WEB Minutes of Board meeting - 19 April 2024

Trustees Present
Carolin Göhler (CG) - Chair/President Elect/Acting President
Noel Farrer (NF - Vice President
Adam Barker (AB) - Non-Chartered
Jane Clarke (JC) - Independent
Mat Haslam (MH) - Hon Treasurer
Chris House CH) – Chair of Education and Membership Committee
Deborah Nagan (DN) – Independent
Marc Norden (MN) - Independent
Ian Phillips (IP) – Chair of Policy Committee
Mark Smeeden (MS) - Hon Secretary

Staff in attendance
Rob Hughes (RH) - CEO
Rowena Lovell (RL) - Board Secretary
Emma Woods (EW) - Governance and Regulation Manager
Yvonne Matthews (YM) - Executive Assistant

Guests
Jane Findlay (JF) – Chair of Governance Committee
Bill Blackledge (BB) – Chair of Technical Committee

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1. Welcome and apologies

The meeting being quorate, the Chair opened the meeting and welcomed those detailed above, noting that no apologies had been received.

2. Declarations of Interest

The meeting noted no potential conflicts of interest declared in relation to the items on the agenda for discussion.

3. Items for discussion and decision

The meeting noted an introduction from the Chair outlining the need to progress the New Ways of Working, to be ambitious to future proof the LI and to use the two governance review findings to align our work moving forward.

3.1 New Ways of Working

- The meeting noted a presentation from Jane Findlay, Chair of the Governance Committee on the proposed way forward for implementing the New Ways of Working which has been developed by the committee over the last 6 months. The four main themes and priorities are:
    1. To put all the people that shape our organisation at the heart of decision making.
    2. Review the roles of different parts of our governance structure in decision making processes.
    3. To define and promote more two-way engagement with members and branches.
    4. Examine how we meet our public interest role as a self-regulating profession.

- To help assess and evaluate the recommendations the Governance Committee has focussed on how all parts of the LI are connected, how we place members at the heart of the organisation alongside the LI staff team.
- Key areas are the decision-making process; how members inform that process to create a sense of belonging and influence; and how we embed two-way communication.
- The LI Staff Team are central to every aspect to ensure the smooth running of the Institute.
- The proposal recommended to the Board by the Governance Committee is for the following eight workstreams to deliver the new ways of working:
    1. Improving the LI value proposition and service to members at the heart of its 2023-24 and 2024-25 business plans.
    2. Put all the people that shape our organisation at the heart of decision making.
    3. Improve how we develop and approach policy and technical guidance and review the roles of different parts of governance structures in that process.
    4. Examine how to promote two-way engagement with branches and how they link to Advisory Council.
    5. Examine how we meet our public interest role as a self-regulating profession.
    6. The board has introduced a new Board Committee structure to increase its capacity, strengthen decision making and enable it to spend more time on strategy and leadership.
    7. A new People, Culture and Change Committee established to ensure our people, behaviours, culture, equality, diversity and inclusion are the top of the agenda.
    8. A new Governance Committee to ensure the LI has best practice governance arrangements and up-to-date documentation, policies and procedures in place.
- Each workstream will deliver against the recommendations from the Brown and CfGS reports with an associated delivery plan.
- The proposal put to the Board is to:
    - Approve the direction of travel and way forward proposed in the presentation (the slides presented to the Board are attached in Appendix 1).
    - Approve the next steps being to:
        a. Look at how the Board can contribute to that work
        b. Look at how SLT should be involved
        c. Hold a joint session with Board, AdCo and SLT outlining the **New Ways of Working** as the golden thread through corporate strategy and business plan.
        d. Look at how this influences the priority work for 2024/25
        e. Develop and implement a programme of communication.
        f. Look at how we deal with business as usual.

Decision: The Board unanimously approved the direction of travel outlined in the New Ways of Working proposal and the next steps

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3.2 Standing Committee Review update

The Board received the final report from the Standing Committee Review Group and noted an update from Deborah Nagan and Bill Blackledge

Decision: The Board agreed that:

- **In view of the New Ways of Working framework, the report from the Standing Committee Review Group will be considered by the Governance Committee and discussed with the Review Group with the aim of bringing back recommendations for a single Committee framework to the Board at its September Meeting**
- **The process for developing technical standards and guidance and the associated committee to be used as one of the scenario tests for the new ways of working framework to help ensure it is in place as quickly as possible**

4. Close of meeting

The Chair closed the meeting and remaining items on the agenda to be brought back to a future Board meeting.

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