The Institution of Engineering and Technology

19 November 2025

PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL

**Minutes of the Meeting of the
Board of Trustees
held on Friday, 14 November 2025 at 10:00
held at Savoy Place, London**

Present:	Dawn Ohlson (Chair)
	Katy Deacon
	Warren East
	Mark Goudie
	Simon Harrison
	Simon Hart
	Graham Herries
	Justina Ho
	Sam Hubbard
	Ian MacGillivray
	Paul Needham
	Trudy Norris-Gray
	Sam Presley
	Mamta Singhal
In attendance:	Ed Almond (Chief Executive and Secretary)
	Toni Allen (Chief Engagement and Growth Officer)
	Warren Bath (Operations Director)
	Morna Dason-Barber (People Director)
	Sara Killingworth (Portfolio and Product Management Director)
	Christopher Knibb (Governance and External Engagement Director)
	John Sullivan (Chief Technology Information Officer)
	Ben Wylie (Chief Financial Officer)
	Fiona Dew (Governance Manager – Engagement)
	Sandra Godman (Governance Manager – Compliance)
	Zaheed Hussein (Group General Counsel)
	Simon Timmis (Head of Marketing and Communications) (item 6 only)
	Stephanie Baxter (Head of Policy) (item 6 only)
	Laura Vella (Transformation Manager) (item 16 only)

1. Welcome and Apologies for Absence

1.1. The Chair welcomed members to the meeting. Apologies for absence were received from Yewande Akinola and Andy Rogers.

2. Conflicts of Interest

No conflicts of interest were declared.

3.   Minutes

3.1.   The Minutes of the meeting held on 2 October 2025 (T(25)M7) were <u>approved</u> subject to amendment to:

(a) Minutes 5.5 being amended to clarify the staff team commitment to clearing the professional registration backlog caused by the system cut-over.
(b) Minute 5.6 being amended to correctly record the composition of the Professional Registration Working Party.
(c) Removal of those Trustees giving their apologies from the list of those present.

4.   Matters Arising

4.1.   Sandra Godman introduced, and the Board <u>noted</u> a report on matters arising from previous meetings of the Board (T(25)85).

4.2.   Of the items falling due, the majority are covered by papers or agenda items, except:

4.2.1. the non-UK bank account is awaiting signatures and will be completed shortly; and

4.2.2. Diligent training. The Board requested a more tailored approach to support them in navigating the system in the context of IET usage.

5.   Chief Executive and Secretary's Report

5.1.   Ed Almond introduced, and the Board <u>noted</u> the report (T(25)86). The format of this report will be refreshed from the next meeting, taking a more dashboard approach, and feedback is requesting to inform this.

5.2.   Ed presented the latest financial forecast and highlighted the priority being given to professional registration processing, which is now receiving the highest application rate in 7 years.

5.3.   An update was given on embedding of the new CRM system, noting that there remains some deferred functionality to address. Hypercare has been extended to the end of the year, and the designated Super Users are working well. The broader member and customer journey projects can now progress.

5.4.   The telephony and customer contact system has been updated with a new, AI enabled, system automating processes such as contacting lapsed members and resulting in a significant reduction in lapses.

Minutes 5.5 to 5.11 are Confidential

6.   New Strategic Impact KPI

6.1.   Stephanie Baxter and Simon Timmis joined the meeting and Christopher Knibb introduced paper T(25)87, noting that Trustees approved a new Key Performance Indicator (KPI) in February, for implementation in 2026 subject to the measure being baselined and a target proposed. During testing, it has been realised that the measure cannot be fully audited (as it includes external measures).

6.2.   Stephanie and Simon presented a proposed adaptation of the indicator, which measures two key elements - the attractiveness of responses to policy requests, and the conversion of those to meaningful media coverage, specifically:

6.2.1. The relevance and timeliness of outputs to support key government activity; and

6.2.2. Effective visibility in key media channels, including the IET's 'share of voice', eg how the IET compares to other PEIs in coverage.

6.3. It was noted that the measures included in the strategic KPI are only two of a suite of measures being used to assess and track impact across policy and communications work, and that benchmarking the indicator had been valuable in understanding how effective the measures are and how they can be validated.

6.4. In discussion the Board:

(a) were assured that the tier one media list includes a wide range of channels that cover technology;
(b) noted that the assumptions were based on UK government policy, but this could be expanded to other geographies where resource allows;
(c) noted that LNs are working to support policy outside the UK (especially in Hong Kong);
(d) queried the validity of science media requests as the right measure; and
(e) explored the potential to drive unintended behaviour, being assured that staff are committed to 'doing the right thing' regardless of whether it would impact negatively on KPIs, directly or indirectly.

6.5. The Board noted that the Policy Oversight Committee will, in 2026, be looking at where and how the IET can have the most policy effect.

6.6. The Board approved the KPI subject to re-basing in February 2026. Stephanie and Simon left the meeting.

7. Faraday Challenge Days

7.1. Sara Killingworth presented an update (T(25)88 refers), reminding the Board that it had previously agreed to pause the use of delivery partners in the Faraday Challenge Days programme for a review. This was in light of the cost of increasing volume of delivery, challenges to attracting funding, and lack of ability to scale, especially outside the UK. The Portfolio and Product Management Team have since reviewed the programme, starting with the intent.

7.2. Sara reported how research with teachers and other stakeholders has shaped the proposed changes to the programme content and delivery. The pilot has gone well, with good feedback, and the proposal is to implement and grow the new programme over a 3-year period.

7.3. In discussion the Board explored:

(a) potential global collaboration, specifically with Industrial Cadets, and how the programme can be fair, consistent and inclusive;
(b) the recognition of participants and whether it would be possible to include a celebration event in future, if valued;
(c) engagement with industry mentors; and
(d) how to engage Fellows, as social media would suggest they would be keen to contribute.

7.4. It was noted that the model requires schools to initiate engagement, but that employers are often looking for ways to reach local schools and should perhaps be allowed / encouraged to initiate; as this may also be a source of future sponsorship.

7.5. A greater emphasis on social inclusion was encouraged, perhaps targeting hard-to-reach schools or individuals in care. Continuing to map programme coverage against schools with a high proportion of free school meals will be useful. It was also noted that there are some active Local Networks in these areas to support uptake.

7.6. The Board was assured of the improved sustainability of the kits – ensuring that they reflect our intentions on avoiding waste.

7.7. The Board noted the report and thanked the team.

8. Professional Registration Backlog – Confidential Minute

9. Foothold – Confidential Minute

10. Mountbatten Medal - Confidential Minute

11. Foothold Funds – Confidential Minute

12. Ofqual Statement of Compliance

12.1. Warren Bath introduced paper T(25)92, seeking Board approval to the annual statement required in support of the IET's end-point assessment activities.

12.2. The Board approved the statement.

13. Circulation of Board Minutes

13.1. Christopher Knibb informed the Board of discussions with the President resulting in a proposal (set out in paper T(25)93) to routinely circulate full and unredacted Board minutes to members of both the Finance and Investment Committee and the Audit and Risk Process Committee, providing them with important background for their work. It was noted that appropriate redaction will still be made where there is a known conflict of interests.

13.2. The Board approved the proposal.

14. Futures Place Catering – Confidential Minute

15. Strategic Discussion – Confidential Minute

16. IET Strategy Update

16.1. Sara Killingworth presented to the Board on proposals to amend the IET Strategy (paper T(25)95 and appended presentation refer), explaining how these have been informed by research and working with stakeholders through 2025.

16.2. In discussion, the Board explored a number of points, including:

16.2.1. Clarification on changing 'networks' to 'community', and that the possibility to adapt the Communities model for different areas would not be lost.

16.2.2. 'Visibility' versus 'influence', ensuring that the importance of public awareness remains.

16.2.3. A greater emphasis on the need for innovation support amongst SMEs, noting they are a significant source of potential members.

16.2.4. Recognising that company agendas are changing due to political drivers, for example changing engagement in diversity programmes, so there is a need to ensure that language encourages engagement and collaboration.

16.2.5. Clarified that changes where mention of a product is removed does not mean that the product itself is impacted.

16.3. The Board sought further insight into how these changes will be reflected in delivery. It would be helpful to link these through to the project roadmap and annual plan.

16.4. The Board noted that a change of product groupings reflecting strategic themes would be included in the Annual Report.

16.5. In summary, the Board agreed with the spirit of the proposal but would like more time to digest and challenge the detail. It asked for a longer discussion at a future meeting and would welcome the opportunity for comment from the Main Boards and Council. It was agreed that the document be shared with Main Boards and Council.

17. Project Roadmap

17.1. Laura Vella joined the meeting. John Sullivan introduced paper T(25)96, providing an update on progress with introducing the change development framework, including changes to the Transformation Team, and the approach and processes that underpin the way projects are delivered at the IET.

17.2. In discussion, the Board:

(a) asked when the team will be able to confirm that the project process is fully functional and delivering robustly;
(b) enquired about the impact on systems architecture, noting that the number of systems has reduced since June;
(c) requested visibility of the 'integrated value proposition' worked on with PPM in the transformation programme;
(d) challenged whether the programme for Q1 2026 is achievable, noting that the roadmap provides a summary which does not show where work starts before 2026. It was recognised that many projects are in discovery, which can be intense work but may draw on different resources; and
(e) asked to understand how projects are prioritised, where there are higher levels of risk, complexity, etc. or where some require greater support from the Board.

17.3. The Board requested visibility of the detailed plan and for an update to the February or March meeting, showcasing the reporting and demonstrating how project delivery is driving outcomes.

18. Sectors and Technologies

18.1. Sara Killingworth gave a presentation to the Board (T(25)97 refers), setting out the proposed approach to re-defining IET sectors aligned to growth technologies, developing a discussion started in the October meeting.

18.2. The presentation set out the approach being taken to understand the opportunity for the IET, where the IET is already active across sectors, work done to quantify the opportunity in specific sectors, and how technologies map to sectors.

18.3.   Understanding of practitioner and employer 'pain points' is informing work to frame how the IET can support with existing content and solutions, and where these might be grown and expanded upon.

18.4.   It was proposed that the Board may form a Working Party to further develop the plan, prioritise one or more areas to develop, then support through to delivery.

18.5.   In discussion, the Board explored:

(a) How individual practitioners would be able to 'find themselves' in this work in order to access technical discourse.
(b) How to enable people – through a focus on core technologies – to explore 'around' these topics, perhaps through a matrix design. This is particularly important for areas where inter-disciplinarity is high.
(c) The need to ensure inclusion of emerging areas, those which are most likely to deliver future membership opportunities.
(d) How any current work to improve Technical Networks is being included in considerations.
(e) How this would assist the IET to get ahead of technology development and support practitioners by delivering to their needs for enabling discussions on technology implementations.

18.6.   The Board commended the work as ambitious and sophisticated, noting how it would benefit individual practitioners.

18.7.   The Board endorsed the approach and agreed a Trustee Working Party should be formed to provide support; individual Trustees were asked to contact Sara directly if they are interested in joining. It was felt it would be appropriate for a further discussion in approximately 9 months.

19.   IET Plan and Budget

19.1.   Ben Wylie presented paper T(25)98, proposing the Plan and Budget for 2026; highlighting the £12.9M improvement over the 3-4 year budget cycle, and the continued strong reserves.

19.2.   In discussion, the Board:

(a) Queried the application of reserves, noting that this had been discussed at the Finance & Investment Committee, and expressing interest in utilising reserves where there is a good opportunity to add value.
(b) Questioned confidence in revenue growth predictions in relation to professional registration and end-point assessment, noting that the 2026 pipeline is visible and pricing increases have been set.
(c) Clarified the certainty level for project budgets where the projects are in discovery.

19.3.   The Board agreed that the Executive bring a revised set of KPIs to reflect changes discussed in the meeting so far. Regarding the professional registration target, the Board stressed that improving capability is the key focus but agreed that this might be a candidate for a stretch target given belief in high demand which could be realised once processing capacity is improved.

19.4.   The Board approved the budget, with request that revised KPIs to come to the February meeting.

20. Reports from the Main Boards and Policy Oversight Committee

20.1. The Board received and <u>noted</u> updates from the:

(a) Interim Knowledge Solutions and Membership Board (T(25)99A);
(b) Equity, Diversity and Inclusion Board (T(25)99B);
(c) Volunteer Engagement Board (T(25)99C); and
(d) Policy Oversight Committee (T(25)99D).

21. AF Harvey Prize Winner

The Board <u>noted</u> the announcement of the winner for 2025 (T(25)100 refers). The award will be announced to the public in January 2026.

22. 2026/27 Session Meeting Dates

The Board <u>noted</u> the updated meeting dates and times (T(25)101) which had been amended following Board feedback.

23. Feedback on the Meeting

23.1. The Board felt that it had been a positive and productive meeting but asked for presentations to be included in the pack in advance where possible, allowing sufficient time to review them. It was noted that individuals being logged into the virtual meeting was helpful.

24. Any Other Business

24.1. The following items were raised:

(a) It was announced that IET Savoy Place had won the Best Venue Award 2025.
(b) The next Annual Dinner Working Party meeting will be scheduled forthwith.
(c) Members of the Board were asked to complete the senior volunteer diversity form.

24.2. As it hadn't been possible to do so in person at the President's Inaugural Address, Dawn presented Warren East with a Past President certificate and pin, extending the Board's appreciation for his steady and valued leadership.

25. Date of Next Meeting

The next scheduled meeting will be Monday, 2 February 2026 at 17.00 (virtual).

Minutes Approved:

_____   Date: _____