

An aerial photograph showing a winding asphalt road that curves along the edge of a large, calm lake. The water has a light greenish-blue hue. The surrounding landscape is covered in dense evergreen trees, many of which have turned a warm, golden-brown color, suggesting an autumn setting. The road has white lane markings and a red center line. The overall scene is serene and scenic.

CIWEM Chartered Institution of
Water and Environmental
Management

Recruitment Pack
Chair of the Trustee Board
CIWEM

Many thanks for your interest in the role of Chair at the Chartered Institution of Water and Environmental Management (CIWEM).

CIWEM is the leading royal chartered professional body and registered charity dedicated to the sustainable management of the environment, globally. We have an integrated approach to environmental, social and cultural issues and work for the public benefit of a sustainable world.

This pack contains information aimed at potential applicants for the Chair role at CIWEM and contains the following:

1. [Welcome Letter from our President](#)
2. ["Why work with CIWEM" testimonials from Trustees, Executive and Members](#)
3. [CIWEM as an organisation](#)
4. [The Role of the Chair of the Trustee Board](#)
5. [Recruitment of a Chair](#)
6. [How to apply and the selection process](#)
7. [Appointment terms for Trustee Board members](#)
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Welcome Letter from the CIWEM President, Steve Thompsett



"CIWEM is a brilliant organisation, at the forefront of tackling some of our greatest water and environmental challenges, on a global stage. Our commitment to supporting the growth and development of passionate individuals in the water and environment sector, through training, knowledge exchange, support and advice is second to none.

As our sector rises to the challenges posed by the climate and nature emergencies, and Covid-19 recovery, our new strategy puts environmental professionals front and centre, recognising that the sector needs more people with the right skills to deliver high-quality solutions.

CIWEM's Chair will drive a highly passionate Board of internationally renowned professionals and experts in their respective fields who care deeply about the issues our water environment faces. Board meetings are lively debates that not only ensures CIWEM is focussed on its priorities, but remains current and far reaching in its ambition.

If you are keen to volunteer your time to make an impact, bring a different view and be inspired by this incredible team at CIWEM, we want to hear from you!"

Why work with CIWEM

Pete Brooks, CIWEM Trustee: *"I have been a member of CIWEM since 2003 and have learnt and grown so much through my CIWEM and professional journey. I have been fortunate enough to be equipped at every stage of my career with the latest knowledge and skills through my involvement with CIWEM. This has allowed me to deliver excellent result for the organisation I have been employed by and worked with in the UK and New Zealand.*

I have delivered solutions to complex environmental challenges through effective proactive environmental stewardship and engineering capability.

I am proud to be part of the CIWEM Board of Trustees and see this as part of my social responsibility to provide good governance, development of others to ensure the best solutions and outcomes are achieved in the exceptionally challenging times we live."

Hannah Coogan, Trustee and Vice President: *"I have volunteered with CIWEM since I was a graduate in the flood and coastal sector 17 years ago. I'm now a Regional Director in the same sector and a CIWEM Board Trustee. CIWEM has been a big part of the journey through my career to get here. Becoming Chartered in 2009 and a Fellow in 2019 have given my career structure and the external recognition to excel and winning the CIWEM Young Member of the Year award in 2008 gave me a huge confidence boost. Volunteering on various committees and panels has helped me develop an extensive network across the private, public and charity sectors, helped raise my profile and has given me the opportunity to develop skills such as policy development, event management and public speaking and chairing alongside my day job. I hope to continue to volunteer for CIWEM as long as possible as part of giving back to an organisation and the sector it supports as my thank you for the opportunities it has given me."*

Niki Roach, Past President and former Trustee: *"CIWEM is at the centre of the biggest questions facing our planet and takes a leading role in connecting and developing professionals tasked with answering those questions. Being part of the Trustee Board has given me the opportunity to support the growth of the institution and provided plenty of personal development along the way. Professionalism and evidence based decision making are so important in the current climate. Being part of the Board provides the opportunity to help CIWEM focus on its charitable aims and push to innovate and offer increasing member benefit. It's a vibrant organisation with significant ambitions and I've thoroughly enjoyed being part of the journey as a Trustee and President over the last 6 years."*

Szidonia Csiki, Membership and Professional Standards Manager: *"The most important testimonial on why I like working at CIWEM is that after 6 years I am still here, grateful for my kind, caring colleagues. While I am adequately challenged in my job, I appreciate working with people who make me feel acknowledged and I am thankful for the support and flexibility I get professionally and personally."*

Valeria Ji, Learning & Development Projects Manager: *"The L&D department is a very ambitious division of CIWEM. I really enjoy growing with the department and CIWEM has supported my professional development along the way. The caring, collaborative and fun team brings much joy to my work. Also, I am always inspired by what our members accomplish to make the world a better place. Being a part of the community that is united by passion gives me immense pleasure."*

Emily Clarke, FCIWEM: *"CIWEM is a place of trusted advice and guidance, and a safe space to share and challenge views. I am inspired by its work, people and causes, and it has encouraged and enabled me to grow as a professional."*

Rob Forsyth, Metropolitan Branch Committee Honorary Chair: *"I have chaired the Met Branch for the last few years, and seen CIWEM positively and collaboratively engage with the public, its members and its branch committees to provide strong leadership on knowledge sharing and technical excellence which has greatly advances the water and environmental industry. CIWEM are a forward thinking institution who identifies and tackles big issues, and therefore I am, and my fellow committee, are very pleased to be volunteering with such an institution who shares our passionate, openness and dedication to the environment."*

Paul Shaffer, Director of Innovation and Delivery: *"I've been at CIWEM for nearly 18 months. That time has flown by, it's been a great move for me. What's clear is that CIWEM's Executive is full of very passionate and capable people.*

It feels like we're at the tipping point of something special, there's growing traction on initiatives and activities and there are plenty of opportunities to support our members and the industry as they overcome some complex issues, particularly relating to skills and capacity.

A key part of delivering this change is how we implement and monitor the delivery of our Strategy. It's fundamental that everyone from the Trustee Board and Executive is aligned with our enabling principles and values to deliver real purpose and positive outcomes."

CIWEM as an organisation

CIWEM represents and supports a community of thousands of members and organisations in over 90 countries who are dedicated to improving water and environmental management for the benefit of the public.

Our vision is a world in which professionalism and excellence build connections to inspire widespread, impactful water and environmental solutions.

We face urgent and intertwined climate and nature emergencies over the next decade and beyond. To address these effectively and at the same time unlock wider opportunities and benefits, we need to understand their complexities and ensure solutions will be effective, compelling and mainstreamed. We will need to act rapidly, but with assurance and support.

In 2019, CIWEM declared a climate and biodiversity emergency, pledging to help its 10,000 members to tackle climate change and to make our world more sustainable. We produce a diverse programme of events, professional training, publications, awards, and environmental policy work to support that mission.

The CIWEM strategy

This is an exciting time to join CIWEM as we launched our new Corporate Strategy, [Planet, People, Possibility](#), in August 2022. As our global leaders set targets on emissions reduction, climate resilience and nature recovery and begin to develop implementation policies and plans, demand for solutions will grow considerably.

This will need a bigger, more diverse water and environment profession with knowledge at its fingertips. Supported and inspired to deliver the best solutions and outcomes anywhere in the world. Informed to present decision-makers with the evidence for bold action in the right places. Collaborative and connected to share and mainstream best practice, for people and the planet.

The CIWEM priorities

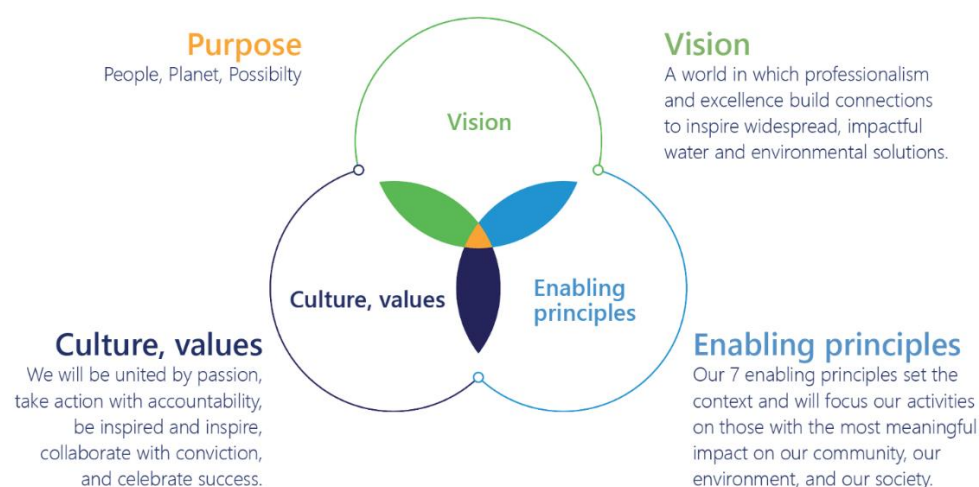
Our high-level priorities over the next few years include the following:

1. Equity, Diversity and Inclusion – leading to our executive, committees, groups and branches and our membership overall becoming an exemplar in our sector
2. Corporate Strategy – promote our values to the point where they are truly intrinsic across our institution
3. Membership expansion – significant growth in numbers and international presence
4. Digital transformation – we are investing in the complete update of our digital systems to create a first-class experience for our members and stakeholders and improve our operational efficiency
5. Partnerships, mergers and acquisitions – our aim is to bring consolidation within the institutional sector in which we operate. We also see mergers and acquisitions as a significant part of how we will grow, joining with other institutions or businesses to expand our capability and services
6. A content rich organisation – our content strategy directs us to build an increasing volume, diversity and quality of content that can be utilised via an expanding range of channels and outlets, for example, through events, publications and digital media

CIWEM values

We are clear that to be effective in delivering our vision we must live and work by our values. As an organisation and community we will:

- Be **united by passion**, caring for our planet and recognising it is the only home we have
- Take **action with accountability**, backing up what we say and do with evidence and transparency and acting honourably and professionally whatever we do
- Be **inspired and inspire**, taking inspiration from the good practice delivered by our members and committed to sharing it widely to inspire others
- **Collaborate with conviction**, always committed to working together with our teams, our members and wider organisations to achieve our vision and goals, and
- **Celebrate success**, championing the best solutions, showing the world what good looks like and making the case for pockets of excellence to be mainstreamed for the future. At the same time ensuring that valuable lessons are learned and shared.



Our framework for success

When our culture and values and enabling principles come together, we find our purpose and can achieve our vision.

The strength and reach of CIWEM membership

CIWEM's members are employed across many sectors, including engineering, science and environmental management. Members work in posts in local authorities, water companies, regulatory bodies, consultants, contractors, government departments, universities and environmental organisations.

At CIWEM we champion highly qualified water and environmental managers, engineers and scientists who are recognised throughout the world for their professional expertise and conduct. The Chartered Water and Environmental Manager qualification (MCIWEM C.WEM) is the ultimate demonstration of an individual's skill and technical excellence in the field of water and environmental management.

Individuals can join us at any stage in their career, whether they are studying, actively looking to progress, or already extensively experienced. Our membership grades and qualifications add value and recognition to our member's achievements.

Local networks

CIWEM has strong international networks promoting technical excellence and knowledge sharing. Members can attend professional debates, technical meetings, site visits and social events through their local branch.

External registration

Through CIWEM's licences with The Engineering Council, The Science Council and the Society for the Environment, we help suitably qualified members register as Chartered Engineers, Incorporated Engineers, Engineering Technicians, Chartered Scientists, Chartered Environmentalists and Registered Environmental Practitioners.

Expert panels

Members are encouraged to join CIWEM's specialist panels which meet regularly to discuss policy, respond to government consultations, assist with press and media enquiries, develop event programmes, contribute to publications and share the latest thinking. Panels cover water resources, flood and coastal erosion risk management, drainage, natural capital, wastewater and bioresources, water quality and climate change.

Policy and advocacy

Our advocacy work focuses on engaging the expertise within our membership (through specialist panels) and wider stakeholder networks into evidence-based research, critique and advice and associated outreach. This often takes the form of briefings, position statements, research and reports as well as thought leadership and commentary. Recent focus includes on water quality and storm overflows, climate change adaptation and resilience, drought, soils, and natural flood management. We commonly work collaboratively with other professional institutions, NGOs and business partner organisations to promote and achieve traction around our messaging. We engage actively with press and media, as well as parliamentarians, government and wider decision-makers.

Policy to Practice

CIWEM's Policy to Practice stream of work complements and helps integrate CIWEM's activities within Policy & Advocacy and Learning and Development.

Policy to Practice activities directly support the competency of our members and the industry as well as the sharing and delivery of good practice. It provides opportunities for CIWEM and others to provide vital thought leadership in some of the complex challenges we need to overcome to deliver positive environmental outcomes.

Specific objectives include to:

1. Bridge, complement and integrate our Policy & Advocacy and Learning and Development initiatives.
2. Bridge policy, science and practice improving the competency of our members, the sector and improving delivery on the ground.
3. Contribute to the development of relevant outputs in water and environmental management.
4. Maximise and diversify our income streams.

Learning and Development

Utilising CIWEM's Policy outputs and working as one of the dissemination channels for Policy to Practice, CIWEM's Learning and Development activities creates high quality training for members and the wider CIWEM professional network. The learning function helps individuals, businesses, local authorities and government agencies fill skills gaps and increase access to industry best practice. Accreditation programs for other CPD opportunities, universities and business partner Professional Development Programs mean that this good practice can be materialised in and for external parties looking to align their approaches to that of the journey to professional registration.

Conferences and events

CIWEM organises and delivers a full programme of over 70 sector-leading virtual and in-person events and welcomes over 7,000 attendees each year. CIWEM events cover a wide range of topics such as climate adaptation and resilience, flooding, sustainable urban drainage, land & water management, wellbeing and professional development. CIWEM events bring together policy makers, academics and practitioners for topical environmental debates at the cutting edge of science, engineering and technology. These include conferences, exhibitions, dinners, awards, training days, webinars and networking events. CIWEM's office, 106 to 109 Saffron Hill, London allows the Institution to further enhance this varied programme of events and to provide higher standards of engagement with its stakeholders.

CIWEM events live and breathe our vision, goals and values, speak compellingly to our audiences, building on outreach successes, and keep delegates at the forefront of innovation, best practice and the most pressing water and environmental issues.

Publications

All members receive CIWEM's magazine, The Environment, and a digital copy of the peer-reviewed Water and Environment Journal published quarterly. CIWEM also publishes the open-access Journal of Flood Risk Management, which is free to view online for all CIWEM members and the public.

The Environmental Photographer of the Year

Now in its 15th year, The Environmental Photographer of the Year competition continues to spotlight the most inspirational environmental photography from across the globe and provides an international platform to raise awareness on environmental issues that put our planet at risk. The competition celebrates humanity's ability to survive and innovate and showcases thought-provoking images that call attention to our impact and inspire us to live sustainably.

Annual reports and accounts

These can be accessed via the CIWEM website address: <http://www.ciwem.org/governance/annual-reports/>

The Role of the Chair and the Trustee Board

The role of the Chair

The Chair's main responsibility is to lead and manage the work of the Trustee Board and to ensure that it operates effectively, provides vision and direction and fully discharges its legal and regulatory responsibilities.

The Chair will work closely with the Chief Executive (CE), forming the top team who will have a shared vision, shared objectives and shared values. The Chair provides strategic direction, guidance and support to the CE, who is responsible for advising the Board and for the day to day running of the organisation.

The role of the Trustee Board

The Trustee Board has overall responsibility for the proper governance and oversight of CIWEM, and its aims and objectives. Trustees use their breadth of knowledge and experience to support, challenge, monitor and approve the strategy and policies recommended by the CE. The CE leads an executive team, which is responsible for the day-to-day operations of the Institution.

There are 15 Trustees on the Trustee Board. Our current Trustees come from a variety of backgrounds and skills including chief executive, senior operational managers, academia, government agencies, consultancy, legal and business leadership. All have a keen interest and skills in environmental stewardship. The Board is a collaborative group, working together to support and challenge the senior management team and to drive strong governance and performance in line with our values. Trustees work in an inclusive and co-operative way, encouraging contributions, sharing ideas and learning together so that it can really hold the organisation accountable in a way that encourages openness, improvement and growth.

Additional information about our governance structure is available on our website [here](#).

The President is the figurehead of the Institution and performs an ambassadorial role, promoting and representing CIWEM at high-profile events. They are a member of the Trustee Board and part of a presidential team of two successors and immediate past President. The President is an integral part of Board activities and a senior go to person to support the Chair.

There are five standing committees: Finance, Audit & Resources; Diversity & Inclusion; Strategy Implementation; Remuneration; and Nominations. These, together with other committees such as the Professional Standards Committee, established by the Trustee Board, undertake such tasks and responsibilities that the Trustee Board opt to delegate.

Recruitment of a Chair

We are looking for a committed and motivated individual to help steer CIWEM through a time of exciting opportunity, challenge, development and growth. We want our new Chair to be someone who feels highly motivated by the central value of our work and who is able to show leadership whilst working collaboratively and collegially with the Trustee Board members and the executive team.

Candidates must have excellent interpersonal skills, be willing to be an ambassador for CIWEM and be interested in developing opportunities for the Institution.

Chair job description

Key responsibilities:

- Provide strategic leadership to CIWEM with the Board and ensure that the institution operates within its charitable objectives.
- Ensure the charity maintains a profile that reflects its ambitions, objectives and its achievements.
- Ensure the Board has sufficient members with a diversity of skills and experience appropriate to the governance of the charity.
- Advocate for, represent and act as a spokesperson for CIWEM and encourage other Board Members to do the same.
- Ensure the executives and the Board review major risks and opportunities and verify that appropriate measures are in place to mitigate the risks and take advantage of opportunities.
- Ensure all Board members comply with their duties and responsibilities for effective charitable governance and play an active role on the Board.
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability and sustainability.
- Chair Board meetings ensuring they are properly run and recorded with a balance struck between timekeeping and space for discussion, that business is dealt with, and decisions are made.
- Working with the Company Secretary:
 - Plan the annual cycle of Board meetings and other general meetings where required, for example annual general meeting, ensuring that key issues are covered, and all Board members are updated on key issues or concerns.
 - Develop the Board including recruitment, induction, training, appraisal and succession planning.
 - Address any areas of conflict within the Board and within the organisation.
- Establish a strong, supportive and constructive working relationship with the CE, building a trusting, cohesive relationship as the 'top leadership team', providing advice, challenge and support to architect and orchestrate the progression of the organisation.
- Represent the organisation at functions and meetings and act as a spokesperson and representative as appropriate.
- Bring impartiality and objectivity to decision making within the Board and governance committees.
- Influence and collaborate with stakeholders - understanding the environment and systems that the organisation operates within and collaborating with others to collectively achieve the biggest positive impact.

Chairperson specification

Key attributes that we are looking for:

- A facilitator that can motivate other members of the Board
- Ability to harness the collective power of the Board and the Executive
- Enthusiasm and ability to externally promote CIWEM, with the capability to open doors and build relationships whilst complementing this aspect of the CE's and Presidents role
- Skilled in working collaboratively and in promoting teamwork and collegiate behaviours within the Board, between the Board and the Executive team and live to our strategic value of 'collaborate with conviction'
- External credibility and the ability to act as an ambassador for CIWEM
- Expertise in effective governance and chairing meetings
- A track record of supporting and delivering diversity, equity and inclusion
- Desirable: multi sector experience

Essential criteria

All Trustees (including the Chair) will need to demonstrate a commitment to the Institution's objectives and a willingness to devote the necessary time and effort to their Trusteeship of the organisation; in particular to be available to attend all Board meetings and to participate in any Committees. Candidates must have:

- A track record of achievement in their own field(s) having worked at Board, senior level or equivalent in the private, public or voluntary sectors.
- An appreciation of charity governance and an acceptance of the legal duties, responsibilities and liabilities of a Trustee.
- Excellent intellectual ability, integrity and independent judgement.
- The ability to look creatively at the Institution's strategic priorities and comment on issues involving different viewpoints and sources of information.
- High quality communication and influencing skills, including the capacity to network at a senior level.
- The ability to work effectively as a member of a team and to support the Chief Executive and the executive team.
- Excellent commercial judgement and understanding of commercial drivers and management methods.
- Membership of CIWEM; either through existing membership or through facilitated membership following selection as our Chair.

How to apply and the selection process

This section sets out the process and timetable that CIWEM will adopt for the recruitment, assessment and selection of its new Chair.

Recruitment will be fair and open. To apply for this role, you will need to answer role-related questions. Please provide evidence and examples from your career history or other aspects of your life to answer the questions and demonstrate how you meet the criteria required, as listed in the candidate pack.

Our goal is to remove bias from the recruitment process and so for the first stage of the selection process, rather than asking you for a CV and cover letter, we have set up role-related questions which will allow us to assess your approach to a problem and understand what knowledge and skills you have. Your answers will be anonymised and reviewed by the selection panel. We will use these scores to shortlist for interviews. Shortlisted candidates will then be asked to send in a CV.

Please click [here](#) to apply.

If you would like an informal discussion about the role, please contact our recruitment adviser at Eastside Primetimers, Bernice Rook, bernice@ep-uk.org – having a call of this kind will not influence the success or otherwise of the application.

We want you to have every opportunity to demonstrate your skills, ability and potential. Please contact us if you require any assistance or adjustment so that we can help with making the application process work for you.

The closing date for applications is midnight (GMT) **Sunday 8th January 2023**.

Timeline and activities

Date(s)	Activity
Sunday 8 th January 2023	12.00 midnight (GMT) deadline for receipt of applications
Week commencing 9 th & 16 th January 2023	Shortlisting of candidates for interview
w/c 30 th January & 6 th February 2023	Panel interviews: Face-to-face at CIWEM, 106-109 Saffron Hill, London Virtual interviews can be arranged for international applicants
March 2023	Endorsement from the Board
April 2023	Extraordinary General Meeting announcement
May 2023	Induction and official start date as Chair

Notes:

Please use these dates as indicative and do notify us if you have any clashes with them.

Appointment terms for Trustees

Term and commencement dates

The role will be appointed on an initial three-year period, renewable for a further two terms of three years assuming a satisfactory first term. There is a presumption of renewal after the first term assuming the performance criteria are met. In any event there will be a maximum of two consecutive terms totalling six years.

Legally, a new Trustee assumes their role on the Board after their appointment has been approved by the Trustee Board.

Due to the nature of the role, there will be a six-month probation period following appointment to allow the Board and the Chair to review and affirm the appointment.

Remuneration

This role is unremunerated, but travel and subsistence expenses will be reimbursed.

Time commitment

Trustee Board meetings are held five times a year. The role also involves regular 121's with the CE, attending Remuneration Committee meetings and help in the recruitment of Board members and award of Honorary Fellowships (HF) undertaken by the Nominations Committee. The Chair is also welcome to attend other Committee meetings as they feel appropriate.

The overall time commitment is approximately **two days a month**. Meetings will be a mix of in-person and via Zoom. When attending, the location is Farringdon, London.

Meeting	Duration	Frequency
1:1 with Chief Executive	1 hour	Fortnightly
Trustee Board	4 hours	5 times a year
Remuneration Committee	1 hour	5 times a year

Nominations Committee	Shortlisting – Interviews – Debrief (Trustee Board only) HF awards	Once per year (on average)
Additional Committees <i>not mandatory attendance</i>: <ul style="list-style-type: none"> - Finance, Audit & Resources - Diversity & Inclusion - Strategy Implementation 	2.5 hours 1.5 hour 1.5 hour	5 times a year 5 times a year 5 times a year
<i>CIWEM has two limited companies, and the Chair has the option of becoming a NED (Non-Executive Director) for one or both companies and would then need to attend the meetings:</i> <ul style="list-style-type: none"> - CIWEM Services Limited - Saffron Hill Management Limited 	2.5 hours 1 hour	5 times a year 3 times a year
Audit opening and closing meetings (not mandatory)	1.5 hours	Twice a year

Equal Opportunities

This section sets out CIWEM’s policy on equal opportunities.

CIWEM is committed to eliminating discrimination and encouraging diversity amongst our workforce, including members of the Trustee Board. Our aim is to ensure that the people we appoint will be truly representative of all sections of society and each person will feel respected and able to give their best. The purpose of this policy is to provide equality and fairness for all in our employment and not to discriminate on any grounds. We oppose all forms of unlawful and unfair discrimination.

All employees and officers of the Institution will be treated fairly and with respect. Selection for employment, promotion, training or any other position or benefit will be on the basis of aptitude and ability. All employees and officers will be encouraged to develop their full potential.

Our approach to recruitment reflects this and our recruitment and selection process is conducted in accordance with good equal opportunities practice. Selection is based on how well applicants meet the requirements set out in the person specification for any given role.

Applicants with disabilities and special needs

If you have a disability, of which you would like CIWEM to take into account when considering your application, please inform us when you apply. Let us know we can help in any way, and we will do the best we can to support you.

Privacy Policy

The Chartered Institution of Water and Environmental Management respects your privacy and is committed to protecting your personal data. Our privacy policy will inform you as to how we look after your personal data and tell you about your privacy rights and how the law protects you. This can be viewed here:

<https://www.ciwem.org/privacy-policy>.