

Minutes of the 31st Meeting of Advisory Council together with Board & Council Retreat
Friday 02 November 2018

Sheraton Grand Hotel, 01 Festival Square, Edinburgh EH3 9SR

Present:

Honorary Officers & Trustees:					
CHAIR: Adam White President		Niall Williams Non Chartered		Jim Smyllie Independent Trustee	
Merrick Denton-Thompson Immediate Past President		Michelle Bolger EMC Chair		Phyllis Starkey Independent Trustee	
Helen Tranter Vice President		Kate Bailey PCC Chair		Wei Yang Independent Trustee	
Carolyn Göhler Hon Treasurer		Marc van Grieken Tech Chair			
James Lord Hon Secretary		Simon Green Independent Trustee			
Elected Members:					
Annie Coombs		Maude Pinet		Student – Liz Stark	
Noel Farrer		Katharine Schofield			
Branch Reps:					
EofE	Liz Adams	NE	Kevin Johnson	Y+H	Mark Smeeden
EMids	Ben Betts	NW	Alice Murphy	NI	Harry Watkins
London	Ranran Ju <small>(for Hanna Salomonsson)</small>	SE	Louise Ward	Scot	Nick Bowen
Mids	Rupert Dugdale	SW	Brodie McAllister	Wales	Ray Edwards
Committee Reps:					
EMC	Chris House	Tech	Bill Blackledge		
In Attendance:					
Dan Cook Chief Executive		Yvonne Matthews Executive Assistant CEO & Leadership Team		Emma Wood Governance & Regulation Manager	
Ben Brown Policy Manager		Poppy Smith Head of External Affairs			
Sarah Loutfi Director of Professional Standards		Andy Wallace Head of Finance & Operations			
Speakers:					
Christine Armstrong Jericho Chambers		Spencer Clubb IEMA		Christina Hirst Consultant Education Project	
Apologies:					
Simon Brown Licentiate Rep		Rebecca Knight Elected		Hanna Salomonsson BrRep London (represented by Ranran Ju)	
Ian Houlston PCC Rep		Ian Phillips Elected		Daniel Watson Licentiate Rep	

1 COUNCIL BUSINESS

Adam White (AW) welcomed all to the day before introducing Advisory Council Business

1.1 CO-OPTION

Prior to the meeting Council had voted on whether to co-opt the College of Fellows Chair until 30 June 2020 with the result of that vote as follows:

Agree	16	Against	1	Abstain	10
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DECISION: Council agreed to co-opt the College of Fellows Chair until 30 June 2020

Council discussed a number of issues regarding the process for online voting and agreed that guidelines be developed for online voting in the future

ACTION: Guidelines to be developed for online voting in the future

1.2 COUNCIL REPRESENTATION

Having agreed to the co-option Council then discussed issues regarding Council representation. It was agreed that as structure and membership issues of governance bodies is already due to be reviewed within the ongoing governance project that the issue of Council representation be embedded within the review and clear proposals brought back to a future meeting (possibly February 2019) for debate

ACTION: Council representation to be embedded within the governance review and clear proposals brought back to a future meeting for debate

2 OVERVIEW AND CONTEXT SETTING

Dan Cook (DC) CEO, introduced facilitator Christine Armstrong (CA) before presenting a brief review of the governance cycle

3 PRESIDENT'S REPORT

AW gave a presentation on activity since his inauguration which included:

- i. Singapore - International members keen to be involved and LI are leading the field
- ii. Working with partners
- iii. Awards – new categories including the open category which has received a record number of entries. Judging is taken very seriously and the process was filmed this year to show the level of commitment to a high standard of judging and assessment. The film is to be shown at the awards event in November
- iv. LI Conference - 80% of delegates were non members, there was a live link to Berlin, livestreaming and a range of site visits
- v. Media coverage – a wide range of media coverage. We constantly review and assess impact
- vi. Ebbsfleet competition
- vii. [Norske Landskapsarkitekters Forening \(NLA\)](#) the national association of Norway also celebrate their 90th anniversary next year and we are in discussion on how we can help them celebrate and showcase the LI
- viii. CPD Digital CPD Day – livestreaming, 300 global viewing on the day
- ix. Links with Perennial and ABS – need to support and promote more

The role of President is a great opportunity to promote and influence for landscape but it is also a privilege

Council showed their appreciation with a round of applause. CA thanked AW and introduced the policy and influencing session

4 POLICY & INFLUENCING SESSION 1

4.1 Ben Brown (BB), LI Policy Manager, opened the session and introduced Spencer Clubb (SC), Policy Lead at IEMA (Institute of Environmental Management and Assessment)

SC gave a presentation providing an overview of IEMA approach to Policy:

- i. Importance of a collaborative approach
- ii. Greater involvement with consultation process
- iii. Working with Standards (ISO) – standards are a good way of increasing influence
- iv. Developing an outcomes framework – IEMA built a model and are now developing strategies to deliver

4.2 The following Q&A session highlighted:

- v. If use membership properly so much policy work can be delivered but need a delivery strategy to engage members in setting and delivery of policy
- vi. Utilise the policy officers mainly to make the frontline contact and utilise their skills and expertise. Also use the Fellows group. These are supported by members steering groups and working groups, reference groups, road shows, round tables and other events
- vii. Campaigning is not a high priority for IEMA, have tried previously but don't really feel that it made a difference, more important to ensure assess the best approach and use the model.

4.3 Group discussions - Council divided into groups to discuss policy strategy. Highlights:

- i. Mapping opportunities to target policy work
- ii. Increasing our recognition through strategic partnerships
- iii. Partnerships need to align with strategy and develop more
- iv. Difference between public policy and influencing and technical policy
- v. Understandable categories for policy work
- vi. National relevance not just membership
- vii. Realistic and achievable actions
- viii. Importance of clear information and evidence
- ix. LI needs to assist and provide evidence for members on high profile issues
- x. Need to focus and have a succinct road map
- xi. Got to be clear on what we want, members often work both sides
- xii. Using the Fellows
- xiii. How to integrate the younger membership with the process

5 POLICY & INFLUENCING SESSION 2

5.1 Policy and Communications Committee (PCC)

Kate Bailey (KB), Chair PCC, gave a brief overview of the work of the PCC and highlighted the following:

- i. Want LI to be seen a changemakers – the go to body that can demonstrate that landscapes matter
- ii. Impartial, authoritative and trustworthy

- iii. Influential work in past years and in pipeline, rely on member expertise. Thanks to all those that have been involved, could not have done it without the volunteers
- iv. Focus on a few important policy areas where we can make a difference
- v. Council is asked to make comment and suggestions and particularly outcomes for the next 3 years

5.2 Policy and Advocacy Strategy 2019-2023

BB gave a presentation providing an introduction and overview of the draft strategy

Council divided into groups (listed below) and undertook 2 exercises. The first was a mapping exercise and the 2nd tasked the groups with considering key questions against policy focus areas

1. The planning and development system
2. Design and urban green infrastructure
3. Measuring value and natural capital
4. Rural landscapes, heritage, and conservation
5. Skills, education, and business

Feedback:

1 Planning & Development

Landscape led housing delivery. Influencing the house builders, good quality landscape delivers better value for their business. Training on why landscape delivers.

2 Design and urban green infrastructure

Lack of joined up approach to policies that exist and the technical requirements of the bodies that are going to adopt them eg: shared surfaces, water management etc. Need clear examples of projects where the policy and technical requirements are both met

3 Measuring value and natural capital

Believe this is an issue that should be 'owned' by the LI. Value is still intangible, need more research. Develop a Standard in partnership with other relevant bodies. If going to measure perhaps use the GLVIA model of assessment over 5-10 years

4 Rural landscape – make urban more urban and rural more rural. Loss of regional planning, lack of rural planning. Sustainable food production. Massive change ahead which can be an opportunity for the LI. Increase good land management. Value countryside

5 Skills & Business

Shortage and quality of those entering the profession. Continue raising profile with younger people. Do more to assist those in alternate 1st degree to transfer. Diversity, new graduates cannot reach the £30k requirement for a visa

BB thanked all for their contribution and confirmed that this is the start of the conversation not the final answer, hope to get much better at regular and systemised feedback from members

6 ANY OTHER BUSINESS & BRANCH/COUNCIL INITIATED ITEMS

DC introduced session and confirmed that branches had been given the opportunity to input to Council agenda and this had raised a number of operational issues that were dealt with separately

6.1 CODE OF CONDUCT AND REGULATION

Ranran Ju spoke to the paper on behalf of the London Branch Committee. After some discussion which covered:

- i. Members being able to act within multiple areas of practice
- ii. The low level of conduct cases considered each year
- iii. Upcoming review of the Code of Conduct
- iv. Importance of bringing members back into compliance rather than just disciplinary action
- v. Whether to consider in more depth at a future meeting

It was agreed that the item does not need to come back to Council and would be better served by Board consideration, particularly as this is already an area under review

DECISION: Code of Conduct and regulation better served by Board consideration, particularly as this is already an area under review

6.2 AGENDA SETTING

Mark Smeeden (MS) Branch Rep Y+H, spoke to the paper and highlighted the importance of building in time for consultation with branch committee and members as appropriate and proposed that papers be circulated 6 weeks in advance

Comments from the floor:

- i. It is important to recognise that Council meetings don't stand alone but are integrated within the whole structure of the LI with impacts on the Board and other committees
- ii. Council should not be voting on setting unnecessary rules for meeting process
- iii. Branches should be responding more quickly and co-ordinating with members quickly – perhaps this communication with branches can be coordinated via LI central
- iv. Branches should set their meetings in line with the Board / Council meetings.
- v. Need to strike a balance between being responsible and fleet. 6 weeks is not a modern organisational norm, 10 days is more common
- vi. According to the Charter, 'the business of Council shall be conducted in such a manner as Council may from time to time prescribe' and that Council can 'advise the Board on any issues on which it is concerned'

Council voted on the following options:

- 1 Initial proposal of circulation 6 weeks in advance
- 2 Leave the process with LI and trust the governance review to set out all the processes

Option 1	AGREE 1
Option 2	AGREE 17

DECISION: To leave the meeting process with LI and trust the governance review to set out all the processes

6.3 STANDING COMMITTEE ACTIVITY

Council agreed that this should be considered within the governance review

ACTION: Standing Committee activity to be considered within the governance review

6.4 CHARTER FOR PARKS

There was a request that the issue of the Charter for Parks be considered by the Board
[Post Meeting Note: This item has been added to the December Board Meeting Agenda]

7 OTHER DISCUSSION

7.1 KEY DATES

Emma Wood (EW) spoke to the paper and confirmed that the 2018 AGM would be held on 24 January 2019. It is important to note that the dates are subject to change and that Council will be notified as soon as they have been confirmed

Branch Reps were reminded that all branch AGMs are to be held April 2019

8 INTERNATIONAL ACTIVITY STRATEGY

A group debate and exercise with a member panel of: Michelle Bolger (MB), Brodie McAllister (BM), Niall Williams (NW), Wei Yang (WY)

CASE AGAINST:

- i. We are already delivering value for our international members: GLVIA and other guidance and standards, Governance, Awards, Pathway – the P2C process ensures that people who are CMLI are genuinely professional and competent. Seen as a badge of quality
- ii. Important to get our house in order
- iii. Biggest risk is the lack of people and skills and that is what we should be focussing our energy on rather than looking abroad
- iv. We need to look at what we are doing and do it better. So much of what we do is already exportable
- v. Members are already able to access CPD and with the digital investment will be able to deliver this and more to not just our international members both much broader audience globally
- vi. LI has a number of fundamental issues at the moment:
 - Basic governance
 - Modernisation of the institute
 - Dwindling numbers of new entrants
 - Brand awareness – need to build brand and then leverage
 - Need to raise awareness before we can have political influence

CASE FOR:

- vii. Its not a new thing to expand our international focus, we've already been doing this for years and just need to improve what we're doing
- viii. Identify the easy wins not sink too much resource into it
- ix. Risk losing overseas membership by complacency
- x. Should be outward looking and global in our approach
- xi. LI is unique in linking people and nature. Nature does not have a boundary, should all have a global vision
- xii. Great need for knowledge transfer
- xiii. Need to ensure greater dissemination of our best practice
- xiv. Essential that we work in collaboration with other professional bodies

FEEDBACK FROM THE GROUPS:

1. Yes - but incremental and aligned with the development plan
2. Cautious Yes - recognising ethical issue of supporting global member whilst being fully aware of the very significant issues in the UK. Immediate international project officer and develop international ambassador
3. Yes - so long as balanced against UK priorities
4. Worried about allocating a project officer focussed on Int'l when we we are already under resourced in the UK
5. No - some great easy wins – website, awards, streaming cpd, guidance but what about costs and timing. Recognise distinction between promotion and growth vs standards and outreach. Brexit is a great unknown and perhaps should focus on short term minor improvements.

COMMENT FROM THE FLOOR:

- xv. IFLA already exists and we don't want to replicate it
- xvi. Not about international offices but definitely about building a solid trusted internationally recognised brand then we will have international reach and influence. More natural and organic way to pursue international influence
- xvii. Perhaps not so much a case of resource as energy
- xviii. IFLA are providing some support/services to emerging institutes. Could provide membership services and empower others to set up their own institutes. There are alternative possibilities
- xix. Not ethically reasonable for us to not promote and support people around the world

Council indicated their support for the following options:

1	Yes think about this now and start exploring it	27 (5 against out of 32)
2	No we need to get our own house in order first	15
3	Maybe one day	0

9 LI 90th

DC and AW spoke to item and recorded their thanks to Paul Lincoln for all his work on the project to date. Looking to: Look back, Celebrate and Look forward. Undertaking research with MERL on LI history and timeline, want to include social activity and the opportunity to showcase member activity and impact

Council divided into groups to consider:

- 1 Looking back
- 2 Celebrate
- 3 Looking forwards
- 4 Possible themes
- 5 Audiences we want to reach

FEEDBACK

1 LOOKING BACK

- 1st project you ever did go back and review
Photography competition

Impact of work

Living and still growing

Thomas Mawson was also RTPI - think about working with other professions

Dan Pearson Member / Honorary?

English Heritage

Public vote best landscape last 90 years

2 CELEBRATE

Don't celebrate the LI but the landscape instead

A big day out - family days, schools, picnic, #mylandscapepicnic

Media campaign to ensure wider promotion

Members carbon switch off day

Mapping, gaming, geotagging, Pokémon - search for past Presidents in the landscape

Chelsea

Awards – revamp to suit the purpose, reflect a retrospective of the profession over that last 90 years

Star planning for LI 100, 200 – seed bombs for children to plant and then in 10, 100 years look back

3 LOOKING FORWARDS

Branches invite community to submit nightmare sites that local members could work on to develop future proof landscapes

Future landscape charettes

4 POSSIBLE THEMES

Transformation

Cartoon moving through the 90 years move past iconic landscape schemes

Dark door vs light door show what good landscape management can do, climate change etc

5 AUDIENCES WE WANT TO REACH

A significant list was identified (previously circulated in the worksheets pack)

SUMMARY & ROUNDUP

DC thanked all for the great discussions and very constructive suggestions. Now move into planning, the December Board will set broad business planning and will come back to Council in February with major priorities for next year. Need to rely more on evidence base for work going forwards. The LI 90th work will start right away

10 Close

The day closed with a screening of the Choose Landscape film

Meeting closed at 1635