



**Minutes of the Meeting of  
COUNCIL  
held on Tuesday, 13 February 2007 at 10.30 am**

Present: Mr Norman Penny (Chairman)

Mr Tolulope Adekoya

Mr Ebenezer Amusa

Mr Nick Baines

Dr Katherine Bean

Mr Hamish Bell

Mr William Brophy

Mrs Jean Brownsword

Mr Michael Brownsword

Mr C S Chang

Dr Shyama Chowdhury

Mr Jim Cooper

Mr Michael Cotterell

Mr Fred Davis

Mr Bill Denny

Mr Brian Desborough

Eur Ing Dr Amanda Dowd

Mr Anthony Duggan

Mr Christopher Earnshaw

Mrs Suzanne Flynn

Mr Conrad Freezer

Mr Brian Green

Mr Trevor Grimshaw

Mr Kuan Hsu

Mr Gabriel Izienicki

Mr Yau Hee Kho

Professor Robin MacLaren

Mr Bob Martin-Royle

Mr Jim McConnach

Mr Sam McLaughlin

Dr Chrys Mendis

Eur Ing Simon Miles

Mr Anthony Moss

Mr Mick Nadin

Mr Graham Nicholls

Mr Philip Oakley

Mr Keith Parr

Professor Maria Petrou

Mr Chris Pilgrim

Mr Mick Pitt

Mr Colin Porter

Mr John Reid

Mr George Robb

Mr Ronald Sambell

Mr Malcolm Sarstedt

Sir Robin Saxby

Professor Christopher Snowden

Eur Ing Andrew Stringer

Mr Max Thomson

Mr David Toshack

Mr David Townsend

Professor Michael Underhill

Mrs Buvana Vejoy (by telephone)

Mr Derek Walker

Professor Jeremy Watson

Mr Andy Watson

Mr Glynn White

In attendance: Mr Ed Almond (Director of Finance, Planning and Facilities)

Mr John Beale (Knowledge Networks Consultant)

Mr Ben Brierley (Principal Policy Advisor)

Mrs Alison Bunnell (Board of Trustees Executive)

Mr Richard Cherry (Director of Marketing)

Mr Paul Jackson (Director of Professional Operations)

Ms Eloisa de la Maza (Governance and Legal Affairs Executive)

Mr Robin McGill (Chief Executive and Secretary)

Ms Michelle Richmond (Director of Qualifications)

Dr Agnes Segal (Manager, Global Branch Operations)

Ms Jan Stapleton (Manager, Education 5 to 19)

Mr Andrew F Wilson (Head of Governance and Legal Affairs)

## **1. Welcome and Introduction**

The Chairman welcomed members to the meeting. He outlined the key areas he would wish to influence regarding Council, education & future engineers and the profile of the IET. He set out the objective for the day – Focus on Strategic Guidance.

## **2. Apologies for Absence**

Apologies for absence were received from Mr Phil Barlow, Mr Steve Broadfoot, Mr Barry Brooks, Mr John Bullock, Dr Nigel Burton, Mr Howard Cherry, Sir John Chisholm, Mr Leo Choi, Mr Harvey Dearden, Mr David Gorringer, Mr Richard Hair, Professor Wendy Hall, Mr Mark Hunter, Mr John Loughhead, Mr Chris Monday, Sir John O'Reilly, Mr Richard Piper, Mr Albert Poon, Mr Iain Sturrock, Miss Penny Thompson, Mr Tim Tozer, Mr Graeme Vincent and Professor Steve Williamson.

## **3. Minutes**

The Minutes of the meeting held on 16 November 2006 (CO(06)M2) were approved and signed as a correct record, subject to the following amendment:

Minute 34: “24.2” to read “24”.

## **4. Actions Taken or Outstanding**

4.1 Council noted a report on actions taken or outstanding since the previous meeting of Council (CO(07)1).

4.2 With reference to Minute 21.4 of CO(06)M2, the Chairman reported that a list of senior staff members had been placed on the website.

4.3 With reference to Minute 22.5 of CO(06)M2, the Chairman reported that links to explanations of the single transferable vote (STV) had been added to the website.

4.4 With reference to Minute 28.4 of CO(06)M2, the Chairman reported that he had asked the IT Director to open a sub-set on the Discussion Forum with a series of specific questions specific to web design, but this had not yet been done.

## **5. Positioning and Supporting Council**

5.1 Sir Robin Saxby, President, gave an oral report on recent activities within the Institution and the tasks that the Board of Trustees had set the new Chief Executive and Secretary. He encouraged Council to use its consultative and advisory role to add new value to the Institution's activities and to inspire future generations of engineers.

5.2 Mr Robin McGill, Chief Executive and Secretary, gave an oral report on his initial reactions to the Institution since taking up his post and the challenges that he believed that the Institution faced. He looked forward to working together with the Trustees, Council and the membership as a team. The Board of Trustees had tasked him with a review of the Institution's strategy, before the next Trustee Strategy Meeting in May 2007. He hoped that Trustees and Council members would soon be in a position where they could state the Institution's strategy, and explain it to the membership whenever required.

5.3 Mr McGill drew members' attention to the February 2007 issue of *Member News*. This magazine had been introduced in 2006 in response to the need for improved member communications.

5.4 During discussion the following comments were made:

- (a) improved member communications was the key to addressing many of the concerns expressed by members during the past year;
- (b) whilst there had been suggestions from members that the Institution should be less driven by marketing concerns, members did not want it to be less professional or less efficient;
- (c) the Institution's commercial activities were entirely consistent with its goals and brought positive benefits to the Institution, although the need for balance between charitable and commercial activities was well understood;
- (d) the expansion of the Institution into new countries and new technologies was consistent with the demands on a 21<sup>st</sup> century professional society and a natural continuation from its history over the past century;
- (e) members were interested in what the Institution might be able to do to raise the profile of engineering worldwide, but they seemed to have little awareness of what it already did in this respect;
- (f) issues about engineers' salaries and status were not appropriate topics for Council discussion and members should understand that the Institution was not a trades union;
- (g) Council members and other Institution volunteers should be the positive thinkers within the Institution and problems should be dealt with directly and openly;
- (h) whilst the Institution had scope for improvement regarding member communications, its core activities were well run and successful and there were many good news stories that needed to be communicated.

5.5 It was agreed that Council should receive a "View from the Bridge" report from the Chief Executive and Secretary at each meeting.

## **6. Report of the Charter and Bye-Laws Review Working Party**

6.1 Council discussed the Charter and Bye-laws Review Working Party Report in detail and agreed to submit the following comments and proposals to the Working Party.

### **Charter, new clauses 9A, 9B and 9C**

- (a) Council agreed that it was in favour of the proposed wording, in particular the reference to "collaboration". Council expressed concern that the wording of Bye-law 85A(c) was not consistent with the content of clause 9C.

### **Charter, clause 10 etc**

- (b) Council discussed three alternative titles: Chief Executive, Secretary and Chief Executive, Chief Executive and Secretary. A vote was taken and it was agreed to propose that the title should be that of the current incumbent, Chief Executive and Secretary.

## **Charter, clauses 16 and 17**

- (c) Council agreed that it was in favour of the proposed wording.

## **Bye-law 3**

- (d) Council agreed that it was in favour of the proposed wording, with the exception of the definition of 'registered professional'. It was agreed to propose that this should read:

'registered professional' means any member who is eligible to use a title granted by a national regulatory or registering body administering a register, for which the IET holds an appropriate licence. This includes any member who is eligible to use the title:

- (a) Chartered Engineer and the designation CEng;
- (b) Incorporated Engineer and the designation IEng;
- (c) Engineering Technician and the designation EngTech.

## **Bye-law 4**

- (e) Council discussed alternative names for the membership categories. A vote was taken and it was agreed to propose that the category names should be changed:
  - (i) from "Member with post-nominals" to "Member";
  - (ii) from "Member without post-nominals" to "Associate";
  - (iii) from "Student Member" to "Student".
- (f) It was also agreed to propose that the phrase "restricted voting rights" should not be used as it had a negative connotation.

## **Bye-law 7**

- (g) Council agreed that it was in favour of the proposed wording.

## **Bye-law 10**

- (h) Council agreed that it was in favour of the proposed wording.

## **Bye-law 61**

- (i) Council agreed that it was in favour of the proposed wording.

## **Bye-law 62**

- (j) Council agreed that it was in favour of the proposed wording.

## **Bye-law 63(b)**

- (k) Council agreed that it was in favour of the proposed wording, with the exception of the term 'IET committee structure'.

### **Bye-law 63A**

- (l) Council agreed that it was in favour of the appointment of an Honorary Treasurer from amongst the Trustees. However, it proposed that the option of a supernumerary Honorary Treasurer should be removed. It was agreed to recommend that the duties of the Honorary Treasurer should include chairing the Finance and Investment Committee.

### **Bye-laws 63B and 64(a)**

- (m) Council agreed that the proposal for a differently constituted Nominations Committee should be removed as it was not appropriate to refer to any specific Committees in the Bye-laws. It was noted that the question of succession planning was already covered by Bye-law 64(a), but it was agreed to recommend that this Bye-law be amended to require the Board of Trustees to consult widely in drawing up the lists of candidates. It was agreed that this should be achieved by augmenting the current membership of the Nominations Committee, rather than reducing it.

### **Bye-law 85A(a) and (b)**

- (n) Council agreed that it was in favour of the proposed wording.

### **Bye-law 85A(c)**

- (o) Council agreed that the wording of Bye-law 85A(c) was inappropriate because it was not consistent with the content of Charter clause 9C and because of its negative tone. Council agreed to propose that the wording be amended to make the same point with a positively worded statement:

- (c) of monitoring the governance of the IET and promoting a culture of continuous improvement.

6.2 Council agreed to express its support for the recommendations in the Working Party Report, subject to the above points.

## **7. Global Support Group**

7.1 Mr Thomson introduced and Council noted a report on the issues discussed at the meeting of the Global Support Group held on the previous evening (CO(07)4).

7.2 It was noted that the Group had suggested that consideration be given to creating a Global Development Board to produce a global development strategy and business plan. The President commented that if such activity was required it might be better dealt with by a short-term Task Force rather than a permanent Board. He suggested that the Chief Executive and Secretary should consider this suggestion during his review of strategy before the next Trustee Strategy Meeting in May 2007.

7.3 Mr Jackson drew Council's attention to the many collaborative Institution activities with other professional societies worldwide. The current Institution strategy had identified such collaboration in key markets as the best way forward to develop the global knowledge network.

7.4 Dr Bean asked what work the Institution undertook to monitor the long-term strategic development of other organisations. The staff undertook to reply to Dr Bean outside the meeting.

## **8. Membership and Regions Board**

It was agreed to defer receipt of a report from the Chairman of the Membership and Regions Board.

## **9. Breakout Sessions**

9.1 At this point Council divided into five parallel breakout sessions to discuss specific topics (CO(07)2):

- (a) **Ethical principles and behaviour**  
Chairman: Mrs Suzanne Flynn; Reporter: Mr Brian Green
- (b) **Council Regulation**  
Chairman: Mr Keith Parr; Reporter: Mr Malcolm Sarstedt
- (c) **Active Members**  
Chairman: Mr Fred Davis; Reporter: Mr Yau Hee Kho
- (d) **Marketing**  
Chairman: Mr Nick Baines; Reporter: Mr Hamish Bell
- (e) **Future Engineers**  
Chairman: Tolulope Adekoya; Reporter: Mr Andy Stringer

9.2 When Council reconvened, it received reports from five reporters:

- (a) Ethical principles and behaviour: Mr Brian Green
- (b) Council Regulation: Mr Keith Parr
- (c) Active Members: Mr Yau Hee Kho
- (d) Marketing: Mr Hamish Bell
- (e) Future Engineers: Mr Andy Stringer

9.3 During discussion of matters concerning professional ethics Mr Earnshaw drew Council's attention to the Royal Academy of Engineering statement of ethical principles, which had been supported by both the IEE and the IIE. The Academy was planning a major event on this subject later in the year.

9.4 Mr Parr reported on the syndicate discussion of the draft Council Regulation. A number of suggested improvements had been made, specifically to have Discussion Forum threads initiated by anyone on Council not just by the Council Co-ordination Team, to emphasise globality and to set a three-year limit for service on Council as a co-opted member. Council agreed that, subject to those amendments, the draft Council Regulation was broadly appropriate and asked the Chairman to develop the proposal further with the Charter and Bye-laws Review Working Party. Council also agreed that Council should comprise mainly elected members and should not include members appointed by Local Network Committees or TPN Executive Teams.

9.5 Mr Kho reported on the syndicate discussion of the definition of “active member”. It was agreed that the Council Co-ordination Team should try to develop a proposal for future discussion by Council.

9.6 Mr Bell reported that the syndicate discussion on marketing had concluded that comparison between the IET and IEEE was generally unhelpful, as the IET covered a much broader scope. The group had been impressed by the marketing activities of both the BCS and IEEE and believed that there was much that could be learned by the IET from them. It had been concluded that the Institution needed urgently to address geographical market segmentation.

9.7 Mr Stringer reported that the syndicate discussion of future activities had concluded that the Institution should do more to improve the image of engineering amongst the general public, particularly young people.

#### **10. Corporate Plan**

Council noted the Corporate Plan (CO(07)3).

#### **11. Board of Trustees**

Council noted the Minutes of recent meetings of the Board of Trustees.

#### **12. Main Boards**

Council noted the Minutes of recent meetings of the Main Boards.

#### **13. Council Champions**

Mr Parr suggested that members of Council should be expected to do more for the Institution than attend the meetings of Council and participate in debate. He suggested that members of Council should take personal responsibility for championing specific Institution policies and activities.

#### **14. Review of the Day**

The Chairman asked members of Council to complete their questionnaires and return them to the staff.

#### **15. Action Points (listed for tracking)**

Minutes 4.4, 5.5, 6.1, 6.2, 7.2, 7.4, 9.4, 9.5, 9.6, 9.7, 13.

#### **16. Date of Next Meeting**

Thursday, 17 May 2007 at 10.30 am.