

16 March 2026

PAPER CLASSIFICATION: OPEN

**Minutes of the Meeting of the
Council
held on Thursday, 5 March 2026 at 11.00 hrs
via Teams**

- Present: Stephen Pybus (Chair)
Imran Ansari (Deputy Chair)
Kamilla Aliakhmet
Jeremy Creasey
Will Drury
Stewart Edmondson
Samuel Elegbede
Jon Elphick
Jez Green
Sophie Harker
Andy Hughes
Katherine Jackson
Callum Kidd
Chiew-Foong Kwong
Yew Kee Lim
Sadiq Muscati
Kenny Otiaba
Andy Parker
Anusha Rammohan
Jim Smith
Margaret Taggart
Jennifer Young
- By Invitation: Mark Goudie (Trustee)
Katy Deacon (Trustee)
Paul Needham (Trustee)
Graham Herries (Trustee)
Justina Ho (Trustee)
Samantha Hubbard (Trustee)
Sam Presley (Trustee)
Mamta Singhal (Trustee)
- In attendance: Ed Almond (Chief Executive and Secretary)
Toni Allen (Chief Engagement and Growth Officer)

Warren Bath (Operations Director)
Morna Dason-Barber (People Director)
Fiona Dew (Governance Manager – Engagement)
Sandra Godman (Governance Manager – Compliance)
Zaheed Hussein (General Counsel)
Sara Killingworth (Portfolio and Product Management Director)
Christopher Knibb (Governance and External Engagement Director)
Ben Wylie (Chief Financial Officer)

1. Welcome and Introductions

- 1.1. Stephen Pybus welcomed Council members and observers to the meeting and noted that papers had been circulated in advance of the meeting and the duration increased from ninety minutes to two hours to allow time for discussion.

2. Apologies for Absence

- 2.1. Apologies for absence were received from Wolf Byttner.

3. Conflicts of Interest

- 3.1. Mamta Singhal declared that she has just been elected onto the Advisory Board of the Women in Manufacturing Initiative at the Institute of Manufacturing, Cambridge University; Kenny Otiaba declared he is a Trustee of Foothold; Callum Kidd declared that he sits on the Privy Council and Governance Group at the Engineering Council, and he has Chaired the revisions to governance working group also at the Engineering Council.

4. Minutes

- 4.1. The Minutes of the meeting held on 2 October 2025 CO(24)M4, were approved as a correct record.

5. IET Strategy Update

- 5.1. Sara Killingworth introduced the paper CO(26)01 Strategy Update and invited Council to discuss the proposals.
- 5.2. Key points from the discussion were:
- 5.3. Clarity and Measurement
 - Current strategy statements are perceived as too vague and lacking clear, measurable outcomes.
 - Strong request for explicit KPIs, growth targets, and success definitions (“definition of done”).
 - Council members emphasised that measurability is essential for accountability and year-end evaluation.
 - Need for consistent definitions (e.g., “engagement”) to avoid misinterpretation.

5.4. Inclusion and Diversity

- Concern that inclusion has been diluted in the updated strategy, particularly within the Membership & Professional Excellence pillar.
- The progression framework's reduced visibility perceived as a weakening of inclusive commitment.
- Request to ensure inclusion appears explicitly under membership benefits and is retained across relevant pillars.
- Single metric on proportion of women is seen as insufficient; gender is only one dimension of diversity.

5.5. Sustainability Gap

- Sustainability receives only brief mention under Thought Leadership & Policy.
- Strong expectation—particularly for younger members—that the IET should have a clear, visible sustainability strategy, not just references to thematic work.
- Feedback suggests the current approach lacks ambition and may not meet stakeholder expectations.

5.6. Standards and Professional Excellence

- Removal of the statement on sharing best practice and globally recognised standards was challenged.
- Members highlighted that the IET *does* have influence through its members' participation in standards bodies.
- Sharing best practice is core to the IET and should remain visible.
- Recommendation to reinstate or relocate the removed content.

5.7. Innovation – the need for KPI Definition

- KPI referencing engagement with “top-ranked research institutions” is too broad.
- Request for a clearer definition of engagement and more tangible, delivery-focused metrics.
- Opportunity identified to align the KPI with operational activities (e.g., innovation clusters).

5.8. Education Measurement

- Reliance on Net Promoter Score viewed as insufficient to measure meaningful impact.
- Request for more robust indicators that reflect short- and long-term outcomes.
- Need for better alignment between strategic aims and the metrics chosen.

- 5.9. Sara thanked Council for the comments and noted that they will be collated and shared with the Board of Trustees.

6. Governance Structure Review

- 6.1. Mark Goudie presented proposals for changes to the IET governance structure which had been pre-circulated to Council.
- 6.2. Council members had the opportunity to ask questions before breaking out into groups to work through some feedback questions. Each breakout group was facilitated by a member of the Executive with notes from each group to be provided to the Chair of Council following the meeting.
- 6.3. The Chair of Council highlighted that this meeting comes at the very start of the consultation phase and that Council members would have the opportunity to feedback individual views via a survey that will be sent in the coming weeks. It was also noted that a follow up meeting will be held via Teams on Tuesday 31 March at 12pm (UK).

7. Main Boards

- 7.1. Katy Deacon, Chair of the Equity Diversity and Inclusion Board gave an oral report on the recent meeting including an update on EDI data collection from senior volunteers highlighting that the response rates are relatively low and the EDI Board intends to run a workshop in June to review the data quality and collection methods and consider whether additional targets should be set. Katy also highlighted the integration of WISE into the IET and the introduction of the new WISE Leadership Development Programme for female professionals. Applications open for Young Woman Engineer of the Year (YWE) on 8 March, and Council were asked to note that YWE @ 50 will mark the fiftieth anniversary of YWE with a year-long celebration beginning with the 2026 event and running through to the end of 2027. Katy also highlighted the launch of the new IET report on Disability in Engineering and Technology.
- 7.2. Paul Needham, Chair of the Interim Knowledge Solutions and Membership Board shared some insights from the meeting that took place on 11 February, highlighting the significant backlog of 3,500 people waiting in the professional registration process with some applicants having waited up to a year for an interview date. It was noted that the Board of Trustees has established a working party to address the issue and Paul invited Warren Bath, Operations Director to give Council a short update on the issue. Warren highlighted that awareness and communication with members is critical, that the team is still processing applications from 2024, that volunteers are urgently needed to conduct interviews, that Trustees and the Executive have been highly supportive, treating this as a priority, and Warren invited members and their networks to offer help and provide feedback. Paul described other items from the meeting as an update from the Engineering Council, reports from committees, and noted that a separate meeting would be convened in April to discuss membership subscriptions.
- 7.3. Christopher Knibb, Governance and External Engagement Director provided an update from the Volunteer Engagement Board introducing the Volunteer Transformation Programme which aims to improve the experience for the IET's 4,000 volunteers, updating on the results of the volunteer survey and noting that the NPS score for volunteers had dropped from +36 in 2024 to +22 in 2025. Chris announced

a three-day Volunteer Festival in September 2026 with themes of the feb engineering, volunteer skills development and recognition and celebration. Chris also highlighted that the IET is undertaking a year-long accreditation process with Investors in Volunteers, a new delivery model is being proposed for Communities and there are changes to the Communities Resourcing Committee with former IET President Professor Bob Cryan being appointed as the new Chair of that committee following the resignation of the previous Chair.

8. President's Update

- 8.1. Council noted the update from the President which had been pre-circulated CO(26)03.

9. Chief Executive and Secretary's Update

- 9.1. Council noted the update from the Chief Executive and Secretary that had been pre-circulated.

10. Any Other Business

- 10.1. No other business was brought to the meeting

Date of Next Meeting

Future meetings of the Council have been scheduled as follows:

- Tuesday, 31 March 2026 via Teams
- Thursday, 25 and Friday, 26 June 2026 at IET Birmingham: Austin Court