



**Minutes of the Meeting of  
COUNCIL  
held on Thursday, 16 November 2006 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 Stephen Broadfoot  
Cdre Barry Brooks  
Mr William Brophy  
Mrs Jean Brownsword  
Mr Michael Brownsword  
Mr John Bullock  
Dr Nigel Burton  
Mr C S Chang  
Mr Howard Cherry  
Dr Shyama Chowdhury  
Mr Jim Cooper  
Mr Michael Cotterell  
Mr Frederick Davis  
Mr Harvey Dearden  
Mr Charles Dennay  
Mr Brian Desborough  
Mr Christopher Earnshaw  
Dr Abdel Karim El-Jabali  
Mrs Suzanne Flynn  
Mr Conrad Freezer  
Mr John Garraway  
Mr David Gorringe  
Mr Brian Green  
Mr Trevor Grimshaw  
Mr Richard Hair  
Professor David Howard  
Mr Mark Hunter  
Mr Yau Hee Kho  
Mr John Loughhead  
Professor Robin MacLaren  
Mr Bob Martin-Royle  
Mr Jim McConnach  
Mr Sam McLaughlin  
Dr Chrys Mendis  
Eur Ing Simon Miles

Mr Christopher Monday  
Mr Anthony Moss  
Mr Mick Nadin  
Mr Graham Nicholls  
Mr Philip Oakley  
Mr George O'Neill  
Professor John O'Reilly  
Mr Keith Parr  
Professor Maria Petrou  
Mr Richard Piper  
Mr Mick Pitt  
Mr Albert Poon  
Mr Colin Porter  
Mr John Reid  
Mr George Robb  
Mr Ronald Sambell  
Mr Malcolm Sarstedt  
Sir Robin Saxby  
Professor Christopher Snowden  
Ms Kathryn Stedman  
Eur Ing Andrew Stringer  
Mr Iain Sturrock  
Mr Max Thomson  
Mr David Toshack  
Mrs Buvana Vejoy (by telephone)  
Mr Derek Walker  
Mr Andy Watson

By invitation: Professor Colin Aitchison (Minute 25)  
Professor Colin Davidson (Minute 25)  
Mr Robert Holland (Minute 25)  
Dr John Williams (Minute 25)  
Mr Simon Lande (Magus Research) (Minute 28)  
Ms Nicola Thompson (Magus Research) (Minute 28)

In attendance: Mr Ed Almond (Director of Finance, Planning and Facilities)  
Mr John Beale (Knowledge Networks Consultant)  
Mrs Alison Bunnell (Board of Trustees Executive)  
Mr David Bunyan (Financial Controller)  
Mr Richard Cherry (Director of Marketing)  
Ms Ruth Hall (Digital Business Unit Manager)  
Mr Paul Jackson (Director of Professional Operations)  
Ms Eloisa de la Maza (Governance and Legal Affairs Executive)  
Mr Robin McGill (Chief Executive and Secretary Designate) (Minutes 16-26)  
Mrs Michelle Richmond (Director of Qualifications)  
Dr Alf Roberts (Chief Executive Officer)  
Dr Agnes Segal (Manager, Global Branch Operations)  
Mr Nick Slowe (Director of IT)  
Mr Andrew F Wilson (Head of Governance and Legal Affairs)

## **16. Welcome and Introduction**

The Chairman welcomed members to the first meeting of Council of the Session 2006/07, stating there was only one objective for the day – “Focus on the Bigger Picture”.

## **17. Apologies for Absence**

Apologies for absence were received from Mr Phil Barlow, Miss Kerry Bell, Sir John Chisholm, Mr W P Choi, Dr Amanda Dowd, Mr Anthony Duggan, Mr Alan Gibbons, Mr Isaac Hsu, Mr Chris Pilgrim, Mr Steve Saunders, Mr Dave Townsend, Mr Tim Tozer, Professor Mike Underhill, Ms Suzanne Venables-Wood, Mr Graeme Vincent, Mr Glynn White and Professor Steve Williamson.

## **18. Chief Executive and Secretary**

The President introduced Mr Robin McGill to Council and reported that he would take up the post of Chief Executive and Secretary from January 2007.

## **19. Minutes**

The Minutes of the meeting held on 18 May 2006 (CO(06)M1) were approved and signed as a correct record.

## **20. Integration of IEE and IIE**

20.1 Dr Roberts gave an oral report on the integration of the Institution of Electrical Engineers and the Institution of Incorporated Engineers and the creation of the Institution of Engineering and Technology.

20.2 It was noted that some legacy systems were still operating with respect the IIE membership database and the IEE and IIE websites and that these would be replaced by new IET systems in due course.

## **21. Council Modus Operandi**

21.1 The Chairman introduced and Council noted a paper on the modus operandi of Council (CO(06)7).

21.2 Mr Parr asked for clarification of the statement that a report on each Council meeting would be published on the Institution website. Mr Wilson reported that the Minutes of Council meetings would be available to members on the website (<http://www.theiet.org/aboutus/council.cfm>).

21.3 Mr Oakley asked for guidance on dealing with operational issues, as these were outside of the scope of Council. Dr Roberts asked members of Council to raise such matter directly with the appropriate members of staff, as they arose, and not to save them for meetings of Council.

21.4 The President suggested that it would be helpful to publish a list of staff responsible for different topics and Dr Roberts undertook to arrange for this.

21.5 Dr Bean asked for guidance on dealing with matters that arose between meetings of Council. The Chairman replied that it was intended that such matters should be dealt with using the Council Discussion Forum (<http://www.theiet.org/Forums/forum/categories.cfm?catid=190>).

## **22. Board of Trustees**

22.1 The Chairman introduced and Council noted a report from the Board of Trustees (CO(06)8). It was noted that the Minutes of Board of Trustees meetings were available on the IET website (<http://www.theiet.org/aboutus/botreports/index.cfm>).

22.2 With reference to Minute 128.4 of T(06)M9, the Chairman invited Council to comment on the suggestion that the full voting figures and calculation sheets from the ballots to elect Trustees, members of Council and Boards should be published each year. Mr Wilson explained that the Institution had always published the results of ballots, but not the voting figures and calculation sheets. These were, however, provided to the candidates on request.

22.3 During discussion several members remarked that publishing the full voting figures and calculation sheets from the ballots would be consistent with the Institution operating in an open fashion. Although it might put off some potential candidates, and would draw attention to the poor turn-out in the ballots, the advantages clearly outweighed the disadvantages.

22.4 Following a show of hands it was agreed to recommend to the Board of Trustees that the full voting figures and calculation sheets from the ballots to elect Trustees, members of Council and Boards should be published on the IET website each year.

22.5 A member commented that he had found it difficult to understand how the single transferable voting (STV) system worked. Another member suggested that there should be a guide to STV on the website, together with a worked example provided by the staff. This proposal was approved.

## **23. Council Co-ordination Team**

23.1 The Chairman introduced and Council noted a report from the Council Co-ordination Team (CO(06)9).

23.2 It was noted that the Council Co-ordination Team had selected Mr Penny as its Chairman for 2006/07.

## **24. Global Support Group**

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(06)14).

## **25. Charter and Bye-laws Review**

25.1 The Chairman welcomed Professor Colin Davidson and other members of the Charter and Bye-laws Review Working Party to the meeting.

25.2 Professor Davidson introduced and Council noted the report from the Charter and Bye-laws Review Working Party (CO(06)10). He drew attention to the petition to the IEE in 2005 that had resulted in the creation of the Working Party and to each of the proposed changes to the Charter and Bye-laws of the IET. It was intended to publish the Report on the IET website in December 2006 and to circulate a printed copy to all members with the January 2007 issue of *Engineering & Technology*.

25.3 During discussion of the Report the following comments were made:

- (a) why had the Working Party not proposed that the category “Member without post-nominals” be renamed “Affiliate”?
- (b) the Working Party should be commended for having operated in a transparent fashion and, so far as possible, made all its documents accessible to those members who wanted to read them;
- (c) did the Working Party consider the Institution’s discussions with the BCS about the award of CITP?
- (d) the proposed Council of 140 members was unmanageable and would be unproductive and the very small proportion of elected members, 24 out of 140, made it appear much more undemocratic than the current Council;
- (e) the majority of Council members should be elected to Council, rather than appointed;
- (f) the proposed Council would not attract new active members, who would probably prefer to join one of the five main Boards;
- (g) separating the elected members of Council into UK and non-UK presented a UK-centric viewpoint and did not recognise the development of the Institution globally through its Regional structure;
- (h) the size and structure of Council, and the participation of members globally, should be on the basis of how best to fulfil Council’s role, rather than on the basis of cost;
- (i) the proportion of elected members of Council could be increased if the Regional members were elected regionally, rather than chosen by self-selecting committees;
- (j) the Institution should take direct action to consolidate its new scope, which now covered all areas of engineering and technology;
- (k) a Council of 140 would be impractical, but a series of smaller task-oriented Councils might be a better alternative;
- (l) as a broadly scoped Institution the IET needed to consider how best to accommodate members who preferred to join a narrowly scoped body;
- (m) Council members should be elected as individuals and not be required to represent constituencies or act as delegates;
- (n) Council members should be mandated by the members who elected them to fulfil a particular policy and should be accountable to a constituency;
- (o) the new Charter and Bye-laws should be designed to work in the future and to provide sufficient flexibility to allow change within the IET;
- (p) the role of the proposed new Council had essentially the same role as that which was created by the IEE in 2001 and by the IET in 2006, ie to debate the future direction and strategy of the Institution and advise the Board of Trustees as to the views of the membership;

- (q) the proposals were of limited value because they did go far enough in establishing democratic member control over the Institution;
- (r) the Institution should promote the status of engineers in society;
- (s) as a global Institution the IET should accept the variations in the status of engineers in different countries;
- (t) the proposals to include large numbers of Regionally elected members on Council did not seem to take into account the role of the Membership and Regions Board and the committees which reported to it, but implied that Council needed to apply predominantly regional perspectives to its debates.
- (u) providing increased opportunities to be elected as a member of Council would provide a role for members who wished to participate in an institution activity but were not interested in the TPN or Local Network Committees;

25.3 The Chairman suggested that members of Council should continue and extend the debate over the coming weeks using the Council Discussion Forum. He pointed out that the proposals for changes to the Council regulations needed to be agreed by Council and the Board of Trustees, but did not need to be referred to an SGM. If Council could come to a quick decision on these proposals then they could be implemented with a minimum of delay.

## **26. Technical and Professional Services**

26.1 Mr Earnshaw, Past Chairman of the Technical and Professional Services Board, gave a presentation on Making the Knowledge Network a Reality and provided a detailed report on the progress to date on TPNs, events, partnerships with other organisations, and growth in SE Asia and China. He drew attention to the Volunteers Weekend planned for 28-29 April 2007 and the activities of the 'horizontal' Working Party which was following up the work started by the joint meeting of the Membership and Regions Board and the Technical and Professional Services Board.

26.2 Mr Earnshaw commented that he believed that the two significant questions that the Institution needed to address in the context of the Knowledge Network were:

- (a) is the Institution clear in its proposition to potential members?
- (b) how can the Institution raise its profile outside the UK?

## **27. Strategic Direction**

27.1 Mr Almond introduced and Council noted the IET Strategic Plan Draft for Discussion (CO(06)11). He reminded Council that it would receive the 2007 Corporate Plan at its meeting in February 2007.

27.2 During discussion, the following points were made:

- (a) the IET and IEEE both excelled in certain sectors and territories and it might be useful to review this;
- (b) the Institution had intelligence on its competitors and this was reviewed from time to time;

- (c) there was a need for better intelligence at the TPN level, rather than Institution level;
- (d) the IEEE's success might be related to its decision to keep to the same logo for the past 40 years;
- (e) the Strategic Plan lacked timetables and objectives;
- (f) the goals in the Strategic Plan did not reflect the Institution's commitment to professionalism;
- (g) the current Mission Statement was no longer appropriate for the Institution;
- (h) the Mission Statement should give greater emphasis to members, and less to the profession;
- (i) the Institution might ask members to propose content for a new Mission Statement;
- (j) the Mission Statement should be crafted by a small Working Party, not by consultation with the membership.
- (k) the Institution should establish a set of Values and Beliefs before considering the construction of a new Mission Statement;

27.3 At this point Council divided into three parallel breakout sessions to discuss specific goals in the Strategic Plan:

(a) **Globalisation**

Chairman: Mr Nick Baines; Reporter: Mr Brian Green.

Goal One: Linking the global community of engineers and technologists.

Goal Five: Revitalise international standard qualifications.

Steps needed to maximise the benefits of globality.

Non-UK regional grouping.

(b) **Interdisciplinarity**

Chairman: Professor David Howard; Reporter: Mr Mike Cotterell.

Goal Two: Increasing engagement with knowledge sharing.

Goal Three: Maintaining world-class publishing activity.

The real meaning of interdisciplinarity.

Opening the IET to many disciplines.

(c) **Inclusivity**

Chairman: Cdre Barry Brooks; Reporter: Mr Howard Cherry.

Goal Four: Raising the profile of the profession.

SET Education 5 -19; enthusing teachers and pupils.

27.4 When Council reconvened, it received reports from the three reporters:

- (a) Globalisation: Mr Brian Green.
- (b) Interdisciplinarity: Mr Mike Cotterell.

(c) Inclusivity: Mr Howard Cherry

27.5 Mr Green reported that the Globalisation breakout session had discussed the need for the Institution to both be global and to operate globally. The Institution needed to provide uncomplicated systems to allow participation in the exchange of information and ideas. Services should be tailored for each territory and whilst the Institution should strive to be the best, it need not necessarily be the biggest.

27.6 Mr Cotterell reported that the Interdisciplinarity breakout session had encountered a diversity of opinion about the meaning of the term interdisciplinarity and there had some dispute about how the term was differentiated from multi-disciplinarity. It was clear, though, that a wider-ranging skill base was required by today's engineers. Amongst the issues that had arisen in the debate were the suggestion that there could be a role for the Institution in brokering IPR for members, that consideration should be given to a successor to the IIE Ask the Engineer scheme, that the range of Institution magazines should be extended to cover all subjects of interest to the Institution including mechanical engineering, and that members might be offered a token system whereby they could download a predetermined number of articles as part of their membership package from across the IET's publication range, rather than receiving paper magazines.

27.7 Mr Cherry reported that the Inclusivity breakout session had discussed how the Institution could spread professionalism. It had concluded that the key to this was making the voice of the IET better heard, adopting a marketing approach and developing a robust value proposition. The Institution should refocus its interaction with UK government away from the DTI and towards the DfEE.

27.8 During discussion, the following points were made:

- (a) there was a need to both raise the profile of the Institution and the profile of the profession, and this would inevitably involve expensive media advertising;
- (b) there was general support amongst Council for making advertising an explicit goal;
- (c) the Institution might imitate the successful Engineering Weeks held in Australia;
- (d) the Institution could support other initiatives by like-minded bodies, such as the call for a UK government chief engineer, PAWS, the European Academies Science Advisory Council (EASAC).

27.9 It was agreed that members of Council should continue and extend the debate over the coming weeks using the Council Discussion Forum

27.10 Mr Almond undertook to convey the five key points raised by Council to the meeting of the Board of Trustees later in the week:

- (a) Possible amendments to the Mission Statement.
- (b) Recognition of "professionalism" as a key challenge.
- (c) A need to emphasis service quality.
- (d) Development of wider magazine content access versus sector specialism.
- (e) Recognition of the need for localisation of services alongside 'global relevance'.

(Staff note: The Board of Trustees considered this list at its meeting on 17 November 2006 and some amendments were made to the Plan as a result.)

## **28. IET Website Redevelopment Programme**

28.1 Mr Slowe gave a presentation of the IET Website Redevelopment Programme. He advised Council that a number of background documents about the Programme were available on the Council website and he encouraged members to read these (<http://www.iee.org/TheIEE/Council/webdev/>).

28.2 Mr Lande and Ms Thompson gave a presentation on the work undertaken by Magus Research for the Institution.

28.3 During discussion the following points were made:

- (a) although implementation by Q2 2007 had been mentioned, a formal plan had not been published and user consultation had not been started;
- (b) members who found the current service provided by the website inadequate would be disappointed to learn that they would have to wait until Q2 2007 for improvements, as November 2006 had been mentioned earlier in the year;
- (c) it was not clear how volunteers would be mobilised to deal with the updating of website content;
- (d) it had not been explained how the user requirements already developed by Working Parties and Committees over the past two years had been or would be accommodated and acted upon.

28.4 It was agreed that members of Council should continue and extend the debate over the coming weeks using the Council Discussion Forum. The Chairman asked that the IT Director should open a sub-set on the Discussion Forum with a series of specific questions specific to web design.

## **29. Reports from the Main Boards**

Council noted reports from the Main Boards (CO(06)12).

## **30. Council Constitution and Terms of Reference**

30.1 The constitution and terms of reference of Council were noted (CO(06)13).

30.2 Council noted guidance notes covering confidentiality of papers, code of conduct, legal liability, budgetary control guidelines and international travel plans (Guidance Notes).

## **31. Institute of Quality Assurance**

Mr Bell drew the attention to the successful petition for a Royal Charter by the Institute of Quality Assurance, which would be changing its name to the Chartered Quality Institute in 2007.

### **32. Retirement of Chief Executive**

It was agreed to record a Vote of Thanks to Dr Alf Roberts, who would retire as Chief Executive of the Institution at the end of the year.

### **33. Review of the Day**

33.1 The Chairman summed up the day's meeting. It was agreed that the objective for the day had been met. He reminded members of the two significant questions posed by Mr Earnshaw earlier in the day which would be pursued on the Council Discussion Forum:

- (a) is the Institution clear in its proposition to potential members?
- (b) how can the Institution raise its profile outside the UK?

33.2 The President explained his plans for the remainder of his period of office and invited members of Council to write to him about any matters which they believed needed to be addressed. He encouraged Council to decide where it wanted to be within the next few years and to plan how to achieve that.

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

Minutes 20.2; 21.4; 21.5; 22.4; 22.5; 24.2; 25,2; 26.2; 27.2(e); 28.4.

### **35. Dates of Next Meetings**

- (a) Tuesday, 13 February 2007 at 10.30 am.
- (b) Thursday, 17 May 2007 at 10.30 am.