The Institution of Engineering and Technology

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Council

NEW IET STRATEGIC FRAMEWORK

(Note by Fiona Dew. If you have any questions on this paper before the meeting please contact Fiona Dew on +44 (0)1438 765539 or by email fdew@theiet.org)

1. Issue

A summary of the new IET strategic framework, particularly to act as background information for new members joining Council.

2. Timing

Council meeting, 1 October 2020.

3. For Note

Council is invited to note this paper.

4. Background

4.1. A Strategy Working Party comprising of a selection of Board of Trustees, Council and staff team representatives was formed in 2017 and concluded in May 2018, when recommendations were brought to the Board of Trustees.

4.2. The Strategy Working Party was formed to review the IET's strategic approach to maximise positive impact against its charitable objectives within a sustainable financial framework.

4.3. The proposed framework was taken to the joint Board of Trustees and Council strategy meeting in June 2018 as a topic for discussion and development via a series of workshops.

4.4. As both a professional body and a charity, the IET recognises the need to work in close partnership with its stakeholders to deliver its vision and mission. Our framework now recognises a focus on both the impact we aim to achieve, and the outward-facing and collaborative approach required to deliver it.

4.5. The framework also incorporates our Values as an organisation that believes in Integrity, Excellence and Teamwork in everything we do.

4.6. The strategic framework recognises that despite our multi-faceted activities, which span from working with school children to supporting innovation in the research community, the IET needs to be efficient and consistent in our management of people, resources, digital estate and engagement strategies.

4.7. During 2019 the IET identified five societal challenges that have a direct relevance to its audiences and activities: Sustainable Planet, Healthy Lives, Digital Futures, Smart Infrastructure and Smart Manufacture. The purpose of adopting these challenges is to

increase the impact the IET has on the wider society while providing direction and purpose for the organisation, driving increased collaboration and alignment between all areas of the organisation.

5. Key Points

5.1. The Vision, Mission and Values of the IET remain unchanged.

5.2. The Strategic Priorities from the previous strategic framework have been refreshed to represent the four customer segment groups of the IET; Practitioner, Industry, Academia and Society.

5.3. Figure 1 below shows a visual representation of the new strategic framework for the IET.

Figure One – IET Strategic Framework

5.4. There is an additional underpinning element to the framework. These are the strategic enablers; People, Engagement, Technology and Resources.

5.5. Statements of ambition and strategic objectives have been created for each of the new strategic priorities and are set out below. Strategic objectives should define what an organisation wants to achieve and where the organisation wants to be in support of its Vision and Mission.

5.6. Working with **Practitioners**, we champion excellence and professionalism in engineering and technology. The strategic objectives in this area are to:

- Enable our community to demonstrate competency, professionalism and achieve recognition.
- Provide relevant, inspiring and up-to-date knowledge and life-long learning.
- Connect and promote a diverse, inclusive and engaged profession.

5.7. Partnering with **Industry** to support quality, efficiency and innovation in engineering and technology. The strategic objectives in this area are to:

- Work with industry to understand its needs and meet the demand for skilled professionals.
- Set high professional and ethical standards to deliver safe and reliable solutions to society.
- Share technology innovation and promote engineering best practice.

5.8. Helping the **Academic** community drive innovation and insight within engineering and technology to solve global challenges. The strategic objectives in this area are to:

- Deliver insight and intelligence to enable effective and innovative research.
- Facilitate the application of engineering and technology research to create sustainable impact.
- Promote high quality student and trainee learning.

5.9. Promoting the contribution of engineering and technology to make a real difference to **Society**. The strategic objectives in this area are to:

- Promote engineering developments that solve world problems.
- Support government to adopt effective engineering and technology solutions.
- Encourage every child to think positively about engineering and have the opportunity to become an engineer.

5.10. 2019 saw the embedding of the new strategic framework aligned with Stakeholder Segments. In 2020, the IET is building a baseline 10-year strategy known as 'IET 2030' which will be reviewed and refreshed on an annual basis with consideration given to the changing environment and progress made.

5.11. The corresponding segment objectives within the strategic framework have been grouped into five Strategic Themes to assist the development of the 10-year strategy. This allows for a more manageable and holistic implementation across the organisation as operational capabilities cross the segment boundaries. The strategic themes and their associated objectives from the Strategic Framework can be found in Figure Two.

Figure Two – IET Strategic Themes

5.12. The objectives of the Societal Challenges are to be delivered within the context of the Strategic Themes, providing the IET with the focus areas to maximise impact and deliver on our charitable mission as shown in Figure Three.

5.13. Two of the challenges, Digital Futures and Sustainable Planet, were prioritised for immediate focus by the organisation, with the rest to be addressed subsequently. Healthy Lives' is the third challenge to be progressed and is being scoped in the second half of 2020.

Figure Three – Strategic Themes overlain by Societal Challenges

5.14. The first full view of the 'IET 2030' 10-year strategic plan will be delivered to the Board of Trustees at its annual Planning Meeting in November 2020, with milestones and roadmaps defined for one, two, five and ten years for each of the Strategic Themes.

6. Risk

Failure to adapt to changes in the environment can result in the IET failing to maximise its public benefit.

7. Resources

Not applicable.