

# Board Paper

for Open session

**Subject: End of Year 2023 Business Plan Delivery Update**

To receive an update on the delivery of the 2023 Business Plan.

Board meeting:

28 February 2024

Agenda item:

9

Action:

- For noting
- For discussion
- For decision

## Purpose

To provide the Board with an update on the delivery of the 2023 Business Plan.

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## Recommendations

The Board is asked to note the update on the delivery of the 2023 Business Plan.

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## Annexes

[Annex A](#) – 2023 Business Plan

[Annex B](#) – Business Plan Delivery Tracker

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### 1. Open Session

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

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## 2. Background and Key points

2.1. In 2021 the Board approved a new and ambitious Corporate Strategy for 2022-2026, which 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, we have continued with our approach to business planning and delivery, which was developed in 2022. This included:

- The approval by the Board of a new Business Plan for 2023 (**Annex A**) mapped out against the five key priority areas in the Corporate Strategy
- The development of internal business planning controls, including regular Business Plan Delivery Group meetings
- 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. The Executive Officer and Business Plan Coordinator is accountable for keeping the excel tracking tool up to date and highlighting delivery risks. This tool includes:

- An exhaustive list of commitments mapped against the Business Plan
- Clear SLG director accountability and staff 'delivery owners'
- Proposed deadlines to assist with managing delivery of each commitment.

2.4. **Annex B** is an extract from the tracking tool which also includes colour coding to set out delivery 'status'.

2.5. 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 2023

**BLUE:** Some activity has been identified to fall in to 2024

**RED:** Not on track to be delivered in 2023

- 2.6. Our 2023 Business Plan is made up of 44 commitments across the five key priority areas in the Corporate Strategy.
- 2.7. At its July 2023 meeting, the Board received a mid-year report against each of the 44 commitments, stating that:
- **AMBER:** 34 of the 44 commitments are ongoing or scheduled to be delivered in 2023.
  - **GREEN:** 2 of the 44 commitments have been completed.
  - **RED:** There are currently no commitments we cannot deliver in 2023.
  - **BLUE:** 8 commitments will commence in 2023 but have been identified to complete in 2024.
- 2.8. This end of year report provides an overview of progress against the key commitments for 2023, along with a delivery status shown at **Annex B** and in short:
- **GREEN:** 37 of the 44 commitments have been completed.
  - **RED:** There are currently 1 commitments marked as undelivered in 2023.
  - **BLUE:** 6 have commenced in 2023 but have been identified to complete in 2024.
- 2.9 The annex sets out the each of these commitments and the respective status. The one area which is Red which relates to engagement with consumer groups. This work has been rolled into the work on professionalism. A number, such as the delivery of an accreditation handbook were not delivered by the end of 2023 Business Plan period, but have either been delivered in early 2024 or will soon be.

### 3. Continuous Improvement in our regulatory service

- 3.1. We have delivered the majority of our Business Plan commitments for continuous improvement.
- 3.2. As part of the IT transformation programme, we rolled out a new 24/7 online self-service system for architects, in time for collecting the 2024 retention fee. 93% of the Register now have a MyARB profile and we will be making contact with those who have yet to set up a profile, ensuring they do so to maintain registration as well as allowing them to upload their CPD requirements.
- 3.3. As part of our aim to improve the way in which we accredit and quality assure the initial education and training of architects, a successful recruitment campaign was held in Q3 of 2023, appointing new Accreditation Committee members, Accreditation Visitors as well as additional examiners. All our new associates have been taken through a thorough induction process ahead of the first Accreditation Committee meeting, which took place in Q4 of 2023.
- 3.4. The new international MRA route to registration including the UK Adaptation Assessment became fully operational in mid-2023, with applications under the MRAs opening in April and May 2023 respectively and the UK Adaptation Assessment becoming fully operational in July 2023.

- 3.5. An evaluation and review of the UK Adaptation Assessment will form part of our project to rationalise international routes to registration and overhauling the prescribed examination by September 2027. The project team have held several project board and workshop meetings from Q4 of 2023 to date, to determine the most effective policy and operational route to improve access to the register for those who are competent. The project team's focus will now be to establish a critical path for policy development and implementation, to test and confirm that we can overhaul and replace the exam earlier than 2027.
- 3.6. We continue to make good progress with our new Memorandum of Understanding (MOU) with Hong Kong and with our new Mutual Recognition Agreements (MRAs) with the EU and Canada. Subject to due diligence processes, we will continue to develop MRAs with a small number of other countries. Regular progress updates will be provided to the Board throughout 2024.
- 3.7. As part of our work on professionalism in architecture and to inform the development of an updated Code of Conduct and Practice, Think Insight, an external research company, have successfully concluded the research project to better understand the concept of professionalism for architects. This work has also reviewed views of the public and clients' expectations of the conduct of architects. In early 2024, key research findings will be shared with a targeted group of stakeholders within the built environment sector before being published in Q2 2024.
- 3.8. The Standards team have carried out a detailed analysis of disciplinary cases and are finalising the data, to produce a clear report for the Board on the learnings from Professional Conduct Committees. The findings from the analysis will be shared with the profession through ARB Insight and other communications channels.
- 3.9. The Standards team have also carried out an audit of higher-risk groups who may be illegally using the title architect whilst unregistered. The findings of this audit have been provided to the Board as part of the CEO report at its February 2024 meeting.
- 3.10. Equality, diversity and inclusion remains a priority at ARB, both externally and internally. When recruiting for our Accreditation Committee members and additional associates it was a key requirement that we reached the widest talent pool possible. We achieved a notable increase in diversity of applications and appointments compared with previous campaigns.

#### 4. Modernising initial education and training of Architects

- 4.1. We have made significant progress to deliver a new framework for the education and training of architects. At its September 2023 meeting the Board approved the new educational model; competence outcomes and standards for learning providers; as well as the new accreditation methodology.
- 4.2. To assist organisations in working to our new accreditation model, we have held two meetings of the Education Transition Reference Group. The Accreditation team, in tandem with the Policy and Communications team, have produced an Accreditation Handbook for publication in Q1 2024.
- 4.3. With the new approach to education and training now published, inspections and visits of learning providers will be carried out by our new Accreditation visitors and will commence from Q2 of 2024.

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#### 5. Delivering a new system of Continuing Professional Development for architects

- 5.1. We have successfully run a pilot exercise for the new CPD scheme, with the results used to assist with implementation.
- 5.2. An online solution for CPD has been interdependent of the development work of the Eos Transformation Programme. Issues with the testing phase of Eos caused delay to the go live date of the CPD element of the new CRM system. The online CPD system went live in early 2024.
- 5.3. We will continue to develop and test the quality assurance system to ensure consistency of the assessment of CPD in 2024.

#### 6. Transforming our systems, processes and technology

- 6.1. We have continued to make progress with our IT Transformation Programme, Eos, with the introduction of the Microsoft dynamics 365 CRM applications system.- Phase 1, which includes Registration and CPD implementations now live.
- 6.2. We have commenced with the discovery phase of CRM Phase 2, which includes all other aspects of the organisation including the development of a new case management system within the CRM. There have been delays to the launch of this

phase as we carry out further root cause analysis of challenges faced during the roll-out of Phase 1.

6.3. We have continued to enhance our ways of working with the roll out of MS Teams and are at the final stages of Sharepoint online becoming our main application for document management.

6.4. We have successfully moved to Infrastructure as a Service (IaaS) model as well as moved to a cloud-based service. Significantly improving cyber and data security for the organisation.

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

7.1. We have delivered, or made good progress in each of the people commitments within the Business Plan 2023. Notable successes include the feedback from the staff performance management system and the associated impact on staff retention.

7.2. Training continues to be a priority for both staff and non-executives at ARB, with EDI training to be captured as part of the EDI tender exercise that will commence in 2024.

7.3. The review of the Board and Committee member and associates annual performance and development review process was commenced as planned. The People Committee is due to approve the revised process in May 2024 and we will roll out the revised process during Q3 and Q4 of 2024.

7.4. We completed the review of our property strategy assessing our requirements, but also the value for money implications, balancing the benefits of staying or moving. This led to a twin track approach to negotiations with the existing landlord and with alternative property options. The Board agreed the overarching property strategy in September 2023 and delegated authority to the Registrar to progress it.

## 8. Resource Implications

8.1. There are no specific additional resource implications emerging from this paper. Any resource implications relating to Business Plan Delivery during year will be presented alongside policy papers or the Management Accounts.

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## 9. Risk Implications

- 9.1. Risks for each major programme of work are set up in Project and Programme Risk Registers. These also feed into the Corporate Risk Register which is regularly reviewed by the Audit and Risk Assurance Committee and periodically considered by the Board and appears on this Board's agenda.

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## 10. Communication

- 10.1. We regularly report operational performance to DLUHC as part of our Framework Agreement.

## 11. Equality and Diversity implications

- 11.1. There are a number of specific commitments in the Business Plan relating to Equality, Diversity and Inclusion. While we have made progress and delivered on the Business Plan commitments relating to EDI, we have identified much more work is needed to embed inclusion in our policies and operational procedures. With appropriate external support, we intend to set measurable targets for 2024.
- 11.2. We will be monitoring the effectiveness of some of the actions set out in the Business Plan, particularly in relation to recruitment of Committee Members and will report back to the Board.
- 11.3. We are currently exploring tender options to have an EDI audit carried out which we hope will provide insight into other areas of work we need to undertake in 2024.

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## 12. Recommendations

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



# Business Plan 2023





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## 1. Introduction

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.

Our 2022 Business Plan set out our commitments, all contributing to delivering our strategy and the five key strategic priorities. The majority of those commitments have been delivered, with a small number rolling over to 2023.

In 2022 we have:

- made significant improvements to our guidance, processes and engagement with the profession, exam candidates and institutions, and put feedback mechanisms in place to be able to gather data about their experiences with ARB.
- analysed our major survey on initial education and training, using this, alongside events and other engagement, to draft new educational outcomes for initial education and training of architects, and new standards for learning providers. We plan to consult on these in early 2023.
- carried out a major survey on the principles for our new continuing professional development (CPD) scheme which we used to develop new guidance and launch a new public consultation on the detail of the proposed scheme.
- embarked on a major organisational transformation programme which will overhaul our outdated operational processes and systems, bring added cyber security and integrity to our IT systems, and oversee the design and delivery of new holistic applications and a case management system. These are all designed to improve our services to registrants as well as delivery efficiency gains.
- co-created with our staff a new shared values and behaviour framework. We have also introduced a new performance management system so that we can be a model employer, boost stability and

improve key staffing metrics.

Our Business Plan for 2023 includes a range of commitments which will help us play our part in supporting efforts to address climate change as well as fundamental and long-standing structural issues around equality and diversity in architecture. Our vision and commitment, set out in the Corporate Strategy 2022-26, is to:

- demonstrate leadership for the sector in responding to key challenges including fire and life safety and climate change.
- foster a culture of equality, diversity and inclusion in our own organisation and take action to ensure change occurs in architecture.
- work with the profession (including employers, educators, students and others) to modernise initial education and training.
- build on the professionalism of architects by implementing a new model of continuing professional development which supports good practice and lifelong learning.
- embed a culture of continuous improvement within ARB so that our regulatory services are accessible, effective and designed around the needs of our stakeholders.

In this annual business plan we refer back to our strategic vision for 2026, and set out the activities we will carry out in 2023 towards this vision. We also show a summary of expected areas of activity in 2024-26 recognising that plans will develop over time as we receive feedback from stakeholders on proposals.

## 2. Continuous improvement in our regulatory services

### Our vision for 2026

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

### In 2023 we will:

#### Registration:

- use new technology, as part of the Transformation Programme – Eos, to enhance our communications with architects, institutions, examination candidates and those applying for registration through MRAs. We will gather feedback on their experiences and interaction with ARB. We will use the feedback to identify and deliver demonstrable improvements to the experience of these stakeholders.
- move to a 24/7 online self-service system for architects to maintain their own registration, including paying for their retention fee and accessing certificates and payment receipts.
- continue to implement new legislation relating to the information included on the public Register, communicating with registrants electronically and registration appeals.
- manage the implementation of new ways that international architects will be able to register, including the UK Adaptation Assessment which will be a requirement of those joining the register through any new Mutual Recognition Agreement.
- increase transparency for the public by improving the way in which any sanctions or disciplinary findings against architects are published on the online register.

#### Accreditation:

- deliver improvements to the way in which we accredit and quality-assure the initial education and training of architects.
- deliver operational improvements to support the information exchange between ARB, providers of education and training and other regulatory bodies of architecture.
- improve the utilisation of data gathered as part of the new ARB accreditation model to be launched in the second half of 2023.
- visit schools to speak to their students and staff about ARB's role, requirements for

registration and upcoming changes to the structure of education and training.

**In 2024-26** we will continue to develop improvements in efficiency and customer service, and work to operationalise key elements in the corporate strategy as they are approved. These include any system developments for the new CPD framework and monitoring process as well as a new accreditation methodology following the development of new learning outcomes and standards for institutions as we modernise initial education and training of architects.

Assessment and international routes:

- launch and operationalise Memoranda of Understanding (MOUs)/Mutual Recognition Agreements (MRAs) we have developed, subject to legislative approval, and continue to develop MRA/MOUs in compliance with the principles and criteria we have developed.
- promote the introduction of proposed new routes to registration and their benefits to potential registrants and practices.
- introduce the new UK Adaptation Assessment as part of the route to registration for those taking advantage of Mutual Recognition Agreements with regulatory bodies in other countries.
- Develop plans and commence a review of the UK Adaptation Assessment, in tandem with the review of the Prescribed Examination, after the first six months of its operation.

**In 2024-2026** we will complete a review of the UK Adaptation Assessment that we initially put in place, taking feedback into account, and will make adjustments where there is evidence to support doing so. We will continue to visit international counterparts as part of our MRA monitoring processes and to check on-going compliance with our standards. We will publish the programme for this annually.

Standards and good practice:

- as part of preparatory work to review the Code of Conduct and Practice we will carry out research and extensive engagement with architects and employers, to understand better issues around professionalism in action.
- review our existing guidance for architects and consider what changes are needed as we prepare for an overhaul of the Code of Conduct and Practice.
- carry out further work to promote updated guidance on professional indemnity insurance and engage across the sector to identify any gaps in our suite of guidance.
- carry out detailed analysis of disciplinary cases and share learning with the profession through ARB Insight and other communications channels.

Protection of title:

- carry out further engagement with relevant consumer organisations.
- to promote the online register and the benefits of using a regulated professional.
- carry out an audit of higher-risk groups who may be illegally using the title architect whilst unregistered.

Equality, diversity and inclusion:

- publish detailed analysis of:
  - the makeup of the architects' profession in 2022.
  - the makeup of new architects joining the profession each year between 2016 and 2021.
  - how the makeup of the profession compares to the UK population at large.
- use the publication of these data to promote understanding of issues within the sector and engage with stakeholders to consider action we and others can take.
- use our EDI forum to promote and take action to ensure our working environment that reflect ARBs culture and values, is truly inclusive and improves staff wellbeing, recruitment and retention.
- ensure our office space is an inclusive space that is welcoming and functioning for those with hearing and sight impairments as well as how accessible it is for other physical disabilities, and

that it supports collaboration and different learning styles amongst staff.

- through our people strategy, create opportunities for all by adapting our recruitment procedures to better ensure we reach the widest talent pool possible.

**In 2024-26** we will deliver improvements in our standards and guidance work. We will take feedback, learning and insight from our consultation activities to identify practical changes we can make, both within ARB and within key policy areas so that we make a difference on equality and diversity. We will publish a new Code of Conduct and Practice and review the suite of guidance which sits alongside it to support architects to practice in adherence to the Code at all times.

## 2. Modernising initial education and training of architects

### Our vision for 2026

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 2023 we will:

- consult on and approve a new educational model; competence outcomes; standards for learning providers; the establishment and operation of a new Accreditation Committee; and arrangements for transitioning to the new model.
- publish an accreditation handbook which will assist organisations in working to our new accreditation model.
- engage with learning providers as part of the delivery of the new model of initial education and training.
- begin inspections and visits to learning providers, as part of the new model of accreditation.
- initiate a formal review of how we assess the competence of applicants with non-accredited qualifications in architecture, including the Prescribed Examination process and UK Adaptation Assessment.

**In 2024-26** we will transition to a new model of architectural education by accrediting qualifications that will produce the new competence outcomes, delivered by learning providers judged against a new set of standards. We will embed a proportionate and effective accreditation model and overhaul the prescribed examinations process. We will provide leadership on the challenges architectural education faces in respect of professional practical experience, funding and diversity.



### 3. 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 2023 we will:

- finalise CPD policy development, including the analysis of the scheme consultation and publication of a report on responses.
- run a pilot exercise for the new CPD scheme and use the results to assist our implementation.
- promote the incoming scheme and its requirements to architects, including running events and online sessions.
- develop an IT solution to facilitate the introduction of the CPD scheme in 2024.

In 2024-26 we will develop, test and implement our internal processes for selecting, sampling, assessing and deciding on CPD submissions. In 2024, we anticipate the system to go live, with architects submitting information relating to CPD undertaken. We will develop and test the quality assurance system to ensure consistency for the assessors. Compliance with the scheme will become mandatory from 2025.

#### 4. 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 2023 we will:**

- move to the next phase of transforming our IT systems by introducing a new applications and case management system.
- continue to overhaul our IT infrastructure including our cyber security profile to ensure enhanced data security.
- continue to modernise ways of working, including better use of technology, to support hybrid working.
- improve data security for the organisation, by moving to cloud-based services.

**In 2024-26** we will roll out a new holistic software applications system enabling us to deliver significant improvements in registrant services and 'self-serve' access. We will develop enhanced data analytics so that we are providing insight on key trends to the profession and the wider built environment.

## **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 2023 we will:**

- embed our new staff performance management system as part of our work to retain, support and develop our workforce.
- we will monitor and review our new values and behaviour framework, assessing ARB culture and staff attitudes.
- complete the review of our non-executive associate group so that they are effectively supported in their roles and receive training necessary, including training on equality diversity and inclusion.
- Introduce new and innovative recruitment methods for both staff and associates to improve the diversity of our talent pool.
- carry out a review of the Board, Committee and Non-Executives Annual Review process, identifying areas for improvement so that they can be implemented for the subsequent round of reviews.
- complete the review of our core HR policies so that they are aligned with our People Strategy and support a high function workforce with an inclusive and supportive culture
- carry out a review of our future property needs to ensure our accommodation is fit for purpose and enables a collaborative working environment for our workforce.

**In 2024-26** we will continue our journey to be a high-performing organisation. We will use research and engagement methods to ensure we gather feedback from staff, associates and stakeholders about our operational performance. We will complete the review of our property needs, reflecting the new hybrid way of working and our need to ensure a fit-for-purpose office space for ARB staff. We will review the skills and competencies required of our workforce, and encourage staff development, as we roll out a new IT system and move away from old paper based and manual processes.

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**ARB 2023 Business Plan Delivery Tracker**

**Annotations**  
**GREEN:** Complete and can be reported as successfully delivered  
**AMBER:** Started/On track to be delivered in 2023  
**BLUE:** Some activity has been identified to fall in to 2024  
**RED:** Not on track to be delivered in 2023

Strategic Area of Work	Workstream	Business Plan Link REF	Business Plan Commitment	Status of Delivery
Continuous Improvement in our regulatory services	Registration	CI1	use new technology, as part of the Transformation Programme – Eos, to enhance our communications with architects, institutions, examination candidates and those applying for registration through MRAs. We will gather feedback on their experiences and interaction with ARB. We will use the feedback to identify and deliver demonstrable improvements to the experience of these stakeholders.	GREEN
		CI2	move to a 24/7 online self-service system for architects to maintain their own registration, including paying for their retention fee and accessing certificates and payment receipts.	GREEN
		CI3	continue to implement new legislation relating to the information included on the public Register, communicating with registrants electronically and registration appeals.	GREEN
		CI4	manage the implementation of new ways that international architects will be able to register, including the UK Adaptation Assessment which will be a requirement of those joining the register through any new Mutual Recognition Agreement.	GREEN
	Accreditation	CI5	deliver improvements to the way in which we accredit and quality-assure the initial education and training of architects.	GREEN
		CI6	deliver operational improvements to support the information exchange between ARB, providers of education and training and other regulatory bodies of architecture.	GREEN
		CI7	improve the utilisation of data gathered as part of the new ARB accreditation model to be launched in the second half of 2023.	GREEN
		CI8	visit schools to speak to their students and staff about ARB’s role, requirements for registration and upcoming changes to the structure of education and training.	GREEN



			<b>In 2024-26</b> we will continue to develop improvements in efficiency and customer service, and work to operationalise key elements in the corporate strategy as they are approved. These include any system developments for the new CPD framework and monitoring process as well as a new accreditation methodology following the development of new learning outcomes and standards for institutions as we modernise initial education and training of architects.	
	<b>Assessment &amp; International Routes</b>	CI9	launch and operationalise Memoranda of Understanding (MOUs)/Mutual Recognition Agreements (MRAs) we have developed, subject to legislative approval, and continue to develop MRA/MOUs in compliance with the principles and criteria we have developed.	
		CI10	promote the introduction of proposed new routes to registration and their benefits to potential registrants and practices.	
		CI11	introduce the new UK Adaptation Assessment as part of the route to registration for those taking advantage of Mutual Recognition Agreements with regulatory bodies in other countries.	
		CI12	Develop plans and commence a review of the UK Adaptation Assessment, in tandem with the review of the Prescribed Examination, after the first six months of its operation.	
			<b>In 2024-2026</b> we will complete a review of the UK Adaptation Assessment that we initially put in place, taking feedback into account, and will make adjustments where there is evidence to support doing so. We will continue to visit international counterparts as part of our MRA monitoring processes and to check on-going compliance with our standards. We will publish the programme for this annually.	
	<b>Standards &amp; good practice</b>	CI13	as part of preparatory work to review the Code of Conduct and Practice we will carry out research and extensive engagement with architects and employers, to understand better issues around professionalism in action.	
		CI14	review our existing guidance for architects and consider what changes are needed as we prepare for an overhaul of the Code of Conduct and Practice.	
		CI15	carry out further work to promote updated guidance on professional indemnity insurance and engage across the sector to identify any gaps in our suite of guidance.	
		CI16	carry out detailed analysis of disciplinary cases and share learning with the profession through ARB Insight and other communications channels.	

	Protection of Title	C17	carry out further engagement with relevant consumer organisations.	
		C18	to promote the online register and the benefits of using a regulated professional.	
		C19	carry out an audit of higher-risk groups who may be illegally using the title architect whilst unregistered.	
	Equality, Diversity & Inclusion	C20	<p><b>publish detailed analysis of:</b></p> <ul style="list-style-type: none"> <li>-the makeup of the architects' profession in 2022.</li> <li>-the makeup of new architects joining the profession each year between 2016 and 2021.</li> <li>-how the makeup of the profession compares to the UK population at large.</li> </ul>	
		C21	use the publication of these data to promote understanding of issues within the sector and engage with stakeholders to consider action we and others can take.	
		C22	use our EDI forum to promote and take action to ensure our working environment that reflect ARBs culture and values, is truly inclusive and improves staff wellbeing, recruitment and retention.	
		C23	ensure our office space is an inclusive space that is welcoming and functioning for those with hearing and sight impairments as well as how accessible it is for other physical disabilities, and that it supports collaboration and different learning styles amongst staff.	
		C24	through our people strategy, create opportunities for all by adapting our recruitment procedures to better ensure we reach the widest talent pool possible.	
			<p><b>In 2024-26</b> we will deliver improvements in our standards and guidance work. We will take feedback, learning and insight from our consultation activities to identify practical changes we can make, both within ARB and within key policy areas so that we make a difference on equality and diversity.</p> <p>We will publish a new Code of Conduct and Practice and review the suite of guidance which sits alongside it to support architects to practice in adherence to the Code at all times.</p>	
Modernising initial education and training of architects	Consulation	IE1	consult on and approve a new educational model; competence outcomes; standards for learning providers; the establishment and operation of a new Accreditation Committee; and arrangements for transitioning to the new model.	
	Publishing Handbook	IE2	publish an accreditation handbook which will assist organisations in working to our new accreditation model.	
	Engagement	IE3	engage with learning providers as part of the delivery of the new model of initial education and training.	
	Visits	IE4	begin inspections and visits to learning providers, as part of the new model of accreditation.	

	Formal Review	IE5	initiate a formal review of how we assess the competence of applicants with non-accredited qualifications in architecture, including the Prescribed Examination process and UK Adaptation Assessment.	
			In 2024-26 we will transition to a new model of architectural education by accrediting qualifications that will produce the new competence outcomes, delivered by learning providers judged against a new set of standards. We will embed a proportionate and effective accreditation model and overhaul the prescribed examinations process. We will provide leadership on the challenges architectural education faces in respect of professional practical experience, funding and diversity.	
Delivering a new system of continuing professional development for architects	Policy Development	CP1	finalise CPD policy development, including the analysis of the scheme consultation and publication of a report on responses.	
	Pilot Exercise	CP2	run a pilot exercise for the new CPD scheme and use the results to assist our implementation.	
	Promoting & Engagement	CP3	promote the incoming scheme and its requirements to architects, including running events and online sessions.	
	IT Development	CP4	develop an IT solution to facilitate the introduction of the CPD scheme in 2024.	
			In 2024-26 we will develop, test and implement our internal processes for selecting, sampling, assessing and deciding on CPD submissions. In 2024, we anticipate the system to go live, with architects submitting information relating to CPD undertaken. We will develop and test the quality assurance system to ensure consistency for the assessors. Compliance with the scheme will become mandatory from 2025.	
Transforming our systems, processes and information technology	Developing IT Systems	TR1	move to the next phase of transforming our IT systems by introducing a new applications and case management system.	
	IT Infrastructure	TR2	continue to overhaul our IT infrastructure including our cyber security profile to ensure enhanced data security.	
	Improvements Delivery	TR3	continue to modernise ways of working, including better use of technology, to support hybrid working.	
	Data Security	TR4	improve data security for the organisation, by moving to cloud-based services.	
			In 2024-26 we will roll out a new holistic software applications system enabling us to deliver significant improvements in registrant services and 'self-serve' access. We will develop enhanced data analytics so that we are providing insight on key trends to the profession and the wider built environment.	

Investing in our people and building a positive and inclusive culture based on shared values and behaviours	Management system	IP1	embed our new staff performance management system as part of our work to retain, support and develop our workforce.	
	Values & Behaviours	IP2	we will monitor and review our new values and behaviour framework, assessing ARB culture and staff attitudes.	
	Non-Executive Training Support	IP3	complete the review of our non-executive associate group so that they are effectively supported in their roles and receive training necessary, including training on equality diversity and inclusion.	
	Recruitment methods	IP4	Introduce new and innovative recruitment methods for both staff and associates to improve the diversity of our talent pool.	
	Annual Review Improvements	IP5	carry out a review of the Board, Committee and Non-Executives Annual Review process, identifying areas for improvement so that they can be implemented for the subsequent round of reviews.	
	HR Policies	IP6	complete the review of our core HR policies so that they are aligned with our People Strategy and support a high function workforce with an inclusive and supportive culture.	
	Property Strategy	IP7	carry out a review of our future property needs to ensure our accommodation is fit for purpose and enables a collaborative working environment for our workforce.	
				In 2024-26 we will continue our journey to be a high-performing organisation. We will use research and engagement methods to ensure we gather feedback from staff, associates and stakeholders about our operational performance. We will complete the review of our property needs, reflecting the new hybrid way of working and our need to ensure a fit-for-purpose office space for ARB staff. We will review the skills and competencies required of our workforce, and encourage staff development, as we roll out a new IT system and move away from old paper based and manual processes.