



**Subject** Strategic Plan and Business Plans  
**Purpose** For Discussion  
**From** Operational Management Group (OMG)

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## 1. Summary

For the Board to consider the proposed approach for introducing a new three year Strategic Objectives document, with annual Business Plans providing operational detail. To consider reporting avenues for ARB's core work.

## 2. Open

Open Session

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

In delivering the Act, ARB's overall priorities are to protect the users and potential users of architects' services and support architects through regulation. This paper will discuss how best ARB can set strategic goals over a longer period of time, while allowing for appropriate reporting and oversight.

## 5. Key Points

- i. At its Development Day in May, the Board expressed some concern as to the breadth and number of priorities ARB has as an organisation. The general consensus was that the objectives were too operational and focussed too greatly on ARB's core work.
- ii. At **Annex A** is a proposed draft of a new 3 year plan, focussing on a smaller number of strategic objectives that are deliverable within that period. The proposed objectives are
  - Organisational Excellence
  - Exit from the European Union
  - Access to the Register
  - Strengthen Relationships
- iii. These objectives are supported by a brief commentary setting out the high level expectations of how they will be delivered.
- iv. While having a three year plan will allow the Board to be more strategic, for

budgeting and accountability purposes there will still need to be an annual Business Plan. This Plan, as always, will set out what actions will need to be taken in the next 12 months, what resources will be required, what success will look like, and what progress has been made.

- v. Reporting on the core business of ARB has been taken out of the proposed Business Plan. This core-business reporting will instead come to the Board via the bi-annual 'Reporting to the Board' paper, and via the committees of the Board, and by exception reporting on risks. The logic behind this is that the Business Plan will become a clearer document that reports only on project work. The practise of duplicate reporting will be stopped.
- vi. An example of the new Business Plan format is at **Annex B**. Please note that this is for illustrative purposes only; a completed Business Plan proposal will be brought to the Board for decision at the September 2018 meeting.
- vii. Board members are asked to consider the attached. Feedback is welcomed on:
  - 1) The style of the proposed 3 Year Strategic Plan;
  - 2) The four suggested objectives;
  - 3) The style of the streamlined Business Plan; and
  - 4) The proposal to report on core work separately.

#### **7. Resource Implications**

Once embedded, it is envisaged that this simpler reporting process will be more efficient for both staff and Board members.

#### **8. Risk Implications**

The Board must be satisfied that the new reporting mechanisms will still provide adequate information to allow for rigorous oversight.

#### **9. Communication**

ARB establishes a longer term plan to allow it to concentrate on more strategic objectives. Sitting under that strategic plan will be an operational annual business plan, which assists the Board in providing oversight of ARB's delivery of the plan.

#### **10. Equality and Diversity Implications**

None identified.