

LANDSCAPE INSTITUTE BRIEFING MAY 2018

# THE FUTURE STATE OF LANDSCAPE

## EMBRACING THE OPPORTUNITY

**Landscape  
Institute**  
Inspiring great places

## OUR 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.**





# THE FUTURE STATE OF LANDSCAPE

**How do we progress and thrive as the learning, working and living environments around us change? How do we shape up to face the future challenges and seize new opportunities, both for the sector and more broadly?**

## Changing times

The world we live in is changing – creating an enormous opportunity for the landscape profession. Ideas around sustainability, climate change, resilience, health and wellbeing, the environment, our quality of life and value of natural capital are coming together.

As the professional body for the landscape sector, it's the Landscape Institute's role to make sure we continually reflect the changing needs of landscape professionals, helping them to remain trusted, relevant and successful for not just today but also for the future. The sector also needs to be more welcoming to all those who practice as landscape professionals.

## The state of landscape now

In 2017 the LI undertook two major pieces of research. Together, the *State of Landscape* practice review (which included survey responses from more than 800 professionals) and the *Education Review* helped us understand the landscape sector right now, its challenges and trends, joining the dots between education providers, employers and professional bodies.

There is a recognition that more needs to be done to be inclusive and relevant across landscape and place. The research outcomes look at future-proofing skills and the need for updates to our competency framework to ensure we are inclusive and support landscape's many disciplines.

Our research highlighted the need for multi-disciplinary skills for landscape professionals, embracing digital and professional practice skills to future-proof the profession and meet the needs of employers, clients and society.

As a sector we also face diversity challenges. We know we need to do more to support people from a more diverse range of ethnic backgrounds and those with disabilities, increase social mobility, and enable women to progress more easily into senior roles.

The LI has a rich history of transforming, enhancing and conserving landscapes through planning, science, design and management. How do we carry that forward and broaden our focus from landscape architecture to a much wider range of roles that now exist today? We need input from our members – you can find out how on the back page.

Both pieces of research point to a desire to widen routes into the profession, recognising the skills and related professions that align with our own, and to embrace a wider range of roles that have emerged. The practice review also highlights a gap between teaching provision and professional skills, with 41% of practice heads reporting a struggle to recruit staff; changes in education provision mean that we need to broaden routes into the profession, while still retaining the quality for which our members are renowned around the world.

Landscape is the arena where **people, place** and **nature** connect. We need to make sure that the next generation of landscape professionals is skilled at making connections across all three.



## EMBRACING OPPORTUNITY

**Last year's State of Landscape research showed a profession in flux. The trend towards ever-increasing urbanisation shows huge potential and challenges, and the opportunities to be seized for the next generation of landscape professionals. There will also continue to be challenges for peri-urban and rural areas.**

It's estimated that there were 2,020 urban planning and landscape architecture companies in the UK in 2016\*, representing a range of disciplines.

Gross value add in the sector is also rising – it's estimated that in 2016 the UK landscape profession contributed £948m in aGVA (average gross value added), a 15.9% increase since 2010. The figure represents just 0.04% of the UK's total – by contrast, architectural services contributed £5.1bn, and construction, £97.6bn – but shows the sector's steady growth and potential impact. Communication, reporting and evaluation skills were widely reported by respondents as a core part of their professional services.

### WHAT TYPES OF ORGANISATIONS DO LI MEMBERS WORK FOR?



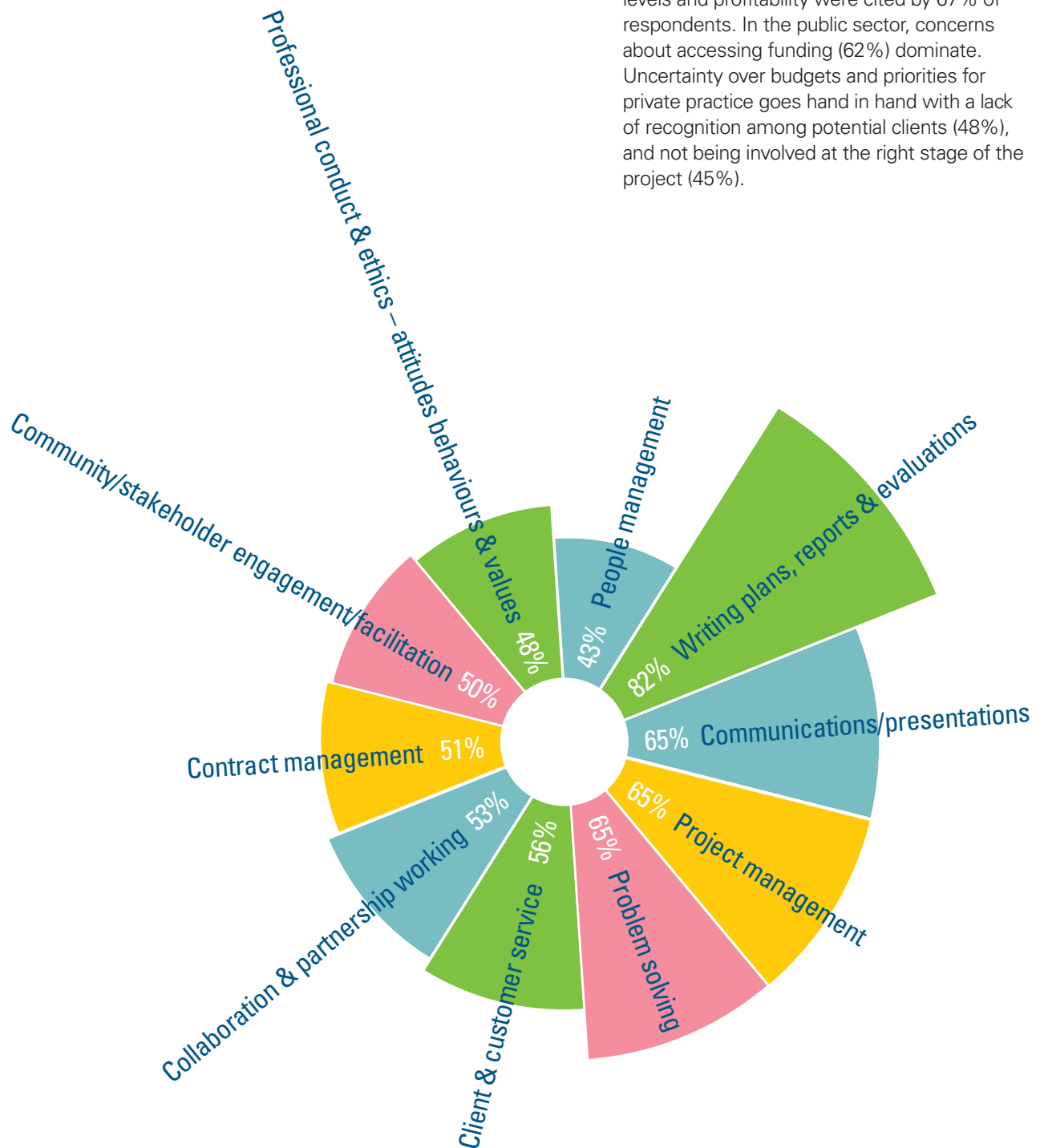
### IMPORTANT SOURCES OF WORK FOR PROFESSIONALS IN PRIVATE PRACTICE



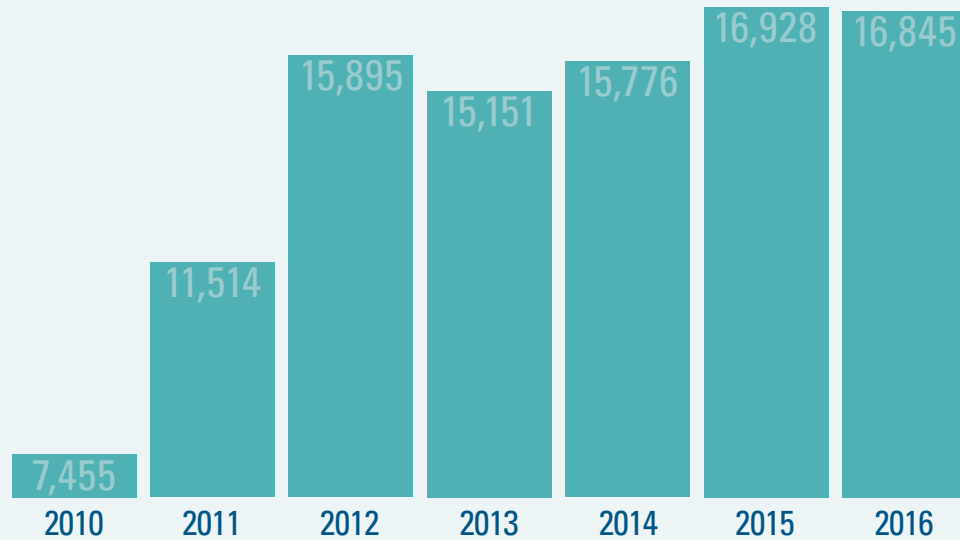
## TOP PROFESSIONAL SKILLS REQUIRED BY LANDSCAPE PROFESSIONALS

### Facing challenges

Attracting staff in both public sector and private practice remains a challenge – particularly for smaller firms with smaller budgets – as does retaining them in the public sector. Money is the key concern for both private and public sector respondents; for the private sector, fee levels and profitability were cited by 67% of respondents. In the public sector, concerns about accessing funding (62%) dominate. Uncertainty over budgets and priorities for private practice goes hand in hand with a lack of recognition among potential clients (48%), and not being involved at the right stage of the project (45%).



## UK LANDSCAPE PROFESSIONS – NUMBER OF PEOPLE EMPLOYED\*



\* Source: Nomis, UK structural business statistics

The *State of Landscape* report also shows that numbers coming into the profession have plateaued. It estimates that in 2016, 16,845 people were employed in the landscape profession and placemaking, compared to 16,928 in 2015 and 15,776 the previous year. This flattening of employment growth, together with the practice heads' concerns about attracting and retaining staff, suggests a skills shortage in the landscape sector.

The impact of technology will play an increasing role, both in terms of expanding firms' strategic scope, and improving efficiency. Digital skills – including virtual, augmented and mixed reality (VR, AR and MR), sourcing and use of spatial data, digital collaboration (e.g.BIM), use of new media, productivity software and outputs for digital fabrication – have huge potential to transform the way the profession works.

Two key findings from the salary data also attracted our attention. Chartership has a significant impact on income, especially within the £35-£50k range. Nearly half – 46% – of chartered members fall into this salary range, compared to just 14% of licentiate members. While gender balance within this salary bracket is relatively comparable, it falls away significantly in the £50k+ range. More than twice as many men as women fall into this category – 20.4% of men, as opposed to 9.4% of women, showing significant inequalities in terms of career progression that need to be addressed.

Employment trends across the landscape sector also mirror wider work patterns, with increasing numbers of self-employed members, and fewer permanent roles.

81% of members have permanent roles, compared to 90% in 2016; self-employed members have also increased from 10% in 2016 to 14% in 2017.

### 41% OF PRACTICE HEADS CITED RECRUITMENT AS A KEY CHALLENGE. THE MAIN CONCERNS THEY HAD WERE:



**37%**

Calibre of graduates



**30%**

Not enough local talent



**24%**

Not enough people in the profession



**22%**

Recruiting people with the right qualifications



## THE DEMOGRAPHICS OF LI MEMBERS



95%

white (vs 82% UK population)



25%

aged under 35



52%

aged 36-55

## The changing face of education

Changing government policy towards technical education and apprenticeships is shifting the landscape. Degree apprenticeships – which enable study alongside on-the-job training – are central to the agenda, and increasingly delivered by organisations other than universities, prompting the LI to look at a wider range of provision in response.

Increased tuition fees have changed universities' approaches, leading to a more market-driven environment as they compete fiercely for students, both amongst themselves and against other alternative education providers. The strong international reputation of the UK education sector has also seen the advent of franchising and off-site delivery for international students.

Whilst retaining the LI's independence as an accrediting body, there is great opportunity for course leaders and the wider profession to work more collaboratively and our *Education Review* found that course leaders would welcome more support from practitioners with work experience, mentoring and the development of specific professional skills such as entrepreneurship. Streamlining our accreditation processes can

also open up more time to focus on what is important: upholding standards and supporting courses and future talent.

The courses which the LI has accredited in the past focus on landscape architecture, with no provision in Wales or Northern Ireland, and only one accredited provider in Scotland. Exploring the potential to accredit or recognize a broader range of courses could be more inclusive and embrace the wide range of relevant skills included in the sector.

Does existing education and our pathways describe the skills that society needs to tackle the major issues being faced at the broader scale? Could different approaches to education, membership categories, professional member paths be helpful for technicians, apprentices, digital practitioners, landscape engineers, natural capital experts or those who engage communities on landscape and place? What should be done to enable professionals to demonstrate their professionalism and find a home within the Landscape Institute? We will be exploring these issues over the next 12 months.

\* Source: Nomis, UK structural business statistics





## BUILDING A SUSTAINABLE FUTURE

**A number of common threads have shone through both pieces of research and our vision for change involves consulting with and listening to all of our members.**

The Landscape Institute's Board of Trustees, after reviewing the research, has unanimously supported updating entry by moving to a single common professional skills syllabus, with a final assessment based on professional skills. A new modular competency framework will be commissioned to outline the professional and technical skills which will underpin the syllabus. Of course, those on our existing pathway will continue on the current approaches. All of our members will be consulted throughout 2018 ahead of any changes being made and the principles are that existing members will not be disadvantaged and standards will be maintained.

We will shortly need your help to make our competency framework and chartership syllabus more relevant, addressing the skills that employers need both now and in the future. We also want to ensure we are successful in attracting the future talent our sector needs.

And we'll be asking you to get involved over the next 18 months to help us shape our updates to entry standards, policies and processes to ensure that they are fit for the future.

Our objectives are to:

### 1 MAINTAIN HIGH STANDARDS RELEVANT TO ALL FIELDS OF LANDSCAPE PRACTICE

More relevant entry standards will link to emerging disciplines including natural capital, health and wellbeing, and digital practice. They show the profession's vast future potential and the opportunities it has for a defining role in the places we live.

- *We will also address the demand in our research for professional and soft skills such as community engagement, presenting and communication.*

### 2 CREATE A MORE INCLUSIVE PROFESSION

Improving diversity will underpin everything we do. 2018 sees the launch of our #chooselandscape campaign, designed to attract professionals from a wider range of backgrounds and disciplines.

- *We will continue to improve options for experienced practitioners to be able to enter the profession.*
- *We will also explore how to recognize prior learning and how new skills gained through our members' careers can be better recognised.*
- *We'll also engage with a wider range of educators and course providers who are providing the skills needed for our sector, highlighted by our research, whilst continuing to support our current accredited courses.*





## 3 IMPROVE SYSTEMS AND PROCESSES

Once our competency framework is complete, we'll turn our attention to consider a range of new and improved options for the landscape profession of the future:

- designations beyond Chartered Landscape Architect for other landscape and place professionals. (They might include Chartered Place Manager, Chartered Landscape Planner or Chartered Landscape Scientist for example)
- membership categories will be revised, considering a technician level for those who are working at different levels within organisations, including people completing lower level apprenticeships
- supporting new professionals by engaging with employers and educational providers to better prepare candidates for life in the profession, addressing findings from our research
- university accreditation will be improved by streamlining and digitising it. Support from our Professional Review Groups will be separated from the regulatory activities needed to maintain our accreditation
- membership processes will be digitised, and mechanisms for technical assessments throughout members' careers explored
- new courses in the landscape management and urban place sectors will be engaged, fitting our new competency framework. We are also interested in addressing the lack of landscape education available in Wales and Northern Ireland. Could distance learning be part of the solution?

*From 2019, we will also look to:*

- Develop new, clear marketing campaigns. As we celebrate our 90th anniversary, we will reposition the LI to reflect the profession's breadth
- Consider our governance, and how more flexible rules might enable us to update membership and entry standards more easily, as both employer and societal needs change in the future

**'Apprentices have proved a successful part of our recruitment strategy and valuable addition to existing graduate programmes. Our wider approach to 'on-the-job-learning', sharing experience, coaching and mentoring sits well with the apprenticeship model. At a time when we find it difficult to recruit UK-trained landscape architects with skills matched to our needs, we believe the apprenticeship initiative may be one way of helping to resolve the situation.'**

– Andrew Tindsley, formerly BDP's principal for landscape architecture, which welcomed its first engineering apprentices in 2012 and is part of the Landscape Trailblazer





## TIMELINES FOR CHANGE

### SHORT TERM (FROM MAY 2018)

### MEDIUM TERM (F

THE LI WILL...



**Publish reviews of education and practice**



**Review professional entry standards, and the knowledge, skills and behaviours that underpin them**



**Consult our membership**



**Agree on the learning outcomes that are associated with our new 'areas and elements of practice' competency framework**



**Align accreditation and membership processes to reflect updated entry standards**

## FROM LATE 2018)

## LONG TERM (2019 ONWARDS)



**Review membership categories and designations**



**Improve the university accreditation process**



**Update Pathways to Chartership to reflect the new standards and competencies**



**Consult our members to progress these elements**



**Develop a learning offer to support entrants to the profession, alongside ongoing CPD**



**Create a new marketing campaign to celebrate our 90th anniversary year in 2019**



**Simplify our ability to regularly update our approach**



## GET INVOLVED

**This is the time for collective effort... There is much to be done. We need the support and contributions of our membership to make sure we get it right, and are accrediting and benchmarking the skills and opportunities that the profession needs. How can you get involved?**

### WE NEED YOUR INSIGHTS, OPTIONS AND SUPPORT:

#### **Practitioners**

Send us job roles and the important new skills required.

#### **Educators**

Send us course outcomes and new topics you are considering adding to programmes.

**Be ready to contribute** when we carry out a full member consultation at the end of 2018.

Contact the LI at [standards@landscapeinstitute.org](mailto:standards@landscapeinstitute.org) to get involved.





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