

Chartership syllabus resources

These resources have all been recommended as useful by previous Licentiate members on the Pathway to Chartership. They should give you a good foundation level of knowledge, from which to enhance your studies towards Chartership. Background reading should wherever possible be combined with hands on experience. If there are additional resources you have found, please get in touch and we will update this list.

Please note the LI takes no responsibility for the content of these external sites, and you should check any information you gain from them if you're unsure. All links were correct in January 2017.

General overviews

- Fraser, G (2015) *Landscape professional practice*, Ashgate
- Garmory et al. (2016) *Professional practice for landscape architects*, Routledge
- Landscape Institute (2015) [Technical Note 03/2015 Revision A](#)
- <https://davisla.wordpress.com/p2c-landscape-architects-pathway-to-chartership/>

1. Professional judgment, ethics and values		
Learning objective	Evidence to show the learning objective has been achieved	Resources
1A Understand what it means to be a professional, the ethical dimension to your actions and	1. Describe the significance and meaning of professionalism, and demonstrate an understanding and awareness of <ul style="list-style-type: none"> • what it means to be a 'professional' • what constitutes professional behaviour • how the ideal of professionalism differs from a purely commercial position 	Code of Conduct Royal Charter

<p>responsibilities as a chartered landscape professional</p>	<ol style="list-style-type: none"> 2. Describe the ethical obligations of the landscape professional to clients, other professionals, the landscape and society 3. Describe the ethical dilemmas that the landscape professional may face in relation to <ul style="list-style-type: none"> • relationships with clients or employers • the use of the landscape • wider stakeholder interests or wider society and discuss how these may be addressed or resolved 4. Discuss what the statement in the charter that Landscape professionals ‘Take responsibility for protecting, conserving and enhancing the natural and built environment within their influence’ could mean in practical terms in your work 	
<p>1B</p> <p>Understand and act in accordance with the LI’s Code of Conduct and Charter acting responsibly and professionally in all your dealings</p>	<ol style="list-style-type: none"> 1. Describe the LI’s remit, governance and structure 2. Explain the importance and purpose of Codes of Conduct and why such codes, and adherence to them, are essential in professional life 3. Explain the key requirements of the LI’s Code and give examples of situations, matters and issues in professional life in which you might need to refer to the Code, or are covered by the Code 4. Explain the action chartered members should take if they believe there has been a breach of the Code 	<p>Structure</p> <p>Anti-bribery model policy</p> <p>Breaches in Code of Conduct</p>
<p>1C</p> <p>Understand the wider contexts in which landscape decisions are made</p>	<ol style="list-style-type: none"> 1. Explain the function and content of the European Landscape Convention 2. Describe the responsibilities of the chartered member in relation to the ecological, cultural, historic and spiritual contexts of the landscape 3. Describe and give examples of how the above factors have been taken into account in projects with which you have been involved or know about 	<p>European landscape convention</p> <p>LI policy: European landscape convention</p>
<p>1D</p> <p>Recognise the expertise of, and</p>	<ol style="list-style-type: none"> 1. Describe the roles, areas of expertise and formal designations of other professionals encountered in your area of practice 2. Describe the information and data you may need to share with other professionals in project work 	<p>See 4D</p>

adhere to good practice in working with, professionals from other disciplines		
1E Understand the importance of developing and maintaining your competence as a professional	<ol style="list-style-type: none"> 1. Explain the importance of maintaining and developing your competence as a chartered professional 2. Describe the LI's CPD requirements and how they apply in practice 	CPD policy

2. Organisation and management		
Learning Objective	Evidence to show the Learning Objective has been achieved	Resources
2A Understand the legal requirements and obligations which impact on practices and organisations	<ol style="list-style-type: none"> 1. Describe the legal form of your department, practice or agency, and explain how alternative formats might affect governance and the engagement of personnel 2. Explain the main principles of employment law including the rights and responsibilities of employers and employees 3. Explain the reasons for the requirement that professionals hold professional indemnity insurance, what it covers and the information likely to be required by an insurer 4. Explain what issues can arise in the protection of intellectual property rights and what steps can be taken to protect the work of an individual or a practice 5. Explain the issues organisations need to consider in respect of data protection, freedom of information, and client confidentiality, and describe the implications for practice management and record keeping 	Forms of practice LI insurers Intellectual property rights Data protection Freedom of information

<p>2B</p> <p>Understand the landscape professional's legal liabilities and duties</p>	<p>1. Explain and discuss the landscape professional's liabilities and the duties of care which can arise in relation to contract law, statute law, tort and negligence and the implications for the work of landscape professionals</p>	
<p>2C</p> <p>Understand and observe all Health & Safety requirements and guidelines</p>	<p>1. Describe the responsibilities of individuals and organizations under health and safety law, including responsibilities to third parties, and explain how these responsibilities are reflected in yours and your practice or organisation's work and actions</p> <p>2. Describe the roles and responsibilities of the various parties under the regulations and guidelines relevant to your area of practice</p> <p>3. Describe how organisations identify and monitor health and safety risks to ensure their compliance with health and safety standards and requirements</p>	<p>Health and safety</p> <p>CDM</p>
<p>2D</p> <p>Understand how to represent and promote services offered by a department, practice or agency, and the different routes and approaches by which organisations may obtain work</p>	<p>1. Explain the scope and purpose of your department, practice or agency and the expertise and services that it provides</p> <p>2. Describe how your practice or department and its services are promoted or represented to potential clients, and explain what approaches have been successful and less successful</p> <p>3. Describe the routes by which organisations may acquire work, and identify the risks and opportunities which may be associated with these methods of acquiring work and developing their business</p>	
<p>2E</p> <p>Understand and describe the various ways in which</p>	<p>1. Explain</p> <ul style="list-style-type: none"> • how fee proposals are prepared in different types of public and private organisation • different methods of charging and calculation and the relative advantages and disadvantages of different methods 	<p>Landscape Consultant's Appointment</p> <p>Collateral Warranties</p>

organisations are selected, appointed and remunerated to undertake work.	<ul style="list-style-type: none"> the actions which need to be taken where amendments are required <ol style="list-style-type: none"> Explain <ul style="list-style-type: none"> which forms of agreement/contract can be used to employ a landscape professional and the implications of entering into a particular form of agreement your liabilities and the liabilities of you practice/department as they arise from the form of agreement/contract selected Explain how expenditure of time, finance and resources are managed in the context of your organisation's work and why clear specific quantifiable work schedules are important 	See section 4 for resources on contracts
2F Adhere to good management practice	<ol style="list-style-type: none"> Identify and explain what quality management systems are employed in organisations, how quality assurance systems work and how they support good practice Explain how expenditure of time, finance and resources are managed within your organisation's work, how this may differ from other organisations, and the advantages and disadvantages of various approaches 	

3. Assessment and analysis		
Learning Objective	Evidence to show the Learning Objective has been achieved	Resources
3A Are aware of and understand the legislation, requirements, procedures and policies which may affect your work	<ol style="list-style-type: none"> Describe the requirements of legislation, policies and procedures relevant to the landscape and your particular area of practice. This may include <ul style="list-style-type: none"> legislation, structure and principles of the planning system planning processes and development control including types of applications, timescales, appeals, roles of officers, consultees, planning committees etc. environment impact assessment regulation and it role in the planning system 	Planning practice guidance Planning portal BREEAM AONB England <ul style="list-style-type: none"> Historic England Natural England

	<ul style="list-style-type: none"> • Legislative processes, relevant bodies, grant/aid funding processes and statutory and non-statutory designations associated with landscape, trees and woodlands, ecology, heritage and wildlife • procedures and responsibilities of the highways agencies and utility companies, and the agreements and standards relevant to transport and utilities • the legislative framework governing mineral extraction and pollution as they apply to the practice of landscape architecture 	<ul style="list-style-type: none"> • Forestry Commission • Highways England • Environment Agency • SSSI <p>Scotland</p> <ul style="list-style-type: none"> • Historic Environment Scotland • Scottish Natural Heritage • Scottish Environment Protection Agency • Forestry Commission Scotland • Transport Scotland • Scottish planning <p>Wales</p> <ul style="list-style-type: none"> • CADW • Natural Resources Wales • Transport for Wales • Welsh planning <p>Northern Ireland</p> <ul style="list-style-type: none"> • DAERA NI • NI planning • NI Historic Environment
<p>3B</p> <p>Understand how to identify client requirements and</p>	<ol style="list-style-type: none"> 1. Explain how to identify client requirements and expectations and explain how this might be different when working as an employee of different types of public or private organisation 2. Identify the types of information which might need to be conveyed to a client at the beginning of a project, and in subsequent stages 	<p>Big Lottery Fund</p>

<p>take steps to establish a professional working relationship</p>	<ol style="list-style-type: none"> 3. Explain how you might deal with unrealistic or inappropriate client expectations 4. Explain how to maintain a good relationship with a client throughout the life of a project 5. Describe opportunities that may exist to secure funds for a project, for example through grant applications, and the main processes involved 	
<p>3C</p> <p>Understand how to identify user/stakeholder requirements and expectations</p>	<ol style="list-style-type: none"> 1. Explain how to identify and engage all necessary stakeholders of a project and establish their requirements and expectations 2. Explain how you might deal with unrealistic or inappropriate stakeholder expectations 3. Explain how to maintain a good relationship with stakeholders and avoid conflicts 4. Describe the ways in which the public can be informed and engaged in projects 	
<p>3D</p> <p>Understand and are able to utilise the various techniques involved in assessing the significance and context of the landscape / site</p>	<ol style="list-style-type: none"> 1. Describe the methods and techniques used to assess the significance, context, character and defining qualities of the landscape / site, and any other factors which influence the perceptions of landscape character and place, as appropriate to your area of practice 2. Explain how these methods and techniques are employed and the ways in which a landscape / site is assessed in terms of its capacity for accommodating change, or its capacity to meet other requirements of the project brief 	<p>Landscape assessment webinar</p> <p>GLVIA</p> <p>Neighbourhood planning</p> <p>Interactive mapping</p>
<p>3E</p> <p>Understand how to record and report the findings of assessments appropriately</p>	<ol style="list-style-type: none"> 1. Describe and discuss appropriate methods of: <ul style="list-style-type: none"> • documenting your research and/or the findings of your assessment, as appropriate to your area of expertise • communicating findings and proposals to clients and stakeholders and as part of the planning process 	

4. Implementation

Learning Objective	Evidence to show the Learning Objective has been achieved	Resources
General overviews: <ul style="list-style-type: none"> • Construction Industry Council • Designing buildings • RTPI 		
4A Understand and can describe how detailed project plans and budgets are developed with clients	<ol style="list-style-type: none"> 1. Identify and explain the purpose of the technical documents which may be needed in order to realise a project 2. Describe the appropriate insurance arrangements which need to be put into place for projects in your area of practice and the considerations which need to be taken into account 3. Describe the stages involved in preparing an appropriate project plan which is fit for purpose and ensuring that the client gives informed consent to it before the project starts 4. Explain the process by which a budget for project is developed and agreed and the factors which need to be taken into account 5. Explain the key considerations which need to be taken into account in specifying appropriate materials or other requirements for projects 6. Identify and explain the purpose of standard documents including specifications or plans of work 	JCLI contracts JCT contracts JNCC contracts NEC contracts
4B Understand how tendering processes for contractors are managed on behalf of the client	<ol style="list-style-type: none"> 1. Explain and discuss the advantages and disadvantages of working with sub-contractors, directly or otherwise, and describe and give examples of good working practice in engagement 2. Explain the factors which need to be taken into account in selecting and conducting an appropriate form of tendering to procure any contracted works 3. Explain how you would go about identifying and evaluating contractors to invite for tender 4. Describe the key principles and steps in administering a fair tender process, including impartial evaluation of received tenders 	The NBS

<p>4C</p> <p>Understand and describe how to agree contractual arrangements for work with contractors</p>	<ol style="list-style-type: none"> 1. Explain the factors which need to be taken into account in selecting an appropriate form of contract, and the circumstances under which you might need to draft a non-standard form of contract and the circumstances under which you may need to seek legal advice 2. Identify the obligations and responsibilities of each party and how these are recorded and agreed, including, if relevant, the responsibilities of each party under the CDM Regulations and Health and Safety legislation 3. Explain the roles and responsibilities of a contract administrator 4. Explain the role of a Landscape Architect under a Design and Build contract 5. Explain the documents and legal obligations involved in letting a contract 	<p>CDM</p>
<p>4D</p> <p>Understand and describe how to monitor and control projects</p>	<ol style="list-style-type: none"> 1. Describe the methods of quality control which can be used to ensure that projects are delivered on time, to specification and to budget 2. Explain the implications and requirements in information sharing for projects 3. Explain the ways in which quality frameworks and project management tools can be used in monitoring or control of projects 4. Describe and discuss issues that might arise on site and explain how they can be resolved and reviewed; describe the use of certificates to control projects on site 5. Describe how to deal with delays, disputes, and the contractor's failure to perform contractual obligations 6. Explain the difference between mediation and arbitration 	<p>BIM</p> <p>BIM webinar</p> <p>Landscape Institute (2016) <i>BIM for Landscape</i>, Routledge</p>
<p>4E</p> <p>Understand and describe how to manage project completion and handover</p>	<ol style="list-style-type: none"> 1. Describe the processes involved in handing over a project at practical completion, including the necessary documentation and the contractual implications 2. Explain the importance and implications of the defect/maintenance period and the process of final completion 	