

## **Agenda for the 32<sup>nd</sup> meeting of Advisory Council**

Wednesday 20 February 2019

Conference Suite, NCVO Society Building, 8 All Saints Street, London N1 9RL

Council Meeting 3 – Standards (Entry & Technical) & Policy

Timings

**LUNCH**

1230 - 1300

### **1. President's Welcome and Report**

1300

- i. Apologies for Absence
- ii. President's Report
- iii. LI Elections 2019

### **2. CEO Report**

1330

- i. CEO Update
- ii. Finance and Risk Update
- iii. Business Plan Overview and Assumptions
- iv. Education Update

### **3. Member Survey**

1415

- i. Preliminary Member Survey Results and Insights

### **4. Priorities for 2019-20**

1445

#### **4.1 PRESENTATIONS**

- i. Policy and Influencing
- ii. Technical
- iii. Member Engagement and Branches

**BREAK**

1545 - 1555

#### **4.2 FEEDBACK SESSIONS**

1555

<b>5. Member Insights / Branch Items</b>	<b>1615</b>
i. LI Journal	
<b>6. Standards</b>	<b>1625</b>
i. Governance Forward Plan	
ii. Working Together Policy	
<b>7. Any Other Business</b>	<b>1630</b>
<b>MEETING ENDS</b>	<b>1645</b>

<b>Agenda Item 1iii</b>	<b>2019 LI Elections</b>
Paper author:	Emma Wood
Summary of paper:	Planning for the elections
Financial implications:	Minimal (external electoral services provider)
Council is asked to:	Consider items: 4, 6 and Note the rest of the paper

## 1 2019 Elections Overview

The LI elections take place in May 2019. Nominations must be received by 11 April 2019.

4 officer positions for which there is a place on our Advisory Council and also a place on the Board. Each officer position has a role description, which candidates are invited to address in their manifesto/candidate statement. The roles are:

- i. President Elect
- ii. Vice President
- iii. Honorary Secretary
- iv. Honorary Treasurer

Elections will also take place for 10 ordinary Council members comprising:

- v. 7 Chartered members
- vi. 2 Licentiate members (voted for by Licentiate members only)
- vii. 1 student member (voted for by Student members only)

In addition, the following Board role is also to be elected:

- viii. Non Chartered Board Member

All newly elected members will take office on 01 July 2019.

## 2 Terms Served

Under By-Law 18 Council members may serve a maximum of 3 terms of 2 years in any position. The position for the current officers is as follows:

President	Adam White will serve as President until June 2020 followed by 1 year as Immediate Past President
Immediate Past President	The presidential terms follow a pattern of President Elect, President and finally Immediate Past President. Merrick Denton-Thompson will therefore complete his term of office on 30 June 2019 and the newly elected President Elect will start their term on 01 July 2019
President-Elect	This post of is open to all chartered members except the former president
Vice President	Helen Tranter may stand as Vice President for a 2 <sup>nd</sup> term in the 2019 election
Honorary Secretary	James Lord may stand for election as HonSec for a third term
Honorary Treasurer	Having served 3 terms Carolin Göhler cannot stand again for this post but may stand for a different position

Whilst current post holders may choose to stand again these are open elections and in the interest of fair and democratic process members are encouraged to stand for any post that they are qualified for

### **3 Timeline**

<b>2019 Election Dates</b>	<b>Events</b>
11 March	Nominations open
11 April	Nominations Close
01 May	Elections Open
31 May	Elections Close
June	Advice to successful candidates, induction for new Board members and announcement of results
01 July	Formal declaration of the results and terms start date (as per Reg 14.8)

### **4 Nominations process**

The following proposals are intended to improve the process and guidance for candidates, better utilise available tools and encourage fair, open election process for our members

#### **4.1 Use of Video for President / Vice President Candidates**

Whilst Council agreed in July 2016 to the use of video for elections there were no submissions in the 2017 election. Having taken into account feedback from members and in line with advice from our governance consultant the following approach is proposed:

##### **PRINCIPLES:**

- i. That as the President is the figurehead for the membership as a whole and will regularly represent the LI and the landscape profession that a short video showing the candidate public speaking should be required in addition to the candidate statement
- ii. That as the Vice President is expected to deputise for the President that candidates be strongly encouraged to submit a short public speaking video in addition to the candidate statement

##### **REQUIREMENTS:**

- i. Video submission to be a maximum of 3 minutes and should be no more than 5 years old
- ii. Submission to be via link or usb stick
- iii. Video to be made available via the LI and MiVoice (external electoral services provider) election pages

#### **4.2 Candidate Statement**

Following on from the approach trialled during the election for the new Chair of the College of fellows that candidates be asked to address 3 key questions within their candidate statement:

1. How would you help building our influence, relevance and achieving inclusive growth for this profession as outlined in our current Landscape Institute Corporate Strategy 2018-2023?
2. What are your relevant skills and experience for the role that you are standing for? e.g. for Hon Treasurer - business / financial skills )
3. How do you as a candidate align to the core values of the Landscape Institute – caring and nurturing, passionate and creative, environmentally and socially aware?

**Council is asked to support requirements for candidates in the LI elections as outlined in this report**

## **5 Candidate Pack**

Open member engagement has been built into the elections campaign, the following are examples of this approach:

- i. A communications campaign will commence after this Council meeting to encourage candidates for the 2019-2021 elections.
- ii. There will be proactive efforts to encourage diversity of backgrounds among those nominating for election in line with our corporate strategy
- iii. Clear role descriptions and information about responsibilities and known time commitments will be made available ahead of the nominations opening.

## **6 Election Officer**

The Regulations require that Council appoint an Election Officer:

13.3 The Council shall appoint an Election Officer, who shall have responsibility for the conduct and integrity of the election of Members of Council.

Currently Council has appointed the CEO as the LI Election Officer. Whilst this has been the case for a number of elections both Council and the relevant CEO have raised concerns regarding potential conflict of interest.

Having considered these concerns again and in liaison with the governance consultant we suggest that Council may prefer to appoint a lay member as an alternative for this role. The following options may provide a simple and independent alternative to the CEO:

- i. An Independent Trustee. The Independent Trustees could bring a unique perspective to the role - they have been recruited and appointed by Council, have an understanding of the needs of the LI but are not employed by it and are generally not members.
- ii. External appointment. The Governance Consultant, Auditor, or other external candidate could be appointed to the role. They would not be members and would be considered independent. However, there would be a financial implication that would need to be taken into account

**Council is asked to consider and agree their preferred approach to the appointment of an Election Officer**

**Advisory Council Membership Terms**

<b>Forename</b>	<b>Surname</b>	<b>Role</b>	<b>Roles / Terms Data</b>	<b>Terms Served</b>	<b>Possible Terms Available for Role</b>
Adam	White	PRESIDENT	President Elect July 2017 - June 2018 President July 2018 - June 2020	1st 2017-2018 2nd 2018-2020	3rd 2020-2021 as Immediate Past President
Merrick	Denton-Thompson	IMMEDIATE PAST PRESIDENT	President Elect July 2015 - June 2016 President July 2016 - June 2018 IPP July 2018 - June 2019	1st 2015-2016 2nd 2016-2018 3rd 2018-2019	0 – FINAL Presidential terms completed
Helen	Tranter	VICE PRESIDENT	Vice President July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
James	Lord	HON SECRETARY	HonSec July 2015 - June 2017 HonSec July 2017 - June 2019	1st 2015-2017 2nd 2017-2019	3rd 2019-2021
Carolyn	Göhler	HON TREASURER	BrRep EofE - July 2009 - June 2011 BrRep EofE - July 2013 - June 2014 HonTreasurer July 2014 - June 2015 HonTreasurer July 2015 - June 2017 HonTreasurer July 2017 - June 2019	1st 2014-2015 2nd 2015-2017 3rd 2017-2019	0 – FINAL 3rd term served
Annie	Coombs	Elected	Elected July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Noel	Farrer	Elected	President Elect July 2013 - June 2014 President July 2014 - June 2016 IPP July 2016 - June 2017 Elected July 2017 - June 2019	1st 2013-2014 2nd 2014-2016 3rd 2016-2017 1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Rebecca	Knight	Elected	Elected July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Samantha	Leathers	Elected	Elected July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023

Ian	Phillips	Elected	Elected July 2009 - June 2011 Elected July 2011 - June 2013 Vice Pres July 2013 - June 2015 Vice Pres July 2015 - June 2017 Elected July 2017 - June 2019	1st 2009-2011 2nd 2011-2013 1st 2013-2015 2nd 2015-2017 1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Maude	Pinet	Elected	Elected July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Katharine	Schofield	Elected	BrRep EMids July 2013 - June 2015 BrRep EMids July 2015 - June 2017 Elected July 2017 - June 2019	1st 2013-2015 2nd 2015-2017 1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Simon	Brown	Licentiate Rep	Licentiate Rep July 2015 - June 2017 Licentiate Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019 3rd 2019-2021	3rd 2019-2021
Daniel	Watson	Licentiate Rep	Licentiate Rep July 2017 - June 2019	1st 2017-2019 2nd 2019-2021 3rd 2021-2023	2nd 2019-2021 3rd 2021-2023
Liz	Stark	Student Rep	Student Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Ben	Betts	Br Rep - EMids	Br Rep July 2018 - June 2020	1st 2018-2020	2nd 2020-2022 3rd 2022-2024
Liz	Adams	Br Rep - EofE	Br Rep July 2018 - June 2020	1st 2018-2020	2nd 2020-2022 3rd 2022-2024
Hanna	Salomonsson	Br Rep - London	Br Rep July 2015 - June 2017 Br Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019 3rd 2019-2021	3rd 2019-2021
Rupert	Dugdale	Br Rep - Mids	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021
Kevin	Johnson	Br Rep - NE	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Alice	Murphy	Br Rep - NW	Br Rep July 2018 - June 2020	1st 2018-2020	2nd 2020-2022 3rd 2022-2024
Louise	Ward	Br Rep - SE	Br Rep July 2015 - June 2017 Br Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019	3rd 2019-2021

Brodie	McAllister	Br Rep - SW	Br Rep July 2018 - June 2020	1st 2018-2020	2nd 2020-2022 3rd 2022-2024
Mark	Smeeden	Br Rep - Y+H	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Harry	Watkins	Br Rep - NI	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Nick	Bowen	Br Rep - Scotland	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Ray	Edwards	Br Rep - Wales	Br Rep July 2017 - June 2019	1st 2017-2019	2nd 2019-2021 3rd 2021-2023
Christine	House	SC - EMC Rep	EMC Rep July 2015 - June 2017 EMC Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019	3rd 2019-2021
Ian	Houlston	SC - PCC Rep	PCC Rep July 2015 - June 2017 PCC Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019	3rd 2019-2021
Bill	Blackledge	SC - Tech Rep	Tech Rep July 2015 - June 2017 Tech Rep July 2017 - June 2019	1st 2015-2017 2nd 2017-2019	3rd 2019-2021



<b>Agenda Item 4.1i</b>	<b>Policy and Influencing strategy and priorities 2019-2022</b>
Paper author:	Ben Brown, Poppy Smith Input from Kate Bailey Chair PCC & LI CEO Dan Cook
Summary of paper:	This paper outlines: 1. A draft policy framework for the Institute (not time limited) 2. Priority outcomes for the LI's policy and influencing function for the next three financial years (2019-2022)
Financial implications:	No new implications. The proposed outcomes will determine the work plan for the existing policy and influencing function.
Council is asked to:	Note the paper

## 1 Contents

It is a crucial time for the landscape industry. Governments are showing increasing social and environmental awareness. Many are taking forward the discussion around natural capital accounting, highlighting important aspects of the landscape – including clean air, drinkable water, soil quality and sustainability. The landscape profession can be at the forefront through its thought leadership as well as practical delivery of key solutions that can address many of our world's major challenges. This profession's actions today and into the future can help achieve many of the United Nations Sustainable Development Goals through its work to benefit people, place & nature.

Our corporate strategy for the Landscape Institute has three key goals related to:

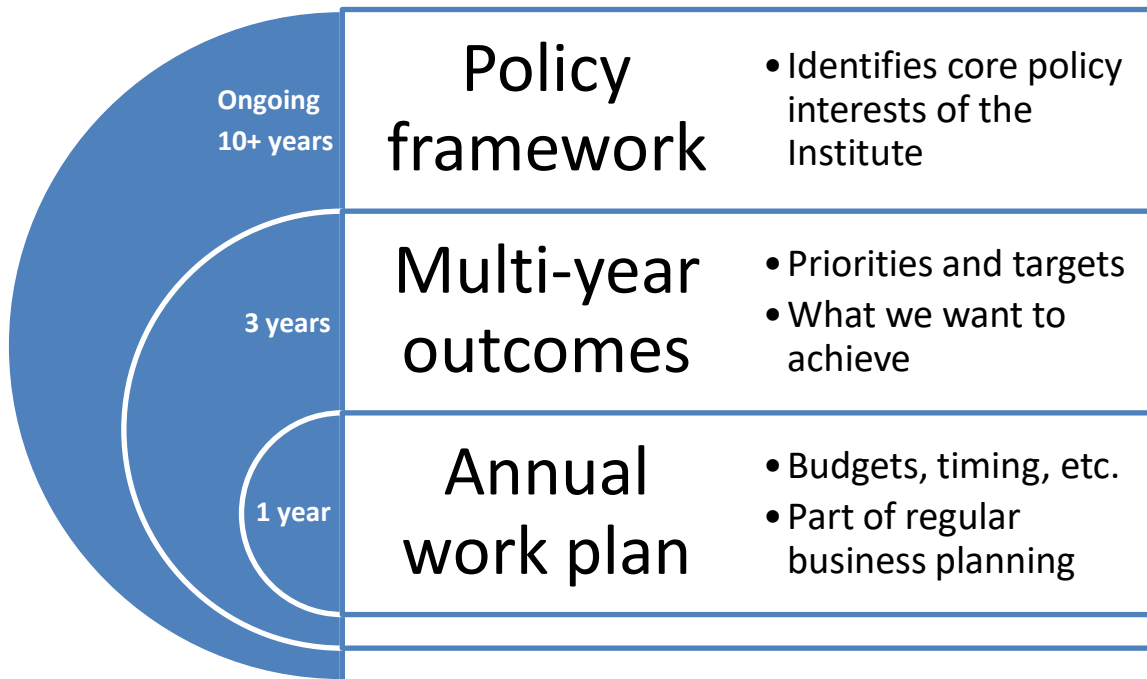
- Influence
- Relevance
- Inclusive growth

Central to achieving these goals will be our thought leadership activity.

This paper seeks to set out the first part of our strategy for policy and influencing. It contains two related things:

- a. A new **policy framework**, which clarifies the ongoing permanent policy interests of the Landscape Institute
- b. **Policy and influencing priorities** for the next 3 business years – time-limited outcomes, set within the above framework

The precise activity, which we undertake in order to achieve the above objectives, will be set out in annual work plans, and are not included in this paper. Likewise, we have not included long-term *operational* objectives for policy and influencing (e.g. making better use of evidence). This paper is about *what* we want to achieve, not *how* we will achieve it.



## 2 Context

### 2.1 What we've done to date

This policy framework and multi-year outcomes has been created by the LI policy team in collaboration with members, committees and key stakeholders, including:

- Workshops with the LI Policy and Communications committee
- Workshop at the LI Advisory council
- Engagement with key stakeholders and groups

## 3 Policy framework

### 3.1 Purpose

The policy framework sets out the areas of policy that the Landscape Institute has a long-term interest in. In other words: which areas of policy help to achieve the core mission of the LI: and will therefore be relevant in 10, 20, or 90 years' time.

This framework will be used to make better yearly or multi-yearly plans. We will also use this framework on a more regular basis: to aid onboarding of new staff, help to communicate externally what the LI does, to plan how to react to new policy agendas from government, or make other short-term decisions about where to focus resources.

Its purpose is to improve clarity about what our policy interests are. It is not a straitjacket for future priorities.

*Example: The Landscape Institute has a long-term mission to make cities greener (using “green infrastructure”). This has been a priority since 1929, and is likely to always be a priority for the LI. In 2017, the LI identified a specific time-limited policy objective in this area (i.e. delivery of SuDS by LLFAs) and so it decided to prioritise that issue and direct annual resources towards it.*

Below are the six long-term policy priorities for our Institute, with examples of the types of policy issues that could fall into that area. These were developed through consultation with Policy Committee, Advisory Council, staff, and other interested members.

## 3.2 Policy framework

### Policy Framework



Further explanation of this diagram and details of the six areas can be found in **Appendix 1**.

## 4 Policy and influencing priorities 2019-2022

Within the longer-term framework above, priorities for the three-year (financial year) period 2019-2022 have been mapped out (see table below).

These outcomes are draft, and will be agreed by PCC in advance of the next financial year.

OUTCOME	
Green infrastructure	
<ul style="list-style-type: none"><li>Promote the development of national Green Infrastructure standards and their embedding into policy</li></ul>	
<ul style="list-style-type: none"><li>Inform the development of robust Environmental Net Gain policies</li></ul>	
Design and placemaking	
<ul style="list-style-type: none"><li>Promote the uptake of best-practice design guidance for new housing developments (e.g. Building for Life)</li></ul>	
Rural and valued landscapes	
<ul style="list-style-type: none"><li>Inform the implementation of policy recommendations from recent reviews of designated landscapes</li></ul>	
<ul style="list-style-type: none"><li>Inform the development of future agri-environment schemes post-Brexit</li></ul>	
Planning and development systems	
<ul style="list-style-type: none"><li>Promote the uptake of best-practice landscape policies within emerging Local Plans</li></ul>	
<ul style="list-style-type: none"><li>Explore the potential for a more landscape-led approach to infrastructure planning, particularly transport</li></ul>	
Measuring and promoting value	
<ul style="list-style-type: none"><li>Ensure that natural capital accounting tools can be used to increase investment in landscapes and improve design</li></ul>	
<ul style="list-style-type: none"><li>Promote the health benefits of access to green space, and landscape professionals' role in enabling it</li></ul>	
<ul style="list-style-type: none"><li>Explore the impact of the landscape sector on climate change mitigation and adaptation, and explore ways in which to maximise it</li></ul>	
Business, skills and growth	
<ul style="list-style-type: none"><li>Explore the impact of public sector cuts and new local authority business models on landscape delivery</li></ul>	
<ul style="list-style-type: none"><li>Ensure that skill shortages in the landscape sector, particularly in light of Brexit migration reforms, are minimised</li></ul>	
<ul style="list-style-type: none"><li>Ensure that reforms to international trade due to Brexit do not adversely affect the landscape sector</li></ul>	

### 4.1 Crossover with other organisation priorities:

These priorities set out the objectives for the policy and influencing function only, however there will be many areas of crossover with other parts of the organisation. They have been mapped against the priorities for Technical Committee.

## 4.2 Outcomes vs activity/outputs

We are describing our three-year priorities at the level of *outcomes*. These outcomes will be achieved through different types of *activities/outputs*: for instance, policy statements, research reports, government lobbying, thought leadership events, etc.

## 4.3 Regional & National priorities

These outcomes set the national ambitions of the Landscape Institute, and cover all of the UK (and technically internationally). This includes the devolved nations.

These outcomes do not stop us reacting to new regional priorities (see below); however, we will be using these outcomes to plan resources and staff time, so it is essential that the priorities of all devolved nations are included, and we particularly welcome input on this.

There is significant regional variation in policy context across the devolved nations, and some of these objectives may be more or less relevant to different areas. For instance, objectives around designated landscapes may be much more pertinent to England and Wales (who have both undertaken recent major reviews) than it may be to Scotland.

## 4.4 Cross-cutting and reactive activities

The identified outcomes above will all be addressed through planned proactive work. We can never wholly predict what issues will arise over any given period, and so it is particularly important to leave time for reactive policy work.

We will continue to put effort into these activities, which apply across all 6 areas of our policy framework:

- Develop our evidence base for policy
- Horizon-scan for future trends and change
- Ensure that we have expert knowledge of this area amongst our senior members
- Respond to government consultations and requests for information
- Ensure that our past work in this area is promoted and utilised
- Develop relationships with other organisations in this area
- Develop relationships with government and decision-makers in this area
- Ensure that our current work in this area is promoted and understood by our members

*(NB: this does not cover other miscellaneous staff responsibilities, such as admin or line management)*

## 5. Action

**Council are asked to note this paper and provide any information on:**

- **Key contacts we should be linking with for any of the specified outcomes. Such as organisations, working groups, thought leaders etc.**

## Appendix 1

This appendix contains further explanatory details of the Policy Framework.

### 1 Explanation of the diagram

This diagram is just a communication tool. What is important are the 6 concepts themselves. For ease of readability, the 6 areas are split into two types: **ends** and **means**:

- **Ends (green diagram)**: these are outcomes that are good *in-and-of-themselves*. We want to deliver these priorities for the benefit of people, place, and nature.
- **Means (blue diagram)**: these are priorities which can help to achieve the priorities above. Although they *may* achieve public benefits by themselves, they are primarily beneficial because they support other outcomes.

*Example: greener cities (end) are a good thing: they contribute towards health, economic growth, social cohesion, etc. Planning policy (means) is not in itself a good thing, but effective planning policies are essential in order to get greener cities.*

### 2 Explanation of the six areas

General questions about the framework can be found below, under “FAQ”:

#### 1. Green Infrastructure

**Explanation:** Landscape Institute members help to make cities (and other places where people live) greener. By ensuring that natural elements are embedded into streets and buildings, public and private spaces, we make the places we live happier and healthier, and contribute to things like climate change. Our members can do this by utilising green assets like trees or green roofs, or wider green spaces like waterways or parks. This is known, in shorthand, as ‘green infrastructure’ (or sometimes ‘blue-green infrastructure’, to ensure water is not forgotten).

**Why this is a policy/influencing issue:** Whilst it is not always called “green infrastructure”, individual bits of GI have diverse policy bases, from building regs (e.g. for green roofs) to education policies (e.g. for school playgrounds). “Green infrastructure” as a total concept is included in national planning policy, but is otherwise not well embedded in policy. This could change with GI standards, or net gain proposals. Because green infrastructure is not mandatory, it needs promoting, to help developers and LPAs make better decisions.

**Example sub-areas:** Urban parks, sustainable drainage, green roofs, urban trees, planting, waterways, amenity greenspace, active transport, domestic gardens, verge management, urban ecology, green infrastructure in schools, promoting green play, nature recovery networks

**What we want (top-level headlines):**

- We want more green infrastructure
- We want better green infrastructure
- We want landscape professionals to be the go-to people for green infrastructure

## 2. Design and placemaking

**Explanation:** Landscape Institute members design better places; whether by making them greener (as above) or just making them better in other ways: more beautiful, more usable, etc. “Design” is sometimes used as synonymous with beauty, attractiveness, or visual appeal; but – whilst this side of design is important – it is equally about function: how places work for people. This could be anything from ensuring places are safe, to ensuring that they are designed inclusively for people with different needs. Character, a sense of place, and community involvement are always essential.

**Why this is a policy/influencing issue:** We can influence decision-makers to make better informed decisions about design, and for government to champion its importance. Design is currently market-driven, and there are relatively few ways in which government mandates specific forms of design: except through some basic standards like accessibility, or design codes for heritage issues. Planning policy usually encourages good design. This has gotten better in recent years.

**Example sub-areas:** Housing, public realm, estate regeneration, amenity, beauty, visual impact, character, inclusive design, townscapes, active transport, public art, design review, design codes, community engagement

**What we want (top-level headlines):**

- We want better designed places
- We want new development to take better account of landscape design
- We want landscape professionals to be the go-to people for design and placemaking

## 3. Rural and valued landscapes

**Explanation:** Whilst much of our members work on new developments in an urban context (because that’s where most development takes place), we also have an interest in ensuring that the UK’s most special landscapes, including our designated landscapes – which are usually in rural areas – are protected, enhanced, and managed in the public interest.

**Why this is a policy/influencing issue:** Designated landscapes are the creation of government legislation, and their management is heavily governed by national policy. Non-designated landscapes have a much weaker policy base. Conservation and heritage issues have well-developed policy bases, as does agriculture and rural land management – which is one of the main drivers of change. Likewise, much of the opportunities/threats for these landscapes also come from government policy: housebuilding, infrastructure, etc.

**Examples:** National Parks, AONBs, NCAs, other environmental designations, conservation, rural development, green belt, agriculture, rural heritage, agri-environment schemes, heritage coast, seascapes, forestry, canals and waterways, infrastructure and energy network impacts

**What we want (top-level headlines):**

- We want all landscapes to be valued, and developed accordingly
- We want to see landscapes managed well, in the national interest
- We want to promote a multifunctional approach to land use

#### 4. Planning and development systems

**Explanation:** In the UK, all our members work within the planning system to some degree: whether they are planners themselves, or whether their work is informed, limited, or guided by planning policies—local or national. Other related policies like building regulations are not “planning” policy, but for ease they are included in this category.

**Why this is a policy/influencing issue:** Planning is perhaps the number one mechanism by which the built and natural environment is shaped by government policy. By influencing planning policy, we directly influence the shape of current and future places. Other built environment policies, like Building Regulations, or the Infrastructure Planning regime, can also be very influential on achieving the things that we care about. Moreover, we are interested not just in planning *policy*, but also ensuring that the planning system itself functions well, and meets the needs of our members.

**Example sub-areas:** National planning policy, decision-making, appeals, strategic planning, neighbourhood planning, Section 106, Community Infrastructure Levy, conditions, building regulations, Nationally Significant Infrastructure Projects, permitted development, use classes

**What we want (top-level headlines):**

- We want an efficient, creative, and adequately resourced planning system
- We want landscape-led planning policies
- We want landscape-led non-planning development policies, such as building regulations, infrastructure planning, or permitted development.

#### 5. Measuring and promoting value

**Explanation:** Landscape professionals add value in a large number of ways. For instance, they design places which make people happier and healthier. By making places greener, they contribute towards the biggest environmental challenges of our time, especially climate change. And of course, they are essential for the economic health of the nation: promoting sustainable development and local regeneration.

**Why this is a policy/influencing issue:** Promoting the value of its members’ work is one of the core purposes of a professional body. Our role is to ensure that landscape’s unique contribution is better understood, particularly by decision-makers and by government.

This value is sometimes measured through standardised techniques, from Health Impact Assessments to Natural Capital Accounting. Where these methods are used to inform policy or decision-making, we want to ensure that they include and account for landscape.

Specific areas of “value” (such as increasing health outcomes) are also the subject of myriad government policies. Our role is not to influence all of those policies, but to think about how the landscape sector’s impact can be maximised within them.

**Example sub-areas:** Natural capital, ecosystem services, health and wellbeing, environmental net gain, Environmental Impact Assessment, climate change, GVA/GDP, payments for ecosystem services



## What we want (top-level headlines):

- We want the concept of 'landscape' and the landscape sector to be understood and valued, particularly by decisionmakers
- We want to maximise landscape's contribution to social issues (e.g. health and wellbeing)
- We want to maximise landscape's contribution the environment (e.g. climate change)
- We want to maximise landscape's contribution to the economy (e.g. regional development)
- We want landscape to be embedded in measurement approaches (e.g. natural capital)

## 6. Business, skills, and growth

**Explanation:** The success of any landscape outcomes is reliant upon the professionals delivering them. We need to ensure that our profession has everything it needs to do its job well. That means we need highly skilled people, a supply of new diverse talent, resilient landscape businesses, a healthy public sector, and appropriate regulation.

**Why this is a policy/influencing issue:** This area is heavily affected by government policy. Businesses operate within a tax and regulatory environment, and can be supported by government intervention (for instance through an industrial strategy). Likewise, education/skills are heavily driven by government policy: both in terms of state control over education, but also in terms immigration policies and interventions to address skills shortages. Some professional bodies limit themselves to influencing only this area of policy.

**Example sub-areas:** Business regulation, public/private sector staffing, tax, visas and immigration, skills and future talent, apprenticeships, small business support, city deals, higher education, research and innovation, workforce diversity, industrial strategy, business rates, access to finance, LEPs

## What we want (top-level headlines):

- We want a financially resilient landscape sector
- We want to reduce barriers to growth for the landscape sector
- We want a highly-skilled landscape sector, with a pipeline of future talent
- We want strong public bodies, nationally and locally, with the right landscape skills

## 3 Frequently asked questions

We have been discussing this policy framework with various members, and these are the questions which most commonly arise:

### *Don't these 6 things overlap?*

Yes, and explicitly so in the case of the former and latter three. Green infrastructure (1) is a topic within planning policy (4), and will be delivered by skilled people (6). These are clusters, with overlapping areas, and that is okay. This is simply a framework to help us be as clear and systematic as we can be.

### *Where is health and wellbeing?*

Health and wellbeing is included under #5. However, we have tried to be clearer about *why* we are interested in health and wellbeing. We are interested only in the health benefits of landscape,

and how to promote the health outcomes of our members' work. We are not interested in health policy in general, such as junior doctors' contracts or licensing rules for pharmaceutical products.

#### *Where is climate change?*

Climate change is included under #1 & #5. Mitigating climate change through carbon sequestration, or designing for climate change mitigation, is one of the most important ways that our members create value, and we will strongly promote this. However, the majority of climate policies are concerned with industrial carbon output, transport, agriculture, and energy. That is not our focus.

#### *Where is Brexit?*

These 6 priorities are long-term, and so are not driven by (hopefully!) time-specific issues like Brexit. However issues like international trade, and our membership of the European Union, would generally fall under #6 and these will be major priorities for us over the next three years. "Brexit" is also a catch-all term for a huge variety of policies, treaties, legislation, etc., which almost certainly cover all 6 categories.

<b>Agenda Item 4.1ii</b>	<b>Technical [&amp; Research] Committee Programme</b>
Paper author:	Simon Odell
Summary of paper:	TC and supporting staff plan for 2019-20
Financial implications:	
Council is asked to:	Note the paper

## 1 Technical [& Research] Committee Programme

### 1.1 Context

The Technical [and Research] Committee (TC for short) continues with a full complement of members and to a working plan. This plan is an evolution of the previous year's and was signed off by Technical Committee at its meeting in December 2018. The plan principally relates to TC - derived insight into members' needs, thus there is an 'internal' focus complementing the more 'external' focus of Policy, Communications and Education work. TC's work typically results in the delivery of Technical Guidance Notes (TGN) or Technical Information Notes (TIN), and advice to third parties<sup>i</sup>. Currently 0.4 fte. of staff time is specifically identified to support this work in the form of a part-time Technical Standards Manager (who is an experienced CMLI), with some additional support given from other staff for briefing TC, organising meeting practicalities, and expediting TC communications to the members. A budget is also provided to support committee and working group activity and specific initiatives.

### 1.2 Member-led requests for advice and priorities

Many of the technical subject areas are long-standing (i.e. more than 5 years) with a strong rationale and an active associated working group. They currently include:

- Third party guidance and standards (inc BSI and BRE);
- Biosecurity;
- Digital Practice (inc BIM and Spatial data);
- GLVIA3 –monitoring and clarification in use;
- Visualisation (inc photomontage); and
- Practice Operation (inc JCLI contract, Landscape Consultants Agreement)

These areas are broadly reflected in drop-down menu options in the Technical section of the main LI website, with the exception of the Landscape Consultants Agreement, which is a member benefit and only accessible via the members website.

In addition to the above, the TC is currently working in other areas including:

- Infrastructure;
- Urban Forestry;
- Lighting (Interventions and effects);
- Residential Visual Amenity assessment; and
- A review of existing LI guidance notes

## 2 Other factors behind the work plan

### 2.1 Staff role and priorities

Staff support the member-led work plan in general and specific ways. Much is about enabling and encouraging volunteer activity and helping plug any gaps in it. This could simply involve managing the budgets and ‘topping and tailing’ outputs for groups with the greatest capacity. On the other hand, where capacity does not (yet) exist it may mean providing professional answers or leading, temporarily, the LI’s work in a new area, particularly as:

- another source of work are requests from (mostly) members for technical advice and information; and
- the Board also identifies corporate/strategic priorities needs (see 2.2).

Staff time, as and when available, is prioritised between supporting guidance and standards work, responding to member requests, and informing members of current work being undertaken by the LI through Technical Newsletters. As time, opportunities and budgets allow, staff also seek to keep abreast of sector developments, such as emerging research, and to exploit opportunities to bring further useful information to the membership.

### 2.2 Corporate/Strategic/Policy priorities

Technical Committee is following the implications of corporate priorities and welcomes input from Policy Committee and/or others on what technical guidance is believed is needed. The emerging priority areas for Policy Committee (See report to Council) have been mapped against TC priorities in workplan ver 1.5 as a cross-check.

## 3 Work Plan 2019-20

In summary the following deliverables are anticipated:

- 5/6 Technical Notes;
- A review of all existing Guidance Notes and the Website;
- Responses to member queries;
- Support to colleagues developing CPD/Events content;
- 6 member newsletters; and
- some Horizon-scanning/sharing of findings via Twitter

The workplan for the period Apr 2019- Mar 2020 (which is a working document) is attached at Appendix 1

**App1**

Further information about the anticipated deliverables is attached at Appendix 2

**App2**

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<sup>i</sup> TC is also considering the production of Mandatory Requirements for members, for specific areas but only following extensive consultation/Board approval.

Appendix 1: Draft LI Technical Standards programme of activity (streamlined) Apr 2019- Mar 2020

Topic/Project	Anticipated spend 2019-20	What will be delivered in 2019-20?/Specific tasks	Deadline	Project Lead	Notes	Related theme within Policy framework
Digital Practice Group (DG)	2500	DG1. Repurposed CIBSE material – 2 DPNs  DG2: Newsletter content (see MC1)  DG3: Advice on Training events linked to new guidance  DG4: Member queries answered	Apr/Jul 2019  4x year  As reqd  As reqd	Mike Shilton  “  “  “	DG1: This harvests ‘low-hanging fruit’ afforded by the LI agreement with CIBSE  DG2: N.B. Past member surveys show that Technical content is valued by members  DG3: Reqd by Andy Morris  DG4: Member expectation	All
[Third-party] Environmental Standards (ES) Group	500	ES1: Third party standards monitored and drawn to attention of members	Ongoing	Mark Loxton	ES1: Fundamental standards role. A key source is the BSI. Work will be done beyond ES1 to support 3 <sup>rd</sup> party standards but is discretionary	GI, Design & Placemaking, Rural & valued landscapes,
LI Tech Notes (TN) Review	3500	TN1: Review All Technical Notes from 2013-2016 and Update using new authors and new branding (or formally Retire) with forward focus on guidance	Mar 2020	Mark Loxton	TN1: Important housekeeping role for reputation of LI. Paul Lincoln/Ben Gosling have agreed to support rebranding	All
Bio-security (BS) Group	1000	BS1. Newsletter Content (see MC)  BS2. Advice to other stakeholders, including DEFRA re Phase 2 Plant Health Mgt Plan  BS3. Advice on Training events  BS4. Member queries answered	Min 2x year  As reqd  As reqd  As reqd	Harry Watkins  “  “  “	BS1: Member expectation  BS2: Harry says four THPG meetings and four Biosecurity Strategic Alliance meetings – no dates set as yet. May need to be some co-ordination with PCC  BS3: Reqd by Andy Morris  BS4: Member expectation	Green infrastructure. (N.B. some policy -related activity needed outside the core 6 themes)
Infrastructure Group (IG) (inc earthworks)	1000	IG1. Technical Guidance Note	July 2019	Jon Rooney	IG1) A must-do area that links to not-well understood opportunity area for members. The associated group may also develop proposals for further deliverables once things are clearer. The focus, however is on upskilling members.	GI, Design & Placemaking, Rural & Valued landscapes. Planning & Devt, Business skills & growth
PP Visualisation: Photography & Photomontage (PP) Group	200	PP1. Develop training & dissemination plan linked to new guidance	As reqd	Bill Blackledge	PP1: Builds on guidance expected to be published March 2019 and Reqd by Andy Morris	Design & placemaking, Rural & Valued landscapes, planning & devt, measuring & promoting value
GLVIA3 Panel (GP)	1500	GP1. ‘How to Review’ document  GP2. Article for Journal  GP3. Advice on Training events linked to new guidance  GP4. Proposals for mandatory requirements to Board  GP5: Workshop with SNH to explore proportionality principle	Jun 2019* Jun 2019*  As reqd  Sep 2019  Oct 2019	Marc van Grieken  “  “  “	GP1-4) All actions are needed to address serious reputational issues regarding standard of practice in this area of work  * timing linked to TC1	Design & placemaking, Rural & Valued landscapes, planning & devt, measuring & promoting value
TC Meetings	2000	TC1. 3 physical meetings plus additional teleconferences inc. proceedings  TC2. Maintain TC membership at 12	June, Oct, Feb  Ongoing	Staff  “	TC1) Bylaws & Regs effectively require Standing Committees  TC2) Links to ToR & Best Practice	All but less frequently business, skills & growth
Horizon scanning, (HS) Network devt;	500	HS1. Develop and start to implement a strategy for technical horizon-scanning and topic sharing	Jun	Staff	HS1: This is a must-do role for the future of guidance/standards/CPD advice/etc however there is little currently little volunteer involvement (or willingness to share) other than Journal/Vista etc	All but also topics outside themes where relevant
Work plan for following period (WP)	0	WP1. Oversee implementation of this workplan  WP2. Develop draft work plan with SMART targets and responsibilities for 2020-21	Intervening Months between TC mtgs  Dec	Marc van Grieken  Staff		All
Member Communications (MC) of Technical matters	0	MC1. Newsletters  MC2. Tweets from @LI_Simono  MC3. Biannual review of website content for currency	See timetable below (May flex to fit with other priorities/contingency)	Staff	MC1) – this will incorporate regular Digital News subject to DG2 but not necessarily Biosecurity  MC2:  MC3:	All
Urban Forestry Initiative (UF)	0	UF1: Investigate with a view to relaunch and focussed workplan UF2: Continued advocacy via Alan Simson (linked to his University role)	Oct 2019	Bill Blackledge	UF1: TC priority confirmed Dec 2018.	GI, Design & Placemaking, Planning & Devt, Measuring & promoting value
Lighting (LG)	300	LG1: Progress the book on Lighting and its effects	Ongoing	Karl Jones	LG1: TC priority confirmed Dec 2018. Roger Kent joining working group.	TBA
Contingency	1000	If not used by Dec 2019, will be converted into another Technical Note		Staff	E.g. if anything is required regarding Fracking, Lighting/SuDS, Water, Documents, Rural, Health & Wellbeing, Natural Capital, Urban Forestry, Spatial Data	
TOTAL	14003	SUMMARY: 5/6 Technical Notes; Review of all existing Notes and Website; Member queries answered; Support over CPD/Events content; 6 Newsletters; and some Horizon-scanning				

	Apr ‘19	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar ‘20
Delivery	MC2, WP1 DG1	MC1, MC2, WP1	TC1, GP1 GP2 HS1	IG1, MC2, WP1 DG1	MC1, MC2 MC3	MC2, WP1 GP4	TC1 MC2 GP5	MC1, MC2, WP1	WP2, MC2, WP1	MC2, WP1 MC3	TC1, MC1, MC2	TN1, MC2, WP1

## Appendix 2

### More information about deliverables 2019-20

	What they will cover	The need they meet	Who they are useful for
<b>Tweets</b>	Recent research, especially landscape management, digital practice and health & wellbeing	Helping people keep informed and helping 'round out' the @TalkLandscape offer particularly to support the LI presence in new markets	All members and practices, but particularly landscape managers
<b>Member newsletters</b>	Especially Biosecurity; Digital Practice Working Group News; News from Technical Committee activity; opportunities for members to contribute	Helping members stay abreast of developments in key areas of practice; Helping members be engaged and recruiting volunteers	All members.
<b>Infrastructure Technical Note</b> (W/G led by Jon Rooney)	The opportunities for landscape practitioners to become involved in large-scale Infrastructure projects	A not-well understood opportunity area. The focus will be on upskilling members to be better engaged.	Practices seeking to break into this area of work and local authority members faced with a sudden need to see how they can best add value.
<b>Two Digital Practice Notes</b> (W/G led by Mike Shilton/CIBSE)	BIM Execution Plans and Common Data Environments	Continuing to help practitioners work towards a higher level of BIM proficiency as demanded; Helping provide a particular offer to RPs	Registered Practices (RP benefit)
<b>How to Review an LVIA</b> (Mary O'Connor)	Short checklist, linked to (and not undermining) GLVIA3 on this subject	Promoting better standards of practice in a climate of reputational risk.	Public sector members but also all producers of LVIA's
<b>Valued landscapes</b> (Rebecca Knight)	Both the handling of value of landscape and also designated landscapes, with reference to Box 5.1 in GLVIA3	Addressing some of the confusion exhibited at the discussion session held at the LI conference	Landscape planners

<b>Weed control</b> (Staff commissioned)	Alternatives to glyphosate	Authority policies regarding glyphosate are driving an interest in [difficult] alternatives	Landscape managers including non-members
<b>Fracking</b>	Contents of report produced for Policy Committee by Prof Olaf Schroef - reworked	Policy Committee objectives	Members, but also those the LI wants to influence (this will require particular redesign/branding)

Other Technical Notes, previously reported to Council and under development in 2018-9 workplan which may not appear until 2019-20 if the volunteer programme slips for any reason:

**Photography & Photomontage (Update of 1/11)** Bill Blackledge

**Shared space** (David McKenna)

**Accessible Design** (David McKenna)

**Biosecurity Toolkit (joint with BALI)** (Harry Watkins/Ben Brace)

The development of further Technical Notes whether 2019-20 or beyond remains under consideration.

<b>Agenda Item 6i</b>	<b>Governance Forward Plan</b>
Paper author:	Emma Wood
Summary of paper:	A summary of the governance cycle for 2019-20
Financial implications:	n/a
Council is asked to:	Note the paper

## 1 Governance Cycle to 2020

The planned governance cycle for the next sessional year is attached at appendix 1. The programme has been reviewed to take into account a number of important external events together with other commitments for both the President and CEO. Key changes include the move of Council (1) to week 3 in July, and Board (1) from July to September. For greater context a number of additional items are also included for information (eg LI90th)

**App1**



## Governance cycle to 2020 with other key dates

2018-19 Session Remaining Dates		
<b>FEBRUARY</b>	20	Council (3) Focus: Influencing (Policy, Technical, Engagement)
<b>MARCH</b> LI90th - Reflect	11 21 26	2019 Elections nominations open Graduation and LI90th launch Board (4) Set budget, Business Plan
<b>APRIL</b> LI90th – Reflect	01-30 11	Br AGMs 2019 Elections nominations close
<b>MAY</b> LI90th - Celebrate	01-31 15 23	2019 Elections Special LI90th Edition of the Journal LI90th Link with Chelsea Flower Show
<b>JUNE</b> LI90th – Celebrate / Look to the future	07-08 18	LI90th Festival of ideas at Olympic Park Board Induction
2019-20 Session Key Dates		
<b>JULY 2019</b> LI90th Celebrate / Look to the future	01 18	2019-20 session start Council induction and Council meeting (1). Focus: Oversight, Education, Regulation, Governance
<b>SEPTEMBER</b> LI90th – Look to the future	10 14-20	Board (1) Risk & Performance ECLAS, IFLA Assembly & World Congress and Norwegian LA 90 <sup>th</sup> , Norway
<b>OCTOBER</b> LI90th – Look to the future	31	2019 AGM, Jellicoe (Proposed venue: East Midlands) [see November]
<b>NOVEMBER</b> LI90th – Look to the future	01 02 tbc	Council (2) Focus: Strategy, Leadership Retreat. (EMids) Board (2) Strategy (EMids) Awards
<b>DECEMBER</b>	10	Board (3) Business Planning Assumptions
<b>FEBRUARY 2020</b>	06	Council (3) Focus: Influencing (Policy, Technical, Engagement)
<b>MARCH</b>	17	Board (4) Set budget, Business Plan
<b>APRIL</b>	01-30	Br AGMs
<b>JUNE</b>	16 tbc 30	Board Leadership Event President's Reception 2019-20 session end
<b>JULY</b>	01	2020-21 session start

KEY: Board Branch Council Governance Other Events

<b>Agenda Item 6ii</b>	<b>LI Working Together Policy</b>
Paper author:	Sarah Loutfi
Summary of paper:	New working together policy circulated for information
Financial implications:	n/a
Council is asked to:	To note the paper

## 1 LI Working Together Policy

The Landscape Institute (LI) depends upon the many members who volunteer their time and expertise to support it. We are also committed to ensuring that our staff and volunteers are treated, and treat others, with dignity and respect. In line with similar approaches taken by other professional bodies, we have developed a policy document that sets out how those working for and with the LI should work together in line with the values of our organisation as we seek to be:

- 1) Creative & Passionate
- 2) Caring & Nurturing
- 3) Environmentally & Socially Aware.

This Working Together Policy (attached at appendix 1) articulates our commitment, explaining the **App1** roles and responsibilities of everyone who volunteers and works for us. The policy has been approved and adopted by Board and reflects all of our commitment to a strong employee-member partnership.

# **Landscape Institute**

## **Working Together Policy**

### **1. Introduction - who we are**

The Landscape Institute (“we”, “LI”, “our”) is the professional chartered body for the landscape profession. Our aim, through the work of our members, is to protect, conserve and enhance the natural and built environment for the public benefit. LI members behave ethically and professionally. The Institute has the following values:

- Caring and nurturing.
- Creative and passionate.
- Socially and environmentally aware.

### **2. Policy scope**

This policy applies to all our people, including but not limited to, staff, volunteers, members, independents, contractors, consultants, agency workers, council, board, (sub)committee, working group and forum members.

### **3. Working together**

The landscape profession is diverse and dynamic and our working environment is modern and inclusive. It is important to harness the enthusiasm, energy, knowledge and skills from both the profession and our staff. LI and its Trustees are under an obligation, through our duty of care, to meet high standards of behaviour. We are committed to ensure that all our people are treated (and treat others) with dignity and respect, free from bullying or harassment or any form of unprofessional behaviour.

Those working with us are expected to work together with courtesy and respect in order to ensure the greatest level of productivity and working harmony. This requires individuals working with the LI to proactively listen to the views of others, share their own considerately and respect any differences.

The LI works to the principles of proportionality, reciprocity and parity of esteem in order to create a flexible and sustainable working model which recognises the dedication of all our people. We are all responsible for ensuring that our behaviour is appropriate and mindful of these principles.

All our people are expected to act in accordance with our Charter, By-Laws, Regulations, Rules and Policies. Board and committee members should work to the relevant Terms of Reference and in line with the authority that those documents give them.

### **4. The LI Board**

The Board has ultimate responsibility for the activities of the Landscape Institute, in line with the requirements of the Charities Act 1993 and as prescribed by the Royal Charter, By-Laws and regulations. The role of the Board is to:

- Ensure that the Institute has a clear vision and a strategy focused on its achievements
- Ensure that the Institute meets its objects as set out in the Charter and retains its ethos and values
- Ensure that the Institute complies with its legal and regulatory requirements
- Ensure that expert advice is taken from members, Council and standing committees before decisions are made
- Act as guardians of the Institute's assets, both tangible and intangible, and ensure the financial stability of the organisation
- Agree performance targets for the Chief Executive and hold the secretariat to account

## **5. Relationship between board/committee members and staff**

The relationship between the Board and its committees with Institute staff should be strong, professional and courteous. The relationship is a mutually beneficial one recognised by both as core to the delivery of high-quality member service. In order to ensure a smooth functioning relationship the following are important principles:

- The Board and its committees do not have the authority to assign work to staff members, such instructions are usually given by the individual's line manager.
- Board and committee members understand that the duty of LI staff is primarily to the LI as their employer.
- Board and Committee members treat LI staff with respect and courtesy (behaviour that should be reciprocated by staff and is outlined in LI HR policy). Any behaviour which deviates from this will be considered a breach of this policy.

## **6. Our people**

Everyone working with the LI operates to the following principles and behaviours:

- We work in a professional way and support each other.
- We operate a safe working environment free from fear of harassment, bullying or intimidation.
- We develop working relationships based on mutual understanding and respect for others.
- We acknowledge the expertise, contributions and efforts of others.
- We show courtesy, tolerance and a willingness to compromise.
- We support and promote an inclusive culture.
- We "call out" poor behaviour.
- We exercise care, diligence and good judgement;
- We are mindful in our communication (written and verbal) of how we may be perceived.
- We exchange ideas in a civil and measured manner.
- We embrace the LI's strategy and values and act as ambassadors, representing the LI in a positive light.
- We act in accordance with the Nolan Principles of Public Life (Annex 1).

## **7. Committee, board, sub-committee and working group members**

Those working on our Board, committees or their sub-committees and our fora are expected to ensure that they:

- Read meeting papers and request further information or agenda items ahead of the meeting.

- Arrive on time, stay for the duration and ensure regular attendance and participation (including conducting business electronically).
- Consider each agenda item and declare potential or actual conflicts of interest in advance to the relevant committee secretary.
- Direct comments and discussion through the Chair.
- Are respectful and professional and make challenges constructively.
- Respect the role of the Chair in encouraging discussion, summarising and clarifying decisions.
- Do not use their position at the LI to pursue self, private or commercial interests for private or commercial gain.
- Support collective decision making even where the decision of the group does not accord with an individual private view
- Review minutes in a timely manner, being mindful of the role of the Chair in finalisation of minutes.
- Respect confidentiality and ensure that all LI paperwork is securely stored and/or destroyed in line with data protection requirements.

## **8. Breach**

The following may constitute a breach of this policy. The list is not exhaustive:

- Failing to mention a potential or actual conflict of interest
- Conducting LI activity for commercial or personal gain
- Aggressive or exclusive behaviour intended to (or having the consequence of) intimidating those with whom the individual disagrees.
- Physical or verbal abuse or aggression.
- Discrimination, harassment, victimisation, intimidation or bullying.
- Bringing LI or the profession into disrepute.
- Breach of confidentiality or data protection requirements.
- Breaching appointment terms or relevant committee/body terms of reference
- Exceeding the authority delegated to the individual e.g. contractually committing the LI without authority.

## **9. Complaints under this policy**

### Complaints about Board or Committee members

The introduction of this policy, and training on it, is intended to prevent instances of poor behaviour from occurring. It is intended that breach will be rare and that where breaches occur, informal resolution will usually be possible. LI members and staff are encouraged to 'call out' any perceived poor behaviour where possible at the time of any incident or as soon as possible afterwards.

Formal complaints about board or committee members under this policy should be made in accordance with the process set out at Annex 2 below.

### Complaints about LI staff

Failure of any staff member to adhere to the principles set out in this policy will be referred in the first instance to the individual's line manager who will investigate following LI staff HR processes. The complainant may not be entitled to know the outcome of any disciplinary process.

## **The Nolan Principles**

### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **6. Honesty**

Holders of public office should be truthful.

### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

### **Formal Complaints Raised under the Working Together Policy**

Formal complaints should be made as soon as possible after the issue giving rise to the complaint.

Complaints should be made in writing and should include:

- Complainant contact details.
- Preferred contact method.
- A declaration that the complainant has no objection to the individual involved seeing the complaint.
- A declaration of truth.
- A clear description of the circumstances giving rise to the complaint including the aspect of this policy that the complainant feels has been breached.
- A summary of any informal complaint made about the issue and the outcome of that complaint.
- A description of the complainant's desired resolution.

Complaints in the case of CEO or Chair should be addressed to the Honorary Secretary. All other complaints should be addressed to the Director of Professional Standards (The Director) who will advise the CEO and acknowledge receipt. Consideration of the complaint will usually involve a discussion with the individual complained about. A decision will be made by the CEO and Director of Professional Standards as to whether the complaint is capable of resolution at that stage. If so then a letter from the Director will be sent to the complainant setting out the decision and the suggested resolution within 21 days of receipt of the complaint.

If a fuller investigation of the matter is required, then the Director of Professional Standards will advise the complainant of this and may ask the complainant to provide further evidence. The Director and the CEO also reserve the right to consult an independent adjudicator to assist in determination.

During the investigation of a complaint the Director may take any such interim action as may be immediately required, including the exclusion of the person concerned from relevant meetings or LI business.

Following determination of a complaint the following sanctions may be applied:

- the offer of an apology to the complainant from the respondent within a set timescale and/or;
- a requirement to undertake further training, at the respondent's cost and time, within a set timescale and/or;
- advice as to future conduct (oral or written), a written record of which should be kept on file and/or;
- written warning as to future conduct and consequences and/or;
- a finding of non-eligibility to continue in a role and/or;
- suspension from a role for a set time and/or;
- removal from a role.

Failure to comply within the time limits of any sanctions imposed above will lead to immediate removal of the individual from their Role.