

# ICE President Terms of Reference

## The Role of the President

1. The role of the President is *constitutionally* well defined: as the Presiding trustee, the President chairs the Trustee Board and the Council and has certain duties under the By-Laws (and on occasion statutory legislation). The role of the President is thus to represent the profession and the Institution at the highest levels of government, business and society. The President is an authoritative voice of the profession. Our membership, the public, and key decision makers (political, economic and commercial) expect the President to have an in depth understanding of civil engineering issues and how they affect society. The President has an important and influential voice across the engineering profession both inside and outside UK.
2. Presidents are likely to choose to deliver their presidencies in different ways. Some focus on a thematic area, some seek to shape international policy, some focus on visits and discussions with members. There is a danger that, in seeking to define every element of the President's *role* it becomes (a) unduly proscriptive and (b) appears so onerous as to limit the number of candidates who might apply. Trustees believe that the richness and benefit that comes from our President should not be undermined by excessive direction on how the President chooses to deliver their Presidency. And Trustees very specifically do not wish to impose arbitrary or unintended barriers to applicants.
3. There has been much debate about the time the President needs to commit to the ICE. In the early years, as President (elect) the commitment is the same as any trustee and is around 20 days per year. This rises slightly as Senior Vice President. But as President the commitment rises sharply and, realistically, is probably at least two days per week. Traditionally the President has visited every Region, undertaken foreign visits, and has chaired multiple meetings in One Great George Street, although experience from the Covid 19 pandemic shows that some of this can be done remotely. Inevitably living in London reduces the President's travelling time which is why the Institution provides hotel accommodation for Presidents who live outside London if required. But Trustees wish individuals to understand it is a big commitment.
4. The civil engineering profession incorporates a wide variety of disciplines: from water to waste and geotechnics to power generation. Our members work in a range of organisations: public service, consultancies, contractors, client bodies, advisory firms, academia, within and without the supply chain. Our membership lives in 147 countries around the world. In selecting the President, the Institution (and thus the Nomination Committee (NOMCO)) must be careful to ensure that Presidents are chosen from across the range of disciplines, organisations and locations.
5. The ICE selects its President almost four years before they are to assume the Presidency. This means potential candidates must forecast at least five years ahead whether they are likely to have the time available to commit to the role. Trustees reviewed this arrangement in 2021 and are content that the President is selected almost four years before they are to assume the Presidency.

### The Selection of the ICE President

6. The *process* for selecting the ICE President has already been agreed by both Council and the Trustee Board and is kept under review by the Chair of NOMCO.
7. Trustees believe that the ICE should select the best individual to be President. They have agreed that there is no reason why the President should not receive a stipend (subject to Charity Commission approval). They also believe that the selection process should be a model of transparency. Trustees do not believe that the Presidency can most effectively be delivered through a job share. Trustees' intention is that there should be no unintended barriers to potential candidates and have asked that the Chair of NOMCO keeps this under review.

### Key Requirements

8. Trustees have agreed that the President:
  - a. must be a Chartered Civil Engineer;
  - b. must be a Fellow of the Institution of Civil Engineers;
  - c. must have made a prolonged contribution to the Institution. Trustees recognise that there are many ways by which individuals can contribute to the Institution;
  - d. must have a credible record of professional success in civil engineering. This could be in the public or private sector, managing projects, overseeing technical solutions, or in academia;
  - e. must be able to demonstrate successful leadership of a body comparable to the Institution. Trustees recognise that there are many such bodies. But they are very clear, having consulted with the membership, that the President has to *lead* a complex, international organisation with multiple stakeholders, and that proven leadership competence is a pre-requisite for success.

### The Attributes of the President

9. Again, trustees recognise that every individual will have different experience and career paths and thus may demonstrate different ways by which they have met the attributes. In consultation with the membership and Council, Trustees have agreed that the President should have **most**, and ideally all, of the following attributes:
  - a. must have the empathy and listening skills to understand the needs of a range of stakeholders, and diplomacy and negotiation skills to collaborate and achieve collective decision making;
  - b. must have the ability to convene, inspire and influence industry leaders and to encourage change and progress within the industry;
  - c. must be able to represent the profession on the global stage at all levels of society;
  - d. must be able to lead and represent the global membership of the Institution;
  - e. must be able to bring together individuals at all levels of the industry to lead and encourage change within the civil engineering profession;
  - f. must have extensive networks and influencing capacity over a sizeable proportion of the ICE membership and wider infrastructure community;
  - g. must have the confidence and competence to liaise with government and the media including experience of dealing with local or national media or press.