ul style="list-style-type: none">▪ To liaise with other EU competent authorities as and when appropriate.	<ul style="list-style-type: none">▪ Feedback from stakeholders, including profession, public and competent authorities as to quality and timeliness of communications and updates.	

Glossary

BEIS	Department for Business, Energy and Industrial Strategy
MHCLG	Department for Communities and Local Government
DExEU	Department for Exiting the European Union
DIT	Department for International Trade
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
FReM	Financial Reporting Manual (Government document)
MRA	Mutual Recognition Agreement
PQD	Directive 2005/36/EC on the mutual recognition of professional qualifications
PCC	Professional Conduct Committee