

2 September 2025

**PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL**

**Minutes of the Meeting of the  
Board of Trustees  
held on Monday, 1 September 2025 at 17:00  
held at Savoy Place, London**

Present: Warren East (Chair)  
Yewande Akinola (until item 8)  
Katy Deacon  
Anni Feng  
Mark Goudie  
Simon Hart  
Sam Hubbard  
Gopichand Katragadda  
Ian MacGillivray  
Carol March  
Ronjon Nag  
Paul Needham  
Dawn Ohlson  
Andy Rogers  
Mamta Singhal

In attendance: Toni Allen (Chief Engagement and Growth Officer)  
Ed Almond (Chief Executive and Secretary)  
Morna Dason-Barber (People Director)  
Fiona Dew (Governance Manager - Engagement)  
Zaheed Hussein (Group General Counsel)  
Sara Killingworth (Portfolio and Product Management Director)  
Christopher Knibb (Governance and External Engagement Director)  
Sara Sharman (Interim Operations Director)  
John Sullivan (Chief Technology Information Officer)  
Ben Wylie (Chief Financial Officer)

**1. Apologies for Absence**

No apologies for absence were received.

**2. Conflicts of Interest**

Sam Hubbard declared an interest in item 6. Andy Rogers declared that he is a Trustee of Foothold (item 9). Yewande Akinola declared an interest in item 12 but was not present for the discussion. Conflicted trustees did not contribute to the relevant discussions.

### **3. Minutes**

3.1. The Minutes of the meeting held on 20 June 2025 T(25)M5 were approved and signed as a correct record.

### **4. Actions Taken or Outstanding**

4.1. Fiona Dew introduced, and the Board noted a report on actions taken or outstanding since the previous meeting of the Board (T(25)58).

4.2. The Board commented on the pausing of physical support to the Faraday Challenge days and were updated that the work is progressing well with excellent take up of the DIY challenge days for schools.

### **5. Chief Executive and Secretary's Report**

5.1. Ed Almond introduced, and the Board noted the report (T(25)59). Ed gave an update on corrected and outstanding issues relating the KYC implementation, and John Sullivan provided clarification that the target date of end October has been set for issues due for fix in Q4.

5.2. The Board discussed the Professional Registration backlog and processing times, touching on opportunity to introduce AI into initial application checks and work to focus volunteer recruitment in the right areas for the subject demand coming through. The Board suggested looking into a large-scale interviewing event to help get through the backlog, as well as ways to make the process less person heavy. The importance of maintaining quality control and audit was noted.

5.3. The Board was updated on progress renovating a former open plan office at Savoy Place for use as a classroom space, the replacement of the LED screen in the lecture theatre now scheduled for the Christmas shutdown, and the refurbishment of a former Governance office into a small meeting room for use by Trustees.

5.4. Opportunities to use AI in Inspec, the progression of some journal titles from the third to second quartile in their topic area was highlighted, and key project priorities in 2026 were headlined.

5.5. The Board thanked Sara Sharman for her excellent work as Interim Operations Director.

### **5.6. CONFIDENTIAL MINUTE**

5.7. The Board noted the change of approach to registration of Persons of Significant Control at Companies House.

### **6. Nominations and Succession**

6.1. Samantha Hubbard withdrew for Minute 6.3.

6.2. Christopher Knibb introduced a paper from the Nominations and Succession Committee (T(25)60) outlining recommendations related to governance positions for President, Deputy President, Vice President, Ordinary Member of the Board of Trustees, and Council Members.

6.3. The Board approved the appointment of Samantha Hubbard as President from 1 October 2026.

6.4. The Board approved the appointment of James McDonald as Deputy President from 1 October 2026.

6.5. The Board approved the following candidates to stand in the election to fill vacancies for Ordinary Members of Council arising on 30 September 2026:

Cameron Bee  
Faye Bowser  
John Peckham  
Ved Prakash  
Arkadiusz Wielewski  
Andrew Williams

6.6. The Board approved the following Trustees to fill vacancies on the Finance and Investment Committee arising on 30 September 2025:

Simon Harrison (Deputy President)  
Trudy Norris-Grey  
Sam Presley

6.7. The Board approved the following Trustees to fill vacancies on the Audit and Risk Process Committee arising on 30 September 2025:

Ian MacGillivray  
Justina Ho

6.8. The Board approved the following candidates to stand in the election to fill vacancies for Vice Presidents arising on 30 September 2026:

Graeme Hobbs  
David Cleevely

6.9. The Board approved the nomination of Andy Downton to stand in the election to fill vacancies for Ordinary Member of the Board of Trustees arising on 30 September 2026.

## 6.10. **CONFIDENTIAL MINUTE**

6.11. The Board was informed that all candidates had been made aware of the recommendations and would accept the roles.

## 7. **Budget 2026 Update**

7.1. Ben Wylie gave a presentation on progress with preparation of the 2026 budget, outlining some changes in Finance to reflect change in the wider organisation, the year-to-date position for 2025 and the approach to a return to a break-even budget in 2026.

7.2. In discussion, the Board raised the issue of understanding underlying business performance, which can be masked by the cyclical view of Wiring Regulations and CIRED. The Board requested an additional view of the budget, removing the cycle impacts to enable better understanding of underlying business performance.

7.3. The Board explored the concept of 'double digit growth mentality' as a mindset supporting the objectives of financial sustainability and delivering PEI leadership, noting that this is a common approach in the corporate sector.

## **8. IET – 20 years on**

- 8.1. Ed Almond introduced a discussion on IET strategy in relation to sector representation (T(25)61).
- 8.2. In discussion, the Board explored the concept of interdisciplinarity and acknowledged that in some areas of industry this is still new. The discussion touched on the desired breadth of disciplines of interest to the IET with a desire to expand reach beyond traditional engineering roles into those working in and around engineering teams, possibly re-framing what a PEI is.
- 8.3. There is a desire to provide a home for engineering leaders. The Board discussed framing by solution rather than sector, and there was broad support for building relevance from the bottom up, engaging the membership around these issues. The discussion included inclusivity: considering and hearing from those not in the workplace but for whom technology can have a transformative impact.
- 8.4. The Board concluded that the approach outlined in the paper is going in the right direction but more consultative conversations with Industry and the Membership are needed. Volunteers for a working party were requested by the staff.

## **9. CONFIDENTIAL MINUTE**

### **10. Future of the Annual Dinner**

- 10.1. Ed Almond presented paper T(25)63, outlining proposed changes to be made to the use of formal dinners as networking and influencing opportunities.
- 10.2. In discussion, the Board commented that a series of individual decisions could combine to give the perception that there are reduced opportunities for member engagement, and the Board queried whether a member engagement event is a requirement. The Board was assured that the only requirement currently is the Annual General Meeting. However, the Board wished to take a strategic approach and view this in the wider context of member engagement.
- 10.3. Board members shared personal experiences of both Annual Dinners and President's Address dinners, particularly around inclusivity and accessibility, noting that invite only events are exclusive, and that the Annual Dinner was effectively also exclusive due to high ticket prices and cost of travel and accommodation in London.
- 10.4. The Board discussed areas where dinners are popular, including Scotland, and considered the impact on Local Network dinners.
- 10.5. The Board agreed that the events team should let go of the reservation held on the Brewery but continue to hold Savoy Place while further discussions take place. The Board noted that Dawn Ohlson and Simon Hart would meet with staff to review the potential of the Annual Dinner.

### **11. Membership Discounts for Lapsing Members**

- 11.1. Toni Allen sought the Board's approval for discounts to be made to membership subscriptions for those members impacted by the introduction of KYC (T(25)64).
- 11.2. In discussion, the Board noted that this was an appropriate response to a poor experience for affected members.

11.3. The Board approved the subscription discounts.

**12. Savoy Hill House (3<sup>rd</sup> Floor) Renovation - Revised**

12.1. Ben Wylie outlined a revised request for capital funding of the project to renovate the third floor of Savoy Hill House (T(25)65) to include additional work on the mechanical & electrical systems. The Board approved the increased capital expenditure as set out in the paper.

**13. IET Session 2026/27**

13.1. Christopher Knibb introduced a proposal for the 2026/27 meeting schedule (T(25)66).

13.2. The Board commented that discussions are often curtailed by time pressures and comparisons were made with the corporate sector where Board meetings are generally longer.

13.3. The Board approved the dates outlined in the proposal both subject to the outcome of the Governance Review and requesting that the team go back and look at the length of meetings to allow more time for discussion.

**14. Reserved and Delegated Authorities**

14.1. Ben Wylie introduced recommendations from the Audit and Risk Process Committee for amendments to the Revised and Delegated Authorities Policy (T(25)67).

14.2. The Board approved the revised Policy as set out in the paper.

**15. Membership Terms and Conditions**

15.1. Christopher Knibb introduced paper T(25)68, setting out recommendations to amend the Membership Terms and Conditions.

15.2. The Board discussed the conditions that had led to this revision, with a perception aired that it is becoming more difficult to become a Fellow, and queries around pricing and process, including whether the original fee includes a re-assessment.

15.3. The Board approved the revised Terms and Conditions as set out in the paper.

**16. Update on Engineering Council Review of UKSPEC**

The Board noted the update on this review (T(25)69).

**17. Fundraising Annual Report**

The Board noted the Annual Report (T(25)70).

**18. Governance Review Update**

The Board noted the update on the current Governance Review (T(25)71).

**19. Achievement Medals Annual Report**

The Board noted the report on awarding of Achievement Medals 2025 (T(25)72).

**20. Feedback on the Meeting**

The Board agreed to provide feedback outside of the meeting.

**21. Vote of Thanks**

- 21.1. Warren East proposed, and the Board agreed to record a vote of thanks to Gopi Katragadda, Anni Feng, Carol Marsh, and Ronjon Nag who will be retiring from the Board on 30 September 2025.
- 21.2. Dawn Ohlson proposed, and the Board agreed to record a vote of thanks to Warren East for his excellent work as President and Chair of the Board throughout the 2024/25 session.

**22. Any Other Business**

No additional items of business were introduced.

**23. Date of Next Meeting**

The next scheduled meeting will be Thursday 2<sup>nd</sup> October 2025, at 3pm (BST).

Minutes Approved:

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Date: \_\_\_\_\_