23 May 2019

PAPER CLASSIFICATION: OPEN

Minutes of the Meeting of the
BOARD OF TRUSTEES
held on Monday, 13 May 2019 at 5.00 pm
at Savoy Place, London WC2

Present: Mr Mike Carr (President)
Miss Yewande Akinola
Dr Colin Arthur
Dr Ian Belger (by telephone)
Mr Andy Bevington (Minutes 1-10)
Dr Peter Bonfield
Mr Joe Dunn
Dr Simon Harrison
Mrs Virginia Hodge
Miss Samantha Hubbard
Professor Alison Noble
Ms Alyssa Randall (Minutes 7-9) (by telephone)
Air Marshal Julian Young

By invitation: Mr Pesh Framjee (Crowe UK LLP) (Minute 8)

In attendance: Mr Ed Almond (Director of Finance and Planning)
Mr Richard Best (Director of IT and Digital Services)
Ms Morna Dason-Barber (HR Director)
Mr Simon Edwards (Director of Governance and External Engagement)
Mr Nigel Fine (Chief Executive and Secretary)
Mr Giles Grant (Director of Knowledge) (Minutes 1-6)
Ms Hilary Lambert (Director of International Strategic Marketing and Engagement)
Ms Michelle Richmond (Director of Membership and Professional Development)
Mr Andrew F Wilson (Head of Governance)

1. Apologies for Absence

Apologies for absence were received from Ms Jayne Bryant, Professor Danielle George and Mr Nick Winser.

2. Conflicts of Interest

Mr Carr reported that he had recently been appointed as a member of the ERA Foundation Board.

3. Minutes

The Minutes of the meeting held on 21 March 2019 (T(19)M2) were approved and signed as a correct record.
4. **Actions Taken or Outstanding**

Mr Edwards introduced and the Board noted a report on actions taken or outstanding since the previous meeting of the Board (T(19)34).

5. **Membership Subscriptions**

See Confidential Minute.

6. **Terms of Reference**

6.1. Dr Harrison introduced and the Board noted a proposal to close the Standards Committee and to amend the terms of reference of the Wiring Regulations Policy Committee (T(19)36).

6.2. Following discussion the Board approved:

6.2.1. the closure of the Standards Committee and its replacement with a Standards Advisory Panel;

6.2.2. the terms of reference of the Standards Advisory Panel, subject to the addition of a clause about quality;

6.2.3. amendments to the terms of reference of the Wiring Regulations Policy Committee.

7. **Council**

7.1. Mr Edwards introduced and the Board noted a report from Council (T(19)37).

7.2. During discussion it was agreed that the proposals on Globalisation and Sustainability were timely for the IET. The proposals on Sustainability should inform a potential response by the IET to the upcoming report by the Committee on Climate Change on *Net Zero: The UK’s Contribution to Stopping Global Warming*. They should also be taken into consideration during discussion of the proposals for targeting an area of engineering for co-ordinated development later in the meeting.

7.3. Following discussion the Board approved that:

7.3.1. the proposal to create a Globalisation Team be referred to the Knowledge Services and Solutions Board;

7.3.2. the proposals concerning Strategy and Sustainability should be passed to the staff preparing material for the Strategic Input Meeting in June 2019;

7.3.3. the proposals concerning Equality, Diversity and Inclusion should be passed to the staff responsible for implementing the IET’s Equality, Diversity and Inclusion Strategy and inform the annual report to the Board of Trustees on Equality, Diversity and Inclusion in September 2019.

7.4. The Board agreed that, whilst the paper about the Public-Image of the Engineering Professions and Professionals presented some interesting opinions, the proposals were not aligned with the current strategy and should therefore not be taken forward.

7.5. The President undertook to provide feedback on the decisions to the Chair of Council.
8. Governance Review

8.1. Mr Framjee (Crowe UK LLP) presented an interim report on the Governance Review that had been undertaken by Crowe UK LLP during the early part of the year.

8.2. During the presentation he commented:

8.2.1. the purpose of the review was to examine the upper levels of the governance of the IET and covered all of the Boards, Council and Committees which reported to the Board of Trustees;

8.2.2. the review compared activities with the recommendations of the Charity Governance Code;

8.2.3. the IET performed excellently in this context and no problems had been identified;

8.2.4. the final report would draw up areas that warranted review and suggestions for the adoption of further best practices.

8.3. The Trustees discussed the Governance Review and commented on related matters under consideration by the Nominations and Succession Committee and previous discussion of benchmarking opportunities.

8.4. It was noted that the final report on the Governance Review would be discussed at the next meeting of the Board.

(Staff Note: The interim report (T(19)38) is circulated with the Minutes of the meeting.)

9. IET@150

9.1. Ms Lambert presented a progress report on the proposals for the IET@150 Project, including a video endorsement of the Project by Professor Danielle George (T(19)39).

9.2. It was noted that the anniversary activity would be scheduled around the Session 2020/21. The initial objectives were:

9.2.1. to raise awareness and understanding in society outside the profession of the exciting and important role engineering and technology plays in shaping the world;

9.2.2. to inspire the next generation to become the engineers and technicians of the future;

9.2.3. to commemorate and celebrate the IET and the contribution it has made to the engineering and technology profession.

9.3. The Board had asked for an ambitious and engaging programme which would leave a legacy aligned to the IET’s strategic goals and aims. The IET had engaged a creative agency, Frank Bright and Abel, to capture stakeholder input and develop an over-arching theme and narrative for the ambition informing the proposed plan of activities.

9.4. Following a review of the stakeholder engagement and research, a proposed ambition, theme, set of principles and a framework with indicative activity set had been developed. The Board’s approval was sought for the overall direction and framework so that work on the next level planning and proposed activities could be developed.
During discussion it was commented that early planning of the main activities was essential, that the IET should focus on a small set of activities and, so far as possible, the themes should align with those discussed during the item on end-to-end strategy (Minute 10 refers).

Following discussion, the Board approved:

**Our IET@150 ambition:**

- We want to use our anniversary year to challenge people – particularly outside the STEM bubble – to reimagine what engineering and technology is.
- We want to inspire the next generation by changing the dialogue in unexpected ways, so engineering and technology is seen as a force for good and force for the future.

**Our proposed outcome:**

- We want more people inspired about engineering and technology and its potential in our world by presenting it in a very different and accessible way that is more relevant and meaningful to everyday life.
- We want people to reimagine what engineering and technology is and see it as a force for good and a force for the future. And we want more people coming to us and showing an interest and enthusiasm in choosing it as a career.

**Our anniversary principles:**

- We will go outside the bubble. Ensuring we reach people outside the profession and the already converted by being in places that aren’t necessarily connected with science, engineers and technology.
- We will be unexpected. Challenging ourselves to do unexpected things if they help people think differently about engineering and technology.
- We will make ourselves and engineering accessible. Forging partnerships with organisations and individuals that talk about relevant issues in accessible ways.
- We will leverage technology. Using technology as a way to engage with and excite people.
- We will use the IET@150 to accelerate our strategy. Using our anniversary to amplify and reframe what we’re already doing, and accelerate our strategic ambitions.
- We will balance ambition with pragmatism. Being ambitious in our intent but recognising this is the start of a programme.
- We will look back to the achievements of the past; but place a strong focus on the challenges and opportunities of the future. Celebrate and commemorate with our members but spend more time and effort focusing on future generations.
- We will create a global ambition; but with local delivery. Creating our global ambition but allowing each region to customise to their local needs.

It was noted that a high level proposal for activities would be considered at the next meeting on the Board of Trustees on 7 June 2019. A further detailed report would be made in November 2019.

**Building Impact Through an End-to-End Strategy**

Mr Almond introduced and the Board noted a paper on the principle of targeting a new field of engineering for co-ordinated development (T(19)40).
It was suggested that the choice of topic area should play to the IET’s existing capability, but reach beyond its currently recognised strengths. The IET had already undertaken work on existing and emerging topic fields as part of its content strategy. Based on this analysis Low Carbon Technologies and Autonomous Systems had been proposed. If a field was selected it would be included in 2019 planning with the intention of rolling-out a co-ordinated activity set from 2020 onwards, drawing on all parts of the organisation’s capabilities. Another approach would be a wider re-positioning of the IET around delivering engineering solutions to meet society’s needs.

Following discussion it was agreed that the desired outcome was a repositioning around engineering solutions, rather than engineering sectors. Staff also need to focus on emerging areas of technology to ensure engineering content is covered.

The IET should take advantage of the opportunity provided by widespread interest both inside and outside the engineering community to address wide-ranging topics such as sustainability and climate change. Emerging areas for future review based around the heading of digital, but to include Cyber Security, the Internet of Things and Big Data, should also be considered. In respect of implementation, setting shorter-term end-to-end targets within the IET should not be overlooked.

It was agreed that the proposals should be discussed further at the Strategy Input Meeting on 6-7 June 2019.

11. Chief Executive and Secretary’s Report
The Board noted a report from the Chief Executive and Secretary (T(19)41).

12. Finance and Investment Committee
12.1. The Board noted a report from the Finance and Investment Committee (T(19)42).
12.2. Dr Bonfield reported that the proposal from the Finance and Investment Committee to dispose of the IET’s holdings in Index-Linked Gilts (T(19)33) had been approved by correspondence.

13. Strategic KPIs
The Board noted an update on revised Strategic KPIs (T(19)43).

14. IET Fundraising Campaign
The Board noted an annual report on the IET Fundraising Campaign (T(19)44).

15. IET Academy
The Board noted a progress report on the IET Academy (T(19)45).

16. Know Your Customer
The Board noted a progress report on the Know Your Customer Project (T(19)46).

17. Health & Safety
The Board noted an annual report on Health & Safety (T(19)47).
18. **Dinner Guest**

The Board noted that the dinner guest would be the Chief Executive and Secretary.

19. **Feedback on Board Meeting**

Mr Carr invited Trustees to give feedback on the Board of Trustees meeting.

20. **Classification of Board Papers**

20.1. The Board noted that twelve of the papers that had been considered at the meeting were Private and Confidential. The Private and Confidential papers had been so-classified because they contained:

20.1.1. information relating to negotiations, commercial or otherwise, where disclosure could prejudice the IET’s position, or could prejudice future negotiations of a similar nature;

20.1.2. reference to minutes of or the proceedings or business of a committee or other group which has been marked Private and Confidential by that Board or Committee;

20.1.3. information which if disclosed might result in premature publicity of courses of action that might not, in the end, be followed;

20.1.4. legal advice or Counsel’s opinion, or were otherwise covered by legal professional privilege or concerned active legal proceedings;

20.1.5. information which could be used externally to create legal challenge, reputational risk or commercial advantage.

21. **Date of Next Meeting**

Friday, 7 June 2019 at 2.00 pm at Savoy Place, London WC2.