

Minutes of the 34th meeting of Advisory Council

Thursday 08 November 2019

Attenborough Hall, City Hall, 115 Charles Street, Leicester LE1 1FZ

Council Meeting 1 – Oversight

Present:

Honorary Officers & Trustees:					
CHAIR: Adam White President		Steve Morgan HonTreasurer		Simon Green Independent Trustee	
Jane Findlay President Elect		Michelle Bolger EMC Chair		Jim Smyllie Independent Trustee	
Carolyn Göhler Vice President		Kate Bailey PCC Chair		Phyllis Starkey Independent Trustee	
Romy Rawlings HonSec		Marc van Grieken Tech Chair		Wei Yang Independent Trustee	
Elected Members:					
Catherine Birkin Elected		Wing Lai Elected		Anna Penning-Rowsell Licentiate Rep	
Charlotte Cottingham Elected		Michele Lavelle Elected		Cara Pedley Student Rep (& for Mark Smeeden)	
Anna French Elected		Peter Neal Elected		Adrian Wikeley Co-opted - Chair College of Fellows	
Diana Ispas Elected		Louise Martine Licentiate Rep			
Branch Reps:					
EMids	Ben Betts	NE	Kevin Johnson	Y+H	Cara Pedley (for Mark Smeeden)
EofE	Liz Adams	NW	Alice Murphy)	NI	Paula Gillan
London	Ben Gurney	SE	Louise Ward	Scot	Rebecca Rylott
Mids	Rupert Dugdale	SW	Christine Tudor (for Brodie McAllister)	Wales	Mary O'Connor
Committee Reps:					
EMC	Chris House	Tech	Bill Blackledge		
In Attendance:					
Dan Cook Chief Executive		Sarah Loutfi Director Professional Standards		Yvonne Matthews Executive to the Leadership team	
Sandra Cunningham Speaker		Dr Alex Hilliam Speaker		Emma Wood Governance & Regulation Manager	
Apologies:					
Brodie McAlister BrRep SW		Ian Houlston PCC Rep		Niall Williams Non Chartered Trustee	

1 PRESIDENT'S REPORT

Adam White opened the meeting by welcoming all, particularly the new members before a round of introductions for all Advisory Council. this was followed by a brief update on activity including:

- i. LI Campus
- ii. LI Connect
- iii. CPD programme – forward any ideas to events team
- iv. Office move

- v. Projects with Blue Peter, RHS, Plan-IT
- vi. The Landscape Consultant's Toolkit
- vii. IFLA World Congress 1400 attending, streamed live. LI is leading the way and sharing best practice
- viii. LI Awards 28 November at The Troxy

2 OVERVIEW OF DAY, WELCOME AND CONTEXT SETTING

Dan Cook CEO introduced Romy Rawlings HonSec and Facilitators Sandra Cunningham and Dr Alex Hilliam

The annual governance cycle is structured to allow for Council and Board to consider big picture issues in November before Board starts the future business planning. We are currently undertaking a strong programme of modernisation and keeping the profession relevant

3 CULTURE AND BEHAVIOUR

3.1 Presentation – Sandra Cunningham

Purpose:

- To bring Culture into focus
- To develop a collective understanding of the culture at the LI
- To inform subsequent culture development work

Understanding:

- Pulling in different directions, constant change and pressures
- Feel of the operating environment
- How we do things, manage conflict, manage relationships
- Culture influences external perception
- Change and evolve
- Think feel and act as individuals

3.2 Discussion

When she became an officer Romy was surprised at the old-fashioned culture at the LI: entrenched behaviours, lack of support member to member, member to staff, not pulling together, resistance to change, and negative behaviours. Importance of informed and measured change – sometimes it can seem as though there is too much change all at once

Examples of other organisations that demonstrate positive and supportive culture include Google, Starbucks etc. Steve Morgan noted that when his organisation moved from Dutch to Swedish owners there were very different cultures – move from controlled, controlling and very demanding culture to an open, egalitarian and supportive culture. Resulted in major improvements to productivity, staff satisfaction and general well being

3.3 Workshop

Discussion Café table discussions. Hosts Including representatives from the Board, Council and Staff. 3 key questions for discussion:

Q1 What is it like for me to participate within the Lis culture?

Q2 How does it help or hinder us from doing our best work together

Q3 What would a new comer to this forum say about the culture at LI?

Feedback from each of the groups is attached at appendix 1

4 ANY OTHER BUSINESS & BRANCH/COUNCIL INITIATED ITEMS

- 4.1 Public sector employees leaflet to council leaders / employers. DC confirmed the policy team were responsible for this project and with the staffing issues in that team it has been impossible to progress. However we have a strategy day planned for parks managers members. Once we have a full complement of staff will be engaging with local authorities and also looking at publishing some of the research online.

Members working within the public sector now have the opportunity to show how they can deliver services that support the broader work of their councils etc such as health and wellbeing, climate change, recreation and leisure

Policy team recruitment timescale – January onwards, recruit someone to lead it first and then recruit the remainder of the team

5 CLIMATE AND BIODIVERSITY EMERGENCY – ACTION PLANNING

- 5.1 Presentations - Adam White and Alex Hilliam

AW opened the session with an overview of the issue and LI activity before introducing Dr Alex Hilliam, Chair of the newly formed Climate Change and Biodiversity Panel

Key output: Options paper for Board on how the LI should respond and the resources required (by March 2020)

AH gave an update on the panel which is focussed on how does the LI take forward and deliver actions in support of the Boards declaration of a climate change and biodiversity emergency

- Panel has been recruited
- Initial survey of panel
- 1st virtual meeting (23 October 2019)
- To develop a mission statement to guide actions. Current draft: *To use all means within the scope of the LI to respond to the climate and biodiversity emergency*
- 4 realms of influence:
 - *Equip the profession to design, create, plan and manage resilient, regenerative and biodiverse landscapes*
 - *Advocate for stronger measures to tackle the climate and biodiversity emergency in both a policy and industry context*
 - *Support and regulate the profession to set standards for Landscape Architects to address the climate and biodiversity emergency*
 - *As an organisation, act as industry leader and example of best practice in terms of carbon emissions and ecological impact*

- 6.2 Workshop – Insights for the realms

Members broke into work groups to consider the following questions:

- i. What would success look like?
- ii. What actions should be done to achieve this?
- iii. What is happening now that this could build on?
- iv. Drawbacks, risks, challenges?

- 6.3 Feedback

- i. Stronger measures both in policy and influencing
- ii. Key actions – CIL reductions recognising public good in relation to climate emergency
- iii. #Chooselandscape campaign, apprenticeships – new people coming through
- iv. Momentum to tie in new people to the climate change

- v. Sharing more of our best practice
- vi. Increased number of virtual meetings
- vii. Website graph showing LI carbon footprint and demonstrating the change
- viii. Punchy campaign around landscape more closely reflecting the emergency
- ix. Influence parliament
- x. Build on existing policy, members to be advocates for that work
- xi. Minimum standard of carbon footprint for Registered Practices
- xii. Requirement on members to take more responsibility for their carbon footprint
- xiii. Already part of the solution – share it
- xiv. Need to be seen as experts in the field
- xv. Build on the competency framework and Code of Conduct
- xvi. Map the impact of members over the last 20 years
- xvii. Need measurements built into the process

7 GLOBAL STANDARDS & IFLA PRINCIPLES

7.1 Presentations – Dan Cook and Sarah Loutfi

DC opened the session with a presentation which covered:

- Risk and Trust
- International Ethics Standards
- Global Ethical Principles project with IFLA
- Training, guidance and information to be developed

Sarah Loutfi gave a presentation on:

- Why ethical principles are needed
- Key points to note
- The 7 principles

7.2 Comments from the floor:

- i. Regarding social element. Clarification that referring to public interest and ensuring that we don't just consider the environment but also the people that will be affected
- ii. Principles will be enforced via the national codes
- iii. Principle 1 and 7 could perhaps be merged
- iv. Health and well being could be woven in to either principle 1 or 7
- v. Perhaps include the promotion of good practice – this could be included into the guidance that will sit under the principles
- vi. If going to include the social and historical element then need to include community engagement. This is included in the guidance to principle 2 but it may be better in the guidance for principle 1

7.2 Workshop

Group exercise to consider and provide feedback on the global principles. Feedback in full will be considered within the project. Comments on the day included:

- i. Principle 1 is different from 7 as quality of someone's life is not necessarily related to climate change
- ii. Principle 1 - seek to reduce or avoid adverse impacts
- iii. Principle 1 - not possible to improve quality of life for place
- iv. Principle 1 - word enhancement needs clarity
- v. Principle 2 - landscape practitioners are respectful of each other – should go beyond other
- vi. Principle 5 - clients and the public rather than consumers, or perhaps users

- vii. Believe it is important to maintain the reference to social and cultural
- viii. Suggest that 7 be moved to 2
- ix. Include reference to quality of life
- x. Prefer term engagement rather than consultation
- xi. Associations should encourage practitioners to become members and comply with the national codes of conduct
- xii. 'All' and 'Any' should be removed as being unnecessary
- xiii. Procurement of goods not clearly included
- xiv. Health and wellbeing of nature and planet not just people

Any addition comment or suggestions can be forwarded to [Sarah Loutfi](#)

8 IMPROVING MEMBER NETWORKS

Louise Ward provided additional commentary in support of the paper which included:

- i. Communication
- ii. Development of a Branch Committee Handbook
- iii. Better networking between branches
- iv. Event fee structure

8.1 Discussion

- i. Suggestions that training be provided for branch committee members
- ii. When LI Campus is launched could be a great opportunity to hold a branch event with virtual speakers
- iii. LI Connect will enable the provision of both open and closed groups. Could include groups that reflect the branches
- iv. Communications is on the February agenda
- v. Devolved branches additional remit needs to be considered as a separate issue
- vi. It was agreed at the Bristol meeting that any event that provided a direct benefit should have some fee against it. There are a range of events such as Jellicoe that are free. Its important to put a value on events that deliver CPD or a business benefit. CG confirmed that a fair and transparent pricing policy is already under consideration
- vii. Branch focused analysis of the member survey – Ben Brown is currently on paternity leave but will be able to provide analysis for those branches that want it on his return
- viii. Commitment for resource to deliver these issues. Member networks are a primary responsibility of Lynn Mentiply who will be able to co-ordinate projects as appropriate

9 SUMMARY & ROUNDUP

DC spoke to this item thanking all for the open communication. What next after Council:

Culture:

- Be more welcoming, open, collaborative, sharing and respectful
- Communicate our change, success, internally and externally
- Diversity & inclusion
- Need ambassadors
- Relevant to next generation
- Concern for employee wellbeing and morale

Climate:

- Consider minimum standard for carbon for registered practices
- Chooselandscape – bringing in apprenticeships. Need a stronger focus in education, care about climate

- Develop further Build with Nature partnership
- To have Advocates, climate champions
- Toolkits, support for practice

10 Close

The meeting closed at 1651

MAJOR THEMES

COMMUNICATION

- Internal - photos...
- External.

EMPOWERMENT

- Clearer on how & why things happen.

DIVERSITY

+ INCLUSION.

1. Formal socials and connections

- More welcoming of volunteers
- Unloved

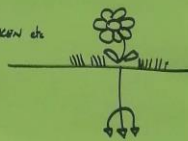
2. Culture Change: Bullying

3. Connectivity + Branches Regain

TREATMENT OF INDIVIDUALS.

SEEN AS NICE,
SOFTLY BROKEN etc

HIDDEN SIDE OF
BAD CULTURE...
(CARE OR MISMANAGEMENT)



MAKE IT HUMAN! WELCOMING...

- ICEBREAK
- START ALL EVENTS WITH SOME WELCOMING INTERACTION...
- SHARE STORIES - PRO + PERSONAL...
- KEEP IN TOUCH. (BETTER COMM)

COMPETITIVENESS

~~COLL~~
COLLABORATION
SHARE KNOWLEDGE
SKILL →

REI NEED TO
ETICASSIORS

WELCOMING
RESPECTFUL
OVERCOME PREVIOUS
OBUSINESS

MAJOR THEMES

3 THEMES

- ① "New people" "old people" ...
- ② New to move on - go others
Col. - need to know who
everyone is - need info
What are we doing next?
- ③ Col. need to need to be less
administrative + more
PRACTICE DRIVE

Welcome newcomers.

- member
- council
- branch chair

AWARENESS

! **ENGAGEMENT**

WELCOMING ↑

Communication



multi directional
internal external

Action: + implementation

not just
procedure.

- big issues e
- internal issues
- implement policy (working together)

THEMES

- ★ GALVANIZE
USE CLIMATE CHANGE to
engage all members to revitalize &
change the culture of LI

WHAT IS CULTURE (LI)



LACK OF AWARENESS OF CULTURE ISSUES...

RESONANCES

AGE DIFFERENCES
→ NEED TO
HAND THE BATON
TO THE YOUNGER
GENERATION

TREAT
OTHERS AS
YOU WOULD
LIKE TO BE
TREATED

to stand as preserved by
its members and the
wider public as an
inward, invisible
presence, fully that
is open to everybody
and that is a
guardian of the
highest behaviour.

As a new member into the LI, the LI is perceived as a friendly institute with a lot new and exciting ~~existing~~ items on their agenda. However, many students a very unaware of what the LI does, who it involves and how its student members can put its their voice forward/get involved.

LI CULTURE

many

lots of diff. cultures, lots not involved in 1st culture

1st culture assimilates all...

2nd culture

MIXED FEELINGS/
PERCEPTIONS OF
LANDSCAPE INSTITUTING
CULTURE
↳ INFORMATION
CAMPAIGN? (i)

L1
STAFF
HAPPINESS?

"Seize the moment"
réclamate change

BUILD
POSITIVE
PARTNERSHIP
NOW

More use to be made of Council members & carry out work towards Public Sector Forum aims (boost staff resources)

A yellow diamond-shaped sign with a green arrow pointing down. The text "BULLYING MUST STOP!" is written in black marker. Handwritten in red marker are "360" and "REVIEWS".

Harmonizing the skills of
Senior professionals,
for the benefit of
new professionals
this shall be a priority

TREAT
OTHERS AS
YOU WOULD
LIKE TO BE
TREATED

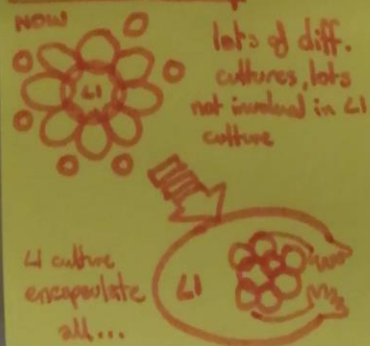
Staff
Change over
Loss of Staff.

Li should be perceived by
its members and the
wider public as an
inclusive, respectable
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is open to everybody
and that is a
guardian of the
highest behaviours.

Engage wider membership
in specific top groups
ie
• Agricultural / Rural Land Use
• Protected Landscapes
• Damage / Flooding
etc etc.

Know + feel
part of the
LI / Council,

LI CULTURE



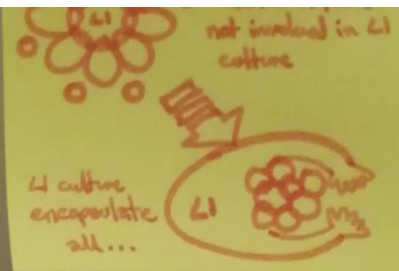
LI

It takes time to
know + feel
part of the
LI / Council,
make it easier
with more info
for newcomers.

So when put 'on hold'
on the phone - the
voice message should
'frame the mindset'
so not the usual
music - but a voice
message to remind
people to calm down
tell a joke, a key fact
break the ice or
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More use to be
made of Council
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carry out work
towards Public
Sector Forum
aims (boost staff
resource)

**BUILD
POSITIVE
PARTNERSHIP
NOW**

**ZERO
TOLERANCE
TO BAD
BEHAVIOUR
Now** • LI'S
FUTURE
IS KEY

WE ALL HAVE
ROLE TO
ENCOURAGE
MORE VOLUNTEER
& ENGAGEMENT
WITH THE L.I.

Structure
welcoming into
all LI corporate
events + meetings

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LI CULTURE

NOW



lots of diff.
cultures, lots
not involved in LI
culture

LI culture
encompasses
all...



LI culture
encapsulate
all...



L1
STAFF
HAPPINESS?

What
happens
next?

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CL 11

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