

# Practice & Policy Committee Members



## ROLE DESCRIPTION & PERSON SPECIFICATION

## INTRODUCTION

The Royal Institute of British Architects (RIBA) is a world-renowned organisation that holds a Royal Charter and operates as a professional membership body and a registered charity. We seek to bring architecture alive for the public, both in the UK and across the globe, promoting education and training to enhance the built environment. Supporting our members and others to deliver better buildings and places, stronger communities and a sustainable environment is critical to our charitable purpose, and our commitment to inclusivity, ethics, sustainability, and promotion of the highest professional standards underpins all that we do.

### **Our values underpin all that we do.**

We believe in having a clear set of values and behaviours to inspire and guide us in everything we do at RIBA. By committing to these principles, we can create the culture we want to see in our workplace.

Created in consultation with colleagues, our guiding values are as follows:

#### **Collective Strength - Breaking down silos to achieve more in collaboration**

- We recognise that effective collaboration with internal and external stakeholders is critical to achieving our organisational goals.
- We appreciate the contribution of all our colleagues and support each other in delivering quality outcomes.
- We put OUR goals before MY goals.
- We seek a clear thread between our work and the strategic objectives of the organisation.

#### **Commitment to Excellence - Taking pride in the quality of everything we deliver**

- We take pride in the value we bring to stakeholders, Members, the public and the built environment, maintaining excellence in every aspect of our work, collections and events.
- We value the expertise that colleagues bring to the work we do, maintaining our reputation as a knowledgeable organisation and supporting the continued acquisition of knowledge across the organisation.
- We support each other to be the best we can be.

#### **Value our Differences - Truly appreciating the diversity of thought and background**

- We treat colleagues and stakeholders respectfully and have integrity in all our interactions.
- We give a voice to every colleague, and RIBA gives a voice to members, future architects, architecture and the public.
- We respect views that differ to our own.
- We approach challenges or change with an open mind and flexibility.
- We recognise the heritage and uniqueness of RIBA while driving improvements for the future of the built environment.

## PURPOSE OF THE ROLE

As an organisation, we are on our own business improvement journey, improving our governance and pursuing far-reaching business change to maximise our relevance and value to current and future members globally. We have an opportunity to become a data-driven professional membership association, and the continued digitalisation of both the organisation and the profession we serve will enable and open up global opportunities, resulting in a more diverse and inclusive profession. We are also keen to play an important advocacy role; lobbying governments and other key stakeholders to champion positive change.

We are appointing new Committee members at an unprecedented time. The world needs architects to be at their best, to help facilitate and lead the realisation of the most appropriate solutions that respond to the problems, commitments and aspirations that shape our collective futures. The changing regulatory and operational landscape, the impact of the pandemic on how and where we live and work, and the implications of Net Zero Carbon targets are examples of major shifts that demand our attention. We are also addressing some important cultural issues in our profession and have a responsibility to do so. Ultimately, we must be a role model for our profession and demonstrate our values so that our voice is authentic and credible to make a positive difference. As an organisation, we are on our own business improvement journey, improving our governance and pursuing far-reaching business change to maximise our relevance and value to current and future members globally.

We are seeking to appoint **two RIBA member** one should be a client representative and **one non-architect**, subject-matter experts, one with experience in advocacy, public relations, lobbying government and/or measuring impact of campaign/service and the other a client representatives who must have regular interaction with architect practices, commissioning work on a regular basis. As a Committee Member, you will have an opportunity to make an important contribution, helping us to accelerate progress and make good decisions in these disciplines, whilst providing strategic challenge and support, as we pursue new organisational capability and standards of professionalism. You will bring relevant experience in one of the five committee areas, together, ideally, with an interest in the built environment.

Experience of change, governance and control will be of considerable benefit to the RIBA as we deliver our programme of transformation and applications are welcomed from both RIBA members and non-members. Unless stated otherwise, there is no requirement for non-RIBA members to join the RIBA before they apply or are appointed to the role, but if they wish to join and are eligible to become an affiliate member, this can be enabled through the of a RIBA Chartered Member.

In these appointments, we are seeking diversity in its broadest sense, and welcome applications from all communities

## THE ROLE

The Committees are permanent committees, reporting to the Board. The Practice & Policy Committee assists the Board in maintaining appropriate oversight of RIBA services to support practices and practising, the development of policy positions and the relationship with the regulator, in line with the constitution and these terms of reference.

The composition of the Committee is broad, including RIBA Trustees, RIBA Council Members (not Trustees), external (non-member) experts in advocacy and public/government relations, RIBA members from a range of practice types (small, national, international, sector experts) and public/private sector client representatives.

## REMIT

The Practice and Policy Committee has oversight of the RIBA's dispute resolution services, it supports practices and practising, including, services to support chartered practices and practising members, the development of policy guidance, responses to Government consultations and good practice guidance, response to legislation/regulatory change and engagement with industry and related organisations. The Committee makes recommendations to the Board on changes to policy, procedure and rules in relation to any of the following, RIBA policy positions relevant to practices and practising members, relevant matters relating to the regulation of the profession and good practice guidance. The Committee is also responsible for commissioning research and analysis from the membership, volunteer groups (including the EAGs) and others on relevant topics.

## PERSON SPECIFICATION

The successful candidates will have the following attributes and experience:

- A demonstrable track record of developing and setting strategy and policy
- Experience of leading diverse expert groups of professionals and working with external partners
- An interest in the legal, technical, regulatory and management issues affecting architectural practice
- Commitment to Equality, Diversity and Inclusion, with evidence of having taken positive action in this area

Desirable experience:

- Advanced expertise in at least one key area of contemporary architectural practice, eg sustainability, BIM, conservation, urban design, building and planning regulation, health and safety, design technology and advanced construction

In addition, candidates will have:

- An understanding of, and interest in the work of the RIBA
- The ability to work with boards and/or committees at a strategic level
- An understanding and experience of good corporate and organisational governance
- The ability to analyse and review complex issues and weigh up conflicting opinions
- Excellent communication skills and experience of cultivating effective stakeholder relationships
- Ability to demonstrate credibility, integrity and resilience, and a passion for improving the future for architects and architecture
- Experience of managing and resolving conflicts that lead to appropriate outcomes

## TERMS OF APPOINTMENT

The post-holder will be appointed based on a maximum three-year term subject to the requirements of the constitution. Committee Members can expect to commit at least six days per annum. The post is unremunerated, however reasonable expenses will be provided.

## TIME COMMITMENT AND KEY DATES

The Committee is expected to meet four times per year on a quarterly basis. Meetings date for 2025 are available on request.

### How to apply

To apply, please submit an up-to-date copy of your CV (maximum of three pages) and a supporting statement (maximum of two pages) summarising your most relevant professional skills and experiences.

Applications should be submitted to: [ribagovernance@riba.org](mailto:ribagovernance@riba.org) and must be received by the deadline as published on our website.

Please provide your home, mobile, and email contact details and let us know when you are unavailable or where you may have difficulty with the indicative timetable.

You should also provide the names, positions, organisations, and contact details of two referees, one of whom should be your current or most recent employer.

We would not approach these referees before the shortlist stage; we only do so with your permission. Please state this clearly if you do not wish us to approach your referees at any stage.

If you would like to discuss the role informally with the Committee Chair in more detail, please contact [ribagovernance@riba.org](mailto:ribagovernance@riba.org) and we will arrange a meeting for you.

## Practice and Policy Committee Terms of Reference

### 1. Membership

- 1.1 The Practice and Policy Committee (“the Committee”) shall comprise of the following members:
  - 1.1.1 two (2) Board trustees;
  - 1.1.2 two (2) Council members (who are not Board trustees);
  - 1.1.3 four (4) RIBA members with United Kingdom (UK) regional, UK national and international practice experience;
  - 1.1.4 one (2) external experts in advocacy, public relations, lobbying government and measuring impact of campaign or service; and
  - 1.1.5 two (2) client representatives with public and private sector experience.
- 1.2 Appointments to the Committee are made by the board of trustees on the recommendation of the Nominations Committee and in consultation with the chair of the Practice and Policy Committee and shall be for a period of up to three years which may be extended for up to one additional three-year period.
- 1.3 Only members of the Committee, Chief Executive Officer, lead Executive Directors, Director of Governance & Legal Affairs and Head of Governance shall have the right to attend Committee meetings. However, other individuals as well as RIBA staff may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.4 The board shall appoint the Committee chair who shall be an independent member which could include an unconflicted trustee of RIBA. In the absence of the Committee chair and/or an appointed deputy, the remaining members present shall elect one of themselves who would qualify under these terms of reference to be appointed to that position by the board to chair the meeting.
- 1.5 The performance and effectiveness of Committee members shall be regularly reviewed by the chair, working closely with the Board.

### 2. Secretary

The Director of Governance & Legal Affairs or their nominee shall act as the secretary of the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issue.

### 3. Quorum

A meeting shall only be quorate if more than 50% of the total number of Committee members currently in post is present.

### 4. Frequency of meeting

- 4.1 Meetings of the Committee, whether face-to-face, virtual or hybrid, shall take place at the frequency and timing necessary to enable discharge of its responsibilities as agreed with the Board, within a minimum of two meetings per year and a maximum of four.
- 4.2 Resolutions shall be made by simple majority.

### 5. Notice of meetings

- 5.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee and any other person required to attend no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time.

## 6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2 Draft minutes of Committee meetings shall be circulated within five (5) working days of the meeting for comment by the Committee chair and circulated to Committee members for comment at least five (5) working days after the Committee Chair's comments have been received.

## 7. Engagement with members and other stakeholders

The Committee chair should attend RIBA's Annual General Meeting (AGM) to answer any members' or other stakeholders' questions on the Committee's activities. In addition, the Committee chair should seek engagement with key stakeholders on significant matters related to the Committee's areas of responsibility.

## 8. Delegations

8.1 The Board delegates the following functions to the Committee in accordance with the constitution and these Terms of Reference:

- 8.1.1 oversight of the RIBA's dispute resolution services
- 8.1.2 support of practices and practising, including:
  - (i) services to support chartered practices and practising members;
  - (ii) development of policy guidance, responses to Government consultations and good practice guidance;
  - (iii) response to legislation/regulatory change; and
  - (iv) engagement with industry and related organisations.
- 8.1.3 to make recommendations to the Board on changes to policy, procedure and rules in relation to any of the following:
  - (i) RIBA policy positions relevant to practices and practising members;
  - (ii) relevant matters relating to the regulation of the profession; and
  - (iii) good practice guidance.
- 8.1.4 the commissioning of research and analysis from the membership, volunteer groups (including the EAGs) and others on relevant topics.

8.2 The Board delegates to the Committee the implementation of the activities set out within paragraph 9 of the Terms of Reference.

## 9. Duties

- 9.1 The Committee shall monitor and report to the RIBA Board on the following:
  - 9.1.1 issues of concern to the membership which have come to the attention of the Committee from the Board and which require a clear policy position to be articulated by the Board;
  - 9.1.2 opportunities for collaboration with others in the areas of practice and policy;
  - 9.1.3 topics identified by the committee and other committees (including Standards Committee) in need of good practice guidance; and
  - 9.1.4 the activities of RIBA's dispute resolution services and its financial performance.

## 10. Reporting responsibilities

10.1 The Committee chair shall report to the board of trustees and Council after each meeting on the nature and content of its discussion, recommendations and action to be taken.

10.2 The Committee shall make whatever recommendations to the board of trustees it deems appropriate on any area within its remit where action or improvement is needed, and adequate time should be available for board discussion when necessary.

10.3 The Committee shall provide a description of its work in the annual report.

## 11. Other matters

11.1 The Committee shall:

11.1.1 have access to sufficient resources in order to carry out its duties, including access to RIBA's governance function for advice and assistance as required;

11.1.2 be provided with appropriate and timely training, both in the form of an induction programme for new members of the Committee and on an ongoing basis for all members of the Committee;

11.1.3 give due consideration to all relevant laws and regulations, as appropriate;

11.1.4 ensure that a periodic evaluation of the Committee's own performance is carried out, in accordance with the plans and priorities of the board; and

11.1.5 at least annually, review the Committee's terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the board of trustees for approval.

## 12. Authority

The Committee is authorised by the board to obtain, at RIBA's expense, outside legal or other professional advice on any matters within its terms of reference, subject to liaison with the trustee board, Chief Executive Officer, Chief Financial Officer and Director of Governance & Legal Affairs.

## 13. Data Protection and Privacy

13.1 Meetings will be recorded with the prior consent of the attendees and for the sole purpose of minute-taking. Recordings will be deleted once the minutes have been agreed by the participants.

13.2 Authors of reports, Committee members and attendees are reminded to include the minimum amount of personal data within their reports and discussions. Everyone should be aware that where personal data is processed, those papers and discussions could be the subject of a data subject access request.

13.3 All Committee members and staff attendees are required to complete mandatory data protection training.

## 14. Confidentiality

14.1 Communications between Committee members or that relate to Committee business must take place by email via the member's email addresses exclusively or via Teams. All documents must be made available to Committee members via Convene.

14.2 Committee members should be aware that their communications about RIBA's affairs (even on personal email accounts) can be subject to data subject access requests to the extent they contain personal data about those seeking access.

## 15. Review

These terms of reference were approved by the trustee board and are subject to review and amendment by them periodically and when necessary.

*Approved by Board – November 2024*

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