

# Landscape Institute Business Plan 2018–2019

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**Landscape  
Institute**  
Inspiring great places

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# Foreword

This plan is published at a time of great external change. After engaging with our members, we have agreed on a new strategic direction for the Landscape Institute (LI). Our new corporate strategy will guide us over the next five years with relation to the following goals:

1. Influence
2. Relevance
3. Inclusive Growth

The Institute will conduct itself in accordance with sound ethical and professional behaviour. We are committed to equipping our profession to give trusted, authoritative and independent advice. Our work as an Institute is based on the values of being:

- caring and nurturing.
- creative and passionate.
- socially and environmentally aware.

The backdrop to this plan is governments' increasing attention to the importance of the natural environment and new approaches to social and environmental awareness. Natural capital accounting is being promoted by various governmental bodies as a framework to begin the task of valuing aspects of the natural environment and landscapes. Subjects such as clean air, drinkable water, soil quality and biological health of town and country will be central to the development of clear standards and guidance for the LI and the natural environment professions. Many national governments are also updating planning policies and strategies. It is vital that we influence these to ensure landscape-led approaches are considered.

This plan continues the work we have done so far to:

- develop thought leadership and standards related to the value of landscape and future of the countryside.

- inspire and attract the next generation through our new #chooselandscape careers campaign.
- engage with leaders in landscape management.
- work with employers to establish new landscape apprenticeships.
- invest in the LI's digital systems to deliver better services to members.
- make diversity and inclusion central to what we do.
- improve member engagement.

This year we will also:

- host the IFLA Europe General Assembly with a two-day conference on 6-9 September at the University of Greenwich in London, themed around Valuing Landscape.
- update our **entry standards** with relevant skills needed for landscape and place professionals.
- engage more with **urban place leaders** spanning urban design, place making, digital practice and community engagement.
- influence **local authorities, government** and **the development sector** on natural capital accounting, public health and the value of landscape.
- engage in the debate on post-Brexit preparation for rural landscape management.
- trial new digital approaches, including live streaming of events.
- deliver a new LI CPD programme operating four full days in different cities throughout the UK.
- commence the implementation of a volunteering strategy.

We look forward to working with you to deliver this timely and important agenda.

Merrick Denton Thompson, President  
Daniel Cook, CEO



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# Executive summary

This 2018-19 Business Plan is the first year of the LI's 2018-2023 Corporate Strategy. Our new strategy takes into account insight from members and partners, as well as key business priorities identified by senior members.

This year's plan is about continuing to get key foundations in place in our systems and processes, to ensure the LI is in a position to achieve more inclusive growth, build its relevance and achieve greater influence.

## 1. #ChooseLandscape careers campaign

We will launch a major new careers campaign, #ChooseLandscape, to raise the profile of the landscape profession and inspire the next generation to choose a career in landscape. (See page 12.)

## 2. Promoting the value of landscape

Promoting the value of landscape will be a major theme for the LI over the coming 12 months. This campaign will span our work on policy, influencing, technical and professional development. (See page 11.)

## 3. Digital first

Work has begun on our digital upgrades. Over the next two years we will continue to invest £300,000 in new digital systems and services. (See page 8.)

## 4. Entry standards

Following the decision of the LI Board of Trustees in December 2017, we will start work on making our entry standards more relevant and inclusive to the wider landscape sector. (See page 8.)

These priorities are an essential precursor to our 90th anniversary celebrations which take place in 2019. This will enable us to raise the profile of the LI as well as the profession, increase its membership and widen its impact.





# A. Current Economic and Financial Outlook



As we enter the 2018-19 year we face uncertain economic times. The economy is predicted to grow by little more than 1.5%<sup>1</sup>. Inflation has increased steadily for 18 months and remains higher than wage growth.

The decision for the UK to exit the European Union means we continue to face unknown financial and regulatory changes in the coming years.

As an organisation, we enter this period with strong financial reserves. Our financial performance in the last 12 months has been boosted by strong member retention, better sponsorship relationships and better-than-expected advertising income.

Key issues considered in 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. Issues that the LI will need to monitor include:

- the impact on immigration and employment policy, e.g. recognition of qualifications, changes to EU workers' rights, and access to knowledge and talent.
- the replacement of the Common Agricultural Policy and related funding settlement.
- the future of European environmental legislation transposed into UK legislation, including EU Habitats and Birds Directives, EIA Directives and the Water Framework Directive.

We will aim to develop proactive policy solutions in relation to key issues for the profession. We have also, as part of the Environmental Policy Forum headed by Society for the Environment (SocEnv), 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 has 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 needs. Spatial data is increasingly important and 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.

## Education and routes into the profession

A more market-driven education sector, higher tuition fees and significant international student numbers on our accredited courses are all placing downward pressure on the number of domestic applicants seeking chartered status with the LI. Although many continue to join and work in the landscape sector in other ways, these individuals are sometimes unaware of the LI's offering, or do not see the relevance and benefits. The UK Government's growing support for apprenticeships and other changes in education delivery, requires us to review our current approach to entry standards, routes into the profession and accreditation in line with market changes.

Following insight gained from reviews of education and practice at the end of 2017, we are now in a position to commission changes to the documentation that underpins our syllabus, accreditation and standards work. The intention will be to enable a wider range of landscape professionals to find their home in the LI, via a wider range of educational routes.

<sup>1</sup><https://www.ft.com/content/ceb165ee-ebb5-11e7-bd17-521324c81e23>



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It is encouraging to see a number of new university landscape courses being developed and more existing courses actively seeking accreditation by the LI.

### **Operational financial plans**

The Board has approved an operational financial plan for 2018-19. The plan comprises income of £2,233,572 and expenditure of £2,168,181, which will generate an operational surplus of £65,391.

#### **Income**

Income is forecast to increase by 8.1%.

We have opted to increase our main membership fees for this year by 2.9%, slightly below current inflation. We will also increase the threshold income for eligibility for concessionary membership to £20,000.

Commercial event fees and sponsorship will increase due to our major conference in September 2018 and our new CPD programme. We will be developing relationships and promoting opportunities with current and future corporate partners. We have taken a cautious view on projected income from job advertising.

The Finance and Risk Committee continues to monitor performance of our investments against our medium-term target of a total return of CPI+4%. While markets have been volatile in the first quarter of 2018, our return over the last financial year is on target.

#### **Costs**

Salary costs are based on the proposed salaries for the complete and restructured staff team. This plan sees the creation of a permanent digital and social media post and expansion of a member support role across the north of the UK.

We are starting to invest to grow, and expect modest staff growth to support new services and membership growth over the three years ahead. We will look, however, at more creative and inclusive ways of maintaining the establishment, including the use of part-time and short-term contract posts where appropriate. As vacancies appear from time to time we will also review our needs and seek cost-effective ways of meeting them. In many cases, existing staff can be developed to grow in their role. We also expect extra capacity as our digital project helps to reduce administration.

#### **Priorities**

- We will direct further resources dedicated to engaging the next generation. Some funds dedicated to this campaign during the 2017-18 year have been set aside and carried over, due to the timing of this campaign shifting to mid-2018.
- Funding for member groups will grow, with extra support planned this year for induction and support to our active volunteers.
- We will continue to save money through an increasing drive towards digital communications.
- At the mid-year point, we will make a decision on investment in our 90<sup>th</sup> anniversary programme.

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 2018-19

	2018-19 £	Estimated 2017-18 (excl. CB300) £	Difference £	Difference %
<b>Membership Subscriptions</b>	1,304,806	1,261,805	43,001	3.4%
<b>Registered Practice Fees</b>	179,046	175,932	3,114	1.8%
<b>Pathway and accreditation</b>	147,080	158,972	(11,892)	-7.5%
<b>Commercial income</b>	563,640	423,348	140,292	33.1%
<b>Other income</b>	39,000	46,003	(7,003)	-15.2%
<b>Total Income</b>	<b>2,233,572</b>	<b>2,066,060</b>	<b>167,512</b>	<b>8.1%</b>
<b>Salary and development and training costs</b>	918,950	804,262	114,688	14.3%
<b>Staff travel and other costs</b>	54,400	40,120	14,280	35.6%
<b>Volunteer and leadership expenses</b>	92,100	80,658	11,442	14.2%
<b>Premises and office costs</b>	193,232	205,122	(11,890)	-5.8%
<b>Direct cost of commercial activity</b>	219,012	166,876	52,136	31.2%
<b>Membership support and communication</b>	312,587	257,045	55,542	21.6%
<b>Member group funding</b>	134,000	127,955	6,045	4.7%
<b>Research and membership development</b>	152,100	166,411	(14,311)	-8.6%
<b>Governance and other costs</b>	91,800	106,853	(15,053)	-14.1%
<b>Operational expenditure</b>	<b>2,168,181</b>	<b>1,955,302</b>	<b>212,879</b>	<b>10.9%</b>
<b>Operational Surplus</b>	<b>65,391</b>	<b>110,758</b>	<b>(45,367)</b>	
<b>Less: Investments from reserves:</b>				
<b>Digital First Strategy</b>	68,958	35,847		
<b>Development of Competency     Framework</b>	85,000	–		
<b>Effect on general fund for the year</b>	<b>(88,567)</b>	<b>74,911</b>		

The Board of Trustees is satisfied that, while making these investments, we will maintain our general fund within our published Reserves Policy.

Financial summary updated 19 June 2018.

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## Capital investment for future growth

We are likely to begin 2018-19 with a general fund of £750,000, representing nearly five months' expenditure. We estimate that our general fund will stand at £575,000 at the end of 2018-19, following the capital investments detailed below.

### **Digital first strategy**

The Board has agreed that we should allocate funds from reserves in order to invest in IT, including new customer relationship management (CRM) and integrated Pathway to Chartership systems. We have completed additional work on the specification, including upgrading and creating online CPD monitoring, events management and a training portal. This project is being delivered by Felinesoft and commenced in December 2017.

Our digital transformation investment programme will **create a new member database**, using Microsoft Dynamics, that is compliant with new data protection regulations. Through better integrating LI activities, the database will:

1. **give us a 360-degree view of our members** through their membership lifecycle, and better member and customer insight. This will allow us to provide more relevant emails and online content.
2. **provide a better event management and payments system** that will link to the new database and improve user experience.
3. **enable members to forward plan their professional development needs** by recording and reviewing CPD goals and submitting CPD records online.
4. **deliver a platform for online training and webinars** that will provide a lower-cost option for CPD and training delivery.
5. **provide an improved membership application portal**, reducing administration for new members, mentors, supervisors and employees alike.

The LI recognises that the world of work is changing through technology. The LI will continue to shift more of its activity to digital platforms over the next few years. It will do this by:

- consolidating our multiple websites into a single integrated site, including the careers and branch websites.

- reducing paper-based and some in-person activity, e.g. by greater use of teleconferences.
- providing new member services online.
- ensuring our suite of digital services integrate with our main Microsoft software.
- utilising more digital cloud storage options.
- improving member and customer communication with more tailored, personalised content.

We also believe that, beyond the 2018-19 business year and within the next five years, the LI will need to investigate further investments to:

- update our website platform and content management system.
- invest in an upgraded finance system.
- recruit and train both employees and professional members with new digital skills.

### **Updating our entry standards**

Following the decision of the Board in December 2017, we will this year commence work on making our entry standards more relevant to the wider range of landscape professionals that want to call the LI their professional home. This will include:

- a new, professionally authored competency framework that both captures the breadth of the profession and enables specialised practitioners to become chartered.
- development of new approaches to assessment and accreditation of candidates and courses.
- understanding the need for new member categories and updated descriptions of member designations.
- investment in the development of an apprenticeship scheme, and where necessary, managing the impact of this on LI processes and the profession. (The impact new apprenticeships will have on LI processes is not yet clear but would include an impact on membership categories and on the Pathway to Chartership. Initial work would include establishing the extent of support for the scheme, both from industry and education providers.)
- a full consultation with members during the summer on proposed changes.







## B. Our Plans for 2018-19



### 1. Inclusive Growth

The LI council in 2017 identified that a top priority for the LI was to pursue a sustainable profession. Skills shortages are common and could be exacerbated by Brexit. A major business priority for the LI will be growing and broadening the profession.

Recent LI performance has seen membership levels strengthened through better member retention, former members re-joining, and successfully establishing a Landscape Management Leadership Forum. Outlined below are the ways through which we will achieve further growth.

#### ***Expanding our reach through existing employers in the landscape sector***

We are improving engagement with employers of all types. We are achieving this through setting targets for:

- conducting independent research on skills, talent and value added.
- building our engagement activity with employers around the UK.
- focusing on employer talent needs, e.g. by supporting HR landscape functions and apprenticeships.
- reviewing our offer to registered practices during 2018.

#### ***Insight and research***

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

Our next major member survey will be held between December 2018 and January 2019.

#### ***Strategic engagement with the public sector***

While mindful of the impact of austerity on 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:

- communications designed for public sector leaders and officers.

- communication and a toolkit designed to support public sector LI members in advocating for their role within their sector.
- policy development, such as our current landscape-led housing and planning guidance written for local authority planners.
- publication of case studies and research that show the value added by landscape.
- continued targeted engagement with elected officials and senior leaders within local authorities and key organisations, building on LGA engagement in Wales, Northern Ireland and Northern England so far.
- direct engagement with senior officials in government and public agencies who lead on landscape-related topics, including Architecture and Design Scotland, Natural England, Defra, the Environment Agency, Natural Resources Wales, and more.
- an annual public sector forum and the establishment of an online community for our public sector-oriented members.

#### ***Supporting the growth of the profession by improving our offer to landscape managers and urban place professionals***

We are reaching experienced leaders in these segments to ask for assistance in reviewing our offer. We have started to create leadership forums in each of these market segments, starting with landscape management. The Landscape Management Leadership Forum met twice last year and is influencing decisions over how the profession is presented and the competencies that we need to assess. Several members of the Forum have led the way in becoming members of the LI.

Our next focus will be professionals delivering services in urban places. To support this agenda, we have new strategic partnerships with the Institute of Place Management (IPM) and the National Association for Areas of Outstanding Natural Beauty (NAAONB). We will be working more closely with these organisations.

Further partnerships and memoranda of understanding are expected with other landscape-related organisations.



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## 2. Diversity and inclusion

The LI has created a Diversity and Inclusion Working Group. The group has identified a range of priority areas the LI and the profession needs to address related to five areas: disability, ethnicity, gender, sexuality and social mobility.

In addition to an initial meeting set up in February last year, the group has held discussions via digital platforms. In August last year, the LI held the first workshop dedicated to LGBT+ members of the Institute. Further workshops will be held for members of the other priority groups.

Our diversity and inclusion strategy for the Institute has been created following discussions among the group, observations on the profession based on recent survey results, and wider learning from built environment professions.

The LI seeks to lead by example with other organisations, employers and partners to ensure that the profession better reflects the makeup of society through:

- a careers strategy focusing on under-represented groups.
- supporting the creation of apprenticeship routes.
- ensuring LI materials represent wider society to raise visibility of under-represented groups.
- provide toolkits for practices on supporting recruiting from under-represented groups.
- taking active steps to ensure that its senior leadership, board, council and committees and working groups are more diverse in their composition.

Through the activities, services and products we provide, we will better support equality, diversity and inclusion by:

- training members and firms on:
  - unconscious bias (ideally making this a core CPD requirement over a period of three years);
  - supporting members from diverse backgrounds;
  - the Equality Act 2010 (statutory obligations and rights for both employers and employees);
  - confidence building;
  - flexibility and inclusive work practices; and
  - the design of inclusive environments.

- creating networks among minority groups.
- continuing to be flexible in our own working practices for staff and volunteers.
- including commitments to equality and diversity on the LI website and in recruitment adverts.
- giving guidance on these topics to members and practices.

To support the profession in contributing to a more inclusive society, the LI will:

- ensure that community engagement events and practices meaningfully include the participation and contribution of individuals from diverse backgrounds.
- train members in inclusive design practice, including designing for individuals with different physical abilities, mental health conditions, caring responsibilities etc.
- transform the make-up of the membership, which will strengthen design teams' ability to design, manage and plan for a diverse society.
- encourage practitioners to represent a diverse society in their work, for instance in visualisations.

### Marketing and branding strategy

In addition to our work with new digital platforms, our approach to marketing will be increasingly user-centred, with our members being able to choose what they want, need and receive from the LI. As part of this work we will:

- make existing publications, such as our journal, accessible across multiple channels.
- create highly visual video, graphics and images for use across all channels.
- increase our social media presence.

The insight gained from employer and member research will help us to develop a new brand identity. We will use our 90th anniversary celebrations in 2019 not just to reflect on the organisation's history and achievements, but more importantly, to reset the direction of the Institute in line with the corporate strategy and renewed brand identity.





## C. Proposed Priority Campaigns



### Value of landscape: natural capital

The value of landscape professionals' work is vast. The natural and built environment provides a number of public and private benefits, from public health to economic growth.

The LI is forming a Value of Landscape Working Group, comprising members with policy, technical and external expertise. This group will develop thought leadership in this area, addressing issues around valuation and measurement of these benefits – for instance, natural capital accounting, green infrastructure and public health – at the policy, standards and training level.

The LI's 2018 conference at the University of Greenwich from 6-9 September on the theme of 'Valuing Landscape: Connecting people, place and nature' is closely aligned with this theme. Run alongside IFLA Europe's 2018 General Assembly, it provides an opportunity for members to engage with the LI on this major area of focus.

Further work in this area will include:

- support for LI members to be able to value the impact of their work, such as through technical notes and CPD.
- connecting with influential partners to increase our voice in this arena.
- policy outputs that further key thinking of decision makers in this area.

In November, the LI Awards 2018 will also once again showcase the best from the landscape and place sectors.

### Rural landscapes

The LI is also setting up a Future of Countryside Working Group. The desire to broaden the membership in terms of landscape management, Brexit, and particularly the current attention to 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.

### Future-proofing the profession

The LI has undertaken some excellent work in recent years spanning GLVIA, BIM and resilience.

Digital skills, from BIM to emerging visualisation, integration with building and land software, and augmented and digital realities (AR, VR and MR), are increasingly important to this profession as it deals with technological change. In addition to these areas of focus, during 2018-19 the LI will focus on:

- human skills, including engagement and behavioural sciences, leadership, presentation and client-facing skills, and ethics.
- the quantification of benefits from landscape-led solutions to mental and physical health conditions, education outcomes and matters related to climate change.
- natural capital accounting approaches.
- planting, trees, forestry and biosecurity.

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 four 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 will work with and explore joint working with other professions and partner organisations.



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## Inspiring the next generation of professionals to #ChooseLandscape

A major area of focus for the LI is ensuring the future supply of landscape professionals. The education review conducted in 2017 explored the potential barriers for people entering the profession, and gathered important insight. Spring 2018 will see the launch of a new careers campaign, #ChooseLandscape, which aims to inspire students to consider landscape as a future career and increase the number of people entering the profession.

Plans for the campaign include:

- utilising new social media platforms, and developing current ones, to communicate with key audiences.
- increased support and resources, such as lesson packs, for Ambassadors for Landscape.
- developing relationships with key strategic partners, including Class of your Own, Learning through Landscapes Trust, and Design Engineer Construct!®.
- promoting the diversity of career options spanning all areas of landscape practice to align with LI's broadening plans, and recognising varying routes into the profession.
- new digital and print resources showcasing the diversity of the profession and reaching under-represented communities.
- major digital and social media campaigns to promote these resources.





## D. National and International Activity



### United Kingdom

We will continue to develop our influence in the devolved nations through our regional policy officers, and seek to provide greater support to these roles. We will work with each devolved nation to support their individual missions to promote the landscape profession and to protect and enhance landscape and place. Our central policy themes will be delivered in the context of these nations' differing legislative frameworks – with particular focus in the next 12 months in promoting the value of landscape in the public sector.

A key focus for the LI will be to support those devolved nations that do not currently have any landscape education, exploring new opportunities with the higher education and apprenticeships sectors. Currently this refers to Northern Ireland and Wales.

After the success of the recently published 'Landscape for Scotland' publication, we will continue to support the Scottish Government and decision-makers in promoting a holistic approach to the planning, design and management of landscape and place, maximising their value and benefit for Scotland's future generations. There are many activities planned this year linked to the Scottish Government's Year of the Youth. The block grant that Scotland will continue to receive in 2018/19 is valued at £41,300. The LI will also hold its Jellicoe Lecture this year in Scotland.

In Wales, we will continue to align with and promote the landscape profession alongside the Future Generations Act and its seven wellbeing goals, as well as respond to key changes in legislation such as Planning Policy Wales.

### Engaging members internationally

With almost 10% of the LI membership located outside of UK (with major clusters in China and the Middle East), and many more members operating in multiple jurisdictions, we anticipate our international membership to grow over time. With greater digital investment, we will do more over the next few years to engage and serve their needs with relevant content.

We will continue membership of IFLA, with active participation in its 2018 World Congress in Singapore, and will also host the 2018 IFLA European General Assembly in London in September.

### Partnerships

We will continue dialogue with landscape, place management and kindred professional bodies to share resources, collaborate and enter into MOU and shared service arrangements where we can enhance services for members and advance the landscape and related professions.

We will continue to work closely with the Town and Country Planning Association-led Green Infrastructure Partnership, the Institute of Place Management, and the National Association for Areas of Outstanding Natural Beauty (NAAONB).

We will also look to collaborate more with landscape and place professions internationally, including across Greater China, Ireland, Australia and New Zealand.





# E. Ongoing Landscape Institute Activity



## Standards: preparing for the future

### **Technical standards**

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

#### **1. Better practice**

We will expand the Digital Practice Working Group to cover spatial data and digital realities, with this remaining a focus for at least the coming 12 months as part of our CPD and training offer. And, as resources permit, we will continue to transpose CIBSE BIM guidance under licence so that it can serve registered employers. Technical Committee's new Environmental Standards Working Group will also continue to work with other bodies such as RICS, BRE and BSI to help achieve better third-party standards. All Technical Notes published before 2016 will be updated or retired. Ethical topics will continue to be progressed with the Ethics Pool.

#### **2. Better assessment**

We will publish guidance on 'How to review an LVIA' and 'Residential Visual Amenity Assessment', and roll out the new guidance on photography and photomontage soft-launched at the March Digital Practice Day. We will also closely monitor developments at Natural England regarding Landscape Sensitivity and Capacity Assessment, and are ready to move in and help take the work forward for the UK if Natural England is disabled in any way from doing so.

#### **3. Better landscapes**

We will continue to keep abreast of developments and publish material for members that helps with biosecurity, urban forestry, watering and the design of shared spaces. It is hoped that we can offer a more active and coordinated approach in relation to trees.

#### **4. CPD Review**

Alongside new platforms to facilitate the digital recording and reporting of CPD (see page 8), a review of CPD policy and associated guidance, potentially including areas of compulsory CPD, will take place.

### **Education and entry standards**

Alongside our work on entry standards and apprenticeships (see page 8), key areas of work include:

#### **1. Improving the Experienced Practitioner route**

Having gained insight from the pilot, we will establish clearer criteria to fully implement this route to chartered membership, especially in regard to landscape management and other smaller disciplines.

#### **2. Building volunteer capacity** in the assessment and interviewing of candidates.

#### **3. Review of methods of assessment**

Once we have an updated picture of graduate and chartered-level competencies across areas of practice, we can then consider whether current methods of assessment are appropriate.

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 2019-20 onwards. This work will be important with direct linkages to and interdependencies with our CRM and digital systems upgrades.

## **Influencing, policy, communications and member engagement**

### **Influencing**

There are a number of pre-existing themes that the LI has been successful in pursuing. These include green infrastructure, public health, housing and water management. As we shift to a more external, campaign-oriented 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.

Other policy documents being released in 2018 link to landscape-led planning, the public sector, Green Belt, and housing.



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### ***Policy Development***

The Policy and Communications Committee has identified the value of landscape and rural landscapes as policy areas requiring work in 2017-18 year. (See page 11.)

### ***Member engagement***

We are keen to improve the effectiveness of our member engagement and as a result our member satisfaction. We have enhanced the content and practical relevance of the Journal and moved Vista to an online publication, and will:

- 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 duplicate copies.
- promote the content of the Journal across multiple channels.
- rationalise our range of digital publications and give members the option to choose exactly which communications they wish to receive.
- move older branch websites to our more modern website platform to give access to new digital features we are investing in.

### **Finance and Risk Committee**

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

### ***Review of LI Products and Services***

Through the Finance and Risk Committee, the LI commenced in early 2018 a review of its products and services. Aspects we intend to look into are:

- management of products/services that are in decline or at risk from external changes.
- improvements to the registered practice scheme, to be made this year.
- new service offers considered in 2018/19, e.g. online training.
- ensure diversity and inclusion, benchmarking, and value creation are considered in terms of the products and services we deliver.
- a consistent pricing strategy for all our major products and services across all regions and nations.

### ***Risk management***

We updated our risk register during 2017-18. Major issues for 2018-19 will be to manage new data protection compliance.

### ***Accommodation review***

We will commence our review based on our new corporate strategy and future business needs. This will be undertaken during the course of the 2018-19 plan period.





## F. Building our Internal Capability



### Volunteers and active groups

Professions are built around volunteers. As a smaller professional body, the LI relies heavily on their contribution. We want to better support and equip our volunteers to help us achieve our plans for the profession. As part of our volunteering strategy, we have five key goals:

1. Better promotion and recruitment of volunteers
2. Provision of better induction and training
3. Measuring the contribution from our volunteers
4. Ensuring we recognise and thank those who contribute
5. Consideration diversity and inclusion in our approach

In 2017/18 we have taken steps to better promote volunteering. This has seen us:

- market volunteering opportunities, with a focus on growing volunteers in key areas such as education and membership, and in our priority growth disciplines.
- develop induction material and support for active members.
- recognize and appreciate our volunteers, including through a new 'Volunteer of the Year' category for the LI Awards.
- invest in digital platforms that enhance member engagement.
- increase engagement with LI College of Fellows, including an annual 'think tank' event.
- increase engagement with the public sector.
- enable active member interest groups to bid for funds for projects linked to this plan.
- foster longer-term planning between the LI HQ and our branch structure for a joint forward programme of events, training and CPD.

We will turn our attention to better induction and training for volunteers in 2018-19. After implementing the above approach over the next three years, the LI will seek to apply for the Investing in Volunteers quality standard.

### People

The LI has completed a restructure of our small employee team in order to better support the strategy agreed by the Board and Council. Importantly, staff are now based in Manchester, Glasgow and Brighton, in addition to our London HQ. 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 Communications
- Membership and Business Development

The new structure has seen all staff brought under a common management and performance framework. There is now pay equity across like roles, and a greater focus on (and resource dedicated to) staff development and reward. New people policies have been developed.

There has been a period of change and we expect greater stability in the next plan period, with new roles being established to match our growth ambition.

It is our ambition to be a responsible and inclusive employer as per our Royal Charter and any agreed long-term strategic direction.





# Appendix: Our KPIs

	2018-19 Business Plan	Five-year plan
<b>1. Raise the profile of landscape and place with the public and decision makers</b>		
<b>i. Promote the value and importance of the relationship between people, place and nature</b>	<p>Deliver a major international conference with IFLA Europe.</p> <p>Support and equip LI members to engage with local authority leaders regarding the value of landscape and the profession's contribution.</p>	<p>New guidance and training for members on natural capital, health and wellbeing.</p> <p>Campaigns to public sector and clients.</p> <p>Greater linkage to global sustainability initiatives demonstrated by the LI.</p>
<b>ii. Demonstrate the value and breadth of the landscape profession</b>	<p>Exceed 60% Member satisfaction in member survey.</p> <p>Improvement to registered practice/employers scheme.</p> <p>Annual growth of 20 additional practices.</p>	<p>Improve Member satisfaction from 58% to 65%.</p> <p>LI Members being appointed to roles in society.</p> <p>Introduction of new and improved LI quality marks and accreditation.</p>
<b>iii. Lead debates on matters of public interest</b>	<p>Influence and change planning policy and guidance e.g. NPPF, Wales and Scotland Planning Laws etc.</p> <p>Influence delivery of 25-year environment plan.</p>	<p>Media evidence of leading debates.</p> <p>Evidence of changes to government policy from LI efforts.</p>
<b>2. Build the resilience and confidence of the landscape profession</b>		
<b>i. Empower the profession with skills needed for future success</b>	<p>Update Elements and Areas of Practice and associated documents and processes based on a skills framework approach.</p> <p>Business Plan for online training to LI board ahead of 2019-20 year.</p> <p>Under 'Better practice', outputs showing how members can deploy spatial data and digital reality technology in their work.</p> <p>A CPD day dedicated to human skills.</p>	<p>Update pathways and competencies.</p> <p>Introduce commercial online training.</p> <p>Rebalance offer to increase provision of professional skills development.</p>



	<b>2018-19 Business Plan</b>	<b>Five-year plan</b>
<b>ii. Increase access to and provision of landscape education</b>	<p>Apprenticeship options developed to a stage suitable for Government approval.</p> <p>CPD programme with at least 4 full CPD days pa.</p> <p>Review approaches to both supporting members learning needs and their CPD requirements.</p>	<p>Introduce landscape apprenticeships.</p> <p>Engage in Wales, Northern Ireland and other areas without landscape courses to introduce them.</p> <p>Accredit more courses in urban design, place management and landscape management.</p> <p>Seek landscape modules in related courses e.g. geography.</p>
<b>iii. Horizon scan and future proof the Institute</b>	<p>Market insight plan and reports developed.</p> <p>Increase events where the LI is represented.</p>	<p>Increase positive relevance scores in Member survey by 5%.</p>
<b>3. Grow and be more inclusive as an organisation</b>		
<b>i. Be a role model through our actions</b>	<p>Introduce volunteer induction/training.</p> <p>Meet or exceed business plan financial targets.</p> <p>Staff training, development and reward implemented. Explore new people survey.</p>	<p>Achieve NVCO volunteering kitemark.</p> <p>Increase "feel supported" score by 5% to 42%.</p>
<b>ii. Broaden the profession</b>	<p>Exceed 220 new admissions to membership.</p> <p>Lead generation of 300.</p> <p>Landscape Managers interested in joining LI with at least 75 enrolled for EPR or P2C.</p> <p>Delivery of new #ChooseLandscape materials and campaign (with success measured by traffic and engagement metrics).</p> <p>150 visits to schools by Ambassadors using new materials.</p>	<p>Lift membership growth from 180 to exceed new admissions of 300 chartered members per annum.</p> <p>Grow proportion of new membership from outside UK.</p> <p>Grow membership size beyond design based disciplines.</p> <p>Growth in students in UK choosing landscape courses or going through LI recognised routes.</p> <p>Growth in number and range of publications and services reflecting the LI's breadth.</p>
<b>iii. Be more inclusive through the way we operate</b>	<p>Delivery of IPM and NAAONB joint activities.</p> <p>Publication of a Technical Note on inclusive environments.</p> <p>Set up a scheme for visits to schools in opportunity areas or in under-represented diverse communities.</p>	<p>Demonstrate benefits from our strategic partnership alliances.</p> <p>Improve diversity outcomes among new members.</p>

