

Minutes of the 36th meeting of Advisory Council

Wednesday 18 – Thursday 19 November 2020

A digital meeting via Zoom

Council Meeting 2 – Strategy sessions with Board of Trustees

Day 1 Wednesday 18 November

Present:

Honorary Officers & Trustees:					
CHAIR: Jane Findlay President		Carolyn Göhler Vice President		Adam White Immediate Past President	
Niall Williams Trustee (Non-Chartered)		Chris House Trustee (EMC Chair)		Kate Bailey Trustee (PCC Chair)	
Jim Smyllie Trustee (Independent)		Wei Yang Trustee (Independent)			
Elected Members:					
Catherine Birkin Elected		Wing Lai Elected		Anna Penning-RowSELL Associate (Licentiate) Rep	
Charlotte Cottingham Elected		Michele Lavelle Elected		Cara Pedley Student Rep	
Anna French Elected		Peter Neal Elected		Adrian Wikeley Co-opted - Chair College of Fellows	
Diana Ispas Elected		Louise Martine Associate (Licentiate) Rep			
Branch Reps:					
EMids	Ben Betts	NE	Kevin Johnson	Y+H	Steven Sixsmith
EofE	Catherine Bailey	SW	Cynthia Filipiak-Szymborska	Wales	Mary O'Connor
London	Ben Gurney				
Committee Reps:					
EMC	Vanessa Ross	Tech	Bill Blackledge		
In Attendance:					
Dan Cook CEO		Antonella Adamus Head of Standards, Education & Engagement		Ahlyah Ali Membership Services Officer	
Ben Brown Head of Policy		Andrew Cottage Competitions Manager		Jane Debois Head of Professional Regulation	
Bankole Jones Finance Manager		Ruth Lake Project Delivery Manager		Andrew Morris Commercial Director	
Amina Waters COO		Emma Wood Governance & Regulation Manager			
Apologies:					
Rupert Dugdale BrRep Mids		Paula Gillan BrRep NI		Marc van Grieken Tech Chair	
Ian Houlston PCC Rep		Ruth Shelton BrRep SE			

Dan Cook opened the session with a brief review of the annual decision making cycle and confirmed that the day's session is an opportunity to discuss strategic themes with both Board of Trustees and Advisory Council (AdCo) in attendance

1 President's Welcome & Update

Jane Findlay (JF) welcomed all before giving a presentation on activity. Presentation highlights:

- i. Jellicoe Lecture
- ii. Green Building Congress (India) - 3k delegates
- iii. LI Awards 2020 - 26 November. LI's 1st online awards ceremony, to be hosted by Julia Bradbury
- iv. Competition: Transforming the urban landscape (closing date 04 December). Winner to be announced at President's end of year webinar Tuesday 15 December
- v. 2021 - continue reaching out: Breakfast events with local government and government agencies. Universities and educators. Branches and regions. Engaging with students. Promoting apprenticeships with employers
- vi. Greener Recovery policy paper
- vii. Planning White Paper
- viii. AGM – planned for 04 February 2021 online. Motions to be considered at December Board
- ix. Independent Review – The LI has experienced a high turnover of officers and staff. There has also been a higher than usual number of complaints regarding behaviour etc aligned with the moves to expand membership and modernise governance. Board is taking these issues seriously and has appointed an independent consultant to review. The review will be undertaken in 3 key phases diagnosis, recommendation, reconciliation. Findings can feed into the GovRev project as appropriate

2 New LI Team members

Recruitment was paused due to C19 but we have now resumed recruitment and are back up to an almost complete staff team. JF welcomed all new staff:

Jane Debois	Head of Professional Regulation
Antonella Adamus	Head of Standards, Education & Engagement
Dilraj Sokhi-Watson	Policy & Partnership Manager (Scotland)
Andrew Cottage	Competitions Manager
Bankole Jones	Finance Manager
Ahlyah Ali	Membership Services Officer

3 Quarter 2 Performance Report

DC and Amina Waters (AmW) spoke to this item and confirmed that there has been a huge amount of policy change and development in the environment area this year and the team has been very busy including: Greener Recovery, Transforming the Urban Landscape

In response to C19 the LI quickly moved to online events including the free Weekly Webinar programme, LI Campus etc. This has resulted in a broader reach, increased attendance and also attracted new sponsors. Have also been working with our sponsors to identify what they actually want from the relationship and in response to their feedback we are developing more interactive, digital events.

Have also launched online branch events programme which have proven to be a real success

LI Campus has been very well received and currently looking at how we can develop the offering further

Online CPD recording will become mandatory from next year and it's been good to see the positive reception and take up. Will also help to identify areas of CPD need that can be addressed through the LI CPD programme

P2C exams have been moved online and we are currently working towards clearing the C19 related backlog

At the beginning of the year we reforecast for a small deficit but are now forecasting a small surplus, even taking into account additional expenditures in a very challenging environment. Current cash flow position is also very good

This good performance has resulted in a heavy workload on the staff team and although we have been able to recruit to a number of staff posts we still have very little capacity

3.1 Impact of COVID

DC addressed comments regarding being too slow to address the C19 issues related to P2C – staff team experienced C19 bereavement and ill health and related issues and even when we offered the opportunity to candidates to book online exams they chose not to. C19 has also impacted on the examiner pool but we are working hard to improve the candidate experience and staff/examiner support

Firm dissolution and creation – lower number of dissolutions than 2019 (furlough and grants probably supported) and a higher number of creations (probably more people going freelance etc). Advertised jobs have dropped against 2019 and this is reflected on LI Jobsite – we are planning for a slow recovery.

Brexit has the potential for significant risk and impact but we lack data.

3.1i Break out groups

Members broke into work groups to consider the following questions:

- i. What impacts are you seeing in the business environment that you think the LI needs to be aware of?
- ii. Which sectors are you seeing growing/contracting?
- iii. Business risks?
- iv. Trends?

3.1ii Feedback highlights:

Impacts

- i. Brexit concerns generally, but work seems to be plentiful although inconsistent.
- ii. Impacts of furlough.
- iii. Work life balance has been a struggle for some. Mental health impacts
- iv. Forced industry to adapt to innovative ways of working and reduce carbon footprint. Better turn out to meetings but bigger meetings resulting in Zoom fatigue
- v. Stronger emphasis on reconnecting with nature
- vi. Networking less effective and is an issue

Which sectors are you seeing growing/contracting

- i. High streets opportunities
- ii. Public sector – holding pattern
- iii. Focus on health and wellbeing with public space

Business risks?

- i. Unable to commit to hiring permanent staff due to project and business uncertainty
- ii. salary reductions due to lockdowns and restructuring/ redundancies

Trends?

- i. emphasis on the climate change initiatives and post covid ideas.

- ii. High streets and probably decentralisation expertise given WFH, and evolving economy trend which changes the focuses on green spaces and public realm
- iii. Landscape led projects – homes England

4 Key issue discussions -focus on 'future possible structure'

CG opened the session with a presentation which included:

- i. GovRev project recap
- ii. Update on the proposed Joint Working group
- iii. JWG timeline:
 - Nov Further engagement between LI Board and Advisory Council to explore key issues raised so far
 - Dec/Jan JWG to meet fortnightly – starting Nov 30
Reference groups gain insights to inform and shape proposals
 - Feb/Mar Take account of independent review recommendations
Council and Board to review structure options from JWG at Feb meeting
Thereafter Board to consider any options to be included in full member consultation
Operational elements start to be looked at after structure decisions taken
 - June/July Full member consultation

CG confirmed that we are keen to have members who don't necessarily have experience of the standing ctees involved and asked for any volunteers for the Standing Committees Reference Group. Michele Lavelle volunteered in the meeting, any other interested AdCo members to contact CG asap

DC reported that the AdCo survey had indicated concerns regarding the role of President / Immediate Past President. The survey also indicated strong resistance to the introduction of any additional Vice Presidents

Members discussed the IPP and VPs roles together with the other officer roles

COMMENTS:

- i. Need to be clear on purpose of IPP role (and indeed all officer roles)
- ii. Can the IPP not continue with ongoing projects etc without being on the Board
- iii. Should be advisory rather than decision-making
- iv. There isn't enough time as President to necessarily deliver their objectives.
- v. Legacy projects are important, and perhaps what could be promoted is a Legacy Committee
- vi. Keep them on Advisory Council
- vii. Happy for PP to remain on influencers rather than sitting on Board
- viii. There is a perception that the VP would step up to be President if required
- ix. Additional VPs doesn't follow with desire to streamline governance
- x. The roles of VP and IPP need defining in a clear structure
- xi. Know the workload issues per LI Officer. Applies equally to the Hon Sec, Hon Treasurer as well.
- xii. Appreciate we need these for the Charter but given a professional staff, are these two Hon posts (HonSec, HonT) still needed if we focus on skills in the Board and skills in the staff team?
- xiii. Consider removing the Vice President role to allow us to bring in external expertise to any potential gaps
- xiv. Tend to agree that these roles could be paid staff or volunteers with the specific skills and time. We really need landscape architects in particular roles within the LI Governance, but these are not those roles, provided there is oversight from members through Board / AdCo

4.1 Council Composition

DC reviewed the proposed structure of Council confirming that the current proposal is for a flexible rather than fixed structure that allows for AdCo to consider its composition prior to elections and reflect current need/focus

- Potential new flexibility to ensure diverse and inclusive representation
- Greater democratic input by membership
- Less overlap with other bodies allowing more members to participate
- Enable topic experts to be selected when needed
- Appointment & Selection Committee (A&SC) to retain same functions as now

COMMENTS:

- i. Should committees and staff teams be better aligned to deliver our objects and our forward strategy?
- ii. Knowledge can be maintained and retained with working groups but it is also important to balance this with new member participation
- iii. Missing is community engagement, sociology, behaviour change
- iv. Academic members should be represented
- v. Why do we need so many groupings, can we have a simple organogram with everything linked to the Board except Appointments which should remain with Council
- vi. Communications and reporting are poor
- vii. Non-members could provide a useful group, also range of employer types - local government, AONBs etc

Any other issues to be forwarded to CG or DC

5 Governance Matters - AdCo Membership Co-options

Emma Wood (EW) spoke to the paper confirming that the AdCo currently co-opt the College of Fellows Chair to ensure Fellow representation. Recommendation ii. allows for AdCo to consider whether to co-opt additional members after the elections – if a number of Fellows are elected to AdCo then there would be no need to co-opt a Fellow and AdCo could consider other options for additional representation

Council voted on the recommendations:

- i. To re-confirm the co-option of the College of Fellows Chair to Council to 30 June 2021 - AGREED
- ii. To agree in principle to co-opt the newly elected College of fellows Chair to Council from 01 July 2021 but to confirm on completion of the election - AGREED

DECISIONS:

- 1 To re-confirm the co-option of the College of Fellows Chair to Council to 30 June 2021
- 2 To agree in principle to co-opt the newly elected College of fellows Chair to Council from 01 July 2021 but to confirm on completion of the election

7 Close

JF thanked all for their contributions before closing Day 1 at 1800

Day 2 Thursday 19 November

Present:

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Niall Williams Trustee (Non-Chartered)		Chris House Trustee (EMC Chair)		Kate Bailey Trustee (PCC Chair)	
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In Attendance:					
Dan Cook CEO		Michelle Grocholsky (item 8) Speaker		Jill White (item 8) Speaker	
Amina Waters COO		Ben Brown (item 9) Head of Policy		Jane Debois Head of Professional Regulation	
Emma Wood Governance & Regulation Manager					
Apologies:					
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Kevin Johnson BrRep NE		Ruth Shelton BrRep SE			

8 Equity Diversity Inclusion - racism and injustice action plan

8.1 Background

DC provided a brief overview of the EDI work undertaken to date and confirmed that the global racial equality movement this year has prompted the LI as an organisation to reflect on racial inequity in the built and natural environment sectors

Discussions were held with LI members, the Board of Trustees in June 2020 and the Advisory Council in July 2020

In response to this, the Equity, Diversity & Inclusion Forum (EDIF) has recommended the LI publishes and enacts a 2 year action plan prioritising racial equity, diversity and inclusion, with a specific focus on anti-racism

8.2 Workshop session

Michelle Grocholsky (EDI consultant) and Jill White (EDIF) opened the workshop session confirming the purpose:

1. Build awareness: building and championing an effective strategy
2. Invite feedback: ideas to strengthen our approach
3. Identify actions: what you can do to champion this work

The wider EDI strategy is based on 5 strategic pillars:

- 1) **Measure** - diversity, inclusion and perceptions of equity
- 2) **Attract** - remove barriers to entry and progression
- 3) **Support** - champion, support and amplify voices
- 4) **Equip** - develop, regulate and instil accountability
- 5) **Embed** - integrate throughout LI's operations

The main focus of the workshops today is racism and the draft '*Addressing Racism and Injustice Action Plan 2021-23*'

Members were divided into break out groups based on each pillar and asked to consider:

- a) What's most important in/about this pillar
- b) What may be missing
- c) Ideas to make it better/ensure its success
- d) A tangible action that this group could take to advance it

8.2 FEEDBACK:

Measure

- What are the benchmarks, what needs to be measured
- Recognise that there are experts who can contribute and guide the LI

Attract

- Important to recognise cultural as well as racial diversity
- Not to forget the other sectors where we are not doing well (disability, socio economic etc)
- 'Racialised' indicates the social constructs relating to ethnicity (being Chinese in China is completely different to being Chinese in USA, Black in UK vs Black in Nigeria etc)
- Terminology needs careful consideration 'Racialised' and 'BAME' both have significant issues and could actually act as a barrier to engagement
- Need additional explanatory notes about choice of terms

Support

- Terminology needs improving
- Why are we prioritising 1 element (racism) separating out from the whole EDI debate needs to be made clearer
- Employers need support
- Education, education, education

Equip

- Racism and injustice – need to ensure we consider the wider context
- Need to work out what the community is and what it needs/wants in order to provide/equip appropriately
- Also need to address expectations – recent research indicates that BAME communities have a preference for highly manicured 'neat' landscapes as opposed to the more 'natural' approach favoured by the profession
- Allotments are a useful indicator of diverse approaches

Embed

- Historical and cultural significance missing element
- There are a range of practical elements (how we schedule meetings, how we support involvement in discussions, keeping in mind care responsibilities etc) that need to be included in the process

- Should be promoting our strengths as well as addressing the weaknesses
- Landscape is just not attracting diverse students, apart from high numbers of Chinese students although they usually return to China and don't join the LI or practice in the UK. We really need to consider our entry mechanisms

COMMENTS:

- Language use - discussion and training would be really useful
- Mandatory CPD requirement as a basic framework, and then followed by obligations of registered practices
- #ChooseLandscape expands to EDI- YouTube stories etc
- Review all our existing policies and embed EDI
- Social mobility is important if we want to genuinely diversify. Apprenticeships will be a gateway to break down this barrier as well as the traditional education system.
- Our apprenticeship offer accommodates progression to the higher qualifications
- consider some kind of scholarship programme
- Include more about the social context of a site when doing site analysis
- We need to be clearer on rationale

DC noted that in Vista there is open invite for anyone that wants to join the EDI discussion, particularly employers etc, to ensure diverse backgrounds and voices

9 Policy & Insight Update

Presentation from Ben Brown (BB) updating on:

- Climate Change & Biodiversity Action Plan
LI Greener Recovery Report
Environmental net gain
- Climate case studies
- HM Government announcement Ten Point Plan for a Green Industrial Revolution – LI reaction is on [website](#)
- Planning white paper published – LI response [online](#)
- Coming up in 2021:
 - Covid-19/recession, climate change, Brexit
 - Zero-sum spending review? (Spring/Autumn)
 - More planning reforms:
 - PWP enactment and NPPF rewrite (no date)
 - NPF4 (now Autumn 2021)
 - Flood risk planning policy review (now 2021)
 - National Infrastructure Strategy (now 2021)
 - National Brownfield Map (“April 2020”)
 - England Devolution Bill (long grass)

COMMENTS:

- To indicate on slides whether England only, UK, Scotland only etc (BB to action)
- What happens to the European Landscape Convention – it's a Council of Europe not an EU convention so nothing changes as a result of Brexit
- Suggestion that the presentations on EDI, planning etc could be repackaged and published for the membership

ACTION: Policy & Insight presentation to be updated to indicate UK England only, Scotland only etc

10 Blue sky thinking

Members undertook a range of workshops to inform the next LI business plan

11 Governance Matters – additional co-options

EW confirmed that AdCo have the opportunity to consider whether additional co-options would be helpful, this is just the start of the conversation and it is for AdCo to decide whether they wish to utilise this option

ACTION: To complete a skills and experience matrix of AdCo to identify any gaps and consider at the February meeting

DC confirmed next AdCo was originally planned for 04 February 2021 but looking to move to 25 February to allow for Policy and Technical updates, JWG and the independent review and possible insights from the members survey

12 Close

The session closed at 1740