

IMECHE STRATEGY COMMITTEE

ROLE DESCRIPTION – ORDINARY MEMBER

INTRODUCTION

The Strategy Committee (StratCom) leads the development of the Institution's Strategy, in support of the IMechE's charitable purposes. The next major update for the Strategy is due in 2030 but there is a yearly cycle of review and refresh to ensure that the Institution's Strategy remains relevant and that priorities are set in alignment with the Strategy. StratCom also establishes and oversees the strategic planning cycle by which the strategy is translated into action plans, and progress against plans is then tracked, ensuring staff and volunteer activity remains aligned to the overall Strategy.

RESPONSIBILITIES - DUTIES OF THE STRATEGY COMMITTEE

This is a simplified version of the responsibilities detailed in the draft StratCom Terms of Reference (ToR) supplied alongside this document. It contains sufficient information to understand the responsibilities of StratCom but for a complete version, please read the ToR.

Strategy Development

Through the strategy and its supporting processes, the Committee aims to give the Institution clear direction, clarity of expectations and priorities, visibility of progress against plans, and a predictable annual rhythm for engagement.

- Lead the development of the Institution's strategy for the mid to long term, and recommend it to the Trustee Board for approval.
- Define and lead the annual strategic planning cycle, including the development of linking themes and refreshing the strategy as necessary.

Strategy to Action and Execution Oversight

- Act as gatekeeper for strategies from other boards and committees across the Institution, to ensure alignment with the overall strategy.
- Establish, and act as guardian of, the process for translating the strategy into action plans for staff and volunteers, including a means of tracking progress and prioritising resource allocation. Ownership and execution of the plans sits with the Operating Boards and the Executive.
- Engage in the operational planning process to ensure a clear link between plans and strategy. Oversee the alignment of plans developed by the Operating Boards and the Executive and monitor progress against those plans.
- Ensure there is a regularly updated reporting of the Institution's progress in executing its strategy and the impact against targets, flagging risks or issues to the Trustee Board.

Governance, Risk and Financial Alignment

- Take into account advice from Finance Board on the sustainability of the Institution's finances, and from the Audit & Risk Committee, to ensure the strategy is consistent with the Institution's financial and risk management direction.

Stakeholder Engagement and Interfaces

- Define and follow inclusive, consultative processes that take into account the needs and perspectives of the Institution's constituents and external trends and influences, so that strategy and processes presented to the Trustee Board have input, buy-in and support from all relevant boards, committees and the Executive Team.
- Ensure that proposals for new processes are syndicated with other key bodies — the Executive Team, Operating Boards and Council — and refined and tested, before being launched at scale.
- Maintain regular dialogue with Finance Board and the Audit & Risk Committee.
- Communicate and cooperate with Council, in particular to solicit the membership perspective on strategic topics.

PERSON AND SKILLS SPECIFICATION

To be eligible to be an Ordinary Member of the Strategy Committee, applicants need to be an IMechE Member.

Members of the committee will ideally have a combination of the following experience and characteristics:

1. Experience of strategy development, implementation and deployment:
 - Ideal candidates will have experience of developing and implementing strategy in a business setting
 - Experience of working with corporate strategic planning processes and reporting on progress and impact of strategic plans is also highly desirable
2. Pragmatic
 - Pragmatic, with an implementation- and improvement-oriented mindset, PDCA is embedded in their approach ("Do & Improve" rather than having a perfect plan)
 - Able and willing to contribute in a hands-on way
3. Analytical and able to communicate concisely:
 - Capable of working through conflicting information and viewpoints, competing priorities and of seeing a way forward
 - Able to listen, distil the message and convey a general sense of direction, especially in writing
 - Excellent communication skills with sound emotional intelligence
4. Able to take a broad perspective of the Institution and beyond:
 - Taking a strategic mind-set, seeing beyond the current situation and taking a big picture view
 - Understanding the current strengths and weaknesses of the Institution
5. Able to influence others:
 - Capable of working well with others, has a collaborative approach
 - Understanding and experience of stakeholder engagement and broad syndication of ideas before implementation
 - Understands different influencing styles and has experience of influencing people from different backgrounds and experience levels
 - Prior experience of volunteering within the Institution would be helpful but is not essential
6. Well-informed:
 - Aware of the challenges facing engineering and engineering companies
 - Familiar with business, employment, economic and political trends.

It is important that Members of this Committee reflect the diversity and diverse needs of the Institution's Membership and Employees.

TIME COMMITMENT

Members of StratCom can expect to participate in the following:

- 6 committee meetings per year – at least one in-person, the rest online. Online meetings typically take 2 hours. In-person meetings are normally 3-4 hours. Members are required to attend no less than 50 per cent of meetings in any calendar year. Note: members may join the in-person meetings online if travel is not possible, by prior agreement with the chair.
- Additional virtual meetings could also be arranged if required at busy times. Appropriate notice will be given.
- Strategy Day happens in May every year, this is an in-person event involving approximately 30-40 representatives of different bodies across the Institution, lead by StratCom.
- Working group meetings. At times, there may be smaller sub-groups of StratCom working on specific topics and they may choose to meet online to progress topics in-between main committee meetings. Typically, these are 1-2 hours once or twice a month.
- In connection to the working group meetings, there may also be a need to do some work alone. However, most members of StratCom are also in normal jobs and people respect that the amount of time available may be limited by work commitments.
- StratCom members may need to undertake inductions, training (including D&I), and refresher courses as required to maintain the skills and knowledge criteria for their roles and the broader capabilities and effectiveness of the committee.

CONDUCT COMMITMENT

Strategy Committee members are required to commit to the following conduct:

- Upholding the Institution's Values, Behaviours, and Code of Conduct
- Supporting the Institution's Diversity and Inclusion strategy
- Acting with integrity
- Acting without vested interest and self-reporting any conflicts of interest or loyalty
- Exercising independent judgement and challenging colleagues appropriately
- Opening up volunteering opportunities to all eligible members
- Creating transparent and inclusive processes and procedures that treat staff and volunteers objectively and fairly
- Maintaining high levels of confidentiality where necessary and ensuring GDPR compliance is upheld.

TERM OF OFFICE

Ordinary Members will be appointed for a three-year term with the potential to be re-appointed for a second three-year term, in order to ensure some continuity between consecutive significant strategy formulation periods