

Board paper

for Open session

Subject:

Board and Committee Briefing and Development Plans
for 2025

Board meeting:

10 December 2024

Agenda item:

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Action:

- For noting
- For discussion
- For decision

Purpose

To consider and provide feedback on the approach to the Board and Committee members' briefing and development, as well as the briefing and development plans for 2025.

Recommendations

The Board is asked to agree the Board and Committee members' briefing and development approach, as well as the briefing and development plans for 2025.

Annexes

Annexe A – Progress Update on Board and Committee Briefing and Development Plan 2024

Annexe B – Proposals for Board and Committee Briefing and Development in 2025

Author/Key Contact

Emma Matthews, Director of Governance & International – emmam@arb.org.uk

Eleri Jones, Head of People – elerij@arb.org.uk

1. Open Session

2. Background and Key points

- 2.1. Following recommendations and feedback via a series of sources, including an externally facilitated Board and Committee Effectiveness Review, the Board agreed a briefing and development plan for Board and Committee members for the remainder of 2024 at its meeting in May 2024.
- 2.2. A further area of development was added in the Summer 2024, with the agreement and support of the Chair of the Board, in accordance with changes to the Worker Protection Act (Amendment of the Equality Act, 2010). A copy of the plan can be found at **Annexe A**. Updates on the position regarding the briefing and development for 2024 are also provided within this annexe.
- 2.3. The Board also agreed that proposals for further briefings and development in 2025 should be considered and agreed.
- 2.4. We believe it is sensible and pragmatic for certain groups to undertake training and development together. As a result, we are grouping Board members with the externally appointed independent members of the People and Audit and Risk Assurance Committees together. Other externally appointed committee members will undertake training together, i.e., Accreditation and Professional Conduct Committee members; and groups of associates, i.e., Examiner/Assessors or Accreditation visitors, together. This enables any training and development to be tailored accordingly and pitched at the appropriate levels.
- 2.5. The briefing and development proposals within this paper cover Board and externally appointed members of the People and Audit and Risk Assurance Committees. We are looking at plans for the other groups, which are likely to involve mandatory development through online modules, as well as operational and organisational briefings which are relevant and tailored to each group.
- 2.6. 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 briefing and development sessions should be interactive. 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. Where relevant, bespoke briefings and development opportunities will be included within the annual programme, and sessions should be tailored to ARB's role and responsibilities.
- 2.7. Some briefing and development will be mandatory so that ARB is complying with relevant legal requirements, e.g., sexual harassment awareness training, data protection training. There will also be sessions that are considered important for

best practice. Again, these will be mandatory. The People Committee strongly support this approach as it sends a robust message to the rest of the organisation as well as its stakeholders, that as a statutory regulatory body, the Board and Committee members are compliant with the law, uphold best practice and are committed to development, in the way that they in turn expect registrants to behave.

- 2.8. Other briefing and development opportunities will be voluntary depending on the subject area. Where appropriate, further discussion and flexibility can be applied should the need arise. Individual briefing and development needs should be discussed through the annual review process.
- 2.9. We are aware that some Board members, committee members and associates may have undertaken briefing and/or development sessions in specific areas elsewhere. Whilst this is helpful, the topic was discussed at length by the People Committee and we are not proposing exemptions from ARB's mandatory briefings and sessions.
- 2.10. Mandatory briefing or development that ARB sources will have been adequately quality assured for ARB's requirements. It would be extremely challenging for ARB to additionally quality assure other sessions which Board and Committee members may have undertaken. As noted above, some mandatory briefing and development is also likely to be tailored to ARB's requirements, role and responsibilities. It is also important that our Board members, committee members and associates all have a similar level of understanding in certain areas. The People Committee gave a strong recommendation for this approach for the reasons outlined in section 2.7 above.
- 2.11. The proposed Board and Committee briefing and development plans for 2025 can be found at **Annexe B**.
- 2.12. The proposals with the plans are derived from feedback received through recent Board and Committee Effectiveness Review Reports, feedback through annual reviews and feedback from the Board's Committees.
- 2.13. The 2024 Board and Committee Effectiveness Review report confirmed that Board and Committee members ranked the following in order of priority as far as their training and development is concerned:
 - Horizon Scanning and Strategy Development
 - Risk Oversight and Management
 - Effectives Challenge and questioning skills
 - Financial Management
 - Governance Responsibilities and holding others to account.

It is important to note that Committee members also reflected on the importance of understanding the broader context of architecture and regulation, trends in education, and best practices from other organisations. They also considered how they might benefit from a more thorough grounding in ARB's ambitions, strategy, and policy.

- 2.14. The People Committee considered the proposed approach and draft briefing and development plans for 2025 at its meeting on 13 November 2024. The Committee's feedback has been taken into account and outlined within the key points above.
- 2.15. The Board is asked to agree the approach to Board and Committee members' briefing and development, as well as the proposed plans for 2025.
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3. Resource Implications

- 3.1. Provision for Board and Committee briefing and development has been made in the Governance Department's budget for 2025.
- 3.2. The Governance and Human Resources Teams will work collectively to source appropriate speakers, and briefing and development opportunities and sessions in line with the plans agreed by the Board.
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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. 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 a failure to delivery statutory obligations.
- 4.2. There is a risk that additional briefing and development may increase the time commitments expected of Board and Committee members and be seen as burdensome. The briefing and development proposals outlined in the paper should all fall within the 20 days time commitment expected of Board members, and similarly within the time commitments expected of externally appointed independent Committee members. We will, however, continue to keep this under review.
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5. Equality and Diversity Implications

- 5.1. Board and Committee members have highlighted the need for ongoing development and briefing in relation to equality, diversity and inclusion as part of their feedback via the Board Effectiveness Review and the annual performance and development reviews. We have factored this into the briefing and development plans for 2025 and will pick this up as outlined within Annexe B.

6. Recommendations

6.1 The Board is asked to agree the proposed approach to Board and Committee members' briefing and development, as well as the briefing and development plans for 2025.

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Annexe A

Update on Board and Committee Briefing and Development for 2024

At its meeting of 22 May 2024, the Board agreed the following briefing and development plan. Updates have been provided in relation to each of the agreed activities.

Development and Training	When	Who	December 2024 Update
Financial Matters/Balance Sheets [TBC]	Second part of 2024 (ahead of the next round of budget setting discussions for 2025)	Board members who would like to develop their knowledge and expertise in these areas	Since agreeing this, an external consultant has been engaged to review ARB's financial governance. We will take relevant recommendations into account once the governance report has been received and build in any necessary training and development in this area in 2025.
Cyber Security [Externally facilitated group session]	Second part of 2024	All Board members and Audit and Risk Assurance Committee members	This has been completed. This will be carried out as part of the Board's Workshop session in November 2024; externally appointed members of the Audit and Risk Assurance and People Committees have also been included in this session.

Development and Training	When	Who	December 2024 Update
<p>Horizon Scanning on Policy, e.g., Grenfell; International Trends; New Government etc</p> <p>[External speakers]</p>	<p>To be included as part of the forthcoming Board Workshop sessions across the remainder of the year</p>	<p>All Board Members, and externally appointed Committee members where relevant</p>	<p>Will has been completed for 2024</p> <p>We have been inviting more external speakers to the Board's workshop sessions. For example, the Board's Workshop in September included updates on the Grenfell Enquiry, the PPE Commission's work as well as the work that Purpose Union have been undertaking in relation to the development of ARB's EDI Strategy.</p>
<p>Briefing on the revised Annual Performance and Development Review process</p> <p>[Internally facilitated session]</p>	<p>September 2024</p>	<p>All Board and Committee Members</p>	<p>This has been completed.</p> <p>Briefings on the revised Annual Review process took place in September 2024 for all Board and Committee members in scope of the process.</p>
<p>Equality, Diversity and Inclusion</p>	<p>We agreed that this should be considered further subject to advice from external consultants and</p>	<p>All board and externally appointed Committee members.</p>	<p>The Board and externally appointed Committee members joined a Board Workshop session in September 2024</p>

Development and Training	When	Who	December 2024 Update
	further work on the EDI strategy		which included a progress update on the development of ARB's EDI Strategy.
Sexual Harassment Awareness Training	Before the end of October	All Board and externally appointed Committee members	This has been completed. All Board and Committee members have completed an online Shine module covering this.

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Annexe B

Proposals for Board and Committee Briefing and Development for 2025

Agreed Development and Training for 2024/2025	When	Who	Notes
Horizon Scanning and Development [External speakers where appropriate]	Throughout 2025 To be included as part of the 2025 Board Workshop sessions and Committee meetings across the year	All Board members, and externally appointed Committee members where relevant	We will continue to create opportunities for various speakers to provide updates to the Board as part of the 2025 workshop sessions, as well as relevant Committee meetings during the year.
Risk Oversight and Management [TBC]	By the end of Q2	All Board members, and externally appointed Committee members	We will source an appropriate provider for this
Effective Challenge and Questioning Skills [TBC]	By the end of Q2	Voluntary basis for Board members, and externally appointed Committee members	We will source an appropriate provider for this

Agreed Development and Training for 2024/2025	When	Who	Notes
Equality, Diversity and Inclusion [TBC]	By the end of Q3, 2025	All Board members, and externally appointed Committee members	We will source an appropriate provider for this
Briefing and updates on Governance Responsibilities, Internal Policies regarding Data Protection, Whistleblowing etc [ARB Executive]	Q3 or Q4, 2025	All Board members, and externally appointed Committee members	We will provide updates on these policies as part of a Board Workshop session
Financial Management [To be decided once the Financial Governance Review is complete]	TBC	TBC	We are awaiting the outcomes of the Financial Governance Review. Once we have further information, we will be able to put forward proposals regarding this area.