

14 May 2021

PAPER CLASSIFICATION: OPEN

**Minutes of the Meeting of the
BOARD OF TRUSTEES
to be held on Thursday, 6 May 2021 at 5.00 pm
via virtual meeting**

Present: Professor Danielle George (President)
Dr Ian Belger
Dr Bicky Bhangu (Minutes 1-12)
Professor Phil Blythe
Dr Peter Bonfield
Professor Bob Cryan
Mr Joe Dunn
Dr Andy Harter
Ms Rachel Hurst
Dr Gopi Katragadda
Professor Paul Needham
Ms Dawn Ohlson
Professor Kate Sugden
Air Marshal Sir Julian Young

In attendance: Ms Toni Allen (Director of International Strategic Marketing and Engagement)
Mr Ed Almond (Director of Finance and Planning)
Mr Richard Best (Director of IT and Digital Services)
Ms Morna Dason-Barber (Director of Human Resources)
Mr Simon Edwards (Director of Governance and External Engagement)
Mr Nigel Fine (Chief Executive and Secretary)
Mr Giles Grant (Director of Knowledge)
Ms Eloisa de la Maza (Governance Executive)
Mr Ian Mercer (Head of International Operations) (Minute 12)
Ms Michelle Richmond (Director of Membership and Professional Development)
Mr Shekhar Sanyal (Country Head) (Minute 12)
Mr Andrew F Wilson (Head of Governance)

1. Apologies for Absence

Apologies for absence were received from Miss Yewande Akinola and Dr Colin Arthur.

2. Conflicts of Interest

No conflicts of interest were declared.

3. Minutes

The Minutes of the meeting held on 19 April 2021 (T(21)M3) were approved and signed as a correct record.

4. Actions Taken or Outstanding

- 4.1. Mr Edwards introduced and the Board noted a report on actions taken or outstanding since the previous meeting of the Board (T(21)27).
- 4.2. He drew attention to the Members Annual Information Event to be held as a virtual meeting on 13 May 2021.
- 4.3. Mr Grant introduced and the Board noted a report on the creation of a new legal entity in Belgium, Association Internationale Sans But Lucratif (AISBL), to support the future of the Congrès International des Réseaux Electriques de Distribution (CIRED conference) and the signing of Statues on 30 April 2021 (T(21)41).
- 4.4. Following discussion the Board approved the proposed financial settlement with the Association des Ingénieurs de Montefiore (AIM) of €137,205.96, relating to historic CIRED administrative secretariat costs.

5. Membership Subscriptions

- 5.1. Professor Blythe introduced and the Board noted the proposal for Membership Subscriptions for 2022 (T(21)28).
- 5.2. Following discussion it was agreed to defer discussion of the proposal until the next meeting of the Board, to allow time for the Board to discuss the Financial Sustainability Review which was currently underway.
- 5.3. Ms Richmond reported that following the fall in membership numbers during 2020, a Membership Recovery Plan was being developed for discussion at the next meeting of the Membership and Professional Development Board.

6. Equality, Diversity and Inclusion

- 6.1. Ms Allen introduced and the Board noted a progress report on the Equality, Diversity and Inclusion Strategy (T(21)29).
- 6.2. An updated EDI Strategy 2020-2025 was in preparation, which would describe what had been delivered over recent years and what was promised in the 2021-2025 roadmap. The updated EDI Strategy would be presented to the Board of Trustees on 11 June 2021.
- 6.3. The Board noted the IET's self-assessment report for the Royal Academy of Engineering Diversity and Inclusion Progression Framework (Appendix A to T(21)29). There has been an improvement for areas such as Prizes and Awards and Grants, Communications and Marketing, Outreach and Engagement and Education, Training and Examinations. Other areas such as Governance and Leadership, Monitoring and Measuring and Employment would be addressed after the IET had begun to collect relevant member data, following the completion of the KYC programme in 2023.
- 6.4. It was noted that Crowe UK LLP had performed an advisory gap analysis across the Progression Framework focus areas and the outcome would be reported to the Board of Trustees on 11 June 2021.

7. IET Strategy 2030

- 7.1. Mr Almond introduced and the Board noted a report on Financial Sustainability (T(21)30).

- 7.2. The report provided an update on the 2018-2021 cycle, last reviewed by the Board of Trustees in November 2020, and a full year forecast for 2021 incorporating actual results for the first quarter.
- 7.3. Mr Almond introduced and the Board noted a report on activities to establish the IET Strategy 2030 and updates to strategy development (T(21)31).
- 7.4. The report detailed the plans to embed the Strategy by the creation of staff governance structures, communications and engagement. Strategic Theme Working Parties had been set up, comprised of staff with relevant subject matter expertise. Oversight Committees had also been created for each of the Societal Challenges and Strategic Themes, comprised of senior staff.
- 7.5. During discussion the following comments were made:
 - 7.5.1. Professor Blythe commented that the ambition in the Strategy was admirable, but suggested that more needed to be done to demonstrate how it could be measured.
 - 7.5.2. Dr Belger commented on staff-centric focus of the strategy development and suggested that more could be done to involve members with expertise in strategy in formulating the IET Strategy 2020. In addition, greater involvement by the wider volunteer community would increase its acceptance and support for the Strategy.
 - 7.5.3. Ms Hurst suggested that attention should be given to the scale of the IET Strategy, as it was intended to address the global engineering community, not only the existing membership. To increase the scale of IET activities to the extent required would require new initiatives with other engineering institutions and innovations beyond the traditional engineering community to reach a wider set of stakeholders.
 - 7.5.4. Dr Katragadda commented on issues relating to data privacy and geographical bias.
- 7.6. The Board agreed that the next report on IET Strategy 2030 should address the above issues.
- 7.7. It was noted that the proposed chapter on Healthy Lives had been discussed and approved by the Volunteer Engagement Board. Following discussion the Board approved the chapter on Healthy Lives for inclusion in the IET Strategy 2030.

8. Volunteer Engagement Strategy

- 8.1. Ms Ohlson introduced and the Board noted a proposal for a Volunteer Engagement Strategy (T(21)32).
- 8.2. During discussion the following comments were made:
 - 8.2.1. The strategy needed to be followed by strong action plan, preferably to be communicated simultaneously to the volunteer community.
 - 8.2.2. The strategy included input from Young Professionals which had been approved by the Young Professionals Committee.
 - 8.2.3. The IET continued to have a healthy volunteer community which was well motivated and committed to delivering the IET mission.
- 8.3. Following discussion, the Board approved the Volunteer Engagement Strategy.

9. Behaviours for Volunteers

- 9.1. Ms Ohlson introduced and the Board noted a proposal to amend the IET Behaviours for Volunteers (T(21)33).
- 9.2. During discussion it was questioned why it had been decided to remove reference to ethics. The staff explained that this was because ethics were already covered by the IET Rules of Conduct, which applied to all members.
- 9.3. Following discussion, the Board approved the revised supporting behaviours for IET volunteers, aligned to staff behaviours, and agreed that these should replace the existing IET-wide supporting behaviours.

10. IET Fundraising Activities

- 10.1. Professor Cryan introduced and the Board noted the annual report on IET Fundraising Activities (T(21)34).
- 10.2. Following a review of the governance oversight of Fundraising Activities it had been proposed that that the Development Steering Group be replaced with a smaller more focussed group which would ensure that governance oversight was appropriately maintained.
- 10.3. Following discussion the Board approved that oversight of fundraising be delegated to a Trustee (Deputy President or Vice-President) and the Chief Executive and Secretary, supported by the Director of Governance and External Engagement and the Fundraising and Campaign Development Manager.

11. Council

- 11.1. Mr Edwards introduced and the Board noted a report from Council (T(21)35).
- 11.2. Following discussion, the Board agreed to thank Council for its report and approved the response to Council set out in Appendix B to T(21)35.

12. China and India

- 12.1. Ms Allen introduced and the Board noted a report on IET operations in China and India (T(21)36).
- 12.2. Mr Mercer gave a detailed presentation on activities in China, drawing attention to collaboration with local societies and the pilot project offering Professional Registration in Mandarin.
- 12.3. Mr Sanyal gave a detailed presentation on activities in India, drawing attention to the impact of the COVID-19 epidemic and how the Bangalore office supported members in India.

13. Main Boards

- 13.1. The Board received routine oral reports from the Chairs of the three Main Boards:
 - 13.1.1. Volunteer Engagement Board: Ms Ohlson.
 - 13.1.2. Membership and Professional Development Board: Professor Blythe;
 - 13.1.3. Knowledge Services and Solutions Board: Mr Grant on behalf of Dr Bhangu;

14. 150th Anniversary of the IET

The Board noted a progress report on the 150th Anniversary of the IET (T(21)37).

15. Chief Executive and Secretary's Report

The Board noted a report from the Chief Executive and Secretary (T(21)38).

16. IET Academy

The Board noted a progress report on the IET Academy (T(21)39).

17. Health & Safety

The Board noted the annual report on Health & Safety (T(21)40).

18. Feedback on Board Meeting

To receive an annual report on Health & Safety (T(21)40).

19. Classification of Board Papers

19.1. The Board noted that thirteen 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 considered confidential to a third party relationship, or which could be used externally to create legal challenge, reputational risk or commercial advantage.

20. Dates of Next Meetings

Friday, 11 June 2021 at 2.00 pm (virtual meeting).