

PRIVATE & CONFIDENTIAL

Candidate Brief



Director of Communications,
Policy and Engagement

U0906

September 2020

Managing Director
Sarah Thewlis
sat@thewlisgraham.com

Contents

1. An introductory letter from Marc Stoner, Acting Chief Executive and Registrar
2. About the Architects Registration Board
3. The role of Director of Communications, Policy and Engagement
4. Salary and Benefits
5. Timeline, Application process and how to apply
6. Diversity Monitoring

Appendix I – ARB Staff Values in full

Appendix II – Organisation Chart

**Welcome from Marc Stoner,
Acting Chief Executive and Registrar**



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Director of Communication, Policy and Engagement at the Architects Registration Board (ARB). This is a brand new and very key role within our organisation. You will report to the Chief Executive and will be an active member of the Strategic Leadership Group, which leads the coordination of Regulatory policy, developing a professional and proactive communication and engagement function this is 'best in class'. We hope that you find the information in this Candidate Brief useful and, more generally the content of our website: <http://www.arb.org.uk/>

ARB has re-structured its communications, policy and engagement function to ensure it is fit for the new and important challenges facing the profession and its members; including preparing for post EU Exit. ARB is committed to playing our part in increasing diversity in the profession and wants to show to its stakeholders through effective and impactful communications that it is leading the way, promoting professional standards and supporting architects in maintaining the high standards to which they all aspire.

As Director of Communication, Policy and Engagement you will have considerable responsibility and therefore in addition to a background of senior communications leadership experience, it requires someone with a strong record of high-level stakeholder engagement, Public Affairs experience including political influencers, MP's, ministers and policy makers at a local and national level.

Applicants will be required to show recent experience of motivating and managing a multi-skilled team, demonstrating they can work effectively with peers and senior stakeholders, to reach a consolidated and consistent position on key policy area. In addition, a demonstrable record of continuing professional and personal development, experiences of successful media relations including confident handling of press on contentious subjects will be sought.

If this is an opportunity that appeals to you, and you have the skills set out in the person specification in this candidate brief - we would very much like to hear from you.

For a confidential conversation with Thewlis Graham Associates who are our recruitment partners for this role, please contact Sarah Thewlis, Managing Director on 0207 850 4781 or email applications@thewlisgraham.com. Sarah will be happy to discuss this opportunity with you and answer any questions you may have.

Yours sincerely

A handwritten signature in black ink, appearing to read 'M Stoner', written over a light-colored background.

Marc Stoner
Acting Chief Executive and Registrar

2) About the Architects Registration Board (ARB)

ARB was established by Parliament in 1997 to regulate the architects' profession in the UK. We are an independent, public interest body and our work in regulating architects ensures that good standards within the profession are consistently maintained for the benefit of the public and architects alike.

Our duties are contained in the 1997 Architects Act, and cover six main areas:

- Prescribing – or 'recognising' – the qualifications needed to become an architect
- Keeping the UK Register of Architects
- Ensuring that architects meet our standards for conduct and practice
- Investigating complaints about an architect's conduct or competence
- Making sure that only people on our Register offer their services as an architect.
- Act as the UK's Competent Authority for architects

The Board

Our work is overseen by 11 Board members, all appointed by the Privy Council. This includes one independent, non-executive Chair and ten non-executive Board members made up of five members of the public and five architects.

More details can be found about individual members on our website:

<http://www.arb.org.uk/about-arb/arbs-board-committees/board-members/>

ARB's Strategic Objectives and Business Plan



ARB's primary purpose is to deliver the Architects Act 1997 and has identified two objectives from the Act which underpin that core work:

- Protect the users and potential users of architects' services
- Support architects through regulation

ARB's Strategic Objectives:

The core work of ARB is to fulfil its statutory obligations under the Architects Act but in addition to that core work, the Board has identified four strategic objectives, deliverable over a three year period (2019 to 2021) which are:

- Organisational Excellence
- Planning for an effective exit from the European Union

- Fit for purpose Register of Architects
- Strong Relationships

You can view ARBs three year strategic plan in full [here](#).

Business Plan:

The Board's Business Plan for 2020 has been divided into sections relating to each of the above strategic objectives. Each section on the Business Plan sets out the actions that must be undertaken in 2020, in order to meet the 2019 to 2021 strategic objectives. You can view the 2020 Business Plan in full [here](#).

The Senior Management Team

The Senior Management Team is headed by the Chief Executive and Registrar and is responsible for managing and overseeing all aspects of ARB's operations.

Declaration

All members of the Senior Management Team have declared that they have no financial or other personal interest, direct or indirect, in any matter that raises or may raise a conflict with their duties as a staff member at the Architects Registration Board.

Purpose

The purpose of the Senior Management Team is to manage the operations of the Architects Registration Board (ARB) to facilitate ARB's effective delivery of the Board's purpose and objectives.

Membership

The members of the Senior Management Team are:

Chief Executive and Registrar and
Director of Registration
Director of Professional Education
Director of Regulation
Director of Finance & Resources
Director of Communications, Policy and Engagement

The Executive Assistant also attends on request to record action points.

Roles and functions

The Senior Management Team has the following roles and functions:

- Maintains and develops strong working relationships between the Chair and Chief Executive and Registrar, Board and the Senior Management Team, and keeps the Board's Chair and Committee Chairs fully informed on a timely basis
- Advise the Chief Executive and Registrar on policy matters
- Establish a shared strategic vision for the organisation and the plans necessary to deliver those goals and promote continuous improvement while ensuring that the Board's strategic aims are delivered
- Lead in the preparation of the Business Plan, Budget, risk strategy and then manage the delivery of the Business Plan within budget ensuring effective and efficient use of resources
- Manage risk and ensure that mitigating controls and actions are in place as well as responding to incidents affecting the delivery of ARB's operations
- Manage the implementation of ARB's EDI Policies
- Ensure ARB's compliance with the Ministry of Housing, Communities and Local Government (MHCLG)'s Framework Agreement and ensure that statutory requirements are met, and that ARB's policies, systems and procedures are observed and applied
- Share information in order to ensure that ARB is working as a unified, well-informed unit
- Drive performance management and set and monitor performance indicators
- Support the development of the Senior Management Team members as individuals and as a group
- Leads, motivates and manages ARB's staff, resources and operations
- Maintains and develops close and effective working relationships with Government, consumer organisations, professional bodies for architects, the construction industry, universities and other regulatory bodies in the UK and internationally to improve the reputation of ARB among all its stakeholders.
- Ensures that the ARB complies with relevant legislation, including Employment, Health and Safety, Data Protection and Freedom of Information

ARB – Director of Communications, Policy and Engagement – U0906

- Responsible for the employment of staff and Non-Executives, promoting equal opportunities and diversity. Ensures that appropriate policies are in place, compliant with employment legislation and which are applied by all managers
- Lead & implement on special projects in line with the requirements of the Boards strategic objectives



3) The role of Director of Communications, Policy and Engagement

Under the terms of the Architects Act 1997, the Architects Registration Board is the statutory regulator of architects in the UK. The Director of Communications, Policy and Engagement is responsible to the Chief Executive and Registrar and accountable for the effective leadership and functioning of the Registration Department.

Job Title: Director of Communications, Policy and Engagement

Responsible to: ARB Chief Executive and Registrar and is part of the Strategic Leadership Group

Responsible for: Communications, Policy and Engagement department and all staff within

Responsibilities – Director of Communications, Policy and Engagement

- To establish a framework around regulatory policy ensuring that policy development and implementation is supported by sound evidence from the technical leads who are responsible for statutory service delivery, is proportionate, targeted and relevant to ARB's statutory organisational objectives
- Lead, develop, implementation and deliver an overarching and integrated communications and engagement strategy that supports the organisation's strategic direction and helps deliver key objectives. This includes regularly reviewing the strategy to ensure it remains fit for purpose, by measuring and evaluating the effectiveness of the strategy and developing it to respond to the changing external environment and the resources available for delivery.
- Lead and deliver on the strategic development of a professional and proactive communication and engagement function for ARB that is 'best in class' for supporting a complex organisation operating in a rapidly changing external environment.
- Lead, develop, implement and deliver an effective two-way engagement programme with ARB's external stakeholders, ensuring that ARB is positioned positively amongst architects, consumers, and other key stakeholders.
- Ensure that ARB is portrayed as positively and accurately as possible in the media.
- Lead, develop, implement and deliver an effective two-way internal communications and engagement programme amongst staff.
- Create and implement a digital / online media strategy to develop ARB's intranet, external website and social media presence, ensuring they are effective communication tools for the public and ARB staff.

ARB – Director of Communications, Policy and Engagement – U0906

- Embrace digital engagement and communications to ensure that ARB is effective and responsive in its use of technologies, leading the way in effective engagement and listening.
- Line management and ongoing development of the ARB teams responsible for policy development, and communications, and developing the principles and expectations of excellent customer experience.
- Play a key role in managing ARB's overall reputation management, policy, communications and engagement advice, through active involvement on the Chief Executive, Strategic Leadership Group and Senior Management Team and when required, the Board.
- Foster good working relationships with key internal and external stakeholders, including the Chair, nominated Board Members for communications and stakeholders, as well as key non-executive colleagues and external organisations.

Responsibilities - As a member of Senior Leadership Group:

- Maintains and develops strong working relationships between the Chair and Chief Executive and Registrar, Board and the Senior Management Team, and keeps the Board's Chair and Committee Chairs fully informed on a timely basis
- Advise the Chief Executive and Registrar on policy matters
- Establish a shared strategic vision for the organisation and the plans necessary to deliver those goals and promote continuous improvement while ensuring that the Board's strategic aims are delivered
- Lead in the preparation of the Business Plan, Budget, risk strategy and then manage the delivery of the Business Plan within budget ensuring effective and efficient use of resources
- Manage risk and ensure that mitigating controls and actions are in place as well as responding to incidents affecting the delivery of ARB's operations
- Manage the implementation of ARB's EDI Policies
- Ensure ARB's compliance with the Ministry of Housing, Communities and Local Government (MHCLG)'s Framework Agreement and ensure that statutory requirements are met, and that ARB's policies, systems and procedures are observed and applied

ARB – Director of Communications, Policy and Engagement – U0906

- Share information in order to ensure that ARB is working as a unified, well-informed unit
- Drive performance management and set and monitor performance indicators
- Support the development of the Senior Management Team members as individuals and as a group
- Leads, motivates and manages ARB's staff, resources and operations
- Maintains and develops close and effective working relationships with Government, consumer organisations, professional bodies for architects, the construction industry, universities and other regulatory bodies in the UK and internationally to improve the reputation of ARB among all its stakeholders.
- Ensures that the ARB complies with relevant legislation, including Employment, Health and Safety, Data Protection and Freedom of Information
- Responsible for the employment of staff and Non-Executives, promoting equal opportunities and diversity. Ensures that appropriate policies are in place, compliant with employment legislation and which are applied by all managers
- Lead & implement on special projects in line with the requirements of the Boards strategic objectives

Person Specification

Part I

Knowledge, Skills & Experience:

Essential

- Senior communications leadership experience (e.g. Head of Communications or Communications Director) at a complex organisation
- Demonstrable record of continuing professional and personal development
- Strong record of high-level stakeholder engagement, including political influencers, MPs, ministers, and policy makers at a local and national level
- Experience of operating and influencing at board level in a large organisation and providing professional counsel and advice to CEOs, Executive Directors and Board Members.
- Experience of successful media relations including confident handling of press, radio and TV interviews on contentious subjects

ARB – Director of Communications, Policy and Engagement – U0906

- Extensive experience of reputation and issues management strategy and implementation
- Demonstrable record of developing and improving both internal and external communications in a complex organisation
- Experience of managing and communicating large scale change programmes
- Demonstrable experience of using social and digital media to communicate with key audiences
- High degree of political knowledge and understanding coupled with a proactive, versatile and problem-solving approach
- Ability to build productive relationships with government officials, media and all other stakeholders and to make difficult short-term decisions that support long-term strategic aims and vision
- Demonstrate senior level leadership, communication, presentation skills including the ability to challenge, negotiate, persuade and influence decisions
- The intellect and interpersonal skills necessary to command the respect of peers, colleagues, external stakeholders and the communications team
- Ability to provide innovative solutions that inspire and motivate others and to work effectively in a complex and rapidly changing environment
- Confidence in achieving results collaboratively and inclusively
- Ability to deliver successfully despite demanding timetables, tight deadlines and unexpected events

Desirable

- Established professional relationships with politicians, senior civil servants and policy makers
- Well established network of existing media contacts in national and regional press
- Existing senior level communications experience
- Reputation as an ‘ambassador’ for communications
- Experience of the regulation of a profession.
- An interest in and understanding of architecture and the architectural profession.

Part 2

Personal style and behaviour

- An approachable, enthusiastic leader and team player
- A high level of personal credibility, integrity and authority which generates trust and confidence
- Highly professional; acts with appropriate accountability and leads by example
- Demonstrates drive, energy, pace, tenacity, determination and resilience
- Results-focused and solution-oriented
- Strong political awareness and sound judgement
- Flexible and outward looking, with the intellectual capacity and experience to analyse and advise on a wide range of organisational, public, disciplinary, educational and social policy issues
- Strong communicator, presenter and networker; brings external insight into the organisation
- Balances strategic and operational issues within evolving priorities
- Drives continuous improvement based on appropriate metrics
- Creates and sustains a systemic culture of continuous improvement, compliance, risk management and control

Personal Qualities:	<ul style="list-style-type: none">• High degree of political awareness• Demonstrates innovative and lateral thinking and intellectual flexibility• Displays poise and self-confidence in speaking ‘truth to power’• High order of self-awareness and self-management• Demonstrates a positive, proactive outlook in the face of obstacles / challenges• High levels of loyalty and personal integrity• Commitment to professional ethics• Ability to deal with confidential and sensitive issues in a professional manner
Special aptitudes relating to the demands of the post	

ARB – Director of Communications, Policy and Engagement – U0906

	<ul style="list-style-type: none"> Resilience and the ability to work under pressure against tight deadlines <p>High levels of energy and the enthusiasm to motivate others</p>
Other Requirements:	<ul style="list-style-type: none"> CIPR membership CIPR Accredited or CIPR Chartered PR Practitioner status

Competence	Attributes
Understanding and commitment to the statutory role of ARB	<ul style="list-style-type: none"> Demonstrates a clear understanding of the role and purpose of ARB Understands the need for public protection to be at the forefront of decision making Demonstrates appropriate motivation for undertaking the role Familiarity with the legal and regulatory frameworks that underpin decision making Complies with the Nolan principles of standards in public life
Strategic ability	<ul style="list-style-type: none"> Demonstrates and applies holistic wide-angle vision Understands contexts, stakeholders, influencers Builds commitment to a shared vision of the future Creates a systemic culture of strategic understanding Simplifies complexity, communicating clearly with all parties so they understand key principles Aligns short, medium and long term actions to deliver agreed outcomes Enables the organisation to streamline, simplify and digitise business processes
Leadership and people management	<ul style="list-style-type: none"> Creates, sustains and drives organisational high performance Multiplies productivity through personal impact on others Leads and manages the operational management team, dealing with both excellence and under-performance Applies modern human capital management practices Listens to and shows respect for the opinions of others Contributes constructively and effectively, inspiring others Manages unexpected events professionally, to best outcomes
Focus on results	<ul style="list-style-type: none"> Creates a systemic performance culture based on appropriate metrics

ARB – Director of Communications, Policy and Engagement – U0906

	<ul style="list-style-type: none"> • Creates and sustains high employee engagement • Drives a culture of continuous improvement
Effective governance of ARB	<ul style="list-style-type: none"> • Working with the CEO and SLG, ensures effective governance • Ensures appropriate induction, training and appraisal at all levels • Ensures that all appointments are made to the required standards set out by Government • Ensures that all members of the governance structure are provided with appropriate documentation and guidance for their work • Ensures ARBS policies and procedures are adhered to at all times.
Financial capability	<ul style="list-style-type: none"> • Ensures sound financial management, forecasting and reporting – no surprises
Risk management	<ul style="list-style-type: none"> • Creates and sustains a culture of effective risk management • Ensures that risk registers are outcome-driven and used by the organisation • Ensures risk management processes effectively mitigate current and anticipated risks proportionate to their likelihood of occurrence and impact
Stakeholder management	<ul style="list-style-type: none"> • Develops and sustains strong relationships with stakeholders • Acquires predictive, forward insight of stakeholder positions • Ensures effective consultation takes place with the profession, the public, government, education • Identifies areas of potential conflict, surfaces them and de-escalates them appropriately and professionally
Influence and communication	<ul style="list-style-type: none"> • Uses expert communication skills to deliver the right outcomes • Maintains effective relationships with relevant international organisations • Brings external knowledge, information and insight to ARB

Values

ARB's organisational values were set by our staff team in 2018 and we look to its employees to demonstrate the following qualities:

Be Positive: Contribute to a positive environment for you, your colleagues and the users of our services

Be Brave: Be courageous and proactive in all that you do

ARB – Director of Communications, Policy and Engagement – U0906

Be Supportive & Honest: Demonstrate an open, co-operative and respectful attitude in all your exchanges to build effective working relationships which are built on trust

Be an Expert: Take ownership, grow and share your knowledge

Strive To Do Better: Set high standards for yourself and for ARB and always look for ways we can improve

Development & Awareness

- All staff are required to develop themselves through training. They are also responsible, in conjunction with their Line Manager, for identifying any training and development needs.
- This position may require the post holder to undertake travel across the UK, work unsociable hours on occasion, including some weekend and overnight stays.

4) Salary and Benefits

Salary c£70K per annum

Benefits:

- Pension Scheme with generous company contribution up to 14%
- Death in Service – 4 x salary
- Private medical Insurance
- Medical Cash Plan
- 27 days annual leave (plus 1 extra day at Christmas)
- Interest free season ticket/gym membership/cycle loan
- Health screening every 2 years

5) Timeline, Application process and how to apply

Timeline

Dates	Activity
21 October 5pm	Applications close
Late October/early November	Thewlis Graham consultant interviewing of interested candidates
16 and 17 November	First stage ARB Interviews
W/C 23 November	Second stage ARB Interviews

Application process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Key Responsibilities section and the people who best meet these will be invited for interview with Thewlis Graham, Covid secure online.

Those candidates not invited to interview will be advised by email by early November.

Longlisted candidates will be advised by email. After a consultation between the ARB and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the Client, again in the most Covid secure way.

How to apply

To apply for this role, please email the following documents (in word format) to applications@thewlisgraham.com, quoting reference **U0906**.

- A comprehensive CV
- A covering letter which outlines your skills and experience and your motivation for applying
- The name, job title, organisation, email address and mobile phone number of two professional referees. (Please note referees will not be approached without your prior permission.)

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries.

6) Diversity Monitoring

Diversity Monitoring is independent of the recruitment process but please do complete your completed diversity monitoring form as Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

We kindly ask you to click on this [link here](#) to start the short survey, if you have any problems doing this please email: tct@thewlisgraham.com

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.



Appendix I – The ARB 5 Values in full

ARB Staff Values – 2018

1. Be positive

Contribute to a positive environment for you, your colleagues and the users of our services

- *_Keep smiling! Be happy! Bring fun and energy to my team and wider office*
- *_Always have a ‘glass half-full’ attitude and look for the skills and value in everyone*
- *_Celebrate the goals and see the opportunity in everything*
- *_Don’t let your own mood adversely affect the team*
- *_It’s good to talk – when you are feeling the pressure, open up*

2. Be brave

Be courageous and proactive in your in all that you do

- *_Embrace tasks that take you out of your comfort zone, do the difficult things first and try something new*
- *_Do things ‘for the good of ARB’ – volunteer and muck in!*
- *_Be accountable for your actions, and don’t avoid the issue/the difficult conversations*
- *_Be confident in yourself and trust in the team*
- *_Get to know your colleagues and the person behind the job*

3. Be supportive and honest

Demonstrate an open, co-operative and respectful attitude in all your exchanges to build effective working relationships which are built on trust

- *_Recognise your own and others’ successes, apply constructive feedback*
- *_Recognise pressures on others and be proactive and provide support – don’t play the blame game*
- *_Be mindful of others’ feelings, show empathy and be approachable*
- *_Treat everyone with respect and value our differences*
- *_Be honest with yourself – ask for help when you need it*

4. Be an expert

Take ownership, grow and share your knowledge

- *_Challenge yourself to get beyond your mental blocks*
- *_Make every day a school day, keep learning, ask questions, share knowledge and expertise*
- *_Be open to new ideas and ways of doing things, value others’ knowledge and learn from them*
- *_Be proactive about your personal development – create the opportunities to learn*
- *_Give substance to your arguments*

5. Strive to do better

Set high standards for yourself and for ARB and always look for ways we can improve

- *_Don’t be satisfied with ‘that will do’, set challenging targets and work to them*

ARB – Director of Communications, Policy and Engagement – U0906

- _Take time to build on your strengths and identify areas for development
- _Put yourself in your customers’ shoes
- _Take a step back – see the big picture and the innovative solutions
- _Give, seek, listen and learn from feedback

Appendix II – Organisation Chart

