

Advisory Council Meeting
Thursday 15 February 2024 at 1300
WEB Minutes

| Report Information | |
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| Meeting Date | 15 February 2024 |
| Venue | Digital via Zoom and Teams |
| Author: | Emma Wood, Governance & Regulation Manager |

| Summary of Decisions | |
|----------------------|--|
| Action No: | Action: |
| 1 | To agree the Minutes of the meeting held 22 November 2023 including the correction at item 2.3 |

| Summary of Actions | |
|--------------------|---|
| Action No: | Action: |
| 1 | ALL to forward any feedback on the business planning priorities to RH by 21 February |
| 2 | ALL to forward any AGM feedback to regulations@landscapeinstitute.org |
| 3 | Rob Hughes to circulate written updates for the People, Culture & Change Committee and the Governance Committee |
| 4 | ALL to consider the draft Landscape Policy document and forward any comments, case studies to policy@landscapeinstitute.org by 1700 Thursday 22 February |

| Advisory Council Members Present: | | | | | |
|-----------------------------------|--|-----|---|-----|--|
| CHAIR | Carolyn Göhler President Elect/Acting President | WS | Will Sandy Elected Chartered Member | JPF | John-Paul Friend BrRep - SW |
| CG | | | | | |
| NF | Noel Farrer Vice President | AkW | Akash Wadhawan Elected Chartered Member | Jl | John Ingham BrRep - Y+H |
| MH | Mat Haslam HonT | MY | Marko Yau Student Rep | LM | Lisa McRavey BrRep - Scot |
| MS | Mark Smeeden HonSec | LB | Lizzie Bushby BrRep - EMids | EH | Emma Hayes BrRep - Wales |
| BG | Ben Gurney Elected Chartered Member | DP | Daisy Parsons BrRep - EofE | VR | Vanessa Ross EMC Rep |
| ML | Michele Lavelle Elected Chartered Member | JC | John Clay BrRep - Mids | IP | Ian Phillips (for PCC Rep) |
| RH | Ruth Holmes Elected Chartered Member | JT | John Turner BrRep - NE | | |
| Apologies: | | | | | |
| AN | Anastasia Nikologianni PCCRep M/L | NP | Nicola Phillips Elected Chartered Member | AIW | Allison Walters Elected Chartered Member |
| Staff In Attendance: | | | | | |
| RH | Rob Hughes CEO | KR | Karen Rogers Membership Engagement Manager | EW | Emma Wood Governance & Regulation Manager |
| JOK | John O'Keefe Head of Education & Careers | NS | Neelam Sheemar Head of MarComms & Events | | |
| YM | Yvonne Matthews Executive Assistant | NT | Naomi Taylor Head of Membership Services | | |
| Guests | | | | | |
| | none | | | | |

1 Preliminary Matters

1.1 Welcome, Apologies and Agreement to the Agenda

Carolyn Göhler (CG) welcomed everyone to the session and outlined the agenda. CG confirmed that:

- i. the meeting would be recorded for administrative purposes only
- ii. the meeting was quorate
- iii. there was a slight change to the agenda with the removal of item 6.1

1.2 Declaration of Interest

There were none

1.3 Minutes of the meeting held 22 November 2023

Council noted a correction at item 2.3 with the reference to PC3 to be replaced with PCC. Subject to this edit the Minutes of the meeting held 22 November 2023 were AGREED

| | | | | | |
|------|----|----------|---|----------|---|
| For: | 16 | Against: | 0 | Abstain: | 4 |
|------|----|----------|---|----------|---|

DECISION: To agree the Minutes of the meeting held 22 November 2023 including the correction at item 2.3

2 Corporate and Finance

2.1 Finance Update

Honorary Treasurer Mat Haslam (MH) gave an update from Finance & Risk Committee (FRC) and was pleased to confirm that subject to audit it currently looks as though we will close the financial year in a slightly more positive position than originally expected. Since Brexit we have been operating in a time of heightened risk and this has been challenging for the LI as well as other organisations

2.2 Business Plan 2024-25

CEO Rob Hughes (RH) spoke to the paper emphasising that this is an opportunity for AdCo to input to the draft before it is presented to Board next month

2.3 CEO Report and Priorities

RH gave a presentation providing a summary of activity over the last year and highlighting priorities as we move into 2024-25

Priority 1 – Critical objectives 2023/24

Marketing and Communications



We continue to work to bring down the deficit and having implemented strong financial discipline next year is very much about implementation. We are taking a longer term, pragmatic approach focussed on the priorities which results in the phasing of some activities and reallocating some activity 1 year and over into 2 years.

The work with Project Kestrel is ongoing and is an incredibly important project. Its the future of the Institute, a new digital home for us to work with members, volunteers and our commercial partners

2.4 Project Kestrel

RH gave a presentation providing an update on Project Kestrel progress

Highlights:

- i. Currently $\frac{3}{4}$ way through the discovery phase
- ii. Digital partner Oomi leading 24 scoping sessions
- iii. Confirmation of Requirements (CoR) commences end of February

RH asked Council to forward any business planning priorities feedback by 21 February

ACTION: 1 ALL to forward any feedback on the business planning priorities 2024-25 to RH by 21 February

3 Governance Matters

3.1 AGM 2023

Emma Wood (EW) spoke to the paper before inviting AdCo feedback. This was the first trial and pilot of a hybrid general meeting. Attendees found it to be well planned and professionally delivered but the attendance numbers and the voting turn out were low compared to the last few years. It's very challenging to deliver a hybrid meeting not just technically but also in terms of budget and staff resource and we will take that into account when we consider our approach going forwards

BrRepWales Emma Hayes (EH) noted that it was great to see the LI holding the event in Wales, the Wales branch committee do struggle to get numbers for in person events and had hoped that more members would attend this main LI event so it was disappointing that in person attendance was so low

ACTION: 2 ALL to forward any AGM feedback to regulations@landscapeinstitute.org

3.2/3 People, Culture & Change Committee. Governance Committee

RH confirmed that as the planned speakers were unable to attend that he would send written updates for both item 3.2 and 3.3

Both cttees have been very busy with PC3 looking at ToRs (Terms of Reference), cultures and behaviours, EDI (Equity, Diversity & Inclusion) and how we can start to pick up that agenda and action it more broadly internally. The Governance Committee has been looking at aspects of the various reviews, particularly the CfGS report which now needs to be worked up into actions that we can take forward and start to disseminate across the organisation

ACTION: 3 RH to circulate written updates for the People, Culture & Change Committee and the Governance Committee

4 Culture

4.1 Brand Identity Project

Head of MarComms & Events, Neelam Sheemar (NS) gave an update on the project progress. Data collection is underway and a number of focus groups have been held with Bd, AdCo, Fellows, BrCttee Chairs, BrCttee Student reps and the wider student community, the staff team. A survey went out in

the new year with 217 respondents, only 2 of which were students

There has been a lack of student engagement with the data collection initiative. Its important to include the student voice as an integral element of the project and the team will therefore be changing the approach to this group

NS outlined the process and tools of discovery noting that some of these phases necessarily overlap and that this approach works with timelines for Project Kestrel and development of the Corporate Strategy

4.2 Values and Behaviour

RH gave a presentation stating that this was an opportunity to start looking at our values as we implement the new ways of working approach The LI currently has 3 sets of values:

- i. ACE principles: Agility. Community. Excellence
- ii. Nolan Principles: Selflessness. Integrity. Objectivity. Accountability. Openness. Honesty. Leadership
- iii. Set of 6 LI values: Caring & Nurturing. Creative & Passionate. Socially & Environmentally Aware

Activity update:

- i. The People Culture & Change Committee (PC3) are working with SLT on a culture and change programme and are leading on the action plan
- ii. The leadership team have started to look at the values via a workshop
- iii. We recently held a staff team event where we looked at the values
- iv. We now need input from AdCo, Bd, volunteer's and members

The PC3 is working with SLT on a culture and change programme and on an action plan that will come out of that and the workshop session is an important element of that work

4.2i Workshop session

Council split into 3 breakout groups with facilitators from the senior leadership team (SLT). Each group considered a range of values and to identify those that they considered to be key

| Workshop | | |
|--|---|--|
| Group 1 | GROUP 2 | GROUP3 |
| Facilitator: John O'Keefe | Facilitator: Naomi Taylor | Facilitator: Neelam Sheemar |
| Rob Hughes Akash Wadhawan John Turner Will Sandy Ian Phillips Vanessa Ross John Ingham | John Clay Lisa McRavey Daisy Parsons Mark Smeeden Carolyn Göhler | Emma Hayes Mat Haslam JP Friend Michele Lavelle Marko Yau Ben Gurney |
| Feedback | | |
| Awareness Acts with integrity Inclusive Supportive Excellence | Professional and Integrity Advocate for nature Keeping high standards Visionary Some of the options were considered to be expectations of a professional body | 3i's: Integrity - transparency, openness , honesty Inclusive – empathy, nurturing, socially aware Innovative -need to adapt and be open to change |

NS thanked AdCo for their input and confirmed that this will be fed back to Head of HR Margaret Johnson who will be collating the data. The feedback will inform the Business Plan and the Corporate Strategy. Next steps include consultation with members

5 Membership and Engagement

5.1 Branches Review

Membership Engagement Manager, Karen Rogers (KR) gave a presentation confirming the scope of the project and an update on progress to date which has included significant consultation

CHALLENGES:

Change management: change is never easy, people tend to stick with what they know and even when they know that something isn't working it is still more comfortable to stick with it. Will need to work to change mindset and bring members on the journey

Inclusion: Currently only engaging 5-10% membership in each branch, mainly as the BrCtees tend to operate in 1 city or 1 small area in the region. How can we be more inclusive across all routes to membership and geographically as well? How do we ensure consistency in what we deliver? Engage with all member? How can we be more inclusive so all members feel that they gain a benefit from a branch structure?

Apathy: there is huge apathy in the membership. Historically membership bodies and local networks were built around face to face activity. Face to face networking was valued and supported by employers who actively encouraged staff to get involved. Now the situation is very different, work environment is different, members have very little time and motivation is very different. We need to ask not just what we are doing but why are we doing it - why are the branches operating, what are they achieving, what impact are they having. Apathy and the time commitment will be important elements in any new framework

6 AOB

6.1 Landscape Policy - tabled by Policy & Communications Committee (PCC): Ian Phillips (IP) confirmed that a PCC work group had been looking at developing a document to put to the main political parties with what the LI is looking for in terms of policy or legislation interventions. The final paper identifies 4 key headlines:

- i. to champion the power of nature for health and well-being
- ii. to scale up climate resilient low carbon design and development
- iii. to demonstrate how national government can promote the natural environment for public benefit
- iv. to encourage environmental action and awareness in everyday life

This does not necessarily involve major public investment but it does involve legislative or policy initiatives, which would be beneficial. PCC believe the proposals would represent value for money because there'd be a payback in terms of the benefits that flow from good landscape planning, design and management

The paper will also be circulated today to the branches for input and to get the branches involved. Particularly interested in any useful case studies and any comments from the branches and AdCo would be welcomed by 1700 Thursday 22 February. It is intended that the final paper will then go to the March Board for final sign off

ACTION: 4 ALL to consider the draft Landscape Policy document and forward any comments, case studies to policy@landscapeinstitute.org by 1700 Thursday 22 February

6.2 Social value, nature value in relation to landscape - Any members with expertise in these areas please contact president@landscapeinstitute.org

6.3 June 25 joint session and President's Reception – a reminder that the additional in person session with Board will take place in London 25 June. This is followed by the President's Reception later in the day which all are encouraged to attend

6.4 July AdCo Agenda - Any suggestions to be forwarded to regulations@landscapeinstitute.org

7 Close

7.1 Close

The meeting closed at 1622