

ARB Values & Behaviours

for Open session

Subject: To approve an updated Values & Behaviours Framework for ARB.

Board meeting:

22 May 2024

Agenda item:

7

Action:

- For noting
- For discussion
- For decision

Purpose

To agree amendments to ARB's staff values and behaviours to incorporate requirements for Board members and Associates.

Recommendations

The Board is asked to approve the revised values and behaviours.

Annexes

Annex A – ARB Values and Behaviours 2022

Annex B – Revised Values and Behaviours 2024

Author/Key Contact

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1. Open Session

1.1. This paper will be held in open session.

2. Background and Key points

2.1. In May 2022, at their All Staff Away Day, facilitated by Dru Jaeger, ARB staff co-created ARB's framework of values and behaviours to best reflect the organisation. Each section of the framework contains:

- The value word or phrase
- Description
- Example of behaviours

2.2. In June 2022 ARB staff were invited to complete a staff survey to provide any final feedback on the framework of values and behaviours.





2.3. In July 2022 a new staff Values and Behaviours framework was agreed which can be seen in **Annex A**.

2.4. As part of our 2024 Business Plan, we committed to aligning our values and behaviours with board members and associates, as well as staff. This commitment was also consistent with a recommendation from the Board Effectiveness and Governance independent review carried out by NCVO.

2.5. At its Board Workshop in January 2024, facilitated by Dru Jaeger, the Board held a non-executive only session, and the following key questions were asked:

- How can the values and behaviours apply equally to board members and associates as well as staff?
- How can the values shape the board's approach to good governance?
- Are the examples of behaviours sufficient to guide the board's actions in practice?

2.6. At its Board Workshop in March 2024, a validation session was held with the Senior Leadership Group, and it was established a revised framework of values and behaviours was required, with the following key conclusions and actions agreed:

Values are too internally focused		Add an external dimension to each description
Innovation is not the same as improvement		Focus on transformation and being a leading voice
Commitment in itself is not a value		Address commitment to impact on key challenges
Valuing others includes stakeholders and partners		Ensure people outside ARB are heard and included

2.7. It was also agreed that a session with the staff team should be carried out to inform them of the proposed revised framework, seen at **Annex B**, and to seek any feedback and approval, before bringing it back to the board for approval at its May 2024 board meeting.

- 2.8. While the overall structure of the four values has remained unchanged, the supporting narratives have been redrafted with input from board members. The resulting amendments give the values an explicit external focus, not just encompassing how those working in ARB seek to behave toward each other but also describing how the organisation will approach its relationships with stakeholders and the public.
- 2.9. An all-staff session was held on 2 May 2024 and the revised framework of values and behaviours was unanimously agreed.
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3. Resource Implications

- 3.1 The costs of external facilitation and drafting was £8,250.
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4. Risk Implications

- 4.1 We know that the success of any organisation's strategy depends in part on the ability of its staff, and at ARB the Board, staff and associates, to operate to a shared way of working. This is often described in a Values and Behaviours framework. This helps to mitigate the risk of diverging or inappropriate behaviours, the opportunity to build a shared positive culture and to enable colleagues to hold a mirror up if behaviours are not acceptable.
- 4.2 The ARB values and behaviours are already integrated into the staff performance framework and will be incorporated into the Board appraisals if adopted.
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5. Communication

- 5.1 If the revised framework is approved by the board, formal communications will be issued to the staff team and a communications plan will be developed for our associates.
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6. Equality and Diversity implications

- 6.1 It is critical that ARB has a positive and inclusive culture. We have worked hard as a staff group and Board collectively to ensure that we are inclusive.

6.2 As an employer we have made progress but there is more to do; having a clear statement about the shared commitment to uphold the ARB values and behaviours can, if there is shared accountability, support an inclusive culture.

6.3 All associates must uphold the requirements in their 'worker' contract. We will share and engage with our Associates so that they recognise the expectations and provide assurance to them about the expected values and behaviours they have a right to expect from colleagues.

7. Recommendations

7.1 The Board is asked to approve the revised values and behaviours.

In ARB, we value collaboration, innovation, commitment, and each other.

We value collaboration

It matters to us that we work well together. We want everyone in ARB to contribute to their fullest potential, because each of us has an individual role in ensuring our organisation's success. So we work together in the best interests of ARB and the communities we serve.

Some examples of ways to make collaboration real in ARB:

- Dedicate time to getting to know your colleagues on a personal level and understanding their skillsets
- Be an active participant in team-building exercises and workshops
- Explore problems and issues with colleagues from other teams before starting to solve them
- Look for opportunities to work with staff across ARB to solve organisation-wide problems
- Discuss difficult questions with your colleagues, share your knowledge and experience, and embrace alternative viewpoints
- Be open and honest in your communication with others

We value innovation

It matters to us that we are bold in making improvements to the regulation of architects. We aspire to be leaders in our sector, sharing our knowledge and expertise and using data, evidence and feedback as tools for improvement in all we do. We adapt in the face of challenges, and we're ready to grow and learn from others.

Some examples of ways to make innovation real in ARB:

- Commit to your personal development and look for opportunities to learn and grow
- Share what hasn't worked so well and be open about what you've learned
- Look for ways that even familiar tasks can be improved and challenge others to consider alternative approaches
- Welcome new perspectives, and bring your experience from outside ARB to bear in your work
- Take time to test your ideas with a wide range of people inside and beyond the organisation
- Share your thoughts, contribute to discussions and be proactive in creating change

We value commitment

It matters to us that we are dedicated to ARB's purpose. We want to do well in our work because we want our organisation to have a positive impact. So we set high standards and challenging targets for ourselves, organise our time and resources, make clear decisions, and follow through on their implementation.

Some examples of ways to make commitment real in ARB:

- Take personal responsibility for your work, and see through the promises you make
- Approach each day with a plan of what to achieve by the end of it
- Make clear, proportionate decisions that you're ready to justify
- Set reasonable and specific timeframes for delivery of actions
- Keep a clear focus on ARB's regulatory responsibilities
- Be determined and deliberate in your activities at work

We value each other

It matters to us that our working culture is personally supportive. We want everyone who works for ARB to feel valued. So we treat each other fairly, act with integrity and trust each other. We are honest about our limitations, and we listen to others with empathy.

Some examples of ways that you can value others at ARB:

- Treat everyone with respect and value other people's differences
- Be willing to hold others to account and be accountable for your actions
- Judge the message, not the messenger
- Counter negativity and aim to resolve challenges
- Recognise pressures on others, be proactive and provide support
- Be flexible in approaching others, considering the needs of individuals, not just the group

In ARB, we value collaboration, innovation, commitment, and each other.

We value collaboration

It matters to us that we work well together. We want everyone in and beyond ARB to contribute to their fullest potential because each of us has an individual role in ensuring our organisation can respond to complex issues. So, we enable our staff, board, partners and stakeholders to work together in the best interest of the public we serve.

Some examples of ways for staff to make collaboration real in ARB:

- Dedicate time to getting to know your colleagues on a personal level and understanding their skill sets
- Be an active participant in team-building exercises and workshops
- Explore problems and issues with colleagues from other teams before starting to solve them
- Look for opportunities to work with staff across ARB to solve organisation-wide problems
- Discuss difficult questions with your colleagues, share your knowledge and experience, and embrace alternative viewpoints
- Be open and honest in your communication with others

Additionally, ARB's board and committee members will:

- Offer constructive support to the executive, seeking to understand, question and challenge
- Seek balance between competing perspectives, acknowledging and learning from others' diverse experiences
- Take time to consider priorities and perspectives in and beyond ARB when instigating change

We value innovation

It matters to us that we are bold in transforming the regulation of architects to increase society's respect and confidence in the profession. We aspire to be a leading voice in our sector, sharing our knowledge and expertise and using data, evidence and feedback as tools for improvement in all we do. We adapt to tackle emerging opportunities and are ready to grow and learn from others.

Some examples of ways for staff to make innovation real in ARB:

- Commit to your personal development and look for opportunities to learn and grow

- Share what hasn't worked so well, and be open about what you've learned
- Look for ways that even familiar tasks can be improved and challenge others to consider alternative approaches
- Welcome new perspectives, and bring your experience from outside ARB to bear in your work
- Take time to test your ideas with a wide range of people inside and beyond the organisation
- Share your thoughts, contribute to discussions and be proactive in creating change

Additionally, ARB's board and committee members will:

- Be open-minded and receptive to new ideas and perspectives
- Ensure innovative proposals are backed by publicly available research evidence
- Have the confidence to admit errors and review decisions if necessary

We value commitment

It matters to us that ARB makes a positive difference for people and the planet. We are committed to encouraging the architecture sector to respond to critical challenges, including safety and sustainability. So, we set high standards and stretching targets for ourselves, make clear decisions, and follow through on their implementation.

Some examples of ways for staff to make commitment real in ARB:

- Take personal responsibility for your work, and see through the promises you make
- Approach each day with a plan of what to achieve by the end of it
- Make clear, proportionate decisions that you're ready to justify
- Set reasonable and specific timeframes for the delivery of actions
- Keep a clear focus on ARB's regulatory responsibilities
- Be determined and deliberate in your activities at work

Additionally, ARB's board and committee members will:

- Maintain focus on ARB's impact on the public, stakeholders, architects and the environment
- Take responsibility for decisions, demonstrating a shared commitment to the effective achievement of collective goals
- Hold each other to account for living up to ARB's values

We value each other

It matters to us that everyone who works for and with ARB feels heard, valued, trusted, and included. So, we treat others fairly, act with integrity, and demonstrate trust in others. We are honest about our limitations, creating a supportive culture in which we listen with empathy.

Some examples of ways for staff that you can value others at ARB:

- Treat everyone with respect and value other people's differences
- Be willing to hold others to account and be accountable for your actions
- Judge the message, not the messenger
- Counter negativity and aim to resolve challenges
- Recognise pressures on others, be proactive and provide support
- Be flexible in approaching others, considering the needs of individuals, not just the group

Additionally, ARB's board and committee members will:

- Foster a high-trust environment in meetings to facilitate rigorous decision-making
- Listen actively and with empathy, encouraging open communication
- Seek differing points of view and critically examine biases when making complex decisions