

12 May 2026

**PAPER CLASSIFICATION: PRIVATE AND CONFIDENTIAL**

**Minutes of the Meeting of the  
Board of Trustees  
held on Monday, 11 May 2026 at 08:00am  
held virtually**

Present: Dawn Ohlson (Chair to item 12)  
Yewande Akinola (up to item 13)  
Katy Deacon  
Warren East (Chair from item 13)  
Mark Goudie  
Simon Harrison  
Simon Hart (from item 2)  
Graham Herries  
Justina Ho  
Sam Hubbard  
Paul Needham  
Sam Presley (from item 7)  
Andy Rogers  
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)  
Ben Wylie (Chief Financial Officer)  
Fiona Dew (Governance Manager – Engagement)  
Sandra Godman (Governance Manager – Compliance)  
Zaheed Hussein (Group General Counsel)  
Karen Joynson (Head of Data Technology and CRM)

**1. Welcome and Apologies for Absence**

The Chair welcomed members to the meeting. Apologies for absence were received from Ian MacGillivray and Trudy Norris-Grey.

**2. Conflicts of Interest**

No conflicts of interest were declared that were relevant to the meeting.

**3. Minutes**

3.1. The Minutes of the meetings held on 19 March 2026 (T(26)M2) were approved as a correct record.

#### **4. Matters Arising**

The Board noted a report on matters arising from previous meetings of the Board (T(26)30) asking that the item on Future of the Annual Dinner remain open whilst the Working Party completed its work.

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

5.1. Ed Almond introduced his report (T(26)31).

##### **Minutes 5.2 to 5.5 are confidential**

5.6. A report from the Engineering Council shows that the number of total registrants is declining across the PEIs. At the IET this is due to a large cohort of registrants reaching retirement. Female registrants are growing in number but tend to have a shorter tenure as registrants.

5.7. In discussion, the Board explored the dichotomy of this against the current increase in applications. Registration is still relevant, but work is needed to ensure processes and qualifications reflect all routes into the profession and how engineers can evidence professional competence. Work is on-going to understand the drivers for young professionals to become registered and the support they need.

##### **5.8. Confidential Minute**

5.9. The Board questioned the health and safety 'near miss' rate reported, highlighting the need to encourage people to report any issues of concern.

5.10. It was requested that a future agenda include an update on developments with First Lego League, reporting on the recent changes from Lego and an update on developments in the Faraday Challenge model.

5.11. The Board noted the report.

#### **6. Professional Registration Update**

6.1. Warren Bath provided a verbal update, highlighting that:

- (a) Record processing rates had been achieved in quarter one and that the team were on track to hit the annual KPI.
- (b) The volunteer recruitment campaign had resulted in 330 applications. These are now being onboarded.
- (c) Applications are 17% higher than last year.

6.2. The Working Party continues to meet and provide regular updates.

6.3. The Board noted the update, crediting the support of the Volunteer Excellence Team.

#### **7. Transformation / Restructure Review – Confidential Minute**

#### **8. Audit and Risk Process Committee Update**

8.1. Ben Wylie introduced paper T(26)33, drawing attention to:

- (a) Approval of both internal and external audit plans, and the review of insurances prior to renewal.
- (b) Assurance of the Trustees' Annual Report and Accounts prior to Board approval.

- (c) Review of reports and accounts for the subsidiary companies, IET Services Ltd and IET Conventions Ltd.
  - (d) Continued tracking of policies and risk, noting a change to reviewing all risks that are not on target (not just those that are red).
  - (e) The extension of the external auditors for another year to seek continuity in light of changes in the accounting standards.
- 8.2. The Chair of the Committee added their assurance that the organisation is in good order and reminded the Board that the internal audit plan can be redirected where needed to explore any emerging items.
- 8.3. The Board noted the plan for a session on risk at its June meeting and whether the present register continues to be appropriate to the current environment. It will be helpful to include risk appetite in this discussion.
- 8.4. The Board noted the update.

## **9. Finance and Investment Committee Update**

- 9.1. Ben Wylie introduced paper T(26)34, reminding the Board that each meeting is supported by Mercer, the IET's investment advisors. Key points included:
- (a) An investment strategy day organised for early June with a focus on ESG matters. Questions from other Trustees will be welcomed in preparation for this.
  - (b) Oversight of the pension scheme, and that the triannual revaluation is due this year.
  - (c) Appointment of a new asset manager who presented to the Committee in April. This part of the portfolio provides a constant return and is part of the diversification strategy. Returns to date are promising.
- 9.2. The Board noted the update.

## **10. Governance Review Update**

- 10.1. Dawn Ohlson introduced paper T(26)35, noting that this includes the consultation response from Council which had been expertly summarised by the Chair of Council from a range of views.
- 10.2. The Working Party had met on 27 April and adjustments made to the proposals, which will be received by the Board at a separate meeting on 3 June, set specifically to consider these and the appetite for any further Charter & Bye-Law changes that the Board may wish to propose. Proposals for further engagement will be brought forward at that time.
- 10.3. The Board noted that it will also receive further feedback from a volunteer survey and other sources in preparation for this meeting.
- 10.4. The Board noted the report and thanked the Charter and Bye-laws Taskforce for their work.

## **11. Philanthropic Operational Committee Terms of Reference**

- 11.1. Christopher Knibb presented paper T(26)37 reminding the Board that it had approved the formation of this Committee in principle in May 2025.

- 11.2. Donations and philanthropic activity are currently overseen by a number of committees, and this proposal combines these to bring full oversight of donated funds and activity under one committee.
- 11.3. The Board noted adoption of a new format terms of reference as a first step in new governance practices but asked for further consideration on the concept of co-chairs, with definition of the role and to which committees it would apply.
- 11.4. During discussion, the Chair commented that a list of Board Working Parties should be included in the regular Matters Arising Report.
- 11.5. The Board approved:
  - 11.5.1. Formation of the Philanthropic Operational Committee from 1 June 2026;
  - 11.5.2. The Terms of Reference as presented in the paper, subject to refinement of the understanding of the co-chair role, and noting the potential need to re-align this once the wider governance changes are in progress;
  - 11.5.3. That these be added to the Regulations on Terms of Reference; and
  - 11.5.4. Retirement of the Futures Fund and Awards & Scholarships Committees.

## **12. Annual Report on Health and Safety – Confidential Minute**

The President left the meeting, and the Past President took the Chair.

## **13. Trustee’s Annual Report and Accounts**

- 13.1. Ben Wylie presented the Trustee’s Annual Report and Accounts for the Board’s approval (T(26)36). In discussion, the Board noted:
  - 13.1.1. Assurance from the Audit & Risk Process Committee – the Chair confirmed that no concerns had been raised.
  - 13.1.2. That the format had been finalised since the draft previously presented, with changes being summarised in Appendix C, but that these were not substantive.
  - 13.1.3. That the subsidiary company accounts had been signed and are with the auditor for signature.
  - 13.1.4. That the letter of representation will be signed by the President and Chief Executive and Secretary. Staff have already confirmed they had no concerns with the letter’s statements and this will be repeated prior to final signing. The statement on responsibility for the pension scheme has been strengthened.
  - 13.1.5. The going concern statement which had been confirmed by staff and BDO, and which was based on a strong balance sheet, reserves position, improving revenue, and the liquidity position.
- 13.2. The Board approved the report, accounts, the letter of representation and the statement to be made to the Charity Commission.

## **14. Report on Out of Committee Matters**

The Board received the report (T(26)39) noting that it had approved both a feasibility study project on the future of the annual dinner and to hold a one-off Summer

Celebration in 2026, funded from reserves to a cap of £50k (additional to approved 2026 budget).

**15. Feedback on the Meeting**

- 15.1. The Board observed the need to develop an understanding on using notes on Diligent. Resolving points of clarification in advance can be helpful, and staff will endeavour to do this, noting that the timing of meetings doesn't always allow this to be immediate.

**16. Any Other Business**

No additional matters were raised.

**17. Date of Next Meeting**

The next scheduled meeting will be Thursday, 25 June 2026, in Austin Court, Birmingham.