

WEB Minutes for the 69th meeting of the Board of Trustees

Tuesday 16 June 2020

A virtual Meeting via WebEx

Board Meeting 5 – Year End Finance and Handover

Present:

CHAIR AW	Adam White President	JF	Jane Findlay President Elect	CG	Carolin Göhler Vice President
RR	Romy Rawlings Hon Secretary	SM	Steve Morgan Hon Treasurer	NW	Niall Williams Non Chartered Trustee
CH	Chris House Education & Membership Chair	KB	Kate Bailey Policy & Communication Chair	MvG	Marc van Grieken Technical Chair
JS	Jim Smyllie Independent Trustee	WY	Wei Yang Independent Trustee		
In Attendance:					
DC	Dan Cook CEO	AmW	Amina Waters Item 3 Director Digital Marketing & Operations	LS	Laura Schofield Item Membership Development Manager
EW	Emma Wood Governance & Regulation Manager				

1. President's Welcome

Adam White (AW) welcomed all to the meeting

1.1 Declarations of Interest

There were none

2. Minutes of the Board Meeting 17 March 2020

A minor typo was corrected at item 3.1vi changing the word 'on' to 'only'

For:	11	Against:	0	Abstain:	0
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DECISION: 1 The Minutes of the Board meeting 17 March 2020 were approved

3. Year End and FRC

3.1 Review Year-End Management Accounts and Risk Register

Amina Waters (AmW) spoke to this item and confirmed that due to the COVID-19 pandemic we are slightly out of synch with our normal timeline. This means that the circulated draft paper may be subject to amendment.

3.2 Approve Trustee Annual Report

Dan Cook (DC) confirmed that 2019-20 had proven to be another successful year. Highlights:

- i. LI90, particularly Chelsea and family events at Olympic Park. A number of the branches also ran some very successful LI0 events

- iii. LI was one of the 1st professions to declare climate and biodiversity emergency and put some actions in place
- iv. Ethical standards work
- v. MoU with IFLA
- vi. Successful CPD programme, particularly digital days
- vii. LI Awards 2019
- viii. Digital programme – supported seamless move to remote working during C-19 crisis
- ix. Workshops with branches – new handbook, improved web pages
- x. Competency framework project has progressed well
- xi. Staffing challenges throughout the year
- xii. Competitions and Registered Practice activity did not go so well

DC noted that he was proud of the team for what we have achieved. Have been focussing on diversity and inclusion (D&I) for LI events and activity, ensuring diverse speakers but still an area that needs further work.

Comments:

- i. Pleased with balance of successes and challenges. How are the priority 1 objectives being dealt with going forwards? – As part of our planning for 2020-21 have made sure that those activities that weren't delivered in 2019-20 have been brought forwards with a high priority in our updated business planning
- ii. Future strategy relies on membership development and growth but this is an area that will come under serious pressure over the next year or so and we need to take this into account – Introduction of the landscape apprenticeships should have a positive impact in this area but are aware that growth may not be as fast as initially thought
- iii. The report refers to changes in behaviour, communication techniques, digital online engagement etc, perhaps we need to consider what opportunities may be available to members – The CPD team are looking at opportunities for new ways of working and particularly the range of technologies that are available

Board AGREED the report

DECISION: 2 Board approved the 2019-20 Annual Trustee Report

3.3 Updated Business Plan

AmW noted that we can start to see the impact of the invited route and College of Fellows campaign, the Licentiate/Associate numbers are a known weak area reflecting the increase in international students that return to their home nations on graduation

Because of the investment in digital services and infrastructure there has been very little impact on member services due to the C-19 pandemic. We have moved to digital services including online branch elections and are about to pilot online Pathway exams. Very quickly moved to replace in person events with digital and this has helped maintain our relationships with sponsors. Also reaching a much larger audience than normal for in person events with 100-200 average digital attendance and up to 470 for the sold out parks event

At March Board we agreed to reforecast on different financial scenarios and have reforecast based on good, mid and worst case scenarios. Finance & Risk Committee (FRC) recommended going forwards under the mid scenario which shows reduced income and reduced costs resulting in a reasonably robust budget with a small surplus. We are operating in a difficult environment with no

data regarding impacts of the government furlough scheme etc, so aim to reforecast on a quarterly basis and tailor as we progress

Significant savings will be made under travel and in person events as well as in person exams so looking to remain fully digital until 31 December 2020

Decisions taken include:

- i. Assume no in-person activities for rest of 2020 –digital-first instead
- ii. No face to face P2C exams for May or November
- iii. 2 Online-only editions of the Journal to balance drop in Journal advertising revenue
- iv. LI Conference postponed until next financial year
- v. Introduced delayed payment option for individual memberships; strong focus on member retention/growth activities to protect revenues

Some of our sponsors are interested in running competitions with us for the first time and these are activities that we can run well online. Have been working with partners to consider how we can deliver activities that deliver member benefit whilst aligning with sponsor’s interests

LI Awards – won’t be holding a live, in person event in November and we are considering whether to hold an in person event in March 2021 or online awards event in November. Considering risk and resources the online event is probably the best option at this time. AW and JF have been liaising with events team and will continue to act as the Board liaison

Board AGREED to hold online/digital LI Awards 2020

DECISION: 3 That the LI Awards 2020 be held online/digitally

FRC were pleased with quality of the proposals that were put forwards by the team and thought the mid scenario budget the best approach, whilst keeping the worst and best in mind, and recommend that Board support

Board AGREED to approve the ‘Mid’ case budget scenario, which will be reforecast quarterly during 2020/21 to take into account emerging risk due to COVID-19 crisis and economic uncertainty

DECISION: 4 To approve the ‘Mid’ case budget scenario, which will be reforecast quarterly during 2020/21 to take into account emerging risk due to COVID-19 crisis and economic uncertainty

4. CEO Report

4.1 Racism and Injustice

DC provided background to our current approach to Diversity and Inclusion (D&I) and outlined the size of the problem

	UK makeup (target)	LI Members (based on 2017 Talent Survey)	Priority
Disability	18% working age adults* <i>(*Disabled living Foundation)</i>	4%	Recruitment & Retention
Ethnicity	86% white; 14% other ethnic groups* <i>(*ONS report on 2011 census for England and Wales)</i>	95% white 5% other	Recruitment
Gender	Equal split	51% Female 49% Male	Retention & progression
Social Mobility	34%* <i>(*percentage of population in two lowest economic classes of UK, Great British Class Survey 2013)</i>	Not analysed	Recruitment
Sexuality	1.7%* <i>(*Sexual identity, UK: 2015, ONS Bulletin)</i>	8%	Retention/progression

There are 4 strategic pillars:

- The landscape professions reflect the makeup of society
- The landscape professions give everyone an equal experience
- LI is the example of D&I to other organisations
- The landscape professions address and encourage inclusion in society

LI membership experience issues of gender pay inequality (as shown by the salary survey), we also don't have a diverse membership (BAME, socio economic background etc)

Could consider reintroducing bursaries to support those coming into the profession and work with employers as their recruitment and retention policies effect the diversity of the profession

Comments:

- i. Need to properly fund research in partnership (eg Black Environment Network) with others as to why do BAME not use parks and green spaces? Why does LA not appeal to BAME communities. Identify what our problem is and then act on it
- ii. Need to consider how to tackle inequalities in our profession. LI built on the concept of access to green space for all
- iii. Research would put the broader equality issues into context and provide a benchmark that we can use as a baseline
- iv. Solutions to a lot of the issues are landscape – ensuring equality of access, importance of community and stakeholder engagement. Working to mitigate the problem rather than focussing on the past. Concern regarding the focus on identity groups rather than ability and need
- v. Should we not be working with RTPI and RIBA etc, potential to have a cross professional approach could be more impactful.
- vi. Strongly support asking BEnvNetwork for guidance
- vii. Mayor of London has a programme for diversity within built environment sector
- viii. Feedback from members from diverse background members indicates that they are not interested in more research, more panels, more navel gazing. They want to see real action where they can get involved and see clear change as soon as possible
- ix. Doing really well on membership by gender but the majority of senior roles in practices are still mainly held by men. Need to ensure that we deliver what our diverse/minority communities want, not what we think they want
- x. We need to promote how our strategy is working towards this already, and what the profession can offer. We need to work to promote people coming in, from all backgrounds.
- xi. D&I panel needs to meet more regularly than x2 pa
- xii. We should go out to BAME organisations to examine how we are perceived as an industry
- xiii. This needs to become a higher, properly funded priority

Board agreed to the 5 proposed decision points

DECISION: 5 To support the proposed D&I actions

4.2 Leadership Forums

Laura Schofield (LS) spoke to this item and confirmed that we have now reviewed how the Landscape Management Leadership Forum worked before creating the new Parks and Green Places forums. Looking to encourage the broadest range of engagement. Proposed approach is outlined in the paper and Rob Pearce (RP) has already held 3 consultation sessions with the parks sector. DC

confirmed the consultation sessions have been really helpful and attracted very senior people in the sector, 2 issues already highlighted: green recovery, skills and qualifications

This is a key area and it was suggested that CG and JF could actively engage with this work on behalf of the Board

ACTION: 6 CG and JF to engage with Parks and Greens places forums work on behalf of the Board

4.3 Confidential Item

4.4 Quarterly Performance Report

DC confirmed the data contained in the report has proven to be very useful for the staff team to monitor the impact of external conditions. Need to look at reporting on active projects. DC clarified that the percentage figures relate to activity within the business year 2019-20

The Paper was noted

5. President's Report

AW confirmed that we have been notified of the death of John Whalley who was LI President 1985-87

- i. IFLA 2020 was due to be held in Malaysia and has now been moved to 2021
- ii. Thanks to Ben Brown and team in managing response to COVID-19
- iii. Climate and Biodiversity Action Plan launched
- iv. Have launched the LI Awards 2020 including the Sir David Attenborough Award for Excellence in Enhancing Biodiversity
- v. Enhanced support for partners Architects Benevolent Society (ABS) and Perennial
- vi. Webinar lunch time sessions. Thanks to Andy Morris and Natasha Sudan for this essential resource during the pandemic
- vii. LI Connect now to launch Autumn 2020
- viii. Sunflower challenge – 20,000+ free seeds distributed

AW recorded his thanks to all for his gift marking the end of his term of office

JF gave a vote of thanks to AW for his dedication noting that he has been a fantastic ambassador for the profession and has made the LI very visible with the members. Has engaged and enthused the younger membership. DC also gave thanks on behalf of the staff team

Board recorded their thanks and appreciation with a round of applause

6. Governance Matters Update

EW spoke to this item and confirmed the formal record of decisions.

The Board member skills matrix has identified some areas for focus particularly finance and investment, product development would also be helpful. These are gaps that need to be filled from Independent Trustee recruitment

EW to draft job specifications for the vacancies and liaise with the Appointments & Selection Committee

ACTION: 7 EW to draft job specifications for the Trustee vacancies and liaise with the Appointments & Selection Committee

7. Closed session

This being a closed confidential session for Board members only staff left the meeting

8. Close

There being no other business the meeting closed at 1500