

## WEB Minutes for the 63<sup>rd</sup> meeting of the Board of Trustees

Tuesday 26 March 2019

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

### Board Meeting 4 – Approve Business Planning

#### Present:

|                       |   |     |   |     |   |
|-----------------------|---|-----|---|-----|---|
| CHAIR<br>HT           | Helen Tranter<br>Vice President                 | JL  | James Lord (from item4)<br>Hon Secretary            | CG  | Carolyn Göhler<br>Hon Treasurer                         |
| MB                    | Michelle Bolger<br>Education & Membership Chair | KB  | Kate Bailey<br>Policy & Communication Chair         | NW  | Niall Williams (Via Webex)<br>Non Chartered Trustee     |
| SG                    | Simon Green<br>Independent Trustee              | JS  | Jim Smyllie<br>Independent Trustee                  | WY  | Wei Yang<br>Independent Trustee                         |
| <b>Apologies:</b>     |   |     |   |     |   |
| AW                    | Adam White<br>President                         | MDT | Merrick Denton-Thompson<br>Immediate Past President | MvG | Marc van Grieken<br>Technical Chair                     |
| PS                    | Phyllis Starkey<br>Independent Trustee          |     |   |     |   |
| <b>In Attendance:</b> |   |     |   |     |   |
| DC                    | Dan Cook<br>CEO                                 | SL  | Sarah Loutfi<br>Director Professional Standards     | AmW | Amina Waters<br>Director Digital Marketing & Operations |
| AB                    | Aaron Burton<br>Head of Policy & Influencing    | AnW | Andy Wallace<br>Head of Finance                     | EW  | Emma Wood<br>Governance & Regulation Manager            |

#### 1. President's Welcome

As President Adam White (AW) was unable to attend the meeting was chaired by Vice President Helen Tranter (HT)

#### 2. Declarations of Interest

There were none

#### 3. Minutes of the Board meeting 11 December 2018

##### 3.1 Board discussed the Minutes and agreed to accept the proposed changes

**DECISION:** 1 The Minutes of the Board meeting 11 December 2018 were approved subject to the agreed changes

##### 3.2 Decisions and Actions

The decisions and actions tables were reviewed and updated. Board requested that the decisions and actions be numbered within the body of the minutes as well as in the tables for ease of reference

Trustees annual report to be circulated in advance of Board meeting for consideration

**DECISION:** 2 To number the decisions and actions throughout the Minutes to facilitate reference

**ACTION:** 1 Trustees annual report to be circulated in advance of Board meeting for consideration

#### 4. Business Plan

Presentation from Amina Waters (AmW) and Dan Cook (DC) gave an overview of the business plan and business planning context confirming that the Corporate Strategy underlies our business plans.

There will be a period of consolidation to embed the major changes that have already been undertaken. Senior staff team have mapped out all activity over the next year, including all those items that we are obligated to deliver, which results in lower capacity overall

DC noted the importance of managing workloads and confirmed that during the planning process a number of outputs have been shifted to years 2 and 3 to maintain a balance between key projects and business as usual (BAU). This includes focussing on improving website functionality rather than a full replacement at this time.

#### **4.1 Finance & Risk Committee Report**

Andy Wallace (AnW) spoke to the paper before Board considered and agreed the FRC recommendations

**DECISION:** 3 To approve the financial plan (included in the business plan) for 2019-22

#### **4.2 Entry Standards Project (Competency Framework Project Plan)**

Sarah Loutfi (SL) spoke to paper. Board agreed to the proposed budget and noted that this project will be referred to as the Entry Standards Project

Education & Qualifications role – the job title and seniority of the role is still being considered but it is intended that the role be fairly senior and expert in field to become the full time education lead.

DC noted that on numerous times Board has requested a realistic timetable to deliver this work. The plan does that and ensures that work is delivered in the right order. We are still growing membership with increased reinstatement and using the other alternative systems (CAP etc). To deliver the project faster will require additional resource but there are still things which need to be delivered in order. The new Education & Qualifications role is an important one that can deliver both the BAU and this major project

Board agreed to continue with the analysis outlined in the paper but agreed not to commission new authors for the competency framework until after the June Board meeting

Entry Standards Modernisation Group (ESMWG) has been a consultative group rather than a decision making group. Main role for the new staff member should be to manage and deliver the project with clear lines of responsibility/authority. Agreed that the ESMWG should be stood down and become a virtual advisory group for consultation only

Board recorded its thanks to SL

- DECISIONS:**
- 4 That the project be referred to as the Entry Standards Project
  - 5 Proposed Entry Standards Project Plan expenditure is agreed
  - 6 Christina Hirst to continue with the analysis but no commissioning of the technical authors or assessment expert until after the June Board meeting
  - 7 Agreed to the need for the new education post, level of seniority is a management decision. Team to reconsider job title and draft job description and circulate for comment to Michelle Bolger (MB) and HT. Board supports budget for this role
  - 8 Governance proposal including decision making process/authority, and timetable to June Board – to be developed by DC, MB and HT
  - 9 Project plan to be updated in light of new Education & Qualifications post being recruited
  - 10 ESMWG to be stood down and become a virtual advisory group for consultation only

**ACTIONS:**

- 2 Team to reconsider new Education & Qualifications post job title and draft job description and circulate for comment to Michelle Bolger (MB) and HT

- 3 Governance proposal including decision making process/authority, and timetable to be developed by DC, MB and HT for June Board

#### **4.3 Policy & Influencing Strategy**

Aaron Burton (AB) spoke to paper confirming that the strategy builds on the draft strategy developed by the Policy & Communications Committee (PCC). The aim of the document is to have a single strategy aligned to the corporate plan. Strategy for government, regulators etc. To help structure what we want to do but also set out what we expect others to do

Board comments:

- i. Perhaps a supplement of how to use it could be helpful
- ii. Title could be changed to strategy rather than policy to reflect content

Board agreed to endorse the proposed approach to developing and delivering a new Policy & Influencing Strategy for the LI

**DECISION** 11 To endorse the Policy & Influencing Strategy

#### **4.4 Technical Programme**

Board accepted the paper and noted that the programme aligns with the Policy programme

#### **4.5 Confidential**

#### **5 Entry Standards Modernisation Working Group Review**

Future of the group was previously discussed and agreed at item 4.2

#### **6 Confidential**

#### **7 Confidential**

#### **8 President's Report**

In the absence of the President this item was not considered

#### **9 CEO Report**

DC circulated a paper for discussion and decision

##### **9.1 Confidential**

##### **9.2 Confidential**

##### **9.3 Parks Alliance Board Member**

Board agreed the recommendation to recruit for someone with appropriate experience

**DECISION:** 23 That the LI advertise for the Parks Alliance Board Member position and that the CEO and PCC Chair conduct interviews for a suitably qualified member to be appointed

##### **9.4 Confidential**

##### **9.5 UKBEAG**

Board agreed the recommendation to join the United Kingdom Built Environment Advisory Group (UKBEAG) and that we advertise for a suitable CML/FLI to be our representative - Kate Bailey (KB) and Aaron Burton (AB) to interview.

**DECISION:** 29 To join the United Kingdom Built Environment Advisory Group (UKBEAG) and advertise for a suitable CML/FLI to be the LI representative. Kate Bailey and Aaron Burton to interview

**ACTION:** 6 Aaron Burton to coordinate UKBEAG membership and LI representative recruitment. To interview candidates with Kate Bailey

## 9.6 Update from Advisory Council

Emma Wood (EW) gave a brief update and confirmed that:

- i. Advisory Council Meeting - The February meeting was chaired by HT who was thanked for supporting the meeting at short notice
- ii. Election Officer - Council have agreed that the Election Officer should be an Independent Trustee and Wei Yang (WY) has accepted the role
- iii. November Event Date - Council have asked that when planning LI events we try to avoid half terms. We are considering the implications of a change to the date for the AGM/Jellicoe/Strategy sessions from Oct31-02Nov in order to avoid the Autumn half term  
*[Post meeting note: AGM/Jellicoe/Strategy sessions will now be held 07-09 November 2019]*

## 9.7 Performance

The paper was noted. Board sought clarification regarding the member satisfaction survey and DC confirmed that full analysis of survey results will be reported to next Board meeting. Additional comments:

- i. p140 RegPs needs additional analysis
- ii. p141 Change name Rural WG to eg Rural Discussion Network
- iii. Future reports to change references to 'Competency Framework Project' to Entry Standards Project
- iv. p147 Perhaps separate students from paying membership number as new membership is within staff control
- v. p149 Landscape apprenticeship – Institute of Horticulture objected but this was turned down. Level 7 Land management and Parks management needs additional work
- vi. p152 shows membership resignations, loss rates are low. Actual full year figures are published at 31 March and will be reported in the annual report

Board recorded thanks to Andrew Morris and team for the success of the CPD events programme

**ACTION:** 7 Feedback regarding format and content to be reflected in future Performance reports

## 9.4 New Membership

The paper was noted

## 10. Risk Register and Compliance update

Carolyn Göhler (CG) spoke to paper and noted that next paper will use a colour coded 'traffic light' system to facilitate interpretation of the appropriate risk levels

**ACTION:** 8 A colour coded 'traffic light' system to be used for Risk Register and Compliance update reports to facilitate interpretation of the appropriate risk levels

## 11. Board Forward Agenda

EW reviewed the forward agenda - all to forward any suggestions or comments

**ACTION:** 9 ALL to forward any suggestions or comments regarding the Board Forward Agenda to EW

## **12. Confidential**

## **13. Any Other Business**

### **13.1 College of Fellows (CoF)**

CoF to consider PCC Climate Change paper and forward comments to PCC

### **13.2 Ethics**

RIBA Ethics commission are to introduce ethical standards in future. DC confirmed that he and SL have met with Marina Cervera Alonso de Medina (IFLA) to discuss ethics and a possible global code of conduct.

## **14. Close**

There being no other business the meeting closed at 1711

|                              |               |  |
|------------------------------|---------------|--|
| <b>Date of next Meeting:</b> | 18 June 2019  | Board (5) Year End Handover and Leadership Induction |
| <b>2019-20 Session:</b>      | 10 September  | Board (1) Risk & Performance                         |
|                              | 07 November   | AGM and Jellicoe                                     |
|                              | 08 November   | Strategy Leadership Retreat with Advisory Council    |
|                              | 09 November   | Board (2) Strategy                                   |
|                              | 10 December   | Board (3) Business Planning                          |
|                              | 17 March 2020 | Board (4) Budget, Business Plan, Performance         |
|                              | 16 June       | Board (5) Year End Finance and Leadership Event      |