

Business Plan 2017-18

Foreword

The next period will be an exciting one for our profession. We continue to be committed to linking both the art and science of landscape practice, across a wide range of disciplines. Inspired by our aim to protect, conserve and enhance the natural and built environment, we will also focus on measuring and promoting the value of the interventions and the professional advice given by Landscape Institute (LI) members.

Natural Capital Accounting is being promoted by the UK Government as a framework to begin the task of valuing aspects of the natural environment and landscapes. Subjects like clean air, drinkable water, soil quality and biological health of both town and country will be central to the development of clear standards and guidance for both the LI and other natural environment professions.

This plan is published at a time of great external change. Our outlook is a therefore a cautious one. With Brexit, we will monitor key areas of influence in order to secure a more nuanced landscape management approach by working collaboratively with the farming industry to help enhance environments.

This plan for the LI looks toward:

- Inspiring and attracting the next generation
- Engaging our sector on the skills needed for the future, with a strong commitment to CPD days and training
- Engaging with leaders in landscape management and urban design / place making
- Influencing governments on the value added through 'landscape as infrastructure' by our profession
- The impacts and opportunities linked to Brexit
- Focusing on how technology is changing practice and providing new skills and guidance
- Investing in the LI's digital systems to deliver services
- Diversity and inclusion being central to the way we operate

I look forward to working with you to deliver this exciting agenda.

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President Landscape Institute*

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Executive summary

This business plan summarises the intended strategic direction for the Landscape Institute (LI) in the 2017-18 business year. It takes into account findings from our 2016 Member Survey and key business priorities identified by senior members, which have been continuously reviewed and updated by the LI Board of Trustees and Finance and Risk Committee.

Growing and broadening our membership

Membership numbers have remained broadly static over the last year, though there has been a slight drop in enrolments on the Pathway to Chartership. The LI seeks to increase our share of members in large and medium-sized practices and improve our offering to all core disciplines, starting with landscape management and urban design.

Increasing our relevance

Our 2016 Member Survey highlighted a need for a more inclusive mind-set. The LI will allocate more resources to delivering its services throughout all the regions and nations, as well as all core disciplines. Our emerging diversity and inclusion strategy will also inform the work we do in this area. This plan also outlines how the LI will engage with senior members of related professions, encourage members to take leadership roles, and address the issues of skills shortages in the landscape sector.

Major LI campaigns

Uniting our activity over the coming years will be three overarching campaigns:

- **Value of landscape as infrastructure: promoting the contribution of the profession**, on issues including green infrastructure, health and wellbeing and natural capital
- **LI Futures: ensuring the profession has the right skills for the future**, emphasising BIM and digital skills in 2017-18, increasing our focus on CPD and training and helping members develop 'soft skills' and demonstrate the value of their work
- **Inspiring the next generation of landscape professionals** through new digital materials and lesson packs for school students, and through developing alternative routes into the profession, such as apprenticeships

Operational finances and investment

In light of external developments such as Brexit, the LI has taken a cautious approach to its financial plans. This plan reduces many internal costs, while allocating more direct funds to resource policy and influencing and commissioning new technical work, and to investing in new digital systems that will increase our efficiency and the quality of our services.

A. STRATEGIC DIRECTION FOR THE LANDSCAPE INSTITUTE

The Landscape Institute (LI) is the chartered body for the landscape profession. It is an educational charity working to promote the art and science of landscape practice. The LI's aim, through the work of its members, is to protect, conserve and enhance the natural and built environment for the public benefit. The vision of the LI is one through which inspirational landscapes and liveable places are at the heart of thriving communities.

The mission of the LI is to promote the landscape profession for the benefit of society and the natural and built environment. To deliver on this, the LI will develop a new corporate strategy during 2017. In addition to the vision and mission above, clear themes have started to emerge from engagement with members, employers and from our recent strategy session held in January with the LI Board and Council.

A home for all landscape practitioners

Decisions made by our membership in 2016 need to be at the heart of our plans and strategies. It is important that the LI provides a professional home for all landscape practitioners, including landscape scientists, landscape planners, landscape architects, landscape managers and urban designers. There is a strong desire to see the LI grow and broaden its membership, reflecting the diversity of professional roles that now exist in our sector.

Further elements for developing our strategic focus

The Board and Council have identified some key elements to include in our corporate strategy. Where possible, these have helped to guide the development of this plan, recognising that we have more work to do in:

- Boosting our relevance
- Demonstrating the value of the profession
- Building leadership, impact and influence
- Renewing our brand identity
- Ensuring the profession is diverse and inclusive
- Equipping the profession with future skills needs
- Valuing our volunteers
- Renewing our approach to education
- Developing our international ambitions

A strategy group will be formed mid-year to expand our initial work, with the aim of having a new corporate strategy agreed by the end of 2017. All of these will require investment in new research, insight gathering, and staff and member time during the next 12 months. Our November 2017 Board and Council strategy session will focus primarily on further developing our long-term strategy and direction, key goals and the outcomes that we wish to achieve.

B. CURRENT ECONOMIC AND FINANCIAL OUTLOOK

As we enter the 2017-18 year we face uncertain economic times. While the economy has been growing, the inflation outlook is worsening and due to the result of the 2016 referendum decision for the UK to exit the European Union, as well as the UK Government's decision to call a general election, we face unknown financial and regulatory changes in the next few years.

We have identified new priorities during our planning period and have made some changes to allow new areas of operational activity.

As an organisation, we enter this period with strong financial reserves. However, we are also facing some major issues that may necessitate drawing on these reserves to safeguard the long-term viability and relevance of the profession. Gaining better insight, expanding our use of digital platforms and engaging the next generation will all be critical to our future success.

Our performance in the last 12 months has been boosted by successful delivery of the HLF-funded Capability Brown Festival (CB300). Our underlying membership numbers show a slight fall. After a period of growth, we have also seen new enrolments for the Pathway to Chartership fall back 20% during the past 12 months.

Some of our products, such as online recruitment, are at risk from greater competition, and our member survey shows a desire for more CPD and training to be provided by the LI. Skills shortages in many regions also show potential to grow the profession.

Key issues considered in shaping this plan include:

Brexit

The impacts of Brexit will require active monitoring and the identification of expertise across the profession to formulate positions and responses and be involved in influencing. A number of topics identified so far to which the LI will need to respond include:

- The impact on immigration and employment policy, e.g. recognition of qualifications, changes to EU workers' rights, access to skills/knowledge in sectors with skills shortages
- Replacement of the Common Agricultural Policy and related funding settlement
- Future of environmental legislation enshrined in EU law and transposed into UK legislation, e.g. EU Habitats and Birds Directives, EIA Directives and LVIA

We propose to create an organisation-wide working group on Brexit that reports directly to the LI Board. The working group will need to operate for at least the next three years. We will aim to develop proactive policy solutions in relation to key issues for the profession. We have also entered into a collaborative arrangement with kindred natural environment bodies, including the Institution of Environmental Sciences (IES), the British Ecological Society (BES) and the

Chartered Institute of Ecology and Environmental Management (CIEEM), to share policy work and insight and to coordinate our future external influencing activity.

Technological change

The other major factor that have an impact on all built and natural environment professions is technological change. This affects both the LI as an organisation and its members. Our member survey strongly indicated that technology is a field in which members wish to gain new skills. Our work on BIM has been very well received. But being at the interface between building infrastructure, people and land, further work is needed to ensure landscape professionals have the tools that fit their unique needs, rather than those modified from another sector, as has been the case with BIM. There are many developments to come, from augmented and virtual reality to greater use of artificial intelligence. All of these have great potential to change the nature of work. This plan sees:

- Creation of a technology working group as part of the technical committee
- this field be a focus for at least the next 12 months as part of our CPD and training offer
- Greater attention by the LI to developing our own digital systems and new investment to ensure we expand the range of services available online.

Education and routes into the profession

Course closures, higher fees and significant international student numbers on our accredited courses are all placing downward pressure on domestic UK applicants to join the Landscape Profession. The current UK Government's growing support for apprenticeships and other changes in education delivery - such as the growing use of digital and technological media - require us to review our current approach to entry standards, routes into the profession and accreditation in line with market changes during the next period.

Operational financial plans

The Board has approved a financial plan for 2017-18 comprising income of £2,086,808 and expenditure of £2,028,452, generating a general fund surplus of £58,536.

Income

Income is forecast to increase by 4.7% compared with 2016-17 (excluding the Capability Brown 300 project effect) and expenditure will increase by 3.3%. We have opted to increase our main membership fees for this year by 2.5%, in line with the lower end of external inflation projections, rather than the higher 3.5%.

In line with our proposal to do more to engage the next generation of landscape professionals, we will also make a significant increase in annual university accreditation fees, allowing us to make student membership free. Furthermore, automatic enrolment of students will now be a requirement for all accredited courses.

Commercial event fees and sponsorship will increase due to our major conference on 22-23 June, as well as CPD days and specialist training events. We will be developing relationships and promoting opportunities with current and future corporate partners. We have taken a cautious view on web advertising.

We have invested £1.5m, comprising the Barnard Mews sale proceeds and part of our general fund, in ethical fund investments with CCLA and Cazenove. Investment income will be split between the designated property fund and the general fund in proportion. This budget only includes income related to general funds.

Costs

Salary costs are based on the proposed salaries for the restructured staff team, which are broadly in line with year-on-year staffing expenditure. Consultants and research costs include many of the new activities, including standards development, policy priorities and influencing work, practice research, and an education review. Resources will be directed to any priorities listed in this plan to support strategic initiatives including growth/broadening of the profession, CPD and training.

We are taking a cautious view on our cost base over the next six months while we establish our new staff structure and upgrade key digital systems. We will also conduct research and engagement activity to inform our strategic direction.

- We will increase our resource dedicated to engaging the next generation and have agreed to give further consideration later in the year to additional work
- Funding for member groups has been allocated to match last year's take-up level
- We will spend less on direct member communications through a greater drive towards digital communications, will no longer publish Vista, and will replace the Annual Review with a digital update
- We will commit to annual funding of MERL towards the care and maintenance of the archive, allocating ongoing funding of around £15,000, and look at other joint projects on a case-by-case basis

Should there be a greater call on funds for projects that accord with the direction of this business plan, and if the LI is in a strong financial position, the Board may revisit these items during the year.

Landscape Institute Financial Summary for 2017-18

| | 2017-18 | 2016-17 | Change | Change |
|---|------------------|------------------|---------------|-------------|
| | | (excl. CB300) | | |
| | £ | £ | £ | % |
| Membership subscriptions | 1,258,627 | 1,224,543 | 34,084 | 2.8% |
| Practice fees | 168,535 | 180,000 | (11,465) | -6.4% |
| Pathway and accreditation | 140,150 | 130,815 | 9,335 | 7.1% |
| Commercial income | 485,496 | 422,404 | 63,092 | 14.9% |
| Other income | 34,000 | 36,000 | (2,000) | -5.6% |
| <i>Total Income</i> | 2,086,808 | 1,993,762 | 93,046 | 4.7% |
| Salary costs | 865,015 | 866,556 | (1,541) | -0.2% |
| Volunteer and Leadership expenses | 84,320 | 58,804 | 25,516 | 43.4% |
| Premises and office costs | 213,862 | 191,259 | 30,901 | 16.2% |
| Direct cost of commercial activity | 175,205 | 102,790 | 72,415 | 70.4% |
| Membership support and communication | 245,400 | 322,028 | (84,926) | -26.4% |
| Member group funding | 110,250 | 135,000 | (24,750) | -18.3% |
| Research and membership development | 217,600 | 129,294 | 88,306 | 68.3% |
| Governance and other costs | 116,800 | 157,570 | (40,770) | -25.9% |
| <i>Total expenditure</i> | 2,028,452 | 1,963,301 | 65,151 | 3.3% |
| <i>Surplus</i> | 58,356 | 30,461 | 27,895 | |

N.B. This table represents only operational expenditure and excludes proposed investments, for example in digital projects and apprenticeships.

Capital investment for our future growth

Our general fund value at the end of March 2016 was £603,000, and we are likely to add in the region of £70,000 from the 2016-17 year. Our reserves policy is to hold between three and six months' general fund expenditure in our general fund, and at the end of this financial year we should have just over four months' general fund expenditure.

Last May, the Board agreed that we should allocate funds from reserves in order to invest in IT, including a CRM and integrated Pathway system. We have completed additional work on the specification, including upgrading and creating online CPD monitoring, events management and a training portal.

This will be tendered early in the 2017-18 business year. Optional additions will be reviewed by our Finance and Risk Committee and Board before proceeding, with regard to value for money and adherence to our Reserves Policy. The plan will see the following projects put out to tender:

- New CRM database
- Events management and related payments systems
- Engagement 'app' for members to connect with LI and record CPD
- Online training portal
- Updated online membership and pathway application portal

Such an investment would be treated as a fixed asset, and the cost spread over three years in accordance with our depreciation policy, which will impact our Income and Expenditure Account over this period.

Investment in the development of an apprenticeship scheme may be needed mid-year. Initial work would include establishing whether there is industry support for a scheme, and if so, whether we can attract external funding for the development.

C. OUR PLANS FOR 2017-18

Growth and broadening agenda

The leadership of the LI wants to see a sustainable profession. The LI will prioritise growing and broadening the profession through such means as:

- Expanding our reach through existing employers in the landscape sector
- Strategic engagement with the public sector
- Improving our offer to landscape managers and urban designers

Existing employers

Initial engagement with large and medium-sized practices shows that many employees are not yet members of the LI. Employers report that they are suffering from skills shortages, a problem that Brexit could exacerbate.

The LI will improve its standing among practices through:

- Conducting independent research on skills, talent and value added by employers
- Building our insight into the development needs of practices and employers
- Reviewing our major products and services.

Public sector

While mindful of the austerity affecting the public sector, there are some areas of societal interest at risk from lack of access to the right expertise. Our focus in the public sector, working with our Public Sector Working Group, will include:

- publication of case studies and research that demonstrate the value added by landscape professionals
- using this evidence for targeted engagement with elected officials and senior leaders within local authorities and key organisations like the LGA on a region-by-region basis (our President has started this work with our local branch in Northern Ireland)
- direct engagement with senior officials in UK Government agencies leading on landscape-related topics, including Architecture and Design Scotland, Natural England, Defra, the Environment Agency, and Natural Resources Wales
- an annual public sector forum and the establishment of an online community for our public sector-oriented members

Landscape managers and urban designers/place making

Landscape management and urban design / place making are two of our five core disciplines. During 2017-18, the LI will invite senior leaders in these market segments to help identify:

- Education and professional development needs

- Updates to pathways / competencies
- Further areas of focus for policy and influencing
- Suggestions on people and organisations with whom we might work in the future

The LI will review progress made in 2017-18 and assess new opportunities in other key disciplines for the 2018-19 Business Plan.

Developing an inclusive approach

The LI's approach should be inclusive of all disciplines across all regions and nations. For example, when a new policy, process, standard or guidance note is being commissioned, we should start by considering its audience, application in different regions and impact on different parts of the profession. Our emerging diversity and inclusion strategy will also help guide our approach as an organisation.

We need to ensure that our messages, engagement and influencing is shared with important parties outside of the organisation. Critical stakeholders for the LI include UK and devolved governments, local authorities and school students. The LI is open to forming strategic alliances and offers of joint delivery with kindred professional bodies and related organisations.

Major external campaigns

Major campaigns will be the areas that the LI wants members and external stakeholders to know most about. They will be the focus of our communications, marketing, engagement and influencing activities. They will also usually include a thought leadership and professional development dimension.

We will expect most regions across the UK to assist, promote and contribute to each major campaign. These campaigns will help us attract new professionals and demonstrate our public interest responsibilities. Issues to be considered worthy of such focus might include:

- those that address an issue of concern to society
- those that show a need for new thought leadership
- those that have a development/capacity element within the profession to help deliver solutions

Proposed major campaigns for 2017-18 are outlined in the next section.

D. PROPOSED PRIORITY CAMPAIGNS

Value of landscape as infrastructure: health and well-being, green infrastructure and natural capital

There are strong societal needs that can benefit from the intervention of the landscape sector. Landscape professionals can play a major role in improving health and well-being and transforming places to create value.

The LI will form a working group comprising members with both policy and technical skills, and some external expertise. This group will build on the LI's policy and standards work to date, leading our policy and influencing effort on major UK and devolved government initiatives, such as the 25-year Environment Plan and the Welsh Well-being of Future Generations Act.

The theme of the LI's 2017 conference is closely aligned with this campaign and provides an opportunity for members to engage with the LI on a major area of focus. Further work in this area might include:

- Influencing the emerging UK Government agenda on natural capital
- Demonstrating that the landscape profession can help improve public health outcomes
- Taking a leadership role among natural environment professions
- Producing technical guidance and standards for practice
- Ensuring educational courses include new areas of practice
- Helping the profession gain new market opportunities by owning the well-being skill set
- Building new partnerships with public sector and health sector

LI Futures: future-proofing the profession

The LI has undertaken some excellent work spanning GLVIA, BIM and resilience in recent years. We need to continue to find the skills that will help the profession prosper, remain competitive and deliver great outcomes. Topics for developing new skills might include resilience to climate change, landscape skills linked to major infrastructure, fracking, carbon management, and many others.

Digital and BIM will be a focus in 2017-18. Digital skills, from BIM to emerging visualisation, integration with building and land software, and augmented and virtual reality (AR and VR), are increasingly important to this profession as it deals with technological change. Areas of focus for future years include:

- Non-technical or 'soft' skills, including engagement and behavioural sciences, leadership, presentation and client-facing skills, and ethics
- Quantifying benefits from landscape-led solutions to mental and physical health conditions, education outcomes and matters related to climate change

- Landscape skills linked to major infrastructure
- Resilience and carbon management
- Fracking (i.e. LCAs and mitigation)

CPD days were highly rated by our 2016 member survey respondents as an activity they would value if introduced. This plan commits to a minimum of 3 major CPD days per year and will work with branches and certain key sectors to provide even more. Collaboration opportunities exist to help achieve skills development, and we have started discussions with organisations including RTPI Scotland, Architecture and Design Scotland and CIEEM (UK).

Insight and research

Understanding complex global drivers and trends and the changing nature of work will be essential to helping the profession take new opportunities. The LI needs to engage with those inside and outside the profession to help gain fresh insight to inform our strategy, plans and activities, and will start to build a regular series of round tables and events to facilitate this.

We will also re-activate our College of Fellows and others to play a role in 'blue-sky thinking'. From time to time, working groups will be needed to monitor major disruptions and events and to explore the potential impact on the profession.

Inspiring the next generation of professionals

A major area of focus for the LI is ensuring the future supply of landscape professionals. During 2017-18, our Education and Membership Committee will develop options for a wider variety of routes of entry to the profession, starting with pathways to licentiate membership.

The LI will also focus on reaching school students through both the Ambassador for Landscape programme and the development of new and engaging digital material and lesson packs. We will also explore opportunities with key strategic partners, including Class of your Own, Learning through Landscapes Trust, Teen Tech, and Capability Brown partners such as National Trust.

Plans for future years include:

- Reaching young professionals and students in fields spanning design, geography, and the built and natural environment
- Researching the impacts of changes in education in the UK (and beyond, where relevant)
- Convening an education workshop in June 2017 to engage with academics, employers and stakeholders with an interest in landscape and related disciplines
- Working with employers and educators to develop a landscape apprenticeship model

E. KEY AREAS OF INTERNAL LANDSCAPE INSTITUTE ACTIVITY

Technical standards

Technical standards are critical to the profession delivering in the public interest. During 2017-18, major priorities will include:

1. Growth and broadening agenda

Supporting initiatives and publications into this space, including new leadership groups relating to landscape management and urban design / place making

2. Landscape as infrastructure: public health and wellbeing

The LI will meet our commitment to the Design Council-led, minister-driven initiative to publish a Technical Note on inclusive design. We will better equip members to promote public health through:

- Using the index of multiple deprivation
- Residential amenity assessment
- Technical Notes on lighting in the landscape
- Involvement in the Urban Forestry Initiative

3. Landscape as infrastructure: natural capital accounting

We will contribute to thought leadership and draft a Technical Note on natural capital accounting as a stimulus for a new cross-LI group to look at future standards needs.

4. Improving Technology skills, BIM and digital

We will help members progress in their BIM competency through:

- Quarterly BIM newsletters based on work streams (including a new workstream for GIS)
- Repurposing of CIBSE Digital Practice material as Registered Practice Notes
- Raising the profile of landscape and BIM
- BIM group members speaking at non-LI events (e.g. BALI, trade, other institutes)
- A new #LITech initiative to attract future talent and work towards knowledge sharing for practitioners in AR/VR, BIM and other areas of technological change

5. Landscape resilience

We will make members and stakeholders aware of biosecurity and landscape issues through the following channels:

- Biosecurity news for members
- Advice to non-landscape stakeholders on landscape impacts and issues (typically in closed sessions)
- LI webinars and the Landscape Journal

- Contribution of a landscape perspective to the urban forestry debate and sharing of knowledge
- An Urban Forestry Initiative workplan (which is under development)
- Better understanding and practice with soil conservation
- Publication of a Technical Note on soils

Preparing for the Future

We will start to explore and develop our future LI standards and guidance offer in a number of areas, including:

1. Infrastructure

We want to better equip members to engage with infrastructure projects. This will include LI webinars and publications relating to the visualisation of new developments. One option is a progress book (or series of Technical Notes) on lighting in the landscape.

2. Professionalism and ethics

We will ensure the key documents landscape practices use are up-to-date and understood, by:

- Offering after-sales support for the new JCLI Contract
- Considering revision of the Landscape Consultants Appointment to include an ethics element (target date 2018)
- Conducting an ongoing review of all new British Standards, flagging relevant standards to members and securing necessary comment on drafts
- Contributing to a 'single source of truth' for the capabilities that landscape professionals should develop
- Developing practice notes linked to regulatory changes and business skills
- Publishing new guidance on how to quality-review LVAs produced in-house or by others

Further work is needed to update the LI Code of Conduct and ethics content in line with our commitment to the International Ethics Standard.

Influencing, policy, communications and member engagement

Influencing

There are a number of key influencing priorities in this plan, further detailed development will be needed such as:

- Positioning the LI as a profession willing to lead on standards for natural capital accounting and demonstrating the economic value of landscape

- Lifting our thought leadership role in matters relating to landscape management, especially in the context of major changes linked to Brexit, UK Government and devolved nations agendas
- Playing a greater role in demonstrating the value of the profession to elected and senior executive city leaders
- Engaging more with key UK Government departments
- Building new strategic alliances with kindred bodies in the built and natural environment sectors

There are a number of pre-existing themes that the LI has been successful in pursuing. These include green infrastructure (GI), public health, housing and water management. As we shift to a more campaign-oriented external approach, these will be drawn upon to help advance an integrated policy, standards and skills delivery approach in our external engagement, communications and professional development activity.

The first proposal in this plan is to have 'landscape as infrastructure' run as an external theme over the next 2-3 years. We can use work on green infrastructure and public health, complemented by new thought leadership work to ultimately create standards, guidance and training/CPD for LI members in the field of natural capital accounting.

Policy Development

We will publish the completed draft of the Housing Position statement for Planning Authorities and the Inspectorate early in the new business year. The Policy and Communications Committee has also identified the following new areas of policy requiring work in 2017-18 year:

1. Green Belt

This theme was initially considered a sub-topic under GI. However, it is clear that this has become an important policy issue in its own right. The LI has initiated an important debate with other organisations and surveyed members on the subject. An expert panel has been established to develop future activity.

2. Rural landscapes

Established themes have focused on urban landscapes. Considering the same themes in a rural context will reflect the focus of the current president, and the desire to broaden the membership in terms of landscape management. Brexit, and particularly the current attention on future support mechanisms for the farming community, provide a useful opportunity to focus activity on the future of rural policy in all parts of the UK.

3. Shale gas extraction ('fracking')

This is an issue that receives widespread coverage in mainstream media, but which could be a growth area for landscape professionals. Fracking proposals often meet local objection. Landscape character assessments could be used to identify locations where

exploration would be less damaging, or where mitigation could make proposals more acceptable. We have established an expert panel to undertake work on this subject.

4. Major infrastructure

Energy generation and transmission, road and rail transport, ports and harbours, and airports all create major landscape impacts. We need to be in a position to frame consultation responses and issue statements in light of the UK Government's renewed focus on major infrastructure projects. It is proposed that we start to develop this area internally during 2017/18, as it has great potential as an area to develop for growth of the profession in future years, and could be a future major campaign theme for the LI to integrate across the whole organization.

Member engagement

We are keen to improve the effectiveness of our member engagement and as a result our member satisfaction. A real focus on improving relevance and influence will help guide our approach. The Members' Survey 2016 provided useful insight in relation to our communications activity:

- Both the journal and the website used regularly by 75% of members
- The main website is well regarded, being relevant and of use: more so than the LI e-news update or Vista
- The LI update is easy to read, well designed and of use
- Vista is easy to read, though rated lower for being of practical use or relevant
- LinkedIn is the digital channel of choice for LI members
- The Landscape Journal is read by over 90% of members; 59% say it is relevant to working life; 67% say that the journal is intellectually stimulating
- There is a preference for much content - including the annual review - to be online only
- Hard copies of the Journal are preferred

In light of these results, we are planning to:

- Enhance the content and practical relevance of the Journal
- Publish the Journal online on the same day as the printed version is distributed, and encourage members to opt out of the printed version and receipt of duplicate copies
- Promote the content of the Journal
- Discontinue publication of Vista but ensure that the content is communicated online
- Rationalise the range of digital publications and give members the option to choose exactly which communications they wish to receive, enabling a more targeted approach for our members on areas of interest
- Move older branch websites to our more modern website platform, starting with Scotland this year

Education and membership

A key focus this year will be undertaking research and engaging employers and educators to understand what changes the LI needs to make to our entry standards, membership offer and related processes and policies.

Key areas of work include:

1. Routes to licentiate membership

A working group will consider additional routes to licentiate membership of the LI. This will include formalising criteria to assess those who do not hold an accredited qualification, how time in practice and overall competency might be assessed, and how consistency of standards could be ensured.

2. Apprenticeships

The LI will start to engage employers and educators to develop options for landscape apprenticeships.

3. Experienced practitioner route

Having gained insight from the 2016 pilot, we will establish clear criteria to fully implement this route to chartered membership.

4. Building volunteer capacity in the assessment and interviewing of candidates.

5. Employer research, education review and Leadership Forum insight

This research and insight would also provide insight into which elements of practice (the syllabus) are core to the profession, and which elements are relevant to one or more areas of practice. This will help understand whether the syllabus is fit for purpose, or whether different approaches are required.

6. Review of competencies

Significant work has been undertaken to review and update our syllabus and competencies based on recent candidate and employer experiences in the fields of design and planning. We will also review graduate learning outcomes and chartership competencies using the insight gained from the engagement with employers.

Initially, we will prioritise landscape management and urban design, ensuring that graduate and chartership competencies are in line with the needs of both areas. We can then more easily identify core competencies across all areas of practice, and those that are relevant to specific areas. We will also engage with IFLA and individual countries to seek support for adoption of a set of common chartership or full registration standards. This will assist with the migration of professionals to and from the UK, and support moves to establish a common standard internationally over the longer term.

7. Review of methods of assessment

Once we have an updated picture of graduate and chartership-level competencies across the five areas of practice, we can then consider whether current methods of assessment are appropriate. This will include a review of:

- the assessment process used to accept into licentiate membership professionals who do not hold an LI-accredited qualification;
- the assessment process used to accept into chartered membership professionals who are qualified professionals in another country;
- the assessment process used to determine whether applicants via the experienced practitioner route are eligible to sit the chartership interview; and
- the assessment process used by chartership examiners to determine whether a candidate has met the standard to become chartered

We would then need to provide training on any new or amended assessment methods, and look to recruit more members to support the assessment process as we move to an active phase in membership recruitment from 2018-19 onwards. This work will be important with direct linkages to and interdependencies with our CRM and digital systems upgrades.

Finance and Risk Committee

Our Finance and Risk Committee play a vital role in oversight and providing internal challenge to our business activities. They will continue their core role in regard to oversight, accounting and financial planning.

Risk management

We need to undertake further work on our risk management during 2017-18. This should include data protection, disaster recovery and cybersecurity.

Accommodation review

We will start this following the completion of our corporate strategy in 2017. We will base the review on future business needs and undertake during the course of the 2018-19 plan period.

LI finances and their resilience

The external environment is changing and our income may become less certain in some areas. We will undertake a review of all products and services during the second half of the 2017-18 business year. We should critically look at the insight gained in the first six months of 2017-18 to consider any changes to the products and services the Landscape Institute provides. The review shall include:

- pricing strategy
- a specific review of the registered practice offer
- future provision of training, including options for an online training portal

F. OUR INTERNAL CAPABILITY

Volunteers and active groups

Professions are built around volunteers. We will continue work to develop a strategy for volunteering, proposing in 2017-18 to start by:

- Commencing advertisement of volunteering opportunities
- Marketing volunteering opportunities, with a focus on growing volunteers in key areas such as education/membership and in our priority growth disciplines
- Developing induction material and support for active members; and
- Ensuring volunteers are recognized and appreciated (we have already introduced a new 'Volunteer of the Year' category for the LI Awards)

The LI can only operate with the support of active member groups. This plan seeks to:

- Start to invest in digital platforms that enable member engagement to be enhanced
- Support our ambassadors for landscape programme
- Increase engagement with LI College of Fellows, including an annual 'think tank' event
- Increase our engagement with the public sector
- Enable active member interest groups to bid for funds for projects linked to this plan
- Encourage longer-term planning between the LI HQ and our branch structure for a joint forward programme of events, training and CPD.

People

The LI has a small staff team. The LI CEO has just completed a restructure of our employee team in order to better support the strategy agreed by the Board and Council. 2017-18 will see this new structure implemented. The new organisational structure has five teams grouped according to skill sets:

- Finance and Operations
- Professional Standards (technical, entry and professional)
- Policy and Influencing
- Marketing and Events
- Business Development

The new Business Development team will include a number of new staff based in key regional locations outside of London. They will work to support candidates seeking our professional credentials, engage employers, support CPD and help ensure training is delivered for our existing members. They will also provide extra support to our regional branches.

The new structure will also see all staff and consultants brought under a common management and performance framework. There will be greater pay equity across like roles, and a greater focus on (and resource dedicated to) staff development and new policies developed.

All major people and reward policies will be updated during 2017-18, with a view to bringing them in line with our ambition to be a responsible and inclusive employer as per our Royal Charter and any agreed long term strategic direction.

APPENDIX A: KEY METRICS TO GUIDE OUR SUCCESS

| Area | Current 2017-18 Plan | Proposed for 2018-19 and 2019-20 |
|---|---|--|
| Growth and broadening the profession | <p>Insight gained from market leadership forums. At least 20 new senior leaders accepted as LI members through an invited route, who will help develop the profession</p> <p>Lead generation in landscape management and urban design (e.g. 300 potential new members identified and engaged)</p> | <p>New registered practice offer in place and growth in registered practices</p> <p>Growth in landscape education, such as apprenticeships, new accredited courses, and new training delivered by LI and/or partners</p> <p>300 or more new members (Fellows, chartered, licentiates) per annum. Demonstrated growth in student interest in landscape careers.</p> |
| Relevance and influence | <p>Completion of education and employer research, leading to action-based insight.</p> <p>New corporate strategy adopted</p> <p>Achievement of influencing targets (e.g. public sector intelligent client approach adopted by at least one target region)</p> | <p>Improved member survey results: member satisfaction over 60% with a long term ambition of 65%, members feeling valued and members feeling that the LI is relevant to them</p> <p>New standards and guidance linked to natural capital accounting</p> <p>Active LI Futures programme producing insights</p> |
| Finance and operations | <p>Meeting/exceeding agreed business plan goals</p> <p>New CRM and payment systems successfully delivered</p> <p>£40K increase in sponsorship revenue</p> <p>15% reduction in paper and postage costs from shift towards digital channels</p> | <p>External grants successful</p> <p>Growth in sponsorship and corporate partners</p> <p>New online membership applications system, CPD recording and improved digital engagement operating successfully</p> <p>Retirement of stand-alone websites</p> |

| | | |
|----------------------|---|---|
| <p>People</p> | <p>Updated people policies, new staff handbook, new team members recruited</p> <p>Induction sessions for new Board and Council members</p> <p>Volunteer opportunities advertised on the LI website</p> <p>Creation of a forward plan between LI and all active member groups for CPD, training and major events for 2018-19 business year</p> | <p>New strategic alliances with like-minded organisations</p> |
|----------------------|---|---|