



**Subject** Strategic Objectives and Business Plan  
**Purpose** For Decision  
**From** Karen Holmes, Registrar & Chief Executive

If you have any enquiries on this paper, please contact Simon Howard at [simonh@arb.org.uk](mailto:simonh@arb.org.uk) or on 020 7580 5861

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### 1. Executive Summary

For the Board to agree the next 3 years' strategic objectives, and the Business Plan which will underpin this work in 2019.

### 2. Recommendations

It is recommended that the Board agrees:

- i) The 3 year strategic objective; and
- ii) The 2019 Business Plan.

### 3. Key Points

- i. At its July 2018 meeting the Board agreed, in principle, to a change in the way in which ARB sets and reports on its objectives as an organisation.
- ii. Instead of having 45 statements of priority and a business plan which combined operational core-work with strategic aims, the Board agreed that ARB should have four strategic objectives, deliverable over a three year period. These objectives, at **Annex A**, are:
  - Organisational Excellence
  - Effective exit from the European Union
  - Fit for purpose Register of Architects
  - Strong Relationships
- iii. ARB still requires an annual business plan, which describes the work towards those strategic objectives to be carried out in the next 12 months. The 2019 Business Plan is at **Annex B**. Taking into account feedback from Board members on the proposed style of the document following the July Board meeting, further changes have been made for the purposes of clarity. Separate measures of success are replaced with actions against which performance can be assessed.
- iv. 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 published Key Performance Indicators, the bi-annual 'Reporting to the Board'

paper, via the committees of the Board and by exception reporting on risks. The aim of this change is for the Business Plan to become a clearer document that reports only on project work. The practise of duplicate reporting will be stopped.

**4. Resource implications**

Where there is a cost attributed to a work action then that cost is identified in Annex B of the Budgeting and Retention Fee 2019 paper (agenda item 7). The commencement of some of these actions may be deferred to beyond April 2019, dependent on the Board strategic decisions on funding the unbudgeted activities as set out in point 5(vi) of that paper.

**5. Risk Implications**

A failure to deliver the organisation's statutory functions, Business Plan and the additional external expectations ARB faces could adversely impact its stakeholders and reputation.

**6. 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.

This will allow ARB to properly plan to address the ambitious targets it has set itself in meeting the challenges arising from the UK's exit from the European Union, potentially new responsibilities to monitor the competence of architects, the proliferation of misuse of the title architect on the internet, whilst continuing to be an efficient organisation capable of meeting its statutory obligations.

**7. Equality and Diversity Implications**

There are no particular E&D implications arising from the recommendations to accept the strategic objectives and business plan. However consideration of the opportunities offered by embracing equality, diversity and inclusion must, and will, be made in the planning and delivery of all of the objectives.