Minutes of the Meeting of the
BOARD OF TRUSTEES
held on Friday, 7 June 2019 at 2.00 pm
at Savoy Place, London WC2

Present:

Mr Mike Carr (President)
Miss Yewande Akinola
Dr Colin Arthur (by telephone)
Dr Ian Belger
Mr Andy Bevington
Dr Peter Bonfield
Ms Jayne Bryant
Mr Joe Dunn
Professor Danielle George
Dr Simon Harrison (Minutes 7-20)
Mrs Virginia Hodge
Miss Samantha Hubbard
Ms Alyssa Randall
Air Marshal Julian Young

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)
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 Professor Alison Noble and Mr Nick Winser.

2. Conflicts of Interest

There were no conflicts of interest declared.

3. Minutes

The Minutes of the meeting held on 13 May 2019 (T(19)M3) were approved and signed as a correct record, subject to the following amendment:

In the list of those present, “Dr Ian Belger (by telephone)” to read “Dr Ian Belger”.

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)48).
5. **Strategy Meeting**

Mr Carr summarised the issues covered at the Trustees and Council Strategy Planning Meeting held over the past two days.

6. **Nominations and Succession Committee**

6.1. Mr Carr introduced and the Board noted a report from the Nominations and Succession Committee (T(19)49).

6.2. Following discussion the Board approved:

6.2.1. the allocation of newly elected Council members to the three Main Boards for the next Session:

- Miss Faye Banks  Volunteer Engagement Board
- Professor Yue Chen  Membership and Professional Development Board
- Dr Ozak Esu  Volunteer Engagement Board
- Mr Graham Prebble  Knowledge Services and Solutions Board
- Colonel Andrew Rogers  Membership and Professional Development Board
- Dr David Smith  Knowledge Services and Solutions Board

6.2.2. the appointment of three Ordinary Members of Council from 1 October 2019 and their allocation to the three Main Boards:

- Mr Bhagvat Joshi  Knowledge Services and Solutions Board
- Dr Ejay Nsugbe  Membership and Professional Development Board
- Miss Mamta Singhal  Volunteer Engagement Board

6.2.3. appointments to fill the current casual vacancies for two Ordinary Members of Council, with immediate effect:

- Mr David Sales  Knowledge Services and Solutions Board
- Mr Christopher To  Knowledge Services and Solutions Board

6.2.4. the Chairs of the Main Boards and Committees for the Session 2019/20:

- Knowledge Services and Solutions Board  Dr Simon Harrison (to continue)
- Membership and Professional Development Board  Professor Phil Blythe
- Volunteer Engagement Board  Ms Dawn Ohlson
- Audit and Risk Process Committee  Professor Danielle George (to continue)
- Finance and Investment Committee  Air Marshal Julian Young

6.2.5. Deputy Presidents to serve as members of the Main Boards for the Session 2019/20:

- Knowledge Services and Solutions Board  Air Marshal Julian Young
- Membership and Professional Development Board  Professor Danielle George
- Volunteer Engagement Board  Air Marshal Julian Young

6.2.6. the Chairs of the Policy Panels, Policy Groups and Sector Executive Panels for the Session 2019/20:
6.2.7. the representatives of the IET on the Board of IET Connect for the Session 2019/20:

Ms Jayne Bryant (Trustee) (continuing)
Mr Richard Spalding (continuing)

6.2.8. the election of Honorary Fellows for 2019.

7. **150th Anniversary of the IET**

7.1. Professor George introduced and the Board noted a detailed proposal for activities to mark the 150th Anniversary of the IET in 2021 (T(19)50). She described the two concepts which had been developed – “Try it. Do it. Shape it” and “Engineered. Differently” – and invited the Board to select the preferred one.

7.2. Following discussion the Board approved the concept “Engineered. Differently” and the use of up to £0.5m of reserve funding during 2019 for necessary preparations.

7.3. It was noted that final programme for the celebration would include a mixture of elements from the two proposals, but under the banner of the selected concept.

8. **Key Performance Indicators**

8.1. Mr Almond introduced and the Board noted a proposal for new Key Performance Indicators for adoption from 2020 (T(19)51).

8.2. Following discussion the Board agreed to adopt the proposed strategic KPIs and measurement intervals as set out in the paper:
- Annual numbers of IET members achieving Engineering Council registered status in year.
- Annual numbers of individuals engaged with IET learning and development products.
- Annual numbers of IET members under the age of 40 (excluding Students and Apprentices).
- Engagement with specific engineering and technology topics that the IET is targeting for adoption.
- Annual numbers of children, parents and teachers that are engaged with an IET educational initiative / resource.
- Societal engagement with IET defined messages, themes and campaigns.
- Inspec market penetration.
- Inspec Analytics usage and satisfaction.
- IET accredited university programmes as a proportion of the addressable market.
- Journal impact factors.
- IET proliferation of knowledge and guidance on ethical principles and practices in the design of engineering and technology developments.
- Percentage of IET scholars entering the profession.
- Numbers of students engaged in on-campus activities.
- Event attendees and net promoter satisfaction from a clearly defined mix of event categories.

8.3. It was agreed that Dr Arthur, Dr Belger and Air Marshal Young should act as Trustee Champions to provide independent assurance of the KPI set through the IET planning round.

9. India Operating Model

9.1. Mr Almond introduced and the Board noted a proposal for a new India Operating Model (T(19)52).

9.2. Following discussion the Board agreed, subject to review by the Audit and Risk Process Committee, to delegate to the staff team the formation of a new subsidiary to operate under a Permanent Establishment model in support of IET Publishing and Accreditation sales in India.

10. Governance Review


10.2. Following discussion the Board agreed:

10.3. that the Final Report should be referred to Council for discussion;

10.3.1. that the staff should draft a response to the recommendations in the Report for consideration at the next meeting of the Board.

11. Growing IET Impact

11.1. Mr Almond introduced and the Board noted proposals for Growing IET Impact (T(19)54).

11.2. Following discussion the Board agreed:

11.2.1. to re-position public engagement around significant Societal Challenges requiring innovative engineering solutions;
11.2.2. to focus the short-medium term development of the IET presence across its activity set around the specific areas of “A Sustainable Planet” and “A Reliable Digital World”;

11.2.3. to develop end-to-end activities which focus on technology advancements to deliver engineering solutions in our chosen areas.

11.3. It was **agreed** that Miss Akinola, Dr Bonfield and Mr Dunn should act as Trustee Champions for this activity for the next six months.

12. **Risk Strategy and Appetite**

12.1. Mr Edwards introduced and the Board noted a report on Risk Strategy and Appetite (T(19)55(revised)).

12.2. Following discussion the Board approved the current Risk Strategy.

12.3. It was **agreed** to set up a Risk Appetite Working Party to conduct a review of the current risk appetite, examine the results of the recent survey, and make recommendations to the Board of Trustees on the next steps to achieve a more satisfactory risk appetite statement. The Working Party would comprise Mrs Hodge, Air Marshal Young and three members of staff.

13. **Remuneration Committee**

The Board noted a report from the Remuneration Committee (T(19)56).

14. **Disciplinary Regulations**

The Board noted a report on amendments to the Disciplinary Regulations (T(19)57).

15. **Know Your Customer**

The Board noted a progress report on the Know Your Customer Project (T(19)58).

16. **Chief Executive and Secretary’s Report**

The Board noted a report from the Chief Executive and Secretary (T(19)59).

17. **Feedback on Board Meeting**

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

18. **Vote of Thanks**

It was **agreed** to record a Vote of Thanks to Ms Hilary Lambert who was retiring from the IET.

19. **Classification of Board Papers**

19.1. 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:

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

19.1.2. 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;
19.1.3. information which if disclosed might result in premature publicity of courses of action that might not, in the end, be followed;

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

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

20. Date of Next Meeting

Monday, 2 September 2019 at 5.00 pm at Savoy Place, London WC2.