



Interim Report on Delivery January to June 2016

Typically the management team monitors performance against the business plan at the mid-year point. This report is intended to provide the Board with an update regarding performance against the 2016 business plan after the first six months.

Section A - Maintaining the Quality of and Access to the Register

Under the Architects Act 1997, ARB maintains the UK Register of architects. The Register identifies those who are entitled to use the title “architect” in business and practice as they have met the requirements for qualifications and competence. The Register is the tool through which potential users of architects’ services can find an architect and check that an architect is registered. It is also important to architects that they are identified as qualified professionals. The Register must therefore be accurate and accessible. The work which underpins the maintenance of the Register is wide ranging.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Improve the accuracy of the Register	<ul style="list-style-type: none"> ▪ Develop the usability/access of the online registrant’s services area to maximise engagement. Highlight the value of ensuring architects keep their registration details up to date. ▪ To make the sites mobile friendly ▪ Undertake an accuracy review of the Register, to ensure accurate and relevant information is provided to the public. ▪ Add Equality & Diversity fields to Registrants Services to enable those who haven’t provided data to submit it. 	<p>Register grows by 800 registrants overall per year.</p> <p>£28k Development of the online service to deal with increased registration numbers, including making the site mobile friendly.</p>	<p>90% of Change of Details requests received through online tool.</p> <p>95% of Change of Details requests are processed within three days.</p> <p>20% increase in the percentage of contact details, telephone numbers and email addresses in the public domain, making the Register search facility a more valuable tool.</p>	<p>84% of Change of Details requests have been received through online tool.</p> <p>83% of Change of Details requests have been processed within three days.</p> <p>Development of systems – We have recently undertaken a review of the online registrants’ services system. Development will commence shortly.</p> <p>Contact detail updates - eBulletin’s feature contact details prominently and this has continued to boost the numbers updating their contact details.</p> <p>Goneaways – A significant amount of effort has been put into tracing architects who have moved from their address without informing ARB. We included a recent eBulletin article on this subject entitled ‘Return to Sender’ which received over 400 views.</p>

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					<p>Robust processes - We continue to be diligent when verifying the authenticity of applications to the Register. Our robust processes thwarted a fraudulent application for registration and resulted in a conviction under the Fraud Act. The level of interest amongst the profession about this case is reflected in the interest in a recent eBulletin article covering this prosecution which was the most popular eBulletin story we have ever published. This case was also covered in the trade press.</p>
2.	<p>Further promote and develop self-service processes, including the online registration portal and registrant services</p>	<ul style="list-style-type: none"> ▪ Promote further the benefits of the system. ▪ Provide clear guidance on the process at the point of enquiry. ▪ Respond to feedback on improvements to the system, and enhance systems where appropriate. ▪ Gather feedback on performance and delivery of our registration services. ▪ Review the accessibility of the system, its integration with back-office systems and develop accordingly. 	<p>Linked to the enhanced back-end system, the time it takes to enter / re-enter an applicant onto the Register will reduce.</p> <p>Approximately 2,000 new applications to Register</p> <p>£20k to make system compatible with mobile devices</p>	<p>Increase in number of applications received online.</p> <p>Reduction in time taken to process applications.</p> <p>Improved feedback ratings on functionality and service levels of the online registration system.</p> <p>Suggestions for improvements published along with the response to the feedback/suggested improvements.</p>	<p>There has been a 4% increase in the number of applications received online.</p> <p>The average time taken to process applications has increased by 29% - to 9 days for UK applications, and 18 days for EU applications. Both remain within the statutory requirements.</p> <p>Feedback from those using the online facility has been positive. 94% of the users surveyed were satisfied with the functionality of the system and 98% were satisfied with the service overall.</p> <p>eBulletin articles and social media messaging consistently refer to online services and encourage self-service where possible.</p> <p>We have started scoping a project for making the online system more mobile-device compatible.</p>

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<p>3.</p>	<p>Provide an efficient and effective service to all enquirers</p>	<ul style="list-style-type: none"> ▪ Ensure our online resources are readily available and are easy to understand and use. ▪ Act upon feedback to improve our service. ▪ Publish feedback and follow up actions on the website. 	<p>Feedback surveys and targeted focus groups to be employed.</p>	<p>Demonstrable proof of increased satisfaction levels amongst enquirers.</p>	<p>Where something has gone wrong in any of the areas we have sought feedback, we have acted on it and have responded positively to comments received. The feedback has enabled us to make improvements where possible and monitor any recurring problems.</p> <p>We will be publishing information on the feedback and actions taken in the Annual Report.</p>
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Section A – Maintaining the Quality of and Access to the Register

<p>4.</p>	<p>Undertake a fundamental review of the routes to registration.</p>	<p>Undertaking a review to:</p> <ul style="list-style-type: none"> ▪ Explore whether current arrangements remain fit for purpose and reflect current best practice. ▪ Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level. ▪ Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence. 	<p>This will form the first of a three year project, once the scope has been approved by the Board.</p> <p>Development of any alternative routes to registration would take place from 2017 onwards, which may involve major systems redevelopment work, and require further costing.</p> <p>The Review is likely to have an impact on a number of existing procedures, e.g., procedures for the Prescription of Qualifications; the Prescribed Examination Procedures, requirements for the maintenance of competence and ARB’s Criteria. Depending on the outcomes of the Review, these areas may require review ahead of ARB’s current schedule of review.</p> <p>Carry Forward - Legal advice cost and possible expert input £15k</p> <p>Research funding £20k Additional funding maybe required, but subject to the Boards final approval of the scoping of the project.</p>	<p>ARB will have:</p> <p>Tested the basis for ARB’s requirements for registration and explored whether changes can be made in order to widen access to the Register, whilst continuing to provide public confidence in the competence of those on the Register.</p> <p>Considered whether alternative routes to registration are viable and continue to meet ARB’s purpose and objectives and if so, have prepared a plan for the implementation of any alternative routes.</p> <p>Engaged with all stakeholders and kept them informed of progress as the review develops.</p>	<p>Due to the on-going Periodic Review this area of work continues to remain on hold.</p> <p>Stakeholders have been kept up to date through regular liaison meetings and through attendance at various forums, e.g., SCHOSA, APSAA.</p> <p>We continue to monitor the press for articles which relate to routes to registration to inform our work on this review in the future.</p> <p>We have built relationships with several new stakeholder contacts who have advised us they are interested in participating in the review of routes to registration once it begins.</p>
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Section B – Maintaining the Qualifications of Architects

Under the Architects Act 1997, ARB prescribes (or recognises) the qualifications required to become an architect for those who gain their qualifications within the UK. We also contribute to the scrutiny and review of those qualifications which are obtained in other European Economic Areas, and which seek to be listed at a European level. We therefore maintain systems for assessing qualifications against set criteria. These criteria are held in common with the Royal Institute of British Architects and the Quality Assurance Agency benchmark for architectural qualifications. The UK criteria also reflect the minimum requirements across the EEA. We work closely with many other organisations and Member States to ensure that our systems are robust, fair and efficient and provide support to Schools and Institutions of Architecture, whilst ensuring that as a regulatory body, we have confidence that prescribed qualifications meet the Board's objectives and criteria.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	To have engaged with institutions, students and other stakeholders regarding the prescription process and Criteria to inform, to obtain feedback and to promote an understanding of ARB's role with regard to qualifications, and to maintain a high quality service for institutions, students and EU Member states.	<p>To promote the availability of the following services and to meet all reasonable requests for:</p> <ul style="list-style-type: none"> ▪ feedback sessions; ▪ planning meetings; ▪ university liaison sessions; ▪ regular liaison meetings with stakeholders; ▪ speaking at relevant conferences/ forums; ▪ providing support for those seeking to list qualifications in Europe. <p>To keep the Student Handbook and other areas of ARB's website relating to prescribed qualifications up to date.</p>	<p>It is anticipated that there will be 50 -60 university liaison visits during 2016 and up to 10 planning meetings, as well as a number of regular liaison meetings with key stakeholders.</p> <p>This reflects a similar commitment to 2015.</p> <p>Feedback on the current Criteria for the Prescription of Qualifications will be gathered unless the review of Routes to Registration indicates it should be looked at an earlier stage.</p>	<p>Good relationships are maintained with key stakeholders, as exhibited by individual and collective feedback.</p> <p>Stakeholders believe ARB adds value over and above performance on the prescription function, as evidenced by collective and individual feedback.</p> <p>ARB is kept well informed of possible future developments in order to plan its work and respond to developments.</p>	<p>We have been maintaining a regular and constructive dialogue with all relevant external stakeholders in order to keep them up to date regarding ARB's work and possible future developments.</p> <p>Staff have attended and spoken at various forums including SCHOSA's Spring Meeting, APSAA's Spring Forum.</p> <p>Six planning meetings for new and/or renewal applications for prescription have been undertaken to date, with several more expected to take place over the Summer and Autumn months.</p> <p>The demand for University liaison sessions continues to be high with around 35 having taken place so far this year.</p> <p>We continue to keep the Student Handbook under review to ensure it remains up to date.</p>

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					<p>We have received positive feedback from Professional Studies advisers and students who have organised/attended our university liaison sessions confirming that the sessions continue to be valuable and beneficial to students at all levels. We have included messages about university liaison visits on social media to raise awareness of this element of our work.</p> <p>We include regular articles about our work on prescription in the eBulletin, these are consistently popular, the stories in the February and May eBulletin achieved a combined total of over 600 views.</p>
2.	On behalf of the UK and its capacity as the UK's Competent Authority for Architects, embed the revised notification process within ARB's procedures, and scrutinise and review European qualifications which are notified to the European Commission for listing under the PQD.	<p>Continue to embed the European Commission's revised process for the notification of qualifications within ARB's procedures.</p> <p>Ensure that the European Commission's deadlines for considering notifications are met on every occasion.</p>	<p>It is anticipated that at least 50 notifications will need to be processed in 2016.</p> <p>It is anticipated that the UK will need to notify 4-5 new qualifications and 10 title changes.</p> <p>This will have an impact on staff time.</p>	<p>ARB will have reviewed 100% of European notifications within the European Commission's deadlines, and compiled with the reviewed requirements in this area.</p>	<p>We have notified one award/institutional title change and two newly prescribed qualifications so far this year.</p> <p>We have undertaken three planning meetings at institutions seeking to notify their qualifications to the European Commission so far this year. Further meetings are anticipated before the end of the year.</p> <p>100% of the 20 European notifications have been reviewed within the European Commission's deadlines to date, and compiled with the review requirements in this area.</p>

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					<p>We contributed to the development of pan-European guidance regarding the Commission's revised guidelines for the notification of qualification through the European Network of Architects Competent Authorities.</p> <p>We received positive feedback from the Head of School at Central Saint Martins for our guiding them through the process smoothly and on their delight and appreciation at achieving recognition from the European Commission.</p>
3.	If the review of the routes to registration requires adjustment to the ARB Criteria for the Prescription of Qualifications ahead of the current schedule, undertake a review of the Criteria.	<p>Gather feedback on the existing Criteria for the Prescription of Qualifications.</p> <p>Determine the structure and content of any revised Criteria for the Prescription of Qualifications.</p>	<p>The ARB Criteria are held in common with the RIBA and the Criteria at Part 1 and Part 2 form a core part of the QAA's subject benchmark statement in architecture. Discussions will need to be held with all parties, and they will need to be involved in a review, if the decision is taken to review the Criteria.</p> <p>This will have an impact on staff time.</p> <p>Feedback will need to be</p>	<p>A revised set of Criteria for the Prescription of Qualifications will have been developed, consulted upon and be ready for implementation at the appropriate time.</p>	<p>See A4 above.</p>

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
			<p>gathered from stakeholders.</p> <p>Any changes to existing criteria and /or procedures will need to be consulted on.</p> <p>If research or external assistance is required to deliver this area of work, financial resources will be considered and included in the project scoping papers.</p>		

Section C - Maintaining the Standards of Conduct and Practice of Architects

Users and potential users of architects' services need to have confidence in the standards set by us under the Architects Code of Conduct and Practice, and that we take appropriate action where architects fall below the standards expected. We will seek to raise awareness of the Code and how clients may use the Code to help them in their relationship with their architect, as well as raising awareness and understanding of the Code by architects themselves. We will investigate allegations of unacceptable professional conduct and serious professional incompetence but will also seek to mitigate the risk of such situations arising.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Maintain awareness of the Code and steps that architects can take to mitigate complaints.	<ul style="list-style-type: none"> ▪ Provide advice to architects on preventing and handling complaints. ▪ Maintain the frequency of relevant articles in the eBulletin. ▪ Provide guidance to the profession on any changes to legislation or professional developments. 	The main resource to achieve success in this area will be staff time, although there will be incidental costs relating to travel to events.	<p>Every eBulletin contains relevant guidance on matters of professional conduct, based on recent PCC decisions, issues within the profession or legislative changes.</p> <p>The website provides clear and targeted advice to both architects and clients on how to avoid disputes, and how they might be resolved.</p> <p>Demonstrable evidence of ARB working with stakeholders to promote the standards of the Code.</p>	<p>Every eBulletin has contained guidance on matters of professional conduct; the 'Dear Architect' column has proved popular with 1,234 unique opens.</p> <p>800 copies of the 'Meeting your Architect' form were distributed in the 6 months Jan-June 2016, and a further 240 downloaded.</p> <p>The website contains guidance on how to avoid disputes, and is currently being redesigned so that advice can be accessed more easily.</p>

2.	<p>Ensure efficient processes which are fair to all in all aspects of complaints handling.</p>	<ul style="list-style-type: none"> ▪ Review and improve all literature and guidance to ensure they remain compliant with best practice. ▪ Integrate online complaints tool with ARB's internal investigations portal. ▪ Develop and increase the use of online feedback, and review and action where appropriate. 	<p>There are no developments arising from the Periodic Review which impact on the Third party review system continuing to be the appropriate method of reviewing disciplinary procedures.</p> <p>The cost for developing an online complaints system is included in IT project figure in section C3.</p>	<p>All external facing guidance and literature is reviewed and updated as appropriate.</p> <p>Feedback is reported in an appropriate way, and demonstrable action taken in light of it where appropriate.</p>	<p>ARB's 'Tone of Voice' review is underway, where best practice is shared with other regulators on the tone and content of standard correspondence and guidance.</p> <p>A staff member attended a recent conference about Consumers, Construction and the Law to remain informed about developments in the sector and meet stakeholders.</p> <p>Work on integrating the online complaints tool with the investigations portal has yet to start.</p> <p>Online feedback commenced at the start of the year; the results will be assessed once sufficient data has been acquired.</p>
3.	<p>Ensure the investigations process is running smoothly and offers a fair process to all.</p>	<ul style="list-style-type: none"> ▪ Ensure that the Investigations Panel and Professional Conduct Committee are adequately resourced and trained in best practice. ▪ The Investigations Oversight Committee is provided with appropriate information and maintains strategic overview of ARB's investigation processes. 	<p>The outcome of the Periodic Review does not require and legislative change that would substantially impact on the way in which investigations are undertaken.</p> <p>The number of new complaints remains constant.</p> <p>External training will be</p>	<p>80% of Investigations Panel decisions are reached within 12 weeks.</p> <p>80% of Third Party Reviews find no further action to be taken.</p> <p>No findings of 'no case to answer' at the PCC or adverse findings by Judicial Review.</p> <p>No successful appeals against PCC decisions.</p> <p>A fully operational and paperless IT</p>	<p>73% of Investigations Panel decisions have been reached within 12 weeks.</p> <p>66% of Third Party Reviews have found no further action to be taken.</p> <p>There have been no findings of 'no case to answer' at the PCC or adverse findings by Judicial Review.</p> <p>There have been no successful</p>

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		<ul style="list-style-type: none"> Outdated Professional Standards database and IT system is replaced by a fit for purpose system. 	<p>provided to PCC & IP members.</p> <p>£60k (2 year project to update system estimated at approximately £100k subject to the S14 review)</p> <p>£40k factored into 2015 budget</p>	system for investigations is put in place.	<p>appeals against PCC decisions.</p> <p>Small amends have been made to the current IT system; however the new database will not be developed until the section 14 review has concluded.</p> <p>External training for IP and PCC members has been scheduled.</p>
4.	Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence	<ul style="list-style-type: none"> Seek views from all stakeholders as to how ARB's disciplinary regime might be improved. Draft new rules and acquire Board approval for changes where appropriate. Undertake 3 month formal consultation on proposed changes. Publish new rules; provide training as necessary to those who deliver a service on behalf of ARB. 	<p>The Periodic Review produces its findings sufficiently early to allow this review to take place before the end of the year.</p> <p>Government is clear as to any timetable for legislative change.</p> <p>15k Legal advice and interim amendments to systems, processes and rules</p>	New Investigations & Professional Conduct Committee Rules are consulted on and published to come into effect by 1 January 2017.	No work undertaken pending the outcome of the Periodic Review

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
5.	Appoint new Professional Conduct Committee	<ul style="list-style-type: none"> ▪ Undertake an open and fair recruitment exercise to appoint members of the Professional Conduct Committee. ▪ Work with the Law Society in respect of it providing nominees. ▪ Provide induction and training to new members as appropriate. 	<p>Government does not make any changes to Schedule 2 of the Act as part of its Periodic Review (membership of the PCC).</p> <p>£15k Recruitment & training costs</p>	A properly appointed Professional Conduct Committee is in place by September 2016.	Recruitment exercise completed. Appointments to be made by the Board at its July meeting, with training organised in advance of appointments commencing in September.

Section D – Raising Public Awareness of the Register and Helping Users and Potential Users of Architects’ Services to Make Informed Choices

We recognise that it is not sufficient simply to hold an accurate Register. To be of value, the Register must be accessible, and users and potential users of architects’ services must understand the distinction of the title “architect” and the importance of the Register in confirming an architect’s registered status. We therefore work to increase awareness of the Register, to inform the public about the qualifications and competence of architects and to alert members of the public to the Architects Code of Conduct and Practice. We also work to prevent the misuse of the title “architect” which may only be used by those on the Register.

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Raise awareness of the Code with users and potential users of architects’ services.	<ul style="list-style-type: none"> ▪ Ensure that the Code is embedded within all of the key communication documents published by ARB. ▪ Publish articles throughout the year highlighting the benefits of using a registered professional. 	Increased awareness of the Code will come from any consultation on a new version.	Difficult to measure success of the general effect of actions, but an increase in the mention of the Code in publications.	<p>Should a revised Code be agreed by the Board in July, extensive promotional work will be required to highlight the new or amended Standards.</p> <p>We have used all possible opportunities to make reference to the Code of Conduct including in eBulletin articles, on social media and at consumer shows.</p>
2.	Increase use of the online Register which will mitigate the risk of consumers being misled by those misusing the title “architect”.	<ul style="list-style-type: none"> ▪ Continue to increase awareness of the Register through social media. ▪ Develop a strategic communications plan to keep the Register topical and in the public arena. ▪ Develop relationships/partnerships with relevant 	Costs involved with social media strategy and optimisation work estimated to be £5k which is covered by the operational budget.	<p>Increase social referrals to the Register by 5%.</p> <p>The number of Register searches increases by a further 5% during 2016.</p> <p>Increase visits to the Register by 10%.</p>	<p>Social media referrals to the Register have increased by 76%</p> <p>The number of searches on the online Register has decreased by 0.3%</p> <p>The number of visitors to the online Register has increased by 1.2%</p> <p>Staff attended the Homebuilding and Renovating Show at the NEC</p>

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
		organisations/groups to raise awareness of the Register through advocacy.			<p>in April and we continue to regularly post social media messages to raise awareness of the online Register.</p> <p>A staff task group recently met and established a strategy to raise awareness of the Register as a tool to support informed decision making.</p> <p>As part of our strategy to link up with the networks of our stakeholders and to extend our reach, we have had catch-up meetings with HomeOwners Alliance and TrustMark and are in the process of arranging a meeting with a new contact at Which?</p>
3.	Encourage architects to promote their registered status to increase awareness and value of the Register.	<ul style="list-style-type: none"> ▪ Explain to registrants the value of referring to their registered status. ▪ Expand the secure area in which architects can have access to their details and embedded logo information. Increase links to the ARB Register via websites. 	Currently considering all website platforms and the impact of Google Search algorithms on our website.	Increased number of downloads of ARB logo from website	<p>The number of ARB logo downloads has dropped in the first half of 2016 from 385 to 240. We will be undertaking a fresh push in this area in the second half of the year; it is a powerful method of raising awareness of the Register.</p> <p>Architects are consistently interested in our work on misuse of title so we include regular articles in the eBulletin on this</p>

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
					subject, the February 2016 eBulletin story received almost 500 views.

Section E – Corporate Functions

	Area of Work	Actions	Assumptions and Cost Implications	Measures of Success	Mid-Year Assessment
1.	Consider the implications, both legal and practical, of amendments to the Professional Qualifications Directive (PQD).	<ul style="list-style-type: none"> ▪ Consider the outcome of the PQD legislative changes and determine where changes may need to be made to appropriate ARB policies, requirements and documents. ▪ Take legal advice and advice from DCLG and BIS where necessary. ▪ Analyse and cost any necessary system changes for 2016 budget. ▪ Engage in discussions with stakeholders and ensure understanding of the changes. ▪ Ensure information is readily available. 	<p>Amended Directive will be fully implemented in the UK in 2016.</p> <p>Extensive consultation with key stakeholders.</p> <p>Extensive legal advice will be needed to ensure ARB's revised policies; requirements and documents are compliant with the revised PQD.</p> <p>Carry Forward - Initial legal advice £15k – budget carried forward from 2015.</p>	<p>ARB systems are ready to meet the UK deadline for compliance with the PQD and amended Architects Act.</p> <p>Stakeholders are aware of the implications of the changes.</p> <p>ARB revises its policies, requirements and documents so that they are compliant with the revised Directive when implemented in the UK.</p>	<p>Meetings and discussions with BIS/DCLG, the European Commission and ARB's legal advisers have been undertaken in order to learn more vis-à-vis the interpretation of the revised Directive and we have been keeping stakeholders fully informed as more information is made available.</p> <p>We have adapted the advice and guidance we provide to UK institutions regarding the notification of their qualifications and streamlined the way in which we present our notifications.</p>
2.	Managing risk.	<ul style="list-style-type: none"> ▪ Audit Committee regularly reports to Board. ▪ Internal audit function appropriately resourced and monitored. ▪ Maintain reporting cycle of risk register 	<p>Audit Committee and Internal Audit function work at current level and budget as 2015.</p> <p>No additional work is specified as part of the Periodic Review.</p>	<p>Information provided to the Board on performance and risk is considered by the Board to be at the right level and provides the right level of assurance.</p> <p>Internal audit continues to be robust and add value, as assessed by the Audit Committee and the management team.</p> <p>Emerging and live risks are sufficiently mitigated by the actions in place or the</p>	<p>At each meeting of the Board the high level risks are discussed. Each Board paper presented includes a section on risk.</p> <p>New Internal Auditors were appointed with effect from 1 January 2016. A programme of work has been agreed by the Audit Committee for 2016.</p>

		<p>and risk strategy from staff to Board level.</p> <ul style="list-style-type: none"> ▪ Monitor delivery against performance indicators (bi-annual), the Business Plan (annual), ARB's purpose and objectives (annual). ▪ Ensure adequate reserves are maintained through review of reserves policy and maintenance of the policy minimum. ▪ Effective reviews of policies to be considered in 2016. ▪ Monitor the outcome of legal challenges for areas of improvement and trends, particularly where there may be a financial or reputational risk. ▪ Consider implications and risk of any changes as consequence of the Periodic Review. 	<p>Work now forms part of the operational budget</p>	<p>level of are accepted as being within the Boards risk tolerance level.</p> <p>The level of reserves maintained provides the appropriate level of reassurance/confidence to the Board, the Government and key stakeholders.</p> <p>Relevant policies are reviewed within expected time frame.</p> <p>Risks will be adjusted on basis of an analysis of trend information and improvements.</p>	<p>Operational risk is mitigated by Business Continuity Planning: annual testing and updates to the plan ensure that it remains fit for purpose. Testing was completed and revisions to the plan reported to Audit Committee in June 2016.</p> <p>Risks surrounding the growing demand for our services have been discussed throughout the year.</p> <p>A programme of policy reviews continue.</p>
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3.	<p>Maintain adequate and appropriately skilled staffing levels that are utilised effectively.</p>	<ul style="list-style-type: none"> ▪ Ensure sufficient staff resources are maintained to deliver statutory functions and the 2016 Business Plan. ▪ Maintain staff development budget and encourage flexible working, and interaction with outside organisations to further enhance knowledge, skills and engagement. ▪ Continue to cultivate an environment that supports engagement and encourages team members to reach their full potential. ▪ Ensure that pay and reward is competitive and attracts and retains high calibre staff. ▪ Review ARB's people strategy and key succession planning policy. 	<p>Ensure financial resources are included in the budget to allow for temporary staff and appropriate cover during peak periods.</p> <p>Additional resources may be required dependent upon the outcome of the Periodic Review.</p> <p>No additional resources have been factored in to the 2016. However, provision is held within reserves that was set aside in 2014 but not utilised due to the delay in the outcome of the Periodic Review.</p> <p><u>Carry Forward –</u> Staff engagement survey £12k – Budget carried forward from 2015</p>	<p>Maintain adequate staffing levels in 2016.</p> <p>Evidence of increased flexible working across the organisation to deliver statutory functions.</p> <p>A committed and engaged staff resource (2016 Engagement survey).</p>	<p>The Operational Management Group has kept staff resources under constant review to ensure that ARB can continue to deliver on its statutory functions and Business Plan.</p> <p>Opportunities to learn and develop skills continue to form part of the culture at ARB. We continue to cultivate an environment which encourages team members to reach their full potential through cross-team working and personal development.</p> <p>A review of ARB's people strategy and key succession planning policy is planned for later in the year.</p>
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4.	<p>Deliver outcomes of the Periodic Review and maintain Government and Stakeholder confidence.</p>	<ul style="list-style-type: none"> ▪ Respond to outcome of review and develop an implementation plan, if appropriate. ▪ Ensure there are sufficient resources in place, to deliver relevant outcomes. 	<p>As stated above, a provision of £42k was set aside during 2014 and is being held within reserves to be used once the outcome is known. Any additional funding with need to be approved by the Board as per the Scheme of Decision Making.</p> <p>Consideration as to the impact of other areas of work, planned for 2016, would need to be reassessed, with proposals brought to the Board for agreement.</p>	<p>Statutory functions delivered efficiently and effectively, alongside any requirement for the organisation to change.</p> <p>An Operational Plan is devised once the outcomes of the Review are known.</p> <p>Continue to place updates about the Periodic Review into the public domain.</p>	<p>It is hoped that the outcomes of the Periodic Review will be known in the second half of the year. An implementation plan will subsequently be developed.</p> <p>We continue to keep stakeholders and contacts in the trade press updated about the Periodic Review, informing them that the final report is awaited. A column was included in the February eBulletin and ad hoc enquiries of this nature are answered promptly.</p>
5.	<p>Efficient financial management.</p>	<ul style="list-style-type: none"> ▪ Clear budget setting process agreed and understood by Board. ▪ Regular monitoring of outcomes against budget, along with forward planning, horizon scanning and early warning alert mechanism of variances to the Board. ▪ Prompt notification of fees. ▪ Alignment of budget 	<p>The budget setting and monitoring process remains unchanged.</p> <p>The estimated amount of retention fees is collected and there is no adverse impact as a result of the outcome of the Periodic Review.</p>	<p>Deliver ARB's work as set out in the 2016 Business Plan within budget.</p> <p>To deliver the 2016 fee process efficiently, with clear and timely communication, with registrants who are aware of the fee cut-off date, resulting in a lower number of registrants being removed for non-payment than in 2015.</p> <p>An informed Board, who are provided information in a timely and concise way.</p>	<p>We are currently working within the agreed 2016 budget. Some underspends are expected and are explained in the Management Accounts Update, which the Board receives at each meeting.</p> <p>The increased income arising from the growth in the Register will be considered when setting the 2017 retention fee.</p> <p>The 2016 retention fee collection went smoothly with a 21% reduction in the number of architects removed for non-</p>

		<p>to Business Plan, including capital projects.</p> <ul style="list-style-type: none"> Provide 3 year forecasts to capture longer term financial obligations. 			<p>payment of the fee from 2015.</p> <p>A staff task group has been established to review feedback from the collection of the 2016 retention fee. Where possible this group will introduce further improvements to the collection and reinstatement process.</p>
7.	Compliance with legal obligations	<ul style="list-style-type: none"> Health and safety. Employment requirements. Data handling. PAYE. 	<p>Regular reviews as required by law.</p> <p>Compliance with relevant legislation.</p> <p>Seek legal advice when required.</p>	<p>No adverse health and safety incidents taking place during 2016.</p> <p>Implement any required changes to procedures and processes as required.</p>	<p>There have been no identified breaches of legal obligations in this period.</p> <p>A standard H&S declaration for attending exhibitions is being reviewed to ensure compliance.</p> <p>The consolidated version of the Architects Act 1997 is periodically reviewed for compliance with wider legislation implications: a revised version was published online in June 2016.</p>
8.	IT strategy	<ul style="list-style-type: none"> Keep under regular review the strategic IT development plan, maximising digital and self-service opportunities. Understand the ongoing needs and 	<p>Identify costs, and long term savings, ensuring resources are available to execute the plan.</p> <p>£35k Building Resilience Project</p>	<p>Internal and external systems remain stable with no down time.</p> <p>External systems remain accessible and fit for purpose, and responsive to any feedback received.</p> <p>The I.T. strategy continues to support</p>	<p>To date in 2016, internal and external systems have had no downtime.</p> <p>All those who require remote access to ARB systems have remote log on facilities.</p>

		<p>vision for the organisation, including a strategy on continuous improvement and efficiency savings through technology.</p> <ul style="list-style-type: none"> Build further use of the organisations website and online tools/systems. 		<p>the objectives of the Board.</p>	<p>The resilience project is currently underway with further work planned for the remainder of the year.</p> <p>Further IT solutions are being explored to enhance efficiency in the area of registration as demand grows.</p> <p>Enhancements have been made to the Prescribed Examination database to support Equality & Diversity development.</p>
9.	Communications	<ul style="list-style-type: none"> Develop and implement a plan to continuously improve our communications with stakeholders, including updating the layout accessibility and content of ARB's website; developing our social media profile; and raising awareness of ARB and the Register of Architects. Develop effective relationships with Consumer Organisations. 	<p>Website is a primary reference source for members of the public/architects and other organisations.</p> <p>Continuous improvements will be made to ensure we provide information in a timely and effective way.</p> <p>Small focus groups to be held, seek feedback and deliver changes where appropriate.</p> <p>£30k Review and update of website</p>	<p>Increase in the number of visitors to the website.</p> <p>Regular messages about ARB disseminated via social media.</p> <p>Demonstrable evidence of stronger relationships with consumer organisations and all stakeholders.</p> <p>Regular updates to the Board providing detailed information on progress.</p>	<p>There has been an 8% increase in the number of visitors to the website.</p> <p>Our social media audiences continue to grow. LinkedIn continues to be our most popular channel, followed by Twitter and Facebook. Historically we have used social media to signpost audiences to information on our website. We are undertaking a low level trial of a more engaging approach, using the channels to encourage our audiences to submit their views on the logo etc.</p> <p>Meetings have been held in the first 6 months of 2016 with RIBA's Membership Team; The</p>

					<p>Architects Benevolent Society; the Adviser to the CEO of National Council of Architectural Registration Boards in the USA; Bureau Architecten register in the Netherlands and The Register of Architects Accredited in Building Conservation in addition to our regular external meetings.</p> <p>The website review is underway with an improved website planned for later in the year.</p>
10.	<p>Continue our programme of efficiency and effectiveness reviews to improve the operation of the organisation.</p>	<ul style="list-style-type: none"> ▪ Review of ARB's website, in an attempt to further promote self-service provisions. ▪ Review processes to ensure duplication of effort, and 'no value' processes are eradicated. ▪ Continue to review contracts to ensure value for money and on-going quality of service. 	<p>To be largely resourced internally through staff time.</p> <p><u>Carried Forward</u> - £5k legal services contract tender – Please note this activity was due to take place in 2015 but due to the timing of the Periodic Review it will be rolled into 2016.</p>	<p>Robust, but agile internal working practices that deliver effective, timely outcomes for the users of our services.</p> <p>Constructive feedback received from the users of our services.</p> <p>Demonstrate value for money from contract negotiations.</p>	<p>In late 2015 we undertook a series of internal compliance exercises, e.g. against the Framework Agreement; against the General Rules etc. We are in the process of implementing the action points which arose from those reviews.</p> <p>We continue to review existing processes in all areas.</p> <p>The tender for ARB's corporate solicitor has been delayed pending the outcome of the Periodic Review.</p> <p>Contracts continue to be reviewed, particularly in relation to building and operational services.</p>

11.	<p>Explore and take up opportunities to work with stakeholders and partners to deliver ARB's objectives.</p>	<ul style="list-style-type: none"> ▪ Actively seek opportunities for working with others. ▪ Build partnerships with others to influence the regulation of architects to protect consumers. 	<p>Use of internal resources/ no additional resources required.</p>	<p>Demonstrable evidence of broader working relationships with Stakeholders and Partners from the built environment, consumer and regulatory sectors.</p>	<p>We supported DCLG by sharing information about a survey they were undertaking into Building Regulations Approved Documents.</p> <p>We have held catch up meetings with HomeOwners Alliance and TrustMark and continue to work together on matters of mutual interest.</p> <p>We have also held an initial meeting with the Committee on Advertising Practice (CAP) who have suggested that we refer a suitable misuse of title complaint to the Advertising Standards Authority (ASA).</p>
13.	<p>Respond to, and advise on European legislation that affects the regulation of architects</p>	<ul style="list-style-type: none"> ▪ Monitor EU legislation in terms of ARB's objectives / statutory functions. ▪ Implement a communications plan to ensure architects are informed. 	<ul style="list-style-type: none"> ▪ Consumer Rights Directive ▪ ADR Directive ▪ Data protection 	<p>ARB will have responded to relevant consultations as appropriate.</p> <p>Staff will be aware of relevant developments, report these to the Board, ensure they are taken into account when taking strategic decisions and, where appropriate, communicated to architects.</p>	<p>We have responded to the European Commission's consultation regarding the Services Directive and considered the implications of the proposals within it and how they could impact on ARB's policies in the future.</p>

14.	To continue to improve governance arrangements within the organisation	<ul style="list-style-type: none"> ▪ Undertake a Board and Committee effectiveness review, and implement any actions from the review. ▪ Ensure the Board has sufficient, evidence based, timely information, in which to make informed decisions. ▪ Be alert to best practice in the arena of governance and recommendations on how to continually improve. ▪ Induct new Board members as appropriate 	Resourced internally.	<p>Outcomes of effectiveness reviews will be actioned and taken forward as appropriate.</p> <p>Governance arrangements will be kept up to date, reviewed where appropriate, and adjusted to meet best practice.</p>	<p>An effectiveness review was undertaken at the end of 2015, the results of which were considered by the Board in February 2016. Actions arising from the effectiveness review are being taken forward and implemented both at Board and Committee level.</p> <p>We are in the process of reviewing the effectiveness questionnaire and will roll this out in late 2016.</p> <p>All new Board members who joined in April 2016 have undergone a thorough Board and Committee level induction process and are currently undertaking follow up activities.</p> <p>We have reviewed and updated our Register of Interest forms and will be rolling these out later in 2016.</p>
15.	Continue to review, develop and implement our equality and diversity action plan	<ul style="list-style-type: none"> ▪ Review and amend the plan as required, introducing targets. ▪ Collect and analyse Equality and Diversity data, and utilise the information to influence policy decision making. 	Ongoing collection of data as launched in 2014.	<p>Annually published data which is of value to the Board and other stakeholders.</p> <p>Implications of E&D considered as part of all policy discussions.</p>	A new feature has been developed and added to online services that enables architects to provide their E&D data at the same time as accessing other services.

		<ul style="list-style-type: none"> Make the data fully available to assist others in their policy information gathering. Undertake project to consider how to make consultations more accessible. 			<p>We have met with the Judicial Appointments Committee to share information on best practice.</p> <p>We have attended two events organised by the National Association of Women in Construction (NAWIC).</p>
16.	Manage ARB's reputation to ensure there is public confidence in the regulation of architects	<ul style="list-style-type: none"> Raise the profile of ARB's role, in order to communicate the role of regulation. Strengthen our relationships in the regulation and consumer sectors. Gather feedback from those that use our services, to ensure we are offering relevant and accessible services in a way which adds value. Deliver a communication plan which raises awareness of the role of ARB, in particular the public Register of Architects. Communicate the value of using a 	<p>Use of internal resources.</p> <p>£5K for feedback project.</p>	<p>Understanding of key regulation and consumer/client issues, which assists the decision making of the Board.</p> <p>Clear understanding of ARB's performance and service delivery through wide ranging feedback.</p> <p>Publish measureable key performance indicators, and report against them biannually.</p> <p>Increased use of Search the Register facility through enhanced awareness of its value, enabling consumers to make informed choices.</p> <p>External communications reinforce message of ARB's regulatory work.</p>	<p>Stakeholders - We continue to maintain existing and build new relationships with stakeholders. We recently met with HomeOwners Alliance and TrustMark and are in the process of arranging a meeting with a new contact at Which?</p> <p>Feedback - Feedback is collected and carefully considered, where possible changes are made to address issues raised. Examples include:</p> <p>i) The Retention Fee Action Group has commenced the process of considering practical changes to the collection, removal and reinstatement processes for the 2017 fee.</p> <p>ii) The registration route-finder has been modified following comments made by users.</p>

		<p>registered architect to enhance public/consumer/client understanding.</p> <ul style="list-style-type: none"> ▪ Attend relevant consumer events to raise awareness of ARB's role and the public Register, through exhibiting and speaking opportunities. 			<p>iii) The exam guidance has been amended to address issues highlighted by candidates.</p> <p>iv) A guidance note on standards of acceptance for a complaint has been issued and the complaints form has been amended to provide greater clarity in this area.</p> <p>Exhibiting - We exhibited at the Homebuilding and Renovating (HBR) Show which was held at the NEC in April, and presented a masterclass session on 'using an architect'.</p> <p>Consumer data – We have sourced and successfully trialled a consumer survey tool which enables consumers to vote on spot questions. We plan to use this tool to build up consumer insight data which will enable us to improve information we provide to the public.</p>
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Glossary

BiS	Department for Business, innovation and skills
DCLG	Department for Communities and Local Government
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
FReM	Financial Reporting Manual (Government document)
PQD	Directive 2005/36/EC on the mutual recognition of professional qualifications
PCC	Professional Conduct Committee