

LANDSCAPE INSTITUTE CORPORATE STRATEGY 2018-2023

ISSUED 3RD APRIL 2018



Landscape Institute
107 Grays Inn Road
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United Kingdom

**Landscape
Institute**
Inspiring great places



MISSION

The Landscape Institute (LI) aims to lead and inspire the landscape profession to ensure it is equipped to deliver its purpose under our Royal Charter for the benefit of people, place and nature, for today and for future generations.



STRATEGIC VISION

Our vision is to be a relevant, expert and trusted professional body, which develops the skills, knowledge and professional behaviours of its members. We will be agile, innovative and responsive in the face of environmental challenges and major social change, to help our members and the communities they serve deliver more sustainable ways for living and working in the future.

We will be inclusive in our approach, and recognise the wide diversity of skills required to transform, maintain, conserve and enhance

landscapes and places. We recognise the definition of landscape as per the European Landscape Convention.

We seek to be the home for professionals spanning disciplines such as landscape planning, landscape science, landscape architecture, specialist fields of design and both landscape and place management.

We also appreciate the growing importance of professional skills for the future spanning social sciences, the arts and technology.



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OUR VALUES

The Institute will conduct itself, in accordance with sound ethical and professional behaviours. *In enabling its members to give trusted, authoritative and independent advice we will work according to the following values of being:*

- i. Caring and nurturing
- ii. Creative and passionate
- iii. Socially and environmentally aware.



OUR THREE GOALS

- i. Influence
- ii. Relevance
- iii. Inclusive Growth.



Landscape means an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors. We work to benefit people, place and nature.



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INFLUENCE



Raise the profile of landscape and place with the public and decision makers

i. Promote the value and importance of the relationship between people, place and nature

- a. Increase the 'natural capital' of rural and urban environments
- b. Promote the social and health benefits of quality places and green infrastructure
- c. Champion the UN Sustainable Development Goals and international agreements such as the European Landscape Convention
- d. Acknowledge social challenges such as urbanisation, climate change and resource scarcity and work towards sustainable and resilient landscape led approaches.

ii. Demonstrate the value and breadth of the landscape profession

Develop the LI's standards, accreditation and quality assurance role:

- of excellence in landscape architecture, planning, science, design and management
- to support the professional development of members
- to consider developing new and existing "quality" marks
 - a. Promote excellence in practice from iconic landscape design to delivery of community infrastructure
 - b. Demonstrate the benefits of long term management of landscapes and places.
 - c. Support members of the profession in taking leadership roles across civil society.

iii. Be viewed as thought leaders on public debates

- a. Develop a more prominent media presence and public brand, working increasingly through social media and digital channels
- b. Lead conferences and public debates e.g. on landscape and health
- c. Improve relationships with government and business among leaders and decision makers.

OUTCOMES

New guidance and training for members on priorities such as natural capital, health and well being

New campaigns to engage society, public sector and clients

Greater linkage to global sustainability initiatives demonstrated by the LI

Improve Member satisfaction to 65%

LI members being appointed to leadership roles in society

Introduction of new and improved LI quality marks and accreditation

Media evidence of LI thought leadership

Evidence of changes to government policy, regulation or legislation from LI advocacy





RELEVANCE



Build the resilience, confidence and relevance of the landscape profession.

i. Empower the profession with skills needed for future success

- a. Be clear on the core skills needed by landscape and place based professionals
- b. Update our competency framework and our pathways to Chartership based on industry need, and be sensitive to future challenges including:
 - Boost to leadership skills across the profession
 - Developing professional skills spanning marketing, presentation and engagement
 - Improving the profession's expertise in digital practice

ii. Increase access to landscape education

- a. Develop more diverse routes into the profession, including through apprenticeships
- b. Provide more training, and review CPD requirements and provision
- c. Support increases in the delivery of landscape education
- d. Promote the profession to the next generation, and in a way which respects the diversity of students from many backgrounds
- e. Promote the profession to graduates in related disciplines.

iii. Horizon scan and future proof the Institute

- a. Become an exemplar organisation in the use of digital channels and platforms
- b. Put sustainability and well-being at the heart of professional practice
- c. Support and utilise research by partner organisations
- d. Actively review and improve our products and services
- e. Seek cutting edge knowledge and collaboration from other sectors e.g. health, technology and education
- f. Increase collaboration with education providers and researchers to inform policy, practice and standards.

OUTCOMES

Updated LI pathways and competencies introduced

Introduce annual CPD programme and provision of LI online training

Rebalance LI offer to increase provision of professional skills development

Growth in apprenticeships offered by landscape practices and employers

New landscape courses offered in markets without it today eg Wales, Northern Ireland

Accredit more courses in urban design, place management and landscape management.

Landscape modules introduced in related courses e.g. geography, planning, place

Increase relevance scores in member survey





INCLUSIVE GROWTH

Grow and be more inclusive as an organisation

i. Be a role model through our actions

- a. Be collaborative, ethical and professional
- b. Act in a socially and environmentally responsible way
- c. Value and support our volunteers and employees
- d. Promoting diversity and inclusion in the profession.

ii. Broaden the profession

- a. Explicitly value the management of as well as the science, design and planning of landscapes and places
- b. Grow by promoting a whole life-cycle approach to landscape practice to include professionals from planning and design to management, rural to urban, including specialist areas of expertise e.g. garden design, place managers, protected landscape managers, digital practice, community engagement
- c. Ensure we remain relevant by updating our offer based on market insight
- d. Increase our engagement levels with future generations interested in careers in landscape.

iii. Be more inclusive through the way we operate

- a. Establish new strategic partnerships
- b. Grow our international activity to offer a recognised professional credential and by encouraging the sharing of expertise and standards across borders
- c. Improve the products and services delivered by the LI. This may include developing differential pricing, greater online delivery and improved value
- d. Support the variety of landscape businesses across all sectors (public, private and third) with appropriate business advice.

OUTCOMES

Achieve the NVCO volunteering quality mark

Improve diversity outcomes among new members

Increase “feel supported” score by 5% to 42%

Lift membership growth from 180 today to exceed admissions of 300 chartered members per annum

Grow proportion of new membership from outside UK

Growth in membership levels beyond design disciplines

Growth in students in UK choosing landscape courses or going through LI recognised routes

Growth in number and range of publications and services reflecting the LI’s breadth.

Demonstrate benefits from our strategic partnership alliances.





ABOUT THIS DOCUMENT

2018- 2023

This strategy has been developed through partnership working between our Landscape Institute (LI) Board, its Advisory Council and employee team during 2017. Our membership was consulted during January 2018 and feedback incorporated after discussion with both Advisory Council and Board. It was approved by the LI Board on 26th March 2018.

This will now form the basis for decision making and forward plans at the Landscape Institute, over the next few years. **Whilst our ambition is set out for a 5 year period, with the fast pace of change we do see the need to continuously review this strategy and will work to regularly update goals and measures reflecting more agile ways of working.**

It is important to note that this is the strategy for the professional body. Under its Royal Charter the professional body does have an obligation to work to the benefit of people, place and nature. As the professional body is a mirror of its membership, individual professionals may also draw key insights from the strategy and by following this approach help the institute achieve its goals.



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THANKS

To our strategy working group who developed and reviewed options during 2017 and 2018

Jim Smyllie, LI Board member (Chair)

Daniel Cook, CEO

Chris House, Advisory Council

Mark Lawton, Chair LI Wales

Simon Odell, Head of Professional Standards

Rachel Tennant, Chair LI Scotland

Paul Tully, Chair LI Northern Ireland

Harry Watkins, Advisory Council



This corporate strategy will now form the basis for decision making and forward plans at the Landscape Institute, over the next few years.



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