Report from the Board of Trustees meeting held on 9 October 2025

Chair:	Carolin Göhler (CG) President
Trustees:	Matthew Bradbury (MB) Hon Treasurer Mark Smeeden (MS) Hon Secretary, MPSC Chair Tamanna Parwani (TP) Non-Chartered Trustee Ian Phillips (IP) PPAC Chair Jane Clarke (JC) Independent Trustee Marc Norden (MN) Independent Trustee Helen Oldfield (HO) Independent Trustee Jane Findlay (JF) – Interim KPC Chair (Observer)
LI Staff:	Rob Hughes (RH) - CEO Rowena Lovell (RL) - Board Secretary Jonathan Ellis (JE) - Director Membership & Professional Standards Belinda Gordon (BG) - Director Policy & Public Affairs Steve Randall (SR) - Head of Finance Emma Wood (EW) - Governance & Regulation Manager
Apologies:	Saira Ali - President Elect Chris House - EEC Chair Ruth Holmes – Vice President

The meeting was quorate and the Chair opened the meeting and welcomed those in attendance and noted apologies as detailed above.

The start of the meeting focused on the following areas of business:

- Ensuring no Trustees had any potential conflicts of interest to declare in relation to the items on the agenda for discussion.
- Agreeing the minutes of the meeting held on 10 June 2025 as an accurate record of discussions of the Board and any matters arising from that meeting and not detailed already on the agenda.

1. Review of Board Development Workshop / Council meeting

The Board noted that positive feedback has been received about the event and in particular that:

- Progress updates on the new Education Strategy will be brought to future meetings.
- The joint day with Council was a very positive and valuable event with positive collaboration and insights and a great opportunity for the Board and Council to meet and discuss key items.

2. Report from the Finance and Risk Committee

The current financial position is stable with a small operational surplus, despite challenging conditions. The August management accounts highlight that:

- There is a surplus YTD against budget but overall a year end deficit of £28k is predicted at the current time but proactive mitigation being undertaken to deliver a balanced budget.
- Higher volume of membership renewals referred to payment chasing company this year.
- Continued drive for costs savings across the organisation.
- Awards sponsorship is slightly down against project point target, but ticket sales have already exceeded target with 1 month to go.

Board discussions highlighted that:

- Sponsorship has sharply declined post COVID for all sectors, the team is working hard to re-establish relationships and the account management approach is beginning to impact. Two new sponsors made contact at the Birmingham Conference and there is a meeting with former sponsor Marshalls next week as they are very positive about re connecting.
- The LI has previously attended Futurebuild and it is being explored for the future as we are looking to build on presence at external events such as UKREiiF.
- Continuing with a cost saving approach is important when working to balance the budget but equally important to consider potential impacts of those cuts.
- The final Trustees Report and Financial Statements for the year ended 31 March 2025.

3. Report from the Governance Committee

Appointments and Selection Committee (A&SC)

The Board discussed the findings of the review of the A&SC and agreed to recommend the following to Council for approval:

- A quorate committee to be 4 members of Council up to a maximum of 6 members.
- Two members of A&SC to be members of the Governance Committee.
- The Head of HR & Organisation Design at the LI to be asked to provide HR expertise advice to the committee to ensure there will be a robustness and rigour to recruitment processes and candidate vetting.
- The committee to have the power to co-opt skills / expertise from outside of Council for specific pieces of work. However any co-opted members would not count towards the quoracy for the committee or a meeting.
- It is not necessary for an FLI member of Council to be on the committee as there are many very experienced CMLIs who have experience at a very senior level.

It was also noted that:

- The A&SC does not make the final decision re: any appointments of candidates to any relevant roles but makes recommendations to Council for a decision.
- If changes are approved by Council then there will need to be a change to Regulation 19 which will be brought to the Board for approval.

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Working Together Framework

The Board noted that:

- A transitional behaviour framework is required until the more substantive piece of work to develop a code of conduct is completed.
- There is already a published a set of principles of positive behaviours and a number of policies focused on managing poor behaviour. The framework will aim to bring all the existing policies together and simplifying the approach.
- The new Code of Conduct will help make it clear when we are in dispute with a member and the relevant approach to disputes, process and any sanctions.
- The PCCC will be a pivotal part in assessing behaviour issues and how they get taken forward.

The Board agreed that work to collate a new Working Together Framework to be taken forward with the detail coming back to the Board.

Chair Recruitment Plan

The Board noted that both Governance and PCC Committees have reviewed the draft recruitment pack and role description and that:

- This is a skills and expertise-based role with an open recruitment process to include both members and non-members.
- It will be run as an HR recruitment process led by the Appointment and Selection Committee and Council with the support of the Head of HR and OD.
- The final appointment will be to one of the Independent Trustee positions on the Board.
- The aim is for final role description and pack to be agreed at December Board.
- The Chair is the facilitator of the meeting and doesn't have any individual authority or decision-making responsibilities.

People Update

The Board noted the report from the People, Culture & Change Committee.

AGM Plan

The Board noted that no member motions have been received by the deadline of 9 October and that:

- The draft minutes of the AGM 2024 have been published and remain available online.
- Since the introduction of digital attendance AGM attendance had been good and included international members from various global regions.
- No changes have been proposed to the General Meeting Policy.

4. CEO Update

The Board noted an update from the CEO including:

- There were good ticket sales and sponsorship and positive feedback from the Birmingham Conference
- The Awards November 2025 has exceeded ticket sales targets but sponsorship is currently lower than hoped
- Attendance at UKREiiF 2026 is about use raising awareness of the LI with investors,

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developers and local authorities attendance breakdown showing that:

- The new website and CRM system will be launching 10 November with a phased approach with key functionality live in November, January, and March 2026.
- There will be some operational impacts during transition but work seeking to mitigate these is underway.
- Live testing will enable a product road map to be built based on member/stakeholder feedback
- Progress will be reported to the Board in February 2026.

Board discussions highlighted that:

- With MyLI members will be able to manage their preferences, contact details, financials etc
- A European body challenged the EU ruling regarding GDPR requirements being too punitive for membership bodies and in light of that legitimate interest is considered sufficient.
- New legislation is coming in which will soften the UK approach to legitimate interest and the LI policy and approach can be updated to reflect that.

5. Recommendations for the Award of Fellowship

The Board approved awarding Fellowship to Heather Ring, Rachel McQueen, Ceylan Ombregt.

6. Membership Advisory Panel (MAP) Terms of Reference

The Board noted the review of the Terms of Reference for the MAP which included a temporary solution for entry of Academic membership.

7. CMLI for overseas students

The Board approved the proposed approach to CMLI for overseas students.

Date of Next Meeting: 9 December 2025

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