ARB Business Plan 2019

Architects Registration Board
2019 Business Plan

Purpose and Objectives

ARB's primary purpose is to deliver the Architects Act and the Board has identified two objectives from the Act which underpin our core work.

Protect the users and potential users of architects' services:
We will protect the users and potential users of architects' services by regulating architects so that the public can be confident that architects are appropriately qualified. We will raise the public's awareness of the Register.

Support architects through regulation:
We will maintain and publicly demonstrate the status of architects as competent, qualified professionals, and we will regulate use of the title "architect". We will raise awareness of the Architects Code of Conduct and Practice and the need to maintain competence.

In addition to our core work, the Board has identified four strategic objectives for delivery in the years 2019-2021. The work we plan to undertake in 2019 to set us on the path of achieving the 2019-2021 strategy is set out in this document.

Format of the Business Plan

The Plan for 2019 has been divided into sections relating to the four key strategic objectives for 2019-2021, with our performance against key performance indicators set out as a fifth section. The sections are labelled as A – E.

Reporting against the Business Plan

An annual report showing our performance against the Business Plan is given at the first Board meeting after the year end. The management team keeps the plan under review on a monthly basis and also assesses and reports on performance mid-year. The Board is alerted to any major issues in relation to the delivery of the plan.

The performance indicators in Section E are monitored regularly by the management team and are reported to the Board twice yearly. We monitor financial performance through the budget setting process and management accounts, which are provided to the Board four times a year.

Section A – Organisational Excellence

We will deliver efficiencies and improve performance in way that does not sacrifice accessibility, by:

- Inducting and embedding a smaller, all appointed Board;

- Delivering an IT strategy which will provide efficiencies both in cost and time;

- Ensuring that ARB has a properly resourced, trained and motivated staff team;

- Having in place a financial plan which allows for the delivery of ARB's obligations without placing undue burdens on the profession;

- Reviewing our key performance indicators to ensure that the measures we use to demonstrate success are both relevant to our role and challenging.

We have set out below the steps we will take in 2019 to help achieve these objectives.

	Area of Work	Actions for 2019	Measures of Success
1.	Inducting and embedding a smaller, all appointed Board	▪ Support the MHCLG in recruiting and appointing a new Chair and ten new Board members ▪ Provide an effective induction for the new Chair and Board ▪ Review the governance structure and relevant supporting documents including ARB's General Rules, ARB Board Meeting agendas and paper templates, the Board appraisal process, and the Board Handbook. ▪ Review and adjust the Committee structure to support the work of the Board	▪ By the end of 2019, there will be a new Board and committee structure in place with no notable disruption to delivery of strategic decisions or the organisation's core work during 2019 ▪ By June 2019, the Governance structure will have been reviewed and supporting documentation will be in place and have been published ▪ By the end of 2019, positive feedback from Board engagement survey regarding induction process ▪ By the end of 2019, positive outcomes from an internal audit review of revised governance arrangements and induction process
2.	Delivering an IT strategy which will provide efficiencies both in cost and time	▪ Develop digital systems to support the end to end registration process ▪ Research and introduce digital systems to support the Board and committees, including the introduction of paperless Board packs ▪ Develop digital systems to support the revised prescriptin process	▪ By the end of 2019, Registration and prescription support systems developed and embedded and all relevant staff trained in use, with minimal disruption to service users ▪ By the end of 2019, lower average processing times for applications for registration ▪ By the end of 2019, have reduced the amount of paper

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

	Area of Work	Actions for 2019	Measures of Success
			used across organisation by 40%
3.	Ensuring that ARB has a properly resourced, trained and motivated staff team	▪ Recruit and induct any additional key personnel ▪ Ensure we attract, develop and retain high calibre staff ▪ Carry out the annual staff survey to ensure prior learning points have been embedded and have retained a highly engaged workforce	▪ Lower staff turnover ▪ Positive outcomes from staff survey, particularly in areas relating to learning from 2018 staff surveys ▪ Successful recruitment campaigns where additional resource requirements are identified resulting in demonstrable impact in key areas
4.	Having in place a financial plan which allows for the delivery of ARB's obligations without placing undue burdens on the profession.	▪ Undertake a review of the organisation's resource needs following the crystallisation of any requirements coming from the UK's exit from the European Union and the Hackitt review working group's conclusions on the 'competence' of professionals ▪ Develop a three year budget aligned to the organisation's strategic objectives and three year business plan ▪ Devise a strategy and start to undertake the process of value for money reviews of some of ARB's key suppliers ▪ Review ARB's investments strategy and broker arrangements ▪ Efficiently and effectively collect the 2019 annual retention fee	▪ Fully staffed team, with clear evidence and rationale that staff team can realistically deliver key objectives ▪ Three year budget developed and approved by Board ▪ Demonstration of savings on services delivered by key suppliers ▪ Lower percentage of architects removed for non-payment of the retention fee ▪ Positive 2019 accounts audit
5	Reviewing our key performance indicators to ensure that the measures we use to demonstrate success are both relevant to our role and challenging.	▪ Undertake a review of the current standards of success and whether they remain appropriate ▪ Consider any changes made to key areas of our strategy and whether the outputs we measure remain appropriate	▪ Key performance indicators redefined with specific reference to the outcomes of the market research into stakeholder requirements referenced in Section D ▪ Key performance indicators that support any changes to procedure following UK exit from the EU ▪ More positive feedback from stakeholders

Section B – Exit from the European Union

We will respond to the UK's changing relationship with Europe and the Rest of the World in a way which continues to protect consumers and supports architects through regulation, by:

- Ensuring that the key strategic decisions required to operate effectively during the implementation period (if appropriate) and post EU-exit are addressed and that the executive has sufficient resource to deliver what is required;

- Setting the strategy for a fundamental review of our registration and regulation framework, once the terms of the UK's exit from the EU are known;

- Ensuring that the key risks and opportunities arising from EU-exit are recognised.

We have set out below the steps we will take in 2019 to help achieve these objectives.

	Area of Work	Actions for 2019	Measures of Success
1.	Ensuring that the key strategic decisions required to operate effectively during the implementation period (if appropriate) and post EU-exit are addressed and that the executive has sufficient resource to deliver what is required	▪ Put in place contingency plans in Registration and Qualifications if no deal is secured and mutual recognition of qualifications ceases in March 2019 ▪ Ensure that any key policy decisions required to ensure that the organisation can continue to carry out its statutory functions are made by the Board without undue delay ▪ Ensure that any changes to legislation and policy position are reflected in procedural change at an operational level	▪ By March 2019, be ready to implement contingency plans should no deal have been agreed between the UK and the EU ▪ No significant impact on performance against key performance indicators ▪ Policies and procedures in place that reflect changes in legislation and which would bear the scrutiny of legal challenge
2.	Setting the strategy for a fundamental review of our registration and regulation framework, once the terms of the UK's exit from the EU are known	▪ Start scoping exercise for a fundamental review of our routes to registration once terms of EU exit are understood ▪ Start scoping exercise for a fundamental review of our approach to competence	▪ Demonstrable evidence of progress and Board being briefed on progress.
3.	Ensuring that the key risks and opportunities arising from EU-exit are recognised.	▪ Ensure the key opportunities and risks associated with direction of travel are understood and that plans are put in place to mitigate/capitalise identified risks ▪ To discuss the establishment of mutual recognition agreements with other countries, if legislation permits. ▪ To ensure Board is briefed to ensure any key decisions relating to mutual recognition agreements or changes to the requirements for entry to the Register	▪ Demonstrable evidence of progress and Board being briefed on progress. ▪ Maintainance of our Risk Registers throughout 2019 ▪ Regular updates and briefings to the Audit Committee and the Board throughout 2019 ▪ Productive discussions with counterpart bodies in other countries leading to the establishment of mutual recognition agreements after

Section B – Maintaining the Qualifications of Architects

	Area of Work	Actions for 2019	Measures of Success
			March 2019

Section C – Access to the Register

We will review the requirements for entry to and retention on the Register of Architects, by:

- Completing a review of how individuals can gain access to the Register of Architects;

- Undertaking a review of how architects' ongoing competence should be regulated.

	Area of Work	Actions for 2019	Measures of Success
1.	Completing a review of how individuals can gain access to the Register of Architects	▪ Explore whether current arrangements remain fit for purpose and reflect current best practice once we understand the impact of the UK's exit from the EU and any potential mutual recognition agreements ▪ Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence	▪ 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
2.	Undertaking a review of how architects' ongoing competence should be regulated	▪ Commission a task and finish group to carry out work into the outcomes of the review into the 'competence' of professionals that has arisen from the Hackitt Review ▪ Ensure the Board are able to make a sound decision on the future direction of travel where the 'competence' of architects is concerned ▪ Set a strategy for applying any procedural changes that follow from the Board's decision	▪ Workable proposals from the task and finish group taken to the Board and approved ▪ Clear strategy set for operationalising any changes to policy made by the Board

Section D – Strengthen Relationships

We will improve ARB relationships and communications with the public, the profession and other key stakeholders, by:

- Devising and delivering a three year strategy to raise awareness of the Register of Architects;

- Carrying out market research to identify the needs of our stakeholders and measuring our success in meeting them;

- Creating and executing a stakeholder engagement strategy.

	Area of Work	Actions for 2019	Measures of Success
1.	Devising and delivering a three year strategy to raise awareness of the Register of Architects	▪ To devise a more proactive strategy for raising awareness of the Register of Architects	▪ Clear strategy approved by Board before the end of 2019 ▪ Stakeholder engagement and support for proposed strategy ▪ Clear key performance indicators to be set to measure success and impact of new strategy
2.	Using the results of the market research we carried out in 20198 to identify the needs of our stakeholders, improving the service we provide to them	▪ To have carried out initial market research and identified areas for immediate change	▪ Market research undertaken with clear evidence that appropriate stakeholders have been consulted with and support from Board and stakeholders that right issues have been covered
3.	Creating and executing a stakeholder engagement strategy	▪ To have set out our stakeholder engagement strategy on the basis of the market research	▪ Clear stakeholder engagement strategy set out and supported by the Board

Section E – Key Performance Indicators

We have performance indicators for all areas of work, which are monitored by both the management team and the Board. We aim to have reviewed and made any necessary amendments to the key performance indicators by the end of 2019 as set out in Section A of the report.

Performance Indicator	Target for 2017	Assumptions	Notes
Maintaining the quality of the Register: **Processing of registration applications**			
Applications received through the UK route to registration processed within 15 working days.	90% of applications processed within 15 working days.		No amendments made to targets due to increased number of applicants.
Applications received through the automatic European route to registration processed within 15 working days.	90% of applicants processed within 15 working days.		No amendments made to targets due to increased number of applicants.
Reinstatements & Readmissions.	90% reinstatements and readmissions processed within 5 working days.		No amendments made to target due to overall increase in workload.
Maintaining the qualifications of architects: **Processing applications for the prescription of qualifications and listing of qualifications at EU level**			
Average no. of weeks to complete initial scrutiny of prescription applications.	95% in 2 weeks		We typically complete our initial checks within 2 weeks
Average no. of weeks taken between an application being received to it being considered by the Committee for the first time.	95% within 7 weeks		The current average is consistently around 7 weeks
Average no. of weeks taken for an annual monitoring submission to be considered by the Committee for the first time.	95% within 6 weeks		The current average is consistently under 6 weeks

Performance Indicator	Target for 2017	Assumptions	Notes
ARB to have processed responses to all queries regarding the UK's notifications to the European Commission within two weeks of	100%		

receipt.			
ARB to have scrutinised and reviewed European notifications within the two-month consultation period set out in the European Commission's Notification Procedures.	100%		

Maintaining the standards of conduct and practice of architects: Managing the complaints process			
Complaints in office – No. of weeks from date of receipt of a formal complaint to Investigations Panel referral or closure.	80% within 16 weeks	160 complaints received	
Complaints with the Investigations Panel – No. of weeks from referral of case to issue of final decision.	80% within 12 weeks	75 decisions issued	
PCC Hearing date – No. of weeks from Investigations Panel final decision to production of Board solicitor's Report.	80% within 12 weeks	30 reports produced	
Professional Conduct Case Hearing date – No. of weeks from receipt of Board solicitor's Report to PCC hearing.	80% within 12 weeks	28 PCC cases	

Performance Indicator	Target for 2017	Assumptions	Notes
Raising public awareness of the Register and helping users and potential users of architects' services to make informed choices			
Title complaints in office – No. of weeks from date of receipt to referral to Board's solicitor or closure.	80% in 16 weeks	350 cases	
Title complaints with Board's solicitor to conclusion - No. of weeks from date of referral to non-prosecution conclusion/summons.	80% in 12 weeks	14 cases	

Online Register availability 24 hours a day, seven days a week.	95% availability time		

Corporate functions			
Publish Annual Report and Financial Statements.	Publish electronically within six months of the year-end. To receive an unqualified audit opinion. Comply with the Financial Reporting Manual requirements and appropriate accounting standards.	No new requirements under the Financial Reporting Manual requirements	
Issue post-Board eBulletins.	Issue eBulletins within five days of each Board meeting. Increase sign up to eBulletin by 10% during 2017.		

Glossary

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