

PRIVATE & CONFIDENTIAL

Candidate Brief



Architects Registration Board

Chief Executive and Registrar – T0601

July 2020

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Welcome from Alan Kershaw, Chair of the Board

Dear Candidate,

We are very pleased that you are interested in applying for the position of Chief Executive and Registrar at the Architects Registration Board (ARB). I hope that you will find the information in this Candidate Brief useful and, more generally, also the content of our website at <http://www.arb.org.uk/>.

Established in 1997 as a modern forward-thinking regulator, ARB is responsible for regulating 42,000 architects by making sure that good standards within the profession are consistently maintained for the benefit of the public and the profession alike. We have an ambitious regulatory agenda that builds on our success to date and responds to the current external context.

The Chief Executive and Registrar reports to the Chair and is responsible to the Board, all eleven members of which are appointed by the Privy Council. As Chief Executive you will be responsible for the effective leadership and functioning of the organisation, and for motivating and leading a staff team of around 30. As Registrar you will be responsible for our regulatory responsibilities under the 1977 Architects Act.

We are looking for a dynamic leader who can inspire and facilitate cultural change, build on well-established and strong foundations and, especially, work with the Board to devise, develop and delivery strategy. The Board has recently approved a highly ambitious programme of core projects addressing issues of high importance to both public and profession. In the immediate term we will be tackling strategic questions around fire and life-safety, climate change and sustainability, EU exit, the prescription of professional qualifications and the ways in which architects' professional competence is defined and monitored. The delivery of good governance, robust financial systems and cost-effective operational plans will underpin our future ambitions.

You will therefore be working at Board level in a professional, regulatory and service-led organisation. You will have outstanding people skills, high professional standards and be a natural ambassador who can work within complex stakeholder relationships. A desire and ability to deliver results through people will be critical.

If you are interested in our work and have the relevant experience to perform this significant leadership role, we would very much like to hear from you. Please contact our recruitment partner, Sarah Thewlis, at Thewlis Graham Associates on 020 7850 4781, to discuss the opportunity in more detail.

Yours sincerely

A handwritten signature in black ink that reads "Alan Kershaw". The signature is written in a cursive style and is positioned above a horizontal line that extends to the right.

Alan Kershaw
Chair of the Board

2) About the Architects Registration Board (ARB)

The 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 Strategic Leadership Group (SLG)

The Strategic Leadership Group (SLG) 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 Strategic Leadership Group 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 Strategic Leadership Group (SLG) 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 SLG are:

Chief Executive and Registrar

Head of Registration

Head of Qualifications & Governance

Head of Professional Standards

Head of Finance & Resources

The Communications Lead attends meetings by invitation. The Executive Assistant also attends on request to record action points.

Roles and functions

The SLG has the following roles and functions:

- To advise the Chief Executive and Registrar on policy matters, including HR policies and remuneration issues to be considered by the Remuneration Committee
- To prepare and recommend to the Board the Business Plan, Budget, risk strategy and changes to resources
- To manage the delivery of the Business Plan within budget
- To manage risk within ARB
- To manage the implementation of ARB's single equality scheme
- To ensure ARB's compliance with the Ministry of Housing, Communities and Local Government (MHCLG)'s Framework Agreement
- To manage the Board's agenda of work
- To share information in order to ensure that ARB is working as a unified, well-informed unit
- To deliver and ensure the consistent operation of:
 - HR policies and remuneration
 - Staff welfare
 - Performance management and performance indicators
- To respond to major incidents affecting the delivery of ARB's operations
- To support the development of the OMG members as individuals and as a group
- To consider any issue relating to the smooth running of ARB's business.

In fulfilling the group's terms of reference, the group will take decisions collectively, but may reach a view by majority vote. However, where decisions rest with the Registrar under statute or under the scheme of decision making, the Registrar may take the decision alone having taken the advice of the group into account



3. The role and responsibilities of the Chief Executive and Registrar

Job Description

Under the terms of the Architects Act 1997, the Architects Registration Board is the statutory regulator of architects in the UK. The Registrar and Chief Executive is responsible to the Board and ultimately to Government for the statutory duties of the ARB. The Registrar and Chief Executive is also accountable for the effective leadership and functioning of the organisation.

Job Title: Chief Executive and Registrar

Responsible to: ARB Chair and Board

Responsible for: All ARB Staff

Responsibilities - Chief Executive:

- Is responsible to the Board and reports to the Chair
- Works with the Board to ensure that good governance is delivered through the organisation. This will include ensuring that decision making is transparent with clear accountability. There will be a system for monitoring and evaluating progress and risks are managed and mitigated.
- Leads the Strategic Leadership Group to:
 - establish a shared strategic vision for the organisation and the plans necessary to deliver those goals
 - promote continuous improvement while ensuring that the Board's strategic aims are delivered
 - ensure that statutory requirements are met, and that ARB's policies, systems and procedures are observed and applied
 - maintain and improve the reputation of ARB among stakeholders
 - manage risk and ensure that mitigating controls and actions are in place
- Leads, motivates and manages ARB's staff, resources and operations
- Develops policy for the Board's consideration and advises the Board on policy matters, Government expectations, the discharge of functions under the Act, compliance with the Board's rules and compliance with best practice in regulation and corporate governance

- As the ARB spokesperson, ensures that ARB is presented in an appropriate and professional manner
- 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
- Ensures that the ARB complies with relevant legislation, including Employment, Health and Safety, Data Protection and Freedom of Information
- Is responsible for the employment of staff, promoting equal opportunities and diversity. Ensures that appropriate staff policies are in place, compliant with employment legislation and which are applied by all managers
- Maintains and develops strong working relationships between the Chair and Chief Executive, Board and the Operational Management Group, and keeps the Board's Chair and Committee Chairs fully informed on a timely basis
- Ensures compliance with ARB's organisational values:
 - Openness
 - Integrity
 - Professionalism (with an emphasis on confidentiality)
 - Mutual respect and teamwork

Responsibilities - Registrar:

- Fulfils the duties and functions of the Registrar under the Architects Act 1997, the General Rules and as required by the Board
- Ensures that the title "architect" is effectively protected by prosecution and other measures, and that the public and the profession are made aware of this aspect of the Board's role as a regulator
- Ensures that the Register of Architects and all other records are properly and accurately maintained and that the Register is easily accessible to the public
- Ensures that ARB complies with its functions as the competent authority under all relevant legislation
- Ensures that the examinations procedures of the ARB operate effectively
- Ensures that the administration of complaints investigation and disciplinary procedures against architects are carried out fairly and efficiently
- Implements the Board's standards for prescribed qualifications and maintenance of competence

Responsibilities - Accounting Officer:

When appointed as Accounting Officer by - Ministry of Housing, Communities and Local Government (MHCLG):

- Responsibility for the financial health of ARB and for ensuring that budgets are not exceeded without appropriate authorisation, and that ARB's operations are carried out economically and provide good value for money
 - To ensure that ARB takes into account Government guidance on managing public money
 - To safeguard ARB's financial resources
 - To ensure propriety and regularity in the handling of ARB's funds and in the operations and management of ARB
 - To ensure that ARB as a whole is run on the basis of the governance standards, decision-making and financial management that are set out in Box 3.1 of [Managing Public Money](#).

Person Specification

Part I

Knowledge, Skills & Experience:

Essential

- A substantial track record of senior level leadership and achievement, as Chief Executive, Deputy Chief Executive or Executive Director or equivalent, gained in a successful professional, regulatory or service led organisation
- Substantial experience of operating at Board or equivalent level, working and influencing with diverse Boards and Committees and contributing effectively to wider corporate and strategic issues
- A track record of
 - delivering high performance, demonstrated by auditable metrics
 - outstanding organisational leadership, evidenced by reputation
 - developing and delivering strategy and policy
 - managing strategic and operational risks; delivering effective internal control systems
 - setting and delivering challenging business objectives and financial plans

- Demonstrable and considerable experience of effectively managing multi-faceted internal and external stakeholder relationships
- Significant experience of leading, managing, developing and motivating people and teams to deliver high performance
- Significant experience of implementing risk management principles and practice
- The ability to understand the wider regulatory environment in the UK and the EU and the challenges facing the architectural profession
- The application of a high level of political awareness and emotional intelligence to pre-empt and / or solve problems
- Demonstrable oral and written skills, together with a track record of effective engagement with stakeholders including the press/media

Desirable

- Experience of the regulation of a profession.
- Experience of legal processes and procedures of a public interest body.
- 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 generate 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

Core Competencies Required

- Understanding and commitment to the statutory role of ARB
- Strategic ability
- Leadership and people management
- Focus on results
- Effective governance
- Financial capability
- Risk management
- Stakeholder Management
- Influence & Communication

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

<p>Leadership and people management</p>	<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
<p>Focus on results</p>	<ul style="list-style-type: none"> • Creates a systemic performance culture based on appropriate metrics • Creates and sustains high employee engagement • Drives a culture of continuous improvement
<p>Effective governance of ARB</p>	<ul style="list-style-type: none"> • Working with the Chair, ensures effective governance including the appointment of Board and Committee members, consultants, advisers and service providers • 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 • Oversees complaints handling relating to any member of the governance structure to ensure effective resolution
<p>Financial capability</p>	<ul style="list-style-type: none"> • Demonstrates full understanding of organisational finance, accounting, cashflow, balance sheets and capital allocation • Ensures sound financial management, forecasting and reporting – no surprises • Ensures annual audits are conducted effectively, transparently and fully reported to the Audit Committee and Board • Ensures there is a rolling programme of functional audits
<p>Risk management</p>	<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 • Acts as principal spokesperson for ARB • Represents ARB nationally and internationally • Maintains effective relationships with relevant international organisations • Brings external knowledge, information and insight to ARB

4. Salary and Benefits

Salary - £115,000 per annum

- Pension Scheme with generous company contribution
- 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 loan
- Health screening every 2 years

5. Timeline, Application Process and How to apply

Timeline

Dates	Activity
7 July	Commence the search and advertising
4 August at 5pm	Applications close
11-25 August	Thewlis Graham consultant interviewing of interested candidates
Friday 11 September	Interviews and selection exercises
W/C 14 September	Psychometrics
Thursday 24 September	Final interview

Application Process

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

Those candidates not invited to interview will be advised by email by the end of August.

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.

How to Apply

To apply for this role, please email in word format to applications@thewlisgraham.com the following documents quoting reference **T0601**: -

1. A comprehensive CV
2. A covering letter which outlines:
 - How you meet the person specification
 - Your current remunerations details and notice period
 - The name, job title, organisation, email address and mobile 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.

The link to this form is here: [click here](#). If you have any problems with this, please contact Tracey on: 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.

Thank you

Appendix I – The ARB 5 Values

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
- _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

