

13 February 2025

PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL

**Minutes of the Meeting of the
BOARD OF TRUSTEES**

**held on Monday, 10 February 2025 at 2.00 pm (GMT)
at Futures Place, Stevenage, and via Virtual Meeting**

Present: Mr Warren East (President)
Ms Yewande Akinola
Professor Timothy Dafforn
Mrs Katy Deacon
Ms Anni Feng
Mr Mark Goudie
Dr Simon Hart
Ms Samantha Hubbard
Dr Gopichand Katragadda
Mr Ian MacGillivray
Dr Carol Marsh
Professor Ronjon Nag
Professor Paul Needham
Ms Dawn Ohlson
Brigadier Andy Rogers
Ms Mamta Singhal (Minutes 1 – 12)

In attendance: Mrs Toni Allen (Chief Engagement and Growth Officer) (Minutes 1-17)
Mr Ed Almond (Chief Executive and Secretary) (Minutes 1-17)
Mrs Morna Dason-Barber (People Director) (Minutes 1-17)
Ms Stephanie Baxter (Head of Policy (Minute 7)
Ms Fiona Dew (Governance Manager - Engagement) (Minutes 1-17)
Ms Sandra Godman (Governance Manager - Compliance) (Minutes 1-21)
Mr Zaheed Hussein (General Counsel) (Minutes 1-17)
Ms Sara Killingworth (Portfolio and Product Management Director) (Minutes 1-17)
Mr Christopher Knibb (Governance and External Engagement Director) (Minutes 1-17)
Ms Sara Sharman (Interim Operations Director) (Minutes 1-17)
Mr John Sullivan (Chief Technology Information Officer) (Minutes 1-17)
Mr Simon Timms (Head of Marketing and Communications) (Minute 7)
Mr Simon White (Chief Finance Officer) (Minutes 1-17)

1. Apologies for Absence

No apologies for absence were received.

2. Conflicts of Interest

Ms Killingworth, Mr Knibb, and Mr White declared that they were company directors of WISE Campaign CIC.

3. Minutes

The Minutes of the meeting held on 8 November 2024 (T(24)M8) were approved and signed as a correct record.

4. Actions Taken or Outstanding

- 4.1. Mrs Godman introduced and the Board noted a report on actions taken or outstanding since the previous meeting of the Board (T(25)1).
- 4.2. With reference to Minute 11.4 of T(23)M1, it was reported that the Foothold relationship has improved and it was noted that this was appreciated by the Foothold Board.
- 4.3. With reference to Minute 8.2 of T(24)M, it was noted that the completion date had been incorrectly recorded as 2025, when it should have been November 2024.
- 4.4. With reference to Minute 5.3 of T(23)M7, Mr Hart noted that this would be addressed by the Governance Review, but expressed concern that this might therefore delay changes beyond the end of this session. Executive members explained improvements already made to the budget cycle, and the Chief Executive and Secretary agreed to bring proposals in respect of the annual cycle of strategy and planning back to the Board in the near future.

5. Chief Executive and Secretary's Report

- 5.1. Mr Almond introduced and the Board noted the Chief Executive and Secretary's report (T(25)2).
- 5.2. The Board raised questions on the outcome of recent operational structure changes, in particular in relation to staff engagement and efficiency. The Executive provided assurance that work is 'front and centre' in terms of maintaining morale and embedding culture change. The Board requested a 12 to 18-month update on how well the new operating model has succeeded.
- 5.3. It was noted that the next phase of change will come from transition to a continuous improvement approach, which is now a key focus aside from Know Your Customer project deployment.
- 5.4. Board members suggested continuing to monitor the organisational health statistics, especially staff voluntary turnover. Mrs Dason-Barber commented that the employee engagement score will be re-measured in October.

5.5. CONFIDENTIAL MINUTE

- 5.6. Ms Akinola commented on the general change in direction in relation to accreditation and end point assessment. Mr Almond reported that this might be brought to the Board later in the year, at a point when the direction is clearer.

6. Know Your Customer Update

6.1. CONFIDENTIAL MINUTE

- 6.2. Mr Sullivan gave a short update on progress with the Know Your Customer (KYC) project. Current testing and progress had given confidence in achieving the target go-live date. User Acceptance Testing, training and data integration work is now progressing. Mr Sullivan expressed his gratitude to the hard work and positive attitude of the Project Team.

7. New Impact KPI

- 7.1. Mr Timmis and Ms Baxter joined the meeting and presented proposals for a new Key Performance Indicator (KPI) measure to be introduced, potentially to replace the existing government engagement KPI from 2026 (T(25)3).
- 7.2. The new measure switches from reporting on inputs to a focus on outcomes from both policy and external communications activities and is proposed because it is felt that the existing measures don't always drive the right behaviour or reflect the impact that our work creates. The 'quality coverage' operational measure, which it will also replace, doesn't take account of newer channels of communications, such as social media. It is proposed to record a baseline for the measure through 2025, bringing the results to the Board for agreement of a target.
- 7.3. During the Board discussion the following points were raised:
 - 7.3.1. Although the link between our influence and an outcome can appear indirect, Ms Baxter explained that we can trace the events that lead to something like a change in policy – telling the story, rather than just relating the final outcome.
 - 7.3.2. The balance between qualitative and quantitative is helpful within the measure; but it is helpful to understand the capacity of the team and how the measures relate to this; especially where there is a need to be more reactive, eg to press enquiries.
 - 7.3.3. Care should be taken with a mix of qualitative and quantitative measures as they can counteract each other in a combined metric. It was noted that this needs to be explained when the metric comes back for approval.
 - 7.3.4. It would be helpful to see example comparisons of how activities would score on the 'old' metric compared to the new.
 - 7.3.5. It was noted that staff have been doing the right thing despite the current KPI.
 - 7.3.6. This measure will help us to demonstrate to members what we are doing to influence policy, and therefore increase relevance.
 - 7.3.7. There is equal importance in getting the message right, as well as getting it out effectively. It was noted that the Policy Oversight Committee is looking at this.
- 7.4. The Board approved the proposal subject to further agreeing the target in September.

8. CONFIDENTIAL MINUTE

9. Governance Structure Review

- 9.1. Ms Ohlson introduced a proposal to adjust, as an interim measure, the current Board remits (T(25)5). It was noted that this is a revised proposal following input from Board members since the last meeting.
- 9.2. The Governance Structure Review Working Party would also welcome additional members from the Trustees as, with the research outcomes due to be presented in early March, the workload is expected to increase.
- 9.3. A concern was raised that the current structure provides distinct viewpoints which might be lost. It was explained that there are better ways, such as the new Industry Panel, to provide stakeholder views; and we must therefore make sure they are utilised more effectively in new ways of working.

- 9.4. The Board approved the proposal for implementation starting with the June 2025 meeting.

10. Industry Voice

- 10.1. Mr East introduced a discussion on a proposal to engage a senior figure to champion and represent the engineering industry perspective both within and outside the IET (T(25)6).
- 10.2. During discussion the Board:
- 10.2.1. Noted the (current) lack of engineering representation at the Executive in order to champion external stakeholder and community views within its work.
- 10.2.2. Considered how this might increase the ability for the staff team to interface with industry, especially around policy and communications work; and agreed that such a role would support engagement with bodies such as the industry panel and might do this as Chair.
- 10.2.3. Were conscious that this comes while the Institution is trying to reduce headcount and cost and noted that capability to be clearer on sector and stakeholder needs has already improved (eg through market research).
- 10.2.4. Agreed that it would be helpful to have access to someone who doesn't suffer the conflicts (with their employer) that volunteers can experience as spokespeople, but recognised concerns that up-to-date knowledge and relevance could be lost if the person was in a permanent role and therefore lose the ability to influence.
- 10.2.5. Recognised the need to expand the discussion on how we are using our Fellows (and other members) effectively, noting that this would be a facet of the new role.
- 10.3. The Board explored different views on the nature of the engagement – from permanent full-time to retained on a part-time basis – and noted that the need may change over time, as topics and perspectives change. Another factor being how one individual would cope with the breadth of sector experience needed.
- 10.4. Mr East and Mr Almond agreed to review the comments and bring a more detailed proposal back to a future meeting of the Board.

11. CONFIDENTIAL MINUTE

12. Strategic KPI Rebasing

- 12.1. Mr White introduced the proposed targets for 2025 KPIs (T(25)8).
- 12.2. During discussion the Board questioned whether the level of education activity would be constrained by the level of fundraising and how this could be managed. Mr Knibb agreed, explaining that the team are looking for additional sources of funds and at how activities could be done more cost effectively. It was noted that the education KPI had changed to better reflect the impact achieved.
- 12.3. The Board approved the KPI targets.

13. Annual report and Modern Slavery Act

- 13.1. Mr White introduced the draft Annual Report, noting that this is for comment now and will be presented for approval at a future meeting (T(25)9).

- 13.2. Some Board members noted that the section on purpose needed to be clarified. Dr Marsh asked if Trustees profiles could be updated.
- 13.3. The President noted that the formatted version – including pictures – can help bring context to the words and asked that the full version be circulated in plenty of time ahead of when approval is required.
- 13.4. Mr White introduced and the Board approved the Transparency in Supply Chains (TISC) statement (T(25)10) to be included in the Annual Report.

14. Annual General Meeting

- 14.1. Mr Knibb introduced and the Board approved the proposed date and notice of the Annual General Meeting (T(25)11).

15. Representative Office - Beijing

- 15.1. Mrs Allen introduced a paper proposing the sponsor to support the IET's application to set up a Representative Office in Beijing (T(25)12).
- 15.2. The Board approved engagement of the sponsor and noted that the application will now be made. Once this is accepted, the item will return to the Board for the next steps.

16. Feedback on Board Meeting

- 16.1. The President invited Trustees to give feedback on the Board of Trustees meeting.
- 16.2. Mr Goudie commented that the slides presented for item 7 had much detail that would have been easier to digest if shared in advance.
- 16.3. Ms Ohlson suggested that the Board should take time to consider which items need Board attention and whether some items do not.

17. Date of Next Meeting

Thursday, 20 March 2025 at 5.00 pm (GMT) via Virtual Meeting.

18. Private Meeting

- 18.1. The Board of Trustees held a private meeting without staff present.
- 18.2. The President undertook to communicate the actions arising to the Chief Executive and Secretary.