

# Board Paper

for Open session

Subject: **Performance Monitoring Updates**

To receive an update on the performance data for Q4 of 2024.

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Board meeting:

28 February 2024

Agenda item:

10.i

Action:

- For noting
- For discussion
- For decision

## Purpose

To provide the Board with an overview of operational performance for Q4 of 2024.

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## Recommendations

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

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## Annexes

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

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## Author/Key Contact

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## Open Session

This item will be held in open session.

### **Professional Standards**

- 1.1. Over the last 24 months we have been reporting a consistent failure to meet the agreed Key Performance Indicator in respect of the final stage of investigations – the Professional Conduct Committee stage. This note provides some commentary on the challenges faced by ARB in respect of this area of its work, the steps being taken to mitigate the risks surrounding delays, and future plans to report on performance.

### The investigations process

- 1.2. There are three key stages in our investigation process:

- In office: we conduct our initial investigation, gathering evidence from the referrer and others, where appropriate. We draft particulars and ask the architect for a response. We compile a case for consideration by the Investigations Panel.  
*KPI: 14 weeks.*
- Investigations Panel: the IP make a case to answer decision. They may instruct an architect Inquirer to carry out additional investigations. It will issue a preliminary decision and invite any final responses from both the referrer and architect before deciding whether there is a case to answer.  
*KPI: 12 weeks.*
- PCC Stage: ARB solicitors prepare the case for a hearing. In doing so, they take witness statements, instruct inquirers where necessary, and also gather any additional evidence to support the case. Once the report has been drafted it is approved by the IP before it can be listed for hearing. To list a case for hearing we canvass for dates that all parties (architect, inquirers, witnesses etc) are available. We must serve a notice of hearing a minimum of seven weeks before the date the hearing begins. There may be a need for case management meetings and ARB solicitors and staff make the necessary arrangements for these too.  
*KPI: 30 weeks.*

1.3. While the above sets out the broad process, the investigation progression is not linear. There are situations where a case is with ARB solicitors but for one of a number of reasons (for example witness disengagement, new evidence or an expert witness report) the case is returned to the IP. The IP may be asked to make a different decision on the basis of this information or may be asked to add or amend new particulars. In this situation, additional time is taken by the IP, and further representations will be sought from the architect.

#### Delays

1.4. Delays can be caused for a number of reasons, including:

- Witness engagement: witnesses may take longer than anticipated to confirm their witness statements and provide the relevant and necessary evidence to support ARB cases.
- Inquirer reports/expert witness evidence: Approximately one-in-every-three cases require the production of an Inquirer's or expert witness report. We have historically anticipated that such a report would take four weeks. However, in 2023 the average time taken for a report to be completed is over 9 weeks. Expert availability and performance are the primary risks for ARB at present in respect of delays.
- Adjournment requests: on occasion, the registered person may request an adjournment. We must always acknowledge the impact that these proceedings can have on the architect under investigation, including in respect of their mental and physical well-being, and the PCC is mindful of its obligations to comply with their right to a fair trial.
- Case preparation: new evidence that requires the addition or removal of particulars, in effect means that the IP must consider the information provided by ARB and potentially seek further representations. This can result in additional weeks of work.
- Availability of PCC members to sit on cases, particularly multi-day hearings.

1.5. In terms of KPIs we do not adopt a 'stop-the-clock' system, so we are vulnerable to delays outside of our control.

1.6. While investigations that conclude either during the initial investigations stage or at the IP are generally closed within time, only 5 out of the 26 cases that went all the way through to a PCC decision achieved the KPI of 56 weeks. The average time was 86.1 weeks.

1.7. We have carried a backlog of old cases and expect to have heard cases referred to ARB solicitors up to the end of 2022, by the middle of this year.

1.8. The oldest case currently under investigation was referred to the PCC in March 2020, but has been adjourned numerous occasions as new evidence and new complainants have emerged in respect of different but relevant projects.

1.9. There are no cases expected to be compromised on the grounds of delay.

#### Mitigating actions

1.10. We have identified a number of process improvements to improve the timeliness of our investigation process. Some of these have been completed, and others are in the process of being actioned. These include:

- Additional resourcing in terms of staff, inquirers and membership of our decision-making panels and committee.
- Updating the guidance we issue to the Investigation Panel about making case to answer decisions and providing training to the IP and staff. This will reduce the risk of insufficiently serious cases being referred to the PCC, only to have to be reconsidered on further advice.
- Improving the information we provide to witnesses to improve levels of co-operation.
- Improving the way we organise evidence, thereby reducing the time taken for IP members to read materials as well as removing this work from ARB solicitors.
- Carrying out a review with our legal team of when expert evidence will be required on a case, so that appointments can be made earlier in the process.

#### Comparable regulators

1.11. We have looked at the lengths of time it takes other regulators to progress their cases. There are many variables in terms of the nature of cases, legislation and processes, so it is not a like-for-like comparison. However, our current end-to-end KPI of 57 weeks is the shortest length of time that we have identified. From the data we reviewed, the actual number of weeks it takes other regulators progress cases end to end varies from a low of 63 weeks to a high of 138 weeks, taking a three-year average.

#### Key Performance Indicators

1.12. In 2022 the Board agreed to a new set of Investigations Rules which brought about a subtle change in the investigations process, meaning that our existing KPIs no longer accurately reflect the operational processes they are measuring. Because of this we have begun an exercise to review our KPIs

1.13. We are piloting a new set of KPIs for a six-month period to take into account the new investigations process. Part of this pilot will be to categorise investigations as Standard (for example, single issue allegation from an individual referrer) or Complex (expert witness evidence required, multiple referrers/witnesses, multi-project). This is an approach used by comparable regulators.

1.14. We are also exploring how we can better capture the *quality* of our investigation process and decision making, as well as recording the speed at which those decisions are reached.

- 1.15. We will be bringing a full proposal to the Board later in the year, once we have had a chance to better understand whether the new KPIs accurately reflect the reality of the investigations process and are able to drive improved performance.

### **Registration and Accreditation**

- 1.16. Performance in processing first time registration applications continues to meet and exceed the KPI requirements. The first nine months of the year were processed manually, and the last quarter of the year were processed using the new CRM system.
- 1.17. Volumes of first time UK registrations was higher than in 2022 (1287 versus 1183 in 2022), and slightly reduced in EU applications (258 versus 287 in 2022). These volumes were planned for in terms of resources, and saw the continuation of reduced EU applications over the last three years.
- 1.18. Processing time for the year remains comparable with 2022 for both UK and EU applications, with a slight rise in the times to process applications in the last quarter of 2023. This is partly due to both architects and ARB staff following a new process to upload and process applications using the CRM. The impact of the high volumes of issues with retention fee enquiries also impacted on the team. The mean processing time for UK apps was 5.4 working days (compared to 5.5 days in 2022), and in EU applications it reduced to 6.5 working days (from 7.3 days in 2022). Both streams are significantly under the 15 working day KPI, and we have begun, using CRM functionality, to look at different levels of KPI depending on complexity. We will discuss these proposals with the Board once we have identified the different streams. It is anticipated that non-complex applications will have a significantly reduced KPI (lower than 15 working days), allowing greater and more responsive service to first-time applicants. We will also use surveying techniques using the CRM to sample service quality as part of our continuous improvement process, and report on this in future performance management reports.
- 1.19. The overall KPI performance, using existing KPIs was improved in both UK and EU routes, with 97% and 96% respectively achieving or bettering the KPI. Even with nine out of the 12 months in this reporting period being processed manually, and the final quarter of 2023 simultaneously managing the significant change of introduction of the CRM and the collection of the retention fee, the data shows the sustainability of our systems and processes, to deliver good operational processing. We think the performance will be enhanced now the CRM has bedded in, allowing us time to focus on efficiencies and quality improvement, and development of new initiatives such as preparing systems for CPD profile reviews.
- 1.20. There has been a continuation, year on year, of the volumes of those re-joining the Register. Volumes are a further 26% increase on 2022 data (itself a 54% of those re-joining in 2022). Similar to the patterns in UK and EU joining applications, the

time taken to process the re-join applications is well within the 5 working day KPI, with all 12 months exceeding the 90% 5 day measure.

- 1.21. We can see, for a second consecutive year, the number of re-joiners (10%) who have been off the Register for more than a year (i.e. not just those who were removed for non-payment in January 2023). High level analysis shows that a proportion of these relate to MRA applications, but we are commencing a survey of those re-join applications, to understand the motivation for their re-join after a period of time. Other factors include changes in economic circumstances and employment or business opportunities.
- 1.22. Analysis of the different international routes to registration show 23 individuals have joined the Register having taken one or more prescribed examinations, and a further 16 have joined having passed the UL Adaptation Assessment under the various MRAs.
- 1.23. Prescribed Exam pass rates at Part 1 are 65%, and 56% at Part 2. We are reviewing the pass rates, and the journey to examination as part of the international routes to registration project work. The time delays from taking one or more examination component, securing and completing a Part 3 qualification, and registering varies significantly, especially when considering those who initially fail an element of the process, and have to re-take. We continue to review our guidance, to ensure those who apply are aware of the requirements in submitting their portfolio, and demonstrating they meet the existing criteria and attributes.
- 1.24. Activity in MRAs has slowed, with 21 UK Adaptation Assessments completed in 2023. So far, only one is scheduled in February 2024, with others in varying stages of submission and scheduling. The overall pass rate, across all MRAs, is 16 out of 21 assessments (76%).
- 1.25. Continued appetite for certificates demonstrating UK qualifications for use in registering abroad remains high. In 2023, 167 certificates were issued, with 54% of them for those wishing to register in Australia. New Zealand certificates comprised of 14% of those issued (24 certificates), with the remaining 31% (53 certificates) relating to the NCARB USA MRA. The next phase of the CRM will look at MRA certificate and assessment application processes.

## **Policy & Communications**

- 1.26. In the final quarter of the year our communications focused on supporting the retention fee period. We minimised other publications, events and launches so that architects would receive focused messaging encouraging them to pay their fee. There were trade press queries about the retention fee and the new accreditation fee, to which we gave brief explanatory responses and monitored the perceptions of architects and other audiences. We committed to an engagement exercise on the accreditation fees in January 2024.

- 1.27. With the launch of MyARB, the Register received fewer visits than in the same period of 2023, as architects were going directly to the portal to update their details rather than visiting the Register.
- 1.28. Across the year, visits to ARB's website have continued to increase. Visits are higher when we publish and promote new regulatory updates, particularly regarding our strategic priorities, such as the launch of our MRAs or announcements about the education reforms.
- 1.29. Open rates for ARB Insight have also continued to improve, with both issues sent during Q4 2023 achieving higher open rates than the average in 2022.
- 1.30. In the final months of 2023 we launched our new student engagement programme, which aims to introduce architecture students to the concept of professional regulation and explain some of the responsibilities they will have as registered professionals. We spoke to students at Nottingham University and London South Bank University, with further visits planned in Q1 2024.

## **Human Resources**

- 1.31. The HR stats are presented quarterly to the People Committee for review. 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 (c60 employees) we are only reporting on gender balance, to avoid the risk of identifying individuals which could be a breach of data protection and lead to an increase in selection of 'prefer not to say' options. A summary report is provided in the Annex.

### **Staff turnover**

- 1.32. Between the period of 1 January to 31 December 2023, eight employees left ARB, representing a staff turnover of 13.10%. By comparison for the period January to December 2022 staff turnover was 9.07%. ARB continue to use exit interviews to understand drivers for leaving, as well as retention and engagement strategies to help retain the right employees longer term, to minimise staff turnover and recruitment costs. Of the six voluntary leavers, the reasons for leaving were not strongly related to their role at ARB (career change and industry change and a change in their personal circumstances).
- 1.33. ARB continue to encourage internal promotion and development, as well as provide flexibility such as hybrid working to aid retention. Part of the current activities to both 'upskill' (increase employee skills) and build line managers' experience, but also equip them to better support their teams, is a bespoke coaching programme. This is a programme of individual coaching sessions enabling each line manager (excluding SLG) to develop their skills in areas identified by them, and with input from their key contacts. Most managers have their third session in February 2024 out of six.

1.34. ARB recently offered all staff the opportunity for development by offering a virtual learning tool called LinkedIn Learning. This online platform offers a wide range of learning videos for staff to choose from to aid in their career and personal development. This learning tool was rolled out to all staff mid-January 2024. ARB is currently in the initial phases of holding introductory sessions with all staff to ensure they are fully equipped to using this platform.

### **Absence**

1.35. The average head count of 48.58 during the period 1 January to 31 December 2023 and a total of 528.5 days sickness means an average number of days lost of 10.9 days sick per person. This is a significant increase of 4 days on average per person since last reported when average sickness days were 6.9 per person. This statistic is continuing to increase with each reporting period, previously by 1 day per person on average but this period it has significantly risen. 9 individuals had mental health related absence between 1 January and 31 December 2023 which is an increase of 6 people on the previous recording period. The time off for mental health related absence has significantly increased by 141.5 days, across 9 employees which is a sharp increase and something that ARB will keep under review.

1.36. Besides external matters, it has also been noted that several employees have reported workload demands being high, and this may be contributing to additional (informal) performance concerns that managers and HR are supporting. It is possible this is also contributing to mental wellbeing absences and ARB continue to explore ways to ensure staff are supported to manage their wellbeing. For example, splitting of a role into two to make it more manageable, providing access to counselling and wellbeing support, including via the Benevolent Fund. During this period there has been 3 requests and approvals for the Benevolent Fund.

1.37. Due to the increase in Mental Health related absence. ARB offered managers and senior leadership with a half day course for Mental Health Awareness training. This short course received positive feedback from those who attended calling the session useful to help them to support staff and managers to address a difficult scenario.

1.38. Including family (maternity), compassionate leave and other absence such as medical appointments and unauthorised absence, along with sickness, a total of 528.5 days were lost across ARB to staff related absence in the 1 January to 31 December 2023 period. For the period 1 January to 31 December 2022, the total days lost were 378.5 days – the main increases are in mental health absence.

### **Invoice Statistics**

1.39. ARB has a duty to pay invoices no later than the end of a period of 30 days from the date on which the invoice is regarded as valid and undisputed.

1.40. For 2023, 97% of invoices were paid within the deadline.



1.41. ARB doesn't currently have a centralised purchasing system and so invoices have been sent to individual teams (both via email and post) which can cause delays, especially if the invoice is being disputed, in payment. In order to improve our performance, we now request that all invoices are sent electronically to a centralised mail box for logging and distribution to the relevant teams. This way we can track and chase invoice as well as log centrally when an invoice is in dispute. Whilst this is resource intensive, the graph shows a marked improvement in our invoice payment performance. As part of our IT transformation, we will be looking at more efficient technological solutions in relation to payment and tracking of invoices, including a purchase order system.

## **Governance**

1.42. As we reported at the end of Q3 in 2023, we have now started including data relating to the Freedom of Information and Data Subject Access requests we have received. We initially reported on our figures for 2022 and the first three quarters of 2023; in this set of data we have included full details for 2023, and have included data for previous years going back to 2019, so that the Board can see the trends across the last five years. The Board will note that the volume of information requests remains relatively low across those five years.

1.43. Whilst the majority of Freedom of Information requests seek commercial information relating to ARB's operations and contracts, the remaining requests seek information about current registration data and statistics, historic registration statistics, invoice payments and whether those are within our stated KPIs and the wellbeing programmes we have in place to support staff.

1.44. We have responded to all requests for information within the statutory deadlines; and in 2023, in particular, our responses times improved significantly.

## **2. Resource Implications**

2.1 There are no resource implications specifically relating to this paper.

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## **3. Risk Implications**

3.1 Risks relating to the delivery of our statutory functions are considered within the corporate risk register. As reference in the paper, there are a number of specific risks relation to professional standards and delays in managing throughput of cases. These risks mainly relate to resourcing with no evidence that decisions by PCC are being negatively impacted.

3.2 Risk in relation to other areas within the performance monitoring report are covered within the body of the text including issues such as increasing levels of sickness absence.

## 4. Equality and Diversity implications

4.1 No additional EDI implications have been identified relating to the content of this paper.

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## 5. Recommendations

5.1 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 Q4 2023



# Contents

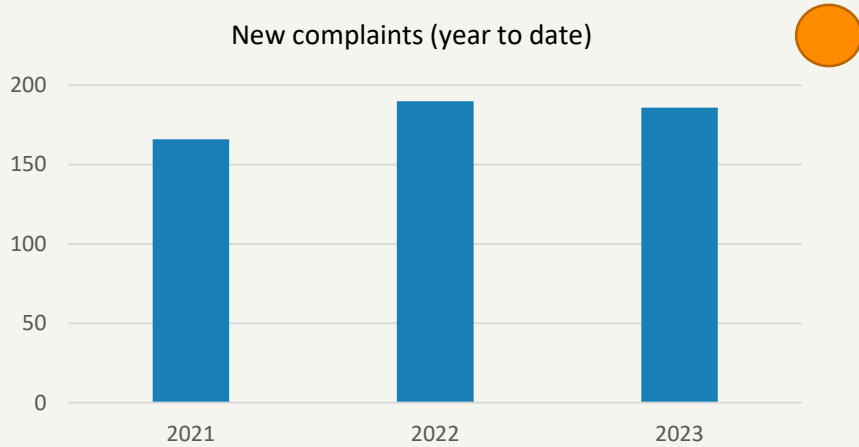
1. Professional Standards
2. Registration and Accreditation
3. Policy and Communications
4. Human Resource & Finance
5. Governance

# Professional Standards

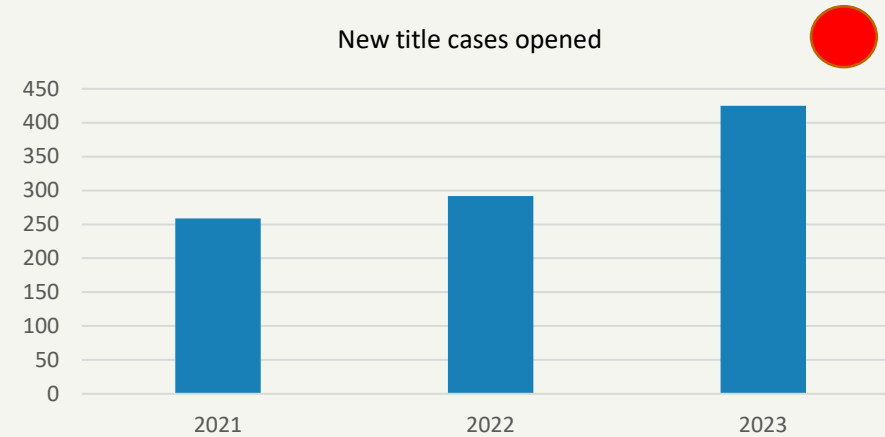
Performance Update: Q4 2023

# Professional Standards Management Information Dashboard

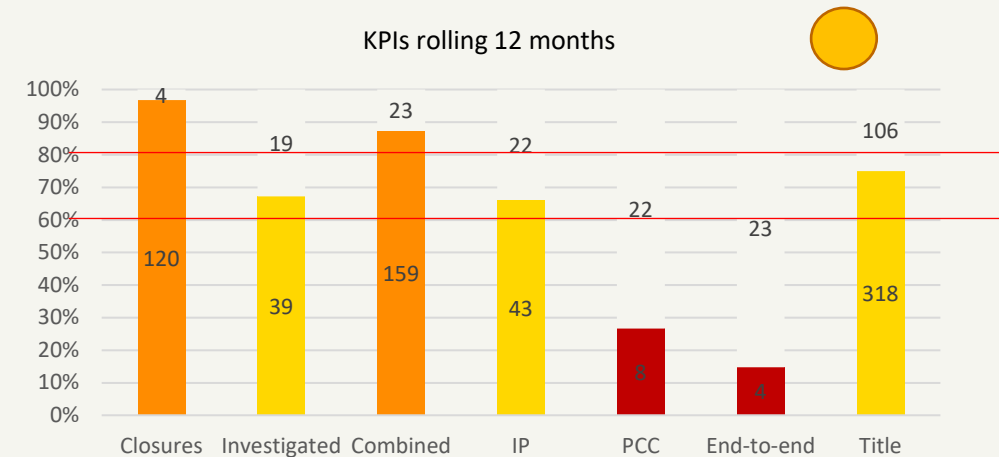
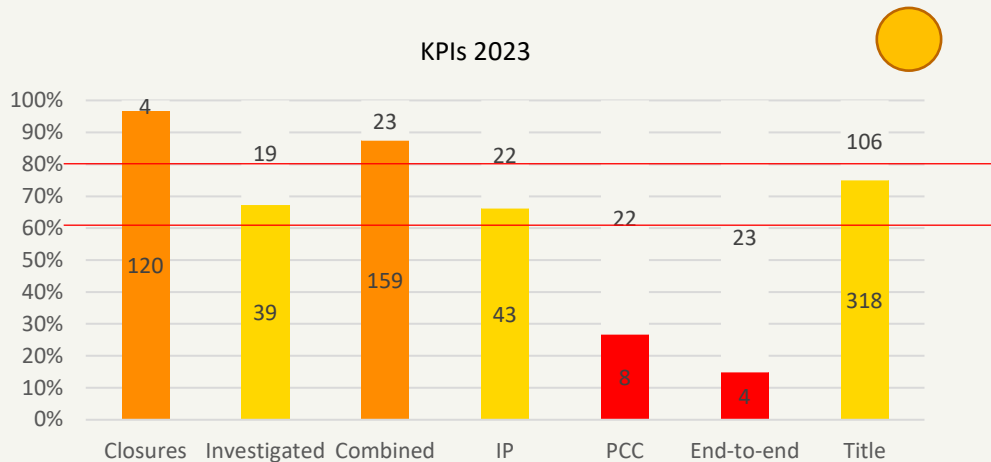
## Referral activity and KPIs



We have seen a consistent number of new complaints over this past year.



The title cases opened over the year is over 400. However, it should be noted that 54 cases were opened in November and December due to the Strike Off Audit.



The KPI for initial stages remain positive, and the KPI for title cases is slowly improving. We expect this KPI to improve as we have actioned all cases in the backlog and are actioning new cases as they are raised. We expect that it will take some time for the PCC KPI to improve and are implementing changes that we anticipate will improve timeliness at the PCC stage.

# 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

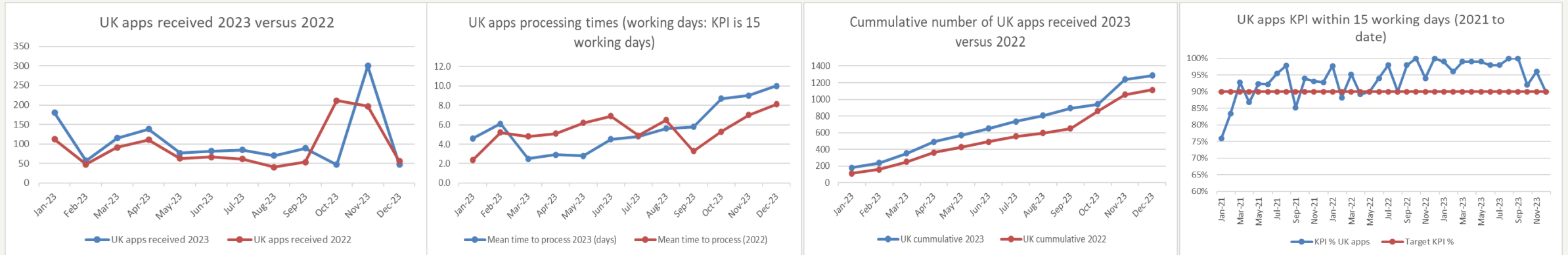
\*reported as a combined KPI to the Board

# Registration and Accreditation

Performance Update: Q4 2023



# UK route to registration 2023 YTD

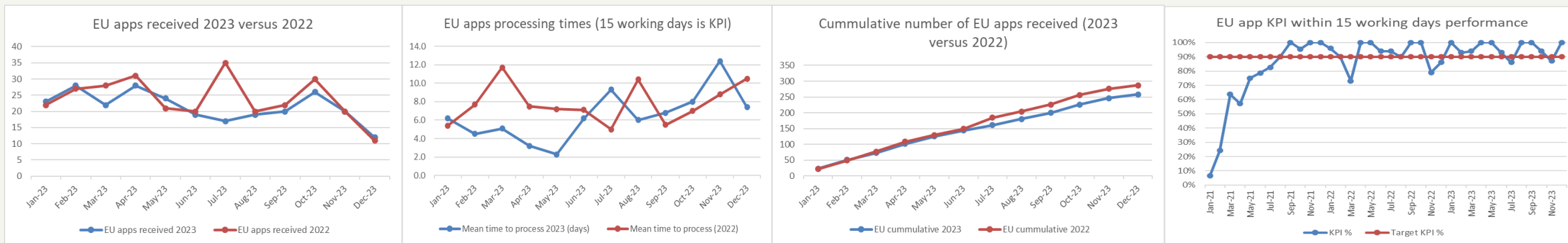


Date	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total 2023
UK apps received 2023	180	57	115	138	77	82	85	70	89	47	300	47	1287
UK added to register	156	70	110	140	70	63	56	72	92	36	341	150	1356
Processed under 15 days	155	67	109	139	69	62	55	72	92	33	327	135	1315
Processed over 15 days	1	3	1	1	1	1	1	0	0	3	14	15	41
KPI % in 2023	99%	96%	99%	99%	99%	98%	98%	100%	100%	92%	96%	90%	97%
Mean time to process 2023 (days)	4.6	6.1	2.5	2.9	2.8	4.5	4.8	5.6	5.8	8.7	9.0	10.0	5.4
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:

- UK app processing in 2023 compares favourably with 2022. Volumes received is higher than 2022, with no months dropping below the 90% target. There are now 20 consecutive months where the KPI target is achieved or bettered, including the change from manual processing, to use of CRM. This suggests staffing, systems, training and processing is embedded to continue to deliver the required targets.
- Processing time has risen in last quarter of 2023, compared to 2022, mainly as a result of staff being diverted to perform CRM testing and implementation. We expect for this to reduce in Q1 2024.

# EU route to Registration 2023 YTD



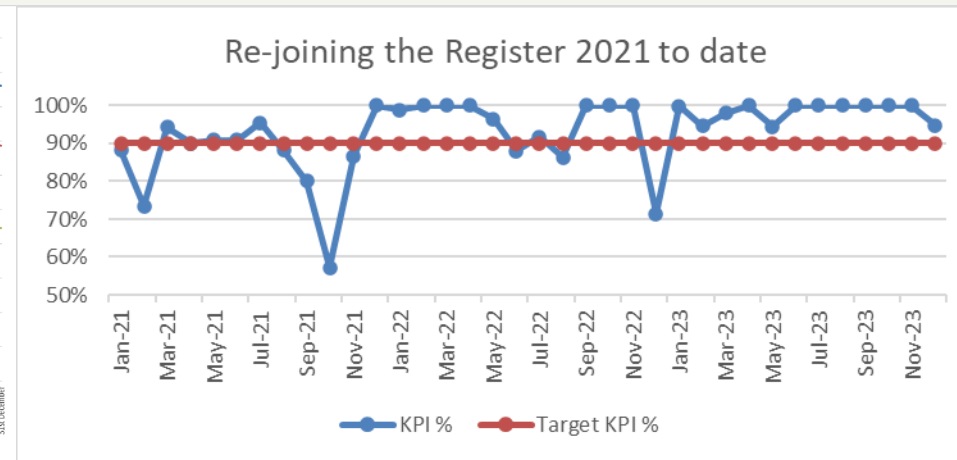
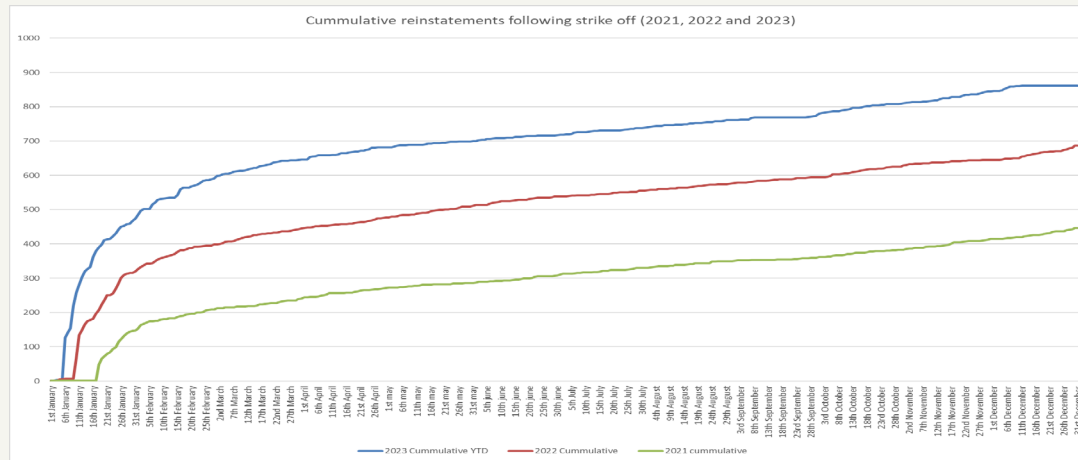
Date	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Total 2023
EU apps received 2023	23	28	22	28	24	19	17	19	20	26	20	12	258
EU added to register	18	14	18	14	13	15	7	11	9	18	15	12	164
Processed under 15 days	18	13	17	14	13	14	6	11	9	17	13	12	157
Processed over 15 days	0	1	1	0	0	1	1	0	0	1	2	0	7
KPI % 2023	100%	93%	94%	100%	100%	93%	86%	100%	100%	94%	87%	100%	96%
Mean time to process 2023 (days)	6.2	4.5	5.1	3.2	2.3	6.2	9.3	6.0	6.8	8.0	12.4	7.4	6.5
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:

- The number of EU applications remains within budget and resource plans, with volumes of received applications similar to those received in 2022, and also performance against KPI improved (96% met, versus 92% met in 2022). The closure rate of applications (almost 40% of those received) is higher than expected. This is for applications where submitted information did not meet the Board’s requirements.
- Variability of quality of applications in EU route continues to affect processing times, though there is a reduction since 2022 (6.5 working days, versus 7.3 working days). Feedback from applicants suggests they do not understand Board requirements for competent authority statements and other documentation – we can improve this with the advent of the CRM, that specifically requires documentation to be submitted as part of application.

# 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	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-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	13	23	6	31	41	18
Outside KPI	18	26	2	3	1	2	1	2	2	9	2	0	4	0	0	0	1	3	1	3	0	0	2	1	6	1	0	1	0	0	0	0	0	2	0	1
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	13	23	6	31	41	19
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%	100%	100%	100%	100%	100%	95%



## Performance update:

- The same profile of re-joining the Register occurred in 2023 (blue line), with a 26% increase on the previous year's cumulative (861 rejoins in 2023 versus 686 in 2022). This is lower than the 54% increase in 2022 (when comparing 686 rejoins, versus the 446 in 2021). It does demonstrate a continuing trend of those returning to the Register, with more than 1 in 10 returning over a year since leaving, and a majority of these related to MRA requirements.

# International routes to registration

## Numbers joining the Register with:-

Prescribed Examination(s): 23 architects

UK Adaptation Assessment: 16 architects

## Prescribed examination results

Part 1 - 65% pass rate

Immediate Pass: 39/112 = 35%

Referral to Lead: 34/112 = 30%

Fail: 39/112 = 35%

Part 2 – 56% pass rate

Immediate pass: 8/34 = 24%

Referral to Lead: 11/34 = 32%

Fail: 15/34 = 44%

## MRA outcomes

21 UK Adaptation Assessments (16 pass, 5 fail: 76% pass rate)

USA: 13 UKAA passes, 4 fails. 53 certificates issued to NCARB in 2023

Australia: 2 UKAA passes, 1 fail. 90 certificates issued to AACA in 2023

New Zealand: 1 UKAA pass, 0 fail. 24 certificates issued to NZRAB

# Policy and Communications

Performance Update: Q4 2023

## Policy and Communications Management Information Dashboard – Q4 2023

<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>• Number and profile of attendees (i.e. whether the attendees are from our target audiences)</li> <li>• Value of insights gathered in the meetings (i.e. whether we hear useful anecdotes that help us understand the sector or policy topics)</li> <li>• Whether participant feedback is positive (i.e. satisfaction surveys or positive comments about the event or ARB)</li> </ul>
<b>Events and targeted meetings</b>	

ARB Event	SUBJECT DETAIL	DATE	AUDIENCE
Education Q&A webinar	Education reforms	11 Oct	Accredited learning providers, membership bodies, consultation respondents, and engagement group members  89 registration, 65 unique viewers
Employers Engagement Group	Professionalism research	31 Oct	Large employers; 10 attendees.

MEETINGS / SPEAKING	SUBJECT DETAIL	DATE
University of Nottingham	Student talk (Part 3)	11 October
Office for Place and DLUHC	Updates on ARB work	13 October
BuildUK	Introduction	1 November
SCOSA AGM	Education reforms	3 November
London South Bank University	Student talk (Part 2)	20 November
Lord Stunnell	Introduction, ARB's work	21 November
Institute of Regulation	Group meeting	22 November
ASPA conference	Education reforms	28 November
BRE	Introduction	29 November
RSAW conference	ARB's work	30 November

### **Key insights – Education**

We held our first new talks to students during this period. We are not able to speak to every school in every year and so our aim has been to prioritise Part 3 students, as they are closer to registration. We are organising talks on a rolling basis across several years.

During the talks, we speak to the students about:

- ARB's role and how we differ from a professional body
- Why the Register exists for the public and how to join it
- Requirements once they are registered, such as the retention fee, Code of Conduct and new CPD requirements
- Key statistics on the Register and how it's changing
- Our complaints process, statistics on complaints and common issues we receive as a way to help proactively avoid future issues
- Our education reforms, the transition and how it does (or doesn't) affect them

In 2024 we will use these to share some findings from our professional research to prompt their views to inform our new Code of Conduct. We will also talk about the PPE Commission and how they can share their views as students with insights we'd like to hear.

**Measures of success:****Direct communications**

- 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).

REGISTRANT COMMUNICATIONS	DATE	NUMBER SENT	UNIQUE OPENS	UNIQUE CLICKERS
CRM – have not supplied an email to receive login details	13 Oct	11,366	7,456	3,856
Retention fee 2024 announcement	25 Oct	62,166	44,117	12,759
ARB Insight – November 2023	1 Nov	41,719	26,575	2,144
Retention fee – fee not processed	24 Nov	511	386	136
US MRA campaign	6 Dec, 14 Dec	336	234	59
ARB Insight – December 2023	13 Dec	42,246	27,611	4,269
CRM – you need to set up your MyARB portal	18 Dec	20,579	13,044	2,902
Retention fee reminder	27 Dec	16057	10876	4751

**Key insights – ARB Insight**

We sent two editions of ARB Insight during this period. The two campaigns had good open rates of 64.41% and 66.05%. Open rates for ARB Insight have improved steadily throughout 2023, from an average open rate in 2022 of 53%. The December edition received a high level of engagement, with 4,269 contacts clicking on at least one link.

The most popular links in the November edition were: the feature on new roles under the building safety act; the MyARB hub page and login; and PCC decisions

The most popular links in the December edition were: the ‘here’s what you need to know’ piece on the upcoming CPD scheme; the CPD webpage and guidance; the Chair’s message.

**Key insights – email communications to registrants**

Our open rates improved throughout 2023, from a rate of 56.13% in Q1 to 67.74% in Q4. Our Q4 click rate of 16.07% was exceptionally good – for comparison, our next best quarterly click rate was 5.87%.

<b>Measures of success:</b>	<ul style="list-style-type: none"> <li>Number and profile of respondents (i.e. whether the respondents are from our target audiences)</li> <li>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</li> <li>Number of primary target individuals or organisations that agree to meet with us</li> </ul>
<b>Parliamentary and stakeholder activities</b>	
<b>Consultations and surveys</b>	<ul style="list-style-type: none"> <li>Number and profile of respondents (i.e. whether the respondents are from our target audiences)</li> <li>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)</li> </ul>

STAKEHOLDER AND PARLIAMENTARY COMMUNICATIONS	DATE	NUMBER SENT	UNIQUE OPENS	UNIQUE CLICKERS	Audience
Competency outcomes and fees / accreditation fees	10 Nov	576	359	126	Accredited learning providers, representative bodies and other stakeholders
ARB Associates' Bulletin	29 Nov	47	41	18	ARB associates
Publication of CPD guidance	13 Dec	Sent individually to small numbers			DLUHC, RIBA
ARB Examiners' Bulletin	21 Dec	48	37	8	New bulletin sent to Examiners
Season's Greetings	21 Dec	386	184	24	CPD pilot scheme participants, Board members, heads of schools, independent committee members, accreditation committee, international contacts, other stakeholders

CONSULTATIONS AND SURVEYS	START DATE	CLOSE DATE	RESPONSES
An updated plagiarism policy	27 Oct	17 Dec	9

**Key insights – stakeholder communications**

Two new bulletins were created at the end of 2023, for ARB’s examiners and for the wider network of associates. These bulletins share targeted information (for example, reminders about dates and procedures), whilst also sharing information about ARB’s work.

The initial open rates were high and we’ll keep monitoring their success.

**Key insights – plagiarism consultation**

This was a technical consultation concerns proposals to change our plagiarism policy. It would impact a small number of professionals: those sitting the Prescribed Exam or UK Adaptation Assessment, and examiners.

Of the nine responses received, the majority showed support for our proposals and some respondents offered helpful suggestions.



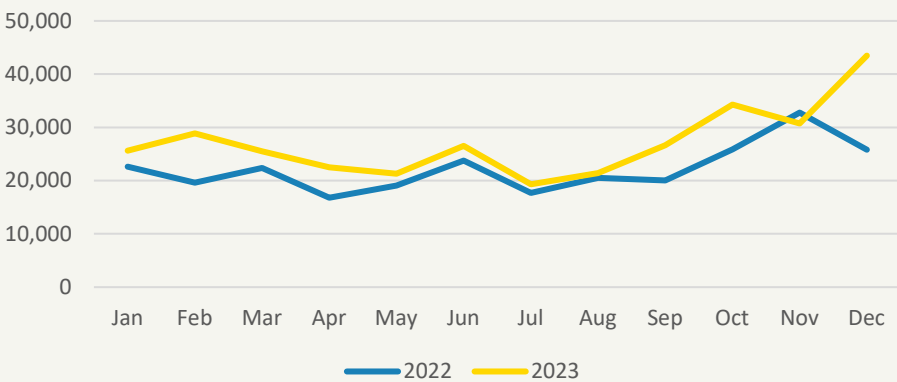
## Measures of success

### Online (website and social media)

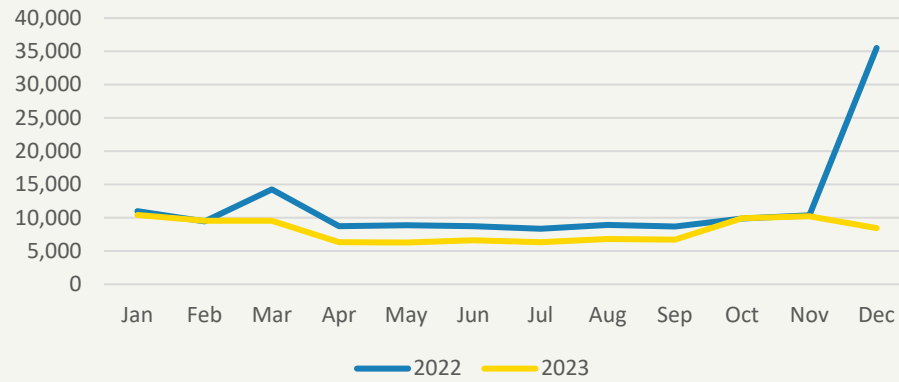
### Media

- 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)

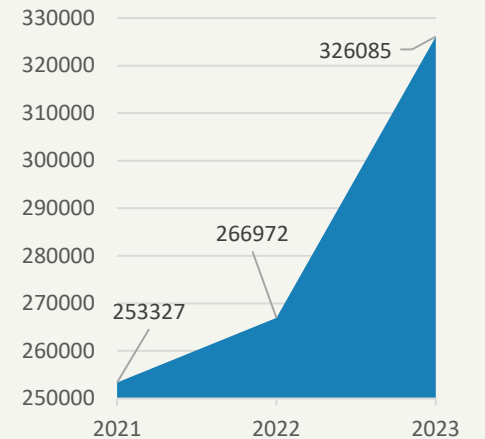
### Website: Users



### Register: Users



### Website users per year



### Key insights – media

We recorded 20 ARB mentions in the media in Q4. Of these:

- ARB was the main subject of 11
- 2 were proactively placed
- 8 reported our key messages

Topics covered included:

- Education reforms (6)
- Professional conduct (6)
- CPD (3)
- MRAs (2)
- Retention fee (1)

Media coverage included a positive comment on ARB's MRAs from Kemi Badenoch, Secretary of State for Business and Trade.

### Key insights – website

We have seen big increases in the numbers of users on our website this year. Q4 was our single busiest period in 2023, with 108,475 users on the website.

We didn't see the same jump in users on the Register this year, likely due to architects seeing confirmation of their registration on MyARB.

There were no new launches in Q4 2023, meaning no 'news' to drive media coverage or website visits. The CPD guidance was published but the campaign to promote its use was scheduled for Q1 2024, when the MyARB portal will enable CPD records.

### Key insights – website

Top pages for each month

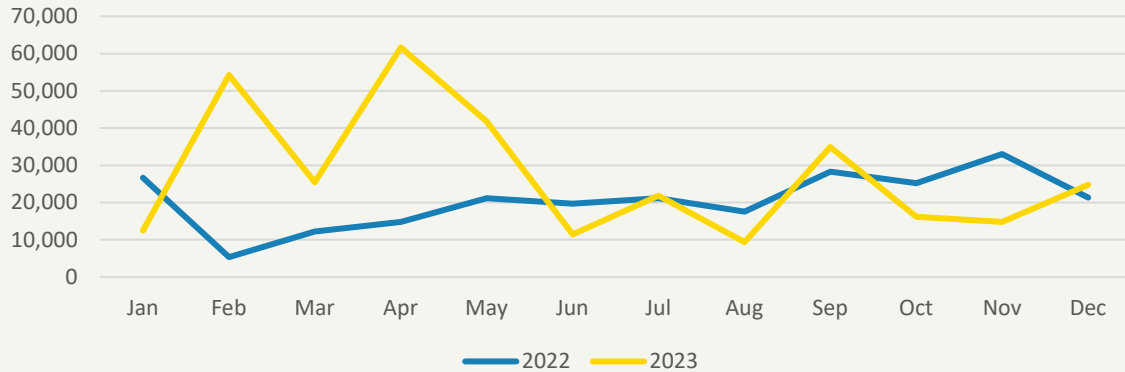
- **October:** MyARB hub page
- **November:** MyARB hub page
- **December:** Architect information: MyARB and paying your fee

## 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



## Key insights

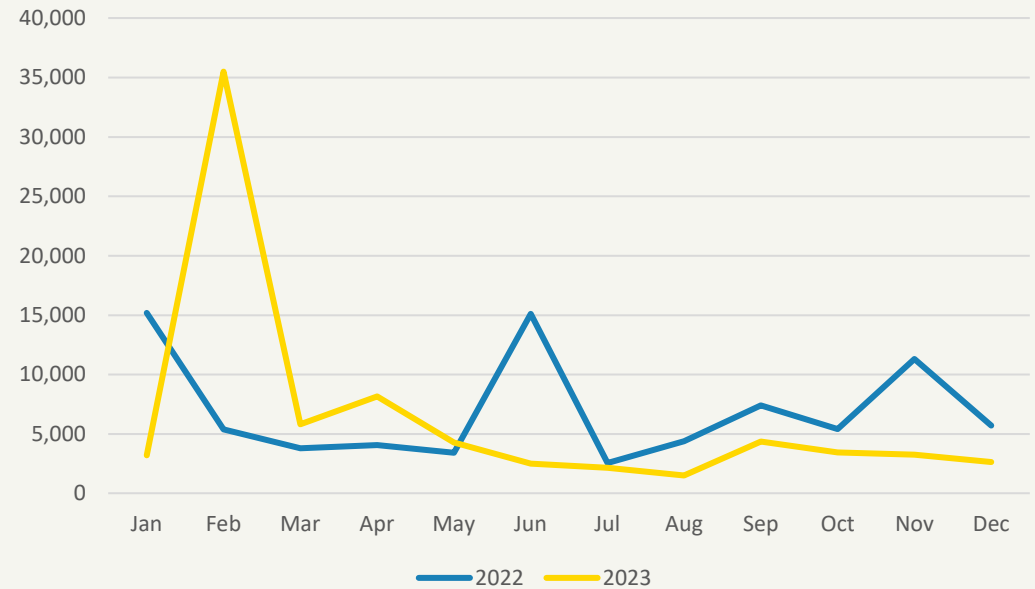
Q4 was the quietest period for us on LinkedIn this year, but overall it has been a good year – buoyed by successful content earlier in the year announcing news of the US and Australia/NZ MRAs.

Our following on LinkedIn is continuing to grow and we now have over 44,000 followers. We gained 6,478 new followers this year. This compares to 4,130 new followers in 2022 and 2,866 in 2021.

Our most popular posts for Q4 included:

- **October:** a post announcing participation in an MRA webinar, organised by the Commonwealth Association of Architects
- **November:** a post promoting the protected status of the title, and the Register
- **December:** a quote from a CPD pilot scheme participant promoting the forthcoming scheme

### X: Impressions



Impressions on X (formerly known as Twitter) are still down, despite standard levels of activity. X have recently introduced a new paid model, and usership is continuing to decline.

**Policy and Communications Management Information**  
**Look Ahead to Q1 2024**

**January**

- CPD – promoting new scheme
- Schools visits or talks: Cardiff, Bristol UWE, Belfast Queens, Westminster
- Launch UK adaptation assessment surveys
- Launch engagement on accreditation fees

**February**

- Schools visits: Manchester, Newcastle
- CPD - webinar
- Publish new public information section of the website
- PPE Commission - launch open call for evidence

**March**

- Professionalism – publish research engagement materials
- Professionalism – conference for architects

# Human Resources & Finance

Performance Update: Q4 2023

# Human Resourcing Staffing Statistics – December 2023

## AVERAGE HEADCOUNT

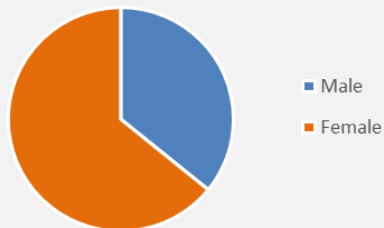
1 January to 31 December 2022	44.08
1 January to 31 December 2023	48.58

## STAFF TURNOVER

1 January to 31 December 2022	9.07
1 January to 31 December 2023	13.10

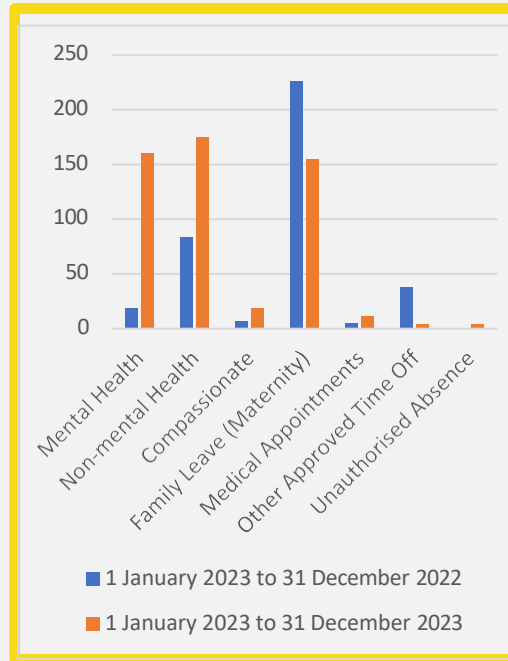
## GENDER OF STAFF

Gender at 31/12/2023



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

## ABSENCE REASONS

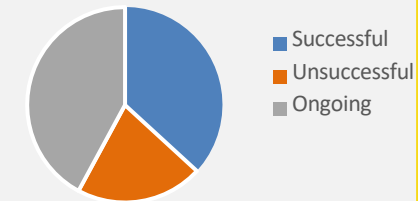


## AVERAGE DAYS LOST (SICKNESS)

1 January to 31 December 2022	8.59
1 January to 31 December 2023	10.88

## INDUCTION SUCCESS

Probation completion - 1 January to 31 December 2023

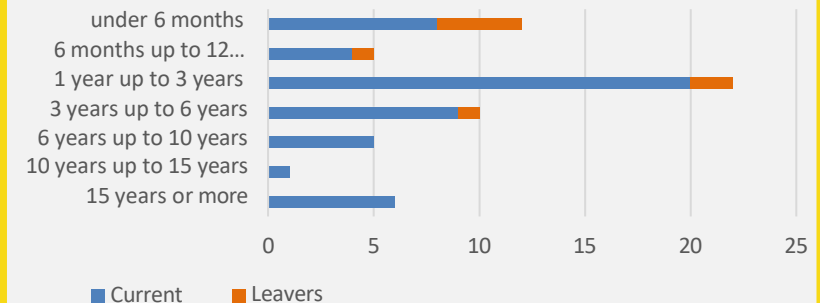


HEADCOUNT  
31/12/2023

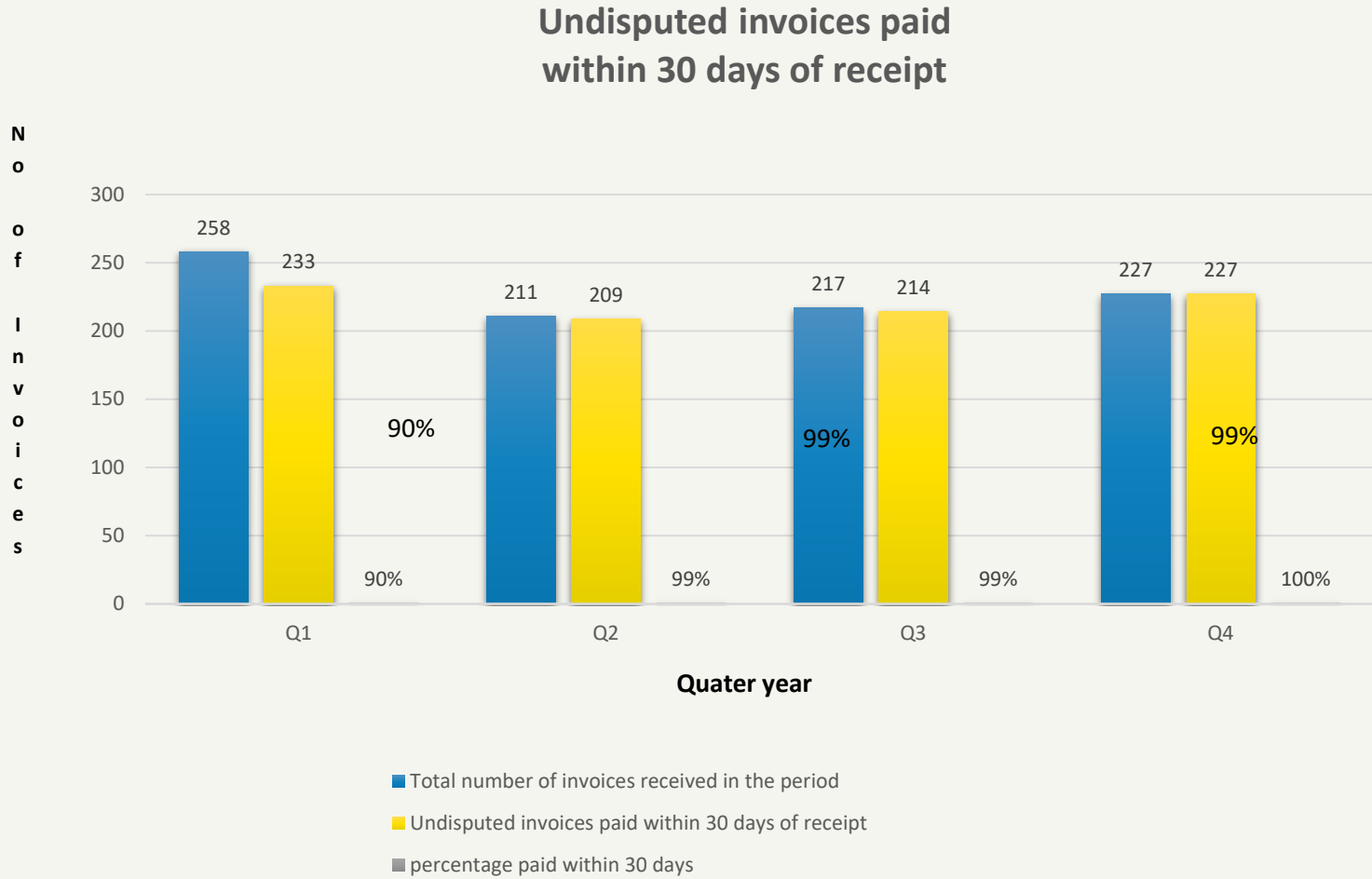
53  
Employees

## SERVICE LENGTH

At 31/12/2023 (or leave date in the last 12 months)



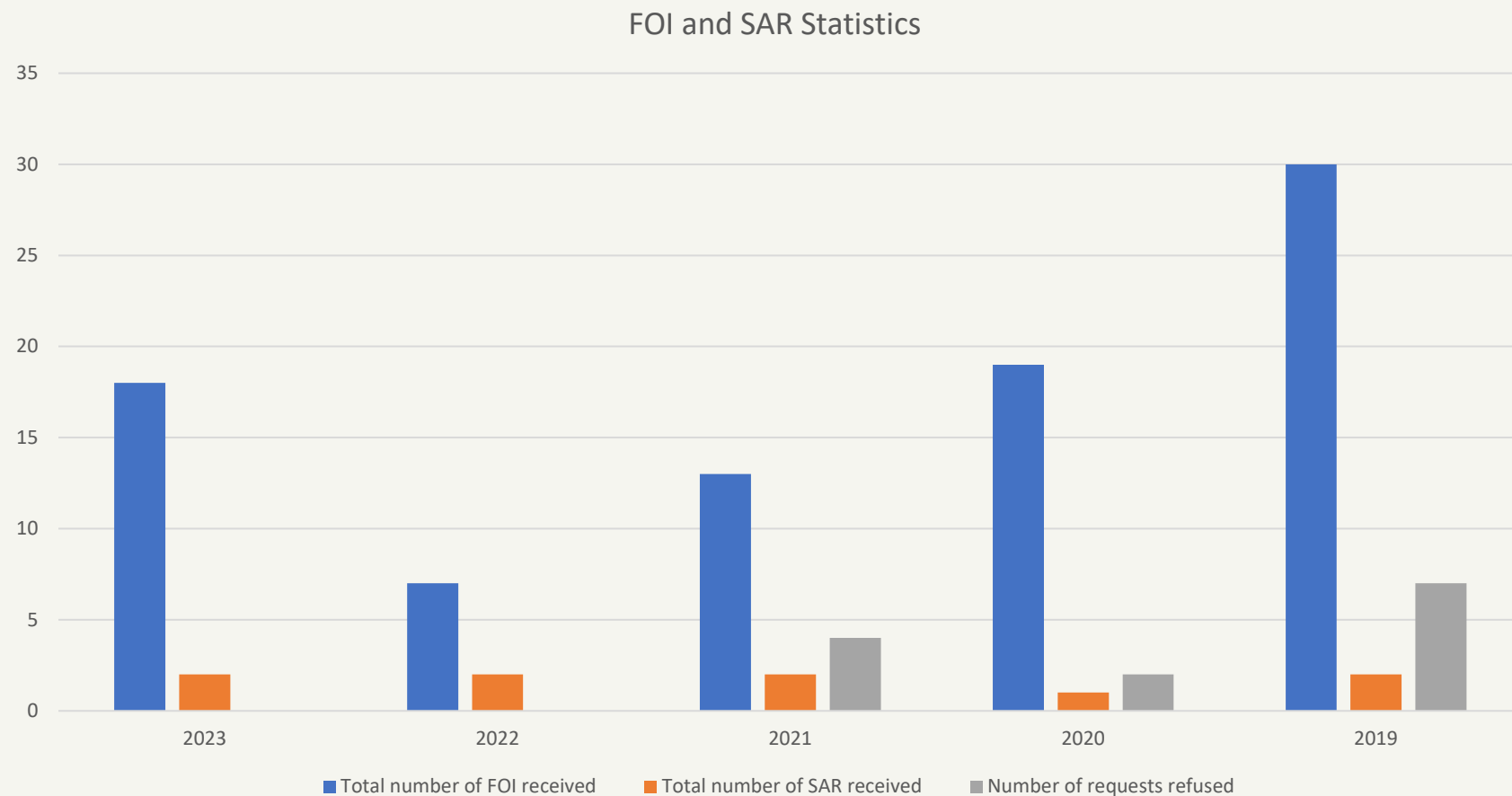
# Finance - Undisputed Invoices paid within 30 days of receipt



# Governance

Performance Update: Q4 2023

# Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2019-2023



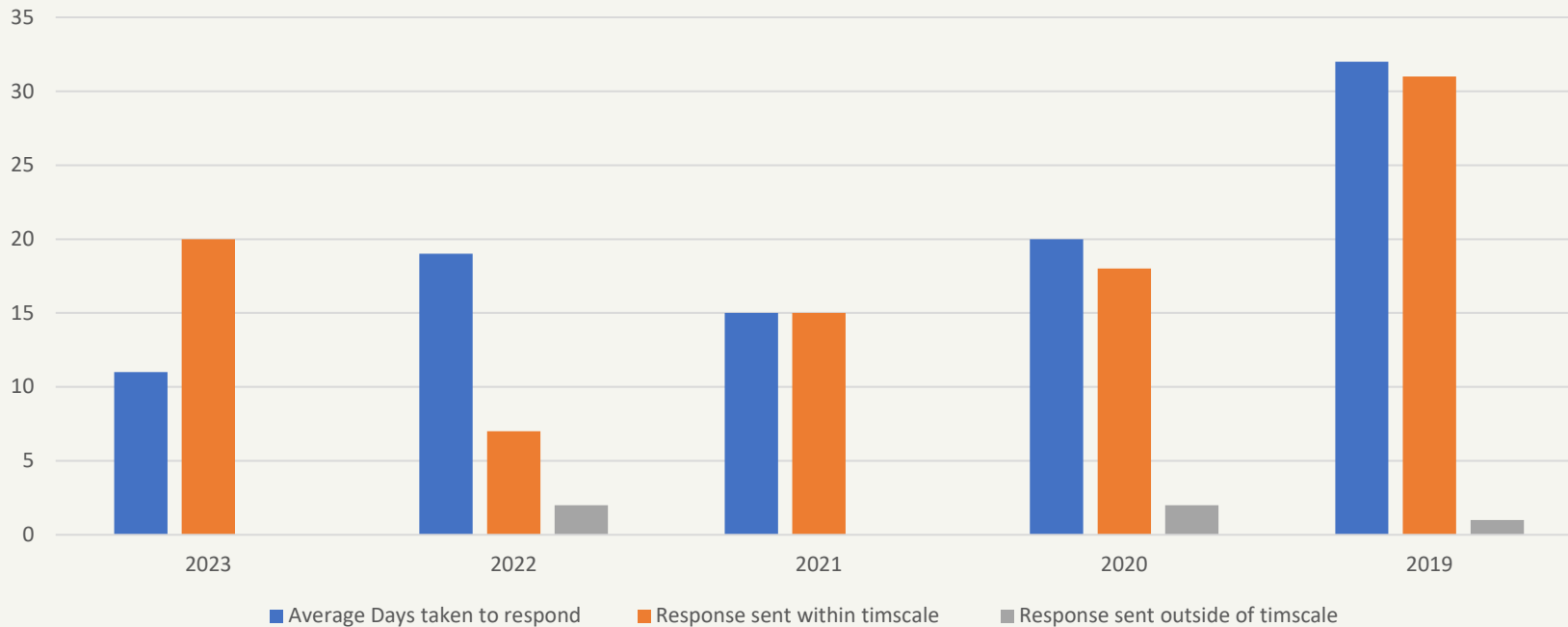
## Key Insights:

- 77% of FOI requests in 2023 and 57% in 2022 were seeking commercial information relating to various operational needs/contract details of ARB.
- 23% of FOI requests in 2023 and 43% in 2022 included requests for the following:
  - Registration data statistics
  - Historical archive data statistics
  - Invoice payment KPIs
  - Wellbeing programmes for staff



# Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2019-2023

FOI and SAR statistics 2019-2023



## Statutory timeline for responses to requests:

Freedom of Information Requests	28 working days
Subject Access Requests	30 Calendar days

The average number of days taken to respond to data requests improved in 2023. We responded to all data requests within the statutory deadline.

What information we collect overall for Freedom of Information Requests (FOIs)/Subject Access Requests (SARs):
Date of request
Requestor
Deadline
Days taken to respond
Response sent within timescale (Y/N)
Time Taken
Response Accepted/Refused
Follow-up complaint
Reasons for failing to Comply/Refusing the request