

# Board Paper

for Open session

Subject:

Board and Committee Briefing and Development Plans  
2026

Board meeting:

19 March 2026

Agenda item:

07

Action:

- For noting
- For discussion
- For decision

## Purpose

To note an update regarding the briefing and development undertaken in 2025. To note the Board and Committees' briefing and development plans for 2026.

---

## Recommendations

The Board is asked to note:

- i. The updates regarding the briefing and development activities undertaken during 2025; and
  - ii. The plans for the Board and Committees' briefing and development during 2026.
- 

## Annexes

Annexe A – Update on Board and Committee Briefing and Development Activities undertaken during 2025

Annexe B – Board and Committee Briefing and Development Plans for 2026

---

## Author/Key Contact

Emma Matthews, Director of Governance & International – [emmam@arb.org.uk](mailto:emmam@arb.org.uk)

Eleri Jones, Head of People – [elerij@arb.org.uk](mailto:elerij@arb.org.uk)

# 1. Open Session

---

## 2. Background and Key points

- 2.1. In recent years, and following good practice, the Board has agreed annual briefing and development plans. The recent Board and Committees' effectiveness review outcomes, as well as overarching information from the 2025 annual review process and feedback from the People Committee, help inform these plans.
- 2.2. The Board is also provided with periodic updates in relation to the progress made against the plan, usually at the mid-year meeting which falls in July.
- 2.3. The briefing and development proposals in this paper cover Board members, as well as independent members of the People and Finance, Audit and Risk Committees, and the Chair of the Accreditation Committee.
- 2.4. **Annexe A** provides an update on the briefing and development activities which were undertaken in 2025.
- 2.5. There are several areas where it proved challenging to balance them with other priorities during 2024. Following discussions with the People Committee, relevant activities have been carried over into 2026 for completion.
- 2.6. **Annexe B** provides the more detailed plans for the Board and Committees' briefing and development during 2026, including those areas which have been carried over from 2025.
- 2.7. Board and Committee briefings on key topics will align, where appropriate, with the new Corporate Strategy, and will support the Board and its Committees in terms of moving the organisation's work forward in the relevant areas.
- 2.8. Once the Board has noted the plans for 2026, the Chief Executive Officer & Registrar, Director of Governance & International and Head of People will take the plans forward across the remainder of the year. As well as working with the Board Chair in relation to Board level briefings, we will additionally work with Committee Chairs to make decisions about relevant speaker/s for each committee.
- 2.9. The Head of People and Human Resources team are looking at plans for ARB's remaining Associates, which are likely to involve mandatory development through online modules. They will also be working with operational areas to support operational and organisational briefings which are relevant and tailored to each group.
- 2.10. The development needs of individual Board Members are also being picked up by the Board Chair following appraisal discussions and supported by the Executive.
- 2.11. As agreed last year, to facilitate maximum engagement and take up of the briefings and development opportunities, and taking on board feedback from the People Committee, we believe that any briefing and development sessions should be as interactive as possible. The sessions should encourage attendees to provide

their insights and enable those with experience in particular subject areas to share their knowledge and expertise to support others.

---

### 3. Resource Implications

- 3.1. Provision for Board and Committee briefing and development has been made in the Governance Department's budget for 2026.
  - 3.2. The Governance and Human Resources teams will work collectively to source appropriate speakers, and to ensure that the relevant briefing and development sessions take place in line with the plans noted by the Board.
  - 3.3. We are mindful that briefing and development activities may have an impact on the time that our Board and Committee members spend on ARB business. Where possible briefing and development activities will be woven into the existing programme of business, i.e., as part of Board and/or Committee workshops and meetings. Board and Committee members will additionally only be expected to undertake mandatory development through online modules periodically and usually only once per tenure, i.e., a Board member who is appointed for two tenures of 4 years each would only typically be required to undertake the mandatory online development modules twice.
- 

### 4. Risk Implications

- 4.1. It is important that ARB provides briefing and development opportunities to its Board members, Committee members and associates, particularly where these are linked to legal compliance requirements. Appropriate briefing and development opportunities also support the ongoing delivery of best practice across the organisation, as well as support the Board in its role in relation to the Corporate Strategy. Failure to provide adequate and appropriate briefing and development opportunities could lead to ARB being non-compliant with relevant legislation and lead to poor performance, and/or failure to deliver statutory obligations.
-

## 5. Equality and Diversity implications

- 5.1. Board and externally appointed Committee members have all completed the requisite Equality, Diversity and Inclusion online modules for their current tenures. All new Board and externally appointed Committee members will be asked to undertake these modules once they commence their tenures.
- 

## 6. Recommendations

- 6.1. The Board is asked to note:
- i. The updates regarding the briefing and development activities undertaken during 2025; and
  - ii. The plans for the Board and Committees' briefing and development during 2026.

**ARB Board**

**19 March 2026**

**Annexe A**

**Overview of Board and Committees Briefing and Development undertaken in 2025**

<b>Agreed Briefing and Development for 2025</b>	<b>Who</b>	<b>Year End Update 2025</b>
Horizon Scanning and Development	All Board members, and externally appointed Committee members where relevant	<p>The Board Workshop Sessions during 2025 included external speakers from:</p> <ul style="list-style-type: none"><li>- MHCLG on Building Safety and Regulation;</li><li>- Institute for Regulation/OfQual on the Regulatory Landscape;</li><li>- Ensemble on Artificial Intelligence;</li><li>- The Professional Practical Experience Commission on the independent review that they undertook;</li><li>- Professor Sir Chris Husbands on the Higher Education Landscape;</li><li>- Allies &amp; Morrison on the Current Architecture Practice Landscape;</li><li>- Chair, Regulatory Horizons Council on the Regulatory Landscape; and</li><li>- TIAA on Risk Management.</li></ul> <p>Externally appointed Committee members joined the Board’s Workshop in November 2025 which covered the latter three topics.</p>

<b>Agreed Briefing and Development for 2025</b>	<b>Who</b>	<b>Year End Update 2025</b>
		The Board was also provided with several opportunities to discuss the development of its 2026-2030 Corporate Strategy prior to its approval at the end of 2025.
Risk Oversight and Management	All Board members, and externally appointed Committee members	The Board and externally appointed Committee members participated in a Risk Oversight and Management briefing session led by TIAA in November 2025.
Effective Challenge and Questioning Skills	Voluntary basis for Board members, and externally appointed Committee members	To date we have not been able to accommodate this in the Board/Committee members schedules. This will be arranged during 2026 – see Annexe B for further details.
Equality, Diversity and Inclusion	All Board members, and externally appointed Committee members	Board and externally appointed Committee members have now all undertaken the required online EDI modules; these need to be undertaken once per tenure, i.e., once every four years. New Board/Committee members are asked to undertake the relevant online modules on taking up their tenures.
Briefing and updates on Governance	All Board members, and externally appointed	The policies listed have either been recently reviewed or are due for review in 2026 by relevant committees. We therefore believe that these areas will have been dealt with naturally as part of the policy review cycle. We can however ensure that those who

<b>Agreed Briefing and Development for 2025</b>	<b>Who</b>	<b>Year End Update 2025</b>
Responsibilities, Policies regarding Data Protection, Whistleblowing etc	Committee members	<p>are not members of the Board and/or the Committee responsible for each policy, are provided with updates on the revised policies once they have been reviewed and updated.</p> <p>We will also be reviewing the induction programme for new Board and/or Committee members, so that it incorporates more on governance responsibilities, decision making processes and the context within which ARB operates.</p>
Financial Management	Board Members	<p>During the course of 2025, the former Audit and Risk Assurance Committee was replaced by the Finance, Risk and Audit Committee. The latter met for the first time in September 2025. The Committee supports the Board, amongst other things, in fulfilling its oversight responsibilities with respect to the organisation's finances. The Board has also received more comprehensive updates in relation to the financial management of the organisation during its Workshops and Board meetings.</p> <p>A further briefing on this area will however be arranged during 2026 as set out in Annexe B of this paper.</p>

**ARB Board**

**19 March 2026**

**Annexe B**

**Board and Committee Briefing and Development for 2026**

Further to the outcomes of the Board and Committee' Effectiveness Review Report 2025, overarching information from the annual review process 2025, and feedback from the People Committee at its meeting of 24 February 2026, we are proposing to arrange the following briefing and development activities for the Board and, where relevant, external committee members, during 2026:

<b>Briefing and Development Area/s</b>	<b>When</b>	<b>Who</b>	<b>Plans for 2026</b>
Supporting the Board's request for a stronger focus on emerging issues like housing, regulation and building safety, as well as learning opportunities in relation to political awareness and artificial intelligence.	Throughout 2026	All Board members, and externally appointed Committee members where relevant	As part of the Board Effectiveness Review 2025 follow up, we have committed to ensuring that we will invite at least three appropriate external speakers to speak to the Board/externally appointed Committee members to inform and support their work this year.  The Board has already received updates from the MHCLG in relation to the Single Construction Regulator Prospectus as part of its January 2026 Workshop.

Briefing and Development Area/s	When	Who	Plans for 2026
Briefing on the Accreditation Process	During 2026	Mandatory for All Board Members	Further to feedback from the People Committee, we will be arranging for the Board to receive a briefing on the revised Accreditation processes as part of one of the Board's workshop sessions during 2026.
<b>Carried over from 2025</b>			
Effective Challenge and Questioning Skills	During 2026	Voluntary basis for Board members, and externally appointed Committee members	<p>We have observed positive developments in relation to the level of questioning and challenge from Board/Committee members over the latter part of 2025 and into 2026, particularly as we roll out the new approach to raising queries prior to Board/Committee meetings in relation to the 'To Note' items.</p> <p>Further to feedback from the People Committee, provision will be made for those who wish to develop their skills further in this area during 2026. Noting this we will be canvassing for interest and availability, and will make arrangements for those who wish to participate to undertake a briefing on this subject.</p>
Financial Management	During 2026	Mandatory for All Board Members	During the course of 2025, the former Audit and Risk Assurance Committee was replaced by the Finance, Risk and Audit Committee. The latter met for the first time in September 2025. The Committee supports the Board, amongst other things, in fulfilling its oversight responsibilities with respect to the organisation's finances. The Board has also received more comprehensive updates in relation to the

Briefing and Development Area/s	When	Who	Plans for 2026
			<p>financial management of the organisation during its Workshops and Board meetings.</p> <p>At the suggestion of the People Committee, we will be inviting the two independent members of the Finance, Risk and Audit Committee to provide a briefing for all Board members on this topic as part of a workshop session during 2026.</p>

### Further Development for ARB's Committees during 2026

#### Accreditation Committee, Finance, Risk and Audit Committee and People Committee

We will be arranging for at least one external expert to talk to each of the Committees on a specific topic, e.g., the future HR landscape for the People Committee, the future landscape for Higher Education providers for the Accreditation Committee etc. We propose to work with the Committee Chairs to identify the relevant topics and ensure that we find agenda time to incorporate these sessions into each Committee's programme before the end of 2026.