

**INSTITUTE AND FACULTY OF ACTUARIES
COUNCIL MEETING
MINUTES**

26 November 2025, 09:00 – 16:15 BST
27 November 2025, 09:00 – 15:00 BST
Staple Inn, London and by Videoconference

Council Members Present:

Paul Sweeting (President and Chair)			
Nico Aspinall	Clara Hughes	Matthew Pearlman	Alex Waite
Akshay Dhand (Day 1 only)	Simon Jones (Day 1 only)	Melanie Puri	Mark Williams
Philip Duggart	Jyotsna Kaushik	Alan Rae	Masimba Zata
Matthew Edwards (Day 1 only)	Cathy Lyn	David Shaffer	Kholeka Mdluli
Matthew Ford	Hugh McNeill	Malcolm Slee	Mukami Njeru (Day 1 only)
Dermot Grenham	Janet Moss	Peter Tompkins	Norbert Fullerton
			Riekie Gordon

In Attendance:

David Currie	Chair of IFoA Board
Hannah MacLeod	Senior Lawyer and Corporate Secretary
Thomas Evans	Deputy Corporate Secretary
Paul Lewis	Chief Executive Officer
Peter Walker	Director of Membership
Anne Moore	Chief Operating Officer (Day 1 only)
Mike McDougall	Director of Learning (Day 1, items 2-4)
Sheila Kumar	IFoA Board (Day 1 only)
Kudzai Chigiji	IFoA Board (Day 1 only)
Hitesh Shah	IFoA Board (Day 1 only)
Tony O’Riordan	IFoA Board (Day 1 only)
Alice Boreman	Chair of GI Board (Day 2 only)
Andreea Penman	Deputy Chair of Finance and Investment Board (Day 2 only)
Glyn Bradley	Chair of Pensions Board (Day 2 only)
Burcin Arkut	Deputy Chair of Life Board (Day 2 only)
Scott Reid	Chair of Health and Care Board (Day 2 only)
Penny Street	Chair of Risk Management Board (Day 2 only)

Apologies:

Oliver Bettis
Mohammad Khan
Katie Sokolowski

1.	CLOSED SESSION – Council members only
1.1	The meeting commenced with a closed session.
2..	Key reports and updates
2.1	<u>IFoA Board Chair update</u> The IFoA Board Chair provided an update on recent activities, priorities, and governance matters. In particular, the following matters were noted and discussed:
2.2	Communication and Governance

	<p>The IFoA Board Chair noted that the IFoA Board has moved to producing monthly updates for Council, alongside approved minutes, to improve transparency. He advised that a Board effectiveness review is underway; feedback from Council members has been received, and results will be reported in due course. The review focuses on improving IFoA Board operations and its interaction with Council.</p> <p>Council requested greater “colour” in future reports, i.e. an insight into whether actions align with strategy and vision, rather than just activity summaries.</p> <p>Council members emphasised that reports should link activities to strategy and vision, highlight risks, and explain rationale for decisions.</p> <p>REDACTED</p> <p>The IFoA Board Chair acknowledged these points and committed to reflect on this feedback with the IFoA Board and review the reporting format.</p>
2.3	<p>Strategic Priorities</p> <p>The Chair confirmed that strategy development remains a major focus for the IFoA Board, with ongoing sessions involving Council. The work on organisational design is progressing as the Chief Executive reshapes the senior team.</p> <p>Examinations continue to be a critical priority.</p> <p>The Chair advised that risk reporting is being simplified for clearer communication to the IFoA Board.</p>
2.4	<p>REDACTED</p>
2.5	<p>IFoA Foundation</p> <p>The IFoA Board chair noted a proposal by the IFoA Board to reduce funding for the IFOA Foundation, but deferred detailed discussion until later in the agenda when Council was due to hear from the Foundation directly.</p>
2.6	<p>Regulatory Update (FRC and HMT)</p> <p>The IFoA Board Chair confirmed the news that the Treasury has decided not to pursue statutory regulation for actuarial work, citing complexity in defining scope. Instead, regulation will remain co-regulatory, under a memorandum of understanding with the FRC. Whilst this will avoid the risks of poorly drafted legislation, there will be a requirement for continued negotiation with FRC to manage scope and oversight.</p> <p>Council requested a paper from the Regulation Board explaining the current framework, implications of the decision, and what has been avoided. The Chair confirmed that a detailed consideration of regulatory matters would take place at the March Council meeting.</p> <p style="text-align: right;">Action: report to be requested from Regulatory Board Chair</p>
2.7	<p>Technology and Cybersecurity</p> <p>It was acknowledged that a significant technology debt had been identified, including outdated finance and exam systems. A new Business Transformation Director (Emma Faulder) has been appointed to lead IT strategy and change.</p> <p>The priorities are:</p>

	<ul style="list-style-type: none"> the launch of the Qualifications Initiative (QI) to modernise exam delivery. REDACTED development of a three-year roadmap for technology upgrades.; Cybersecurity improvements integrated into IT strategy. <p>Council noted potential implications for insurance costs and risk exposure.</p>
2.9	<p><u>CEO update</u></p> <p>The CEO provided a summary of his written report and discussion with Council members included the following matters:</p>
2.10	<p>Organisational Design</p> <p>The CEO advised that significant progress has been made in reshaping the senior leadership team, including the appointment of a Director of Regulatory Policy and Risk (Emma Gilpin); the appointment of a Director of Business Transformation (Emma Faulder) who will focus on technology renewal and exam platforms; the removal of the role of Director of Strategy and the impending appointment of a Chief Membership Officer.</p>
2.11	<p>Examinations and Curriculum</p> <p>The CEO confirmed that exam results were scheduled for 2nd and 4th December. In respect of technical issues experienced by some, candidates affected have been informed and their papers have been reviewed.</p> <p>During the invigilation process, integrity flags required calibration to detect behaviours accurately – these adjustments were made early in the session.</p> <p>The candidate experience was improved since April (feedback moved from ~5/10 to ~6–7/10), but further enhancements were needed.</p> <p>Curriculum Workshops are scheduled for next week, with strong employer participation and a focus on future syllabus and assessment methods.</p> <p>The CEO confirmed that the Qualifications Initiative (QI) is the successor to the discontinued Project Phoenix. The Qi will take a structured approach covering curriculum, assessment platforms, and tuition support, with changes targeted for 2027 implementation. The CEO noted that a briefing session would take place in March, once the new Chief Membership Officer was in post.</p> <p>In discussion, Council expressed an interest in considering radical education models, such as, intensive training blocks, and assessment of coding skills. Council expressed concern about exam fairness, such as where candidates gained extra time during outages and requested MI on the range of mitigating circumstances and how these were applied.</p> <p>It was noted that Practice Boards have a key role to play in syllabus review and the CEO confirmed that this will follow.</p> <p>It was noted that employers are strongly committed to curriculum redesign and have dedicated time to workshops. Council stressed the need for ensuring that these workshops were set up in such a way to facilitate contributions from those in full-time roles, which may constrain their ability to take part in lengthy workshops.</p>
2.12	<p>Technology Renewal</p> <p>The CEO confirmed that the appointment of a Business Transformation Director marks a step-change in addressing technology debt and in response to comments made during the IFoA Board</p>

	Chair's update, the CEO advised that cybersecurity risks were acknowledged and that the insurance implications were under review.
2.13	<p>Litigation and Freedom of Speech</p> <p>REDACTED</p> <p>The CEO advised that in deciding whether to lodge an appeal, the grounds of the recent judgment had been considered, together with the broader implications for regulatory and disciplinary frameworks, as well as the public interest and reputational considerations.</p> <p>REDACTED</p> <p>The CEO undertook to circulate a note outlining the governance and decision-making regarding any litigation.</p> <p style="text-align: right;">Action: CEO</p> <p>In response to a suggestion that the IFoA considers proactive communication to protect its reputation, the CEO stressed the importance of caution in public engagement where there is litigation ongoing.</p>
3.	Audit and Risk Committee Update
3.1	Tony O'Riordan, Chair of the Audit and Risk Committee (ARC), provided an update on the committee's role, recent activities, and priorities. ARC comprises four members – three IFoA Board members and one independent member and a recent effectiveness review confirmed positive performance. ARC oversees financial reporting, risk management, internal controls, and governance matters. It also monitors whistleblowing, fraud, and related policies.
3.2	<p>Financial Reporting and Audit</p> <p>ARC reviewed and challenged the IFoA's 2024–25 financial statements, focusing on accurate representation of the new governance arrangements, disclosure of significant exam-related expenditure post-balance sheet; and a financial review narrative. The external auditor provided a clean review of the reports, with no qualifications or major recommendations. ARC also approved the 2024–25 Corporate Governance Statement.</p>
3.3	<p>Internal Audit</p> <p>The IFoA instructs an internal auditor (Crowe) whose current cycle includes audits on member services, data and management information, Cybersecurity and the exam paper process. The audit findings included:</p> <ul style="list-style-type: none"> • Cybersecurity: Significant assurance; no critical issues, but reliance on third-party vendors flagged. • Member services & MI: Manual processes and outdated systems noted; need for upgrades and timely, tailored reporting. • Exam paper process: Access controls require tightening. • People cycle: Policies and procedures comprehensive and aligned with good practice. <p>There are two audits scheduled for early next year: Qualifications Initiative (Qi) and new finance system and at ARC's next meeting it will review and approve a risk-based internal audit plan for the following cycle.</p>
3.4	<p>Risk Management</p> <p>The ARC Chair noted that ARC monitors risk appetite and key exposures and that the following risks were currently identified as being out-of-appetite:</p>

	<ul style="list-style-type: none"> • Exams delivery and reputation (longstanding issue). • Qualifications Initiative (major transformation project). • Financial stability, impacted by high exam costs. • Broader reputational risks. <p>ARC had recently focused on AI governance and financial resilience and emphasising the importance of embedding risk awareness and a future-focused culture across the organisation.</p>
3.5	<p>Whistleblowing and Security</p> <p>The ARC Chair advised that there had been two whistleblowing cases reported and concluded this year: One had involved Council in its resolution, and the other was dismissed due to lack of evidence.</p> <p>The whistleblowing policy is under review to incorporate lessons learned.</p> <p>A query was raised regarding a reference in the papers to “security incidents”. The ARC Chair confirmed that no material actions had been required but that he would verify the details regarding the incident referred to.</p> <p style="text-align: right;">Action: ARC Chair</p>
4.	<p>IFoA Strategy</p>
4.1	<p>Market Research Findings</p> <p>Representatives from consultants, Simon-Kucher presented to Council the results of extensive market research conducted over an eight-week study across 12 markets.</p> <p>REDACTED</p> <p>Analysis focused on:</p> <ul style="list-style-type: none"> • Demand: Current and projected need for actuaries, regulatory environment, financial sector maturity. • Talent Supply: STEM graduate availability, actuarial science courses, English proficiency, affordability of exams. • Competitive Positioning: Presence of other actuarial bodies, pricing, accreditation strength. <p>Inputs included desk research (25+ metrics), 10,000+ rows of internal data, and 100+ interviews (members, universities, employers, regulators).</p> <p>REDACTED</p>
4.2	<p>Council Feedback: Success Measures</p> <p>In discussion, Council identified the following functions as being operationally fundamental:</p> <ul style="list-style-type: none"> • Reliable exam delivery and robust systems. • Professional, responsive member services. • Effective governance and risk management. • Financial stability and efficiency. <p>and the following as aspirational:</p> <ul style="list-style-type: none"> • Maintaining status as premier actuarial qualification globally. • Developing lifelong learning and support for career mobility (including wider fields). • Enhancing thought leadership and research impact. • Strengthening global presence while ensuring local sustainability. • Promoting actuaries’ role in AI and emerging domains. • Improving member value proposition and retention (reduce attrition post-age 40).

	<ul style="list-style-type: none"> Ensuring clear, proportionate regulation to avoid deterring members in wider fields. <p>Council stressed the need for quantifiable KPIs, e.g., membership growth targets by region, retention rates, and satisfaction scores.</p>
4.3	<p>Priorities and Activities to Stop</p> <p>In respect of activities, Council identified the following priorities:</p> <ul style="list-style-type: none"> Exam system stability and new syllabus implementation. Technology renewal (finance system, exam platform, cybersecurity). Qualifications Initiative (Qi) rollout for curriculum and assessment reform. Member experience improvements (communications, responsiveness). International strategy execution (UK focus + targeted growth markets). Thought leadership aligned with actuarial skills and societal relevance. <p>And noted that the following actions could be stopped or changed radically:</p> <ul style="list-style-type: none"> Reduce overextended geographic support (e.g., low-demand exam centres). Reassess public affairs spend; focus on fact-based communication. Address overburdensome regulation deterring members in wider fields. Review paid roles versus volunteer engagement to optimise costs. Eliminate activities with low member-perceived value versus cost (Council suggested a full activity-cost-value review).
4.4	<p>Risks and Considerations</p> <p>It was noted that the current financial position was “out of appetite” and that the strategy must be cost-neutral or funded by resource reallocation.</p> <p>Educational support is critical for overseas markets; lack of support risks low pass rates and reputational damage.</p> <p>Exam integrity requires that overseas centres require strict controls to prevent cheating.</p> <p>Competitive threats were noted - SOA and local bodies expanding aggressively in Asia and Africa.</p> <p>Regulatory perception was noted: Members leaving due to fear of breaching TAS/Code in non-traditional roles.</p>
4.5	<p>Next steps</p> <p>The CEO thanked Council for its engagement and advised that Council feedback would be integrated into success measures and KPIs.</p> <p>The CEO advised that:</p> <ul style="list-style-type: none"> Council would be provided with detailed market data and financial modelling for transparency. The numerical analysis (membership, revenue, cost by market) would be added to the strategy pack. A communication plan relating to the IFoA’s international strategy would be prepared. Educational support initiatives would be planned for India and other growth markets. The corporate plan and budget would be aligned with strategy and presented to the IFoA Board in December. Current activities and costs would be audited to identify areas to stop or scale back. A strategy review would be scheduled for 18 months; with a full refresh after 3 years. <p style="text-align: right;">Action: Director of Membership/IFoA Board</p>
5.	<p>Education lessons learned review</p>

5.1	<p>Sheila Kumar, IFoA Board member and Chair of the Exam Review Panel provided an update on Phase Two of the exam review process following the extensive Phase One report. The proposed scope for Phase Two has been agreed by the IFoA Board and shared with Council for feedback before work begins. The summary report on Phase One is being prepared and the Panel aims to share this with Council before Christmas.</p> <p>The scope and objectives were summarised as:</p> <ul style="list-style-type: none"> • Focussing on assessment regulations and the disciplinary process for exam-related misconduct; • Examining governance, controls, and oversight of these two processes, including how cases are handled and where red lines exist for escalation from assessment regulations to formal disciplinary action; • Ensuring clarity on sanctions, appeal processes, and alignment with regulatory requirements globally; • Considering feedback loops for systemic issues (e.g., preventing repeat cheating methods) and appropriate responses when candidates are wrongly accused. <p>It was confirmed that the proposed timeframe for the review is December to March, with a report being prepared by March. The panel is considering the use of limited external support (approx. 10 days) for sampling and independent review of documentation, with the aim of keeping costs to a minimum.</p> <p>The Panel membership remains unchanged: Sheila (Chair), Aaron Porter (Board), Melanie Puri and Matthew Pearlman (Council).</p> <p>In discussion, Council raised the following points:</p> <ul style="list-style-type: none"> • There is a need for recommendations to improve processes and prevent future cheating. • We need appropriate handling when accusations are unfounded (e.g., apology). • There should be a review of sanctions and appeal mechanisms. • We should ensure learnings feed into exam system improvements and curriculum changes.
6.	IFoA Foundation
6.1	<p>Background and Purpose of the IFoA Foundation</p> <p>Masimba Zata, as Trustee/Chair of the IFoA Foundation provided some background to the establishment of the Foundation in 2020, as the charitable arm of the Institute and Faculty of Actuaries (IFoA). Its creation aimed to consolidate several small, largely passive UK-based charities into a single, more active and globally impactful entity. Previously, these charities primarily awarded prizes within the UK. The Foundation was envisioned as a strategic move to align with IFoA's global membership and enhance its social impact through education, inclusion, and outreach.</p> <p>Initially, IFoA provided administrative and financial support to help the Foundation establish operations, with the expectation that it would become self-sustaining within a few years.</p>
6.2	<p>Achievements Since Inception</p> <p>Masimba advised that the Foundation has made notable progress in its first five years:</p> <ul style="list-style-type: none"> • Global Reach: Expanded operations to most countries where IFoA has a presence. • Fundraising Success: Raised over £1 million from members and corporate sponsors. • Volunteer Engagement: Mobilized volunteers for governance, fundraising, and scholarship selection. • Impact: Delivered scholarships, bursaries, and prizes to deserving students, often means-tested to ensure support reaches those in need.

	<p>These achievements demonstrate proof of concept: the Foundation can operate actively and deliver tangible benefits to the actuarial community worldwide.</p>
6.3	<p>Challenges to Financial Independence</p> <p>Despite operational success, the Foundation has struggled to achieve financial self-sufficiency. Three main challenges emerged: Corporate donations and large individual donations tend to be restricted to specific projects or regions; and many IFoA members assume the Foundation is funded through their subscriptions, reducing willingness to donate.</p> <p>REDACTED</p>
6.4	<p>Current IFoA Support</p> <p>It was confirmed that the IFoA currently provides:</p> <ul style="list-style-type: none"> • Accounting, payment processing, auditing, and marketing assistance (estimated at £60,000 pa). • Direct Financial Support of £30,000 annually for administrative expenses. • Grant Funding: Additional funds aligned with IFoA's CSR objectives. <p>Since mid-2023, IFoA has contributed around £250,000 in direct support, plus indirect assistance</p>
6.5	<p>Board Position and Strategic Concerns</p> <p>In 2023, the Management Board agreed to fund the Foundation for two years to allow time for developing alternative funding sources. However, recent communications from the Foundation indicate that self-sufficiency is not achievable under current conditions. Consequently, the IFoA Board is questioning whether continued funding represents best value for members, given competing priorities and budget constraints.</p> <p>The IFoA Board Chair emphasised that the Foundation seems to lack a coherent, credible business plan for sustainability and that the IFoA Board needs to avoid indefinite financial commitments without measurable progress.</p>
6.6	<p>Options and Council discussion</p> <p>Masimba advised that the trustees acknowledge their fiduciary responsibility and the potential need to wind up the Foundation if ongoing support cannot be secured. The Foundation has discussed seeking partnership opportunities, concentrating efforts in specific regions with strong corporate backing, pursuing an endowment model, or scaling the charity back and relying more on volunteer support.</p> <p>Council members generally agreed on the Foundation's alignment with IFoA's values, and discussion included:</p> <ul style="list-style-type: none"> • The Foundation supports IFoA's mission by promoting access to actuarial education globally. Eliminating it could undermine IFoA's social impact and reputation. • Several members urged cost-cutting and operational streamlining, noting that £60,000 for admin support seems high for a small charity. • Fundraising suggestions included linking voluntary donations to subscription renewals, leveraging legacy giving, and improving marketing to raise awareness among members. • While many proposed incremental improvements, others stressed the need for a decisive plan—either securing an endowment or committing to ongoing IFoA support. • Questions arose about decision-making authority and transparency, highlighting a perceived gap between member expectations and actual governance processes. <p>The IFoA Board Chair confirmed that the IFoA Board was keen to gauge the views of Council and that he would relay this discussion to the IFoA Board, with a view to agreeing with the Foundation a limited support arrangement, for a medium-term defined period. The IFoA Board Chair confirmed that he would revert to Council in March following further discussions with the Foundation.</p>

7.	Student Representation
7.1	<p>The Corporate Secretary advised that task and person specifications for student committee members and observers, and proposed terms of reference for the Student Committee had been prepared, based on existing role specifications and prior Council discussions.</p> <p>In discussion, the following points were raised:</p> <ul style="list-style-type: none"> • It was noted that qualifying during the term should not invalidate the role of observers, as recent experience remains relevant. On that basis, there would be no need to consider co-option, as mentioned in the specification. • It was noted that candidates should self-declare good standing (e.g., no disciplinary issues) during application or nomination, consistent with Council member processes. • Clarification was sought on whether the student committee would run surveys. Council agreed surveys of members should remain under executive control, while surveys of non-member students (e.g., university students) could be led by the committee. Emphasis was placed on ensuring surveys are balanced and not used for lobbying. • A point was raised about ensuring representation includes students sitting exams outside university pathways. Council acknowledged this but noted most candidates now come through actuarial science degrees, making this less critical. • Council discussed the risk of the committee becoming a lobbying group. It was agreed that its proximity to Council and informed engagement should help maintain balance, while still providing valuable insight into student concerns.
7.2	<p>It was agreed that the Council Appointments Committee will finalise the documents (task/person specifications and terms of reference) incorporating Council feedback.</p> <p style="text-align: right;">Action: CoSec/CAC</p>
8.	Council Appointments Committee report
8.1	<p>Presidential Election Process</p> <p>In advance of the Presidential Election 2026, and on the recommendation of the Council Appointments Committee, Council approved the Task and Person Specification for President and the Election Process.</p>
8.2	<p>Appointment of Council members to reserved positions</p> <p>It was noted that expressions of interest had been sought from Council members to fulfil the role of Council representative to the newly established AIDSET Practice Board. The Council Appointments Committee had discussed the interest received, and Council were asked to approve the recommendation made.</p> <p>Council approved the appointment of Alex Waite as Council representative.</p>
8.3	<p>Honorary Fellows and Awards</p> <p>Council discussed the promotion of awards and consideration of nominations by the Council Appointments Committee. Timing was discussed, and the value in being able to consider nominations as they came in, rather than on an annual basis. It was explained that nominations were welcome at any time, although the Committee tries to organise its time such as to consider these together, once a year. The role of Practice Boards was discussed and whether Chairs could be reminded to consider whether they were aware of suitable nominees.</p> <p>The Committee Chair confirmed that these suggestions would be relayed to the Committee.</p>

9.	Death Announcements
9.1	<p>Council members noted with regret those members who had died recently:</p> <ul style="list-style-type: none"> • Mr Richard Anthony Francis Ostime • Mr Michael James Dwyer • Mr Jonathan Cross • Mr Thomas Wakeling • Mr Robin de Wilde (Mr de Wilde's work as Chair of the Ogden Tables Working Party was noted, which contributed towards his award of Honorary Fellow).
10.	AOB and Items for Noting
10.1	<p>1. Council Email Address</p> <ul style="list-style-type: none"> • Technical issues were reported with accessing the Council email inbox, including authentication problems and risks of interfering with other email accounts. • Emails sent to the address prior to resolution had been removed, raising concerns about lost communications. • Janet Moss confirmed she would persevere in trying to gain access to the inbox, <p>2. Actuaries Adding Value Questionnaire</p> <ul style="list-style-type: none"> • A questionnaire designed by the working group aims to gather input from Council as part of its first objective. • The questionnaire is included in the meeting pack and will be converted into a Google Form for circulation to Council members. <p style="text-align: right;">Action: Mukami Njeru</p> <p>3. AI-Focused Council Dinner</p> <ul style="list-style-type: none"> • Plans for the evening's dinner were outlined, featuring two guest speakers: Asif John and Emile Stipp, sharing insights on AI opportunities and risks. • This event is suggested as a model for future themed Council dinners. <p>4. CDCs and Policy Neutrality</p> <ul style="list-style-type: none"> • Brief discussion on whether the IFOA should express views on Collective Defined Contribution (CDC) schemes. • It was agreed that the IFOA should remain neutral on ambiguous topics, limiting public positions to areas with clear, unambiguous evidence. • Risks of perceived conflicts of interest were noted, particularly where actuaries advise both government and the IFOA.
End of Day 1.	
Day 2.	
Practice Board Workshop	
1.	Welcome back
1.1	<p>The Chair welcomed members back, thanking Council for a productive first day. He welcomed to the meeting the Practice Board representatives who were in attendance to help Council discuss the role, structure, and effectiveness of Practice Boards, their interaction with Council, and broader strategic considerations, including international engagement and public interest responsibilities.</p> <p>The Practice Boards were represented by:</p> <p>GI Board – Alice Boreman (Chair) Finance and Investment Board – Andreea Penman (Deputy Chair) Pensions Board – Glyn Bradley (Chair)</p>

	Life Board – Burcin Arkut (Deputy Chair) Health and Care Board – Scott Reid (Chair) Penny Street - Risk Management (Chair)
1.2	Council undertook a workshop-style discussion with Practice Board representatives, which is summarised in the attached note.
2.	Workshop Conclusions and Next steps
2.1	<p>The Chair confirmed that a note of the workshop discussions would be circulated for Council's further consideration but that some discrete points of action could be noted at this stage:</p> <ol style="list-style-type: none"> 1. Improve Council's engagement with key members of Practice Boards, including consideration of an annual structured interaction with Practice Board Chairs (shorter than today's deep dive) to maintain alignment and share priorities. 2. Educate Practice Boards on IFoA strategy, especially global objectives. 3. Formalise Council Representative role, including responsibilities and communication protocols. 4. Review Practice Board Terms of Reference for alignment with agreed core functions. 5. Explore international engagement via regional working parties before creating new Practice Boards. <p style="text-align: right;">Action: President / Council</p>
2.2	The Chair thanked everyone for their participation and engagement in the workshop, particularly the Practice Board representatives who had given up their time for the event.
3.	AOB
3.1	<p>Governance of AIDSET Practice Board</p> <p>Council was asked to approve the appointment of a Chair and Deputy Chair of the newly created AI/Data Science & Emerging Technologies (AIDSET) Practice Board, noting that this Practice Board evolved from a predecessor working group and that the interim Chair and Deputy Chair are the Chair and Deputy Chair of that predecessor group.</p> <p>It was noted that the Council Appointments Committee has yet to formally consider these positions and Council therefore confirmed that the usual process should be followed, and Council approval sought on the recommendation of the Committee.</p> <p style="text-align: right;">Action: CAC</p>

End.

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Chair