

Board Paper

for Open session

Subject: **Performance Monitoring Updates**

To receive an update on the performance data for Q2 of 2023.

Board meeting:

19 July 2023

Agenda item:

6

Action:

- For noting
- For discussion
- For decision

Purpose

To provide the Board with an overview of operational performance for Q2 of 2023.

Recommendations

The Board is asked to note and comment on the operational performance of ARB as set out in the paper.

Annexes

Performance dashboards for ARB's main functional areas are included in Annex A.

Author/Key Contact

Hugh Simpson, Chief Executive and Registrar, Hughs@arb.org.uk

1. Open Session

- 1.1. It is important for public and stakeholder confidence that the Board reviews operational data and performance monitoring reports in open session.
-

2. Background and Key points

- 2.1. The Board's responsibilities cover, broadly, three main areas: Setting of strategy, approving regulatory policy and standards, and assurance of the operational performance of the ARB.
- 2.2. Additionally, as part of the Framework Agreement with the Department for Levelling Up, Housing and Communities, there is an expectation that we regularly report on performance across each of our statutory functions, as well as finance and human resources.
- 2.3. The report blends a summary narrative in this cover paper with the highlighted performance data set out in a single Annex presentation document.
- 2.4. The narrative for each section below, in some places replicates information in the Annex and draws out the key points for consideration.

Professional Standards: Performance update

- 2.5. The backlog of cases awaiting a hearing at the Professional Conduct Committee (PCC) continues to have an impact on KPI compliance. The additional PCC members and hearing staff put in place at the start of the year is now having an impact, with the number outstanding cases anticipated to reduce from 41 to 13 by the close of 2023. An improvement in the end-to-end performance times can be expected to follow.
- 2.6. There continues to be a higher-than-normal number of misuse of title cases by generated third-party complaints. To deal with this increase and allow us to carry out the proactive regulation we set out in the Business Plan, we have committed an additional fixed term resource from July 2023.

Registration: Performance update

- 2.7. There has been continued higher than forecast applications to join the Register for those with UK qualifications. Year to date figure is just under 10% higher than expected. Volumes of those applying with EU qualifications are exactly on forecast.
- 2.8. Despite the increase in volumes, the time taken to process applications in both routes is well below the 15 working days KPI and 99% of UK and 97% of EU applications meeting the KPI. This continues the sustained performance improvements made since last year. The mean time to complete a UK application is 3.8 working days, and 4.7 working days for an EU application. Following implementation of the new CRM system, we will be reviewing KPIs for different levels of complexity of applications and gaining even greater efficiency as part of our continuous improvement strategy.
- 2.9. The numbers of re-joins to the Register continues the trend from Q1, with 40% more applications than last year. There have been three consecutive years of increases of those returning to the Register, and we are forecasting over 800 re-joins by the end of 2023 (compared to 686 last year, and 446 in 2021). There continues to

be a trend of those applying to re-join after more than 2 years away from the Register, so these higher numbers are not just those who were removed for non-payment but may be driven by awareness of the value of registration and also requirements of the recent mutual recognition agreements. We are analysing the context of these applications.

2.10. We have had 8 admissions to the Register under the recent mutual recognition agreement, with all 8 applicants coming from New Zealand. We have also completed our first UK Adaptation Assessment, with the candidate passing the assessment. We have had 118 applications for certificates, 54 from the USA, 56 from Australia, and 11 from New Zealand.

2.11. In 2023, we have conducted 74 Prescribed Examinations. The majority (74%) of these are at Part 1. The pass rate is 38% for Part 1 and 21% for Part 2. A further 25% (part 1) and 26% (part 2) were classified as a 'Refer to Lead'¹ to elaborate on areas that would lead to a pass.

2.12. There are no significant changes in the number of qualifications that remain prescribed, with 90 at Part 1, 67 at Part 2 and 35 at Part 3. Three new applications for qualifications are proposed to be passed from the Prescription Committee to the new Accreditation Committee. This is lower than we had planned for; we had planned for up to 15 qualifications to transfer.

Policy and Communications

2.13. We continue to deliver more communications activities in 2023 than in 2022, and these are successfully driving higher levels of engagement amongst our audiences. The rate of engagement across our digital channels (such as website visits and social media views and interactions) depends on whether we are publishing new content, and therefore there are peaks and troughs over each three-month period.

2.14. Our high levels of media coverage and social media engagement in April were both driven by our MRAs coming into force, and the events and coordinated government communications that supported them. The publication of our EDI report also proved popular online. On average this year, we are receiving on average 34,513 impressions (as in, social media views) per month. In 2022, we received on average 20,538 per month.

2.15. We also held several events, including online webinars to launch our EDI report and CPD consultation report, a roundtable with academics to discuss our education proposals, and our Employers Engagement Group which covered CPD and the MRAs.

¹ Where a candidate has satisfied all the criteria in GC1 and a further 32 criteria they are not required to re-sit the entire examination again. They will be offered a referral to the lead examiner whereby they have the opportunity to address the outstanding criteria through a postal or electronic submission.

2.16. We can see a good proportion of contacts are opening our emails, and we can see that when they do, the number clicking on links in our emails is increasing. Our most successful email campaign by open rates was the CRM portal notice, opened by 60% of those who received it. This was a personalised email with a subject line requesting that registrants take action. The June edition of ARB Insight also performed markedly better than the previous edition regarding engagement with its content. While the two editions had similar open numbers, the June edition had more than double the click rate. The most popular links were the feature piece on common misunderstandings between architects and clients, PCC decisions, and a link to the section of the website for the new MRAs.

Human Resources

- 2.17. The Remuneration and Appointments Committee receives updates employee statistics at each of its meetings. The annex provides some key statistical and performance updates.
- 2.18. We continue to see a drop in staff turnover which is now down to 8.62% in the rolling 12-month period compared to 12.85% the previous year. ARBs turnover has previously been between 22% and 26% and so there are signs that our People Strategy is becoming embedded across the organisation. The general UK average is around 15% and the not-for-profit sector 18%.
- 2.19. The data tells us that those leaving ARB have been employed for under 6 years where previously those leaving ARB were employed for less than 2 years. As part of the People Strategy, we have improved our induction process for new starters and our HR Officer has more engagement with the new starters during their 6 month probation period.
- 2.20. We recognise that some turnover is healthy as it brings in new skills and ideas and not losing large numbers of staff with under 2 years is having a positive impact across ARB.
- 2.21. We are noticing an increase in staff absence, in the last 12 month rolling period the average days sick rose from 2.30 to 4.47 per employee. There is a marked increase in mental health related absence and so we will be reviewing the support we have for our workforce, including mental health first aid, in order to try and spot signs of adverse mental wellbeing at an earlier stage. Staff survey feedback suggests that this is not directly related to work pressures, but we recognise that this is something we need to monitor closely.
- 2.22. As part of our EDI monitoring and collection, we do collect a wide spectrum of information which we use to support our policy decisions. However, given the small numbers of staff (c50 employees) we are only reporting on gender balance, and we believe providing data on other characteristics could possibly identify individuals and lead to an increase in selection of 'prefer not to say' options.

3. Resource Implications

- 3.1. There are no resource implications specifically relating to this paper.
-

4. Risk Implications

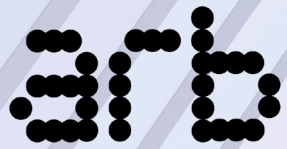
- 4.1. There are a number of risks identified with the narrative of the paper and which relate to the delivery of our ore operational functions.
 - 4.2. Eos, ARB's Transformation Programme continues to proceed on time and on budget, but there are ongoing risks with a programme of this scale, particularly related to Registration which is on Phase 1 of the CRM programme. Some of those relate to capacity as staff are taken away from *business as usual* activity. Other risks are being actively managed through the User Acceptance Testing phase of the project as we work towards launching the new Registration Portal and Phase 1 of CRM in advance of the annual retention phase. However, the registration data suggests that these risks are being managed well.
 - 4.3. In Professional Standards, there remain reputation risks if we fail to improve our end to end performance, and in particular the disposal of the increased numbers of cases at PCC. Steps are being taken to mitigate those risks.
 - 4.4. In HR/staff, our People Committee has seen a range of positive data relating to turnover statistics and staff feedback through the staff engagement survey. However the Committee has also seen wider industry data which shows that employment trends are such that we will do well to maintain the current low turnover rates as employees move jobs with increasing frequency, particularly if flexibility is not provided.
-

5. Equality and Diversity implications

- 5.1. There are no EDI implications specifically arising from the performance monitoring paper, with the exception of reported activity within HR which is dealt with in the narrative above.
-

6. Recommendations

- 6.1. The Board is asked to note and comment on the operational performance of ARB as set out in the paper.



Architects
Registration
Board

Performance Monitoring Data for Review Q2 2023



Contents

1. Professional Standards
2. Registration and Accreditation
3. Policy and Communications Management Information Dashboard
4. Human Resources

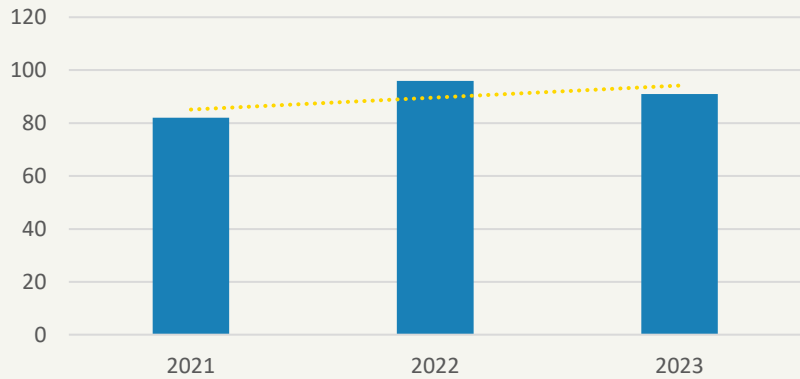
Professional Standards

Performance Update: Q2 2023

Professional Standards Management Information Dashboard

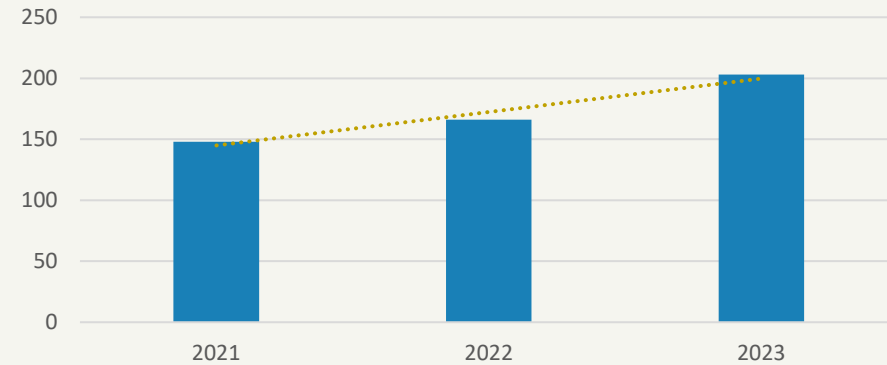
Referral activity and KPIs

New complaints (year to date)



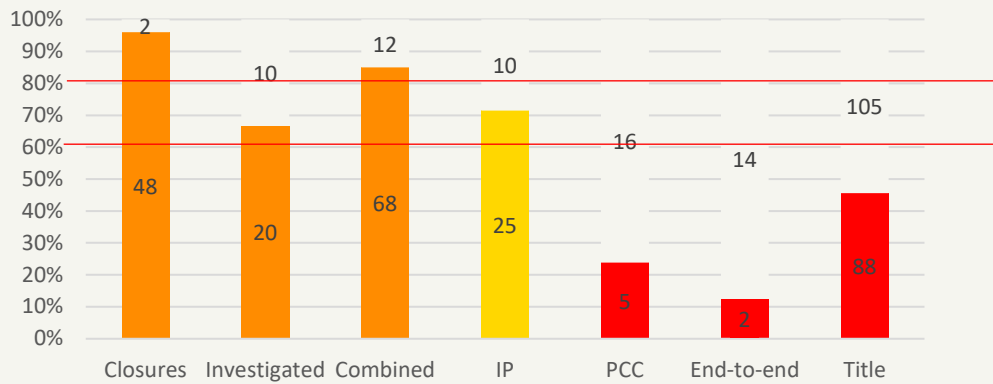
We have seen a consistent number of new complaints as during the same period last year.

New title cases opened

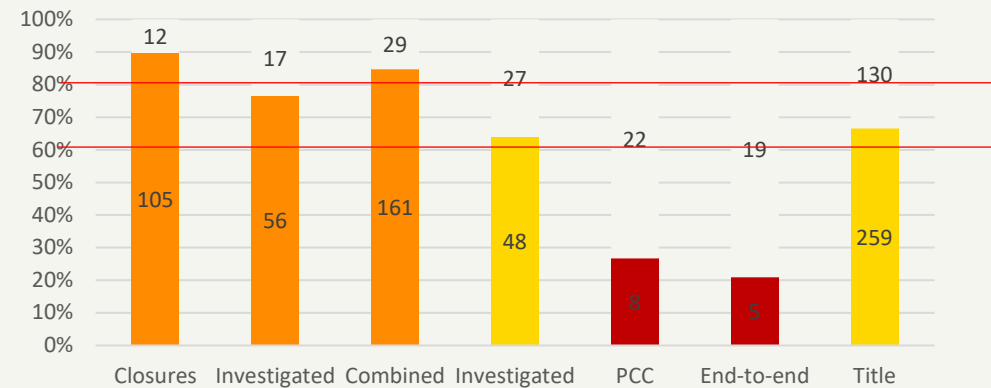


After a quieter start to the year, however the number of complaints received monthly increased starkly after March and we now receive 34 complaints on average each month, compared to an average of 27 complaints per month in 2022.

KPIs 2023



KPIs rolling 12 months



The KPI figures for PCC and End-to-End reflect the challenges we have had over the last 12 months to schedule enough PCC hearings to meet the throughput of cases from the Investigatiois stage. This has been as a result of a number of capacity issues, including the availability of PCC members and expert witnesses. We now have a full schedule of cases for the second half of 2023 but will only see the resulting improvement of KPIs in this area in 2024. The number of misuse of title cases has increased, so we have attributed additional resource in this area from July 2023 to minimise delays.

Professional Standards Management Information Dashboard

Notes on data

Caseload and referral RAG ratings



No apparent risk or concern over caseload or referral numbers



Growing concern over caseload or referral numbers. To be monitored closely.



Caseload or referral rate reaching critical level, posing risk to operational delivery.

NB:

Some of the data sets in these dashboards are areas not reported upon historically. Therefore some 2019/20 data is estimated based on averages of the data available.

KPI RAG ratings



Achieving 80% or above



Achieving between 60% and 80%



Compliance below 60%

KPI timeframes

Initial screening closures*: 14 weeks

Cases investigated*: 14 weeks

IP decisions: 12 weeks

PCC scheduling: 29 weeks

End-to-end: 56 weeks

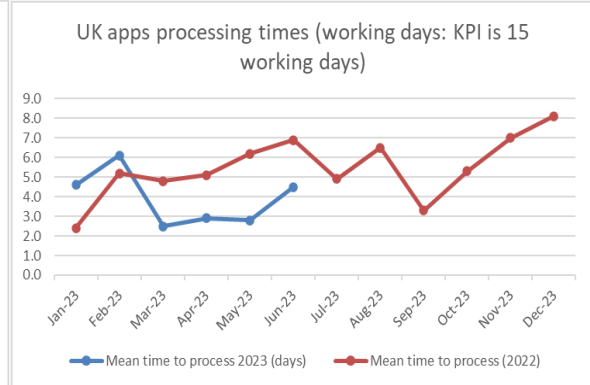
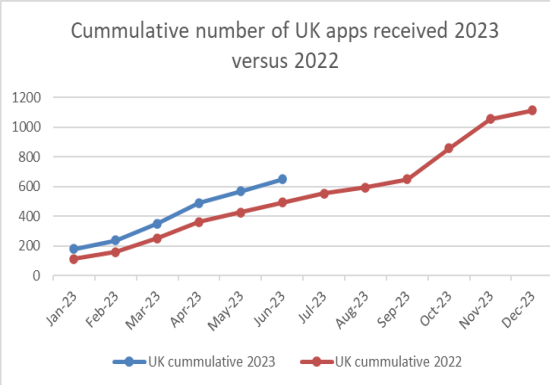
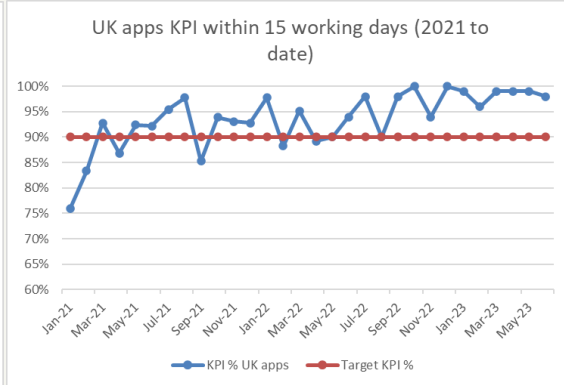
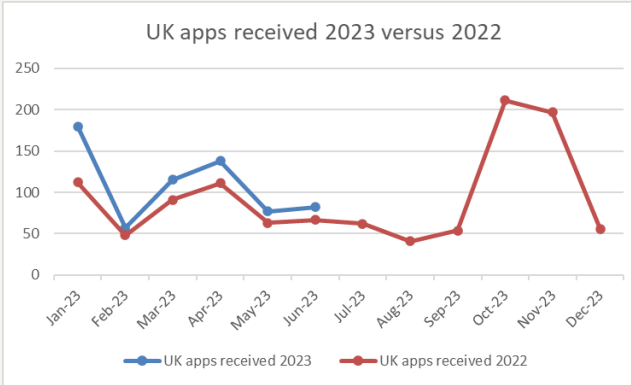
Title: 14 weeks

*reported as a combined KPI to the Board

Registration and Accreditation

Performance Update: Q2 2023

UK route to registration 2023 YTD

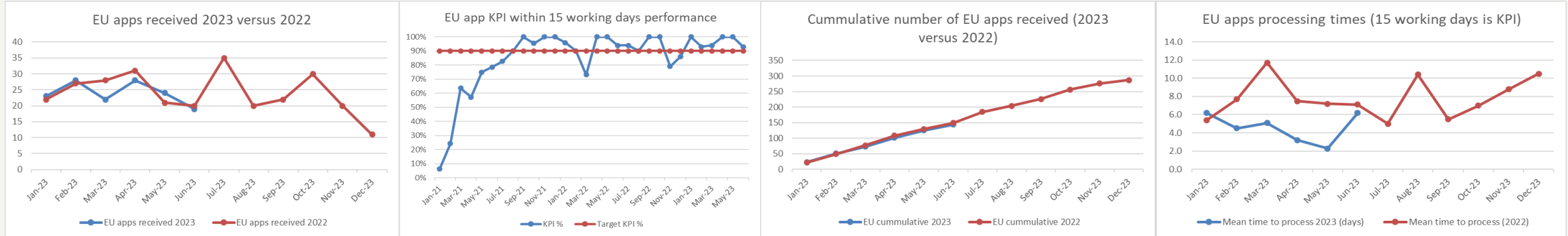


Date	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total 2023
UK apps received 2023	180	57	115	138	77	82							649
UK added to register	156	70	110	140	70	63							609
Processed under 15 days	155	67	109	139	69	62							601
Processed over 15 days	1	3	1	1	1	1							8
KPI % in 2023	99%	96%	99%	99%	99%	98%							99%
Mean time to process 2023 (days)	4.6	6.1	2.5	2.9	2.8	4.5							3.8
Mean time to process (2022)	2.4	5.2	4.8	5.1	6.2	6.9	4.9	6.5	3.3	5.3	7.0	8.1	5.5
UK apps received 2022	112	48	91	111	63	67	62	41	54	211	197	56	1183
Added to Register 2022	132	51	83	111	72	64	45	51	46	109	252	84	1100
KPI % in 2022	98%	88%	95%	89%	90%	94%	98%	90%	98%	100%	94%	100%	95%

Performance update:

- Processing time for this route continues to follow sustained exceeding of KPI
- Volumes of applications are approximately 10% up on previous year

EU route to Registration 2023 YTD



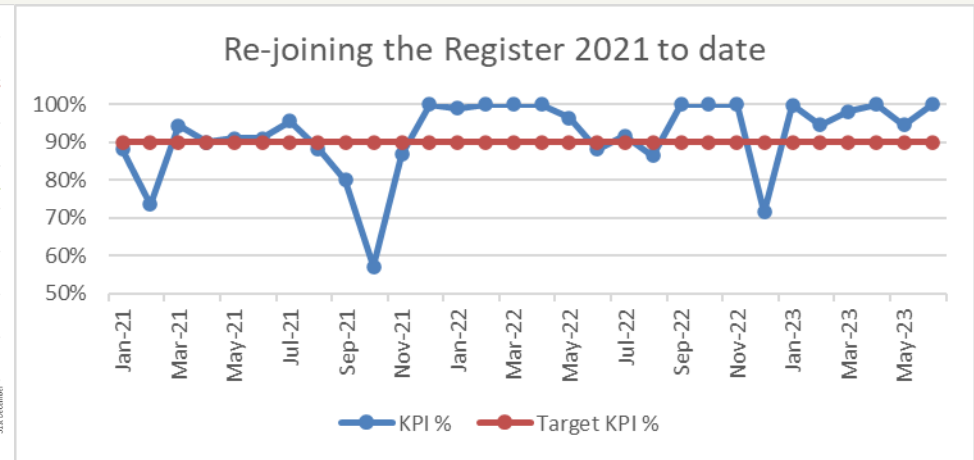
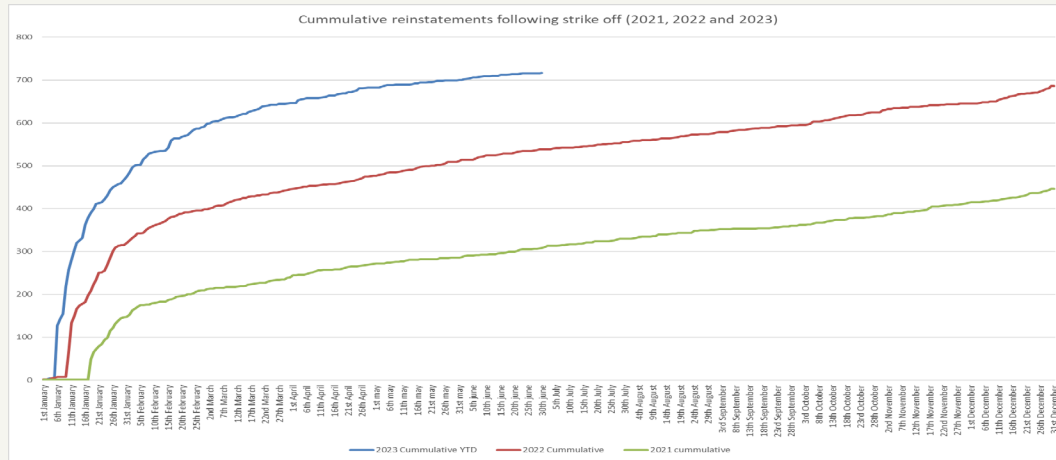
Date	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total 2023
EU apps received 2023	23	28	22	28	24	19							144
EU added to register	18	14	18	14	13	15							92
Processed under 15 days	18	13	17	14	13	14							89
Processed over 15 days	0	1	1	0	0	1							3
KPI % 2023	100%	93%	94%	100%	100%	93%							97%
Mean time to process 2023 (days)	6.2	4.5	5.1	3.2	2.3	6.2							4.7
Mean time to process (2022)	5.4	7.7	11.7	7.5	7.2	7.1	5.0	10.4	5.5	7.0	8.8	10.5	7.3
EU apps received 2022	22	27	28	31	21	20	35	20	22	30	20	11	287
Added to Register in 2022	25	10	26	18	12	16	18	10	30	20	14	7	206
KPI % 2022	96%	90%	73%	100%	100%	94%	94%	90%	100%	100%	79%	86%	92%

Performance update:

- Volumes of eligible EU applications are low, though on parity with previous year.
- Complexity of submission of materials results in longer processing times and increased closure rates, but well within KPI
- KPI performance is sustained from 2022

Re-joining the Register

Date	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Within 5 working days	134	72	33	27	10	20	21	15	8	12	13	8	344	106	56	28	27	22	11	19	14	33	20	5	513	105	50	38	17	15
Outside KPI	18	26	2	3	1	2	1	2	2	9	2	0	4	0	0	0	1	3	1	3	0	0	0	2	1	6	1	0	1	0
Total	152	98	35	30	11	22	22	17	10	21	15	8	348	106	56	28	28	25	12	22	14	33	20	7	514	111	51	38	18	15
KPI %	88%	73%	94%	90%	91%	91%	95%	88%	80%	57%	87%	100%	99%	100%	100%	100%	96%	88%	92%	86%	100%	100%	100%	71%	100%	95%	98%	100%	94%	100%



Performance update:

- Performance against KPI is sustained with only 9 re-join applications exceeding the 5 working day KPI
- Volumes of re-join applications continues the trend of being higher (40% higher than in 2022).
- Higher volumes of those returning to the Register after more than 2 years absence continues, possibly driven by engagement activities and/or MRA application requirements.

Policy and Communications Management Information Dashboard

Performance Update: Q2 2023

Policy and Communications Management Information Dashboard – Q2 2023

Measures of success:

Events and targeted meetings

- Number and profile of attendees (i.e. whether the attendees are from our target audiences)
- Value of insights gathered in the meetings (i.e. whether we hear useful anecdotes that help us understand the sector or policy topics)
- Whether participant feedback is positive (i.e. satisfaction surveys or positive comments about the event or ARB)

ARB Event	SUBJECT DETAIL	DATE	AUDIENCE
Education roundtable	Learning providers	3 April	Architecture schools
EDI webinar	EDI report and the makeup of the profession	12 April	46 attendees - Registrants, schools, EDI focused organisations
USA reception	USA MRA promotion	19 April	American architects / political
Sydney reception	Australia/NZ MRA promotion	8 – 12 May	Australian architects / political
CPD webinar	CPD report launch	6 June	80 attendees – consultation respondents and engagement group
Employers Engagement Group	CPD, MRAs	7 June	Employing practices
MRA webinar	MRA advice	22 June	42 attendees – Registrants: potential users of the MRAs

Key insights – events

We hosted three webinars in Q2 2023, for three different project areas: EDI, CPD (sharing our consultation results with respondents and key contacts) and MRAs. We ran a poll to ask for audience feedback at the end of the CPD webinar, 94% of attendees indicated they found the session useful.

Our roundtable on education was attended by 11 academics, a mixture of those who we know to be engaged in our work (such as SCOSA and APSA) along with some schools we hadn't yet discussed the proposals with in detail (such as Plymouth and Strathclyde).

Our latest Employers Engagement Group was attended by 11 practices including BDP, Zaha Hadid, Allies Morrison, and Hawkins Brown.

MEETINGS	SUBJECT DETAIL	DATE
US visit – various	USA MRA	17 – 21 April
RIBA MRA reception	Both MRAs	25 April
RSAW	Education	26 April
Sydney visit - various	Australia/NZ MRA	8 – 12 May
Andrew Lewer MP	Introduction / education	10 May
RIBA	Regular catchup	29 June
Visit to University of Westminster	AACA visit	30 June
Visit to UCL	AACA visit	30 June

Key insights – MRA visits and events

Supporting the two MRAs has been our focus during this period. We used visits to both Washington and Sydney to promote the agreements by meeting with practices and organising receptions with our UK Government partners. We also joined a UK event hosted by the RIBA to promote them.

Sydney outcomes included a reception at the consulate with over 80 people, positive coverage in the Australian media, a podcast with the UK's Consul-General.

US outcomes included a reception at the embassy attended by a Minister and the US Ambassador, a DBT press release and media coverage, and a positive mention from the trade minister in Parliament.

Measures of success:**Parliamentary and stakeholder activities**

- Number and profile of respondents (i.e. whether the respondents are from our target audiences)
- Whether we have sent out briefings on the issues (i.e. Bill debates) that matter to us, and whether they have been read and/or resulted in positive comments about ARB or architects
- Number of primary target individuals or organisations that agree to meet with us

STAKEHOLDER AND PARLIAMENTARY COMMUNICATIONS	DATE
Architects Today – EDI report publication	12 April
Education email to schools (to address misconceptions in our proposals and to ask them to share the consultation with their students)	17 April
MRA – USA launch	25 April
MRA – Australia and New Zealand signing / launch	25 May
CPD consultation report publication	7 June

Key insights – CPD report

We published our major consultation report on our CPD scheme during this period. We received 1350 responses in total and the report set out our analysis of these and the next steps we plan to take.

Our publication included a webinar to share the results, a wide emailing campaign that included the Register and key stakeholders.

The response in the media and from the small number of individuals who contacted us tended to focus on one area in which respondents had not supported our proposals (the reflective statement) and our decision to retain it as a crucial outcome-focused aspect of the scheme. Our own response therefore centred on addressing these concerns when they were raised and explaining the reasons for our decision.

Key insights – EDI report

We launched our analysis of the architects’ profession, including recent trends and potential areas of underrepresentation. We also organised a private roundtable before the launch to share our findings and discuss the next steps (which took place in Q1).

Our aim when we published was to show our factual analysis and demonstrate our role as an authoritative source of this information, through the Register. We also shared the actions we plan to take and the way this links into how we’ll improve our regulation.

The report was covered in the architecture media and this focused on the significant proportion of the profession based in London, and/or on architects not sharing their data with us.

Measures of success:	<ul style="list-style-type: none"> Number of people who open, read and interact with (i.e. click on links in) our relaunched eBulletin. Number and profile of people who act upon our targeted communications (i.e. complete surveys, visit landing pages or download reports).
Direct communications	
Consultations and surveys	<ul style="list-style-type: none"> Number and profile of respondents (i.e. whether the respondents are from our target audiences) Whether we have derived insights that support Board decision-making (i.e. whether we know the extent of support for our proposals, or have identified operational or policy risks we can mitigate)

REGISTRANT COMMUNICATIONS	DATE	NUMBER SENT	UNIQUE OPENS	UNIQUE CLICKS
Architects Today - webinar invite	05 Apr	554	320	63
Tomorrow's Architects – one month reminder on consultation closing date	06 Apr	13663	8114	376
Architects Today – EDI report publication	12 Apr	55804	29720	2067
CPD consultation - results webinar invite	31 May	1529	1003	214
ARB Insight	01 Jun	45076	24199	3492
CPD consultation report publication	07 Jun	56283	31,272	2158
MRA webinar invite	15 Jun	421	207	24
CRM portal notice (advising registrants on changes to a self-serve online model)	15 Jun	56162	33,171	4,554
Examiners' Bulletin	27 Jun	42	30	14

Key insights – email communications to registrants

Across our emails campaigns, we saw a slight increase (of 0.42%) in our open rate for the quarter compared to Q1, and a good increase on our click-to-open rate of 3.4%, bringing our open rate to 56.55% and our click-to-open rate to 10.14%. We can see a steady and strong proportion of contacts are opening our emails, and we can see that when they do, the number clicking on links we provide is increasing.

Our most successful email campaign by open rates was the CRM portal notice, opened by 60% of those who received it. This was a personalised email with a subject line requesting that registrants take action.

The June edition of ARB Insight also performed markedly better than the previous edition regarding engagement with its content. While the two editions had similar open numbers, the June edition had more than double the click-to-open rate. The most popular links were the feature piece on common misunderstandings between architects and clients, PCC decisions, and a link to the section of the website for the new MRAs.

CONSULTATIONS AND SURVEYS	START DATE	CLOSE DATE	RESPONSES
Consultation on education and training reforms	8 Feb 23	10 May 23	672

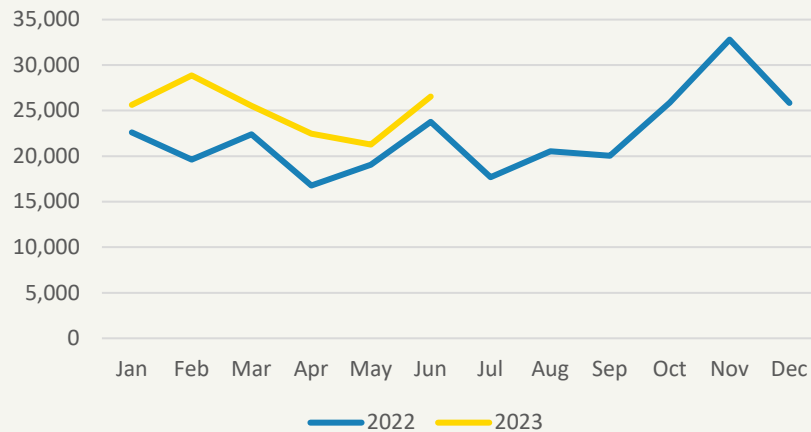
Measures of success

Online (website and social media)

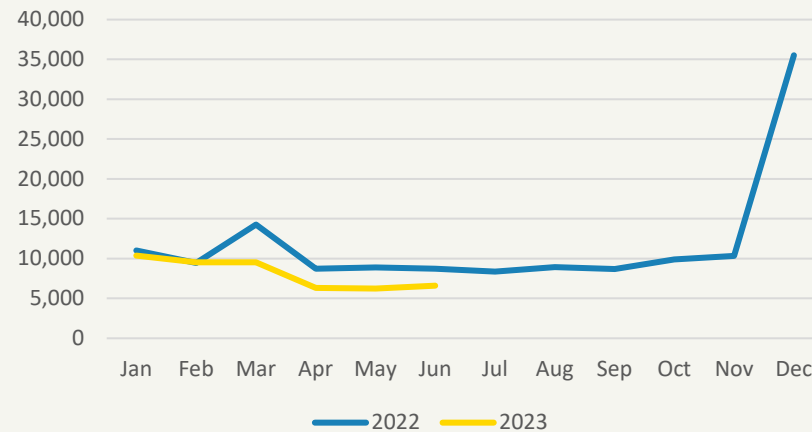
Media

- Number and (where possible) profile of users who have watched a video, completed a form or survey, read a page, downloaded a report, or requested a meeting.
- Number of times our online social media posts have been seen and/or shared and/or commented on or have resulted in further engagement i.e. meetings.
- Whether our key messages are included in the stories (i.e. stories about our retention fee increase also include details of our strategy and the rationale for our increase)

Website: Users



Register: Users



Key insights – media

We recorded 54 ARB mentions in the media in Q2.

Of these:

- ARB was the main subject of 41
- 15 were proactively placed
- 51 reported our key messages

The topics covered were:

- 20 covered MRA agreements
- 9 covered our education proposals
- 7 covered our work in EDI
- 4 covered PCC decisions
- 3 covered our CPD proposals / consultation results

Key insights – website

Website traffic for Q2 2023 decreased slightly compared to Q1 2023. This is a trend we have noticed over the annual cycle, most likely because we get a lot of extra traffic to the website immediately after people pay the retention fee, continuing into the early part of the year. However, we're still seeing a significant increase on levels of traffic we're receiving compared to previous years and levels for Q2 2023 are up on Q2 2022. In 2021 we had approximately 21,000 users on the site on average per month, in 2023 we have on average 4,000 more than that.

The home page excepted, the most popular pages on the website for the quarter were the landing page for the Register, the landing page for prescribed exams and the landing page for info on registering for the first time.

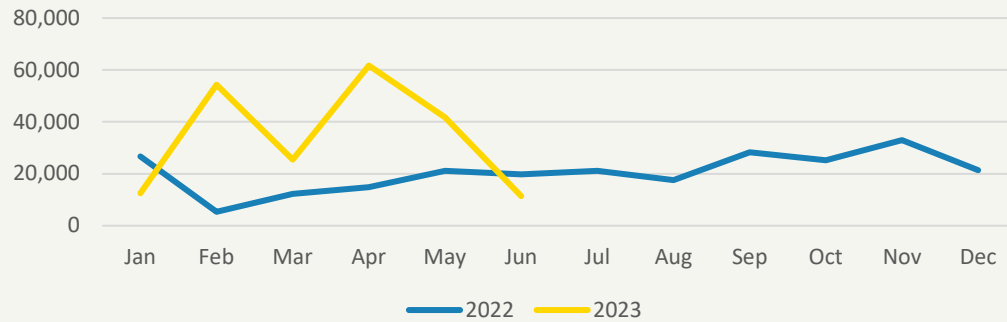
Traffic to the Register is however still down slightly on what we were receiving last year. Interestingly, this isn't the case across all sources. In 2022, 21,443 of all sessions on the Register started on arb.org.uk, and in the first six months alone of 2023 we have already had 21,008 sessions from the website. We are however down in sessions from Google searches.

Measures of success

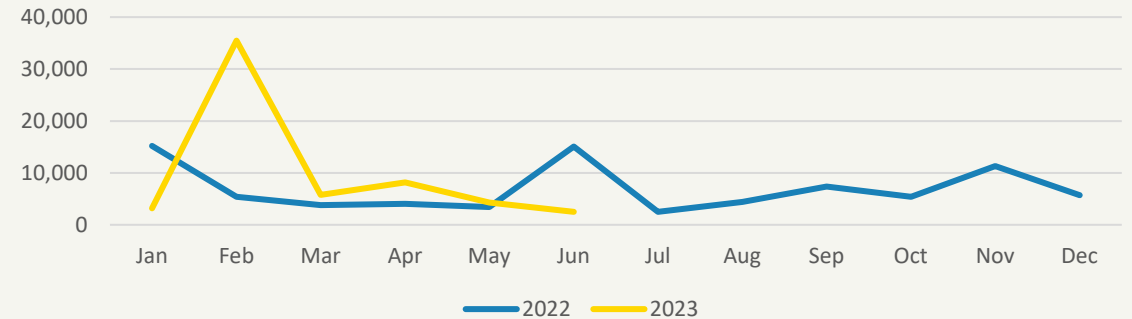
Online (website and social media)

- Number and (where possible) profile of users who have watched a video, completed a form or survey, read a page, downloaded a report, or requested a meeting.
- Number of times our online social media posts have been seen and/or shared and/or commented on or have resulted in further engagement i.e. meetings.

LinkedIn: Impressions



Twitter: Impressions



Key insights

A dip for a quieter June notwithstanding*, Q2 2023 has been an exceptionally good quarter for social media. Various activities drove engagement in April in particular, including our trip to Washington and the publication of our EDI report. Last quarter, we reported that February was the best month we've ever had for impressions / views on LinkedIn. In April we received 61,680 impressions – a new best total for a single month. On average this year, we are receiving on average 34,513 impressions per month. In 2022, we received on average 20,538 per month.

In particular, we are seeing significant growth on LinkedIn. We're currently gaining on average 516 new followers per month, more than double our average monthly growth in 2021. It's looking likely that we'll have more followers on LinkedIn than architects on the Register for the first time ever within the next two months.

Our YouTube channel also performed well. In June viewers watched over 64 hours of content, our best month this year. We're also seeing growth on Instagram. In terms of monthly increases to followers it is our second best performing channel with, on average, 49 new followers per month this quarter.

On the other hand, on Twitter we are seeing less growth in terms of followers and fewer impressions / views than we did in Q1 2023. However, we are still projecting to receive more impressions on Twitter than we did in 2022.

* In June 2022 we published a report on our previous education survey, which accounted for higher performance compared to June this year.

Individual pieces of content that did well (each with over 5,000 impressions / views) included:

- FAQ videos we produced to promote the education consultation;
- announcement for the opening of applications for the NCARB MRA;
- photos from Washington DC;
- repost of the Trade Commissioner's video on the US MRA;
- repost about the NCARB MRA webinar; and
- announcement for the EDI report.

Our single best post was the announcement for the opening of NCARB MRA applications, with 7,484 impressions. Our most successful post in terms of clicks was the photos from Washington, with 790.

Our most popular post in May was our thanks to Waugh Thistleton for their invite to visit the recently completed Black & White Building, and for June it was a post promoting the MRA webinar.

Policy and Communications Management Information

Look Ahead to Q3 2023

July	<ul style="list-style-type: none">• Annual report and Year in Review published for 2022• Meeting with RSUA• Meeting with RIAS• Meeting with RSAW• Edge education roundtable
August	<ul style="list-style-type: none">• Start of new approach to visiting schools to speak to students
September	<ul style="list-style-type: none">• Meeting with RIBA• Potential publication of the analysis of the education consultation• Potential launch of consultation on a new plagiarism policy

Human Resources

Performance Update: Q2 2023

Human Resourcing Staffing Statistics – June 2023

AVERAGE HEADCOUNT

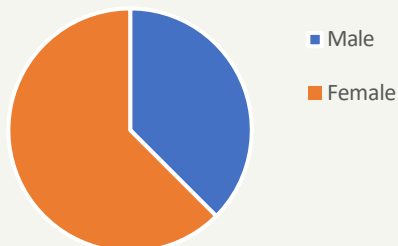
1 July 2021 to 30 June 2022	38.92
1 July 2022 to 30 June 2023	46.42

STAFF TURNOVER

1 July 2021 to 30 June 2022	12.85
1 July 2022 to 30 June 2023	8.62

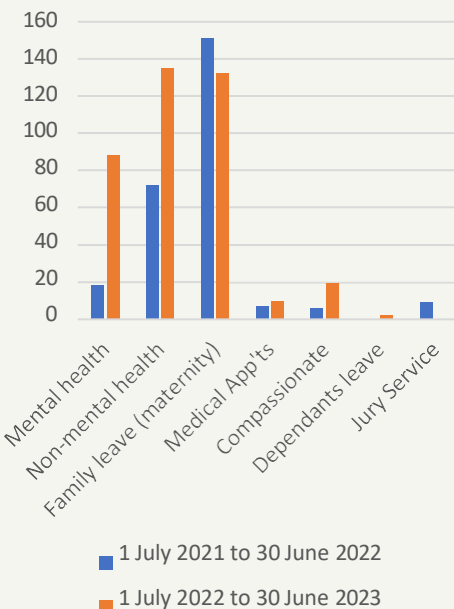
GENDER OF STAFF

Gender at 30/6/2023



*gender as record on HR system. No-one has identified other than as male/female.

ABSENCE REASONS

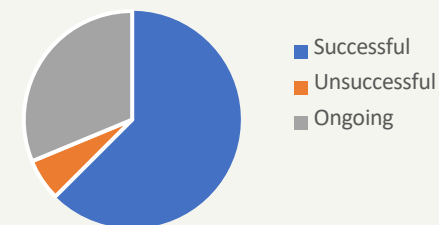


AVERAGE DAYS LOST (SICKNESS)

1 July 2021 to 30 June 2022	2.30
1 July 2022 to 30 June 2023	4.47

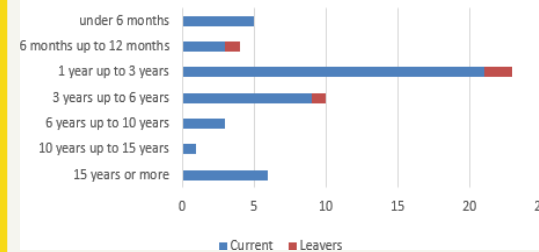
INDUCTION SUCCESS

Probation completion - 1 July 22 to 30 June 23



SERVICE LENGTH

At 30/6/2023 (or leave date in last 12 months)



HEADCOUNT
30/6/23

48
Employees