

Global Board of Trustees

CIPS Briefing Document

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GBT Composition – desired experience and knowledge

The Trustees on CIPS Global Board of Trustees have key responsibilities. The first is a governance role, and fiduciary responsibility, for CIPS as an organisation. The second is to bring appropriate advice, support and challenge to the decisions on the strategic direction of CIPS. The third is to ensure that CIPS is always aware of the broad context in which we operate, how this may change, the evolving needs of the profession and helping CIPS executive leadership to ensure CIPS will always be relevant to members and the profession. These are not the only responsibilities of the Trustees, but they are important ones.

CIPS operates in a complex environment. There are three principal income streams of fees for Membership, Qualifications and Training; CIPS has offices in six countries on four continents with over 60,000 members residing in more than 150 countries; CIPS works with both private and public sector organisations, global agencies, education establishments and covers a broad range of sectors including retail, defence, construction and consumer products. CIPS is a charity, a not-for-profit organisation, with a commercial outlook; CIPS has a UK Royal Charter, is an Awarding Body and is governed by the principles of the Charity Commission, the Privy Council and Ofqual in the UK as well as other regulators in different jurisdictions. The outlook for CIPS is increasingly international, with a UK head office and the growing proportion of non-UK Members, Exams and revenues now exceeding those from the UK.

The aim is that between the group of Trustees there is a breadth of experience, knowledge and diversity which allows the GBT, as a

team, to effectively discharge their responsibilities. We recognise that Trustees are volunteers and as such we have to seek out those that can give the necessary time commitment to participate in GBT meetings and to serve on sub-Committees.

We have identified a range of desired experience and knowledge for our Trustees. When appointing Trustees the objective is to fulfil, in aggregate, these criteria and skillsets as completely as possible. The following is the list of desired criteria:

- Chairmanship of organisations; experience of running a P&L
- Experience of charities
- Operational and strategic experience of Procurement and Supply
- Finance/accounting expertise – with a professional accounting qualification
- General business leadership – including international and non-UK operating environments
- Understanding of Digitalisation – strategy and delivery
- Appreciation of Governance, Compliance, Risk and Legal topics
- Work with Educational establishments and Training organisations
- Experience of Membership organisations and practical knowledge of Volunteering
- Involvement in Business Development and / or Marketing and Communications





Although CIPS is an SME with 200 employees and a turnover of £ 30 million, the context and complexity is much more akin to an international organisation with significantly more employees, a £ billion turnover and operations in multiple countries. It is most likely that suitable Trustees will have gained relevant experience from operating at a senior executive level in such organisations. Experience of multiple organisations, multiple sectors and working / living in multiple countries are all highly appropriate attributes for CIPS Trustees.

When appointing Trustees we will choose those who meet multiple criteria such that the GBT in aggregate can cover all of the desired criteria, has the breadth of experience and knowledge, and has a good level of diversity between the Trustees in terms of gender, geography, ethnicity, sectors and professional disciplines. Individuals with general management experience in any organisation, high organisational level procurement and supply expertise in large complex organisations or deep knowledge of relevant professions outside of procurement and supply, are most likely to meet the desired criteria for CIPS Trustees.

Key Profiles



Paul Thorogood FCIPS
Chair, Global Board of Trustees

Paul enjoyed a very successful first career with the Royal Air Force, before retiring early in the rank of Group Captain in 2006 to accept the role of CEO of the Football Foundation, one of the largest sports charities in the World, responsible for delivering the National (Grassroots) Football Facilities Strategy on behalf of the Premier League, the Football Association and the UK Government. He will leave the Foundation in April 2020 after 14 years, during which the Foundation achieved unprecedented revenue growth, from £32 million per year to £130 million, and funded grassroots sports facility projects worth in excess of £1.4 billion.

An operational logistics and supply chain specialist throughout his military career, he focussed on change management and organisational performance improvement during the latter stages. He spent two years working with McKinsey & Co. global management consultancy in the final two years off his RAF service, before joining the Football Foundation.

Paul has sat on several Boards and committees, both global and national, including the National Sports and

Recreation Alliance, which is responsible for 340 national governing bodies of sport across the UK, from 2013 to 2015, and the CIPS Global Board from 2013 to 2016. In March 2017, he was appointed as one of six lay members on the House of Commons Parliamentary Standards Committee, responsible for overseeing the work of the Parliamentary Commissioner for Standards and holding MPs to account for their conduct, and he is also currently a trustee on the Board of the Royal Air Force Sports Federation.

Paul has an MA from Kings College London and a post graduate diploma in Engineering Business Management from the University of Warwick. He has a deep understanding and considerable high-level experience of leading in both the not-for-profit charitable and UK Sports sectors, which is reinforced through extensive military leadership training and experience.

Paul is an enthusiastic but erratic golfer, a keen but unhurried runner and would still class himself as an experienced midfield stroller on the 5-a-side football court. His saving grace is that he is a qualified alpine ski instructor and has spent countless hours on snow teaching people to ski over the years.



Malcolm Harrison FCIPS
CIPS Group CEO

Malcolm Harrison joined CIPS in July 2018 after a broad and varied career spanning over 30 years. Prior to his current role, Malcolm has held key positions in Production, Sales, Procurement, Supply Chain, HR and General Management with Mars Confectionery, Pedigree Petfoods, Bass, InBev, Nestle and Rexam. Between 2000 and 2009, Malcolm was Chief Procurement Officer of InBev and then Nestle. Malcolm's last role was with the UK Government as CEO of the Crown Commercial Service overseeing an annual spend of more than £13 Bn on common goods and services across the UK public sector. He also had responsibility for UK Public Sector Procurement Policy and for supporting the UK Government's initiatives with SMEs.

Having established and developed several Procurement departments during his career Malcolm wants to ensure CIPS continues to help drive the profession forward, ensuring education is at the heart of the agenda for today's and tomorrow's procurement professional. Ensuring CIPS remains as the global voice for the profession is critical to Malcolm's future vision for CIPS and will help to ensure that CIPS can continue to represent the profession at the highest levels.

Malcolm holds a Master of Engineering degree from Cambridge University. He is an enthusiastic hill-walker and skier, though presently spends most leisure time improving his garden. He has traveled and worked extensively internationally, living for more than 12 years outside the UK as part of his career.



Alison Barto FCIPS
Chair of Nominations Committee

In August 2020, Alison Barto became HSBC's Head of Government Schemes, coordinating the Banks response to COVID loans into the wider Business community, to assist them through the pandemic and the challenges it brings. The role involved working closely with UK Businesses, as well as Her Majesty's Treasury and the British Business Bank to ensure the loans and future schemes are positioned to help steer Businesses in this difficult time.

Prior to that Alison was the Regional Director of Corporate Banking for the Northern Region of the UK, working with a significant number of corporate customers to meet their financial needs to grow their businesses.

Prior to this Alison was Chief Procurement Officer for HSBC, a role she held since 2010, with responsibility for managing \$15bn of third-party spend globally, working with suppliers to maximise value for HSBC and its customers. As part of her role, Alison was a member of the Global GCOO Executive Committee, reporting to the Global COO and also the lead for Diversity and Inclusion.

Alison joined HSBC in December 2000, starting in the UK IT Procurement function. In 2004, she moved to work in the Procurement function in Hong Kong and then to the US. Returning to the UK in 2008, Alison became the HSBC Global Procurement Category Specialist for software, before taking on the role of Regional Procurement Head for EMEA.

Prior to joining HSBC, she worked as a Special Metals Buyer at Avesta Sheffield (now Outokumpu) in the steel industry where she was responsible for sourcing raw materials for all Corus and Outokumpu steel plants globally.

Alison holds a Bachelor of Engineering degree and also completed a three-year qualification with the Chartered Institute of Procurement and Supply, achieving special recognition. She is now a Fellow of CIPS and joined the GBT in 2016.

Current Global Board of Trustees

Paul Thorogood FCIPS

Alison Barto FCIPS

Julia Brown FCIPS

Marc Hutchinson FCIPS

Michael Kennedy

Garry Mansell FCIPS

Sara Omer FCIPS

Alan Raleigh MCIPS

Beverley Tew FCIPS

Nick Welby MCIPS

Richard Wilding FCIPS

Role and Responsibilities of the Trustees

The Global Board of Trustees is the principal governing body of CIPS and is collectively responsible for the leadership and direction of the organisation.

The role of the Trustees includes:

- Setting the organisational strategy
- Overseeing, monitoring and evaluating the implementation of the strategy against agreed objectives
- Holding the Executive to account by providing constructive scrutiny and challenge
- Mentoring and supporting the Executive Team
- Offering independence, external perspective, skills and challenge
- Ensuring CIPS fulfils its Royal Charter and charity obligations under Charity Law
- Responsibility for the overall governance of CIPS Group globally
- Responsibility for prudent financial management of the organisation
- Responsibility for organisational risk management
- Oversight of the Board Committees - Nominations, Audit, Remuneration, Membership, Foundation, Disciplinary.

Time commitment:

- Initial 3 year term with a potential extension of 3 years; maximum of 6 years as a trustee
- GBT meets quarterly – predominately virtually, and physically at CIPS office in Easton-on-the-Hill or London. Trustees are expected to participate in all meetings.
- Adequate preparation for meetings is expected by undertaking pre-reading of all agenda papers
- Responding to Board consultations or requests for information
- All trustees will sit on at least one committee and provide additional contribution to working groups or projects, as required.

Remuneration:

- This is a voluntary, unpaid appointment. Reasonable expenses will be paid if required and where necessary.

Selection Criteria:

- Chairmanship of organisations; experience of running a P&L
- Experience of charities
- Operational and strategic experience of Procurement and Supply
- Finance/accounting expertise – with a professional accounting qualification
- General business leadership – including international and non-UK operating environments
- Understanding of Digitalisation – strategy and delivery
- Appreciation of Governance, Compliance, Risk and Legal topics
- Work with Educational establishments and Training organisations
- Experience of Membership organisations and practical knowledge of Volunteering
- Involvement in Business Development and / or Marketing and Communications

Application and Appointment Process for Trustees

- 1** Please submit your CV and a statement of suitability, outlining your interest and specific areas of relevant experience that you would bring to the role to the Company Secretary, Kate Tomlinson, at kate.tomlinson@cips.org.
- 2** The Company Secretary or a member of the Nominations Committee will have an initial discussion with you to determine your interest and suitability for the role, including confirming your capacity to meet time commitments.
- 3** The Nominations Committee will assess the candidates and interview those that best meet the selection criteria.
- 4** Shortlisted candidates will meet with the Chair of GBT and the Group CEO.
- 5** The Nominations Committee will formally appoint the new Trustee. The Chair of the Nominations Committee will inform the applicants of the outcome.
- 6** Successful candidates will be required to attend an induction before beginning their term.
- 7** Candidates who are not selected will be given feedback and suggestions for other opportunities to work with CIPS in a voluntary capacity if applicable.

CIPS encourages applications regardless of gender, ethnicity, religion, disability, sexual orientation or age.

The role of the Chair of GBT

- Provides leadership to CIPS and the GBT
- Holds the GBT and the Executive to account for fulfilling CIPS' mission, vision and strategic direction
- Ensures Trustees fulfil their duties and responsibilities for the effective governance of CIPS
- Ensures that the GBT monitors the financial viability of CIPS with systems in place to provide accountability
- Chairs the GBT meetings efficiently bringing objectivity and impartiality to the decision making process
- Actively engages the Trustees building on individual strengths and encouraging participation
- Ensures decisions are made effectively and implemented accordingly
- Sets a positive and energised tone during meetings with a culture that is challenging and also collegiate
- Ensures that the Board composition is effective with the right balance of skills, experience and diversity
- Develops and maintains constructive relationships between the Trustees
- Chairs the AGM and the Remuneration Committee meetings
- Ensures that formal Board committees' are set up and managed effectively for delegated activities
- Regularly engages and if appropriate, performance manages, individual Trustees
- Acts as line manager for the Group CEO and is responsible for hiring and if required, for dismissing them.

Criteria for Appointment

1. A current Trustee on GBT
2. Board level experience, ideally as Chair
3. Executive experience of leadership in organisations of, at least, the complexity and size of CIPS
4. Experience of working in an environment where challenge is acceptable and encouraged, and influencing skills are key
5. Experience of strategic decision making
6. Excellent communication and senior leadership skills
7. Experience of financial and operational management at executive level
8. Professional credibility and integrity
9. Good understanding of and commitment to the CIPS Charter Objectives, and CIPS mission, culture and brand
10. No conflicts of interest, whereby it could be perceived that a candidate could gain commercially or personally from the role of Chair

Appendix A

Nominations Committee

Members of Nominations Committee:

- Alison Barto
- Julia Brown
- Lucy Harding (independent)
- Garry Mansell

The Nominations Committee (Noms Com) is a Board committee of the Global Board of Trustees responsible for appointing Trustees onto the Board and selecting independent members of the board committees.

Global Board of Trustees

Noms Com appoints candidates to the Global Board of Trustees against selection criteria to ensure that Trustees have the commitment and competence to discharge their responsibilities.

Noms Com ensures that the Trustees as a collective are balanced and not dominated by any single interest group and ensures that experiential, sectoral, geographic and diversity considerations are given appropriate weight.

The majority of Noms Com are Trustees who have been selected for the Committee due to their experience of leading significant functions, breadth of business experience and their access to executive board level networks across a wide spectrum of organisations and disciplines. Noms Com will also include executive search professionals and/or human resources experts to add independence to the process.

The CEO and CIPS Executive do not participate in the decision-making process including shortlisting or recommending a preferred candidate.

Independent members of Committees

Noms Com appoints the independent members of board committees. The CIPS Executive may advertise roles and is responsible for ensuring that all candidates have provided evidence that they meet the selection criteria. Noms Com interview the shortlisted candidates and appoint as appropriate.

The CEO and CIPS Executive do not participate in the decision-making process.