

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:

- i. Caring and nurturing.
- ii. Creative and passionate.
- iii. Socially and environmentally aware.

2. Policy Scope

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

Where context permits, the use of the term committees under this Policy would be extended to mean sub-committees, working groups and fora.

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:

- i. Ensure that the Institute has a clear vision and a strategy focused on its achievements
- ii. Ensure that the Institute meets its objects as set out in the Charter and retains its ethos and values
- iii. Ensure that the Institute complies with its legal and regulatory requirements
- iv. Ensure that expert advice is taken from members, Council and standing committees before decisions are made
- v. Act as guardians of the Institute's assets, both tangible and intangible, and ensure the financial stability of the organisation
- vi. 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, Committees, Sub-Committees, Working Groups, Fora and Institute staff should be strong, professional and courteous. The relationship is a reciprocally beneficial one recognised by all as core to the delivery of high-quality member service. In order to ensure smooth functioning relationships, the following are important principles:

- i. 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.
- ii. Board and committee members understand that the duty of LI staff is primarily to the LI as their employer.
- iii. 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:

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

7. Board, Committee, Sub-committee, Working Group, Forum and other LI related Group Members

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

- i. Read meeting papers and request further information or agenda items ahead of the meeting.
- ii. Arrive on time, stay for the duration and ensure regular attendance and participation (including conducting business electronically).
- iii. Consider each agenda item and declare potential or actual conflicts of interest in advance to the relevant committee secretary.

- iv. Direct comments and discussion through the Chair.
- v. Are respectful and professional and make challenges constructively.
- vi. Respect the role of the Chair in encouraging discussion, summarising and clarifying decisions.
- vii. Do not use their position at the LI to pursue self, private or commercial interests for private or commercial gain.
- viii. Support collective decision making even where the decision of the group does not accord with an individual private view.
- ix. Review minutes in a timely manner, being mindful of the role of the Chair in finalisation of minutes.
- x. 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:

- i. Failing to mention a potential or actual conflict of interest.
- ii. Conducting LI activity for commercial or personal gain.
- iii. Aggressive or exclusive behaviour intended to (or having the consequence of) intimidating those with whom the individual disagrees.
- iv. Physical or verbal abuse or aggression.
- v. Discrimination, harassment, victimisation, intimidation or bullying.
- vi. Bringing LI or the profession into disrepute.
- vii. Breach of confidentiality or data protection requirements.
- viii. Breaching appointment terms or relevant committee/body terms of reference.
- ix. 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.

Otherwise, the complainant may bring a formal complaint through the LI service-based complaints procedure.

Previous version approved by the Board:	December 2018
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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.

Annex 2

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 Head of Professional Regulation (HPR) 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 Head of Professional Regulation as to whether the complaint is capable of resolution at that stage. If so then a letter from the HPR 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 Head of Professional Regulation will advise the complainant of this and may ask the complainant to provide further evidence. The HPR and the CEO also reserve the right to consult an independent adjudicator to assist in determination.

During the investigation of a complaint the HPR 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.