



Architects Registration Board

Provision of a pay and benefits review of ARB staff, Board, Independent Committee members and Associates as well as other ad hoc people, performance and remuneration advice

June 2024

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These limitations are not intended to restrict continuing commercial discussions between the ARB and potential bidders.

Any proposal received by bidders is subject to contract with ARB.

Invitation to Tender published: 27 June 2024

Tender return date: 25 July 2024

Tenders shall be returned by email to: Marc Stoner, Director of Resources,
corporate@arb.org.uk

Shortlisted service providers will be invited to deliver a presentation in August 2024. Presentations will take place online on the morning of either Monday 12 or Friday 16 August 2024.

For anyone wishing to tender, a phone call can be arranged with the Director of Resources. Please contact corporate@arb.org.uk to schedule.

Checklist of documents to return:

Documents	✓
Proposal	
Indicative timeline and plan for delivery	
Pricing	
Form of Tender	

1. WHO WE ARE

1.1 The Architects Registration Board (ARB) is a UK wide independent professional regulator, established by Parliament as a statutory body, through the Architects Act, in 1997. We are accountable to government.

1.2 The law gives us a number of core functions:

- To ensure only those who are suitably competent are allowed to practise as architects. We do this by approving the architecture qualifications required to join the Register of architects.
- We maintain a publicly available Register of architects so anyone using the services of an architect can be confident that they are suitably qualified and are fit to practise.
- We set the standards of conduct and practice the profession must meet and take action when any architect falls below the required standards of conduct or competence.
- We set requirements for and monitor the continuous professional development that architects must undertake, to provide assurance to the public about the continuing competence of the profession.
- We protect the legally restricted title 'architect' and take action against those who use the title but are not registered with ARB.

1.3 We are an arm's-length body, designated as a public corporation, independent of government and majority-funded by fees paid by architects. Our sponsoring department is the Department for Levelling Up, Housing and Communities (DLUHC).

1.4 Our Board is supported by our Chief Executive and Registrar, senior management and executive teams as well as a range of committees. More information about our structure can be found within our accountability report and on our [website](#).

1.5 We are a small to medium sized organisation with 62 members of staff and an annual turnover of approximately c£9m. Our work is overseen by a Board of 11 non-executive members, comprising a mix of an independent Chair, architects and non-architects appointed by the Privy Council. We also have a small number of independent Committee members, as well as approximately 120 individuals appointed to act as members of Committees and panels (termed as 'Associates') to assist ARB in carrying out its statutory duties.

2. BACKGROUND INFORMATION

2.1 The appropriate remuneration of all of ARB's staff, its Board and its Associates is critical to retain and attract a skilled workforce. Attracting and retaining staff, Board members and supporting Associates is recognised as a key strategic risk to the organisation in delivering its duties under the Architects Act 1997 and feeds directly into [ARB's Corporate Strategy](#) for 2022 to 2026

3. REQUIREMENTS

3.1 We are looking to appoint a firm for a period of five years to carry out a pay and benefits review as well as providing ad hoc services in relation remuneration, performance, and reward. A key focus for this work is we want to understand how appropriate ARB's pay rates and benefits are in all roles across the organisation.

- 3.2 We therefore require a pay and reward benchmarking review to be carried out, and for a written report detailing evidence-based findings and recommendations be provided to our [People Committee](#) at a date to be determined.
- 3.3 An anticipated timeline and plan for delivery should be included as part of the tender return, and the successful tenderer may be asked to attend a future People Committee meeting to provide a summary of plans and an update on progress of work.

General questions:

- 3.4 Who we benchmark against may vary for each of the respective groups: staff members; Board Members; independent members; and Associates/workers. We would like advice and feedback on our assumptions below and the factors we should take into account.

The benchmarking exercise and resulting report should consider the following assumptions:

- a) We will commonly recruit our staff from other professional regulators and other sector regulators and this is who we should benchmark against.
 - b) This would also be the benchmark group for our Associates/workers whose time we often compete for.
 - c) Consideration should be given also to the size and complexity of comparator organisations and also relevant sector membership bodies (e.g. RIBA, RTPI, RICS) particularly for our non-executive Board Members.
 - d) We welcome further advice on other organisations or sectors we should consider benchmarking against.
- 3.5 ARB staff are not civil servants but as an Arm's Length body the following section of our Framework Agreement with our sponsor department is relevant:

"As a public corporation, ARB staff are neither public nor civil servants and their income is primarily derived from registrant fees. As such its pay and benefits policy and approach is a matter for the Board. However, the Board should have due regard to the government's approach to pay including the Cabinet Office guidance on public bodies staffing as set out in Chapter 5 of Public Bodies: Information for Departments and to the general pay structure approved by DLUHC and HM Treasury for non-departmental public bodies."

We would therefore welcome feedback on the extent to which our pay policies and benchmarks align or diverge from relevant guidance.

We would welcome feedback on the current recruitment marketplace and risks in relation to pay positioning.

Staff

- 3.6 ARB currently has a staff team of 62, made up of 41 unique roles. In early 2021, following a previous independent benchmarking exercise, ARB introduced an updated pay and reward strategy, and introduced five pay bands to allow for staff progression. In respect of **staff**, the benchmarking and subsequent report should cover:

- a) an evaluation of the total reward package, including base pay and benefits (cash and non-cash).

- b) The appropriateness of current non-consolidated bonus payments which are given for exceptional project work or where a staff member's pay is at the top of their band, but there has been excellent performance.
- c) Provision of an expert opinion of ARB's existing pay policy to ensure it supports ARB's objective of retaining and attracting a highly skilled workforce (and if not, why not).
- d) Suggestions of any other improvements to ARB's overall remuneration and benefits offer.
- e) Suggestions of other improvements to ARB's training and development offer to staff.
- f) Advice on what other organisations do in relation to mental health support for staff and non-executives.
- g) Advice on the ratio of all benefits costs as a proportion of total payroll costs.
- h) Advice on whether the pay structure for Chief Executives of the benchmarking group differ from that of staff.
- i) Review of the ARB's pay bands to ensure they appropriately reflect the market and support career progression including the senior leadership group/directors.

Board:

- 3.7 We have a Board of 11 non-executive members, comprising a mix of an independent Chair, architects and non-architects appointed by the Privy Council. Since 2022, Board members have received an annual honorarium payment. Out of pocket expenses are also claimable. In respect of **Board members**, the benchmarking and subsequent report should cover:
- a) How ARB's rates of remuneration compare to the other benchmarked bodies.
 - b) Whether the level of remuneration is consistent with the current and projected time commitment spent on Board and/or Committee business.

Associates:

- 3.8 We have circa 120 'associates' (people who support ARB and who are on worker status contracts). Associates are paid a daily rate for any meeting attendance or reading. They also receive holiday pay and can opt into a pension scheme.
- 3.9 Our current Associates roles are both lay and architect (registrants) across the following areas:
- Examiners/Assessors
 - Professional Conduct Committee members
 - Professional Conduct Committee Chair (legally qualified)
 - Investigations Pool
 - Visiting Panels (to universities)
 - Accreditation Committee (members and Chair)
 - Inquirers
- 3.10 In respect of our **Associate** roles, the report should cover:
- a) How ARB's rates of remuneration compare to the other benchmarked bodies.

Independent Committee members:

3.11 We currently have independent Committee members on our People Committee and on our Audit and Risk Assurance Committee. These individuals are paid a daily rate for meeting attendance, as well as out of pocket expenses where applicable. In respect of our **Independent Committee member** roles, the benchmarking and subsequent report should cover:

- a) How ARB's rates of remuneration compare to the other benchmarked bodies.

Travel and subsistence claims:

3.12 We also have a Travel and Subsistence policy for out-of-pocket expenses, this policy is applicable to staff, Board members, Independent Committee members and Associates and is available for viewing at Annex B. The benchmarking and subsequent report should consider:

- a) Whether the claimable rates (including hotel accommodation) remain comparable to other benchmarked bodies and whether they are consistent with current market value.
- b) Whether comparator organisations have Travel and Subsistence policies for international travel and what these are, particularly for long-haul travel.

4. TIMESCALE FOR BENCHMARKING AND REPORT DELIVERY

4.1 We anticipate awarding this contract no later than end-August 2024.

4.2 As referenced at paragraph 3.3 above, your anticipated timeline and plan for delivery of the work (based on the above requirements) should be included within the proposal.

5. SUBMISSION OF TENDERS AND PROCUREMENT TIMETABLE

5.1 Tenders should be submitted:

- No later than 5pm on Thursday 25 July 2024
- Must be sent electronically to corporate@arb.org.uk
- The email should be marked for the attention of Marc Stoner and should be clearly marked 'Pay and Benefits Review' in the subject line.

5.2 Tenderers shall ensure that their tender arrives on time. No tender will be accepted if it is received after the specified date and time unless dispensation has been provided by ARB.

5.3 By submitting the Form of Tender (Annex C), the tenderer confirms that it can and is willing to enter into a formal contract with the ARB if awarded.

5.4 Tenders will be evaluated based on:

- Understanding of ARB's requirements in relation to the benchmarking and reporting, as set out under Section 3 of this document.
- Value for money.

- 5.5 While the focus of your bid and costings should be in relation to the pay and benefits review as set out at Section 3 of this document, it would be helpful if you could also advise of other services you provide with associated daily rates.
- 5.6 It is intended that this procurement exercise will run to the following timetable. If changes are required, ARB will keep you fully informed. Every effort will be made to avoid changes.

General	
Deadline for clarification questions	Thursday 11 July 2024
Deadline for submissions	Thursday 25 July 2024
Tenderers notified of outcomes	Monday 5 August 2024
Interview with ARB selection panel	Morning of Monday 12 or Friday 16 August 2024
Notification of award	By end of August 2024
Contract implementation and start dates	September 2024 (date TBC)
Benchmarking report presented to the People Committee	November / December 2024 (TBC)

ANNEX A

Role	No. of posts
CEO	1
Senior Leadership Group (Band 5)	
Director of Resources	1
Director of Policy and Communications	1
Director of Registration and Accreditation	1
Director of Standards	1
Director of Governance and International	1
Band 4:	
Head of IT	1
Head of Audit Risk and Procurement	1
Head of Standards	1
Head of Accreditation	1
Head of People	1
Head of Registration	1
Band 3:	
Policy and Public Affairs Manager	1
Communications Manager	1
Policy Manager	2
Governance Manager	1
International Routes Manager	1
Registration Manager	1
Accreditation Manager	2
Hearings Manager	1
Investigations Manager	1
Quality Assurance Manager	1
Associate Manager	1
Band 2:	
Management Accountant	2
HR Officer	2
Policy and Engagement Officer	1
Registration Team Leader	2
Accreditations Officer	6
Governance Officer	1
International Officer	1
Hearings Officer	2
Investigations Officer	4
Executive Officer/Business Plan Coordinator	1
Executive Support Officer	1

Band 1:	
Title Investigations Officer	1
Registration Officer	5
Communications Officer	2
Policy and Public Affairs Officer	1
Corporate Administrator	1
CRM Support	1
CPD Officer	2
Credit Controller	1

ANNEX B

Travel & Subsistence Claims



Reasonable travel and subsistence expenses may be claimed when undertaking ARB business. This might include travelling to Board or Committee meetings, annual reviews or attending other stakeholder meetings as an ARB representative as agreed by the Board Chair or Registrar.

It is important to remember that all claims under this policy may be subject to disclosure under the Freedom of Information Act and subject to public scrutiny. A summary of Board member expenses is published within the ARB Annual Reports and Accounts, which is in turn published on the ARB website.

- Any expenses outside of the scope or claimable limits set out below will be either removed (if they are not in scope) or reduced to the maximum allowable claim (if they are over the claimable limit). The only rare exception to this may be when entertaining key stakeholders, most relevant for the Board Chair and members of the Senior Leadership Group.
- **All expense claims must be submitted by the 5th of the month following the date of the expense incurred**, and at least three months of the meeting/event date, claims made outside this timescale will be rejected.
- All expenses must be supported by itemised receipts, or tickets for travel.

Travel

Please always consider train travel wherever possible as this is a more sustainable method of travel

Train: Tickets should be purchased using the most economical option (usually standard class, fixed fares) and always in advance. We will only reimburse fully flexible tickets, or tickets purchased on the day of travel in exceptional circumstances. A first-class ticket may be booked where it is cheaper than a standard class ticket at the time of advanced booking (evidence must be provided of this). Use of any available concessionary discounts while travelling on ARB business would be appreciated.

If a meeting is cancelled by ARB, the cost of the fare is claimable if it is not possible to exchange or refund the purchased ticket.

Bus/Tube: When using buses or London Underground, you can use Oyster or contactless. You will need to provide a receipt for travel, either by way of your monthly credit/debit card statement if contactless, or by way of your Oyster card statements. You cannot claim for Oyster top up, only individual journeys.

Taxi: Taxis should not be used except in exceptional circumstances (examples being where share taxi use is more cost effective than public transport, travelling early morning (pre-6am) or late at night (post 8pm)). If taxis are required because of a medical condition or disability, authorisation should be sought from the Operations Manager. All taxi claims must include receipts and the claim should include the start and finish points, and the time and purpose of the journey. Tips cannot be claimed.

Mileage Allowance: Travel by car should only be considered where public transport cannot easily be used. If travel by public transport is not possible, car mileage can be claimed at 45p per mile, motorcycle mileage at 24p per mile and bicycle mileage at 20p per mile.

Air: Air travel can be used in the UK when it is the most cost-effective and convenient way to travel. Economy class must be used at all times. No overseas travel may be claimed unless approval has been given by the Chief Executive or Director of Resources.

Subsistence

Overnight accommodation: ARB will pay for hotel accommodation and meals where necessary; you should always consult with the meeting organiser before booking accommodation. For meetings held in or around the office, ARB has a negotiated rate with the Holiday Inn Regents Park which we can book on your behalf. If booking your own accommodation, ARB will reimburse reasonable costs where receipts are provided up to the following maximum amounts (all rates to include VAT):

Hotel stay	£186 with breakfast/£176 without breakfast
Stay with friends/family	£25 additional contribution to evening meal (must include a receipt)

Meals: If attending an ARB meeting which extends over mid-day, lunch will usually be provided. Otherwise, the following expenses can be claimed when travelling on ARB authorised business, and when claims are accompanied by a valid VAT receipt (credit/debit vouchers on their own are not acceptable):

Item	Claimable when	Amount
Breakfast	Leaving home to travel pre 7am. Where overnight accommodation does not provide breakfast.	£10
Lunch	ARB does not provide lunch	£10
Dinner	You are away from home post 8pm	£35

Out of pocket expenses: If you are staying overnight or are making a long journey, a maximum of £5 per day can be claimed for incidentals such as refreshments, newspapers, Wi-Fi access etc.

ANNEX C

TENDERING CERTIFICATE

To: Architects Registration Board

I/We certify that this is a bona fide tender, intended to be competitive and that I/We have not (either personally or by anyone acting on my/our behalf):

1. Fixed the amount of the tender (or the rate and prices quoted) by agreement with any person.
2. Communicated to anyone other than the ARB the amount or approximate amount or terms of my/our proposed Tender (other than in confidence in order to obtain quotations, professional advice, or insurance necessary for the preparation of the Tender).
3. Entered into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount or terms of any tender to be submitted by him.
4. Canvassed or solicited any member, officer, or other employee of the ARB in connection with the award of this or any other ARB contract or tender.
5. Offered, given, or agreed to give any inducement or reward in respect of this or any other ARB contract or tender.

SIGNED* Position

..... for and on

behalf of Date:

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