



# 2017/2018 Business Plan

Covering the period 2017 to the end of June 2018

## 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. Digital by default.

	Area of Work	Actions	Measures of Success	Notes
1.	<b>Improve the accuracy of the Register.</b>	<ul style="list-style-type: none"> <li>▪ Further increase the use by registrants of online tools for updating details.</li> <li>▪ Undertake an accuracy and quality review of the Register database.</li> <li>▪ Implement email and telephone verification software across all self-service registration systems.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A lower number of requests from registrants to update details manually.</li> <li>▪ A lower number of invalid email addresses added on the Register, resulting in a reduced number of undeliverable communications to registrants.</li> </ul>	
2.	<b>Continue to enhance online registration system, including further development of internal office systems.</b>	<ul style="list-style-type: none"> <li>▪ Continue to develop streamlined back office systems to support the online registration tool.</li> <li>▪ Gather feedback from users and potential users of the system and make appropriate amendments to the system.</li> <li>▪ Explore Plain English accreditation for the information provided in the system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhanced back office system leading to shorter application processing times.</li> <li>▪ An increased understanding of how users view and use the system. Improved user journey if enhancements are made supported by higher satisfaction levels.</li> <li>▪ Positive feedback that our communication is easily understood and system instructions are easy to follow.</li> </ul>	
3.	<b>Provide an efficient and effective service to all enquirers.</b>	<ul style="list-style-type: none"> <li>▪ Develop a more robust system for handling incoming email, capable of providing management information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased efficiency, a reduction in the number of days to respond to enquiries, alongside enhanced management information on performance.</li> </ul>	

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	Area of Work	Actions	Measures of Success	Notes
4.	<b>Undertake a fundamental review of the routes to registration.</b>	Undertake a review to: <ul style="list-style-type: none"> <li>▪ Explore whether current arrangements remain fit for purpose and reflect current best practice.</li> <li>▪ Explore whether registration should continue to be qualifications-based and any implications for change at an EU and international level.</li> <li>▪ Consider whether alternative routes to registration would be viable and would widen access to the Register whilst maintaining standards of competence.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ Engaged with all stakeholders and kept them informed of progress as the review develops.</li> <li>▪ Specific measures of success for key areas of the project scope will be identified and agreed as part of the sign off process for the project plan.</li> </ul>	Full Routes Review is on hold.  Aspects of the Review have been extracted to form “business as usual” reviews. <ul style="list-style-type: none"> <li>▪ Review of the Criteria</li> <li>▪ Review of the Prescription Procedures</li> </ul> Project Plans and timelines for these projects have been agreed by the Board for delivery during 2017/2018.
5.	<b>‘Business as usual’ review of Prescribed Examination Procedures – dependant on Criteria/Procedure review amendments.</b>	Undertake a review to: <ul style="list-style-type: none"> <li>▪ Explore whether the procedures remain fit for purpose following completion of the Criteria/Procedure reviews</li> <li>▪ Explore whether the eligibility requirements remain fit for purpose</li> <li>▪ Explore whether the process is efficient and robust in offering assurance that those who pass the exam have equivalent competence to an architect undertaking an ARB prescribed qualification at the appropriate level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procedures tested to ensure consistency with the outcomes of the Criteria/Procedure review and amended where necessary.</li> <li>▪ Engaged with all stakeholders and kept them informed of progress as the review develops.</li> <li>▪ Procedures tested to ensure that where possible, costs to the candidate are minimised as far as possible.</li> <li>▪ Steps taken to ensure that any efficiency savings do not result in less assurance that the candidate is competent to the appropriate level.</li> <li>▪ Specific measures of success for key areas of the project scope will be identified and agreed as part of the sign off process for the project plan.</li> </ul>	

## 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	Measures of Success	2017/2018
1.	<b>To have improved engagement 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.</b>	<p>To improve the promotion of the availability of the following services and to meet all reasonable requests for:</p> <ul style="list-style-type: none"> <li>▪ feedback sessions;</li> <li>▪ planning meetings;</li> <li>▪ university liaison sessions;</li> <li>▪ regular engagement with and liaison meetings with stakeholders;</li> <li>▪ speaking at relevant conferences/ forums;</li> <li>▪ Providing support for those seeking to list qualifications in Europe.</li> <li>▪ To improve and develop areas of ARB’s website relating to prescribed qualifications/the student handbook as well as keeping them up to date.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good relationships with key stakeholders are maintained and developed, as exhibited by individual and collective feedback.</li> <li>▪ Stakeholders believe ARB adds value over and above performance on the prescription function, as evidenced by collective and individual feedback.</li> <li>▪ ARB is kept well informed of possible future developments in order to plan its work and respond to developments.</li> </ul>	This area of work will be aligned to the business as usual reviews of the Criteria and Prescription procedures which are currently being undertaken.
2.	<b>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</b>	<ul style="list-style-type: none"> <li>▪ Continue to embed the European Commission’s revised process for the notification of qualifications within ARB’s procedures.</li> <li>▪ Ensure that the European Commission’s deadlines for considering notifications are met on every occasion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ ARB will have reviewed 100% of European notifications within the European Commission’s deadlines, and complied with the requirements in this area.</li> <li>▪ ARB will have dealt with all UK notifications within the European Commission’s deadlines, and complied with the requirements in this area.</li> </ul>	

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	Area of Work	Actions	Measures of Success	2017/2018
	<p><b>European qualifications which are notified to the European Commission for listing under the PQD.</b></p>			
<p><b>3.</b></p>	<p><b>Apprenticeship Route.</b></p>	<ul style="list-style-type: none"> <li>▪ Engage with the Architecture Trailblazer Group and relevant stakeholders regarding the development of the Apprenticeship routes for Architect and Architectural Assistant.</li> <li>▪ Keep relevant committees/the Board up to date regarding developments as well as the risks and issues associated with the development of the apprenticeships.</li> <li>▪ Develop and publish guidance for institutions seeking to offer prescribed academic provision within the apprenticeship framework, as well as those seeking to undertake an apprenticeship route to registration.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of timely information to assist the development of the apprenticeship schemes and regular engagement with and attendance at relevant Architects Trailblazer Group meetings.</li> <li>▪ Provision of updates and presentations to relevant ARB committees and the Board.</li> <li>▪ Guidance for institutions and stakeholders will be available on ARB's website.</li> </ul>	
<p><b>4.</b></p>	<p><b>Explore possibilities of Mutual Recognition Agreements with International Countries.</b></p>	<ul style="list-style-type: none"> <li>▪ Engage with relevant Government Departments regarding ARB's role in this area.</li> <li>▪ Seek legal advice regarding the development of any MRAs.</li> <li>▪ Undertake thorough research in relation to any potential MRAs.</li> <li>▪ Build robust working relationships with counterpart bodies in other countries.</li> <li>▪ Provide clear and timely updates to stakeholders.</li> <li>▪ Following exploration, develop relevant MRAs as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to work with DCLG, DExEU and DIT to establish ARB's position in relation to the development of potential MRAs.</li> <li>▪ Worked closely with the Board's solicitor to ensure that any potential MRAs will be fit for purpose.</li> <li>▪ Undertaken detailed background research in relation to the registration and prescription requirements in other relevant countries.</li> <li>▪ Held discussions and where appropriate, meetings with ARB's counterpart bodies in other countries to discuss the registration and prescription requirements in each respective country and identify any gaps which may need to be addressed</li> </ul>	

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	Area of Work	Actions	Measures of Success	2017/2018
			<ul style="list-style-type: none"><li>▪ Issued appropriate information to stakeholders to keep them informed of developments.</li><li>▪ Explored and developed MRAs with counterpart bodies as appropriate.</li></ul>	

## 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 Architect's 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	Measures of Success	2017/2018
1.	<b>Ensure efficient processes which are fair to all in all aspects of complaints handling</b>	<ul style="list-style-type: none"> <li>▪ Review and improve all literature guidance to ensure they remain compliant with Best Practice.</li> <li>▪ Integrate online complaints tool with ARB's internal investigations portal.</li> <li>▪ Develop and increase the use of online feedback.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All external facing guidance and literature is reviewed and updated as appropriate.</li> <li>▪ Feedback is reported in an appropriate way, and demonstrable action taken in light of it where appropriate.</li> </ul>	This area of work links into the overarching review of ARB's disciplinary processes.
2.	<b>Ensure the investigations process is running smoothly and offers a fair process to all.</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Outdated Professional Standards database and IT system are replaced by a fit for purpose system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 80% of Investigations Panel decisions are reached within 12 weeks.</li> <li>▪ 80% of Third Party Reviews find no further action to be taken.</li> <li>▪ No findings of 'no case to answer' at the PCC or adverse findings by Judicial Review.</li> <li>▪ No successful appeals against PCC decisions.</li> <li>▪ A fully operational and paperless IT system for investigations is put in place.</li> </ul>	
3.	<b>Review how ARB delivers its statutory obligations</b>	<ul style="list-style-type: none"> <li>▪ Seek views from all stakeholders as to how ARB's disciplinary regime might be</li> </ul>	<ul style="list-style-type: none"> <li>▪ New Investigations &amp; Professional Conduct Committee Rules are consulted on and</li> </ul>	Commenced second half of 2017 to April 2018

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	Area of Work	Actions	Measures of Success	2017/2018
	<p><b>under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence.</b></p>	<p>improved.</p> <ul style="list-style-type: none"> <li>▪ Draft new rules and acquire Board approval for changes where appropriate.</li> <li>▪ Undertake three month formal consultation on proposed changes.</li> <li>▪ Publish new rules; provide training as necessary to those who deliver a service on behalf of ARB.</li> <li>▪ Ensure that guidance and standard correspondence is updated to reflect changes to procedures.</li> </ul>	<p>published to come into effect by 30 September 2018.</p>	
4.	<p><b>Appoint new Investigations Pool members.</b></p>	<ul style="list-style-type: none"> <li>▪ <del>Undertake an open and fair recruitment exercise to appoint architect and lay members of the Investigations Pool</del></li> <li>▪ <del>Ensure that the appointments process adequately fulfils the skills balance required on the Pool</del></li> <li>▪ Provide induction and training to new members as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <del>The Investigations Pool has sufficiently skilled membership to fulfil its duties.</del></li> <li>▪ <del>The Investigations Pool continues to work effectively and seamlessly throughout the transitional period.</del></li> </ul>	<p>This area of work has been completed and will be removed for the finalised 2017/2018 Business Plan</p>



## 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	Measures of Success	2017/2018
1.	<b>Raise public awareness of the standards expected of architects.</b>	<ul style="list-style-type: none"> <li>▪ Ensure that the Code is embedded within all of the key communication documents published by ARB.</li> <li>▪ Publish articles throughout the year highlighting the benefits of using a registered professional.</li> <li>▪ Establish an internal task and finish group to explore ways in which public awareness can be raised, including establishing links with other organisations; reviewing the material we publish; our attendance at consumer shows; and how our impact and reach in this area can be maximised.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence that promotion of the Code will have been considered in conjunction with all publications and communications. For web based communications, details about the number of clicks and views will be recorded.</li> <li>▪ Internal task and finish group to have developed and carried out action plan for raising public awareness of professional standards and developing links with relevant organisations.</li> <li>▪ Engagement strategy for consumer shows to have been developed.</li> </ul>	
2.	<b>Uphold the value of the Register by increasing its use.</b>	<ul style="list-style-type: none"> <li>▪ Continue to increase awareness of the Register through online platforms.</li> <li>▪ Develop a strategic communications plan to keep the Register topical and in the public arena.</li> <li>▪ Develop relationships/partnerships with relevant organisations/groups to raise awareness of the Register through advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Social media referrals to the Register increased by 10%.</li> <li>▪ The number of Register searches increased by 5%.</li> <li>▪ Visits to the Register increased by 5%.</li> <li>▪ All prosecutions launched done so in adherence with a consistent policy and concluded successfully.</li> </ul>	

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		<ul style="list-style-type: none"> <li>▪ Review the misuse of the Board’s Title policy and approach.</li> <li>▪ Raise awareness of the purpose of prosecutions so that potential offenders are deterred and the public is informed</li> <li>▪ Use all legal options available to deal with serious/repeat misusers of the title of architect.</li> </ul>		
3.	<p><b>Encourage architects to promote their registered status to increase awareness and value of the Register.</b></p>	<ul style="list-style-type: none"> <li>▪ Explain to registrants the value of referring to their registered status.</li> <li>▪ Expand the Registrant’s services secure area so that architects can have access to their details and embedded logo information in an attempt to further enhance public awareness of the Register.</li> <li>▪ Increase links to the ARB Register via websites.</li> <li>▪ Establish an internal task and finish group to review registrants’ services and registrants’ pages on the website</li> <li>▪ Introduce an electronic ‘welcome pack’ for new registrants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Downloads of ARB logo from website increased by 10%.</li> <li>▪ External links to the online Register increased by 10%.</li> <li>▪ Internal task and finish group to have reviewed this area and progressed action points.</li> <li>▪ Improved understanding amongst architects of UK Regulatory requirements.</li> <li>▪ Demonstrable increase in the understanding of the role of ARB and the regulatory landscape, along with information on UK context for those who did not qualify in the UK.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
1.	<b>Continue to embed the requirement of the revised Professional Qualifications Directive (PQD).</b>	<ul style="list-style-type: none"> <li>▪ Continue to consider the outcome of the PQD legislative changes and determine whether any further changes may need to be made to appropriate ARB policies, requirements and documents.</li> <li>▪ Take legal advice and advice from DCLG and BEIS where necessary.</li> <li>▪ Analyse and cost any necessary system changes for 2018 budget.</li> <li>▪ Engage in discussions with stakeholders and ensure understanding of the changes.</li> <li>▪ Ensure information is readily available.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders are fully aware of the implications of the changes.</li> <li>▪ ARB makes any relevant adjustments to its policies, requirements and documents so that they continue to remain compliant with the revised Directive.</li> </ul>	
2.	<b>Engage with the European Commission's review of the Professional Qualifications Directive.</b>	<ul style="list-style-type: none"> <li>▪ Continue to attend and engage with our European Stakeholders, e.g. ACE; ENACA</li> <li>▪ Continue to liaise with Government Departments, e.g., DCLG and BEIS</li> <li>▪ Consider the implications of any potential changes to the Directive</li> <li>▪ Ensure information is readily available to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ ARB is fully aware of the likely scale and timings of the review.</li> <li>▪ Stakeholders are aware of the review; any potential changes and the implications of these.</li> <li>▪ Staff will have continued to participate in key ACE/ENACA meetings/discussions.</li> </ul>	
3.	<b>Managing risk.</b>	<ul style="list-style-type: none"> <li>▪ Audit Committee regularly reports to Board.</li> <li>▪ Internal audit function appropriately resourced and monitored.</li> <li>▪ Maintain reporting cycle of risk register and risk strategy from staff to Board level.</li> <li>▪ Monitor delivery against performance indicators (bi-annual), the Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information provided to the Board on performance and risk is considered to be at the right level and provides an appropriate level of assurance.</li> <li>▪ Internal audit continues to be robust and add value, as assessed by the Audit Committee and the management team.</li> <li>▪ Emerging and live risks are sufficiently mitigated by the actions in place, or the level of risk is accepted as being within the Boards risk tolerance level.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<p>(annual), ARB's purpose and objectives (annual).</p> <ul style="list-style-type: none"> <li>▪ Ensure adequate reserves are maintained through review of reserves policy and maintenance of the policy minimum.</li> <li>▪ Rolling programme of 2017/2018 policy reviews.</li> <li>▪ Monitor the outcome of legal challenges for areas of improvement and trends, particularly where there may be a financial or reputational risk.</li> <li>▪ Consider implications and risk of any changes as consequence of the Periodic Review.</li> <li>▪ Continue to develop awareness amongst the staff team of the risks which could impact on ARB's work internally.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The level of reserves maintained provides the appropriate level of reassurance/ confidence to the Board, the Government and key stakeholders.</li> <li>▪ Relevant policies are reviewed within expected time frame.</li> <li>▪ Risks will have been adjusted on basis of the analysis of trend information and improvements.</li> <li>▪ All members of staff will continue to have an understanding of the risks which could impact on ARB's work.</li> </ul>	
4.	<p><b>Maintain adequate and appropriately skilled staffing levels that are utilised effectively.</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure sufficient staff resources are maintained to deliver statutory functions and ARB's Business Plan in line with the Board's priorities.</li> <li>▪ Maintain staff development budget and encourage flexible working, and interaction with outside organisations to further enhance knowledge, skills and engagement.</li> <li>▪ Continue to cultivate an environment that supports engagement and encourages team members to reach their full potential.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain adequate staffing levels.</li> <li>▪ Evidence of increased flexible working across the organisation to deliver statutory functions.</li> <li>▪ A committed and engaged staff resource (Annual Engagement survey).</li> <li>▪ An integrated efficient online expenses system with positive feedback from system users.</li> <li>▪ Efficient Human Resources system in place.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<ul style="list-style-type: none"> <li>▪ Ensure that pay and reward is competitive and attracts and retains high calibre staff.</li> <li>▪ Continue to build on ARB's people strategy and key succession planning policy.</li> <li>▪ Introduce online expenses system.</li> <li>▪ Replace Human Resources Software package.</li> </ul>		
5.	<b>Deliver the recommendations resulting from the Periodic Review and maintain Government and Stakeholder confidence.</b>	<ul style="list-style-type: none"> <li>▪ Respond to outcome of review and develop an implementation plan, if appropriate.</li> <li>▪ Ensure there are sufficient resources in place, to deliver relevant outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory functions delivered efficiently and effectively, alongside any requirement for the organisation to change.</li> <li>▪ Successful development of an Operational Plan once the outcomes of the Review are known. Stakeholder satisfaction with ARB's communications around the Periodic Review.</li> <li>▪ Continue to place updates about the Periodic Review into the public domain.</li> <li>▪ Implementation plan delivered within the agreed timeframe.</li> </ul>	
6.	<b>Efficient financial management.</b>	<ul style="list-style-type: none"> <li>▪ Clear budget setting process agreed and understood by Board.</li> <li>▪ Regular monitoring of outcomes against budget, along with forward planning, horizon scanning and early warning alert mechanism of variances to the Board.</li> <li>▪ Prompt notification of fees.</li> <li>▪ Alignment of budget to Business Plan, including capital expenditure projects.</li> <li>▪ Provide 3 year forecasts to capture longer term financial obligations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver ARB's work as set out in the Business Plan within budget.</li> <li>▪ To deliver the 2018 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 2017.</li> <li>▪ An informed Board, which is provided information in a concise way, enabling them to govern the organisation effectively.</li> <li>▪ To have in place a project plan for reviewing</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<ul style="list-style-type: none"> <li>▪ Develop a property strategy.</li> <li>▪ Annually Review the Boards Investment Strategy and the Investment and Management arrangement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ ARB's premises options.</li> <li>▪ To have in place an agreed Investment Strategy.</li> </ul>	
7.	<b>Compliance with legal obligations.</b>	<ul style="list-style-type: none"> <li>▪ Health and safety.</li> <li>▪ Employment requirements.</li> <li>▪ Data handling.</li> <li>▪ PAYE.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No adverse health and safety incidents taking place during 2017/2018.</li> <li>▪ Implement any required change to procedures and processes as required.</li> </ul>	
8.	<b>Stakeholder Research Project.</b>	<ul style="list-style-type: none"> <li>▪ Test the market for companies able to provide the relevant services.</li> <li>▪ Undertake tender exercise as required.</li> <li>▪ Set terms of reference for the project.</li> <li>▪ Report findings back to the Board.</li> <li>▪ Set out a project plan for delivering on the agreed outcomes of the research.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A thorough, valuable piece of research on ARB's relationship with its stakeholders is produced enabling a strategy commitment for the next three years.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
9.	<b>IT strategy.</b>	<ul style="list-style-type: none"> <li>▪ Keep under regular review the strategic IT development plan, maximising digital and self-service opportunities.</li> <li>▪ Understand the ongoing needs and vision for the organisation, including a strategy on continuous improvement and efficiency savings through the use of technology.</li> <li>▪ Increase the use of the organisation's website and online tools.</li> <li>▪ Explore the possibilities and implications involved in moving ARB's Board and Committee papers on-line.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internal and external systems remain stable with no down time.</li> <li>▪ External systems remain accessible and fit for purpose, and responsive to any feedback received.</li> <li>▪ The IT strategy continues to support the objectives of the organisation and deliver efficiencies. Increased number of visits to the website and use of online tools such as the online application portal.</li> <li>▪ The pros and cons involved in moving the Board and its Committees' papers on-line will have been fully explored and a new system introduced.</li> </ul>	
10.	<b>Explore and take up opportunities to work with stakeholders and partners to deliver ARB's objectives.</b>	<ul style="list-style-type: none"> <li>▪ Actively seek opportunities for working with a wider range of stakeholders.</li> <li>▪ Build partnerships with others to influence the regulation of architects to protect consumers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrable evidence of broader working relationships with Stakeholders and Partners from the built environment, consumer and regulatory sectors.</li> </ul>	
11.	<b>Respond to, and advise on European legislation that affects the regulation of architects.</b>	<ul style="list-style-type: none"> <li>▪ Monitor EU legislation in terms of ARB's objectives / statutory functions.</li> <li>▪ Consumer Directive</li> <li>▪ ADR Directive</li> <li>▪ Data protection</li> <li>▪ Services Directive</li> <li>▪ Implement a communications plan to ensure architects are informed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ ARB will have responded to relevant consultations as appropriate.</li> <li>▪ 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.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
12.	<b>To continue to improve governance arrangements within the organisation and ensure that they are aligned with best practice.</b>	<ul style="list-style-type: none"> <li>▪ Undertake a Board and Committee effectiveness review, and implement any actions from the previous year's review.</li> <li>▪ Ensure the Board has sufficient, evidence based, timely information, on which to make informed decisions.</li> <li>▪ Be alert to best practice in the arena of governance and recommendations on how to continually improve.</li> <li>▪ Ensure Board membership continues to comply with the requirements of the Act; induct new Board members as appropriate.</li> <li>▪ Conclude the review of the ARB/DCLG Framework Agreement.</li> <li>▪ Conclude the review of the Board's Code of Practice.</li> <li>▪ Review the Board appraisal process.</li> <li>▪ Review the Board's General Rules.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outcomes of effectiveness reviews will be actioned and taken forward as appropriate.</li> <li>▪ A revised ARB/DCLG Framework Agreement will have been published.</li> <li>▪ A revised version of the Board's Code of Conduct will have been included in the Board Handbook.</li> <li>▪ The Board's appraisal process will have been reviewed and any revisions rolled out.</li> <li>▪ A review of the Board's General Rules will have been undertaken with a view to publishing an updated set of Rules in 2018.</li> <li>▪ Governance arrangements will be kept up to date, reviewed where appropriate, and adjusted to meet best practice.</li> </ul>	Aligned to this area of work will be the preparation needed to ensure the smooth transition to an all appointed Board.
13.	<b>Continue to review, develop and implement our equality and diversity action plan.</b>	<ul style="list-style-type: none"> <li>▪ Review and amend the plan as required taking into consideration best practice in this area including moving to an inclusion policy.</li> <li>▪ Collect and analyse Equality and Diversity data, and utilise the information to influence policy decision making.</li> <li>▪ Make the data fully available to assist others in their policy information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annually published data which is of value to the Board and other stakeholders.</li> <li>▪ Equality and Diversity Implications considered as part of all policy discussions based on data where appropriate.</li> <li>▪ 5% Increase in the Equality and Diversity information held in relation to registrants.</li> </ul>	



## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<p>gathering.</p> <ul style="list-style-type: none"> <li>▪ Undertake project to consider how to make consultations more accessible.</li> <li>▪ Review and ensure that ARB is collecting appropriate and relevant data.</li> <li>▪ Ongoing training for staff, Board and those who assist delivery of the organisations objectives.</li> </ul>		
14.	<b>Implementation of new governance arrangements, including recruitment, induction and required rule changes.</b>	<ul style="list-style-type: none"> <li>▪ Provide DCLG with all requested assistance in bringing legislative change.</li> <li>▪ Provide job descriptions, packages, information and resource to allow recruitment of Board members.</li> <li>▪ Arrange for a full induction to be given to all new Board members.</li> <li>▪ Design a new committee structure.</li> <li>▪ Update General Rules to reflect the above changes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Schedule 1 of the Act is amended to provide for a fully appointed Board.</li> <li>▪ A fully appointed Board is recruited and inducted ready to take office on the effective date as specified by Government.</li> <li>▪ Rules, committee structure and remuneration packages are agreed and in place for the start of the new Board.</li> </ul>	
15.	<b>Manage ARB's reputation to ensure there is public confidence in the regulation of architects.</b>	<ul style="list-style-type: none"> <li>▪ Raise the profile of ARB's role, in order to communicate the role of regulation.</li> <li>▪ Strengthen our relationships in the regulation and consumer sectors.</li> <li>▪ Gather feedback from those that use our services, to ensure we are offering relevant and accessible services in a way which adds value.</li> <li>▪ Deliver a communication plan which raises awareness of the role of ARB, in particular the public Register of Architects.</li> <li>▪ Communicate the value of using a registered architect to enhance public/consumer/client understanding.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Understanding of key regulation and consumer/client issues, which assists the decision making of the Board.</li> <li>▪ Clear understanding of ARB's performance and service delivery through wide ranging feedback.</li> <li>▪ Publish measureable key performance indicators, and report against them biannually.</li> <li>▪ Increased use of Search the Register facility through enhanced awareness of its value, enabling consumers to make informed choices.</li> <li>▪ External communications reinforce message of ARB's regulatory work.</li> </ul>	

## Section E - Corporate Functions

	Area of Work	Actions		2017/2018
		<ul style="list-style-type: none"> <li>Attend relevant consumer events to raise awareness of ARB's role and the public Register, through exhibiting and speaking opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>No high profile regulatory failures leading to public criticism.</li> </ul>	
16.	<b>Recruitment of external advisers – Examiners, Prescription Advisers, possible expansion of Professional Conduct Committee.</b>	<ul style="list-style-type: none"> <li>Work with DCLG to amend legislation to expand membership of the PCC.</li> <li>Draft schedule of required recruitment throughout the year.</li> <li>Ensure that job descriptions, codes of conduct and remuneration packages are current and appropriate.</li> <li>Bring proposed appointments to the Board for decision in good time.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule 2 of the Act is amended to allow for an expanded PCC membership.</li> <li>All appointments are fulfilled in line with ARB's agreed policies, and without any interruption in service.</li> </ul>	
17.	<b>To respond to the Government's advice and guidance regarding the UK's departure from the EU.</b>	<ul style="list-style-type: none"> <li>Provide Government with information as requested on the current regulatory regime, facts and figures.</li> <li>Respond to the advice and guidance provided by the Department for Communities and Local Government regarding any proposed changes to ARB'S role and responsibilities.</li> <li>To ensure any changes to legislation are enacted with minimal disruption to ARB's work.</li> <li>To ensure that the profession and public are kept up to date with how the UK's departure from the EU will affect ARB's core activities and function through communications, and website FAQs.</li> <li>To liaise with other EU competent authorities as and when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback from the Department for Communities and Local Government on responsiveness and quality of information provided.</li> <li>Successful embedding of any legislative changes into ARB's operations and strategy.</li> <li>Regular updates sent to the profession and other stakeholders at appropriate intervals and website FAQs reviewed and updated on regular basis.</li> <li>Feedback from stakeholders, including profession, public and competent authorities as to quality and timeliness of communications and updates.</li> </ul>	

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## Glossary

BEIS	Department for Business, Energy and Industrial Strategy
DCLG	Department for Communities and Local Government
DExEU	Department for Exiting the European Union
DIT	Department for International Trade
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
FReM	Financial Reporting Manual (Government document)
MRA	Mutual Recognition Agreement
PQD	Directive 2005/36/EC on the mutual recognition of professional qualifications
PCC	Professional Conduct Committee

ARB maintains a rolling programme of review for all of its policies and procedures. The following are the main major areas which ARB may consider in 2017 and beyond: