Board of Trustees of the Institution of Chemical Engineers

The Board of Trustees is the governing body of the Institution of Chemical Engineers (IChemE).

The Board of Trustees has the following collective purpose:

- **Leading the strategy**: to lead the ongoing development of the Institution’s vision, purpose, and strategic aims and take ownership of IChemE’s strategic direction. To ensure strategy and policy reflect our aim to be an Institution that is led by members, supporting members and serving society’. To focus on long-term sustainability. To take decisions about the priority of strategic issues according to the importance of the issue to the Institution and the profession and the availability of resources.

- **Promoting an effective governance culture**: to ensure that processes, capability and resources are in place to execute the strategic intent. To support open debate, diversity, thoughtful challenge and constructive dissent. To lead through high standards of ethical behaviour, commitment, candour and integrity and promote effective relationships between trustees, management, members and other stakeholders. To communicate and engage with members and ensure their involvement in direction setting and decision making.

- **Holding to account**: to hold management to account for executing strategy through informed, astute, and independent oversight of performance and conformance matters. To regularly self-assess the Board of Trustees’ performance against good practice. To set the risk appetite and oversee risk management. To monitor the implementation of policies and activities of committees at a high level and assess the effectiveness of the agreed strategy.

- **Ensuring effective compliance**: to ensure that IChemE operates at all times in accordance with the Royal Charter, the Charities Act and all other applicable law. To ensure that IChemE is and remains solvent. To ensure the probity of financial reports and processes, and a high standard of compliance with regulatory environment. To maintain high standards by complying with the spirit as well as the letter of the law. To take independent professional advice where appropriate.

- **Representing the Institution**: To be an ambassador for IChemE and represent the policies and views of the Institution and the profession in a positive way to external audiences. To engage constructively with partners and stakeholders in furtherance of the engineering profession in general.
Role profile for all Board of Trustee members

Main duties and responsibilities

All members of IChemE’s Board of Trustees are unpaid volunteers. All share the following collective duties and responsibilities:

▪ Preparing, attending and following up from up to 10 Board of Trustee meetings per year including one away day;
▪ Participating in at least one standing committee, such as Audit & Risk, HR and Remuneration, Finance and Investments etc.;
▪ Participating in ad hoc working groups or project teams;
▪ Supporting member engagement events, webinars and social media engagement;
▪ Representing the Institution to the external audiences and appropriate stakeholders;
▪ Supporting Institution staff in areas where the trustee has specific expertise.

Expected Commitment from all Board of Trustee members

In taking up this voluntary unpaid position and carrying out their duties, all Board of Trustee members are expected to:

▪ Commit to spend a minimum 3 days per month on IChemE business;
▪ At all times operate in a strict accordance to the guidance outlined by the Charity Commission (Section 2, CC3 - The Essential Trustee: What you need to know, May 2018);
▪ At all times operate in a strict accordance to IChemE’s Trustee Code of Conduct (September 2017);
▪ Be exemplary role models as leading members of the profession;
▪ Be fully familiar with the duties and responsibilities of trustees and actively participate in the induction and continuous development;
▪ Ensure that the Institution is carrying out its purposes for the public benefit;
▪ Act at all times in the best interests of the Institution;
▪ Ensure that the Institution operates within its objects as defined in the Royal Charter and governing documents;
▪ Manage the Institution’s resources responsibly to ensure that its assets are only used to support or carry out its purposes;
▪ Take collective responsibility for the decisions of the Board of Trustees;
▪ Actively and constructively engage with members on behalf of the Board of Trustees;
▪ Take on additional responsibilities and lead & support working groups as required;
▪ Act with reasonable care and skill;
Gain no benefit from their position beyond that which is allowed by the law and is in the interests of the Institution;

Identify and declare any actual or potential conflict of interest;

Accept no gifts or hospitality where this could be seen as likely to influence the decisions of the Board of Trustees.

**Person specification for all Board of Trustee members**

To be able to do this, the Board of Trustee ordinary members should meet all of the following criteria (with the remaining post holders needing to meet the additional post specific criteria as set out in the next section):

**Education and Formal Qualifications:**

- Member or Fellow of the Institution of Chemical Engineers in good standing.

**Work Experience/Background**

- Senior leadership experience in a medium or large sized enterprise with evidence of managing complexity and ideally having prior experience as a company director or trustee;

- Direct experience in a major industry related to chemical engineering, such as oil and gas, chemicals, pharmaceuticals, biotechnology, formulation or engineering design and construction, and broad knowledge of other such sectors

  and/or

- Substantial academic experience in the field of chemical engineering;

- Experience of interacting with government bodies and with major public and private sector organisations such as regulators, research councils, skills bodies or industry associations;

- Track record of active involvement with IChemE or undertaking similar and relevant activities such as promoting chemical engineering.

**Specific Competencies**

**Strategic and Governance Leadership**

- Experience of leadership coupled with a clear understanding on the distinction between the roles of trustees and management;

- Ability to think at a strategic level, understanding both the process of development and implementation of policy and the implications of strategic and policy decisions on the Institution’s resources;

- Ability to comprehend and articulate the big picture and maintain a strategic outlook;

- Ability to cope well in complex and demanding situations and fully motivated to marshal their strong intellectual abilities to envision outcomes and plan the strategies and tactics required to deliver IChemE’s aims;

- Ability to understand and be compliant with fiduciary responsibilities and legal frameworks.
Informed decision making

- Ability to deploy critical thinking and conceptual reasoning to reach informed decisions based on evidence.

Business Acumen

- Possess strong business management skills and experience;
- Demonstrate awareness – on local, national and global scales – of chemical engineering issues and an application of how the Institution can lead or assist change for the better;
- Possess the capacity to familiarise him/herself rapidly with diverse fields of science, engineering, business and policy in order to interact effectively in those areas.

Communications

- Possess excellent communications skills;
- Ability to demonstrate diplomacy and good interpersonal skills with the capacity to build and maintain relationships across diverse cultures;
- Ability to build strong relationships within the Board of Trustees and with senior management and work constructively and collaboratively with others;
- Ability to actively listen and engage with and influence fellow trustees, management & staff, members and other stakeholders, in the interests of achieving the goals for IChemE and the profession;
- Ability to promote and represent the Institution internally and externally in a positive and constructive way.
Charity Commission requirements

Previous Charity Commission guidance has stated:

1) Trustees have and must accept ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

Compliance - Trustees must:

(2) Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
(3) Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
(4) Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.
(5) Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

Duty of prudence - Trustees must:

(6) Ensure that the charity is and will remain solvent.
(7) Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.
(8) Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.
(9) Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

Duty of care - Trustees must:

(10) Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
(11) Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

Trustee Eligibility

Anyone over 18 years of age, but excluding anyone described in section 72(1) of the Charities Act 1993, which includes:

- anyone who has an unspent conviction for an offence involving deception or dishonesty;
- anyone who is an undischarged bankrupt;
- anyone who has been removed from trusteeship of a charity by the Court or the Commissioners; for misconduct or mismanagement; and
- anyone under a disqualification order under the Company Directors Disqualification Act 1986.