Report from the Board of Trustees Meeting held on 9 December 2025

Chair:	Carolin Göhler (CG) President
Trustees:	Saira Ali (SA) President Elect Matthew Bradbury (MB) Hon Treasurer Mark Smeeden (MS) Hon Secretary, MPSC Chair Tamanna Parwani (TP) Non-Chartered Trustee Chris House (CH) EEC Chair 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 Yvonne Matthews (YM) Executive Assistant
Apologies:	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 9 October 2025 and confidential meeting held on 24 October as an accurate record of discussions of the Board and any matters arising from that meeting not detailed already on the agenda.

1. Strategic KPIs and Performance Reporting

The Board noted the proposed approach to strategic KPI and performance reporting. The aim being to enable the Board to track performance and progress towards longer term goals linked to the strategic outcomes, and overall organisation effectiveness through:

- Focused indicators of performance and progress need to be realistic and act as a baseline on which to build on in the future.
- Indicators linked to and aligned with the Strategic Risk Register.
- A short narrative for each to demonstrate indicators of wider performance and progress against identified outcomes.

2. Report from the Finance and Risk Committee

The November management accounts continue to show a stable financial position and predicts a small year-end deficit of £15.5K.

- The commitment to achieve an operational surplus for the year is still in place with a range of potential mitigations in place to achieve this without impacting on business delivery.
- Potential additional costs such as any unexpected legal costs could negatively impact the final position if realised.
- Membership renewals are currently at 92%. Noting that a renewal rate of over 90% is considered high for membership bodies.
- Commercial income is being closely monitored with proactive initiatives to improve this position.

Board discussions highlighted that

- The Awards was a successful event as well as a commercial success with ticket sales 51% over target, and strong sponsorship levels. Now looking at different ways to build on the impact of this and develop a 5yr plan that aims to strengthen income generation and benefit to members.
- A work group to look at fund raising possibilities is being set up but may need to invest to broaden portfolio of income sources.
- Impact reporting and the public benefit are why we are a charity and need to be articulated.
- Membership growth remains a key element of the Corporate Strategy. An important expectation of the competency framework was broadening membership and why this has not materialised needs to be considered.
- Lack of focus on member CPD and the introduction of LIOn should underpin the recording and monitoring. The CPD Policy is to be reviewed in 2026.
- Large pool of Associate and former Associate members and we know that younger generations reportedly do not value professional membership.
- Need to be aware of brand identity and member benefit.
- There are upcoming changes to charity reporting requirements of SORP which will be an opportunity to strengthen how we communicate our impact and governance.

3. LI Online Update

- CRM, MyLI and LI website went live as planned.
- There were some issues with the CRM and payments which are being worked on and

resolved.

- Overall a little behind in delivering on phase 1 but expecting phase 2 and 3 to be easier in light of the actions already undertaken.

4. Regulation amends re: Appointments & Selection Committee Review

Following review and recommendation from Council, the Board unanimously approved the amendments to the Regulations in relation to the Appointments & Selection Committee.

5. People Update

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

6. Council Update

The Board noted an update on discussions at the Council meeting held on 25 November and agreed the position of the Board as reflected in the minutes is correct.