



**Subject** 2017 Board and Committee Effectiveness Review  
**Purpose** For Note  
**From** Registrar

If you have any enquiries on this paper, please contact Karen Holmes at [karenh@arb.org.uk](mailto:karenh@arb.org.uk) or on 020 7580 5861

---

## 1. Summary

To note the timeline and process of the 2017 Board and Committee Effectiveness Review

## 2. Open Session

## 3. Contribution to the Board's Purpose and Objectives

In delivering the Act, ARB's objectives are:

Protect the users and potential users of architects' services and support architects through regulation. The effectiveness of the Board and committees is essential to the delivery of both objectives as the Board establishes ARB's strategy, provides oversight to the organisation and performs statutory roles. The annual effectiveness review informs the Board and enables it to identify areas of improvement.

## 4. Background

- i. In February 2017, the Board considered the results of its fifth Board Effectiveness Review and agreed the following actions:

- 1) continue to refresh Board members' knowledge of their roles, particularly in relation to equality and good governance;
- 2) improve Board members' knowledge about the architectural profession;
- 3) strengthen engagement with key stakeholder groups;
- 4) introduce benchmarking information.

In light of the impending changes to the constitution of the Board as announced in Government's Periodic Review, the Board agreed there would be limited benefit in committing significant resource to the first two recommendations; however some work would be done in this area to ensure Board member's knowledge and understanding.

In respect of the above actions, as part of the Board's Development day, held in May, the Board discussed good governance. A refresher training session on Equality & Diversity responsibilities will be held in early 2018. Work on actions 2, 3 and 4 continue to be progressed, with information being provided on the sector through the fortnightly news and information round up sent to the Board, soapbox

items and presentations from external speakers. Work is being carried out to grow our stakeholder network as reported in September, with further work planned. Benchmarking information is being incorporated into board papers as appropriate, including information on other regulator's key performance indicators.

The Board agreed that work should be done to explore if it was the appropriate time to undertake a significant piece of research into how ARB is viewed by its various stakeholders. It was felt that such information would assist ARB in being able to benchmark ARB's current impact, assess its future performance, and strengthen key stakeholder relationships. As part of the 2018 Business Plan and budget decisions, the Board agreed that stakeholder research would take place.

- ii. In addition to the overall Board recommendations, the Board's four Committees (the Audit Committee, Investigations Oversight Committee, Remuneration Committee and the Prescription Committee) each discussed the findings of their specific Committee Effectiveness Review and have progressed the relevant actions accordingly.
- iii. The information gathered from the 2016 Effectiveness Review also assisted the Operational Management Group when producing the Governance Statement, which forms part of the organisation's Annual Report and Financial Statements.
- iv. The 2017 Effectiveness Review is due to commence in early December 2017. This year, we will be undertaking the exercise in house, having used an external provider for the 2016 Survey. As the composition of the Board is due to change over the next 12 months, it is deemed proportionate that an internal review be undertaken for 2017.

Previously, the Board has been critical of the analysis of the feedback gathered as part of the internal reviews undertaken; however the exercise undertaken by the external provider was not felt to add any additional insight.

It was suggested, when the Board were notified last year of 2016 Effectiveness Review timeline and process, that in future years some input from Board members should be sought on the composition of the questions. In line with that request, the Registrar has sought input from the Chair and Vice Chair on the questions to be included in the Board survey, and with the chairs of all the Committees in relation to the Committee survey questions.

Each Board member will again this year be asked to complete a Board questionnaire and a questionnaire for each Committee they sit on. We will again be issuing the questionnaire to Board members via an online tool.

Board members are asked to note that whilst the surveys are anonymous, the small sample size may enable individuals to be identified. To maximise the value of the surveys, Board members are urged to complete all of the requested surveys.

In previous years feedback has been sought, through the questionnaire, from the Board's internal and external auditors, as well as the Board's Solicitor. When discussing the outcomes of the 2016 Survey, the Board concluded that the information provided by those participants was limiting. As a consequence of the Board's earlier discussion, we will not be seeking input from these participants for the 2017 Survey.

- v. Since the 2014 survey, the Operational Management Group has also completed a separate questionnaire, which has been reported separately. The Operational Management Group will complete the same questionnaire as the Board again this year, only answering relevant questions. The Operational Management responses will be reported separately.
  
- vi. The timeline for the 2017 Board Effectiveness Review can be found at [Annex A](#).

#### **5. Resource implications**

None specifically identified, however if specific development needs for the Board are identified as part of the review, additional resources may be required.

#### **6. Risk Implications**

The Board is required to have in place an effective structure of corporate governance. To not regularly review, and self-reflect on where improvements to Board performance can be made poses a risk as to the effectiveness of the Board and delivery of the organisation's purpose and objectives, including its statement of priorities.

#### **7. Communication**

The Board recognises the importance of Board and Committee evaluation and reflection in order to improve its effectiveness. The Board is committed to continuous improvement in all areas of its delivery, including its corporate governance arrangements.

#### **8. Equality and Diversity Implications**

Anyone who has difficulty accessing/using the online tool will be assisted to ensure that the questionnaire can be completed. Staff involved in putting together the survey have undertaken equality and diversity training. Care has been taken to ensure that the process and the questions involved are not in contravention of equality and diversity legislation

#### **19. Further Actions**

Once Board members and members of the Operational Management Group have provided their feedback via the questionnaire survey tool, the results will be collated and presented to the Board in February 2018. Any actions arising from the review will then be taken forward throughout 2018; committees will also be asked to review the feedback relating to their effectiveness during 2018 and take any actions arising from the feedback forward accordingly.

