



# Business Plan 2025

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## 1. Introduction

ARB is an independent professional regulator, established by Parliament as a statutory body, through the Architects Act, in 1997. We are accountable to government.

The law gives us a number of core functions:

- To ensure only those who are suitably competent are allowed to practise as architects. We do this by approving the qualifications required to join the UK Register of Architects.
- We maintain a publicly available Register of Architects so anyone using the services of an architect can be confident that they are suitably qualified and are fit to practise.
- We set the standards of conduct and practice the profession must meet and take action when any architect falls below the required standards of conduct or competence.
- We set requirements for and monitor the continuous professional development that architects must undertake, to provide assurance to the public about the continuing competence of the profession.
- We protect the legally restricted title 'architect'.

Our five-year [Corporate Strategy](#) states that we want a world in which the built environment inspires those who live and work in it, reflects the needs of society so that people are safe and can live well, and helps to tackle the fundamental challenges our planet faces. The contribution that regulation can make to this overarching purpose may be small, but we recognise that architects and other professionals in the built environment can achieve their own goals, potential and outcomes only if we are delivering effective regulation.

### *Our vision*

We have an ambitious vision for ARB. Our goal is to deliver improvements and tangible outcomes in each of our core statutory functions and deliver meaningful and positive change in our strategic priorities.

In 2024 we delivered on the vast majority of our Business Plan commitments including:

- Consulting on a new approach of our International Routes to UK Registration for Architects.
- Establishing a new Transition Reference Group to support the new accreditation model.
- Signing a Memorandum of Understanding (MOU) with Hong Kong.
- Publishing original research into what the public expects of the architect's profession.

- Consulting on a new Code of Conduct and Practice for Architects.
- Developing an updated EDI strategy and establish new EDI workstreams.
- Developing a suite of guidance for learning providers to support the delivery of the Competence Outcomes and Standards for Providers.
- Engaging with stakeholders to embed the new framework and help ensure a smooth transition to the new model of initial education and training.
- Launching the new CPD scheme, along with promoting and explaining the scheme to architects and communicating the benefits with the sector.
- Continuing to make improvements to our IT systems, by delivering drop 1 of Phase 2 of our CRM project, as well as improving our cyber security.
- Successfully relocating ARB's offices following the outcomes of our Property Strategy.
- Aligning staff values and behaviours with a new co-created Board and Associate Values and Behaviours framework.

## 2. Continuous improvement in our regulatory services

### Our vision for 2026

If architects and the public are to benefit from regulation, we must continue to modernise and transform the way in which ARB operates. We will deliver improvements which we want to be tangible and measurable across each of our statutory functions.

### In 2025 we will:

#### Registration:

- Use a range of feedback mechanisms to gather and evaluate feedback on the CRM system and make any necessary changes, to improve user experience.
- Make any necessary changes and improvements to guidance materials across the department's key functions.
- Review associates' induction and training, to support the changes in each of the routes to registration activities.

#### Accreditation:

- Work with providers and stakeholders to ensure that the Board's new framework for qualifications is fully embedded as we move to new competency outcomes in accredited qualifications.
- Evaluate the outputs from the Education Transition Reference group and update any guidance or operational handbooks as appropriate.
- Work closely with the apprenticeships trailblazer group to ensure proper alignment with competency outcomes delivered by learning providers and those delivered through an apprenticeship.
- Evaluate early work on student engagement related to accreditation and standards for providers.

#### International:

- Undertake reviews of our existing MRAs/MOUs to broaden their scope.
- Sign, operationalise and promote ARB's MRA with Canada.
- Roll out a route to registration which complies with the UK/Swiss recognition of professional qualifications arrangements.
- Embed an MRA/MOU monitoring and visiting process, and publish a visit programme for 2026

onwards.

- Continue the progress of overhauling international routes to registration and working to replace the prescribed examination, subject to outcomes of consultation.

#### Governance:

- Take forward recommendations and improvements resulting from Board and Committee Effectiveness Review Reports, as well as other feedback on governance related improvements and developments.
- Manage the roll out of new or updated Governance policies, subject to legislative and Board approval.
- Embed the revised Board and Committee Annual Performance and Development Review process.

#### Standards:

- Deliver the Eos Transformation project, for a smooth roll out of a new case management system.
- Review standards and education work to ensure recommendations from the Grenfell Inquiry are embedded in ARB's work.
- Work with MHCLG and other relevant bodies to support any regulatory and public policy changes actioned as part of the Government's formal response to the Grenfell Inquiry.
- Complete the appointment of a new Professional Conduct Committee legal services provider.
- Complete the public consultation on a new Architects Code of Conduct and Practice, publish and promote a new version of the Code.
- Prepare and consult on any new guidance required to underpin the new Code, including new guidance on key areas including safety, sustainability, leadership and EDI.

#### Equality, Diversity and Inclusion:

- Prepare and publish a new EDI statement and action plan.
- Share best practice and support ethical behaviours and inclusion in the profession, building on the learnings from our research into the workplace culture in architecture.
- Carry out research into the profession to better understand trends and demographics.
- Establish Senior Leaders Taskforce in partnership with a professional body.

Performance reporting and systems improvement:

- Build greater alignment between our corporate strategy, business plan and regular performance reporting for Board and Committees.
- Introduce new and enhanced financial procedures, including new budget management procedures and monthly reporting.

### 3. Modernising initial education and training of architects

#### Our vision for 2026

The initial education and training of architects will better reflect the knowledge, skills, experience and behaviours they need in areas such as climate change, safety, ethics and emerging technologies. The structure of education and training will encourage diversity and wider access to the profession, whilst providing assurance that only competent individuals will be admitted to the Register of Architects.

#### In 2025 we will:

- Communicate the implications for the new initial education model so that university applicants and other students are increasingly aware of the different routes to registration.
- Continue student engagement through visits and other communications channels to promote understanding of the work of ARB, the implications of regulation, the Code of Conduct and routes to registration.
- Analyse the recommendations from the Commission on Professional Practical Experience and publish the Board's response alongside a consultation on proposed changes. This will need to consider the regulatory impact on employers and schools of architecture.
- Develop a publication and improvement strategy so that we can highlight data and outcomes from our new accreditation methodology, providing more useful information for students, learning providers and others about the quality of initial education and training.
- Complete the tender process for the development of the evaluate framework to assess the impact of our education reforms on accessibility.
- Continue to manage the transition to the new regulatory framework and share information to learning providers, the board and other relevant stakeholders, including oversight of apprenticeships.

## **4. Delivering a new system of continuing professional development for architects**

### **Our vision for 2026**

Architects will be utilising a continuing professional development (CPD) model they see as a positive contribution to their practice and professional development. There will be evidence that the model has made an impact on the competence of architects with learning shared across the profession.

### **In 2025 we will:**

- Build the communications campaign to promote the importance of CPD as a key plank of professionalism in architecture, raising awareness of ARB's system and the statutory compliance requirements and continue to monitor feedback so that we can ensure ongoing improvement within the system.
- Embed the annual review system for CPD, ensuring effective training and support to assessors and looking at the data on compliance and impact.
- Establish a project to look at how technology, including AI, may support us to use aggregated anonymised qualitative data from CPD to identify good practice and support wider efforts to improve the efficiency and effectiveness of regulation.
- Alongside stakeholder engagement, the Board will consider whether new or different mandatory CPD topics should be required as part of the scheme using a risk-based model and considering wider public policy and regulatory imperatives.

## 5. Transforming our systems, processes and information technology

### Our vision for 2026

ARB's systems and processes will enable architects to manage their own data and information, improving their experiences and delivering efficiencies. The public will have improved transparency about qualified and registered architects. The IT infrastructure will not only ensure secure data but will enable ARB to gather improved insight into the profession, including areas where regulatory attention is needed such as equality and diversity, new guidance or changes to education and training.

### In 2025 we will:

- Complete the development of our CRM applications system which will provide a new standards and case management functionality.
- Establish an internal Efficiency Task and Finish Group to ensure we are maximising benefits from transformation and realising the efficiency opportunities from process and system improvement.
- Develop a longer term technology and improvement strategy so ARB is increasingly utilising the benefits from systems integration, data analysis using Power BI or related technologies and artificial intelligence.
- Develop further our cybersecurity capabilities, integrating with the Business Continuity Plans. These will be reported regularly to the Audit and Risk Assurance Committee to ensure it reflects the Board's risk appetite in this area and tracks key cyber risk activity including decommissioning of legacy application systems as soon as the Eos Transformation Programme allows.
- Build our business improvement capabilities at ARB to ensure our technology strategy aligns with our business operating model.
- Reduce information security risk by improving data management.

## **6. Investing in our people and building a positive and inclusive culture based on shared values and behaviours**

### **Our vision for 2026**

ARB is an organisation where all our staff and our associates understand and are highly motivated to deliver our purpose and vision, where staff are well led and well managed, have the right skills and competencies, and are working to a shared set of values and behaviours. If we achieve this, we will deliver high quality regulation.

In 2025 we will:

- Share with the Board an updated People Strategy which will incorporate the review of equality, diversity and inclusion, our approach to skills development post IT Transformation and succession planning. We will also publish updated metrics on performance including staff turnover rates, sickness absence and staff survey scores.
- Update key policies and roll out training for staff on both financial management, including new policies in relation to procurement, and the new HR system.
- Deliver an enhanced associates engagement and performance programme including a new Annual Performance and Development Review Process and promotion and monitoring of the ARB Board, Staff and Associates Values and Behaviours Framework.
- We will agree an updated remuneration plan following the completion of the external benchmarking report.
- Establish a new EDI staff group, such as a working group or an employee resource group.

If you need information on this document in a different format such as an audio recording or braille, you can:

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