

# Board Paper

Subject: Board & Committee Members' Annual Performance and Development Review Process

Board meeting:

22 May 2024

Agenda item:

9

Action:

- For noting
- For discussion
- For decision

## Purpose

To note the revised Board and Committee members' Annual Performance and Development process as approved by the People Committee at its meeting of 9 May 2024. To note updates in relation to the review of the Associates' process.

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## Recommendations

The Board is asked to:

- i. Note the revised Board and Committee members' Annual Performance and Development process and the supporting documents which will underpin the process and facilitate its operation, including the proposed amendments to Annexe B (the and the forms);
  - ii. Note that the process will be implemented with effect from the 2024 round of annual reviews following briefing sessions which will take place in June and/or July 2024; and
  - iii. Note that the review of the Associates Annual Performance and Development process will continue into Q3 in 2024.
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## Annexes

**Annexe A** – Annual Performance and Development Review Guidance for Board and Committee Members

**Annexe B** – Annual Review Forms (for Board and Committee members, and for review feedback)

**Annexe C** – Updated Board and Committee Member Role Profiles

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# Open Session

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## 1. Background and Key points

- 1.1. At its meetings of 15 November 2023 and 13 February 2024, the People Committee considered proposals in relation to a review of the Board and Committee Members Annual Performance and Development Review process. [Note: the review of the Associates' process has proved to be slightly more complex and will follow the review of the Board and Committee members' process. See paragraph 2.8 below for further updates.]
- 1.2. The following core principles were agreed by the Committee and supported by the Board as a basis for the review:
  - The process should be informative and support the management of the Associates, Board and Committee members and decisions taken about their ongoing engagement with ARB;
  - The process should be intuitive and not burdensome on those that are running or participating in it;
  - A key element of the process will be the links to the competencies, values and behaviours that are being developed;
  - There should be structured objective setting and action plans for the subsequent year;
  - There should be greater clarity around self-assessment and reflection; and
  - There should be a greater focus on the feedback from a wider pool of individuals (we envisage that the revised process will be a stepping stone towards a 360-degree model of feedback). The feedback process will look to follow structured questions around the expected behaviours and values.
- 1.3. Taking the core principles into account, the Executive have therefore reviewed and updated the Annual Performance and Development Review Process. We have provided regular updates to both the People Committee and the Board as the revised process has been developed. Members of the People Committee and the Board have also had the opportunity to review the role profiles, and had opportunities to provide feedback on these.
- 1.4. **Annexe A** of the Paper sets out the updated approach and proposed guidance for Board and Committee members. **Annexe B** includes the updated forms which will be used as part of the process, and **Annexe C** includes the revised profiles for each Board and Committee role.

- 1.5. The new approach and forms provide structure around objectives, reflection on the behaviours and values, feedback and the opportunity to capture discussions around achievements and future development and actions. The guidance notes set out clarity and support with illustration for the Board and Committee members when completing the form. We have not had time to pilot the process with the new forms, but will ensure that Board and Committee members are provided with opportunities to feedback as part of the briefing sessions and ahead of the 2024 cycle of reviews being carried out. Any significant adjustments which arise from the feedback can then be taken into consideration and notified to the Committee at its August 2024 meeting.
- 1.6. The Chair of the Board will complete the reviews for all Board and Committee members with input from the respective Chair of the Committees. An independent reviewer will lead and manage the performance and development process for the Chair of the Board. We are looking at carrying out a process that will provide more scrutiny to the appointment process engaging the person on a worker contract.
- 1.7. As noted, the work on the Associates performance and development process will continue into Q3 due to the complexity around the irregularity of their work and how feedback is gathered on their activities. A further update will be provided at the next Board meeting on 16 July 2024.
- 1.8. At its meeting on 9 May 2024, the People Committee considered and approved the revised Annual Performance and Development Review process.
- 1.9. The Committee provided feedback on some elements of Annexe B (the proposed forms) and have asked the Executive to make the following adjustments before Board and Committee members are briefing in relation to the revised process and it is operationalised:
  - Board and Committee Members Review Form  
Review the wording and content so that it aligned more clearly with the Values and Behaviours rather than competencies within the role profiles
  - Reviewers Feedback Form  
Adjust the areas that reviewers are expected to score against, as well as ensuring that the scoring process is clear and workable

The Committee also noted a small number of typographical errors in the role profiles which the Executive has already corrected. Helpful suggestions and feedback in relation to the proposed briefing sessions was also provided by the Committee.

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## 2. Resource Implications

- 2.1. Provision for the revision of the Board and Committee members annual performance and development review process, as well as the relevant briefing and training to support this, has been made in the Governance budget for 2024.

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## 3. Risk Implications

- 3.1. Providing opportunities for Board and committee members to meet with the Chair of the Board/Chair of the Committee, and Associates to meet with a member of the Executive, at least once a year to review their performance and development is an important part of maintaining robust and effective governance processes. It offers the opportunity for Board/Committee members and Associates to discuss areas of development that may be beneficial as well as identifying ways in which they can continue to improve their performance and contributions to the organisation and enables the organisation to support this. Failure to provide adequate and structured opportunities to discuss these matters could lead to poor performance and ultimately a failure to deliver ARB's core functions. The proposed process and guidance will assist in mitigating against this risk.
- 3.2. Annual performance and development reviews are also becoming features of other statutory regulatory bodies, e.g., the General Medical Council and the Health and Care Professions Council, and are being encouraged by central Government departments, e.g., the Cabinet Office's Guidance on Non-Executive Director Appraisals which is specifically aimed at Arm's Length Bodies.
- 3.3. Keeping pace with and adhering to good practice in this area plays an important role in the achieving ARB's strategic aims, particularly in relation to continuous improvement within the organisation.
- 3.4. Board members, including the Chair, are appointed and re-appointed in line with the Architects Act 1997 and through the Public Appointments process. As a consequence of this there are certain requirements and expectations around Board members' annual reviews which ARB needs to ensure are fulfilled. These are set out in the ARB/Department for Levelling Up, Housing and Communities Framework Agreement. We have picked up the relevant requirements and incorporated these into the revised process. As a result, this should mitigate any risks around Board members' re-appointments and ensure that we can provide the right information at the appropriate points in the re-appointment process.

3.5. Securing support and buy-in from those who will be participating in the process is an important factor as the process is revised; lack of opportunities to contribute and provide feedback may lead to dissatisfaction and a lack of engagement with the revised process once it is rolled out. To mitigate this risk, we have as mentioned above, built in opportunities for Board members and where possible Committee members to feed into the development process.

3.6. We recognise that there is a very specific concern around time commitments to complete documentation and hold review meetings. We will ensure a post implementation review is held in 2025 to ensure the process is both effective and proportionate.

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## 4. Equality and Diversity implications

4.1. We have taken Equality and Diversity implications into consideration throughout the review process and have sought feedback from our Board and Committee members throughout the development process.

4.2. We are aware that there are potential risks around unconscious and gender bias; we are launching an EDI tender to support our work in this area; we have appointed an independent consultant through a tender process, we will be seeking advice on how we can best mitigate these risks as we implement the revised Review process

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## 5. Communications

5.1 Following the Committee's approval of the process, and once it has been noted by the Board at its meeting on 22 May 2024, we will organise briefing sessions during June and July 2024 for Board and Committee members. The briefing sessions will enable us to introduce the revised process, take Board and Committee members through it and answer any queries they may have at that stage. The process will then be implemented from early Autumn 2024, and with effect from the 2024 round of annual reviews.

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## 6. Recommendations

7.1 The Board is asked to:

- i. Note the revised Board and Committee members' Annual Performance and Development process and the supporting documents which will underpin the process and facilitate its operation, including the proposed amendments to Annexe B (the and the forms);
  - ii. Note that the process will be implemented with effect from the 2024 round of annual reviews following briefing sessions which will take place in June and/or July 2024; and
  - iii. Note that the review of the Associates Annual Performance and Development process will continue into Q3 in 2024.
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## Annexe A

### Annual Performance and Development Review Process and Guidance

#### ARB Board and Committee Members

##### Introduction

1. This document provides Board and Committee members (including the externally appointed members of the Audit and Risk Assurance and People Committees) with guidance on completing the Performance and Development Form as part of the Annual Performance and Development Process. The guidance follows each section as it appears on the form, so that it can be easily followed and is accessible.

##### When do I fill this form in?

2. You are encouraged to complete the form at least 3 weeks before your scheduled meeting. You are also encouraged to use this form during the course of the year where you can capture achievements and thoughts as they arise. This will help to ensure that all relevant information is recorded. It is your form to capture information on your performance, as well as the evidence and information that you wish to share with your reviewer.
3. You will be expected to share your form at least a week before the meeting so that the reviewer can consider what you have presented.

##### Quick guide on the process and timings

4. At the beginning of the process (usually around September) each member will be sent the following by the Director of Governance and International or members of their team:
  - a. Your Role Profile
  - b. ARB's Values and Behaviours (and the Behaviours that apply to Board and externally appointed Committee Members) Information around meeting attendance.
  - c. Previous year performance management form where the objectives, progress against these, any relevant actions and development activities for this review period will be noted;
  - d. Performance Management Guidance Notes (this document); and
  - e. Nominated Reviewer Form.
5. The following summarises the timings of actions and who completes what section.
  - a. **Sections 1-3** – Board and Committee Member completes this *prior* to the meeting. Reviewer will consider this before the meeting and reflect on what has been shared.
  - b. **Section 4** – Board and Committee Member to give this *some thought ahead* and in preparation for a discussion with the Reviewer. The Reviewer will also prepare thoughts around this area.



- c. **Section 5** – The Reviewer will complete this *after the meeting*, setting out their overall view and confirming whether the Board Member is suitable for re-appointment as required. Completion of the form will take place where both parties have agreed the form and signed it.

### **Preparatory Action – Nominated Reviewers Feedback Form**

6. Prior to completing the form, you will be required to send the Nominated Reviewers Form to at least 2 individuals. These can be colleagues from your work with the Board and Committees. Feedback will additionally be provided to you from the executive team and/or staff that you regularly work with. The information will be collated by a member of the Governance Team and of the relevant feedback will be provided to you prior to your performance review meeting. Your Reviewer will also consider the areas and use the template form to share their feedback with you.

### **Completing Your Performance and Development Form**

#### ***Section 1 – General reflections on the year – success and challenges***

7. In this section you are encouraged to consider sharing some specific thoughts and examples of what has gone well, what may not have gone so well or that has been challenging during the reporting period.
8. This may be linked to particular areas of Board work that you have been leading on or more generally around matters that have been successful, or challenging, for the Board to work through. It may include feedback that you received from colleagues, stakeholders etc. Remember to write the account in the first person as you are the author, and they are your personal reflections.
9. There are some examples below may help you.

#### *What went well?*

- The Board has worked well during a difficult period for ARB, working to maintain stability and provide clear strategic guidance to the executive.
- I have been successful in making contributions to discussions about areas that were previously unfamiliar to me such as the CPD of architects.

#### *What has not gone so well?*

- I have not always felt able to challenge other board members when I did not necessarily agree with viewpoints on particular topics.
- The hybrid arrangement around some meetings has not always been successful due to technical issues which in turn has made me and us as a group less effective.

#### ***Section 2 – Reflection on Previous Year's Objectives and Progress against these***

- 10.** This is where you will comment and provide an update on your objectives and development actions that were agreed last year’s performance review process. It will be helpful to capture these clearly on the form and then provide your narrative on progress.

**Illustration**

Objectives and/or Development Actions	Commentary and Update
To develop my knowledge in the area of CPD of architects.	<p>I have attended ARB staff briefings to understand more about what the team are doing in this area.</p> <p>I have attended external events/round table discussions to see what stakeholders and practising architects have to say on the topic.</p> <p>I have felt more comfortable in being able to contribute and form a view on what the future of CPD will look like.</p>

**Section 3 – ARB’s Values and Behaviours**

11. The Values and Behaviours for the Board (and externally appointed Committee members) are identified in the document ARB Board Values and reflected in the competencies for your role. Within this section you should reflect across all areas and provide illustrative examples of where you feel you have displayed the desired values and behaviours. You should think about where you have made an impact or clear contribution because of this value/behaviour.
12. There are some examples:
- a. Leadership - I have pro-actively reviewed and challenged the evidence around organisational performance to show that outcomes and success are transparent. This has been positively received and enabled the Board to track progress effectively.
  - b. Embracing Change – The transformation strategy has been a great success and with my background in business improvement have been able to share and provide advice on initiatives to drive the strategic outcomes.
  - c. Communicating and influencing – At a challenging time for the Committee, I have been able to bring differing views together to reach agreement and move the agenda forward. This has been commented upon by the Chair.
  - d. Team Working – I have been able to adjust my style on many occasions to bring colleagues along, thinking about how we can work collaboratively to achieve our aims.
  - e. Effective Personal Development – I joined ARB with limited knowledge on the technical aspects of the architect field – with my inquisitive approach and research, I am now a recognised expert in the area of CPD.

13. During the discussion with your Reviewer, you will also discuss the feedback provided to you by your nominated reviewers. This information will have been provided to you ahead of your meeting.

#### **Section 4 - Looking Ahead**

14. This is to consider the future year and to note your thoughts and ideas whilst looking ahead. It will also include your views on areas that you would like to be involved in. Use this as an opportunity to have an open and honest discussion with your Reviewer on where you can make an effective contribution.

#### **Section 5 – Reviewer’s Comments**

15. This is where the Reviewer will capture the key messages and feedback. Where relevant it will also detail information about your reappointment. This is important and, for ARB Board members, is a requirement of the Public Appointments process, not only in the year running up to any reappointment, but on a year-on-year basis. Both parties should also sign the form in agreement and to bring the process to a close.

#### **Who reviews who?**

16. Board Members – all Board members will be reviewed by the Chair of the Board and the relevant Committee Chair will feed into the reviews of the Board member that sits on their designated Committee.
17. Independent External Committee Members – they will be reviewed by the Committee Chair.
18. Chair of the Board – they will reviewed by an appointed External Reviewer.

#### **Next steps**

19. Once the process has been completed, any necessary actions will be actioned by the Governance Team (and where appropriate the Resources team).
20. As noted above, confirmation that Board members are suitable for reappointment are a requirement of the Public Appointments process. Suitability for reappointment as an ARB Board member must be confirmed by the Chair of the Board for Board members and for the Chair by the Chair’s Reviewer for the Chair. This must be confirmed year on year and not solely in the lead up to a potential reappointment.
21. The Sponsoring Government Department’s Public Appointments Team will require ARB (via the Governance Team) to provide copies of your completed annual performance and development review forms as part of the reappointments process; they can also request these at any time during the course of your tenures.
22. Reviewers who carry out the annual reviews for the externally appointed Committee members will also need to include confirmation of suitability for reappointment as part of ARB’s internal reappointment process. The ARB Board will not reappoint any external Committee members without this confirmation.

#### **Confidentiality and Document Storage**

23. All material relating to your Performance and Development Process will be stored securely by the Governance Team. The Human Resources team will also have access to the information as required, this may include supporting the Governance team in collating feedback or carrying out a quality assurance check on the process.

#### **Appointment of the Chair of the Board's Independent Reviewer**

24. The Independent Reviewer, who will conduct the Chair of the Board's annual performance and development review, will be appointed through the following process:
- Applications and proposals will be sought through networking and direct targeting.
  - A shortlist of up to 4 will be produced by the CEO & Registrar/Head of People/Director of Governance and International
  - These will then be considered by the Chair of the People Committee, the Senior Independent Board Member and the CEO & Registrar. Interviews may take place to make final decisions.
  - They will then be appointed on a worker contract for 3 years with an opt out clause after 1 year.

## Performance and Development Review Form - Board and Committee Members

Name		Board Member/ Committee Member Role(s)	
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### Section 1 – General Reflection - Year in review

**General reflections on the year** – self assessment of your contribution to the work of the Board/Committee over the last year. You may wish to consider the successes and challenges looking at your responsibilities within the role specification for your role.

What has gone well/been successful this year?	What if any challenges have there been?

### Section 2 – Reflection on Previous Year's Specific Development Actions or Objectives

Progress against ***specific development actions or objectives*** agreed in your last year's review meeting. Identify what these are with a short summary on outcomes.

Objectives and/or Development Actions	Commentary and Update
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**Section 3 – Values and Behaviours – Reflections**

Considering the Board’s Values and behaviours, competencies for your role provide a brief summary on how you feel you have displayed each behaviour.

Leadership	
Embracing Change	
Communicating and Influencing	
Team Working	
Effective Personal Development	

**Section 4 - Looking ahead** - Areas of focus, objectives and development actions for improving your performance in the year ahead.

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**Section 5 – Reviewer’s Comments**

The Reviewer should include confirmation as to whether the Board/Committee member is suitable for reappointment as part of their comments.

Signed by Board/Committee Member..... Date.....

Signed by Reviewer..... Date.....

## Annexe B

Board/Committee Member's Name	
Review year	
Date of review	
Reviewer's name	

Please consider the areas below and rate the performance and contribution of the person along the following areas as noted below. The key for each numbered assessment is as follows:

- 1 = Areas to improve –they do not meet the overall essence of the descriptor
- 2 = Delivering in this area – they display the behaviour at all times.
- 3 = Exceeding in this area – they are seen as true role model and aspiration to others

Feedback Questions				
Overall Board Performance	<i>Definition: Consider their role in contributing to the effectiveness of the Board and its Committees in the governance of ARB.</i>			
		1	2	3
	1. Contributes to the development of the organisation's strategic direction in line with its statutory objectives and functions.			
	2. Contributes to the Board's decision making process, taking appropriate account of the Architects Act 1997, the Architects Registration Board's (ARB) governance requirement and guidance provided by the relevant government departments.			
	3. Contributes to ensuring that the Board operates and exercises its functions in accordance with the highest standards of conduct and probity.			
	4. Provides leadership on equality, diversity and inclusion matters ensuring this is reflected in all that ARB does.			



	5. Supports the Executive, whilst respecting the boundaries which exist between executive and non-executive roles.			
	6. Displays the Seven Principles of Public Life and Code of Practice for Board members.			

Values and Behaviours		1	2	3
<b>Collaboration</b>	Working together in the best interest of the public, seeking balance between competing perspectives, acknowledging, and learning from others' diverse experiences.			
<i>Comments</i>				
<b>Innovation</b>	Be open-minded and receptive to new ideas and perspectives; sharing thoughts and contributing to discussions whilst also being proactive in creating change.			
<i>Comments</i>				
<b>Commitment</b>	Take responsibility for decisions, demonstrating a shared commitment to the effective achievement of collective goals and hold each other to account for living up to ARB's values.			
<i>Comments</i>				
<b>Value each other</b>	Foster a high trust environment, listen actively with empathy, encouraging open communication and critically examining biases when making complex decisions.			
<i>Comments</i>				
<p><b>Any overall comments:</b>  Please do provide comments based on the ratings above so that the individual can understand the feedback and focus development for the future.</p>				

Please return the completed feedback form to [governance@arb.org.uk](mailto:governance@arb.org.uk)  
Your feedback will be collated anonymously and will be provided to the relevant  
Board/Committee member and the reviewer.

## **Board Member – Role Profile and Specification**

The Board Member has a significant role in the governance of the Architects Registration Board (ARB) and with other Board colleagues drives excellence to be part of an effective, high performing Board that has strong strategic purpose and accountability through the decisions and actions it takes, and the language used, and behaviours displayed.

### **Key responsibilities**

1. Plays a key role in the development of the organisation's strategic direction in line with its statutory objectives and functions;
2. Actively contributes to the Board's decision-making process, taking appropriate account of the Architects Act 1997, ARB's governance requirements, and any guidance provided by the relevant government departments;
3. Ensures that the Board operates and exercises its functions in accordance with the highest standards of conduct and probity;
4. Contributes to identifying and measuring the impact of the work of the Board;
5. Demonstrates and maintains good practice in decision making and that this is appropriately and effectively reviewed to deliver high standards of regularity and propriety;
6. Ensures that the collective work of the Board is reviewed and is working effectively; and
7. Displays and follows the Code of Practice for Board members which is consistent with the Cabinet Office Model Code.

### **Individual duties**

8. Prepares for and attends all Board meetings, making an active contribution to discussions and decision making;
9. In the event of unavoidable absence from a meeting, provides comments and questions in advance on the relevant papers to the meeting Chair;
10. Upholds, models, and promotes the values, behaviours, core policies, objectives and vision of the organisation;
11. Provides leadership on equality, diversity and inclusion matters ensuring this is reflected in all that ARB does;
12. Provides leadership on ethical matters, upholding governance standards and respecting confidentiality;
13. Ensures the organisation delivers against its Corporate Strategy;
14. Participates fully in reviews of the Board's performance, including individual, collective, Chair and peer assessment;
15. Participates in annual performance and development review processes and attends learning and development opportunities in addition to completing e-learning programmes.

16. Establishes and builds effective and constructive working relationships with the Executive, holding them to account for delivering agreed strategic objectives;
17. Supports the Executive, whilst respecting the boundaries which exist between executive and non-executive roles; and
18. Maintains regular contact with the Chair and develops and maintains open and supportive relationships with them.

### **Added for Committee Chair Roles only**

#### **Committee Chair Responsibilities**

19. Provides clear and supportive leadership to the Committee, working with the Governance Team (and other members of the Executive) to agree agendas and papers;
20. Ensures that the Committee works to fulfil relevant areas of the organisation's Corporate Strategy within its terms of reference;
21. Ensures the Committee has properly delegated authority to act within its remit;
22. Leads and facilitate discussions to reach agreement and consensus on issues and ensure the Committee makes evidence-based decisions;
23. Provides reports and updates to the main Board and work closely with the Chair of the Board in identifying issues, points of escalation and areas of development;
24. Ensures that each Committee Member understands their role and that they are working to a clear and agreed objectives; and
25. Participates and contributes to the performance review process of Committee Members.

#### **Committee Chair Core Competencies/Behaviours – in addition to those below**

26. Leads diverse groups of individuals within a Committee setting to deliver effective outcomes for the organisation; and
27. Leads through exemplary conduct and behaviour actively challenging and acting upon any poor behaviour and attitudes that may be displayed by Committee members; and

#### **Committee Chair Essential knowledge and experience - in addition to those below**

28. Previous experience of holding a leadership role in a committee or board setting withing a complex and dynamic environment.

## **Core Competencies/Behaviours**

### **Leadership**

29. Understands the role of governance and demonstrates a clear understanding of the statutory role, purpose and the principles underpinning the work of the Architects Registration Board;
30. Understands the need to put the protection of the users and potential users of architectural services at the fore in all decision making;
31. Actively monitor and drive organisational performance, supporting others to achieve the highest standards of corporate governance, accountability and transparency across all areas of the organisation; and
32. Understands and applies in practice the distinction between executive and non-executive board roles across the organisation.

### **Embracing change**

33. Plans for, adapts to and works with a variety of situations, individuals and groups;
34. Has a positive attitude to change and identifies opportunities to continuously improve performance;
35. Assimilates and engages with the detail of complex material in a variety of formats, assimilating information quickly and accurately; and
36. Assesses risk and promotes risk awareness and its management without being risk averse.

### **Communicating and influencing**

37. Thinks and communicates constructively, critically, objectively and clearly;
38. Can express views succinctly and effectively in a formal Board/Committee meeting environment making reasoned and considered contributions;
39. Can positively influence others, earning their respect whilst listening to diverse views and respecting collective decisions; and
40. Promotes ARB's key messages by supporting a consistent approach to communications as set out in the organisation's strategy.

### **Team working**

41. Adjusts their personal style and contribution to the dynamic of the discussion and decision making process;
42. Contributes effectively without dominating to form a consensus with other Board Members when involved in decision making and influences through persuasive evidence-based discussion;
43. Respects the need to maintain confidentiality at all times; and
44. Builds trust, respect and confidence from fellow Board Members, ARB staff.

## **Effective Personal Development**

45. Shows a commitment to personal reflection and the process of performance review;
46. Actively seeks and responds positively to feedback from others;
47. Makes the most of opportunities to expand and develop their knowledge and skills;
48. Has an ongoing commitment to equality, diversity and inclusion actively embedding this in the organisation; and
49. Shows a commitment to the principles enshrined in the Seven Principles of Public Life and has a positive approach to acting in the public interest.

## **Essential knowledge and experience for Board Member**

50. Experience of working within Committee or governance processes that include setting strategy and policy development. This could include operating in private sector board and committee environments but could also include operating within education governor roles, or public sector or charity trustee boards, as well as other governance arrangements which involve holding organisations to account.
51. Applying knowledge and experience of the UK regulatory environment.
52. Experience of working with an executive team to challenge, support and hold them to account for the delivery of the organisation's strategic aims and objectives;
53. Experience of being able to develop strategies in complex environments as well as cross regulatory/business experience.
54. Extensive skills in:
  - a. working in a fast paced changing environment
  - b. expertise in implementing large scale change and transformation in a dynamic, people-focused organisation.
  - c. *[for recruitment purposes only add any other specific skills as require when a board member is being sought – such as specialist financial skills etc]*
55. Strong commitment to good governance, upholding the Seven Principles of Public Life, and a commitment to equality, diversity and inclusion.

## **Additional Information for appointment purposes**

### **Term of Office**

Appointments are made by the Privy Council on the Minister's recommendation for a period of up to four years.

### **Time commitment**

The time commitment will normally be circa 20 days per annum. Board member's duties include preparing for and attending Board meetings, preparing for and attending committee meetings (where appointed to a committee), participating in reviews of performance and relevant briefing sessions. Whilst most meetings will take place during normal office hours there are occasions where some duties need to be carried out more flexibly.

### **Fee and Expenses**

The remuneration for this role is £8,778 per annum. This remuneration is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before payment is made. Reasonable expenses will be paid in accordance with ARB's Guidance, expenses for travel and subsistence.

## **Chair of Board Role Profile and Specification**

The Chair has a pivotal leadership role in setting a clear tone from the top. They will build, develop and maintain an effective, high performing Board that has strong strategic purpose and accountability through its decisions and actions, the language it uses, and the behaviours it displays.

### **Key responsibilities:**

1. Leads the Board to establish the organisation's strategic direction in line with its statutory objectives and functions;
2. Oversees the appointment and performance management of the Chief Executive Officer and Registrar;
3. Builds an effective, constructive and supportive relationship with the Chief Executive Officer and Registrar, whilst respecting the boundaries which exist between the two roles;
4. Ensures that the Board's policies and rules are within the powers of the Architects Act 1997;
5. Ensures that ARB's governance frameworks reflect good practice, take into account guidance from the relevant government departments and are continuously improved where appropriate;
6. Ensures Board decision making is evidence-based, robust and fulfils governance standards and requirements;
7. Provides leadership on equality, diversity and inclusion matters ensuring this is reflected in all that ARB does;
8. Provides leadership on ethical matters, upholding governance standards and respecting confidentiality;
9. Provides leadership on identifying and measuring the impact of the Board's work;
10. Models the Board's values, behaviours, embracing the inclusive culture of ARB and adhering to the Standards of Public Life;
11. Represents the views of the Board to the architects' profession, the public and ARB's stakeholders;
12. Maintains regular contact with the Board members and Chief Executive Officer and Registrar, as well as the Senior Leadership Group, and develops and maintains open, constructive and supportive relationships;
13. Working with the Senior Independent Board Member, ensures that the work of the Board and its members is reviewed and is working effectively;
14. Ensures that Board members are fully briefed on terms of appointment, duties and responsibilities, declarations and conflicts of interest and the Board's values and behaviours;



15. Where appropriate, works closely with the sponsoring Government department to ensure Board vacancies are filled, and reappointments are made in line with the Public Appointments processes when they arise;
16. Abides by the Code of Practice for Board members which is consistent with the Cabinet Office Model Code;
17. Ensures that each Board member has clear objectives, receives relevant training and is subject to a performance review process.

They will also be expected to prepare for and attend all Board meetings, leading active contributions to discussions and decision making, and attending learning and development events and activities to ensure ongoing personal, as well as Board development.

## **Core Competencies/Behaviours**

### **Leadership**

1. Provides robust strategic leadership to the Board working with the Chief Executive Officer and Registrar, and the Governance Team, to agree appropriate agendas for all Board meetings;
2. Provides guidance to Committee Chairs as required, working to ensure that robust, evidence-based decision making supports the delivery of ARB's corporate and business strategies;
3. Understands the importance and role of governance; and demonstrates a clear understanding of the statutory role, purpose and vision which underpins the work of ARB;
4. Leads through exemplary conduct and behaviour actively challenging and acting upon any poor behaviour or attitudes that may be displayed by Board members;
5. Puts the protection of users and potential users of architectural services at the forefront of all decision making;
6. Actively monitors and drives organisational performance, supporting others to achieve the highest standards of governance, accountability and transparency across all areas of the organisation and;
7. Understands and applies in practice the distinction between executive and non-executive roles across the organisation.

### **Embracing change**

8. Leads the Board through transformation programmes with a proactive approach to planning for, adapting to and working with a variety of situations, individuals and groups;
9. Has a positive attitude to change and identifies opportunities to improve performance;

10. Assimilates and engages with the detail of complex material in a variety of formats, assimilating and synthesising information quickly and accurately, drawing on the expertise of others as required; and
11. Assesses risk and promotes risk awareness without being risk averse.

### **Communicating and influencing**

12. Develops and embeds a systemic culture of effective and influential communication;
13. Has strong emotional intelligence to adjust from a directive style to being diplomatic as required, thinking and communicating constructively, critically, objectively and clearly;
14. Expresses views succinctly and effectively at the appropriate time in a formal Board/Committee meeting environment making reasoned and thought-through contributions;
15. Contributes constructively while respecting and listening to others and earning the respect of colleagues;
16. Promotes ARB's key messages by supporting a consistent approach to communications as set out in ARB's strategy; and
17. Develops networks with stakeholders to inspire engagement and confidence in the regulator.

### **Team working**

18. Brings individuals together to ensure effective outcomes and consensus in decision making and influences through persuasive, evidence-based discussion;
19. Listens to and shows respect for the opinions of others;
20. Maintains confidentiality at all times; and
21. Builds trust, respect and confidence from fellow Board Members and ARB staff.

### **Effective Personal Development**

22. Makes evidence-based and reasoned contributions and decisions while remaining accountable for the collective decision making of the Board;
23. Shows a commitment to personal reflection and the process of performance review;
24. Actively seeks and responds positively to feedback from others;
25. Has an ongoing commitment to equality, diversity and inclusion actively embedding this in the organisation; and
26. Leads through the principles enshrined in the Seven Principles of Public Life; and has a positive approach to acting in the public interest.

## **Essential knowledge and experience for Chair of the Board**

27. Experience of chairing Boards or Committees, and leading them through periods of transformational change;
28. Experience of working within a public policy environment and an understanding of the impact socio-political or economic events can have on both ARB and its stakeholders;
29. An ability to work in a fast paced, changing environment to ensure the Board understands the wide-ranging impacts on the organisation;
30. Experience of providing strong, dynamic leadership at Board or Committee level, ensuring that Board/Committee members fulfil their responsibilities and duties, with clear evidence of being able to build a cohesive Board;
31. Experience in facilitating the development of a clear strategic direction for an organisation within its statutory remit and an ability to demonstrate sound judgement in strategic decision making;
32. Experience of enforcing robust governance arrangements, ensuring the development, sustainability and high performance of Boards or Committees;
33. Understanding and commitment to upholding governance arrangements which define the respective roles of the Chair and the Board and that of the executive;
34. An ability to ensure that a Board has effective oversight of the organisation and is delivering its statutory functions, providing constructive challenge where appropriate; and
35. Strong commitment to the value of diversity and difference, diversity of skills and experience and adherence to the Seven Principles of Public Life.

## **Additional Information for appointment purposes**

### **Term of Office**

Appointments are made by the Privy Council on the Minister's recommendation for a period of up to four years.

### **Time commitment**

The time commitment is circa 75 days per annum. The Chair's duties include preparing for and attending Board and other relevant meetings, undertaking reviews of performance and attending relevant briefing and stakeholder meetings. Whilst most meetings will take place during normal office hours, there are occasions where some duties need to be carried out more flexibly. This position requires the postholder to undertake some travel across the UK and therefore to work some unsocial hours on occasion (including some weekend and overnight stays).

### **Fee and Expenses**

The remuneration for this role is £43,204 per annum. This remuneration is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before payment is made. Reasonable expenses will be paid in accordance with ARB's Guidance, expenses for travel and subsistence.

## **Independent Committee Member, Audit and Risk Assurance Committee - Role Profile and Specification**

### **Risk and Audit Assurance Committee Purpose**

The Audit and Risk Assurance Committee (ARAC) is a Committee of the Board. Its purpose is to support the Board and the Architects Registration Board's (ARB) Accounting Officer in their responsibilities for risk management, control and governance, by reviewing the comprehensiveness, reliability and integrity of assurances.

### **Key Responsibilities**

1. Ensures the Executive drives and embeds a systematic culture of risk identification, management and mitigation;
2. Plays a key role in the work of the Committee, providing advice and sharing relevant knowledge and expertise to inform the Committee's decision-making process;
3. Prepares for and attends all Committee meetings, making an active contribution to discussions and decision making;
4. Positively manages diverse opinions working to the best interests of the organisation;
5. When making decisions, considers any appropriate guidance which will include the Architects Act 1997, ARB's governance requirements, and any relevant guidance provided by the relevant government departments;
6. Ensures that the Committee operates and exercises its functions in accordance with the highest standards of conduct and probity;
7. Contributes to identifying and measuring the impacts of the work of the Committee;
8. Demonstrates and maintains good practice in decision making ensuring that decisions are evidence-based, consistent and proportionate;
9. Participates in annual performance and development review processes and attends learning and development opportunities in addition to completing e-learning programmes;
10. Upholds, models and promotes the values, behaviours, core policies, objectives and vision of the organisation; and
11. Displays and follows the Code of Practice for Board members which is consistent with the Cabinet Office Model Code.

### **Specific role responsibilities**

1. Approves the annual internal and external audit programme; reviews findings from internal and external audits and actions taken by management to implement audit recommendations;

2. Ensures that there are levels of assurance in place which are aligned to the delivery of ARB's strategic objectives and other organisational priorities, and are consistent with the risk appetite agreed by the Board;
3. Provides an independent and objective view about the effectiveness of the risk management strategy and internal and governance controls, in order that major risks are identified and that mitigation strategies are in place, making recommendations about these issues to the Board;
4. Approves the organisations accounting, fraud and bribery, whistleblowing and data protection policies;
5. Audit ARB's cost structure in relation to clear revenue forecasts and recommend improvements based on external benchmarks;
6. Helps the Committee hold the Executive to account for compliance;
7. Reviews and advises on the risks relating to ARB's investments; and
8. Contributes to decisions regarding the appointment, reappointment or removal of the external auditors, internal auditors and investment broker.

As part of their role as a Committee Member, they will also advise the Board and ARB's Accounting Officer about:

9. Accounting policies, the Annual Report and Accounts, (including the process for review of the Accounts prior to submission for audit), levels of error identified, and the Accounting Officer letter of representation;
10. Value for money issues, efficiency and productivity measures;
11. Assurances relating to ARB's corporate governance requirements;
12. Effectiveness in complying with relevant codes of best practice;
13. Recommends to the Board proposals for the provision of internal audit services; and comments on the service provided by internal audit and whether it meets the standards specified in Government Internal Audit Standards; and
14. Advises on information assurance matters, including cyber security;

## **Core Competencies/Behaviours**

### **Leadership**

12. Understands the role of governance and demonstrates a clear understanding of the statutory role, purpose and the principles underpinning the work of ARB;
13. Demonstrates an ability to keep systems and processes under review for the effective management of risks relating to the discharge of ARB's Board statutory duties;
14. Demonstrates effective challenge to surface irregularities to ensure the organisation pre-empt and resolves them;
15. Has strong attention to detail and an awareness of technical requirements to enable scrutiny and challenge of financial statements and other complex issues that the Committee deals with; and

16. Understands and applies in practice the distinction between executive and non-executive board roles across the organisation.

### **Embracing change**

17. Plans for, adapts to and works with a variety of situations, individuals and groups;
18. Has a positive attitude to change and identifies opportunities to continuously improve performance;
19. Assimilates and engages with the detail of complex material in a variety of formats, assimilating information quickly and accurately and weighing up the evidence to reach a balanced judgment; and
20. Assesses risk and promotes risk awareness and its management without being risk averse.

### **Communicating and influencing**

21. Thinks and communicates constructively, critically, objectively and clearly;
22. Can express views succinctly and effectively in a formal Committee meeting environment making reasoned and thought-through contributions;
23. Can positively influence others, earning their respect whilst listening to diverse views and respecting collective decisions; and
24. Promotes ARB's key messages by supporting a consistent approach to communications as set out in the organisation's Strategy.

### **Team working**

25. Adjusts their personal style and contribution to the dynamic of the discussion and the decision making process;
26. Contributes effectively without dominating to form a consensus in decision making with other Committee Members;
27. Respects the need to maintain confidentiality at all times; and
28. Builds trust, respect and confidence from fellow Committee Members and ARB staff.

### **Effective Personal Development**

29. Demonstrates an ability to intervene where any reasonable, ethical person would deem it necessary;
30. Shows a commitment to personal reflection and the process of performance review;
31. Actively seeks and responds positively to feedback from others;
32. Makes the most of opportunities to expand and develop their knowledge and skills;
33. Has an ongoing commitment to equality, diversity and inclusion actively embedding this in the organisation; and

34. Shows a commitment to the principles enshrined in the Seven Principles of Public Life and has a positive approach to acting in the public interest.

### **Essential knowledge and experience for the Independent Committee Member**

35. Professionally qualified accountant with senior level operational and financial management experience with a background in risk;
36. Experience of working within Committee or governance processes, preferably as a non-executive that include setting strategy and policy development in either public or private sector environments;
37. Shows an understanding, and how to optimise the benefit and value, of the role of internal and external audit within organisations in the public sector;
38. Experience of working with an executive team to challenge, support and hold them to account for the delivery of the organisation's strategic aims and objectives;
39. Has an ability to understand, analyse and synthesise a range of complex and technical information to present and form balanced, proportionate, fair, and independent conclusions;
40. Shows independence of mind and integrity in reaching decisions;
41. Understands the statutory duty to promote equality and the practical application of diversity principles to appointment processes; and
42. Strong commitment to good governance, upholding the Seven Principles of Public Life, and a commitment to equality, diversity and inclusion.



## **Additional Information for appointment purposes**

### **Term of Office**

The Committee member will be appointed by the ARB Board for a period of up to four years in the first instance. The appointment may be renewed for a further period of four years subject to satisfactory performance. The term of office will commence on a date to be agreed by the ARB Board. The Committee member carrying out this specific role may be appointed for a maximum period of two consecutive terms, e.g., eight years, in line with the Board's policy in this area.

### **Time commitment**

The total commitment is likely to be to the equivalent of up to 8 days a year (subject to change), including relevant Committee meetings, which will be held either online or in person at ARB's offices in London, briefing sessions and preparation time for meetings.

### **Fee and Expenses**

The Committee member will be entitled to claim £315 per day (or part thereof), for their attendance at the above mentioned meetings as well as expenses for travel and subsistence, in accordance with ARB's Guidance, expenses for travel and subsistence. These payments are subject to tax and National Insurance contributions, and the deductions are made at source.

## **Independent Committee Member, People Committee - Role Profile and Specification**

### **People Committee Purpose**

The People Committee is a Committee of the Board. Its purpose is to make recommendations to the Board regarding the remuneration and reward package offered to all staff, Board members and associates, and ensure that the package is reviewed and amended appropriately. It considers and approves the People Strategy which applies across the organisation. The Committee also approves the appointments, induction, performance approach and removals policy for the Architects Registration Board's (ARB) associates, as well as the performance process for Board and Committee members.

### **Key responsibilities**

1. Plays a key role in the work of the People Committee, providing advice and sharing relevant knowledge and expertise to inform the Committee's decision making process;
2. Prepares for and attends all Committee meetings, making an active contribution to discussions and decision making;
3. Contributes to the collective decision making of the Committee working with others to reach consensus;
4. Contributes to identifying and measuring the impacts of the work of the Committee
5. Assists the Committee and Chair to reach clear, outcome-focused decisions;
6. Is receptive to diverse opinions working to the best interests of the organisation;
7. When making decisions, considers any appropriate guidance which will include the Architects Act 1997, ARB's governance requirements, and any guidance provided by the relevant government departments;
8. Ensures that the Committee operates and exercises its functions in accordance with the highest standards of conduct and probity;
9. Demonstrates and maintains good practice in decision making ensuring that decisions are evidence-based, consistent and proportionate;
10. Participates in annual performance and development review processes and attends learning and development opportunities in addition to completing e-learning programmes;
11. Upholds, models and promotes the values, behaviours, core policies, objectives and vision of the organisation;
12. Works to promote an inclusive and open culture across the organisation and understands how communication styles should be adjusted to the different audiences.
13. Displays and follows the Code of Practice for Board members which is consistent with the Cabinet Office Model Code.

## **Core Competencies/Behaviours**

### **Leadership**

14. Understands the role of governance and demonstrates a clear understanding of the statutory role, purpose and the principles underpinning the work of ARB;
15. Provides clear advice on all matters pertaining to HR and the organisation's People Strategy, with particular focus on remuneration and recruitment to achieve the highest standards of corporate governance, scrutiny and performance outcomes; and
16. Understands and applies in practice the distinction between executive and non-executive board roles.

### **Embracing change**

17. Plans for, adapts to and works with a variety of situations, individuals and groups;
18. Has a positive attitude to change and identifies opportunities to continuously improve performance;
19. Assimilates and engages with the detail of complex material in a variety of formats, assimilating information quickly and accurately; and
20. Assesses risk and promotes risk awareness and its management without being risk averse.

### **Communicating and influencing**

21. Thinks and communicates constructively, critically, objectively and clearly;
22. Can express views succinctly and effectively in a formal Committee meeting environment making reasoned and considered contributions;
23. Can positively influence others, earning their respect whilst listening to diverse views and respecting collective decisions; and
24. Promotes ARB's key messages by supporting a consistent approach to communications as set out in the organisation's Strategy.

### **Team working**

25. Adjusts their personal style and contribution to the dynamic of the discussion and the decision making process;
26. Contributes effectively without dominating to form a consensus in decision making with other Committee Members;
27. Maintains confidentiality at all times; and
28. Builds trust, respect and confidence from fellow Committee Members and ARB staff.

## **Effective Personal Development**

29. Shows a commitment to personal reflection and engages fully with the performance review process;
30. Actively seeks and responds positively to feedback from others;
31. Makes the most of opportunities to expand and develop their knowledge and skills;
32. Has an ongoing commitment to equality, diversity and inclusion actively embedding this in the work of the Committee; and
33. Shows a commitment to the principles enshrined in the Seven Principles of Public Life and has a positive approach to acting in the public interest.

## **Essential knowledge and experience for the Independent Committee Member**

34. Has a strong background in senior human resources/leadership, including pay and reward, benefits, organisation development, strategic people issues and HR best practice;
35. Has a professional human resources qualification with non-executive experience;
36. Has experience of working within committee or governance processes that include setting strategy and policy development, in either public or private sector environments;
37. Has experience of working with an executive team to challenge, support and hold them to account for the delivery of the organisation's strategic aims and objectives;
38. Has an ability to understand and analyse a range of information and to use it to form balanced, proportionate, fair, and independent conclusions;
39. Shows independence of mind and integrity in reaching decisions;
40. Understands the statutory duty to promote equality and the practical application of diversity principles to appointment processes; and
41. Strong commitment to good governance, upholding the Seven Principles of Public Life, and a commitment to equality, diversity and inclusion.

## **Additional Information for appointment purposes**

### **Term of Office**

Committee members will be appointed by the ARB Board for a period of up to four years in the first instance. The appointment may be renewed for a further period of four years subject to satisfactory performance. The term of office will commence on a date to be agreed by the ARB Board. Committee members carrying out this specific role may be appointed for a maximum period of two consecutive terms, e.g., eight years, in line with the Board's policy in this area.

### **Time commitment**

The total commitment is likely to be equivalent of up to 8 days a year (subject to change), including relevant Committee meetings, including relevant Committee meetings, which will be held either online or in person at ARB's offices in London, briefing sessions and preparation time for meetings.

### **Fee and Expenses**

The Committee member will be entitled to claim £315 per day (or part thereof), for their attendance at the above-mentioned meetings as well as expenses for travel and subsistence, in accordance with ARB's Guidance, expenses for travel and subsistence. These payments are subject to tax and National Insurance contributions, and the deductions are made at source.

## Senior Independent Board Member – Role Profile and Specification

### Key responsibilities

The Senior Independent Board Member (SIBM)'s key role is to focus on ensuring that the organisation's governance processes are being operated effectively, that Board dynamics are appropriate and that effective relationships at all levels are being maintained. Their role will be particularly significant in situations such as:

- where there is a dispute between the Chair and Chief Executive Officer and Registrar
- if the strategy being followed by the Chair and the Chief Executive Officer and Registrar is not supported by the Board;
- where the relationship between the Chair and the Chief Executive Officer and Registrar is particularly close and decisions are being made without the approval of the Board;
- where a member of the Executive has a concern regarding the Chief Executive Officer and Registrar or the Chair/a member of the Board; and
- where succession planning is being ignored.

Specifically, the Senior Independent Board Member's responsibilities are:

1. Identifying sources of tension, bringing them to the surface and de-escalating them;
2. Working with the Chair of the Board, acting as a sounding board and providing support as required;
3. Working with and ensuring the views of other members of the Board and the Executive are conveyed to the Chair;
4. Working with other members of the Board and/or the Executive to ensure that where concerns have been expressed these are being addressed by the Chair and/or the Chief Executive Officer and Registrar;
5. Actively challenging and acting upon poor behaviour and attitudes that are displayed by other board members;
6. Ensuring that the Chair is paying sufficient attention to Board succession planning;
7. Being available to the Executive and/or Board members if they have reason for concern that contact through the normal channels of Chair and/or Chief Executive Officer and Registrar has failed to resolve any concerns;
8. Meeting with the Board at least once a year without the Chair of the Board or members of the Executive being present. Similarly, the Senior Independent Board Member shall meet with the Executive at least once a year without the Chief Executive Officer and Registrar, or any member of the Board being present;

9. With the Chair of the People Committee, the Chief Executive Officer and Registrar, selecting an appropriate individual (an independent external reviewer) to carry out the Board Chair's annual performance and development review;
10. Meeting with the Board Chair's independent external reviewer and Chief Executive Officer following the completion of the Chair's annual performance and development review to ensure actions are undertaken around specific issues and/or development needs;
11. Providing any relevant comments to the Board regarding the Board Chair's annual performance and development review at the earliest opportunity following completion of the Chair's review; and
12. With the Chair of the People and Audit and Risk Assurance Committees, and the Chief Executive Officer, contributing to the process of appointing their successor.

### **General Board Member responsibilities**

13. Plays a key role in the development of the organisation's strategic direction in line with its statutory objectives and functions;
14. Actively contributes to the Board's decision-making process, taking appropriate account of the Architects Act 1997, the Architects Registration Board's (ARB) governance requirements, as well as any guidance provided by the relevant government departments;
15. Contributes to identifying and measuring the impacts of the work of the Board;
16. Ensures that the Board operates and exercises its functions in accordance with the highest standards of conduct and probity;
17. Establishes good practice in decision making and that this is appropriately and effectively reviewed to deliver high standards of regularity and propriety;
18. Ensures that the collective work of the Board is reviewed and is working effectively;
19. Displays and follows the Code of Practice for Board members which is consistent with the Cabinet Office Model Code;
20. Prepares for and attends all Board meetings, making an active contribution to discussions and decision making;
21. In the event of unavoidable absence from a meeting, provides comments and questions in advance on the relevant papers to the meeting Chair;
22. Upholds, models, and promotes the values, behaviours, core policies, objectives and vision of the organisation;
23. Provides leadership on equality, diversity and inclusion matters ensuring this is reflected in all that ARB does;
24. Provides leadership on ethical matters upholding governance standards and respecting confidentiality;
25. Works together with colleagues to establish policies and plans to achieve the organisation's Corporate Strategy; and

26. Participates in annual performance and development review processes and attends learning and development opportunities in addition to completing e-learning programmes;

## **Core Competencies/Behaviours**

### **Leadership**

27. Understands the role of governance and demonstrates an understanding of the statutory role, purpose and the principles underpinning the work of the Architects Registration Board;
28. Understands the need to put the protection of the users and potential users of architectural services at the fore in all decision making;
29. Actively monitors and drives organisational performance, supporting others to achieve the highest standards of corporate governance, accountability and transparency across all areas of the organisation;
30. Actively monitors and drives organisational performance, supporting others to achieve the highest standards of corporate governance, scrutiny, legal and financial responsibilities; and
31. Provides strong leadership in the distinction between executive and non-executive board roles.

### **Embracing change**

32. Plans for, adapts to and works with a variety of situations, individuals and groups;
33. Has a positive and pro-active attitude to change and identifies opportunities to improve performance;
34. Assimilates and engages with the detail of complex material in a variety of formats, assimilating information quickly and accurately; and
35. Assesses risk and promotes risk awareness and its management without being unnecessarily risk averse.

### **Communicating and influencing**

36. Has very high emotional intelligence, empathy and sensitivity to read situations and acts in a positive and impartial way;
37. Thinks and communicates constructively, critically, objectively and clearly;
38. Can express views succinctly and effectively in a formal Board/Committee meeting environment making reasoned and considered contributions;
39. Can positively influence others, earning their respect whilst listening to diverse views and respecting collective decisions;



40. Facilitates and mediates in difficult situations with an impartial and balanced approach; and
41. Promotes ARB's key messages by supporting a consistent approach to communications as set out in the organisation's strategy.

### **Team working**

42. Adjusts their personal style and contribution to the dynamic of the discussion and decision-making process;
43. Influences with integrity to form a consensus with other Board Members when involved in decision making and influences through persuasive evidence-based discussion;
44. Always maintains confidentiality; and
45. Builds trust, respect and confidence from fellow Board Members, ARB staff.

### **Effective Personal Development**

46. Shows a commitment to personal reflection and the process of performance review;
47. Actively seeks and responds positively to feedback from others;
48. Makes the most of opportunities to expand and develop their knowledge and skills
49. Has an ongoing commitment to equality and diversity actively embedding this in the organisation; and
50. Is a role model for upholding the Seven Principles of Public Life; and has a positive approach to acting in the public interest.

### **Essential knowledge and experience for Senior Independent Board Member**

51. Experience of working within Committee or governance processes that include setting strategy and policy development. This could include operating in private sector board and committee environments but could also include operating within education governor roles, or public sector or charity trustee boards, as well as other governance arrangements which involve holding organisations to account.
52. Applying knowledge and experience of the UK regulatory environment.
53. Experience of working with an executive team to challenge, support and hold them to account for the delivery of the organisation's strategic aims and objectives;
54. Experience of being able to develop strategies in complex environments as well as cross regulatory/business experience.
55. Extensive skills in:
  - a. working in a fast-paced changing environment
  - b. expertise in implementing large scale change and transformation in a dynamic, people-focused organisation.
  - c. *[for recruitment purposes only add any other specific skills as require when a board member is being sought – such as specialist financial skills etc]*

56. Experience of exercising independence within a governance context working to ensure high standards and outcomes;
57. Being able to demonstrate skills, character and conduct within a similar or comparable role;
58. Strong experience of being able to facilitate and mediate in situations of dispute to achieve successful outcomes;
59. Strong commitment to good governance, upholding the Seven Principles of Public Life, and a commitment to equality, diversity and inclusion.

## **Additional Information for appointment purposes**

### **Term of Office**

The individual designated to be the Senior Independent Board Member must already have been appointed as an ARB Board member; they should hold the position for the duration of their tenure following being designated the role, but succession planning should be borne in mind if the individual has held the position for a number of years and/or is nearing the end of their Board tenure ship.

The designation should typically be made or reviewed at the same time that the Board's review of the membership of the Committees is undertaken. The Chair of the People Committee, the Chair of the Audit and Risk Assurance Committee and the Chief Executive and Registrar should be involved in this process.

### **Time commitment**

The time commitment for the SIBM role is circa 23 days per annum. Board member's duties include preparing for and attending Board meetings, preparing for and attending committee meetings (where appointed to a committee), participating in reviews of performance and relevant briefing sessions. Whilst most meetings will take place during normal office hours there will be occasions where some duties need to be carried out more flexibly.

### **Fee and Expenses**

The remuneration for this role is £10,424 per annum. This remuneration is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before you are paid. Reasonable expenses will be paid in accordance with ARB's Guidance, expenses for travel and subsistence.