

# Board paper

Subject: Recruitment of a new Independent Member of the People Committee

Board meeting:

12 May 2026

Agenda item:

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Action:

- For noting
- For discussion
- For decision

## Purpose

To agree the recruitment plans and approach for the new independent member of the People Committee so that an appointment can be made with effect from 18 November 2026.

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## Recommendations

It is recommended that the Board approves the proposed recruitment plans and approach as set out within the paper.

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## Annexes

Annexe A – External People Committee Member’s Role Profile (Current role profile with proposed track changes)

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## Author/Key Contact

Emma Matthews, Director of Governance & International – [emmam@arb.org.uk](mailto:emmam@arb.org.uk)

Eleri Jones, Head of People – [elerij@arb.org.uk](mailto:elerij@arb.org.uk)

## 1. Open

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## 2. Background and Key points

- 2.1. The current External People Committee Member, Ian Muir, will be required to step down from the Committee on 17 November 2026, when his eight-year tenure will come to an end.
- 2.2. In preparation for this we are mapping out the recruitment process to find a new External Committee Member. As we start our planning it is proposed that the selection panel for the recruitment and appointment process includes the following ARB Board Members:  
  
Liz Male (People Committee Chair, Lay Board Member)  
Alan Kershaw (ARB Chair)  
Grace Choi (Architect Board Member)  
  
The panel will be supported by the HR/Governance team.
- 2.3. We are not proposing to engage with a recruitment consultancy to manage this process as we can use our in-house expertise, own social media channels and networks. We will also be looking to use our new on-line recruitment portal, called Talos which will also advertise on recruitment sites (which will include Indeed, Google Jobs, Zip Recruiter and LinkedIn). We will generate a recruitment strategy which will include an advert to attract a diverse range of candidates appearing on our website, social media channels and Talos sites, in addition to the role profile.
- 2.4. The current role profile is set out in **Annexe A**. To facilitate discussion, we have also provided some suggested track changes within the same Annexe to draw out further qualities and experiences.
- 2.5. Our strategy will also include running information sessions for potential applicants so that they can learn more about ARB's work and the role of an external committee member. As part of this we may ask one of the Committee Members to join us and share their experience or if this is not possible, share some words on why they would encourage an independent member to join the Committee.

2.6. Following the Board in May, our aim will be to keep the selection panel updated on the ongoing strategy and approach. As part of our planning at this early stage, we have set out a high-level timeline:

<b>Timing</b>	<b>Activity</b>
Mid June 2026	Recruitment Campaign Launched and Open
Mid-Late July 2026	Interviews
Late July 2026	Recruitment Panel to finalise recommendation for the ARB Board
14 October 2026 (or sooner if a short Board meeting forms part of the Board Workshop Days in September)	ARB Board Approval of the Appointment
Mid-Late October 2026 (Or end of September/early October in the event of a September Board decision)	Completion of Due Diligence and Issuance of Contract
November 2026	Briefing and Induction
Early 2027	First meeting

2.7. Applicants will be asked to provide a CV and covering letter, where they will be asked to cover key questions around their experience and expertise and what they can bring to the role. Initial sifting will be carried out by the HR team for the selection panel to make decision on shortlisting for interview. Following the interview process, the selection panel will then make recommendations to the ARB Board regarding the appointment to the Committee.

2.8. Recommendations to the Board will be made no later than the Board meeting taking place on 14 October 2026.

2.9. Following the People Committee Meeting on 28 April 2026, feedback on the skills, experience and knowledge was provided to the Executive, where members also reflected on the contribution and expertise provided by the current independent member. The role profile has been updated to consider this feedback. The overall view is in addition to the role profile requirements, being able to bring a strong

external HR and leadership perspective to the work of the Committee and executive will be important. This will be built into the advertising strategy.

- 2.10. The Board is asked to approve the proposed approach to the recruitment plans and approach as outlined within the paper.

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### 3. Resource Implications

- 3.1. The costs associated with the recruitment process will be covered from within the Governance & International Department's budget.
- 3.2. The recruitment campaign will be supported by members of the Governance and Human Resources teams.

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### 4. Risk Implications

- 4.1. The Board's Committees should be properly resourced with membership selected from those who have appropriate skills, expertise and experience to ensure that ARB's statutory responsibilities and objectives can continue to be fulfilled. Failure to populate the Board's Committees appropriately could impact on ARB's ability to deliver its statutory functions.
- 4.2. To mitigate risks in relation to this, the recruitment process will seek to identify candidates who have the skills, experience and expertise as set out in the essential competencies for this role. We will also ensure that we take the principles underpinning our approach to succession planning into account during the recruitment process. The selection panel will seek an appointee who will make an effective contribution and add value to the Committee's work during their tenure.
- 4.3. Induction and briefing sessions will also be provided to the new committee member to ensure they fully understand their role and responsibilities.
- 4.4. External Committee members will additionally be subject to annual review so that they can discuss their role, objectives and any relevant development needs with the Chair of the Committee on an annual basis.

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### 5. Communication

- 5.1. ARB will be seeking to appoint a new external member to its People Committee with effect from late November 2026.

5.2. As noted above, we will promote the vacancy via a range of means including through our website, social media channels and our online recruitment portal, Talos.

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## 6. Equality and Diversity implications

6.1. The recruitment of a new external Committee member provides an opportunity to consider the diversity of the Committee. Careful consideration will therefore be given to equality, diversity and inclusion throughout the recruitment and appointment processes.

6.2. As noted above, we will consult the selection panel on our recruitment approach to ensure we encourage applicants from a diverse pool.

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## 7. Recommendations

7.1. It is recommended that the Board approves the proposed recruitment plans and approach as set out within the paper.

## **Item 9**

**ARB Board – 12 May 2026**

### **Annexe A**

#### **Current Role Profile with proposed adjustments for discussion and feedback**

#### **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 oversee the strategic workforce strategy of ARB. This includes reviewing and making recommendations to the Board regarding the pay and benefits offering to all staff, Board members and associates. It considers and approves the People Strategy which drives and sets the HR and organisational development workplan.. 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 strategic HR advice and sharing relevant knowledge and expertise to inform the Committee's discussion and 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 impact 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, HR policies and UK employment legislation 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 including ARB's values and behaviours.
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 pay and benefits, organisational development and strategic workforce planning to achieve the highest standards of corporate governance, scrutiny and performance outcomes.
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.
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.
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. Always Maintains confidentiality.
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.
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 strategic human resources leadership, including pay and reward, benefits, organisation development, strategic workforce planning, operating in environments that drives HR best practice.
35. Is a member or fellow of the CIPD has executive and or trustee 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 practical and strategic experience around equality, diversity and inclusion.
39. Has an ability to understand and analyse a range of information and to use it to 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.
42. Strong commitment to good governance, upholding the Seven Principles of Public Life,.

## **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 £412 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.