



# Report on the delivery of the 2017/2018 Business Plan

The assessment uses the traffic light system to record whether ARB has delivered.



ARB has delivered the area of work in full



ARB delivered the majority of the item, or with partial success



ARB did not deliver the plan item or delivered it at an unacceptable level



This area of work is on hold

## 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	End of Year Assessment
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>	<p>Across 2017 and 2018, 13% of changes of address were made manually. This is down from 15% in 2016.</p> <p>Projects on accuracy ran throughout the year, and software verifying the validity of email addresses upon entry to the Register remains in operation. As reported in 2017, during the retention fee campaign there was a 90% reduction in the number of undeliverable emails indicating a lower number of invalid email addresses on the Register.</p> <p>There were a higher number of invalid email addresses written to in 2018’s initial retention fee email, though this was because of a change in the way our email service provider operates.</p> <p>We introduced a new quality assurance system where a sample of applications are quality assured each month. Checks included the accuracy of information being input. There have been no adverse findings about the accuracy of information being entered on to the Register.</p> <p>Work was undertaken with large practices to align records, remove leavers and add new starters thus ensuring our records are up to date and accurate.</p>

	Area of Work	Actions	Measures of Success	End of Year Assessment
2.	<p><b>Continue to enhance online registration system, including further development of internal office systems.</b></p>	<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>	<p>The Passlist Portal was developed and will be fully operational within the team before the end of the year. Small changes to workflow have led to average application processing times reducing from 7 working days in 2017 to 3 in 2018 for UK applications and from 11 to 10 for EU automatic. Enhancements have been made to the Adobe software which has aided the speed with scanning and editing of documents sent to advisers externally.</p> <p>Feedback was sought from those joining the Register. 99% of responders were satisfied with the usability of the online portal and 98% were satisfied with our service standards overall of which 81% were extremely satisfied.</p> <p>We obtained Plain English Campaign accreditation for the Welcome Pack.</p>
3.	<p><b>Provide an efficient and effective service to all enquirers.</b></p>	<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>	<p>We introduced a new email management system which allows us to track emails by topic and our performance in responding.</p> <p>We reduced our service level agreement (SLA) from 10 working days to five working days and in 2018 responded to 98% of queries within the SLA.</p>
4.	<p><b>Undertake a fundamental review of the routes to registration.</b></p>	<p>Undertake a review to:</p> <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> </ul>	<p>Full Routes Review is on hold.</p> <p>Aspects of the Review have been extracted to form "business as usual" reviews.</p> <ul style="list-style-type: none"> <li>▪ Review of the Criteria</li> <li>▪ Review of the Prescription Procedures</li> </ul> <p>Project Plans and timelines for these projects were agreed by the Board for delivery in 2018. However, due to ongoing discussions with the RIBA, these timeframes have slipped and it is likely that the revised Criteria will now be approved by the Board during the Spring of 2019. .</p>

	Area of Work	Actions	Measures of Success	End of Year Assessment
			<ul style="list-style-type: none"> <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>	
5.	<p><b>“Business as usual” review of Prescribed Examination Procedures – dependant on Criteria/Procedure review amendments.</b></p>	<p>Undertake a review to:</p> <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>	<p>We have been unable to test against outcomes of Criteria and Procedures review as this has not concluded.</p> <p>We undertook a pre-consultation exercise, running two public events, presented to SCHOSA and held a consultation session with some examiners. We have analysed the findings.</p> <p>Proposals have been costed to try and minimise overall costs to candidate.</p> <p>Proposals have been discussed in detail with examiners to ensure robustness of process is not reduced.</p> <p>The review is currently on hold pending the outcomes of the Criteria and Procedures review.</p>

## 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	End of year assessment
1.	<p><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>	<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 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>	<p>This forms part of our core work.</p> <p>We regularly met with and attended forums organised by our stakeholders (e.g. SCHOSA, APSA etc), and regularly collect feedback from our stakeholders (e.g. institutions that have renewed/sought prescription during the year, professional studies advisers/Part 3 course leaders in connection with our university liaison work) and use the information to inform improvements to the processes.</p> <p>We reviewed the operation of the prescription process internally during the first part of the year, which led to improvements being made to the prescription application process and Prescription Committee pro-formas which were welcomed by Committee members.</p> <p>We introduced an improved liaison programme which incorporated internal and external suggestions on what the students/stakeholders find most useful from the sessions, as well as increasing the information around professional standards and the Code of Conduct. The programme also now has a dedicated page on the website (<a href="http://www.arb.org.uk/liaison-visits">www.arb.org.uk/liaison-visits</a>), and been promoted to all Schools and institutions offering prescribed qualifications. Planned liaison visits have been promoted via social media to highlight our work in this area, engaging with the host social media teams where possible to further extended the reach of the information.</p>

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				<p>The Qualifications Team worked on a project to improve the information we hold about the institutions that offer prescribed qualifications, as well as contacting those that have, in the past, not taken advantage of our liaison services. This has already been successful – since October, talks for four new Schools/Parts have been secured for 2018, with another five new School/Part talks booked for the early months of 2019 – and we will continue to ensure we are engaging with as many providers as possible.</p> <p>We launched a refreshed Student Handbook as a microsite which has an embedded social media sharing facility. We have also reviewed the content and usability of the ‘Information for Schools of Architecture’ pages on our website.</p> <p>We continue to monitor developments in relation to the changes that are taking place within the Higher Education (HE) sector, which may impact on our work and role. We continue to regularly attend Quality Assurance Agency’s Professional, Statutory and Regulatory Body forums and also attended the 2018 Higher Education Conference held in October 2018. We held conversations with the Office for Students (OfS) to gain a greater understanding of its role and how the OfS’s regulatory process may impact on our prescription process. We also remain in close contact with the QAA as its role in England evolves as the OfS becomes more established.</p> <p>The ARB logo is a useful tool to advertise and highlight the prescribed status of qualifications. Use of the logo not only benefits the institution by signifying its architecture qualifications satisfy regulatory requirements, it also assists students in making informed decisions as to which qualifications will meet part of the requirements of registration as an architect.</p> <p>ARB has been encouraging institutions to use its logo on all institutional publicity material, including webpages, and has provided accompanying text. A number of social media posts</p>

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				<p>throughout the year have also reiterated this message.</p> <p>Additionally, we have been reviewing the Key Information Sets (KIS) in relation to ARB across institution websites. Information regarding prescribed qualifications should be clear for students and parents alike. ARB has provided HESA with clear KIS statements should be used to ensure accuracy.</p> <p>Currently 25 institutions use the ARB logo for their prescribed awards. From our review this year, we know this is an increase of nine since 2017. The 35 institutions that do not currently adopt the logo were sent a letter that outlined the benefits of its use.</p> <p>An Eblast was sent out on 7 September 2018, which saw an increase of demand for downloads of the ARB logo. Between 31/08 – 06/09 there were 7 downloads of the ARB Logo. Between 07/09 – 13/09 there were 6 downloads of the ARB Logo. Between 14/09 – 20/09 there were 14 downloads of the ARB Logo.</p>
2.	<p><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 European qualifications which are notified to the European Commission for listing under the PQD.</b></p>	<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>	<p>This forms part of our core work.</p> <p>Our KPI is to respond to any queries on UK notifications from other Member States within two weeks. In the case of the London School of Architecture, the French and Belgian authorities queried the fact we notified a master only qualification. We did not respond within our KPI as we were waiting on the European Commission to comment and clarify that we can do so. We have met all other KPIs in this area.</p> <p>We notified two newly prescribed UK qualifications to the European Commission this year. One notification generated several queries from our French and Belgian colleagues and feedback was provided within the agreed time frames, the other notification is currently out for comment with Member States. Feedback has been sought from the relevant institutions and any suggested improvements will be considered. European notification planning meetings have been held with three other institutions</p>

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				<p>and we expect to notify each qualification in early 2019.</p> <p>A number of award title changes have been notified to the European Commission an internal audit of what is listed in Schedule 1 of the General Rules versus what is listed in Annex V of the Qualifications Directive. These will be progressed in early 2019.</p> <p>Twenty one European notifications were received this year, which is fewer than previous years. 100% of the European notifications have been reviewed within the European Commission’s deadlines to date, and complied with the review requirements in this area.</p> <p>We have been contributing to the development of pan-European guidance through the European Network of Architects Competent Authorities (ENACA) to update the guidance that underpins the Professional Qualifications Directive. We continue to work closely with our European colleagues, attending key meetings and forums.</p>
3.	<b>Apprenticeship route.</b>	<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 Architecture 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>ARB has been an integral part of the implementation of apprenticeships in the UK. Working with and regularly presenting to the Trailblazer Group, ARB has been able to support key stakeholders during the development of a process which is effective for apprentices yet continues to meet ARB’s requirements.</p> <p>The development of frequently asked questions (FAQs) for institutions interested in developing apprenticeship provision and planning meetings with these schools has ensured a greater understanding of our requirements. We also presented at relevant SCHOSA events and issued a letter to all institutions highlighting the publication of our FAQs. Information on the new route to Registration was shared with the profession via the July 2018 edition of the eBulletin as well as supporting social media posts.</p> <p>The Prescription Committee has reviewed two qualifications to be offered as part of an apprenticeship, which have subsequently</p>

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				<p>been approved by the Board, and is currently reviewing a number of others. We have also published FAQs for students interested in enrolling on an apprenticeship.</p>
4.	<p><b>Explore possibilities of Mutual Recognition Agreements (MRAs) with overseas 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>▪ Continued to work with MHCLG, 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 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 identified any gaps which may need to be addressed.</li> <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>	<p>We have liaised with relevant government departments (Ministry of Housing, Communities and Local Government, the Department for Business, Energy and Industrial Strategy and the Department for International Trade) throughout 2018.</p> <p>We sought legal advice and started work on developing a model MRA. We have appointed a small working group – including experts - to undertake research and in-depth analyses of the differences between our UK prescription and registration requirements and those in other countries.</p> <p>We continued to maintain dialogues with relevant counterpart bodies in other countries via a series of telephone conversations in order to progress discussions in this area.</p> <p>We continued to keep stakeholders up to date through the provision of information at SCHOSA and APSA forums, through articles in our eBulletins, and the Board via our Operational Activities report.</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 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	End of year assessment
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>	<p>All guidance and literature was reviewed and updated in line with ARB's style guide and to take into account the changes from the section 14 review.</p> <p>New template letters were drafted and published to assist clients wanting to complain to their architect.</p> <p>The Investigations Portal became operational.</p> <p>New feedback routes were established for those involved in PCC proceedings, and will be fed into the IOC once sufficient data is captured. Improved feedback routes are now being planned for those involved at earlier stages of investigation so as to improve return rates.</p>
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 in place.</li> </ul>	<p>76% of Investigations Panel decisions were reached within the 12 week KPI</p> <p>100% of Third Party Reviews found that no further action need be taken.</p> <p>There was one 'no case to answer' finding at the PCC. There have been no adverse judicial review findings or statutory appeals against PCC decisions.</p> <p>A paperless system for investigations is in place and in use on appropriate cases.</p>

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3.	<p><b>Review how ARB delivers its statutory obligations under section 14 to investigate allegations of unacceptable professional conduct and serious professional incompetence.</b></p>	<ul style="list-style-type: none"> <li>▪ Seek views from all stakeholders as to how ARB’s disciplinary regime might be improved.</li> <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>	<ul style="list-style-type: none"> <li>▪ New Investigations and Professional Conduct Committee Rules are consulted on and published to come into effect by 30 September 2018.</li> </ul>	<p>The “Section 14 Review” of how ARB fulfils its obligations in respect of complaints handling was undertaken and the proposals agreed by the Board following consultation. New rules and guidance were prepared and published to reflect the changes.</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	End of year assessment
1.	<p><b>Raise public awareness of the standards expected of architects.</b></p>	<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>	<p>Five articles highlighting the benefits of using a registered professional were produced by ARB for publication across 2018. In addition numerous articles have been published as a result of ARB press releases or informed by ARB press enquiry responses.</p> <p>The Architects Code was referenced directly in 15 social media posts across the year as well as indirectly (references to ARB’s role in maintaining standards and providing advice) in numerous instances.</p> <p>The Architects Code was made available at consumer shows.</p> <p>The cross-team task and finish group as to how public awareness of the Register can be increased completed its work in 2017.</p> <p>The standards expected of architects were reflected in each <i>Dear Architect</i> featured in the five eBulletins produced each year. May’s <i>Dear Architect</i> article was the second most popular since 2015 achieving 1,115 views within the first week of publication.</p> <p>Monitoring of downloads of the Architects Code (2017) began in May 2017 so it is difficult to compare year to year performance. In addition changes to cookie consent policy as a result of the GDPR means that our ability to track users has been significantly reduced. For this reason, analysis of website interactions, such as downloads, should be viewed with this context in mind.</p> <p>If we compare May-August 2017 (the first five months when tracking began) with Jan-April 2018 (the last five months before</p>

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				<p>cookie consent changed) the Architects Code webpage was viewed 4,502 in 2017 and 5,789 in 2018 times – and increase of 29%. The Code was downloaded 2,743 times in 2017 compared with 3,595 times in 2018 – another increase, this time of 31%.</p> <p>A review was undertaken on the efficacy of our stakeholder engagements, and new consumer shows tried in an attempt to stretch our message.</p>
2.	<p><b>Uphold the value of the Register by increasing its use.</b></p>	<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> <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>	<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>	<p>48 social-media posts were published with specific Register awareness messages; 14 encouraging viewers to search the Register, 20 explaining who should Register and why and nine encouraging registrants to update their details. This has resulted in a <u>6% increase</u> in social media referrals to the Register.</p> <p>The number of Register searches fell by 9%.</p> <p>The number of visits to the Register increased by 14%</p> <p>Two criminal prosecutions were pursued for misuse of title, both completed successfully. A fraud prosecution was launched against a repeat offender.</p> <p>ARB’s misuse of title policy and approach to regulation was discussed at the Board development day. In September the Board agreed to fund two additional posts to work on raising awareness of the Register, which will help with the success in this area.</p> <p>A cross-team Better Regulation Action Group reviewed ARB’s Misuse of Title Policy as part of their activities.</p>

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<p>3.</p>	<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>	<p>Downloads of the ARB logo from the arb.org.uk website increased by 91% (from 1,461 to 2,794). There were an additional 655 downloads from the Schools of Architecture pages which were previously untracked.</p> <p>External links to the Register decreased by 1%</p> <p>An cross-team task and finish group was established, resulting in an expansion of the Registrant’s services secure area to include embedded logo information, and a new welcome pack for new registrants which contains a section on how they can promote their registered status.</p> <p>There were five ‘Dear Architect’ guidance columns published, advising architects on matters of professional standards and how to comply with regulatory requirements.</p>
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## Section E - Corporate Functions

	Area of Work	Actions	Measures of success	End of year assessment
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 MHCLG 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>	<p>This is part of our core work.</p> <p>We continued to keep stakeholders up to date through liaison meetings/email updates and attendance at relevant forums. We monitored the development of relevant policies regarding the notification of qualifications to the European Commission and have reviewed the impact of these on our own prescription policies, adjusting these where needed.</p> <p>In the second part of the year, revised guidance and FAQ's were distributed to all institutions currently holding a prescribed qualification, further ensuring our stakeholders continue to remain fully aware of the implications of the changes.</p>
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. MHCLG 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>	<p>The European Commission is planning to start the next review of the Professional Qualifications Directive in 2019/2020. As yet it is unclear what the UK's status will be in connection with this review given the UK's impending departure from the EU. We will continue to monitor developments in relation to this on an ongoing basis and factor this into the work that we are doing in terms of planning for the UK's departure from the EU.</p>
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 (annual), ARB's purpose and objectives (annual).</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> </ul>	<p>The risk register and sub risk registers (on Brexit and the Criteria/Procedures review) were presented to the Audit Committee and Board throughout the year. Deep dives into critical topics were given to Audit Committee and Board. Feedback was sought on the content of these reports, and revised accordingly.</p> <p>Internal Audit reports were obtained into three key areas – IT Security, Registration and Information Management.</p> <p>The Audit Committee reviewed the performance of the Internal</p>

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	Area of Work	Actions	Measures of success	End of year assessment
		<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>▪ 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> <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>	<p>Auditors and extended the contract, after making changes to enhance value and support.</p> <p>Risks were tracked via the strategic risk register and sub risk registers. Operational deep dives were undertaken to ensure key risk stakeholders are aware of and managing risks at an operational level.</p> <p>The level of reserves fell to 3.6 months of the operating costs, against the Board's policy of 4 months due to setting aside a contingency of £200k for the EU Exit, Hackitt Review and MRAs. However, this is what a reserves fund is for and the current level of 3.6 is deemed sufficient at this moment in time. A plan to rebuild the reserve back to the 4 months was agreed by the Board at its September 2018 meeting when setting the 2019 budget.</p> <p>Reviews were undertaken into the Criteria and Procedures for Prescription, Prescribed Examinations, and the Investigations Rules.</p> <p>The risk registers were updated on an ongoing basis and reviewed by our internal auditors. Commentary on change is reported to Audit Committee and Board.</p> <p>Operational deep dives have been undertaken with key risk holders at various levels in the organisation and an operational risk register developed for use at team level.</p> <p>A recent review was carried out to ensure that any risks identified in logged and errors omissions are mitigated and were updated in the Risk Register where required.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
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> <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>	<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>	<p>There have been no extended periods without key staff, and flexible working continues to be employed wherever possible with cross department working groups leading on various project and business plan work. Enhanced IT facilities have been put in place to encourage flexible working and maximise the use of the office space.</p> <p>A staff engagement survey was carried out in early 2018. The results of the survey were generally positive. Staff focus groups were held during the year to help deliver enhancements to overall staff wellbeing and commitment to ARB. A new set of ARB staff values was agreed. Being:</p> <p>Be Brave            Be Supportive and Honest            Be Positive            Strive to do Better            Be an Expert</p> <p>New guidance was provided to staff as to what flexible working means, and how they (and ARB) can benefit from it.</p> <p>We made changes to the pay and reward policy and continue to keep an eye on the market within the regulatory sector. Any pay award decisions are taken at the December 2018 Remuneration Committee</p> <p>A new online self-service HR system became operational and was successfully rolled out to all staff. All ARB's payslips are now also access via an online portal, improving the security of the personal data.</p> <p>Research was carried out on an online expenses system, to be piloted at the end of 2018.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
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>	<p>MHCLG confirmed that all of ARB's responsibilities emanating from the Periodic Review were delivered.</p> <p>We have continued to support our Government department in delivering its own responsibilities arising from the Review.</p>
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> <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>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 ARB's premises options.</li> <li>To have in place an agreed Investment Strategy.</li> </ul>	<p>Budget forecasts were provided at each Board meeting, advising of additional income and expenditure that was anticipated by the year end as well as keeping the Board up to date on its reserves funds and business plan spend.</p> <p>97% of architects paid the fee on time, the same as in 2017. The exact percentage of the Register paying on time was however marginally higher in 2018 than in 2017. This is up from 96% in 2016. The same number of architects (though a lower percentage) were removed from the Register for non-payment than in 2017.</p> <p>The 2019 Board budget briefing session was held and the budget agreed in September 2018, having considered the longer term obligations of the organisation to ensure sufficient funds are available to deliver ARBs statutory duties as well as its agreed business plan.</p> <p>We have run a number of Board briefing sessions on matters that may have a financial impact, including Brexit, title regulation and the impact of the Hackitt Review.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
				<p>ARB's premises options were considered, with a proposal being considered and decided on by the Board.</p> <p>The Boards current investment strategy continues to be met by the Boards Investment Broker. The Board reviewed and revised its Investment Strategy in November 2018 and will be reviewed again in November 2019.</p>
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>	<p>The necessary changes were implemented to become compliant with GDPR. All staff and service provides were appropriately trained in data protection legislation. Compliance was reported to the Audit Committee, and scheduled for an audit at the beginning of 2019.</p> <p>Following a complaint, ARB was informed by the Information Commissioner's Office that it was 'likely' that we had on one occasion infringed on an individual's personal data rights, but that no further action need be taken.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
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>	<p>Work on this project was delayed by the loss of the Communications Lead at the start of 2018.</p> <p>A Request for Proposals was placed on Contract Finder in August 2018 with submissions requested by 14 September. Eligible submissions were reviewed and interviewed, and the chosen supplier engaged in November 2018.</p>
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>	<p>During the year we had four separate power outage incidents with some downtime on each occasion. We put in place additional provisions to mitigate the risk going forward and have had stability since doing so.</p> <p>We delivered a number of amendments to our internal and external systems in response to feedback, again both internally and externally (details of the initiatives are provided elsewhere in this report).</p> <p>We kept under review the high level strategy of the organisation, which is to further increase efficiency and usability of all of our systems. Several projects were delivered, including enhancements to our infrastructure and back office systems (Online payment, registrant services, Architects database and the introduction of the pass list portal). Work commenced on understanding each teams IT needs for the next three years, a project to identify what is required to support the objectives of each area of the business in progress.</p> <p>A full options appraisal for the introduction of a online Board Pack application has been undertaken with a pilot currently running.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
10.	<p><b>Explore and take up opportunities to work with stakeholders and partners to deliver ARB's objectives.</b></p>	<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>	<p>We built a working relationship with the Office for Students and the Quality Assurance Agency to identify common areas of interest and to determine where our processes can complement one another in relation to our prescription work.</p> <p>We gave professional standards CPD presentations to architect institutions in Dundee and Edinburgh.</p> <p>Relationships were developed with consumer protection bodies such as Chartered Trading Standards Institute (CTSI), Trading Standards and the Consumer Protection Partnership (CPP). Through CTSI a connection has been made with the Consumer Code Approval Scheme and a reciprocal agreement to share appropriate content with each other's audiences established. Discussions with Westminster Trading Standards resulted in immediate practical adjustments to Professional Standards communications as well as laid the groundwork for future strategic collaborations. Following exchanges with the CPP, ARB is now considered an 'expert third party' which can be called upon to contribute to relevant initiatives.</p> <p>We also strengthened relationship with construction industry bodies. An email to stakeholders promoting ARB's Annual Report prompted the Association of Consultant Architects (ACA) to invite ARB to speak at the London build Expo and staff also presented to and met with delegates at a Edinburgh Architectural Association's event in October 2018. ARB has worked with Local Authority Building Control and the Highlands Small Community Housing Trust to develop content raising awareness of the work of ARB with Self/Custom Builders.</p> <p>We met with the RIBA student council and the Worshipful Company of Architects in attempts to develop further working relationships.</p> <p>Speakers were invited to address the Board, including representatives from the Construction Industry Council and a property developer. Our work in response to the Hackitt Review</p>

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	Area of Work	Actions	Measures of success	End of year assessment
				Recommendations has also provided further opportunities for us to build relationships with others in the built environment sector.
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>	We continued to monitor developments regarding the development of new EU legislation including the approval and implementation of the Services Legislative Package. Whilst the Package has little direct impact on architects, it has some implications for ARB and the MHCLG in terms of processes such as Periodic Review and where members states which to make changes to regulatory requirements.

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	Area of Work	Actions	Measures of success	End of year assessment
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>	<p>We completed the Board effectiveness review which was considered by the Board in May 2018.</p> <p>In conjunction with MHCLG, we reviewed and agreed minor amendments to the Framework Agreement in the second part of 2018. The Agreement is available on our website. A wider-scale review will take place in order to ensure that the Agreement aligns with the new legislation concerning the constitution of the Board in early 2019.</p> <p>We reviewed the Board's General Rules, the Board's Handbook, the Scheme of Decision Making and the Committees' terms of reference so that the Board can continue to run smoothly in early 2019 when the revised legislation becomes effective. Further reviews will be undertaken by the new Board .</p> <p>We have plans in place to review the Board's Code of Conduct as well as the appraisal process and these will be undertaken during 2019.</p>
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 gathering.</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>	<p>A 3 year E&amp;D Performance Plan was agreed by the Board, and its progress was monitored by the Audit Committee.</p> <p>Categories for E&amp;D data were harmonised across the organisation, and steps taken to start collecting information on socio-economic backgrounds.</p> <p>E&amp;D training was provided for all staff and all those who provide a service on behalf of ARB.</p> <p>There was a 4% increase in the amount of E&amp;D information held</p>

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	Area of Work	Actions	Measures of success	End of year assessment
		<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>		<p>about registrants.</p> <p>E&amp;D implications were included in all Board decision papers, and an Equality Impact Assessment carried out in respect of the proposed changes to the Investigations and PCC Rules.</p> <p>Publications and outward facing guidance has been reviewed to improve accessibility and, where appropriate, to ensure it meets the Plain English principles.</p>
14.	<b>Implementation of new governance arrangements, including recruitment, induction and required rule changes.</b>	<ul style="list-style-type: none"> <li>Provide MHCLG 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>	<p>We supported MHCLG in bringing legislative change by providing relevant and timely information. The revised Act became effective on 7 January 2019.</p> <p>We worked with the MHCLG's Public Appointment Team to develop the Chair/Board members' role descriptions and recruitment packages. We ran two information evenings which were attended by 50 potential candidates for the Chair/Board vacancies; we published additional information about ARB and its role on our website as part of a dedicated online information page; we used our extensive network of contacts across the UK to promote the vacancies and communicated with a high number of interested individuals.</p> <p>We are also in the process of looking at the Board's committee structure and will take proposals to the new Board where we feel changes could be made. The General Rules will have been updated by the end of the year so that they realign with the updated legislation. The Board has agreed a new daily rate for the Chair.</p>
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</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> </ul>	<p>Performance against KPIs was published twice throughout the year, and an audit of management information carried out.</p> <p>The number of Register searches fell by 9%.</p> <p>Visits to the Register increased by 14%</p>

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	Area of Work	Actions	Measures of success	End of year assessment
		<p>our services, to ensure we are offering relevant and accessible services in a way which adds value.</p> <ul style="list-style-type: none"> <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> <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>▪ 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> <li>▪ No high profile regulatory failures leading to public criticism.</li> </ul>	<p>Online analytics have been affected by GDPR implications on cookie consent and the ability to track user behaviour on the arb.org.uk website. For this reason the below figures represent a comparable period of Jan-April 2017 and 2018.</p> <p>Social referrals to arb.org.uk were as follows:</p> <ul style="list-style-type: none"> <li>- Facebook 70% increase</li> <li>- Twitter 255% increase</li> <li>- LinkedIn 78% decrease</li> <li>- YouTube 0 to 22 referrals</li> </ul> <p>We acted as Chair for the competency working group for architects and designers working on High-Risk Residential Buildings, feeding into the Industry Response Group to the Hackitt Review. This work is important to uphold confidence in the competence of architects working on these types of buildings.</p> <p>There were no high profile regulatory failings leading to public criticism.</p> <p>Consumer events were staged in Birmingham, Edinburgh and Somerset.</p>
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</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>	<p>ARB worked with MHCLG to deliver a Statutory Instrument, which came into force in January 2019 and allow the expansion of the PCC.</p> <p>Prescription advisers, Investigations Pool members and a new Third Party Reviewer have been recruited and appointed.</p>

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	Area of Work	Actions	Measures of success	End of year assessment
		<p>are current and appropriate.</p> <ul style="list-style-type: none"> <li>Bring proposed appointments to the Board for decision in good time.</li> </ul>		<p>Prescribed Examiners tenures have also been successfully renewed in line with our policy in this area.</p>
17.	<p><b>To respond to the Government's advice and guidance regarding the UK's departure from the EU.</b></p>	<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>	<p>Throughout 2018 we responded to all of the Government's requests for information and statistics and provided advice regarding the current UK and EU regulatory regime.</p> <p>This is an area which will run into 2019, and once it is clearer on whether a deal has been negotiated between the UK and the EU we expect to be advised by Government on next steps.</p> <p>We established an internal working group to lead on this area in early 2019. The Group has been continuously monitoring developments as they occur, undertaken a significant amount of work in order to prepare for a number of different EU Exit scenarios and created a bespoke risk register for this area.</p> <p>We provided two detailed presentations to the Board and presented a deep dive review about our EU Exit planning to the Audit Committee in mid-2018.</p> <p>We continued to keep stakeholders updated through liaison meetings, email and ebulletin updates. We published a set of FAQs on the website in early 2018, which have been reviewed and updated on a regular basis. We have since developed and set up a dedicated 'EU Exit' website page.</p>

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## Glossary

ACE	Architects Council of Europe
APSA	Association for Professional Studies in Architecture
BEIS	Department for Business, Energy and Industrial Strategy
DExEU	Department for Exiting the European Union
EEA	European Economic Area
ENACA	European Network of Architectural Competent Authorities
GDPR	General Data Protection Regulation
MHCLG	Ministry for Housing, Communities and Local Government
MRA	Mutual Recognition Agreement
OfS	Office for Students
PQD	Directive 2005/36/EC on the mutual recognition of professional qualifications
PCC	Professional Conduct Committee
QAA	Quality Assurance Agency
SCHOSA	Standing Conference of Heads of Schools of Architecture