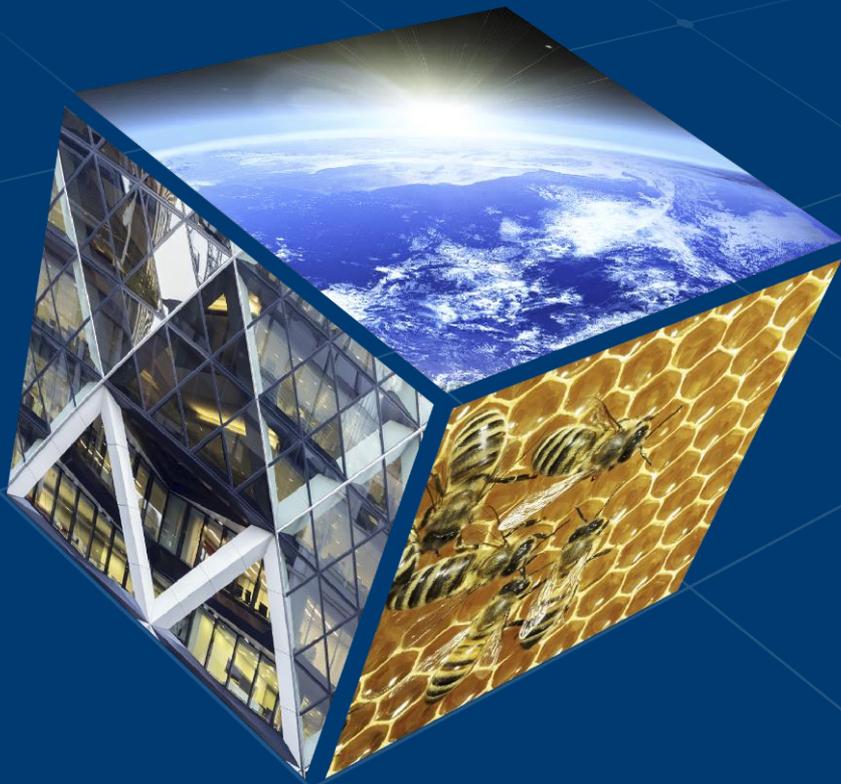




Candidate brief Managing Director Thomas Telford Ltd

September 2022



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About Thomas Telford Ltd

Thomas Telford is the commercial trading company of the [Institution of Civil Engineers \(ICE\)](#), creating specialist products and services for the civil engineering and construction markets. These include technical books and journals in both print and digital format and the NEC[®] suite of contracts. We provide recruitment services including the ICE Recruit job board, world-class international events, and technical training for ICE members and those in the wider construction sector.

For more information about the ICE itself, please follow this [link](#) to a summary in this document.

Named after the first President of the ICE, the company echoes his innovative approach in the production of world class knowledge products. TTL owns and markets the NEC contract and manages the world leading One Great George Street Events business. It provides support to senior industry professionals, officials and politicians in a range of governments and companies. TTL has revenues in the region of £25m and an ambitious strategy is in place to substantially increase its profits (and therefore contribute to the ICE) over the next five years.

The profits generated are gift aided to the ICE to support the ICE's charitable activities.

It is through our privileged access to industry leaders, and the respectability of our various brands, that we are able to remain at the forefront of engineering innovation, particularly in the following areas:

- [NEC[®]](#): NEC is a family of contracts that facilitates the implementation of sound project management principles and practices as well as defining legal relationships.
- [Events](#): We offer local, national, and international lectures, conferences, and exhibitions, in-person as well as online. One Great George Street, the Grade II listed headquarters of the ICE, serves as a key location for our events, and is also an award-winning venue for weddings, dinners, and even film production.
- [ICE Publishing](#): TTL publishes authoritative books and papers from world-renowned authors available in both print and digital formats. In addition, we host the ICE Virtual Library, the most comprehensive online civil engineering resource in the world. Our database, dating back to 1836, contains numerous internationally appraised journals and over 1,500 eBooks.
- [ICE Recruit](#): This is the United Kingdom's number one specialist civil engineering job board and the official job board of the Institution of Civil Engineers.
- [ICE Training](#): We provide specialist training for civil engineers, project managers and construction professionals.



Strategic Direction

Our businesses aim to continue their operational excellence through the effective use of digital technology and the adaptation of our offerings, sales, and marketing to an increasingly international consumer base. This is in tandem with our commitment to sustainability which is at the heart of the ICE's thinking.

TTL has revenues in the region of £25m. Strong performances in the year ending 31 December 2021 resulted in a net profit of £4.8m. Our strategic direction for the company is that we will be making an enduring annual contribution of at least £6.7m to the ICE by 2027.

Strategic goals and initiatives

- Financial Strength & Results - Deliver consistently superior returns to the ICE through our existing businesses, increasing the proportion of profits derived from digital offerings and recurrent revenues
- Customer Growth & Impact - Increase the number of international customers and those in sectors adjacent to our core markets by adapting our offerings and sales and marketing to meet market needs
- Operational Excellence - Improve productivity through effective use of digital technology
- People & Expertise - Achieve an 80% retention rate amongst employees through investing in professional development and well-being programmes

The mission is facilitated by our commitment to six key values:

- We are a customer-led and relationship-focused organization.
- We value our professionalism, take ownership, and deliver to a high standard.
- We are committed to innovation, and demonstrate this by challenging, overcoming, and acting to stay ahead.
- We recognize teamwork as a crucial element of our operations and strive to support one another and collaborate as a team.
- Our people are our success – we develop, trust, and recognize them.
- Pride. We are proud of what we do, why we do it, and our collective impact on society.

Governance

The Managing Director of TTL leads a team of c.100 employees and is accountable to, and a member of, the Thomas Telford Board. The Board is chaired by an independent Non-Executive Chair, includes the Director General of the ICE and other Non-Executive Directors.

Day-to-day, the Managing Director of TTL will report to the Director General of the ICE and sit alongside the ICE's other Executive Directors.

The ICE is itself governed by a Trustee Board which is responsible for our strategic decision-making. The Managing Director of TTL attends the Trustee meetings of the ICE.



About the Institution of Civil Engineers

The Institution of Civil Engineers ("ICE") is a registered charity and is incorporated by Royal Charter. The Institution's overriding objective is to foster and promote the art and science of Civil Engineering and support the people who work in our profession. It is also imperative for us to promote the work of civil engineers to the public, because without them our world would be very different. Civil engineers play a hugely important role in dealing with the effects of climate change.

The ICE aims to support the profession by offering professional qualification, promoting education, maintaining professional ethics, and liaising with industry, academia, and government. The Institution provides professional advice in transport, water supply and treatment, flood management, waste, and energy. Established in 1818, the ICE has over 96,000 members, with over a quarter living outside of the United Kingdom. The ICE has long provided independent professional advice to politicians operating in local, regional, and national government and to their supporting government departments. We lead the infrastructure debate to create a more sustainable future by providing impartial, authoritative, and respected advice as part of our charitable purpose. We work with all parts of the profession to ensure that civil engineering remains a major contributor to economic and social wellbeing.

In short, we have four main roles:

- To ensure that society has the civil engineers that it needs to provide, maintain, and operate the infrastructure that we need to survive and thrive, through recruitment, qualification and learning support.
- To ensure that the sector improves continually and is able to address the challenges of the day by developing, collating, validating and disseminating knowledge about the practice of civil engineering.
- To ensure that society gets the infrastructure that it needs by providing impartial advice and support to decision makers and their stakeholders.
- To promote the contribution that civil engineers make to society worldwide.

We are a membership organization and have members rather than beneficiaries. Members' annual subscriptions form a significant part of our income, which is used to fund activities for public benefit. Members themselves receive benefits through the dissemination of knowledge and best practice, and from the esteem and recognition resulting from their membership of a profession with high standards of entry and for continuing membership. ICE has just over 96,000 members, with over a quarter outside of the UK. The diversity of this membership is improving year-on-year and is a major focus of the Institution.

For more information, please visit <https://www.ice.org.uk/>



The Role

| | |
|--------------------|---|
| Title: | Managing Director |
| Reporting to: | ICE Director General |
| Location: | Westminster, London |
| Key relationships: | Director General of ICE Chair of TTL Board TTL Directors Members of Trustees and Council of ICE Directors of ICE |

The Opportunity

Responsibilities

- Responsible for delivering Thomas Telford Ltd's profit growth, as consistent with the overall vision, mission, and objectives of the ICE, and ensuring its long-term organisational (specifically digital) transformation and strategic health.
- Responsible for providing executive leadership and monitoring the overall strategic direction of Business Continuity Management across the ICE Group.
- Overseeing the day-to-day operational and commercial activities of TTL.
- Recommending the strategic priorities for TTL to the TTL board.
- Consulting with the Director General on matters which have group wide implications.

Key accountabilities:

The Managing Director will lead TTL's operations. They must:

- Recommending the strategic priorities for TTL to the TTL board.
- Consulting with the Director General on matters which have group wide implications.
- Manage the delivery of non-financial components of business plans, control costs and drive revenues to achieve profit targets.



- Work with the ICE Director General to identify and achieve appropriate business integration opportunities across the ICE group to improve organisational effectiveness.
- Provide input to and agree group wide MIS & IT strategy to deliver critical business support functions cost-effectively.
- Be a senior member of the governance structure of major projects within the group to ensure timely completion, value for money and benefit delivery.
- Support the TTL Chair and Director General in the governance of TTL to ensure accountability and transparency of operation.

As the trading subsidiary of the ICE, TTL must continue to deliver consistently superior returns in order to fund the charitable pursuits of the ICE. It will therefore fall upon the Managing Director to:

- Establish and agree strategic priorities for business units, to deliver sustainable growth.
- Create and secure approval of a TTL business plan with a five-year planning horizon.
- Manage the delivery of the financial components of said business plan, controlling costs and driving revenues to achieve profit targets.
- Oversee the preparation and present periodic re-forecasts of financial performance to the board.

The Managing Director must inspire a culture of success by:

- Undertaking the performance management of business unit leaders and other direct reports through the PDR process to recognize development opportunities, working towards continual improvement.
- Monitoring and supporting direct reports in their use of the performance management system to create a performance-led culture in their units.
- Developing individuals and teams to perform at optimum level, through 1-2-1 coaching and formal performance management processes.
- Providing input to, and agreeing, the group-wide HR strategy.
- Implementing group-wide HR strategic initiatives across TTL business units.
- Creating a performance and leadership culture within TTL and the ICE Group.
- Holding regular management meetings to communicate objectives and achievements.
- Holding regular briefing sessions for staff to communicate objectives and achievements.



Crucially, the Managing Director is an ambassador to customers and other key stakeholders. They will:

- Ensure all business units have a customer focused perspective in their strategy and delivery of products and services with clear measures to support improvement.
- Represent and explain the TTL business units to internal and external stakeholder groups to support business results and secure buy-in.
- Create and agree targets with each business unit which support expansion into new market or geographical sectors to deliver growth in business plans.
- Create and maintain relationships with key customers to support business development opportunities.
- Act as the ultimate point of escalation in response to any customer complaints to TTL to support customer satisfaction objectives



The Candidate

The successful candidate will demonstrate inclusive leadership, emotional intelligence, empathy, financial oversight, understanding of the built environment, planning, managing change, public speaking, diplomacy, cultural awareness and aligning multiple stakeholders to shared values. They should be able to demonstrate all or most of the following skills and attributes:

Candidate Experience

- The candidate will have had successful leadership experience in a medium-sized enterprise.
- Demonstrable track record of commercial revenue and profit growth.
- They will demonstrate experience (to greater or lesser extents) in relevant revenue channels including information, training, conferencing, and publishing.
- Experience overseeing the commercially successful transition of a business to the digital and online domain.
- Significant experience at Director level in a customer service environment.
- Experience of entrepreneurial management and innovation.

Candidate Skills / Behavioural Competencies

- Exceptional commercial acumen
- Integrity, inspirational, drive and determination, resilience.
- Excellent listening skills, the ability to communicate ideas, concepts, and facts in a highly influential manner.
- Good negotiation skills, innovative, tolerance of ambiguity; an aptitude for strategy; results oriented.
- Effective networking skills; financially astute; effective relationship building skills.
- Broad understanding of (or demonstrable empathy with) the engineering profession.

Other requirements

- Qualification as a Chartered Director or an equivalent level of experience as a Director is essential.
- Education to degree level or equivalent.
- A Master's in Business Administration is desirable.



Search Process

Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role and discuss a little about your background and aspirations.

Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the Partner leading this search.

Short listing

Having met with candidates who will differ on experience, ambition, and background, we will put forward several candidates whom we feel most meet the criteria.

Meeting our clients

Thomas Telford Ltd will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture, and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the business.

Due diligence

As you will appreciate, you will have conducted due diligence on TTL and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

Offer and acceptance

TTL puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity, we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback, and we will maintain a relationship with you for the future.

Inclusion & Diversity

We aim to ensure that each and every stage of the search process is as inclusive as possible, and we work to support TTL in their own commitment to inclusivity.

Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement.



Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous, and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open, and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email KScope.CEO@odgersberndtson.com.



How to Apply

Key Dates

The deadline for applying is 10th October.

Odgers Berndtson will conduct interviews in the weeks in mid-October. The final interview process with ICE will take place at the end of November.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:

www.odgers.com/86206

If you are unable to apply online, please email:

Vula.vasili@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to Vula Vasili, Odgers Berndtson, 20 Cannon Street, London, EC4M 6XD. All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist TTL in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.



Contact details

For a conversation in confidence, please contact:

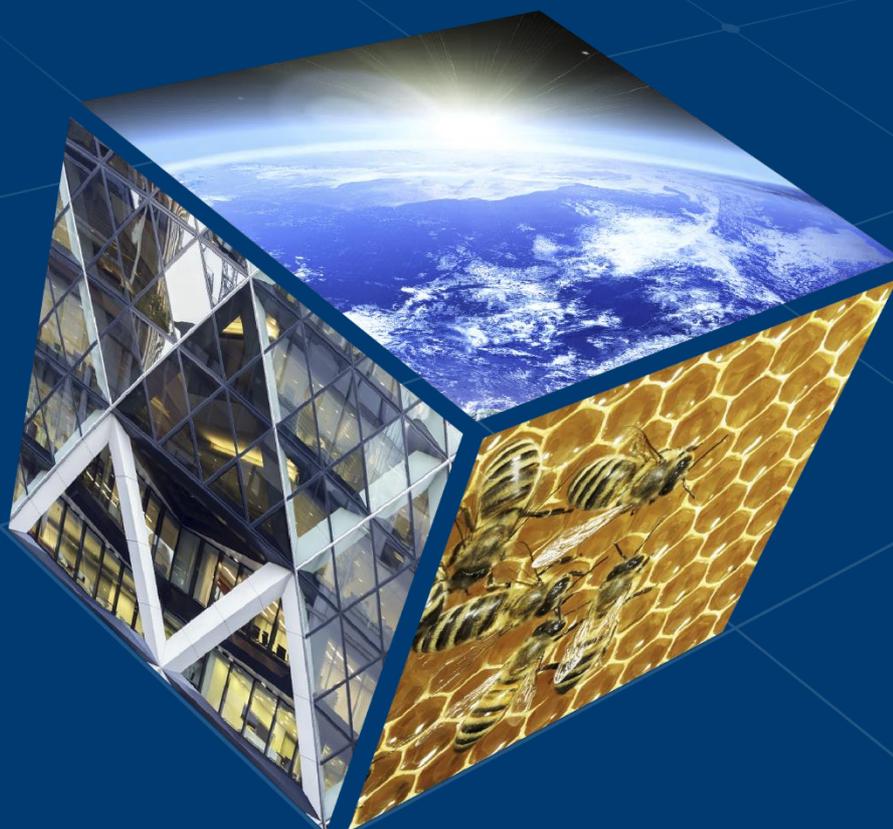
Alex Hamilton-Baily

Alex.Hamilton-Baily@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility, and cognitive impairments. Should you require access to these documents in alternative formats, please contact vula.vasili@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us at response.manager@odgersberndtson.com.





20 Cannon Street
London EC4M 6XD
UK

+44 20 7529 1111