

Version

- Internal Draft for Approval
- Chair's Draft for Approval
- Chair's Approved Draft
- Confirmed

# BOARD MEETING: MINUTES

---

---

Minutes of Board Meeting held on Wednesday, 9 October 2024

Held: Online via Video Conferencing

## Present

Alan Kershaw (Chair)  
Mark Bottomley  
Emeritus Professor ADH Crook  
Will Freeman  
Professor Elena Marco  
Dr Teri Okoro  
Liz Male  
Stephen McCusker  
Tom McDermott  
Samantha Peters  
Adeyinka Adeladun (Boardroom Apprentice)

## In attendance

Hugh Simpson (CEO & Registrar)  
Emma Matthews (Director of Governance & International)  
Simon Howard (Director of Standards)  
Brian James (Director of Registration & Accreditation)  
Rebecca Roberts-Hughes (Director of Policy & Communications)  
Marc Stoner (Director of Resources)  
Mandy Kaur (Minutes)  
Jessica Hua, (*Observer, Policy & Public Affairs Officer*)  
Valerio Capobianchi (*Observer, Policy & Public Affairs Officer*)  
Gillian Huang, (*Policy & Public Affairs Officer*),  
*Item 7 only*  
Dushi Horti, (*Observer, Creative Access*)  
Kathryn Parry, (*Observer, Ministry for Housing, Communities and Local Government, Sponsorship Team*)

## Private Meeting of the Board

The meeting started with a confidential meeting of the Board members. The Chief Executive Officer & Registrar had been invited to attend the first part of this meeting. No other staff members were present for this item.

*ARB staff members joined the meeting.*

---

## Open Session

### 1. Apologies for absence

Cindy Leslie had provided her apologies for the first part of the meeting but indicated she hoped to be able to join later in the day.

Stephen McCusker confirmed that he would need to leave the meeting at 1:00pm. This would not affect the quorum.

Dushi Horti (Observer, Creative Access) was welcomed to the meeting. Ms. Horti joined the meeting and observed the whole of the open session meeting, to gain insight into how the Board operated.

Kathryn Parry, (MHCLG) was also welcomed to the meeting. Ms. Parry observed the whole of the open session.

Other members of staff joined the meeting for the relevant agenda items.

---

### 2. Members' Interests

All Board members had been asked to declare any interests in any of the agenda items prior to the meeting. The Register of Interests was noted.

Samantha Peters declared an interest in *Item 9 - Recruitment of the Temporary Lay Board Member*, as this was in connection with her term of office on the Board. The declaration was noted, and it was agreed that Ms. Peters would remain in the room for this item on the basis that the paper referred to the appointment process rather than Ms. Peters' own appointment and this did not constitute a significant interest.

Stephen McCusker, Elena Marco and ADH Tony Crook declared an interest in *Item 11* –

*Accreditation Update.* The declarations were noted. It was agreed that neither Mr. McCusker, Professor Marco's nor Emeritus Professor Crook's declarations that they were employed by education providers offering accredited qualifications constituted a significant conflict. As a result, it was agreed they should all remain in the room for this item.

---

## STANDING ITEMS

### 3. Update from the Chair

The Chair reported on his discussions with John Tennent who was undertaking an independent review of ARB's financial governance arrangements. There had been a positive conversation about how ARB was working to improve the current financial processes and structures that were in place. It was expected that Mr. Tennent's experience and expertise would be beneficial to the organisation.

The Chair, along with the Chief Executive & Registrar, had met with Catherine Adams, Director of Building Systems and Net Zero (MHCLG), and provided a brief overview of the topics that they had discussed. Ms. Adams had provided a breakdown of the new government's priorities within the areas that she was responsible for. The Chair reported that there were particular issues that had arisen from the post-Grenfell discussion at the September Board Workshop. The positive relationship between ARB and MHCLG would be invaluable when working together to make informed decisions regarding future decisions. The two organisations continued to work well together, share advice and draw on experiences.

---

### 4. Minutes

The Board unanimously approved the Open session minutes of the meeting held on 10 September 2024.

---

### 5. Report on Actions following the Previous Meetings

Board Members noted a report on actions resulting from the previous meetings.

It was noted that the People Committee wished to review the People Strategy once the Equality, Diversity and Inclusion (EDI) work had been completed. Therefore, the People

Strategy (action 11) remained on the action table although the specific action had been completed.

---

## 6. Updates since the Board papers were issued

There were no matters to update on since the Board papers had been issued.

---

## MATTERS FOR DECISION

### 7. General and Registration Rules

The Director of Governance and International introduced the paper.

In July 2024 the Board had agreed to consult on updated General Rules and the creation of a new set of Registration Rules. There had been seven responses to the consultation which closed on 6 September 2024. This was in line with ARB's usual response levels for Rule consultations which were generally technical in nature, and there had been some valuable feedback. There was no substantive feedback that would require a change to the drafts of both sets of Rules.

The Board **unanimously agreed** to approve the updated General Rules and Registration Rules. The approved Rules would take effect immediately and the outgoing Rules would be replaced.

---

### 8. ARB's Reserves Policy

The Board was reminded that the Ministry of Housing, Communities and Local Government (MHCLG) had removed the requirement to hold a closure fund, and as a result the Board was asked to consider the merging of the closure fund and the operational reserves.

A discussion was held around the key risks and ARB's income and expenditure for the current year. There were particular uncertainties around the impact on income following the introduction of Continuing Professional Development, and costs relating to IT Transformation and the potential for emerging risks relating to the ongoing review of the

budgetary control systems.

It was noted that the reserves should be held not only for issues relating to cashflow but to also provide the opportunity to make one-off future investment decisions.

The Board felt that the six months' operating costs seemed a sensible and prudent approach, when recognising uncertainties and considering the period of change. This would be on a temporary basis and the approach would be reconsidered within the next twelve months.

The Board **unanimously agreed** to approve the following changes to the ARB's reserves policy:

- i. Set the reserves policy to 'The operating reserves fund target should be six months of operating costs'.
  - ii. Merge the closure fund and operational reserves.
- 

## 9. Appointment of Temporary Lay Board Member

The paper set out a proposed recruitment process and suggested panel. This was a precautionary measure, to be adopted in the event that the Board needed to appoint a further temporary lay Board member should the permanent appointment process be delayed for any reason. It was noted that, if the permanent appointment process overseen by the MHCLG Public Appointment's Team, ran to plan, this would not be required.

The MHCLG Public Appointments Team was still awaiting Ministerial approval to take forward the recruitment and appointment process for the new permanent lay Board member, to replace the current temporary lay Board member.

The Board **unanimously agreed** that in the event that the public appointments recruitment process for the permanent lay Board member vacancy was delayed and no appointment was likely to be made before Ms. Peters stepped down on 31 March 2025:

- i. a selection panel consisting of three Board members (including the ARB Chair) to identify candidates should be formed;
  - ii. the selection panel should consist of Alan Kershaw (ARB Chair); Liz Male (Lay Member, Chair of the People Committee) and Teri Okoro (Architect Member); and
  - iii. the panel would consider the suitability of candidates and would then make its recommendations to the Board for discussion at the relevant subsequent meeting (or via write round if necessary).
-

## ITEMS FOR NOTE

### 10. Performance Monitoring Updates for Q3

This was a late paper to enable data from the end of Q3 to be incorporated into the papers. It provided an overview of the operational performance of ARB for Q3 of 2024.

The Board noted ARB's operational performance as set out in the Annexe to the paper.

The volume of misuse of title investigations, and the recent impact of the Title Strike Off Audit on new cases, was discussed. As a result of the onboarding of new Title Investigations Officers, there was a more proportionate approach in dealing with these cases.

A discussion was held around misuse of title and the extent to which any policy proposals around future architects would impact on misuse of title. There were three title exceptions in The Architects Act which were "naval architect", "landscape architect" or "golf-course architect". A change to the law would be required before those training to be architects could use the title in any way.

The Title Strike Off Audit considered those who had been removed or denied from entering the Register, due to not meeting relevant criteria. An audit was conducted to check if an individual continued to use the title, and there was a level of seriousness attached to each case, depending on whether they deliberately misled people or those who had not achieved registration. There were limited resources, and these were directed in the interests of public safety.

The Board noted the management accounts up to 31 August 2024.

---

### 11. Accreditation Update

This was a late paper.

It had been agreed that periodic updates should be presented to the Board regarding the transition to the new initial education and training framework, particularly the new accreditation model. This paper provided the first of those formal updates.

The Director of Registration and Accreditation clarified a point within paragraph 2.14 of the paper, where reference was made to the annual fees expected before the 25% deduction was agreed by the Board in year 1; that income would not be achieved in year 1. The correct income had been included within the management accounts and included

the calculation of the 2025 fees.

The paper set out progress in the first 11 months that the Accreditation Committee had been in place; and the approach to implementing the new accreditation methodology. An update was provided on the themes and evaluations that had come out of the work of the Accreditation Committee. External feedback from providers and stakeholder groups was also provided within the paper.

Institutions had made progress in terms of incorporating fire safety and sustainability into their curricula, and this was being assessed through the annual monitoring process. There were no concerns with any providers, as each provider had demonstrated appropriate engagement in those matters. Providers who had opted to remain with the existing qualification and iteratively meet the new Standards for Providers, would be seen by visiting team.

The Board noted the updates within the Board paper.

---

## 12. Chief Executive's Report

The Board noted a report from the Chief Executive & Registrar on matters relating to the running of the Board's business, including a summary of recent Workshop discussions.

### IT Transformation

Phase 2 of the transformation programme, which involved the deployment of the registration database, had gone live. This incorporated the additional features that were required, such as direct debit payments and architects' requirements to make declarations.

### Continuing Professional Development

The Board noted the success of the personalised email campaign for the Continuing Professional Development (CPD) programme. This approach would continue to be used on particular campaigns going forward.

### People Strategy

There had been improvements in staff retention rates, as well as sickness absence rates for both physical and mental health absences, with a significant reduction in absences over the last six months.

---

## 13. Any Other Business

There was no other business.

---

## 14. Dates of Future Board Meetings

The next meeting would take place in person on Tuesday, 10 December 2024 at ARB, 70 Gray's Inn Road, London, WC1X 8NH.