January 2026

Non-Executive Director
Associate Director
CTSI

Candidate Information Pack

Chartered Trading Standards Institute

www.tradingstandards.uk

We are an ambitious professional body with a proud history of protecting consumers stretching back 144 years

Welcome letter

January 2026

Dear Applicant

Thank you for your interest in our vacancies on the Chartered Trading Standards Institute Board. We are looking to appoint a Non-Executive Director and up to two Associate Directors. The Non-Executive Director appointment is for an initial three-year period, the term of appointment for the Associate Directors will be set by the Board, the posts will work alongside the existing Executive Directors, the current Non-Executive Directors and three members of the CTSI Council.

To complement the experience and skills on our Board we are particularly looking for candidates with strong finance or commercial/business experience although we welcome applications from anyone interested in these roles.

Our Board members are currently expected to attend four Board meetings per year and also serve on one of the sub-committees which meet on average four times per year. There may be other ad hoc meetings but the majority of matters are dealt with electronically. Board meetings take in London or at the CTSI head office based in Basildon, Essex, occasionally at other venues and sometimes virtually. These posts are not remunerated but reasonable expenses will be paid. The time commitment is likely to be up to 15 days per annum, including meeting preparation time.

CTSI is committed to being an inclusive employer, which extends to our network of volunteers. We positively encourage applications regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships. Appointments will be made on merit on the basis of fair and open competition.

Enclosed in this information pack you will find details about the Institute, its governance structure and duties and responsibilities of directors.

If you are interested in pursuing an application for this post, please send this in the form of a letter, please see page 15.

We look forward to receiving an application from you if you consider you have the necessary skill set and experience that this post requires.

Yours sincerely

David MacKenzie
Chair
Chartered Trading Standards Institute

We look to provide innovative solutions across the regulatory arena

About us

The Chartered Trading Standards Institute is a not-for-profit professional body and enterprise for trading standards professionals working in the private and public sectors. It is the national body responsible for representing, supporting, lobbying, and championing trading standards to a range of stakeholders including government, business, consumers, and the media and has done so since 1881. The Institute gained chartered status in 2015.

We look to provide innovative solutions across the regulatory arena; to administer and award professional qualifications; to accredit and certify training, to ensure the ongoing competence of members and to influence and lobby on behalf of the profession as a whole. We aim, through our actions and our members' actions, to empower consumers and reputable businesses to contribute to a vibrant economy.

We strive to eliminate rogue traders and unfair trading practices from the marketplace, to promote environmental sustainability, and to make positive contributions to the health and social wellbeing of citizens and communities.

Vision, mission and values

Our vision

That the United Kingdom prospers economically through fair and safe trade.

Our mission

Support and reinforce the protection of consumers and achieve a level playing field for business.

Our values

Underpinning the delivery of our vision and plan we will adhere to our core values:

We are CTSI

Collaborative • Trusted • Supportive • Innovative & Inclusive

The CTSI Vision and Strategy to 2031 sets out how we will aim to achieve our vision and modernise the Institute, under four key areas:

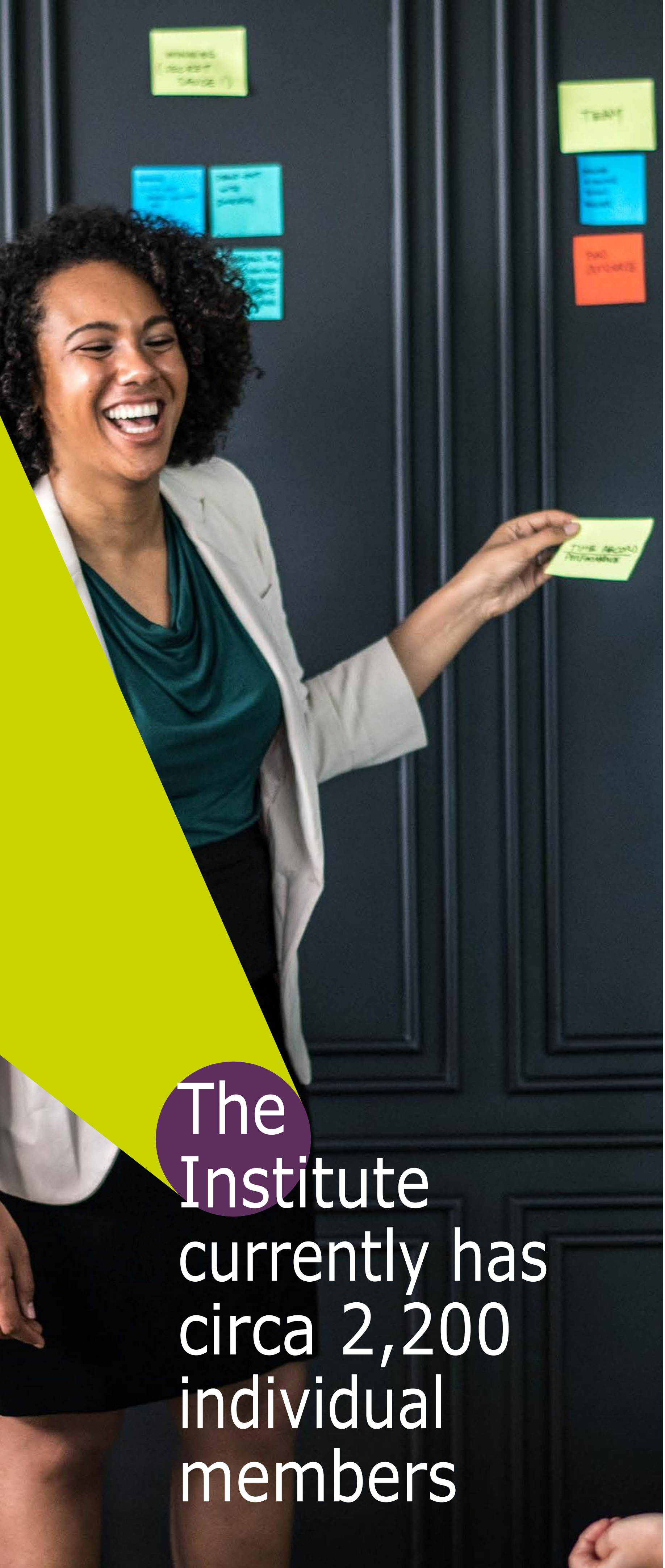
- leading the profession
- building our voice
- being stronger together
- delivering tangible change

The CTSI Vision 2022 is available to download from our website.

We act ethically in compliance with our equality and diversity policies, with openness and accountability, in an honest and truthful manner that ensures fairness and value for money in a non-political, challenging and legally compliant manner.

In April 2021 CTSI signed the Business in the Community (BITC) Race at Work Charter, an initiative designed to improve outcomes for black, Asian and minority ethnic employees in the UK. By doing so we have set out our commitment to being an inclusive and responsible employer.

We fully embrace our environmental and sustainability policies as well as embedding quality management systems requirements within our organisation as part of our ongoing commitment to quality management. We achieved Investors in People in October 2010 and our UK European Consumer Centre has been awarded the Government Standard for Customer Service Excellence.



itsa Ltd

Our principal commercial arm, itsa Ltd, is a wholly-owned subsidiary of the Chartered Trading Standards Institute. itsa Ltd develops and delivers a wide range of products and services to UK local and central government, to the EU and internationally.

Staff

CTSI currently has 50 employees, full-time and part-time across four Directorates.

We also work with a number of consultants and volunteers across all areas of the Institute.

Membership

The Institute currently has circa 2,200 individual members, both in the public and private sector as well as 34 corporate affiliate members. The Journal of Trading Standards website contains regular updates on happenings in the world of trading standards and the Institute publishes a biannual journal for members.

Products and services

CTSI provides leading edge information services to local authorities, the wider consumer affairs sector, and to businesses in consumer markets. Take a look at our Product Portfolio. Further details about the range of products and services, including publications, e-learning, content syndication and advertising can be found on the CTSI website. The production team manages the content that appears in all our commercial products, including e-books, websites and project work. As part of CTSI's business education role, Business Companion provides a free online resource that allows business owners to find and understand trading standards laws and consumer protection regulations.

In-depth knowledge of regulatory services

Professional consultancy

CTSI designs, develops and delivers regulatory contracts in line with the Institute's Charter.
It also delivers a wide range of consultancy and business support services both in the UK and internationally. Our professional consultants bring in-depth knowledge of regulatory services and market surveillance to projects. We can offer extensive knowledge of the regulatory arena and can also provide consultants with expertise in delivering training and/or working as policy officers and advisors.

Learning and Development

CTSI provides professional training to our members, non-members, businesses and other professionals via a range of methods. Further information can be found on our website.

Events, Marketing and Digital Content

CTSI organises various events throughout the year, the showpiece of which is the CTSI Conference, the annual training and development event, which takes place in June. Details about our range of events can be found here.

The team also looks after the marketing of products and services across the whole Institute as well as the content for these

Education and qualifications

CTSI delivers the leading education, career development and professional qualifications for trading standards, consumer protection and regulatory activities. The CTSI Qualification Framework consists of three levels. CTSI also provides a number of subject-based competencies. Further details about the framework and related training can be found here.

Policy and communications

CTSI influences a vast array of policy debates concerning consumer protection, economic, environmental, fair trading, health and social wellbeing issues through the expertise provided by our Lead Officer network. Lead Officers are trading standards professionals who are specialists in their field. These fields cover everything from animal health and welfare, through to e-crime and fair trading on to food fraud and nutrition to weights and measures. CTSI works with Government, Parliament and stakeholders and responds to a wide range of consultations; our Press Office deals with a host of enquiries on a daily basis.

Read more on our website.

CTSI influences a vast array of policy debates

Contact and advice centre

CTSI hosts the UK International Consumer Centre which provides free advice and assistance to consumers that have problems with purchases made from companies based in another country. We work with partner organisations in various other countries to ensure UK consumers are empowered with the knowledge they need in order to resolve problems with a company. Visit the website for further information.

Alternative Dispute Resolution (ADR)/Competent Authority

Since October 2015 traders, who have an unresolved dispute with a consumer, have been required to give the consumer the details of an Approved Alternative Dispute Resolution (ADR) body and to indicate whether they are willing to use them or not. CTSI operates as the competent authority auditing and approving ADR bodies, in all non-regulated sectors against the requirements of the relevant legislation. Further information can be found here.

CTSI runs the Approved Code Scheme

Consumer Codes
On behalf of the Approved Code Scheme Board, CTSI runs the [Approved Code Scheme](), facilitated self-regulation that aims to bolster consumer protection and improve customer service standards.

Governance
The team provides support to the executive directors, the Board, CTSI Council, branches/sections and wider governance structure of the Institute. The team also provides administrative and events support to the National Trading Standards Programme Office team which is staffed by CTSI's subsidiary company, ACTSO Ltd, to the Approved Code Scheme Board, Local Authority Registration and Coroner Services Association, and administers training for central government and business training contracts

Membership
The team is responsible for attracting, supporting, and retaining members by managing enrollment, engagement, and communications to ensure a positive and valuable member experience

Finance
The team provides central finance and administration support, including sales and purchase ledger functions and payroll. It also leads in the application of risk assessment to product areas, business planning and longer financial planning. CTSI also provides finance and audit services for the National Trading Standards Board (NTSB) for the delivery of activities related to the Department for Business and Trade (DBT) annual grant. The NTSB provides leadership influence, support and resources to help combat consumer and business detriment locally, regionally and nationally.

Governance

CTSI Council
Elected body responsible for advising on and monitoring strategic direction and policy; appoints the Chair of the Board and Non-Executive Directors. The Council meets four times per year. There are three sub committees of Council – Ethics & Standards Committee, Race & Equality Committee and the Policy Committee. The Council is the Awarding Body for the qualifications and appoints a panel of members and experts, the Qualifications Panel (QP), to act on its behalf in developing, delivering and maintaining the qualifications framework.

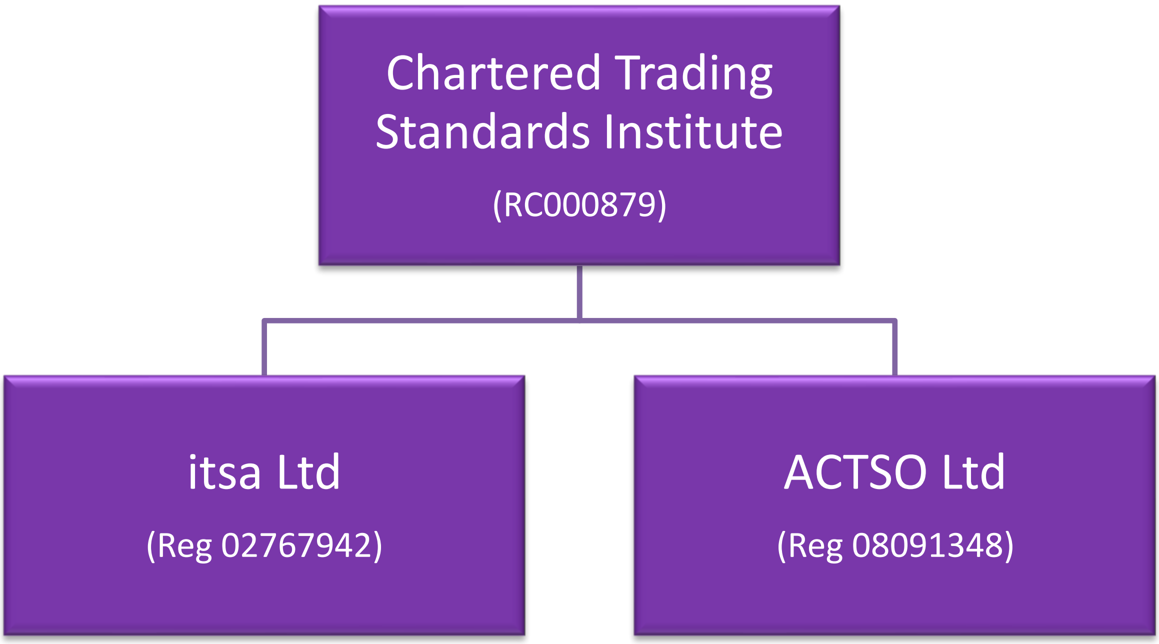
CTSI Board
Responsible for the strategic vision, direction, values and financial stewardship of the organisation. The Board meets four times per year. It has two sub-committees – Audit & Finance Committee and the People and Remuneration Committee.
Visit the website for details of the composition of the CTSI Council and CTSI Board.

President and Vice Presidents
The CTSI President is Lord Jamie Lindsay. CTSI Vice Presidents come from a broad range of backgrounds including parliamentarians, policy officials from academia, the consumer world and trading standards professionals.

Branches, Sections and Lead Officers
CTSI has thirteen Branches across the UK, two chief officer sections, a Business Members Group, a Civil Service Forum and the Consumer Empowerment Alliance which provides a network for consumer educators. We also have a framework of members who act as specialist lead officers, covering technical, policy and strategic areas.

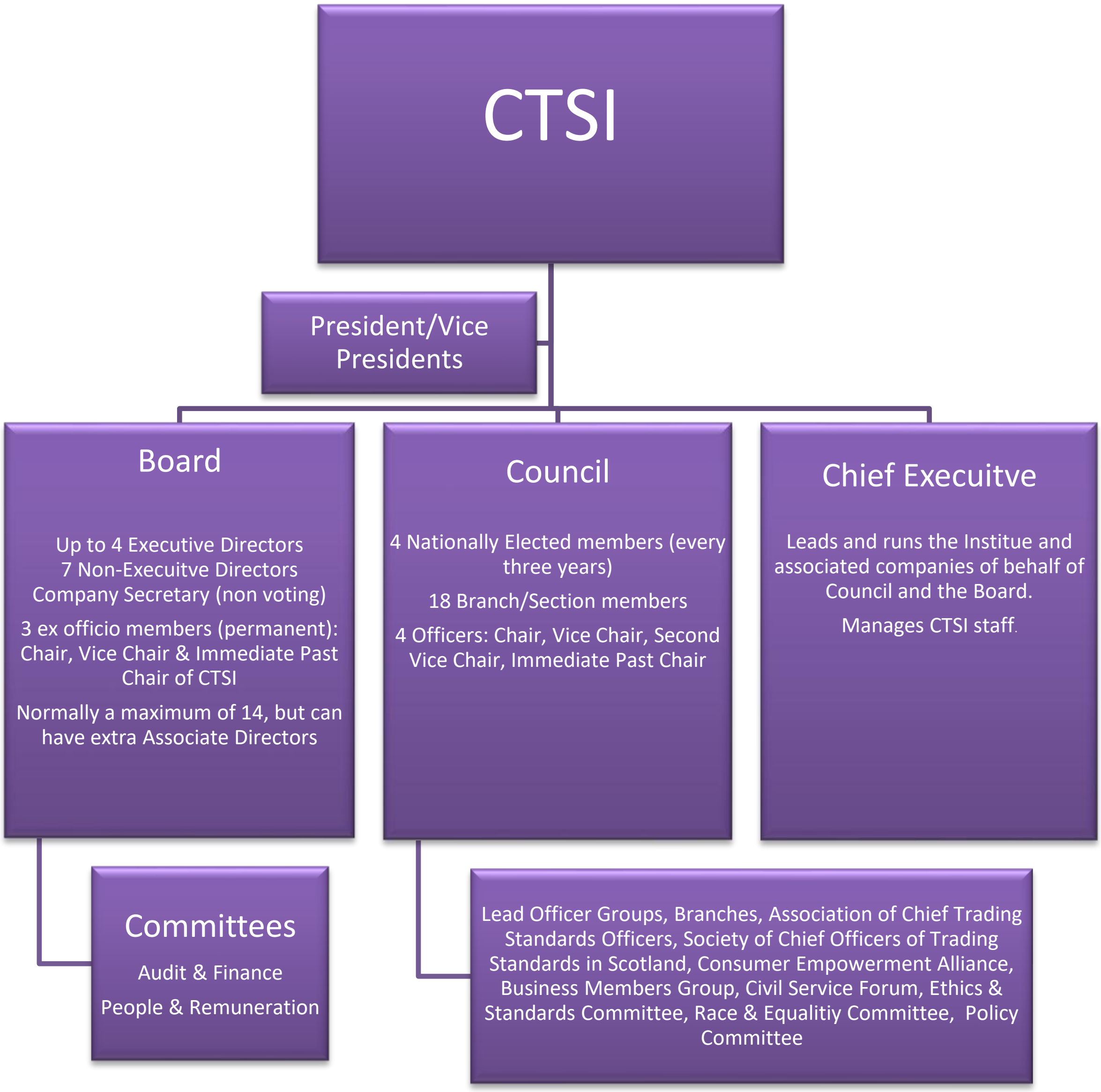
College of Fellows
CTSI Members who have "gone the extra mile" are nominated and recognised with CTSI Fellowship. The Trading Standards Fellows' Charity is a registered charity that through its educational and charitable activities plays a vital role in support of the trading standards profession. It promotes education and research activities, as well as providing welfare support.

Companies' structure



Non Executive Directors will be appointed to CTSI and itsa Ltd via Companies House. You will also be required to advise of any declarations of interest upon appointment and thereafter on an ongoing basis should your circumstances change, or annually upon request when updating our records

Governance structure



The Board

Extract from the Governance Handbook

The Board - Composition

a) The Board shall be the directors of the Institute and consist of Executive (full-time employees) and Non Executive directors.
b) The same directors shall sit on all trading company Boards.
c) The Chair of the Board will be Non Executive, will be a member of CTSI and will be appointed by Council.
d) The remainder of the Board shall be:-
Executive Directors - The Chief Executive appointed by the Board and up to three executive directors also appointed by the Board in conjunction with the Chief Executive.

Chair, Vice Chair and Immediate Past Chair of CTSI. (These three posts will be the only automatic members of both Council and the Board).

No more than six other Non Executive directors appointed by Council, two of which can be non-members of the Institute.
Such numbers of associate directors as the Board shall determine, whose appointment shall be governed by the Board and Council Regulations
The Company Secretary (who shall be non-voting).
e) All Non Executive directors, except for the Chair, Vice Chair and Immediate past Chair of CTSI, shall be appointed for a period of three years.

The Board - Role

a) Discharge all obligations as company directors and be accountable to Council.
b) Decide on strategic vision, direction and values and be responsible for financial stewardship of the organisation.
c) Develop CTSI Policy and Strategy.
d) Manage the business of the Institute.
e) Appoint a Chief Executive Officer and together with the Chief Executive, appoint the Executive Directors.
f) Delegate appropriate authority to the Chief Executive and the Executive Directors and hold them to account.
g) Have an oversight of external communications and advocacy.
h) Suggest suitable applicants for Non Executive directorships to Council for appointment.
i) Set up and appoint Board members to, committees of the Board, notably the Audit and Finance Committee and the Remuneration and Appointments Committee.
j) Appoint the Chairs of the Committees of the Board.
k) Appoint such Associate Directors, as they think necessary. Associate directors need not be members of CTSI and shall be appointed for such terms and under such conditions as are set out in the Board and Council Regulations.
l) The Board may appoint a Vice Chair.

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The Board

Role and Duty of Directors

a) Be accountable to the Board
b) Exercise reasonable care, skill and diligence.
c) Promote the success of the Institute and companies.
d) Act within their powers.
e) Exercise independent judgement.
f) Avoid conflicts of interest.
g) Not accept benefits from third parties.
h) Declare any interest in a proposed transaction or arrangement.
i) Account for the company's activities to members.

Responsibility and Competence of Non-Executive Directors

a) Be accountable to Council
b) Establish and maintain confidence in the conduct of the companies.
c) Be independent in judgement but support the decisions properly reached by the Council and the Board.
d) Be well informed about the companies and the internal and external environment in which they operate with a strong command of issues relevant to the business.
e) Commit to continually developing and refreshing their knowledge and skills to sustain currency of information and relevance to the Boards.
f) Uphold the highest ethical standards of integrity and probity.
g) Encourage the executive in its management and leadership of the business while monitoring its conduct and performance.
h) Promote openness and trust between the Boards and the executive.
i) Promote the best standards of corporate governance in the conduct of the companies' affairs at all times.
j) Provide a creative contribution to the Boards in the provision of objective criticism and constructive comment.
k) Have a commitment to the success of the companies.
l) Help connect the business and Boards with relevant external and internal networks, people and organisations.
m) Be prepared to represent the companies when required to do so.

How to apply

Appointment

Non-Executive Director -You will be appointed to the Boards of all relevant companies via Companies House (see page 11). Appointments are for an initial three-year period and can be renewed for a maximum of three consecutive terms. This position carries full voting rights at Board meetings. The successful candidate will be offered a comprehensive induction to the role. Candidates who are invited for interview will be asked to supply the names and contact details of two referees. This position is not remunerated, reasonable expenses will be paid.

Associate Director – You will be appointed as an Associate Director for a term as determined by the Board. This position does not carry any voting rights at meetings. The successful candidate will be offered a comprehensive induction to the role. Candidates who are invited for interview will be asked to supply the names and contact details of two referees. This position is not remunerated, reasonable expenses will be paid.

How to apply

To apply please send a letter setting out the following:

- your reason for applying and your commitment to the role
- your relevant experience
- your previous board experience
- the skills you will bring to the role
- whether you are applying for the Non-Executive Director, Associate Director role, or both

Please feel free to include a CV of no more than 2 pages.

Send this, marked PRIVATE AND CONFIDENTIAL, to Jacqui Guerreiro, Interim Corporate Services Director, via email to jacquig@tsi.org.uk

The closing date is noon 23 February 2026.

All applications will be acknowledged after receipt by email. If you have not received an acknowledgement within three working days of submitting your application, please call Jacqui Guerreiro on 01268 582202.

Interview arrangements

Appointment will be subject to interview by the Chair of CTSI, Chair of the Board, Chief Executive and a small panel of Council members via Teams in March with recommendation for final appointment by the CTSI Council thereafter.
As part of our commitment to ensuring a fair and accessible recruitment process, please let us know of any adjustments you may require should you be invited for interview.

Equality and diversity monitoring

CTSI is committed to ensuring equality of opportunity in its recruitment and employment practices. Your completion of the monitoring form will assist with this, but it is not mandatory. Any information you provide will be treated in strictest confidence, is anonymous and does not form part of your application.

Data protection

Information given in your application will be controlled under data protection legislation and will be used for the purposes of recruitment for this role only. CTSI undertakes blind recruitment, applications that are shared with the recruitment panel do not contain any personal or identifying information, no information is retained by the panel. Should your application be successful this information will subsequently be retained as part of our director records. All application and recruitment information for unsuccessful applicants will be retained by CTSI for a period of four months after the closing date and will thereafter be destroyed.

Chartered Trading Standards Institute
1 Sylvan Court, Sylvan Way,
Southfields Business Park
Basildon
SS15 6TH