

Minutes of the 59th meeting of the Board of Trustees

Monday 26 March 2018

Landscape Institute, 107 Gray's Inn Road, London WC1X 8TZ

Board Meeting 4 – Approve Business Planning

Present:

CHAIR MDT	Merrick Denton-Thompson President	HT	Helen Tranter Vice President	JL	James Lord Hon Secretary
CG	Carolin Göhler Hon Treasurer	ALW	Adam White President Elect	NW	Niall Williams Non Chartered Trustee
KB	Kate Bailey Policy & Communication Chair	CY	Michelle Bolger Education & Membership Chair	MG	Marc van Grieken <i>(via TelConf)</i> Technical Chair
JS	Jim Smyllie Independent Trustee	PS	Phyllis Starkey Independent Trustee		
In Attendance:					
DC	Dan Cook CEO	AW	Andy Wallace Head of Finance & Operations	KO	Kate Owen <i>Item 3</i> Senior Associate, Elemental
Apologies:					
CY	Charles Young Independent Trustee				

1. President's Welcome

Merrick Denton-Thompson (MDT) opened the meeting by thanking all for accommodating the change in meeting dates from March 13th to 26th

2. Declarations of Interest

MDT: Trustee Cholderton Estate Trust, Trustee Learning Through Landscapes

Niall Williams (NW): Tree Council Board of Directors

3. RACI (Responsibility, Accountability, Consult, Inform)

Presentation from external consultant Kate Owen (KO) who has been engaged in order to make recommendations to improve clarity of:

- i. decision making
- ii. roles
- iii. authority

Governance arrangements should be relevant and proportionate to the size and type of organisation. From a desk top review, there is a lack of clarity about responsibilities and roles are not clearly defined. There are inconsistencies, particularly in our disciplinary structure, where the existing policy is not in accordance with By Laws

We should consider need for agility, for example by using forums rather than committees, and what work should be done by members or by staff.

Comments received:

- i. This is fundamentally important as there is often a difference between what an organisation does and what it says it does. But, we need a reasonably light touch and must consider that these things are more complex in a membership organisation. The structure must be simple but not tie us in knots - we need to be able to respond to things that come up, but also the process must be transparent to members
- ii. It is critical that control is with members, but delegated

KO confirmed that she has experience of similar work at RICS, and that the Privy Council would not approve changes that remove the powers of members.

DECISION: The Board agreed with the principles of the RACI review and agreed for more detailed work to go ahead in consultation with staff

4. Closed Confidential session

5. President's Report

The president's report was accepted

6. CEO Report

Marc van Grieken (MvG) digitally joined the meeting

6.1 Performance

Dan Cook (DC) commented that we had improved member retention and have also had a number of past members re-joining the LI. It is important to note that we have not yet improved entry routes or commenced marketing to grow the membership. Our focus this year is to get the new technology, have our Business Development team now engage employers more and after updating entry standards then will be able to grow new members joining.

6.2 Digital Project Progress Report (Project Ultra)

Progress is good, the project is being tightly controlled and is on track in financial terms. We have made some savings by undertaking a lot of data migration work in house. The developer was highly complementary of the work done by Louis Varley (LV) and Lee Garnham (LG) in regard to preparing our data.

6.3 New Membership & Fellowship Recommendations

The Board unanimously agreed to admit Sue Ireland as a Fellow and Maggie Roe as an Academic Fellow

DECISION: Sue Ireland to be admitted to the Fellow grade of membership
Maggie Roe to be admitted to the Academic Fellow grade of membership

6.4 College of Fellows (CoF) Terms of Reference

DC confirmed that Paj Valley is stepping down as chair. We fund two CoF meetings per year and they can apply for funding for significant projects.

Comments received:

- i. We need diverse disciplines and gender balance
- ii. “Influencing younger members” should not be in the terms of reference
- iii. The New Zealand Institute has a system where older more experienced members mentor others
- iv. Terms of office should be in accordance with By Laws
- v. Not sure why we need a board for older practitioners to give benefit of knowledge and experience
- vi. Behaviour of some older members towards younger members has been patronising
- vii. Item 4.2 should be for a Board decision
- viii. The objectives stated are a bit vague
- ix. There were concerns about overlap/duplication with Board & Advisory Council
- x. Need to reinforce no budgetary/financial responsibilities
- xi. Opportunity to review with RACI Governance work.

DC agreed to look at the document again and come back to the Board with more options.

ACTIONS: DC to review College of Fellows Terms of Reference and prepare alternative options
All to forward any comments on the College of Fellows Terms of Reference to DC

7. CONFIDENTIAL ITEM

8. Risk Register and Compliance update

Andy Wallace (AW) commented that we would work on a Risk Management Framework later this year as part of the RACI review. This would involve more active consideration of business risk than is currently the case. The draft risk register had recently been reviewed and revised by the Finance & Risk Committee (FRC). The Board unanimously approved the Risk Register.

DECISION: To approve the Risk Register

9. Presidential Stipend Process

Adam White (ALW) left the meeting for this item. Remaining Board members approved the process for application and assessment for a stipend.

DECISION: To approve the process for application and assessment for a Presidential Stipend.

10. Corporate Strategy and Business Plan

10.1 Corporate Strategy

Comments received:

- i. The chair confirmed his view that policy is addressed within the strategy
- ii. Outcomes are focussed
- iii. The mission statement is very good
- iv. This was well supported at the recent LI Digital CPD day

MDT thanked DC and Jim Smyllie (JS) for their work with the strategy committee. This equips the LI and its members to raise their game and meet future challenges.

10.2 Business Plan

- i Choose Landscape - DC reported we would set aside unspent 'Choose Landscape' funds from the 2017-18 budget, to be spent in 2018-19 as the project is behind schedule but vitally important.

- ii Vote

Board considered whether to approve the Business Plan and agreed that performance against the plan would be reviewed at the six month stage, and if necessary at that stage we can reforecast and consider additional funding allocations to priorities or savings based on performance.

Helen Tranter (HT) stated that she does not support the business plan on the basis of investment in the competency framework

For:	10	Against:	1	Abstentions:	0
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DECISIONS: To approve the Business Plan
To review performance against the Business Plan at mid year to consider implementing savings if necessary

11. Entry Standards Update (Project Passport)

This project stimulated lively debate and highlighted a number of issues

Competencies - must have the same approach to all regardless to areas whilst of practice whilst respecting the different areas of specialism. Everyone in the profession doesn't have to know everything, but we haven't established what the core competencies are and what the different competencies are for different areas. JS confirmed that this approach had been discussed with the Landscape Manager Forum and they supported it

HT put her alternate proposition to the board. MB confirmed that Board agreed in December the need to start by having a Competency Framework and that this would need a professional with experience of writing such standards of entry to undertake this drafting. MDT confirmed Board has made a decision and that we are going down this path as agreed in December 2017.

DECISION: To continue with the broadening process as agreed December 2017

Poppy and Christina joined the meeting to give an update on progress.

CH gave a brief overview of her experience has been working on the landscape apprenticeships. Worked on occupational standards for many years in construction sector. Retained advisor with RICS and a chartered surveyor. RICS apprenticeships scheme up and running. Put forward first ideas of what the framework might look like.

Possible working group structure / membership was discussed, currently the Board is represented by HT, MB, NW MvG. Other options were discussed:

- IPM rep
- Urban Design rep

- Alistair Bayford (BALI connection)
- It was agreed that reps from the Routes to Licentiate Membership Working Group should be invited: Rosie Whicheloe, Paul Reynolds

ACTION: Alistair Bayford, Rosie Whicheloe, Paul Reynolds to be invited to join the ESWG

CH welcomed the idea of a working group and feels it will be very helpful to meet with them

Levels need to marry up with grades of membership but if Level 3 is Chartered, Level 2- Licentiate/Academic knowledge then where does Level 1 fit?. CH noted that this is risky as doesn't allow for a Technician to be an expert in a particular area. Board agreed in December not to change designations until we have the framework.

12. Any Other Business

12.1 James Lord requested Outlook invitations for Board meetings, DC to action via Emma Wood (EW)

12.2 MB sought clarity over Council & Board meetings to be held in Scotland after Jellicoe Lecture

12.3 LI Awards

ALW & JL gave updates about the recent Awards Committee meeting. ALW also circulated a late paper to the board seeking agreement to updates to Awards categories:

DECISION: To support ALW to seek greater change for the 2018 Awards and to commence discussions with Awards Committee & LI team

ACTION: ALW to commence discussions with Awards Committee & LI team to seek greater change for the 2018 Awards

Meeting closed at 1756