

Agenda for the meeting of Advisory Council

Tuesday 21 February 2023

A virtual meeting hosted digitally

Council Meeting – Influencing (Policy, Technical, Engagement)	Timings
1. Welcome and Report	15m 1330
i. Chair’s Report (NF)	
2. Leadership Report (SM/RH)	20m 1345
3. Finance Update (MH/DL)	15m 1405
Break	10m 1425
4. Governance	60m 1435
i. Conduct Update (Jane Clarke, Independent Trustee)	
ii. LI Election 2023 - DECISION - <i>paper</i>	
iii. Project Swift (CfGS LI Elections report) - <i>paper</i>	
iv. PCC Chair recruitment	
v. EGM requisitions - <i>paper</i>	
5. Policy & Influencing Update (JS) - <i>paper</i>	10m 1535
6. Technical Update (JS) - <i>paper</i>	10m 1545
7. EMC Update (NT) - <i>paper</i>	10m 1555
8. Engagement	10m 1605
i. Member Survey (NT)	
ii. Volunteer recruitment (NT)	
9. Any Other Business	15m 1615
MEETING ENDS	1630

Advisory Council - 21 February 2023		Paper for:	DECISION
Agenda Item: 4ii	2023 LI Elections		
Paper author:	Governance & Regulation Team (Gideon Opaluwa, Emma Wood)		
Summary of paper:	Planning for the elections		
Financial implications:	Minimal (external electoral services provider)		
Council is asked to:	Consider the paper and recommendations and agree process and rules for the LI Elections		

1 2023 Elections Overview

The LI elections will take place in May 2023

4 officer positions for which there is a place on Advisory Council and also a seat on the Board of Trustees. Each officer position has a role description, which candidates are invited to address in their candidate statement. The roles are:

- i. President Elect / Acting President
- ii. Vice President
- iii. Honorary Secretary
- iv. Honorary Treasurer

Elections will also take place for 10 ordinary Council members comprising:

- v. 7 Chartered members
- vi. 2 Associate members (voted for by Associate members only)
- vii. 1 student member (voted for by Student members only)

In addition the following Board role is also to be elected:

- viii. Non Chartered Trustee

All newly elected members will take office on 01 July 2023

Note: Branch Reps are elected at the branch AGMs which will take place April 2023

2 Terms Served

Under By-Law 18 Council members may serve a maximum of 3 terms of 2 years in any position. A table of all AdCo membership terms is attached for information at appendix 1

App1

The position for the current officers is as follows:

Immediate Past President	The presidential terms follow a pattern of President Elect, President and finally Immediate Past President. Jane Findlay will therefore complete her term of office on 30 June 2023 and the newly elected President Elect will start their term on 01 July 2023
President-Elect / Acting President	This post is open to all chartered members except the former president. For the 2023 elections the PE will also serve as Acting President
Vice President	Noel Farrer has served 1 term so may stand for re-election as Vice President for a 2 nd term in the 2023 election
Honorary Secretary	Keren Jones has served 2 terms so may stand for re-election as HonSec for a 3 rd term in the 2023 election
Honorary Treasurer	Mat Haslam has served 1 term so may stand for re-election as HonT for a 2 nd term in the 2023 election

The position for other Council Members is covered by the appendix. In addition to the BrReps (as noted above) the Standing Cttee Reps are not included in the election as they are selected by their committee

Whilst current post holders may choose to stand again these are open elections and in the interest of fair and democratic process members are encouraged to stand for any post that they are qualified for

3 Timeline

The following timeline is proposed in line with the Regulations and taking into account Easter (April 07-10) and the May bank holidays (01, 08, 29)

2023 Election Dates	Events
Weds 15 March	Nominations open at 0900
Weds 12 April	Nominations Close at 0959
Weds 03 May	Elections Open at 0900
Weds 31 May	Elections Close (Election Day) at 0959
June	Advice to successful candidates, induction for new Board members
Thurs 01 July	Formal results declaration (latest as per Reg 14.8) and terms start date
06 July	Induction for Advisory Council members and AdCo meeting 1

Recommendation:

That Advisory Council agree the LI Election 2023 timeline

4 Project Swift – Elections

Under Project Swift (Review of Ways of Working), an Initial report around elections has been presented by the Centre for Governance & Scrutiny (CfGS) detailing recommendations for the LI elections and its governance. The report dated 24 January will be considered as a separate agenda item

The CfGS report notes that in choosing ways to implement any of its recommendations, the LI will want to consider the issue of proportionality in terms of detail and thoroughness. Consequently, having reviewed the report and considering the timing for the 2023 Election, we have summarised areas for which early gains from the Report can be realised in time for these upcoming elections and this is available at appendix 2.

App2

Recommendation:

That Advisory Council support the phased implementation plan

5 2023 Elections administration

5.1 Alphabetical Bias

In the last election candidates were listed in a randomised order. In addition every time a member accessed the external voting site the candidates were re listed in a new randomised order. This worked well and we now consider this a standard part of the election process

5.2 Use of Video for President / Vice President Candidates

As the President is the figurehead for the membership as a whole and will regularly represent the LI and the landscape profession, a short video showing the candidate public speaking is required in

addition to the candidate statement. As the Vice President is expected to deputise for the President, candidates are also strongly encouraged to submit a short public speaking video.

For the 2021 elections the LI provided a digital session to be filmed and we propose following the same format with the filmed session being as close as possible to the conditions experienced at a live event and the following will apply:

- i. 1 take only (equivalent to being filmed speaking live at an event)
- ii. a) Subject is open but we suggest the candidate speaking on an area of expertise as if at a conference would be particularly suitable *or*
b) Council agree a range of questions to be asked of all candidates
- iii. 3 minutes max

This approach is also in line with the recommendation in the CfGS report that we develop an equitable process by bringing all candidates into the organisation to be filmed making a video answering the same questions in one take

Recommendation:

Council is asked to support the video requirements for candidates in the LI elections as outlined

5.3 Use of Photographs

We have previously considered the potential EDI implications for the use of candidate photographs and in light of the CfGS Report recommendation to remove candidate photos to mitigate a range of biases and to ensure that there is no opportunity for photo alteration or inequity we can now update our nominations process

Recommendation:

That Advisory Council agree to to remove candidate photos

5.4 Candidate Statement

The 2021 elections required candidates to address the following key questions within their candidate statement:

1. How would you support delivery of the LI corporate strategy whilst living the LI core values?
2. Please summarise your skills and experience relevant to the role for which you are standing.

This helped provide a framework and focus for the candidate statements that helped members assess the candidates

Recommendation:

That Advisory Council confirm that candidates will be required to address these key questions within their candidate statement

5.5 Nominations process

Under Regulation 20.2 ‘...the suitability of candidates for election or appointment shall be judged in accordance with role descriptions prescribed by the Council...’

In line with CfGS report recommendation 6 regarding eligibility and vetting of candidates we are looking to update the nominations and elections process. This means that candidates will be required to confirm and/or declare:

- i. Membership status and relevant category.
- ii. Understanding of the governance structure and the role and functions of the Advisory Council, the Board and the Standing Committees

- iii. Conflict of Interest.
- iv. Conduct Declaration for Council Members
- v. Compliance with key policies and procedures including information governance, safeguarding and EDI.
- vi. Nolan Principles.
- vii. Code of Professional Practice and how it relates to governance
- viii. Subject of any ongoing Conduct investigation or under any relevant conduct sanctions
- ix. Compliance with appropriate checks and vetting by the nominations function

In addition for Trustee / Officer roles:

- x. Code of Conduct declaration for Trustees
- xi. Declaration of not being disqualified as a trustee.
- xii. Other relevant declarations based on Charity Commission guidance.
- xiii. Understanding of the role and legal duties of trustees.
- xiv. An understanding of the public benefit duty

Recommendation:

That Advisory Council support the updated candidate declarations requirements

5.6 Election Officer

The Regulations require that Council appoint an Election Officer:

13.3 The Council shall appoint an Election Officer, who shall have responsibility for the conduct and integrity of the election of Members of Council.

Council have previously agreed that an Independent Trustee be appointed as the Election Officer and Jim Smyllie was appointed to the role in 2021. Jim has now completed his full terms and stepped down from the LI Board, leaving the Election Officer role vacant. Our other IndTs have indicated that are unable to take on the role at this time.

Outsourcing this to an external provider will provide the level of assurance and independence which is required. It will also ensure that the CfGS recommendations around monitoring, assurance, scrutiny processes, complaints procedure and sanctions, results process and reporting are delivered externally.

A role description for the Election Officer has been drafted (available at appendix 3) and we recommend that AdCo appoint an external Election Officer based on that RD and delegate the appointment process to the staff team.

App3

Recommendation:

That Advisory Council agree the Election Officer Role Description, appoint an independent external Election Officer and delegate the appointment process to the staff team

Advisory Council Membership Terms

Forename	Surname	Role	Roles / Terms Data	Terms Served	Terms Available
Jane	Findlay	IMMEDIATE PAST PRESIDENT	President Elect July 2019 - June 2020 President July 2020 - June 2022 IPP July 2022 - June 2023 IPP/Acting PLI w/VP July 2022 - Sept 2022	1st 2019-2020 2nd 2020-2022 3rd 2022-2023	0 - NONE last term served
Noel	Farrer	VICE PRESIDENT	VP July 2021 - June 2023 VP/Acting PLI w/IPP July 2022 - Sept 2022 VP/Acting PLI Sept 2022 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Keren	Jones	HON SECRETARY	HonSec Jan 2021 - June 2021 HonSec July 2021 - June 2023	1st 2021 2nd 2021-2023	3rd 2023-2025
Mat	Haslam	HON TREASURER	HonT July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Charlotte	Cottingham	Elected	Elected July 2019 - June 2021 Elected July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Nathan	Edwards	Elected	Elected July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Diana	Ispas	Elected	Elected July 2019 - June 2021 Elected July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Wing	Lai	Elected	Elected July 2019 - June 2021 Elected July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Michele	Lavelle	Elected	Elected July 2019 - June 2021 Elected July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Nicola	Phillips	Elected	Elected July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Theresa	Dendy	Associate Rep	Associate Rep 08 Dec 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Bethan	Walke	Associate Rep	Associate Rep 08 Dec 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Mark	Brett	Student Rep	Student Rep 08 Dec 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027

Daisy	Parsons	Br Rep - EofE	Br Rep April 2022 - March 2024	1st 2022-2024	2nd 2024-2026 3rd 2026-2028
Ben	Gurney	Br Rep - London	Br Rep July 2019 - June 2021 Br Rep July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Paula	Gillan	Br Rep - NI	Br Rep July 2019 - June 2021 Br Rep July 2021 - June 2023	1st 2019-2021 2nd 2021-2023	3rd 2023-2025
Kirsty	Knott	Br Rep - Scotland	Br Rep July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Ruth	Shelton	Br Rep - SE	Br Rep August 2020 - June 2022 Br Rep July 2022 – June 2024	1st 2020-2022 2nd 2022-2024	3rd 2024-2026
Cynthia	Filipiak-Szymborska	Br Rep - SW	Br Rep July 2020 - June 2022 Br Rep July 2022 - June 2024	1st 2020-2022 2nd 2022-2024	3rd 2024-2026
Emma	Hayes	Br Rep - Wales	Br Rep July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
John	Ingham	Br Rep - Y+H	Br Rep July 2021 - June 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Vanessa	Ross	SC - EMC Rep	EMC Rep 24 June 2020 - 23 June 2022 EMC Rep 24 June 2022 - 23 June 2024	1st 2020-2022 2nd 2022-2024	3rd 2024-2026
Anastasia	Nikologianni	SC - PCC Rep	PCC Rep 28 April 2021 - 27 April 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027
Jon	Rooney	SC - Tech Rep	Tech Rep 27 July 2021 - 26 July 2023	1st 2021-2023	2nd 2023-2025 3rd 2025-2027

Project Swift Election Report - Phased Implementation Proposal

The recommendations from the CfGS report are shown on the table with possible timeline for consideration and support

Proposed for Implementation in 2023 Election	Implementation in 2023 Election Dependent on Additional Internal & External Resources	Proposed for phased later Implementation (2025 elections onwards)
		<p>Recommendation 1: Establish the core principles and purpose of effective elections in the Landscape Institute <i>NOTE: included as part of Project Swift review and development post 2023 elections</i></p>
<p>Recommendation 2: Create an integrated election policy and procedure that guides the complete election process and cycle</p> <p>Ref para 3.2 in main report</p> <ol style="list-style-type: none"> 1. Statement of principles and purpose 2. A positive description of behaviour and conduct expectations during elections 4. Election procedures - including collating existing governance regulations from the By-laws, the Regulations and the current range of associated policies 5. Role definitions 6. <i>Nominations process and procedures including eligibility criteria, declarations, selection and vetting</i> 7. <i>Disqualifications criteria and process as outlined by By-law 23 and Disciplinary Orders under By-law 10.2.3 which can include includes the loss of right to vote in an election</i> 9. Monitoring, assurance and scrutiny processes 10. <i>Complaints procedure and sanctions</i> 11. Campaigning guidance 13. Results process and reporting 14. Evaluation and learning review <p>NOTE: Ref para 3.2 items 6, 7 & 10 – some elements to be included for 2023 but main work to be developed in Project Swift</p>	<p>Recommendation 2: Create an integrated election policy and procedure that guides the complete election process and cycle</p> <p>Ref para 3.2 in main report</p> <ol style="list-style-type: none"> 3. Integrated communications strategy to promote a positive election process, raise awareness and transparency <p>NOTE: Ref para 3.2 item 3 – some elements to be included for 2023 but main work to be developed in Project Swift</p>	<p>Recommendation 2: Create an integrated election policy and procedure that guides the complete election process and cycle</p> <p>Ref para 3.2 in main report</p> <ol style="list-style-type: none"> 3. <i>Integrated communications strategy to promote a positive election process, raise awareness and transparency</i> 6. <i>Nominations process and procedures including eligibility criteria, declarations, selection and vetting</i> 7. <i>Disqualifications criteria and process as outlined by By-law 23 and Disciplinary Orders under By-law 10.2.3 which can include includes the loss of right to vote in an election</i> 10. <i>Complaints procedure and sanctions</i> 8. Voting process 12. Hustings process to enable Members to meet (perhaps virtually) and learn about the candidates <p>Ref para 3.5 in main report</p> <p>Option 1: Enhance and refresh the terms of reference for the Appointments & Selection Committee including a review of committee membership, conflicts of interest and the inclusion of independent committee members.</p> <p>Option 2: Create a new Elections & Nominations Committee to provide independent leadership for the election specific elements of the regulations.</p>

		NOTE: Ref para 3.2– some elements to be included for 2023 but main work to be developed in Project Swift
<p>Recommendation 3: Promote a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support</p> <p>Technical Recommendation 4.3: Complete a rapid audit of Membership communication networks to identify any gaps or barriers in e-voting and communication emails reaching all Members. NOTE: already part of the existing process</p>	<p>Recommendation 3: Promote a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support</p>	<p>Recommendation 3: Promote a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support</p> <p>Technical Recommendation 4.1: Create a Member facing election handbook to present the election policy in a positive and accessible way to encourage greater participation in the elections - this should include case studies, examples, testimonials, tips, guidance, FAQs and advice on further support for candidates and electors.</p> <p>Technical Recommendation 4.2: Create a visual infographic in the form of a flowchart to describe the full election process and timelines</p> <p>Technical Recommendation 4.3: Complete a rapid audit of Membership communication networks to identify any gaps or barriers in e-voting and communication emails reaching all Members.</p>
<p>Recommendation 4: Embed the principles of equity, diversity and inclusion through every phase of the election cycle</p> <p>Technical Recommendation 5.1: Create an equity, diversity and inclusion statement for elections</p> <p>Technical Recommendation 5.2: Alphabetical bias- to keep the current practice of candidates being listed in randomized order.</p> <p>Technical Recommendation 5.3: Photos – to remove candidate photos to mitigate a range of biases and to ensure that there is no opportunity for photo alteration or inequity due to the standard of photograph i.e. professional vs amateur.</p> <p>Technical Recommendation 5.4: Videos – to develop an equitable process by bringing all candidates into the organisation to be filmed</p>	<p>Recommendation 4: Embed the principles of equity, diversity and inclusion through every phase of the election cycle</p> <p>Technical Recommendation 5.6: Training and development – all staff receive training and development on EDI to enable improvement of the election process with an inclusive focus.</p>	<p>Recommendation 4: Embed the principles of equity, diversity and inclusion through every phase of the election cycle</p> <p>Technical Recommendation 5.5: Slotting in – the process of slotting in unelected candidates requires further review and the development of an alternative more equitable option to filling empty roles.</p> <p>Technical Recommendation 5.6: <i>Training and development – all staff receive training and development on EDI to enable improvement of the election process with an inclusive focus.</i></p> <p>Technical Recommendation 5.7: Review and metrics – it is good practice to embed a regular review of the election processes and to measure change using metrics focusing on representation and inclusion.</p>

<p>making a video answering the same questions in one take (following one rehearsal take).</p>		<p>Technical Recommendation 5.8: Shadow Boards/panels – some commercial sectors have improved diversity and representation by implanting ‘Shadow Boards’. The Landscape Institute may want to consider a ‘student or junior panel’ and/or shadowing and mentoring opportunities with elected Members. It would be advisable to think about this option with caution and following further discussion with underrepresented groups. There needs to be consideration around time and remuneration and how Members will be recruited to such panels.</p>
<p>Recommendation 5: Establish clear descriptions for each of the roles</p> <p>NOTE: to include all roles including the Election Officer (links to R.7)</p>		
<p>Recommendation 6: Manage a fair and robust nominations process for candidates</p> <p>Technical Recommendation 7.5: Review the nominations form to include a conduct and compliance statement for each candidate with reference to relevant disciplinary and disqualification criteria and processes</p>		<p>Recommendation 6: Manage a fair and robust nominations process for candidates</p> <p>Technical recommendation 7.1: Create a more robust nominations process to consider each candidates’ understanding of the role they are standing for, governance responsibilities, disqualifications, vetting and key criteria around suitability.</p> <p>Technical recommendation 7.2: Change By-law 13.1 and 13.2 to equalise the nomination requirements for all candidates.</p> <p>Technical recommendation 7.3: Reduce the number of nominations to a realistic and manageable number – as a starting point consider three nominations per candidate as a benchmark that matches other parts of the Regulations</p> <p>Technical recommendation 7.4: Consider the impact of an increase in the number of candidates standing for each role and ensure contingencies and resources are in place to manage this effectively.</p>

		<p>Technical Recommendation 7.5: Review the nominations form to include a conduct and compliance statement for each candidate with reference to relevant disciplinary and disqualification criteria and processes</p> <p>Technical Recommendation 7.6: Review practices for slotting in candidates to unfilled roles and for casual vacancies to create a robust policy for guiding these processes.</p>
<p>Recommendation 7: Monitor and scrutinise the election cycle with independent assurance</p> <p>Technical recommendation 8.1: Create a role description for the Election Officer function. <i>NOTE: links to R.5</i></p>		<p>Recommendation 7: Monitor and scrutinise the election cycle with independent assurance</p> <p>Technical Recommendation 8.2: Establish an elections assurance framework to guide the monitoring and scrutiny of the election process across the full cycle</p>
		<p>Recommendation 8: Create a structure for positive campaigning using a series of hustings events to provide Members with opportunities to meet and learn about the candidates</p>
<p>Recommendation 9: Establish a learning and review process to guide future elections</p> <p>Technical Recommendation 10.1: Create a short evaluation template of the key learning priorities</p> <p>Technical Recommendation 10.2: Conduct a short post-election evaluation and report findings to the Advisory Council. Use the evidence to identify ways to improve or clarify the election process. <i>NOTE: to be developed post election but within 2023-24 sessional year</i></p>		
		<p>Report paragraph 10 Branch Elections</p> <p>Technical Recommendation for Branches: Develop proposals to move Branch Representative elections from the current AGM based system to a regional based election process that aligns with wider election practices and timelines</p>

DRAFT Election Officer

Advisory Council shall appoint an Election Officer, who shall have responsibility for the conduct and integrity of the election of Members of Council.. The decision of the Election Officer shall be final

Purpose and Key Tasks

1. To provide arms-length assurance to the Advisory Council on the effectiveness of the election.
2. To scrutinise and observe the election from a non-executive perspective to monitor the successful implementation of the election process
3. To request information, make enquiries and complete observations to scrutinise the different elements of the election process.
4. To liaise with the Governance & Regulation Team on issues that may have a material impact on the effectiveness and integrity of the current election.
5. To highlight and raise any suspected abuses of the election process and recommend appropriate action.
6. To adjudicate on contentious or erroneous candidate statement content before publication, to include any requirement for deletions or revisions.
7. To adjudicate on contentious or erroneous candidate campaign activity, to include any requirement for deletions, revisions or withdrawal.
8. To receive and adjudicate on any complaints specifically relating to the election.
9. On conclusion of the election to complete a final Election Officer report for the Advisory Council, including any strategic recommendations to strengthen the election process.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

1. Background and Overview

- 1.1 This report is intended to advise the Landscape Institute Board & Advisory Council on future election policy and process. From the analysis, conclusions and recommendations in this report a new elections and policy and procedure protocol and rules could be established.
- 1.2 This report was based on research and evaluation by the Centre for Governance and Scrutiny as part of a wider project to strengthen governance and associated processes.
- 1.3 Its findings and recommendations are based on exploration and evidence gathering of the current system and ways to strengthen or improve the elections process in the future.
- 1.4 A rapid review of election documentation was undertaken, and additional exploratory questions were added to a semi-structured conversation framework. The CfGS review team also looked at a range of election case studies from other membership organisations in the UK to benchmark practice.
- 1.5 It is important to recognise that some elements of the current election process work well. Elections are widely recognised as part of the broader LI governance cycle and are seen as integral to Member leadership. Turnout at over 20% is relatively average and therefore acceptable, but ways to increase participation in a constructive way should be considered. Therefore there is some positive feedback about the online voting system currently outsourced to Mi-Voice.
- 1.6 A review of the By-laws and Regulations indicates that many of the fundamentals of a robust election process are already in place. Additional work over the last three years has also created a wider platform of policies and guidance. One of the themes of this report is how to get the most from this evolving framework by using it more proactively.
- 1.7 Unfortunately, recent experience also demonstrates that elections can be prone to adversarial behaviours and occur within a wider context of some hostile dynamics. There is an urgent need to protect the wellbeing of staff and create a safe environment for Members to avoid risks of disengagement. Robustly managing behaviour while setting clear expectations and boundaries is essential for the success of the next election cycle.
- 1.8 At the centre of the LI election process is the distinction between the Officer and Ordinary Members of the Advisory Council and the voting roles of Corporate and Non-corporate Members. Board of Trustee roles are co-terminus with the terms of Ex-Officio positions on the Advisory Council.
- 1.9 The most important themes from Members and staff were regarding the underlying purpose and principles of elections. All conversations identified opportunities to strengthen processes and details. There is an aspiration to transform the elections into a positive experience that demonstrates the best of the LI membership.
- 1.10 The highest priorities were:
 1. Increasing and broadening the range of candidates standing for elected roles.
 2. Promoting positive Member leadership and engagement.
 3. Ensuring that all roles have a minimum number of candidates to offer a meaningful choice to the electorate.
 4. Promoting equality, diversity and inclusion in the identification and nomination of candidates.
 5. Delivering an election process that is interactive, engaging and meaningful with the potential to further increase voter turnout.
 6. Ensuring positive behaviours and conduct.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

7. Increasing knowledge and understanding across the LI membership of the purpose, expectations and benefits of all the elected roles.
8. Reassuring Members that they will be supported and if necessary, protected from any inappropriate behaviours throughout the process.

Further issues included:

9. Providing guidance for campaigning and setting clear boundaries for irregularities.
 10. Ensuring the wider election process reflects the equality and diversity principles of the LI.
 11. Aligning the Branch election and nomination process with the wider LI election principles and practices.
 12. Showcasing positive behaviours and respectful debate.
 13. Providing assurance to the Advisory Council, the Board and membership around the effectiveness of the election process and applying learning to future election cycles.
 14. Overcoming barriers to effective communications and access to e-voting information.
 15. Ensuring internal and external legitimacy and credibility for the election process.
- 1.11 These priorities offer a rationale for proposed changes and can help build consensus across the membership for enhancing the election process.
- 1.12 Nine strategic recommendations are therefore identified and used to structure this report:

Recommendation 1: Establish the core principles and purpose of effective elections in the Landscape Institute

Recommendation 2: Create an integrated election policy and procedure that guides the complete election process and cycle

Recommendation 3: Promote a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support

Recommendation 4: Embed the principles of equality, diversity and inclusion through every phase of the election cycle

Recommendation 5: Establish clear descriptions for each of the elected roles

Recommendation 6: Manage a fair and robust nominations process for candidates

Recommendation 7: Monitor and scrutinise the election cycle with independent assurance

Recommendation 8: Create a structure for positive campaigning using a series of hustings events to provide Members with opportunities to meet and learn about the candidates

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

Recommendation 9: Establish a learning and review process to guide future elections

These recommendations are supported with analysis, options and a range of technical recommendations to guide implementation.

- 1.13 The recommendations align with the outcomes that will be identified in the full Ways of Working report to support the LI. These are:
1. Strengthening governance
 2. Strengthening accountability
 3. Strengthening culture and relationships
 4. Strengthening Member leadership
- 1.14 Taken together, these recommendations are designed to increase the chances of a positive and robust election cycle for 2023. The testimony of Advisory Council members at the recent AGM offers a powerful example of how Members can lead this debate by setting expectations and vision for the organisation.
- 2. Rec.1: Establishing the core principles and purpose of effective elections in the Landscape Institute (Rec. 1).**
- 2.1 The conversations about elections offered an opportunity to revisit the fundamental questions about the principles and purpose of elections and elected roles in the LI. Feedback indicates that in busy practices with competing needs and agendas, the core purpose of elections can get lost. Behaviours and dynamics can become entrenched, with Members and staff losing sight of the priorities identified in the previous section. Working together to refresh and establish the principles and purpose through a new core document can bring the organisation together. It would offer an overarching approach to reset elections to underpin processes including nominations, selection, campaigning, voting and monitoring.
- A core document could cover:
1. Core values linked to the LI mission.
 2. The wider LI purpose including corporate and strategic goals.
 3. Principles such as openness, fairness, accountability and sustainable Member engagement.
 4. Transparency.
 5. Best practice.
 6. Compliance with statutory guidance and best practice in elections and trustee selection
 7. Work already undertaken through the board develop and values sessions.
- 2.2 The principles could also be aligned with the work on the Charity Governance Code to demonstrate strong governance processes. They could then guide the management of the election cycle and underpin practice and decision-making.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

- 3. Recommendation 2: Creating an integrated election policy and procedure that guides the complete election cycle**
- 3.1 Much of the guidance and information about elections is distributed across different documents and the LI website which includes a detailed FAQ. Different parts of the election cycle are described across this documentation. This makes it difficult to coordinate, manage and communicate the process. It also presents challenges in scrutinising and monitoring.
- 3.2 A new election policy could build on existing practice and policies to create an integrated process that covers the full election cycle as described in Regulation 14.5. This should include:
1. Statement of principles and purpose
 2. A positive description of behaviour and conduct expectations during elections
 3. Integrated communications strategy to promote a positive election process, raise awareness and transparency
 4. Election procedures - including collating existing governance regulations from the By-laws, the Regulations and the current range of associated policies
 5. Role definitions
 6. Nominations process and procedures including eligibility criteria, declarations, selection and vetting
 7. Disqualifications criteria and process as outlined by By-law 23 and Disciplinary Orders under By-law 10.2.3 which can include includes the loss of right to vote in an election
 8. Voting process
 9. Monitoring, assurance and scrutiny processes
 10. Complaints procedure and sanctions
 11. Campaigning guidance
 12. Hustings process to enable Members to meet (perhaps virtually) and learn about the candidates
 13. Results process and reporting
 14. Evaluation and learning review
- 3.3 The distinct elements of this integrated process are explored in the subsequent sections. At the most general level it is important that the LI can communicate and manage the process successfully.
- 3.4 The proactive strategic management and coordination of the election cycle is essential and best managed through a specific committee. The current Appointments & Selection Committee is already charged with this role through Regulation 20. This includes running the election process (20.1) and judging the suitability of candidates (20.2).
- 3.5 There are opportunities to enhance this function and the Advisory Council will want to consider issues such as agendas, election focus, tools, principles and membership. Based on practice from a range of case studies, the Advisory Council has several options:
- Option 1: Enhance and refresh the terms of reference for the Appointments & Selection Committee including a review of committee membership, conflicts of interest and the inclusion of independent committee members.
 - Option 2: Create a new Elections & Nominations Committee to provide independent leadership for the election specific elements of the regulations.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

- 3.6 The literature review of election case studies indicates a further option as some organisations choose to outsource a wider spectrum of election activities to independent providers beyond the LI's current practice of commissioning the e-voting platform.
- 3.7 The current voting system uses a first past the post approach. The strength of this system is that it offers a clear outcome for each election and is well understood. The Independent Review recommendation 26 proposed shifting the voting system to a single transferable vote for the Officer elections. This recommendation was linked to a proposal to combine the three non-President roles into a block voting process before allocating specific roles.
- 3.8 The single transferable voting process offers an alternative way to increase the impact of voting and Member choices for candidates. However, it works best when there is a range of candidates for each role. A change in voting system requires careful testing and clear communications to avoid confusion and unintended consequences. It is also not a direct solution to other the challenges faced by the current election process.
- 3.9 In our view there are higher priorities for strengthening the election process in the short term. However, the Advisory Council should keep the voting system under review until there is progress in the range and diversity of candidates standing for each role. At this point a more detailed consideration of the benefits moving to a single transferable vote approach would be beneficial.

***Technical recommendation .1:** Consider ways to enhance the election and nomination functions of the existing Appointments & Selection Committee including options to integrate monitoring and scrutiny functions*

***Technical recommendation .2:** Review the membership of the Appointments & Selection Committee to offer independent leadership and manage potential conflicts of interest.*

***Technical Recommendation 3.3:** Add responsibility for forward planning and a succession and development process for potential new candidates to the Appointments & Selection Committee to create an inclusive pathway for diverse Members to take on elected leadership roles. Use best practice guidance to highlight creative approaches.*

***Technical Recommendation 3.4:** Integrate specifics elements from work on the wider Code of Conduct and Working Together policy into the election context to highlight expectations around behaviour and personal responsibilities.*

***Technical Recommendation 3.5:** Develop an information governance policy with guidance covering good practice, confidentiality and GDPR during elections.*

4. Recommendation 3: Promoting a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support

- 4.1 A key component of an effective membership organisation is communication. Elections require coordinated communications to reach all members and to provide clear guidance on the election process.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

- 4.2 Current feedback indicates that the LI provides a good range of communications, and that staff are accessible and supportive. However, there are opportunities to strengthen the coordination of communications and provide further support and guidance for Members.
- 4.3 Much of the current election communications is process based. This is important and signposts Members to key documents. Complimenting this with some more strategic communications could start to address some of the election priorities identified at the start of the report. Building on the proposed principles and purpose document, a strategic communications approach could highlight the value of the elected roles and Member participation through case studies, testimonies, examples and development opportunities. Communications is essential to promote positive behaviours and assure Members around the integrity of the election.
- 4.4 Strategic communications can be guided by outcomes including extending participation and engagement in the elections. Drawing on EDI principles articulated elsewhere in this report, strategic communications can offer positive images and examples of diverse LI Members and their experiences.
- 4.5 It is also important that communications are viewed as a cycle of messaging, information and feedback from Members. Ensuring the communications team and Committee has access to feedback and insights can help guide communications and ensure they are responsive to insights as the election proceeds. This can also identifying barriers and difficulties in accessing emails and other forms of communication.
- 4.6 A forward-looking communications strategy can also support succession planning and more long-term participation in elections and elected roles.

Technical Recommendation 4.1: *Create a Member facing election handbook to present the election policy in a positive and accessible way to encourage greater participation in the elections - this should include case studies, examples, testimonials, tips, guidance, FAQs and advice on further support for candidates and electors.*

Technical Recommendation 4.2: *Create a visual infographic in the form of a flowchart to describe the full election process and timelines*

Technical Recommendation 4.3: *Complete a rapid audit of Membership communication networks to identify any gaps or barriers in e-voting and communication emails reaching all Members.*

5. Recommendation 4: Embedding the principles of equality, diversity, and inclusion through every phase of the election cycle

- 5.1 The review of the election process from an equality, diversity and inclusion lens highlighted the following issues;
 - 1. An overrepresentation of white, middle-aged and retired candidates from a higher socio-economic background.
 - 2. A perception from some Members from underrepresented groups that they may experience bullying and discrimination if they enter themselves as candidates.
 - 3. A perception that only Members with an extensive amount of 'professional experience' can put themselves forward as a candidate.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

- 5.2 The above factors have resulted in a 'cultural norm' within the profession about the types of people who are elected and considered suitable for senior roles. Recent issues and disruptive activities have also had a detrimental impact with regards to attracting candidates from underrepresented groups particularly around their confidence and psychological welfare.
- 5.3 A lack of diverse representation in elected roles creates an externally experienced narrative on which types of people are considered suitable for these roles.
- 5.4 In order to change the narrative and perception the Landscape Institute will need to develop a long term wider cultural change programme alongside medium and short term improvements to the election cycle.
- 5.5 During the pre-election planning process it is crucial to develop an ongoing narrative throughout the year to embed messages that attract candidates from a diverse range of backgrounds. This work must be strongly aligned with the organisation's equality, diversity and inclusion aims and the communication strategy. It is also essential as a longer-term aim for the Landscape Institute to develop a more diverse 'pipeline' of members from underrepresented groups.

Communication

- 5.6 Storytelling tools such as videos made by former and/or existing elected members sharing positive experiences, social media campaigns, using more diverse images and journal articles can be ways to improve the current perception and shift the narrative.

Review and Assessment of Barriers

- 5.7 A further review of the elected roles from an EDI viewpoint may highlight barriers that prevent potential candidates from underrepresented groups putting themselves forward for elected roles e.g. timings of meetings, number of hours required, a lack of remuneration, a lack of confidence in areas such as public speaking.

The Landscape Institute may want to consider member forums or focus groups to explore the 'barriers' and to discuss solutions.

Technical – Election Process

- 5.8 Prior to this review, the Landscape Institute had started embedding ways to mitigate biases in the election process. Listed below are process to keep and update.

Recommendations

Technical Recommendation 5.1: Create an equality, diversity and inclusion statement for elections

Technical Recommendation 5.2: Alphabetical bias- to keep the current practice of candidates being listed in randomized order.

Technical Recommendation 5.3: Photos – to remove candidate photos to mitigate a range of biases and to ensure that there is no opportunity for photo alteration or inequity due to the standard of photograph i.e. professional vs amateur.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

Technical Recommendation 5.4: Videos – to develop an equitable process by bringing all candidates into the organisation to be filmed making a video answering the same questions in one take (following one rehearsal take).

Technical Recommendation 5.5: Slotting in – the process of slotting in unelected candidates requires further review and the development of an alternative more equitable option to filling empty roles.

Technical Recommendation 5.6: Training and development – all staff receive training and development on EDI to enable improvement of the election process with an inclusive focus.

Technical Recommendation 5.7: Review and metrics – it is good practice to embed a regular review of the election processes and to measure change using metrics focusing on representation and inclusion.

Technical Recommendation 5.8: Shadow Boards/panels – some commercial sectors have improved diversity and representation by implanting ‘Shadow Boards’. The Landscape Institute may want to consider a ‘student or junior panel’ and/or shadowing and mentoring opportunities with elected Members. It would be advisable to think about this option with caution and following further discussion with underrepresented groups. There needs to be consideration around time and remuneration and how Members will be recruited to such panels.

6. Recommendation 5: Establishing clear descriptions for each of the elected roles

- 6.1 The role descriptions provide the key definition for each elected role. They provide guidance to potential candidates and to electors as they make a decision on who to vote for.
- 6.2 A review of the role description documents, coupled with feedback from Members and staff, indicates several common concerns about the current role descriptions:
 1. They are perceived as lengthy and difficult to understand.
 2. In the case of the elected Officers, the roles are complex, wide ranging and are felt to be difficult to manage in practice.
 3. The role descriptions are not specifically aligned with governance regulations.
 4. It is difficult for role holders to understand the expectations for how they fulfil each role.
 5. The accountability section is generic and does not identify specific role accountabilities.
 6. The descriptions do not identify the skills and attributes required to successfully fulfil the roles.
- 6.3 This has an impact on the wider election process as there is a lack of clarity in the purpose of the election. Candidates may struggle to articulate their skills and potential for the roles. Campaigning may be based on factors outside the role criteria. The wider Membership may not have the tools to make a judgement on the relative strengths of each candidate.
- 6.4 A particular feature of the LI governance structure is that Trustee roles arise as a secondary co-terminous characteristic of some elected and selected roles. The President and Honorary Officers are elected to the Advisory Council and as a result gain their positions on the Board. In a separate process the three chairs of the Standing Committee are appointed by the Appointments & Selection Committee and also join the Board. This has important implications for the parity of esteem of the Board roles and the position of governance more generally. CfGS’ wider report (to follow) will explore wider issues relating to the roles and propose options to address this. But in terms of the

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

election process, it is essential to emphasise the trustee and statutory elements of the elected positions for the Officer roles.

6.5 Therefore, the role descriptions would benefit from a systematic refresh based on the following principles:

1. Clarify and focus the role descriptions.
2. Highlight both the Advisory Council and trustee elements of the role.
3. Ensure each role is manageable and realistic within the wider LI governance process.
4. Highlight the key priorities for each role.
5. Strengthen the accountability description.
6. Describe the tools and the processes that the role holder will use to fulfil the role.
7. Identify any essential and desirable criteria for fulfilling each role.
8. Describe the support that the role holder will receive to enable them to fulfil their potential including training and induction.
9. Link the role to wider LI regulations and policies.
10. Align each role with the wider succession planning strategy.

7. Recommendation 6: Managing a fair and robust nominations process for candidates

- 7.1 The election policy provides the opportunity to refresh the process around nominations.
- 7.2 Under Regulation 20.2 the Appointments & Selection Committee already has the delegated responsibility. It states, ‘...the suitability of candidates for election or appointment shall be judged in accordance with role descriptions prescribed by the Council through the Appointments and Selection Committee from time to time, to ensure a relevant range of skills and experience...’.
- 7.3 The election policy will need to establish the criteria for nominated Members to proceed to the further stages of the election process. These criteria offer assurance that candidates are eligible to stand and that the LI has fulfilled its charitable duties to ensure appropriate selection assessment.
- 7.4 The Charity Commission states ‘charities have a responsibility to ensure that prospective trustees understand the responsibilities they are taking on and can be relied on to carry them out responsibly. They must be adequately vetted’.
- 7.5 A minimum requirement for all elected roles should include:
1. Membership status and relevant category.
 2. Understanding the governance structure and the role and functions of the Advisory Council, the Board and the Standing Committees
 3. Conflict of interest declaration.
 4. Code of Conduct declaration for Trustees and for Council Members
 5. Compliance with key policies and procedures including information governance, safeguarding and equality and diversity.
 6. Nolan Principles.
 7. Code of Professional Practice and how it relates to governance Compliance with appropriate checks and vetting by the nominations function
- 7.6 An enhanced requirement for all elected roles that include membership of the Board of Trustees:
1. Declaration of not being disqualified as a trustee.
 2. Other relevant declarations based on Charity Commission guidance.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

3. Understanding of the role and legal duties of trustees.
 4. An understanding of the public benefit duty
- 7.7 Practice varies but some organisations use the nominations function to extend this role to screen more broadly for role suitability. This can be positioned as a positive process to ensure each candidate understands the role and commitment. It would also enable the Advisory Council to offer guidance and support to clarify the details of the role and organisational processes. This could be achieved through a range of options including assessments of written statements, a structured conversation or a more formal interview. The function could also take into account the skills mix and needs of the current Board. Candidates could then be endorsed as fulfilling the role requirements and the Advisory Committee can be offered assurance. The LI would also need to consider a
- 7.8 process for the rare circumstances whereby the nominations assessment deemed a candidate as unsuitable for the role.
- 7.9 Whilst this enhanced function is not a formal recommendation of this report, it is important that the Advisory Council consider the benefits and consequences of this approach and how it would fit within the wider culture of the organisation.
- 7.10 Leadership of the nominations function should be independent with lay member participation to avoid any conflicts of interest.
- 7.11 The function could also be tasked with:
1. Review of candidate statements.
 2. Vetting the declarations and requirements for all candidates including any due diligence.
 3. Review of disqualification evidence from official registers.
 4. Establish a policy for the disclosure of convictions.
 5. A social media review for each candidate.
 6. Depending on role consider children and adult safeguarding checks
 7. Quality assuring and scrutinising the wider nomination process.
 8. Overseeing the support and development plan to enhance Member participation in the elections.
 9. Monitoring equality, diversity and inclusion in the nominations and candidate statements.
 10. Making recommendations to the Advisory Council on ways to strengthen the election process.
 11. Overseeing the communications and develop process for interested Members - including training and e-learning opportunities on governance, chairing skills, constructive challenge training, mentoring and policy frameworks.
- 7.12 The latest Charity Act 2022 has a clause, likely to be implemented in 2023, for The Charity Commission to receive a new power to directly remedy defective Trustee appointments.
- 7.13 The National Council for Voluntary Organisations (NCVO) states 'If members elect the trustees at the AGM, the board may suggest who they feel is most suitable. They won't have the final say on who the members choose.' They also advise that recruitment is based partly on the potential of candidates to fulfil the role and bring new perspectives as a way to widen diversity, rather than simply on past experience.
- 7.14 In the longer term, the LI may wish to consider future opportunities to align and integrate aspects of the remit of the Appointment & Selection Committee with a other functions in the organisation including those led by the standing committee such as education and communications.

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

- 7.15 The number of nominations required to stand for election varies across organisations. There is no consistent pattern and can range from a single nomination upwards. The requirement for twenty-five nominations is at the far end of the this spectrum. It is also unusual to have differing nomination requirements for the same election as described by By-laws 13.1 and 13.2. Serving role holders (and those who have served one year in the previous ten year period) only require three nominations from Fellows and Chartered Members. Some boards do however retain the option to re-appoint Trustees for a second term within a total term limit as set out by their regulations.
- 7.16 The LI's differing nominations requirements for serving role holders and general Members is partly based on a notion that experience offers a higher level of assurance of suitability that can offset the requirements for new candidates. A proactive nominations process that is able to scrutinise all candidate's suitability based on the role descriptions could offer a more uniform and fairer approach whilst not discounting skills and knowledge developed by existing role holders.
- 7.17 Implementing contingency options for unresolved elections through lack of candidates should be rare and exceptional. A pattern of slotting in runner up candidates from other election categories has become something of a norm and has generated concern. There is also the challenge of filling casual vacancies outside the election process.
- 7.18 Regulations 14.6 to 14.7 describe the process for this appointment-based alternative with prescribed roles for both the Advisory Council and the Board depending on the specific role. As it stands, these regulations are primarily written for scenarios of candidate withdrawal after the close of nominations that causes a casual vacancy.
- 7.19 This pragmatic process adopted by the LI presents a range of risks to the election process:
1. Candidates may be perceived as having no mandate for their role.
 2. It is not an established part of the current voting system.
 3. The candidate may not be fully suitable for the vacant role.
 4. It may incentivise tactical nominations.
- 7.20 Understanding the reasons for a lack of candidates would enable the Advisory Council to put in place preventative strategies beforehand. An analysis of candidate patterns over past elections and a risk assessment of the most likely areas can enable the LI to target additional communications and awareness raising for the most at-risk roles. This could also be supported with a deeper dive into the barriers through further interviews and surveys. The Advisory Council and Board may wish to consider how an enhanced nominations function could be best placed to manage this issue.
- 7.21 It is important to consider how criteria are framed to the membership to support their review of each candidate's strengths and merit.
- 7.22 Key factors should include:
1. Skills of each candidate to undertake the role
 2. Ability to perform to an agreed standard
 3. Priorities when fulfilling the role
 4. Ability to champion the Member voice and experience
 5. Working collectively and collaboratively
 6. Understanding of the requirements of the role and its wider position in the governance structure
 7. Personal characteristics
 8. Commitment to learning and development throughout the role term

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

- 7.23 Experience is also valuable and can take many forms - but it is the capacity to apply learning from this experience which is most insightful.
- 7.24 In practice less useful criteria are the raw enumeration of length of experience and the LI tradition of highlighting involvement and membership of external organisations as core evidence of suitability.
- 7.25 Candidates should be encouraged to identify the specific impact of any experience on their skills and ability to fulfil the role. It is important to avoid the unintended consequences of establishing experience-based criteria that limit the types of candidates coming forward for elected roles:
- 7.26 Younger Members, those at earlier points in their career and those who have taken a career break may feel disadvantaged by a lack of formal external memberships - barriers may include costs, time availability, networking and role position in their practice
- 7.27 Organisational memberships may prioritise only one type of formal experience at the expense of informal experience, lived-experience and other forms of practical knowledge
- 7.28 Involvement in a wider network may not necessarily be a positive proxy for the ability to fulfil the elected role - factors such as reputation, conduct and performance in these external networks would need to be more robustly taken into account to make a judgement
- 7.29 Any LI roles such as the President that require extensive external engagements can be supported through LI corporate memberships, stakeholder forums, introductions and training once the role holder is in position. There are also opportunities to develop these contacts through the President-elect role in advance of taking up the post as well as shadowing and mentoring support
- 7.30 Changes have already been proposed to limit the emphasis given in candidates statements to evidence of sector networks and memberships. It is recommended that this is reduced further.

Technical recommendation 7.1: *Create a more robust nominations process to consider each candidates' understanding of the role they are standing for, governance responsibilities, disqualifications, vetting and key criteria around suitability.*

Technical recommendation 7.2: *Change By-law 13.1 and 13.2 to equalise the nomination requirements for all candidates.*

Technical recommendation 7.3: *Reduce the number of nominations to a realistic and manageable number - as a starting point consider three nominations per candidate as a benchmark that matches other parts of the Regulations*

Technical recommendation 7.4: *Consider the impact of an increase in the number of candidates standing for each role and ensure contingencies and resources are in place to manage this effectively.*

Technical Recommendation 7.5: *Review the nominations form to include a conduct and compliance statement for each candidate with reference to relevant disciplinary and disqualification criteria and processes*

Technical Recommendation 7.6: *Review practices for slotting in candidates to unfilled roles and for casual vacancies to create a robust policy for guiding these processes.*

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

- 8. Recommendation 7: Monitoring and scrutinising the election cycle with independent assurance**
- 8.1 Effective monitoring and scrutiny of the election is essential to ensure compliance and a positive experience. Scrutiny provides assurance and legitimacy. It can also operate as a preventive to promote transparency and positive behaviours. Monitoring further allows for corrective actions at key points in the process.
- 8.2 The Advisory Council currently appoints an Election Officer for each election under Regulation 13.3 which states they ‘...shall have responsibility for the conduct and integrity of the election of Members of Council...’.
- 8.3 As part of this work, we have reviewed recent Election Officer reports. The latest report has offered a good overview of the issues and provided the Advisory Council with a level of assurance. However, there is currently no specific role description for the Election Officer nor is there a formal assurance framework to guide their role. Recent experience from role holders will be valuable in developing these documents.
- 8.4 There is a concern that a single Election Officer role requires significant time, skills and support. It may isolate an individual and they may risk becoming the target for vexatious challenge. Shifting the emphasis for monitoring to an Election Officer function within a wider accountability framework offers the advantage of embedding monitoring and scrutiny across a range of individuals and processes.
- 8.5 Establishing a tool such as an election assurance framework could guide the LI in the monitoring function and identify the types of evidence and means of verification to establish the effectiveness of the election.
- 8.6 The election assurance framework should cover all elements of the integrated election cycle as described in recommendation 2.
- 8.7 One of the key points raised during the conversations was to ensure the LI has benchmarks and case study evidence to ‘know what good looks like’ from the sector as it monitors the election. Monitoring should also be closely linked to the principles and purpose document described in recommendation 1.
- 8.8 Proactive challenge of the election process is also essential and should be embedded across the election culture. Ultimately this is best supported by independent appointees who have specialist expertise in EDI, recruitment, trustee roles and organisational development. Independent roles can challenge the LI practices to offer external assurance alongside internal monitoring.
- 8.9 The monitoring and scrutiny function must be embedded in the election framework and yet have sufficient independence to avoid any conflict of interest. One option for the LI is to include this function as part of a separate sub-committee led by independent appointees who are also members of the full Appointments & Selection committee. The advantage of this model is that the monitoring function has direct access to all parts of the cycle. A second option is to create a stand-alone Election Monitoring Committee.
- 8.10 Presently, Regulation 20.3 states ‘The Appointments and Selection Committee shall comprise six members of the Council who are not Trustees and at least one shall be a Fellow’, with the Chair appointed directly by the Advisory Council. It is important to consider potential conflicts of interest when identifying members.
- 8.11 A review of election processes from across the charity sector highlights a range of enhanced approaches to election monitoring, including:

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

1. Observations
2. Randomised sample-based monitoring of the election experience through Member experience.
3. Establishing an election monitoring focus group of Members to provide a temperature check of the process.
4. Documentation review

Technical recommendation 8.1: *Create a role description for the Election Officer function.*

Technical Recommendation 8.2: *Establish an elections assurance framework to guide the monitoring and scrutiny of the election process across the full cycle.*

9. Recommendation 8: Creating a structure for positive campaigning using a series of hustings events to provide Members with opportunities to meet and learn about the candidates

- 9.1 It is important that the LI is able to structure and guide the campaigning process to support the candidates to reach and engage with the electorate whilst reducing adversarial and inappropriate behaviours. As well as providing clear campaigning guidance, there are additional mechanisms such as hustings to support this.
- 9.2 Under Regulation 13.4 the Election Officer already has a significant role in managing campaigning and in particular the presentation of candidate information. It states, ‘...all candidates will be required to submit an election manifesto. Damaging or inaccurate remarks about any other candidate or the Institute are prohibited. If necessary, the Election Officer will be asked to adjudicate on contentious or erroneous content before publication and the candidate may be required to make deletions or revisions...’.
- 9.3 However, the concept of a manifesto has the potential to be problematic. It can present the wrong signals about the purpose of elected roles and the election process. It may also raise unrealistic expectations about how the roles operate within existing regulations, strategies, and corporate plans. It also risks conflict between candidates rather than consensual styles of inclusive leadership. As part of the process to develop the integrated election process, new terminology for campaigning documentation would be beneficial.
- 9.4 We recognise that there is some concern and anxiety around the campaigning part of elections. An unstructured process risks more tactical election approaches that can blur the boundaries regarding acceptable behaviours. Recent history highlights how challenge and debate can focus on individuals and processes and distract from the core election agenda of the roles and Member priorities. In the interests of fairness, it is important that candidates are not able to use their existing involvement in sub-committees, working groups and other parts of the LI ecosystem as a vehicle for campaigning.
- 9.5 As a result, some organisations restrict campaigning activities to prescribed activities only such as the personal statements and the hustings.
- 9.6 The Electoral Commission formally defines a hustings as ‘a meeting where election candidates debate policies and answer questions from the audience. Hustings provide voters with an opportunity to hear the views of candidates..’.
- 9.7 In the context of charitable organisations, hustings offer an opportunity to coordinate and support the campaigning element of elections. The facilitation of an event can frame the characteristics and

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

functions of each role. It provides a shared space to articulate and publicly agree ground rules and expectations for a positive election.

- 9.8 The purpose of a hustings is to:
1. To align the format of statements and presentations for each candidate.
 2. To enable Members to meet the candidates.
 3. To generate interaction with Member through 'question and answer' sessions.
 4. To focus the campaigning and candidate communications on the role and their suitability.
 5. To create a fair and open process where each candidate is treated equally.
- 9.9 Hustings can build on the interactive success of the recent Roadshows and how they have engaged Members via the field trips and roundtables. Evidence of successful hustings has been drawn from a variety of organisational case studies but have a particular tradition in student and youth organisations in the UK as a way to support engagement and positive debate.
- 9.10 There is a range of good practice examples and guidance around running a hustings event for elected roles in a charitable organisation. More detail is offered in an appendix to this report. Key principles include:
1. Independent facilitation.
 2. Offering a live streamed virtual event which is recorded and published with opportunities to watch and read at a later point.
 3. The principles and process of the election are framed at the start of the event.
 4. A personal statement is presented by each candidate.
 5. A 'question and answer' segment. Questions can be prepared by a mix of the independent facilitators and from those suggested by Members.
 6. There is a random order for each part of the hustings to ensure no candidate has an advantage in going first or last.
 7. Equality and diversity support to ensure accessibility and inclusion.
 8. Ground rules are agreed beforehand – including issues such as behaviour, video backgrounds, time cut off and other factors
- 9.11 Potential questions for candidates participating in a hustings event could include:
1. How will you represent the Membership in this role?
 2. How will you work in collaboration with staff and other Trustees to strengthen the organisation?
 3. What skills and qualities will you bring to the role?
 4. How will you support the widening of involvement of diverse and new Members in the LI?
 5. What are your priorities for the LI?

Technical Recommendation 9.1: *Create a campaigning guidance document that emphasises criteria from the role descriptions and election principles and purpose. Reduce emphasis on the concept of manifestos.*

Technical Recommendation 9.2: *Create guidance for running a series of hustings events to present candidates to the membership and to coordinate campaigning activities*

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

10. Recommendation 9: Establishing a learning and review process to guide future elections

- 10.1 Although this is presented as the last recommendation, it should be seen as the starting point for an iterative learning process to strengthen the elections. Throughout the conversations and data gathering we were repeatedly struck by the insights of staff and Members. Pooling this knowledge offers the LI an powerful way to strengthen the elections.
- 10.2 Some examples of evaluation questions include:
1. What are the elections for?
 2. How would we know if the election process has worked well?
 3. What are the barriers for candidates and voting Members?
 4. How can the next election cycle be strengthened?

***Technical Recommendation 10.1:** Create a short evaluation template of the key learning priorities*

***Technical Recommendation 10.2:** Conduct a short post-election evaluation and report findings to the Advisory Council. Use the evidence to identify ways to improve or clarify the election process.*

11. Branch Elections

- 11.1 Branch elections to the Advisory Council present a further dimension to the wider LI election process. Representatives from each Branch have important duties to represent the voice of their Branch and the needs and interests of Members from their identified region. Branches also offer potential to promote the elections and identify issues of inclusion and accessibility. They can play a key role in reaching Members and advising on their election experiences.
- 11.2 Branch elections under Regulation 27.4.1 to 27.4.3 cover the Branch committee, chair and any Branch officers. Elections are currently held as part of each Branch AGM.
- 11.3 Whilst there has not been sufficient time to complete the necessary deep dive into the Branch elections for the Branch Representative role, it is possible to identify a direction of travel to align this process within the wider strategic principles of LI elections as set out in this report. The Branch election process should also be considered within the wider context of the role of the Branch more generally. This includes consider the terms of reference for reference, role descriptions, and the needs of the devolved nations.
- 11.4 The wider Ways of Working Report will offer a more detailed analysis of the Branch structure and provides additional context for the election element.
- 11.5 Feedback indicates a number of challenges to establishing effective and robust elections:
1. Variability across the Branches and in how they implement the election process
 2. The small scale of the electoral franchise for Branch elections.
 3. Branch Members may not reflect the scale and wider diversity of their region.
 4. A lack of guidance and principles to underpin consistent Branch elections
 5. Uncertainty around the role of the Branch Representative and their participation in the Advisory Committee

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

6. A limited number of potential candidates for the role
 7. The interpersonal dynamics of each Branch may inhibit best practice including nominations, selection processes and ballots
 8. Expectations of Member's voluntary time to run successful AGMs and elections
 9. Communication barriers to reaching and engaging Members in each Branch region
- 11.6 Further assurance is required to demonstrate that Branch elections are safe and robust. That the AGM and selection process is accessible and compliant with organisational policies and equality and diversity principles. It is important that there are opportunities for scrutiny and that decision-making processes are transparent and recorded. Evaluation and opportunities to collect feedback and manage complaints are also essential. Early investigation highlights that there is considerable risk associated with Branch elections.
- 11.7 Further work is required to observe Branches, complete further semi-structured interviews at the regional level and consider a survey.

***Technical Recommendation for Branches:** Develop proposals to move Branch Representative elections from the current AGM based system to a regional based election process that aligns with wider election practices and timelines*

12. Limitations and Next Steps

- 12.1 It is important to recognise the limits of this report. CfGS has not yet had the opportunity to observe a full election cycle, nor has there been a wider survey of Members to explore their insights around the election and nomination processes. We would also suggest a sense-check process of the emerging recommendations with Members and stakeholders. We have also not been able to consider election timelines in detail.
- 12.2 In choosing ways to implement any of the recommendations, the LI will want to consider the issue of proportionality in terms of detail and thoroughness.

13. Conclusions

- 13.1 This report has considered in detail how the current system of elections can be improved to increase inclusion, clarity, fairness, transparency and outcomes. It does not undermine previous election outcomes but indicates that future elections could ensure a robust structure and encourage greater participation and reduce behaviours which could unbalance a fair and open process.
- 13.2 Further work is necessary to produce the necessary structures, but initially the LI Advisory Council is advised to discuss and consider the content and recommendations of this report.

Ian Parry,
Head of Consultancy

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Election Ways of Working

**Report by Centre for Governance & Scrutiny
January 2023**

Notes and references

Summary of Strategic and Technical Recommendations

Recommendation 1: Establish the core principles and purpose of effective elections in the Landscape Institute

Recommendation 2: Create an integrated election policy and procedure that guides the complete election cycle

Technical recommendation 2.1: Consider ways to enhance the election and nomination functions of the existing Appointments & Selection Committee including options to integrate monitoring and scrutiny functions

Technical recommendation 2.2: Review the membership of the Appointments & Selection Committee to offer independent leadership and manage potential conflicts of interest.

Technical Recommendation 2.3: Add responsibility for forward planning and a succession and development process for potential new candidates to the Appointments & Selection Committee to create an inclusive pathway for diverse Members to take on elected leadership roles. Use best practice guidance to highlight creative approaches.

Technical Recommendation 2.4: Integrate specific elements from work on the wider code of conduct and working together approach into the election context to highlight expectations around behaviour and personal responsibilities. These could then be presented as an election code of conduct. Ensure clear and rigorous application.

Technical Recommendation 2.5: Develop an information governance policy with guidance covering good practice, confidentiality and GDPR during elections.

Recommendation 3: Promote a positive communications campaign to highlight the election process, encourage participation and inclusion, and offer proactive guidance and support

Technical Recommendation 3.1: Create a Member facing election handbook to present the election policy in a positive and accessible way to encourage greater participation in the elections - this should include case studies, examples, testimonials, tips, guidance, FAQs and advice on further support for candidates and electors.

Technical Recommendation 3.2: Create a visual infographic in the form of a flowchart to describe the full election process and timelines

Technical Recommendation 3.3: Complete a rapid audit of Membership communication networks to identify any gaps or barriers in e-voting and communication emails reaching all Members.

Recommendation 4: Embed the principles of equality, diversity and inclusion through every phase of the election cycle

Technical Recommendation 4.1: Create an equality, diversity and inclusion statement for elections

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

Recommendation 6: Manage a fair and robust nominations process for candidates

***Technical recommendation 6.1:** Create a more robust nominations process to consider each candidates understanding of the role they are standing for, governance responsibilities, disqualifications, vetting and key criteria around suitability.*

***Technical recommendation 6.2:** Change By-law 13.1 and 13.2 to equalise the nomination requirements for all candidates.*

***Technical recommendation 6.3:** Reduce the number of nominations to a realistic and manageable number - as a starting point consider three nominations per candidate as a benchmark that matches other parts of the Regulations*

***Technical recommendation 6.4:** Consider the impact of an increase in the number of candidates standing for each role and ensure contingencies and resources are in place to manage this effectively.*

***Technical Recommendation 6.5:** Review the nominations form to include a conduct and compliance statement for each candidate with reference to relevant disciplinary and disqualification criteria and processes*

***Technical Recommendation 6.6:** Review practices for slotting in candidates to unfilled roles and for casual vacancies to create a robust policy for guiding these processes.*

Recommendation 7: Monitor and scrutinise the election cycle with independent assurance

***Technical recommendation 7.1:** Create a role description for the Election Officer function.*

***Technical Recommendation 7.2:** Establish an elections assurance framework to guide the monitoring and scrutiny of the election process across the full cycle.*

Recommendation 8: Create a structure for positive campaigning using a series of hustings events to provide Members with opportunities to meet and learn about the candidates

***Technical Recommendation 8.1:** Create a campaigning guidance document that emphasises criteria from the role descriptions and election principles and purpose. Reduce emphasis on the concept of manifestos.*

***Technical Recommendation 8.2:** Create guidance for running a series of hustings events to present candidates to the membership and to coordinate campaigning activities*

Recommendation 9: Establish a learning and review process to guide future elections

***Technical Recommendation 9.1:** Create a short evaluation template of the key learning priorities*

***Technical Recommendation 9.2:** Conduct a short post-election evaluation and report findings to the Advisory Council. Use the evidence to identify ways to improve or clarify the election process.*

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

***Technical Recommendation for Branches:** Develop proposals to move Branch Representative elections from the current AGM based system to a regional based election process that aligns with wider election practices and timelines*

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

Case Studies

The following organisational case studies were explored when developing this report:

- Architects Benevolent Society
- Chartered Institute of Architectural Technologists
- Civica - Election Reform
- MemberWise
- National Trust
- NCVO – National Council for Voluntary Organisations
- NHS Clinical Membership Organisations
- Royal College of Nursing
- Royal College of Paediatrics and Child Health
- Royal Institute of British Architects
- Royal Institute of Chartered Surveyors
- STAMMA
- The Association of Consultant Architects
- The Camping and Caravanning Club
- The Directory of Social Change
- The Dons Trust
- The Ramblers
- The Scottish Youth Parliament
- Westminster Foundation for Democracy

Election Ways of Working

Report by Centre for Governance & Scrutiny

January 2023

Hustings – Examples of Best Practice

Here is a list of good practice options to consider when designing a hustings event:

- Independent facilitation.
- Offer in-person and live streamed virtual event options.
- Recorded and published the hustings to increase accessibility – including the ability to watch the event on catch up.
- Set a maximum time limit for the event depending on the number of candidates – for example between 60 to 90 minutes.
- Frame the core elections principles and process at the start of the event.
- Provide a brief description of the roles that are being elected.
- The facilitators assure the membership that through the nominations process each candidate has made a formal commitment to the election principles and code of conduct
- Consider different hustings events for groups of similar roles – for example for the President, for other Officer roles, for ordinary Advisory Council members, for student members and possibly for the Branch elections
- Test & trial the approach in a more limited way in 2023 for the Officer roles
- Introduce the candidates
- Each candidate has the opportunity to make a personal statement at the start of the hustings
- This statement can then be written up and used on website
- During the ‘question and answer’ session identify up to six questions to share with each candidate - two from facilitators, two suggested by Members beforehand and two selected from screened comments via a managed the chat box function during the session
- If more questions come in there is option for a follow up written interview for each candidate
- Offer a rehearsal event one week before for candidates with appropriate support
- Consider EDI factors and support to facilitate accessibility
- Ensure a random order for each part of the hustings – including for the personal statement and for each question
- Establish the ground rules agreed beforehand - behaviour, backgrounds, time cut off
- Create a procedure for managing technical difficulties during the event
- Observed by the Election Officer function
- Set agreed time limits for each segment
- Empower the facilitator to intervene if ground rules are breached - also reiterate key ground rules between segments
- Highlight next steps for campaigning – linked to guidance
- Make participation a formal requirement of the nomination process
- Establish a procedure for candidates that fail to participate
- Risk assess the process

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

- Scheduled the hustings at key points in the wider election timetable
- Ending summary of next steps, voting process and signpost to further support
- Branches have key role in promoting the hustings, shared viewing session, call for questions, sharing awareness of the election and recorded stream
- Promote the hustings on social media

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

References

Charity Governance Code

Charity Commission 2004 RS7 Membership Charities

Charity Commission 2013 Public Benefit: The Public Benefit Requirement (PB1)

Charity Commission 2013 Public Benefit: Running a Charity (PB2)

The Trustee Act 2000

The Charity Act 2022

The following internal LI documents were reviewed:

- Royal Charter
- By Laws 2020
- Regulations 2021
- The Corporate Strategy 2018-2023
- Branch Constitution 2009
- Terms of Reference for Board of Trustees
- Terms of Reference for Advisory Council
- Terms of Reference for the Policy and Communications Committee
- Terms of Reference for the Education and Membership Committee
- Terms of Reference for the Technical and Research Committee
- Terms of Reference for the Finance Committee
- Role Description for President, President-Elected and Vice President
- Role Description for Honorary Treasurer
- Role Description for Honorary Secretary
- Role Description for Board Member (Trustee)
- Draft Elections Policy and Process
- The Landscape Institute Code of Practice
- Conflict of Interests Policy
- Disciplinary Regulations 2022

Election Ways of Working
Report by Centre for Governance & Scrutiny
January 2023

- Trustees Code of Conduct
- Vexatious Complaints Policy
- Whistleblowing Policy
- Working Together Policy 2021
- The Complaints Journey Map and Guidance for Making a Complaint
- Terms of Reference for the College of Fellows 2020
- The Independent Governance Review

Advisory Council 21 February 2023		Paper for:	INFO
Agenda Item: 5	Policy & Influencing Update		
Paper author:	Jackie Sharp, Head of Policy and Technical with input from the Policy & Communications Committee (PCC)		
Summary of paper:	PCC update on future Landscape Institute strategy PCC has considered future policy drivers and its implications for the LI and its members. This paper highlights the policy drivers which PCC considers will pose the greatest challenges and opportunities for the sector, and the skills that will be required to respond to these. It also considers how the Landscape Institute might respond.		
Council is asked to:	Consider the paper and support the outlined approach		

1. Background

This is a time of significant ongoing changes in UK Government policy which have a direct impact on landscape practice. From large thematic areas such as climate change and net zero, nature recovery, food and energy security, to more specific subjects such as Biodiversity Net Gain, Environmental Impact Assessments, and planning legislation, there is much under flux. Meanwhile, Government policy is moving towards outcomes-based decision-making, and an increasing emphasis is being placed on natural capital.

Against this background, the Landscape Institute ‘Skills for Greener Places’ report identified that:

“...this is a moment of opportunity for landscape.

The research has identified this sector as a significant one for the national economy, with a pivotal role to play in delivering against critical policy agendas. The definition of placemaking, green infrastructure, nature-based solutions, and related landscape terms are in flux and still not settled, but they are terms of increasing currency and there is growing momentum for a landscape-led approach.”

At its most recent committee meeting, PCC decided to put forward a paper to Advisory Council in order to start a discussion on future strategy and direction, which will position the LI and its members in a good place to seize the ‘moment of opportunity’ and meet these challenges.

2. Key challenges and opportunities for the LI and its members

PCC have identified a number of key challenges and opportunities, both for the LI and for its members across policy, skills and influence. These are laid out below.

2.1 Policy

A range of policy drivers pose challenges and opportunities for the sector. In the Skills for Greener Places report, the top 2 drivers for growth in the sector were identified as Biodiversity and Nature Recovery, and Beauty and Visual Amenity.

Other policy drivers identified by PCC include:

- i. Net zero (including, most recently, the Skidmore review)
- ii. Government’s 25 Year Environment Plan
- iii. Removal of EU legislation, particularly with regards to Environmental Impact Assessment and Landscape and Visual Impact Assessment
- iv. Adoption of Schedule 3 on Sustainable Urban Drainage Systems
- v. Threat to the Ecological Land Classification

- vi. The future of rural and agricultural landscapes, particularly in relationship to wind farms, food security and energy conservation
- vii. Landscape conservation and restoration
- viii. Planting for resilience, and species selection based on environmental change impacts
- ix. Biosecurity
- x. Move towards decisions being based on Natural Capital, ecosystems services and broader environmental net gain (for example through Natural England's Environmental Benefits from Nature tool), and including human health and wellbeing as well as environmental health.

2.2 Skills

The PCC have identified that upcoming challenges have the potential to require LI members to apply a different set of skills, needing to synthesise and build on evidence from other professionals, as well as adopting an outcomes-based approach. They will also need to build confidence and ability in climate impacts of the industry, alongside strengthening digital capabilities. These skills will include:

- i. Building knowledge on and understanding carbon impacts of schemes we design and specify, including carbon budgeting
- ii. Understanding climate impacts of own operations and consequences for the landscape/communities
- iii. Understanding and realising the opportunities of collaboration with other professionals such as data scientists, climate modellers and soil professionals
- iv. Need for innovative thinking and practice /leading by example
- v. Strengthening the use of evidence to support decisions e.g. through digital skills such as GIS mapping.

2.3 Influence

PCC also identifies an opportunity to support members to better influence policy on the ground, particularly in the following areas:

- i. Project Management, contracts & consultancy frameworks for national procurement that give landscape professionals greater influence
- ii. Climate change and carbon impacts
- iii. Health & Wellbeing, and the Levelling Up agenda
- iv. Sector development to support new skills and encourage recruitment
- v. Influence in plan making and design codes
- vi. Design Excellence
- vii. Ecosystems resilience and protection of natural capital
- viii. Management Support
- ix. Beauty and functionality of landscape.

3. Summary and next steps

PCC recommends that discussion, idea generation and collaboration across all committees takes place to build a wider collective view of issues and opportunities for the LI's future strategy. This should link different thematic aspects of landscape through an outcomes-based approach based on evidence, and encompass cross-cutting themes such as natural capital, and health and wellbeing.

PCC also recommends strengthening links between the PCC, Education & Membership Committee and Technical Committee, helping to ensure that policy, technical competencies, training

opportunities and membership are more closely aligned. Alongside this, continuing to identify and work with key external partners will maximise gains and give efficient use of resources.

These together will support members to upskill and work towards meeting societal challenges, as well as providing influence on the ground and ensuring that the landscape sector and the Institute remain influential and relevant.

PCC will liaise with the other standing committees to convene a cross-subject working group including members and staff from all three committees to consider a framework for a future approach. Council is asked to note and support this approach.

Advisory Council - 21 February 2023		Paper for:	INFORMATION
Agenda Item: 6	Technical Committee Update		
Paper author:	Jackie Sharp, Head of Policy & Technical with input from Marc van Grieken, Chair Technical Committee (TC) and Rachel Wallace, Technical Manager		
Summary of paper:	An update from the Technical Committee		
Council is asked to:	Note the Technical Committee update		

1. Introduction

The Technical Committee met in January 2023 in hybrid format, with the previous meeting held online in November 2022. The TC has been affected by Covid and changes in staff resourcing. This meant greater dependency on the contribution of volunteers, who were themselves under pressure. However, recruiting a dedicated Technical Manager, and the current interim support provided, allows the TC to move forward and establish robust and concrete plans for the coming year.

2. Committee membership and governance

TC welcomed 4 new members to the January meeting. TC will also shortly advertise for more applications in 2 phases for appointment June and September/October, as an ongoing process of succession management and membership renewal

3. GLVIA Accreditation and updates

- 3.1 **Accreditation.** We are working with IEMA on a potential quality mark scheme for practitioners in the field of Landscape and Visual Impact Assessments (LVIA)
- 3.2 **GLVIA Updates.** Updating the GLVIA is an ongoing process and is under continuous review by the GLVIA Advisory Panel. A set of Notes and Clarifications has been compiled and is currently being reviewed prior to member consultation before publication

4. Other workplan priorities

- i. Review of the TC Workplan.
- ii. Digital practice group composition
- iii. CIBSE digital practice publications
- iv. Landscape Character Data project
- v. Environmental Standards
- vi. Review of TGN 06/19 Visualisation of Development Proposals

Advisory Council - 21 February 2023	
Agenda Item:	Education & Membership Committee update
Paper author:	Naomi Taylor, Head of Membership Services, and Chris House CMLI, Chair of the Education & Membership Committee
Summary of paper:	Update from the recent EMC meetings and workshop
Financial implications:	N/A
Council are asked to:	Receive the report and send any feedback to Naomi

1 Overview of Meeting

The Education & Membership Committee (EMC) met on 12 January face-to-face to have the usual quarterly meeting. However, this time the meeting also included a workshop in the afternoon to examine the future focus of EMC, its remit, and future planning for the LI to meet its objectives in line with the 2018-2023 corporate strategy of inclusive growth, relevance and influence.

Prior to this the EMC met in September 2022 to discuss the scope of the committee.

2 Governance of the Committee

It has become increasingly clear that current remit covers a very large scope of work requiring a wide skill set within the Committee. Agendas have become very lengthy and meetings have consistently run over time. The implementation of the Competency Framework and the LI's widening access agenda will further increase the volume of activity in the educational arena. Concerns raised by universities about the LI's focus in this area must also be considered.

Since the loss of a number of key staff, who have expressed concerns about the ability to deliver the LI's ambitions regarding education, it is intended to give further emphasis to the critical area of education within the staff structure.

A strategic review of education is currently being undertaken a key part of which is to set a clear action plan and to identify the necessary staff resources required to deliver this in the short, medium and long term.

The table below shows the current scope of the EMC's responsibilities

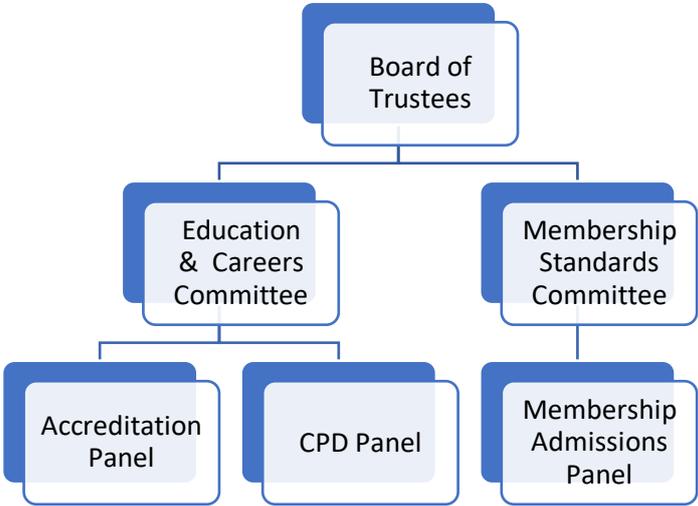
Education	Membership
Course Accreditation	Routes to membership
Re-accreditation (2 yearly)	<ul style="list-style-type: none"> • P2C • P2T • E2F • E2C • E2T
Apprenticeships – delivery	Fellowship upgrades
Technician courses	Membership reinstatements
University outreach	Membership renewals
ED&I and widening access	Oversight of FAP and Member Panel
Careers	Apprenticeship End Point Assessment
Relationship with IFLA (Europe and World)	Assessors
Oversight of Accreditation Sub Committee	ED&I and widening access
	Additional short term responsibilities:
	CPD and oversight of CPD Panel
	Ambassador programme

	(both these will move under the Education department when the new Head of Education is in post)
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After much discussion it was agreed that in order to more effectively deliver the remit, that EMC would function better as two committees. The 2 Committees could be Education & Careers, and Membership and Standards. Such Committees would be served by the respective Heads of service from the LI staff team who would also liaise regarding areas of overlap or commonality. It was recommended that if this option is progressed that at least one member sits on both Committees, at least in the short-medium term in order to identify any key areas of overlap.

The continuance of the existing Sub Committees and Panels also need to be considered. There is currently a lack of standardisation in terms of their format and titles. Panels will be necessary where specific peer group decisions are needed on membership or educational matters.

The Committee agreed that the Chair of EMC would take the following proposal to the Board of Trustees with the recommended split of the committee into the following organisation chart:



NB Membership Admissions Panel is what was previously Fellowship Admissions Panel and Member Panel – quarterly meetings to assess non-accredited Associates, direct CMLI (transfer from another country) and Fellowship applications (FLIs only assess these)

Considerations

Under the LI’s By-Laws the Chairs of 3 standing committees (currently TC, PCC and EMC) are Ex Officio members of the Board. This proposal would create a fourth 4 committee, meaning that only the Chair of 1 of the 2 new committees could be a trustee.

To get around this, the current Chair, Chris House, agreed that she could be the Chair of both as an interim measure until the outcome of Project Swift makes a recommendation for how the future LI’s governance should be structured.

The Terms of Reference for the two committees have been drafted and provisionally agreed. These will also go to Bd for approval along with the recommendation for the existing committee to split.

2 Apprenticeships

The workshop included discussion about the future of apprenticeships within the landscape professional and the LI’s involvement. All agreed about the importance of getting the Level 7 (Master’s level, leads to CMLI) trailblazer apprenticeship up and running. It became apparent very

quickly that there were some myths and mis-understanding within both the academic sector and landscape practices about the apprenticeships, which the LI need to work at dispelling in order to get the accredited universities to agree to take on future apprentices. As well as that, it was agreed that the Level 3 apprenticeship (leads to TMLI) should be further promoted in industry to encourage more apprentices to come though.

All were in agreement that this was a vital step towards helping reduce the green skills gap that many employers and the wider sector are facing.

It was agreed that the LI would work on some marketing material around this and arrange a meeting with SCHOLA (Heads of schools of landscape architecture accredited courses) to help drive this forward.

4 The Future of Accreditation – Recognised Landscape Courses

The LI currently accredits 31 landscape architecture courses. The process for accreditation and reaccreditation is a slow manual process. The committee agreed that the LI should aim to increase recognition of a wider variety of courses that could lead to CMLI using the LI's competency framework, particularly in the Landscape Professional category. The committee wish to be able to recognise other landscape related courses which can eventually lead to Associate membership of the LI. There is currently a very large number of potential courses for example :

- Environment management and planning (University of Manchester?)
- Environmental soil science (Newcastle?)
- Urban design (various)

Again, with our green skills gap this would mean more students being aware of a career in landscape practice.

The committee would like to see a pilot of this in the future where a small number of courses are chosen to go through a recognition process as demonstrated against the LI's competency framework. The process for this would all need to be established relating to timeframes, fees, Professional Review Group (PRG) input etc. It was agreed that the process would need to be as simple as possible without reducing standards in order to make it attractive to these new courses to trial.

5 How do we promote the profession and attract more UK Students?

With the ever-increasing issue universities have around attracting more UK students onto their courses, there was discussion about how we as an Institute and committee can tackle this. Ideas which came out of the discussion were:

- i. Joint "built environment" careers days with the other built environment Institutes - (ICE, RTPI, RICS etc). Aimed at 6th form, possibly earlier to encourage the level 3 routes. Cost shared between institutes. Would be of value at the large careers fairs.
- ii. Online on courses/distance learning courses. There is evidence that this is what many future people want. Particularly good for international candidates. Further discussion and thoughts needed.
- iii. New careers material needed to promote the profession. The need to relaunch the ambassadors programme (also highlighted at the roadshows) was considered very important to do in the next financial year.
- iv. Target areas: environmental courses, geography courses, as a route to post graduate LA courses. Many aren't aware of this as a profession, with targeted material to support it.

The new Head of Education will need to review these ideas and wrap them into the business plan and budget for the forthcoming financial year and next corporate strategy. Resource will have to be considered, as well as a volunteer proposition/training.

The committee agreed that an initial working group be set up to develop these ideas and whilst initially comprising members of EMC, membership could be broadened to capture the right skills and range of members.

6 The vital need for Volunteers

At present the membership team are really struggling to recruit volunteers for our membership assessments. In particular we are desperate for the following volunteer roles:

- i. TMLI assessor/interviewer, all routes
- ii. Experienced Route to Chartership Assessor
- iii. Expert Route to Fellowship Assessor

We then have the ongoing problem of recruiting the following roles:

- iv. P2C supervisors
- v. P2C examiners (to be renamed assessors)
- vi. Member admissions panellists
- vii. CPD panellists

The LI need these roles in order to grow our membership against our competency framework which is a vital element of the LI's corporate strategy. The LI recognises the need for all the roles to be adequately trained. We need to work on a Volunteer value proposition, policy, strategy, role specs etc to help with this. The new Membership Engagement Manager and Head of Membership Services will be prioritising this in the next financial year. We are essentially bottle-necking – we have more applicants than we can process due to the lack of volunteers.

The committee are keen to look at best-practice of other professional bodies to move forward with this.

NB Volunteering will be discussed by NT in the AdCo meeting as a separate discussion point.