

Open session

Board meeting: 20 July 2022

Agenda item: 10

Subject: 2022 Business Plan Delivery Update

Action: To Note

Purpose

To provide an update on the delivery of the 2022 Business Plan

Recommendations

The Board is asked to note the update on the delivery of the 2022 Business Plan

Annexes

Annex A – 2022 Business Plan

Annex B – Business Plan Delivery Tracker

Author/Key Contact

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1. Open

This item will be noted in the open session of the Board meeting.

2. Background and Key points

- 2.1. Last year the Board approved a new and ambitious Corporate Strategy for 2022-26. The Corporate Strategy set out five key priority areas:
 - Continuous improvement in our regulatory services
 - Modernising the Education and Training of architects
 - Delivering a new system of Continuing Professional Development for architects
 - Transformation our systems, processes and technology
 - Investing in our people and building a positive and inclusive culture based on shared values and behaviours.
- 2.2. To support the delivery of this five year strategy, a new approach to business planning and delivery was developed within ARB. This included:
 - The approval by the Board of a new Business Plan for 2022 (**Annex A**) mapped out against the five key priority areas in the Corporate Strategy
 - The development of new internal business planning controls, including the establishment of a new Business Plan Delivery Group
 - Training and development for staff in project and programme management
 - Each of the commitments within the Business Plan have been captured and logged in an excel tracking tool
- 2.3. With the support of an external project manager we have developed tracking tools so that we can track and report on progress. These tools include: an exhaustive list of commitments mapped against the Business Plan and with clear SLG director accountability and staff ‘delivery owners’; a timeline chart to assist reporting and management; and, an overall reporting dashboard (which has been through a number of developments). **Annex B** is an extract from mapping tool which also includes colour coding to set out delivery ‘status’.
- 2.4. The status is described using the following colour codes:
GREEN: Complete and can be reported as successfully delivered
AMBER: Started/On track to be delivered in 2022

BLUE: Some activity has been identified to fall in to 2023

RED: Not on track to be delivered in 2022

- 2.5. **AMBER:** Currently 30 of the 45 commitments are ongoing or scheduled to be delivered as planning on 2022.
- 2.6. **GREEN:** Currently nine of the 45 commitments have been completed.
- 2.7. **RED:** There are currently no commitments we cannot deliver in 2022 (although some commitments have been moved to 2023 for tactical reasons or reasons outside of control including international routes to registration, see **Blue** below).
- 2.8. **BLUE:** There are six commitments originally planned for 2022 which we have rescheduled for 2023. Three relate to international routes to registration which cannot progress without legislation. One relates to the review of the Code of Conduct; preliminary work has begun but formal engagement has been rescheduled for 2022 to avoid clashing with IET and CPD consultation.
- 2.9. Inevitably this new approach has taken some time to introduce and bed down but significant progress has been made across each of the key priority workstreams. We have made some minor internal changes in team structure to support delivery and accountability. The role of Executive Assistant to the Chief Executive has been amended and enhanced to become Executive Officer and Business Plan Coordinator. They will have responsibility for keeping documentation and reporting tools up to date and supporting ARB's Business Plan Delivery Group. Previously we had no resource available for business planning and report and the transition to this will be complete when our governance administrator joins at the end of August.
- 2.10. In order to provide assurance to the Board and ensure transparency and accountability, this paper provides a high level overview of progress against the key commitments within the 2022 Business Plan, which is attached in **Annex A** for reference.

3. Continuous Improvement in our regulatory service

- 3.1. We are on track to deliver the majority of our Business Plan commitments for continuous improvement.
- 3.2. A number of important incremental changes have been made in registration and accreditation processes. In relation to the prescribed examination, we have held the first meeting with International Architects group, and feedback on c the guidance has been received. We are working on developing a second version of the guidance which we will test further with the group. We have received the first draft of an external consultant report to enable us to better benchmark the prescribed examination and help us to prepare for a more fundamental review.

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- 3.3. We have made significant progress in relation to international routes to registration, particularly the development of Mutual Recognition Agreements and Memoranda of Understanding. Updates have been provided to the Board.
 - 3.4. In Standards, we are preparing for the review of the Code of Conduct and Practice with desk based research looking at best practice across different sectors and within the built environment. With a particular concern about internal resourcing and external consultation fatigue (we will be consulting this year on IET and CPD), we are scheduling formal engagement in 2023.
 - 3.5. Communications and engagement activity at ARB remains on a dramatic upward curve. We are engaging with more people, through more channels and in more effective ways than ever before. We have achieved our commitments to establish new ways of engaging and are having notable impact in terms of our goal to use engagement more effectively to support policy development.
 - 3.6. Equality, diversity and inclusion remains a work in progress. We have established a new EDI staff forum and we have a number of workstreams underway.
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4. Modernising initial education and training of Architects

- 4.1. We have made progress to deliver a new approach to the education and training of architects. We published the report on our consultation from 2021 which was well received. We have undertaken extensive engagement, for example in hosting the Initial Education and Training External Reference Group meetings and through stakeholder meetings, gathering further ideas and test emerging concepts.
 - 4.2. Detailed drafting work is underway to take the feedback we have received and translate it into a new framework which we can test with stakeholders in the autumn and the Board before we consult towards the end of 2022 or early 2023.
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5. Delivering a new system of Continuing Professional Development for architects

- 5.1. We remain on track to deliver our Business Plan commitment relating to CPD in 2022. We hope to launch our CPD framework for consultation shortly, following approval from the Board. This will enable us, once we have analysed responses, to begin detailed operational work testing in 2023 and launch in 2024.
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6. Transforming our systems, processes and technology

- 6.1. This is a hugely ambitious project which is necessary if we are to deliver successfully other parts of our Corporate Strategy.

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- 6.2. In preparation we have already overhauled our procurement policies and procedures and introduced new project management methodologies across the organisation (supported by training and development).
 - 6.3. There are a number of different workstreams and projects within the programme of work but we are well into the ‘discovery’ phase whereby our IT Principal Partner is working with operational teams to map out our requirements, including desired business processes. This is the preparatory work in advance of the identification and selection of a new CRM/Applications system which we hope will provide a holistic system for all our key operational processes (including registration, accreditation and case management).
 - 6.4. Our ITPP has also carried out immediate network integrity assessments and begun work, using agile project management to deliver a new Support Desk function, enhance our data security and review of IT infrastructure and End User Computing needs.
 - 6.5. Our ITPP has been in place for about 10 weeks and while progress has been consistent with our programme schedule, there have been noticeable pressures on operational teams to allocate resources away from business as usual, to transformation work. We are actively reviewing this so other work is not negatively impacted.
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7. Investing in our people and building a positive and inclusive culture based on shared values and behaviours

- 7.1. We have made significant progress in overhauling our people processes and systems, and also reviewing how we can build a positive and high performing organisation.
- 7.2. We have co-created a new values and behaviour framework with staff. We have also created a new performance management framework, including a new pay, grading and reward strategy for ARB.
- 7.3. Our new EDI staff forum has now met twice and is helping us to review both our EDI approach and strategy, but also practical steps we can take to make a difference.
- 7.4. Although culture change within organisations can often take years, rather than months, we do see significant progress has been made by taking a strategic approach whereby we are looking holistically across all people policies (e.g. training and development, values and behaviours, reward and recognition, hybrid and flexible working, and performance management).

8. Risk implications

- 8.1. Our Corporate Strategy for 2022-26 was bold and ambitious. Not only were the aspirations and purpose and vision ambitious, but the commitment we made required a step-change in the way in which ARB plans and delivers its operational activities.
 - 8.2. As a small organisation, particularly in comparison to other regulatory bodies with a similar registrant base, we have not had the capacity, capability or resources historically to deliver the programme of work set out in the Business Plan 2022.
 - 8.3. The Board has recognised that to continue to deliver our statutory functions, we have needed to invest, for example in our IT infrastructure. But also the key to managing risks has been to increase capacity and capability in policy, communications and across our key operational areas.
 - 8.4. Developing a new operating model and meeting ambitious strategic goals will require us to both deliver business as usual, as well as free up resource to develop new policies, systems and procedures. A key risk is optimism bias in our ability to deliver both simultaneously with limited capacity. We are mitigating this risk through enhanced project and business planning so we can better track progress. We are also exploring how we can better use outsourced or temporary resources given our staff resource requirements will be different post-transformation. However, we are also doing additional capacity planning to take account of policy development requirements, the impact of transformation and, for example the pressure on PCC case load, immediate staffing pressures.
 - 8.5. Further updates on risk mitigation will be considered by the Audit and Risk Assurance Committee and presented to the Board in September when draft proposals are considered for the Business Plan 2023.
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9. Communication

- 9.1. Unlike corporate bodies, our Business Plan is a public document and we need to be able to communicate how we have delivered, or why commitments have not at the end of the year.
 - 9.2. This paper is intended to provide an open and transparent record of progress.
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10. Equality and Diversity implication



There are no specific EDI implications relating to this paper, however, the Business Plan includes a number of commitments in relation to EDI which we need to track and deliver on in this year and in the following years of ARB's Corporate Strategy.

11. Recommendations

The Board is asked to note this paper.