

Agenda for the 29th meeting of Advisory Council

Thursday 01 February 2018

Conference Suite, NCVO Society Building, 8 All Saints Street, London N1 9RL

Timings

LUNCH 1230 - 1300

1230 - 1300

Council Meeting 3 – Standards (Entry & Technical) & Policy

1. President's Welcome and Apologies for Absence 1300
2. President's Report
3. CEO Report
 - i. Corporate Strategy Feedback
4. Policy & Influencing
 - i. PCC Policy Update
5. Standards
 - i. Education and Practice Reviews and Next Generation Update
 - ii. Technical Committee Future Guidance
 - iii. Ethics Update
6. Member Engagement
 - i. Branch Activity and Future Thinking - Branch Reps
 - ii. Journal, Digital, Marketing & Communications Update
7. Member Insights
8. Any Other Business

MEETING ENDS

1700

Agenda Item 3i	Corporate Strategy 2018 to 2023 (CONFIDENTIAL)
Paper author:	Dan Cook CEO Jim Smyllie Independent LI Board Trustee
Summary of paper:	<p>Our corporate strategy will guide the institute for around the next 5 years in its decision making, performance assessment and resource allocation. To achieve success with such a strategy there will need to be strong partnerships between employees, members, volunteers and strategic partners.</p> <p>Council in November supported this strategy with three clear strategic goals:</p> <ol style="list-style-type: none"> 1. Raise the political and public profile of landscape and place 2. Build the resilience and confidence of the landscape profession 3. Grow and be more inclusive as an organisation <p>Much work has also been undertaken by members, employees, boards, standing committee and working groups that will assist us achieve our strategy.</p>
Financial implications:	To be considered by LI Board as part of setting priorities & linked to business plan March 2018
Council is asked to:	<ol style="list-style-type: none"> 1. Consider member feedback 2. Consider key issues identified & make any further suggestions for revisions by working group/board 3. Suggest key goals, outcomes, milestones <ul style="list-style-type: none"> - For 2018/19 - For next 5 years to 2023 <p>NB: PLEASE NOTE THAT THIS IS A COMMERCIAL IN CONFIDENCE DOCUMENT OUTLINING THIS DRAFT FOR BUSINESS STRATEGY AND SHOULD NOT BE SHARED AT THIS POINT. A FINAL VERSION WILL BE LAUNCHED IN APRIL FOR ALL MEMBERS.</p>

1 Background

The Landscape Institute Board & CEO asked for a strategy working group to be formed to progress development of a new corporate strategy. The group met on 31 August & 20 October. All members of the group have commented and contributed to the document and approach to date. Jim Smyllie has chaired the group. The strategy was discussed at the combined Council & Board Strategy Session.

Jim Smyllie – LI Board

Simon Odell - LI employee

Chris House - LI Council

Mark Lawton - Chair LI Wales

Liam Hughes – External Facilitator

Dan Cook - LI employee

Harry Watkiss - LI Council

Paul Tully - Chair LI Northern Ireland

Rachel Tennant - Chair LI Scotland

2 What is the corporate strategy & how will it be used?

The world around is changing at a fast pace. From climate change, urbanisation and demographic change there are great opportunities and challenges ahead for the profession and its institute. The

one certainty is that we can't stand still – we will need to be agile and continuously review and reassess our activity and approach if we are to remain relevant and viable as an organisation

Our corporate strategy will guide the institute for around the next 5 years in its decision making, performance assessment and resource allocation.

To achieve success with such a strategy there will need to be strong partnerships between employees, members, volunteers and strategic partners.

The working group has devised this strategy with three clear strategic goals:

- 1. Raise the political and public profile of landscape and place**
- 2. Build the resilience and confidence of the landscape profession**
- 3. Grow and be more inclusive as an organisation**

Much work has also been undertaken by members, employees, boards, standing committee and working groups that will assist us achieve our strategy.

Our CEO has also outlined at Appendix 1 how work to date will assist guide delivery against the proposed strategy over the next 3 to 5 years.

App1

3 Our proposed next steps

- i. **February 01 2018 Council Session** – consider any major issues and start to discuss outcomes/targets/plans that could be achieved for 2018-19
- ii. **February 2018** – Business Planning by key committees & employees informed by strategic direction
- iii. **Board March 2018** – Finalise strategy, including key targets & milestones. This strategic direction will frame the next 3 year business plan for the LI
- iv. **April 2018** - Launch strategy with Business Plan and engage all branches, committees & working groups.

4. Feedback summary

During the first three weeks of January 2018 the Landscape Institute undertook an open consultation with all members. A full copy of all comments received has been shared as an attachment for this paper. 54 members gave specific comments and broadly these were very supportive and constructive. There are some suggestion such as naming other organisations in our strategy that can't be supported on a practical basis. Below are the key issues raised that might require changes to be made to our strategy:

App2

4.1 Key issues that will need to be changes/updated/improved in the Corporate Strategy

Clarity that this strategy is for the institute, not for professionals themselves, although of course there is a substantial overlap.

Need to reference more in the strategy document about:

- a. landscape science to balance landscape 'art' here, and for us to champion ecosystems and natural capital approaches
- b. use the word 'resilience' more often
- c. promoting skills/solutions and capacity building in the areas where landscape professionals help deal with environmental challenges eg character (LCA), natural capital, green infrastructure, highlighting benefits of our "multi-functional" approach
- d. rapid urban change – and of social change more widely. People's lives are changing in how they socialise and live, and we must design & manage both work and domestic spaces to reflect that.

Consider the need for definitions or simply provision of weblinks eg reference to European Landscape Convention (where "Landscape" means an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors.)

Goals and targets have started to be looked at by the board & employee team. Decisions on resourcing will also help determine expectations of certain outcomes. We want to see:

- i. rise in member satisfaction
- ii. member growth (especially from a range of landscape disciplines)
- iii. growth in delivery of training/CPD
- iv. successes in successes
- v. delivery of new digital platforms for LI operations
- vi. successful update & modernisation of entry standards
- vii. successful strategic alliances helping achieve our goals

The final document will have milestones & targets to set level of ambition and enable progress to be reported. (NB: Every July progress to be reported to Council a& at Oct/Nov AGM to wider audience)

4.2 Key Issues that need to be clearly articulated in our next business plan

CPD, training and the market model for it. We have just hired a Head of Products, Andrew Morris who will be developing our plans for training. We will look at a number of possible models and new products like online training will be able to enable us to provide some lower cost options for delivery

Importance of future skills – particularly digital, use of data – for the profession.

A need to clearly articulate specific plans & initiatives on a national & international level, where relevant in each business plan.

5. Invitation to Council

Council are asked to discuss:

- 1. Member feedback
- 2. Make any further suggestions for revisions
- 3. Suggest any key goals, outcomes, milestones fro board to consider
 - i. For 2018/19
 - ii. For next 5 years to 2023

Landscape Institute Corporate Strategy 2018-2023

DRAFT (FOR DISCUSSION)

JIM SMYLLIE, INDEPENDENT BOARD MEMBER AND CHAIR OF THE LI
STRATEGY WORKING GROUP | DANIEL COOK, CEO

1 Mission

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

2 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 and responsive in the face of change and environmental challenges to help our members and the communities they serve deliver a more sustainable future.

We will be inclusive in our approach, and recognise the wide diversity of skills required to transform landscapes and places, spanning disciplines such as landscape planning, science, design and management.

The institute and the profession will always work according to the following values. We will be:

- i. Caring and nurturing
- ii. Creative and playful
- iii. Socially aware

3 Strategic Objectives

1. Raise the political and public profile of landscape and place
 - 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 management, and work towards sustainable landscapes.
 - ii. **Demonstrate the value and breadth of the landscape profession**

Develop the LI's standards, accreditation and kitemarking role:

 - of excellence in landscape planning, design and management
 - to support the professional development of members
 - 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 on leadership roles across civil society.

- iii. **Lead debates on matters of public interest**
 - 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.
- 2. Build the resilience and confidence of the landscape profession.
 - i. **Empower the profession with skills needed for future success**
 - a. Boost leadership skills across the profession
 - b. Develop professional skills spanning marketing, presentation and engagement
 - c. Improve the profession's expertise in digital practice
 - d. Update a new competency framework and our pathways to Chartership based on industry need, and which is sensitive to future challenges.
 - 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. Integrate more landscape modules into educational curricula
 - d. Increase collaboration with education providers and researchers
 - e. Promote the profession to the next generation, and in a way which respects the diversity of students. from many backgrounds
 - f. 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.
- 3. 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 & 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 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

- 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.

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What successful outcomes would you like to see the LI achieve over the next five years?

Ensuring that the profile of Landscape Architecture as a profession is raised and the profession's design and environmental worth established in the minds of the public and clients.

Landscape Architects need to be included at an early stage of the design process. SUDS should require the involvement of a landscape architect

Are there any areas you feel the LI has missed from our draft corporate strategy that we should include?

Key aspect I disagree with the values identified under Strategic Vision. (They could relate to anything) , as a starting point need to include:

Protective of the environment – trees, history and ecology

Good Design – visual, functional, planting and inclusive

LI needs to act as the hub of information for landscape architects keeping them informed at the earliest opportunity of relevant environmental and legal issues and advising on best practice.

The LI should identify and maintain the core identity of what a professional landscape architect is - its Unique Selling Point

Basic standards need to be maintained in relation to the education of landscape architects – planting, construction, horticulture, ecology, contours and ability to think in 3D, specification, use of materials, sustainable and environmental choices. – in the rush to update these skills should not be overlooked.

The LI should promote/run summer schools/ 1 day intensive courses with existing colleges to bring members up to scratch on single topics to supplement or update previous learning eg

- o Trees and how to specify them , how to plant them, how to maintain them.

- o Designing with water

- o Planting design - How to design and plant schemes which survive

- o Maintenance/horticultural operations

- o Inspection of stock

- o JCT Contracts compared with JCT or NEC 3

- o Forestry

- o Landscape Architecture a legal update

- o Business opportunities landscape architects might pursue

- o Etc

LI should lobby for changes to legislation to raise the status of green infrastructure, better protection of trees in development sites and in the street environment, improvements to maintenance of existing shrub and tree planting, and the outlawing of bad maintenance practices of road verges which results in low biodiversity and flora, the legal requirement for green strategies including trees on local authority land (which aren't covered by TPOs)

LI needs to provide more support to public sector - having landscape architects in the public sector is an essential link in ensuring higher standards of landscape is produced through the planning process – also local authorities should be encouraged to have in- house design teams which have largely been lost. A new way of establishing environmental design in local authorities needs to be prompted.

How might you be able to help the LI to achieve the aims set out in our draft corporate strategy?

Exerting more influence on government policy. Raising the profile of the profession to built environment peers and to the general public.

Raise the political and public profile of landscape and place is a key outcome to achieve.	I would be keen to see what valuing and supporting our volunteers and employees means, the LI could promote 'Pro bono Initiatives'; there could be a requirement in the code for this.	personally, I look forward to the LI increasing training and will readily get involved in this to develop my professional skills
Personally, I think that 'explicitly valuing the management of as well as the design and planning of landscapes and places' is key, to ensure that the landscapes continue to benefit future generations.	Training could also be developed for skills such as presenting, within our company this has help enormously with aiding colleagues present their ideas effectively.	
Lead debates on matters of public interest is key - I think the LI could have had a stronger voice on Sheffield's tree felling programme,		
I support the Corporate Strategy.	There may be but I can't think of them.	Not sure.
	I feel that to build resilience and confidence within landscape it is critical to improve the profile of the design facets of the profession. It seems that the profession is becoming increasingly left-behind and shunned by other design professions for being too caught up in dry technicalities and policy at the expense of inspirational creativity.	As members of the LI we should be encouraging one another to think expansively and creatively about our design philosophies and approach to the art of landscape. This could be further encouraged and equipped by the LI through their publications and seminars.
Enhanced recognition of the landscape profession being in the process of rapid urban change. Otherwise we risk this whole area of development being taken over by the architectural profession, which is certainly not in our interest and possibly not in the public interest.	The document hardly mentions urban landscapes. Cities will change rapidly with the introduction of electric and autonomous and aerial means of communication. Streets will change with a completely different emphasis. Neither professionals nor elected members are prepared for the rapidity of this change.	
Popular recognition of the role of landscape architects - competing with /collaborating with 'Gardeners World' type personalities.	Liaise with other professional bodies. Consider creating smaller LI branches in the SE to allow a pattern of activities and events to be achieved more consistently	I am considering all my options but involvement with a more concise branch in my area would help.
Local authority manager recognition of the fact that landscape architects do urban design as well not just green stuff		
To ensure that the public and associated professions understand what a Landscape Architect is and what we do. When someone is asked what a landscape architect does, they can provide a swift answer without suggesting that we design or make gardens. To ensure clients and associated professional know exactly what services we can offer and how this will benefit their project/ development/life.	I feel there should be a direct statement about promoting the profession to the general public and to associated professionals. I feel there should be something there about ensuring /helping potential clients can write a landscape brief for our services	I am doing already to a certain extent by being involved
improve access to the profession. Increase numbers entering the profession.	better emphasis on how to improve awareness of profession among schoolchildren.	I shall continue to volunteer to the best of my ability.

CPD events for LI members around the country significantly subsidised by the LI so they are accessible to all members not just those working in wealthy practices that pay for CPD or those in well paid positions. That is all part of supporting diversity and being inclusive. The things we put on are often very good, but add the exorbitant course cost, the travel cost, possible lost pay or lost leave entitlement cost and much of the Membership can't even consider them

The draft document is so general and well meaning that it appears to cover everything and mean whatever you choose it to mean. There's an American expression along the lines of it being like Mama's apple pie - no-one dares or feels able to say anything against it. The problem is that like most things, as our lawyer colleagues would say, the devil is indeed in the detail!!

I do and have done lots of things for the LI and will continue to volunteer for things where I am able

This survey is just going through the motions as it has no real or straight forward provision for specific comments about specific clauses. A lot of the items have what we used to refer to in union circles as "weasel words" in them. These are words that on the face of it are innocent and harmless, often in fairness they arise by accident when a document is done by a Committee, however these words in the right hands after approval enable, the wording to be interpreted in ways that no one envisaged. I am particularly worried about the one about whole life and incorporating planners etc etc under the expansion banner. Not sure what it really means, sounds innocuous and well meaning but could be used to justify further expansion of the LI which is fine providing we deal with the issues around ensuring the public and employers understand what a Landscape Member should be able to do for them and we can continue to have a system in place that tests and demonstrates that they have met a certain standard. The wider the range of skills that the LI professes to represent the more impossible it is for any one person to have all those skills. One answer is to have easily understood divisions each having specialisms with the Landscape umbrella, we went down this road at expansion in 77/78 but it's not as easy as it sounds and we are currently "fudging" it on a wing and a prayer with the further recent expansion and it will end in tears if we don't sort it out soon, and certainly before we consider even more expansion as I feel is suggested by this part of the strategy.

The profession needs to have Landscape architects that have a full skill set and are prepared to take responsibility for the public realm. This includes acting as a lead professional (as architects do for buildings) . This means (properly) understanding soils, materials, drainage, water features , lighting etc .This also requires skills in leadership and project management.

If the landscape profession is to show leadership they need to be well-informed , probing , professional and above all else confident and persuasive if they wish to influence decision-makers. . Encouraging caring and playful characteristics leaves the profession open to 'bullying' by architects and manipulation by engineers.

I have experience of working as a 'client' for a major developer would be prepared to explain how landscape architects can have a stronger voice within the project team and how to avoid being marginalised by other professions.

A much wider understanding of what 'landscape' and 'landscape practice' are, and how important they are to humans and their environment.

More involvement in decision-making

Am happy to help in any way, for example by joining working groups / think tanks, promoting the profession, education / training etc.

Greater collaboration with other people who 'influence' landscapes, especially the farming community.

Aim to have more landscape practitioners at the decision-making level - NE, the EA, Hist E, Highways E, AONB Partnerships, PINS, LPAs etc

<p>I would like the LI to be a leader in Natural Capital and link that through to the work landscape architects do/could benefit projects by doing. I think landscape management needs be included here as well as design.</p>	<p>I think there should be a reference to the role landscape architects have to play in the water environment. Specifically what value can be brought to catchment management, flood alleviation, sustainable drainage solutions etc.</p>	<p>I am a Landscape Architect within a regulated water business. I often share ideas/work of the LI with colleagues who are otherwise unaware of what the profession does. I feel I have a role to play in objective no. ii 'Demonstrate the value and breadth of the landscape profession'.</p>
<p>Good framework for actions. For me the priority is to move the landscape profession higher in the sequence of contributors asked/permitted to influence how our environment is shaped and managed at a strategic level.</p>	<p>I think the Institute is far too tolerant of the woeful lack of understanding in both the general public and other professions regarding the skills of our profession and how and when those skills should be deployed. I believe the ubiquitous use of the word 'landscaping' is both a symptom and a curse: we must distance ourselves from the term and promote a much simpler understanding that we deal in 'landscape' and that word's definition needs broadcasting relentlessly as "the entire scene, including buildings, as perceived and experienced from the outdoors".</p>	<p>I will be mindful of all strategic aims approved by the LI in all of my professional and voluntary activities. I will also make myself available to the LI for promotion and dissemination of the principle described above about 'landscape' versus 'landscaping'.</p>
<p>Establish branches overseas, e.g. in the Middle East and China and promote membership overseas. Work with universities to take better advantage in the five fold increase in applications to graduate conversion programmes over the past decade. Work with universities to promote more professorships and other senior academic posts in landscape architecture. Work with universities to promote more independent departments with accredited programmes. Promote volunteer involvement of members in the Institute. Promote the resources of MERL at the University of Reading in increasing the Institute's profile and membership increased clarity in its approach increased marketing of the career - it is an interesting career and in my opinion the current crisis in recruitment to the career is due to an underfunded and poorly coordinated (/ lack of) recruitment campaign which has not reached its intended audience a clarity in WHO we are, and who the LI represents, and a need for this to be understood by all members more lobbying, more political weight, a greater voice in Brexit debate etc.</p>	<p>As above, but also: developing the Pathway Syllabus so as to more accurately reflect the professional duties of a the five Areas of Practice. Promote equality of opportunity for all members including women, and ethnic minorities.</p> <p>It does not acknowledge the role of the client and recognition that we, as professionals, have a duty to clients as well as the environment and communities. - sometimes this sits uncomfortably, but this is something that we can't shy away from in my opinion.</p>	<p>By filling in questionnaires like this. By continuing to be an active member of my local branch committee, and serving as a Pathway mentor, supervisor and examiner. By offering leadership by continuing to publish in the subject area.</p> <p>as a volunteer? I am not sure what you mean by this question?</p>

To be considered on the same level and almost in the same breath as RIBA.

To have fellow professionals as well as wider society understand what it is we do -to focus on recognisable specifics that can be easily understood by anyone,there is too much unfocused 'wide angle' message that dulls the sharpness and importance of what we can achieve and where we should naturally be leading. To give a defined ' image' to what we do. Everyone has pretty much a clear ideas of what an ' Architect' does - whether that is correct or otherwise, yet I work in a large multi disciplinary concern and my own colleagues have no idea what I do, or often a very inaccurate idea that designated ' landscape' to a minor or trivial role. The depth of learning the quality of the 5 year long degree and all it's component parts leaves them astonished when I explain what it is we CAN do.

Improve the resilience, diversity and sustainability of urban and rural landscapes across the UK.

Yes, absolutely critically, the objective above. It needs to be explicit. We are at a crucial juncture in the country's history: there being both threats to our landscapes and opportunities to radically rethink the way they are managed. Our strategy as an organisation should not focus mainly on 'place', 'profile' and membership - it should be missionary in the cause of the health of the country's landscapes.

As a strategy it should already discuss how we achieve the aims set out - otherwise it's simply a list of 'nice things to have'. A great deal more work is required on this document before it can reasonably be called a strategy. Come back and ask this question again when you have done the groundwork!

An increase in numbers of people entering the profession both from graduate level and those who have career changes.

Increase in public and political influence as well as inter-disciplinary representation with other professional bodies.

I think an emphasis on sustainability and wider environmental issues needs to be re-enforced in places within the Strategy.

Also a recognition of the problems in recruitment of existing landscape courses (accredited or otherwise) and the acknowledgement that without a drive to entice people into the profession, that more courses may well close.

An explicit recognition of the need for more landscape professionals required in places of influence, particularly in the public sector and planning departments.

I am already engaged in LI committees etc

To promote landscape architecture, not invent spurious titles like 'landscape planning', it is what landscape architects do! If you are not careful by the time you have dignified parts of our area of expertise landscape architects will be relegated to opinions on 'views only'.

Landscape Institute to provide a training framework with action plan to ensure that all chartered members are fully trained, knowledgeable and able to communicate in relevant 3d technology and are fully conversant in augmented and virtual reality and artificial intelligence as part of their everyday professional language (other wise there is a real threat of the profession becoming irrelevant and dying out)

The impact of change implications to the profession by technology (not just how the Landscape Institute itself operates and BIM)
The acute need to train design professionals - where there are knowledge gaps in technology - as a matter of absolute urgency and priority - bring professionals upto speed as quickly as possible to provide skills moving forward in the future.

Through promotion of landscape architecture through my practice and through our branch organisation.

If Landscape Institute would pay for my time - develop baseline data of members technology skills. Define gaps, seek opportunities for training programmes (perhaps with government funding for digital professional resilience) amongst members. Partner with technology engineering specialists.

Set out an action plan to ensure that Landscape Institute members skills for 'communication' remain relevant, inclusive and progressive moving into the future.

But of all the strong and useful strategy included in the draft the most important one, in my view is:

Improve relationships with government and business among leaders and decision makers.

We should be lobbying Michael Gove, we should be talking daily to the DCLG and HCA, and we should have links with the civil service and policy makers on housing, farming and land use, coastal protection and flooding, soils and environmental protection amongst other things. I often feel that politicians are oblivious to the skills of landscape architects and it would not cross their minds to consult us. Landscape seems to attract self-effacing people who do not fall into the mould of the “starchitects” who are so adept at being in the media and burnishing their profiles. Perhaps the raising of huge edifices does a lot to promote their ideas too. I always feel that we are at a disadvantage and that we need to shout louder and more frequently about our work, its benefits and the holistic nature of environmental design. Continuing to boost numbers of practitioners and having a strong institute which promotes and lobbys at every opportunity with really current and well targeted commentary will finally pay off.

Landscape Institute, and members, being seen as the key body for know-how in delivering and championing the SDGs and planetary and people's health through place-making.

I think that undergraduate degrees should include a module on business, what running a landscape practice means in reality and how it has nothing to do with landscape. Perhaps there should be links to design practice running or a parallel qualification?

It is very broad. How would things be prioritised or phased. Maybe it need to speak to how that would happen. We can't do everything.

By continuing to give talks to the RTPI, architects, clients and others to raise awareness of the importance of landscape in design and environmental issues.

I would be keen to lobby MPs and the DCLG given support and the right strategy for the approach.

I would like to play a role, I have been on the PCC but the engagement with my skills and activity has not been as strong or focussed at I would have liked.

I broadly agree with the strategic vision and strategic objectives outlined in the draft Corporate Strategy. I particularly support the intention to "Lead debates on matters of public interest". I believe that to become a thought leader the LI must be committed to recognising, discussing, disseminating and contributing to research on landscape, including that which challenges established ways of thinking and acting within the profession. As part of this, I would like to see the LI reaching out to current academic members to develop effective frameworks for exchange of knowledge between practitioners and universities, recognising landscape research as an alternative pathway alongside the Pathway to Chartership, and increasing the attention given to landscape research in LI publications and online media.

I would like to see ii (d) "increase collaboration with education providers and researchers" expanded and clarified to include some of the outcomes I mention above.

I am uncomfortable with the values of the institute and profession as currently expressed, and in particular with the term "playful". As they stand now, to me the values evoke images of a nursery teacher or hospital education worker rather than a landscape professional working in a complex, multi-disciplinary field. Ian Thompson's work on values in landscape architecture identifies aesthetic, social and environmental values as core to practitioners, and I think these are implied in the list included in the draft Corporate Strategy. However, I think the choice of vocabulary to express these values could be improved, (especially when I compare the list with values expressed by RIBA and the ICAEW, for example).

Under the Strategic Objectives, I think the first one, "Raise the political and public profile of landscape and place" is the wrong heading. The objective of this section reflects the Strategic Vision to "help our members and the communities they serve deliver a more sustainable future", and raising the political and public profile of landscape and place is only a part of that (covered in section 1(iii)). It would be good to have a Strategic Objective heading which better represents the ambitious agenda of the whole section - and particularly the social and environmental challenges in section 1 (i).

When I talk about my research to people from outside landscape architecture, I have learnt that I must bridge a significant gap between my professional understanding of "landscape" (based on the ELC definition in my case) and that of lay people from all walks of life. The perception remains that as landscape architects we "plant things". Not only do people not understand the breadth and complexity of work carried out by landscape architects, often in urban settings, they also have no grasp of the extent to which their everyday environment is shaped by a complex web of planning, consultation, design and implementation. I would hope that the objectives to "Demonstrate the value and breadth of the landscape profession", "Develop a more prominent media presence and public brand", and "Integrate more landscape modules into educational curricula" might help to address this barrier to professional status and recognition that is so often highlighted by landscape architects.

My research sets out to "Promote the value and importance of the relationship between people, place and nature" and to work towards sustainable landscapes, as well as achieving a better understanding of some of the design processes undertaken by practitioners, so I would hope this will make a small contribution to the LI aims. I would be willing to take part in collaboration between the LI and researchers and to support the LI in practical ways as it seeks to grow and be more inclusive as an organisation.

1) Better integration of all type of landscape professionals in the Landscape Institute. This required inclusion and acknowledgment of landscape scientists.

2) Real Internationalisation of the Landscape Institute to similar levels achieved by ASLA. There are many licentiates trained in the UK and which worked for several years in the UK, which could offer a lot to LI and could get more from LI.

3) Incorporation of more nature-related concepts beyond green infrastructure such as ecological engineering, ecosystem based approach. Recently the concept of Nature-based solutions (NBS) has started to be transferred from policy (IUCN and European Commision) to science and practice. This previous concepts and the last one (that acts as an umbrella concept) could complement the focus of LI on green infrastructure. Those are all related to areas of expertise of landscape professionals.

4) The concept of natural capital needs to be better integrated into the landscape practice and well-related to the works of different professionals. The use of related concepts such as landscape/ecosystem services, disservices, ecosystem function, ecosystem structure should start to be incorporated more strongly.

5) A real life-cycle approach which requires collaboration with more professionals than landscape related ones, especially incorporation of environmental scientists and engineers, and acknowledgement of landscape scientists.

Increased profile of the institute, the profession and members, and solutions which can be provided in relation to key policy issues and challenges facing the UK, Europe and the planet.

Increased profile and enrolment of UK based landscape courses (undergraduate and postgraduate) by UK based students, to increase the talent pool of prospective graduates who enter the UK market place and are retained by the profession in the UK long-term.

I think you missed incorporation of landscape science, integration of new "natural capital" related concepts, and a more robust consideration of sustainability that seems to be used as a buzzy word. There is no single mention to resilience in the document, which should be also important. The social challenges are mentioned superficially and seem to be an example, when it should be better defined and which ones are priority for the LI.

1) In the past, when I left the UK I offered to help in international activities and promote an international branch of the LI in Europe. I was told that I will receive news about this soon. But it seems that this is stacked. I am still interested on this and I am quite sure that many other international members will be willing to help LI on this.

2) When I was in the UK I promote landscape science in the LI as a committee member of the East of England Branch for which I even lead the organisation of the conference "Ecosystem Services by Design" in collaboration with Cranfield University,

3) I have been recently contacted for helping the committee on Natural Capital of the LI to start framing a future document and I am willing to support LI on this. Hopefully this initiative will move forward soon.

Endorse and promote the strategy as members at a local/regional level

An institute that is light on its feet, lithe, and learned so that it can produce imaginative flexible solutions that meet the rapidly changing world we will face.

2 - values sound too biased towards 'arts' side of the profession and does not adequately reflect the landscape planning and science sides.

3.1.ii - in the first bullet point add in 'science' after 'design'?

3.2.i b - as part of the resilience aspect add in 'increase knowledge of landscape planning, design, science, and management as part of more diverse and deeper cpd training post-university.

Do my job better.

Increased number of students studying Landscape Architecture.

Greater connections with RIBA and other professional and allied bodies.

Lobbying of Government to raise profile of profession and our role in improving life.

Introducing Landscape issues into the national curriculum

- Natural England needs to take its remit for landscape seriously and provide comment. I believe that LI President Merrick is currently in discussion with NE to address the imbalance when the Countryside Agency was amalgamated into the organisation.

-

New IT platform for the Pathway to Chartership taking account of updated syllabus, with extension to include CPD. App is a very good idea

To assert recognition that the combined capabilities and specialisms associated with landscape architecture provide the inherent basis by which people's relationship with the finite world may best be managed and that 'landscape' and all that it embodies is not an optional extra!

Support of inclusion of landscape issues in Government planning reform and white papers emphasising need to maintain and increase the protection of Protected Landscapes (National Parks and AONBs).

I think it is very fluffy and nice but what teeth are in place to ensure any of it happens?

No, they all look idealistically aspirational. It would be good if there could be a stronger central information resource championed by the Institute so people could turn to it as the definitive point of reference on best practice and knowledge (i.e. a robust online library).

Being more involved in the education of young people to be more aware of landscape issues and get involved in curriculum setting .

Continue my with existing support

Already working with many of those principles in mind...

That landscape, as a profession and approach, is recognised and used to deliver public benefit . . . landscape often still feels like the poor relation to biodiversity, natural capital, ecosystems, green infrastructure etc.

The overall Strategic Objective headings are good.

However, I feel that an increased landscape focus is required within the sub objectives, rather than, for example, on natural capital and GI.

So, for example, the first sub heading should read - "Promote the value and importance of landscape that can help strengthen the relationship between people, place its character and nature". Recognise and use the ELC definition of landscape . . . of the interaction between the natural, social/cultural and perceptual. Reference to natural capital and GI are 'of the now' and whilst we need to be mindful and respond to these we should not shy away from focusing on landscape . . . which brings together all the attributes of a place, can be used as a medium to engage with people and communities about change, it brings together the past, present and future recognising the historic environment and time depth of a place and helps capture and articulate what people value, want and need from their landscape (linking character to function), strengthening both social and natural resilience. These should all be highlighted rather than NC and GI.

Why only highlight "health benefits"? Surely we should be highlighting multiple benefits or multifunctionality.

More could be said about influencing government highlighting role of President, CEO and working with senior management from other organisations.

Happy to work in partnership with the LI much more than at present.

- 1: Create stronger links with education to ensure academic training is relevant to meet the needs of the Landscape industry of the future.
- 2: Create a stronger position for the profession in relation to other disciplines by elevating landscape and giving it a louder voice.
- 3: Work harder at policy level to influence the key central govt decision makers.
- 4: Work to grow the profession and to make sure that Landscape Professionals command the salaries commensurate with the importance of their role.

No, I think the key points I make above, are covered.

Get involved at a local level and to champion the role of the landscape architect .

Have more of a presence within the national media on key issues in the strategy.

Continue to ensure the technical competence of members by updating members on new legislation

The LI Strategy is ambitious and little is known as basis to debate its structure, by way of research evidence. It would be useful to learn how and in what way the Executive Board and Advisory Council have been involved and or generated the draft document and research evidence provided as a background.

The document is structured to place Mission (objective/s)- i.e. how the LI will achieve its objectives in advance of the Vision and Strategic objectives, i.e.- what the LI would like to achieve. Is this intentional?

Note: Comments provided are made specifically to the Draft strategy document where there are opportunities for additional clarifying guidelines, to be considered for inclusion.

3.2 Strategic Objectives [?Mission statement, i.e. how we will deliver the strategic vision]

1. Raise the political and public profile of landscape and place
 - i. Promote the value and importance of the relationship between people, place and nature:
 - a. Increase the 'natural capital' of rural and urban environments, whilst promoting research to further understanding of 'natural capital accounting', as metaphor for sustainable development by environmental assessment and monitoring potential effects.
Reference: Town and Country Planning (Journal); Vol. 85 Dec. 2016; p.516-522
 - b. Promote the social and health benefits of quality places and green infrastructure and work for integration with allied built environment institutes and allied professions.
 - c. Champion the role of Landscape Architecture in the New Urban Agenda, arising from UN Habitat III and UN Sustainable Development Goals and international agreements such as the European Landscape Convention
 - ii. Demonstrate the value and breadth of the landscape profession
 - c. Support members of the profession in taking on leadership roles across civil society, like facilitating pro-bono professional volunteering to support neighbourhood planning for landscape in town and country.
 - iii. Lead debates on matters of public interest
 - d. Engage fully with the CIC and All Party Parliamentary Group for Excellence in the Built Environment, especially concerning Brexit.
2. Build the resilience and confidence of the landscape profession.
 - i. Empower the profession with skills needed for future success
 - e. Provide a vehicle for members to engage in pro-bono professional volunteering and establish feasibility for integration with similar in operation through other professional bodies and built environment institutes.
 - ii. Broaden the profession
 - a. Explore the feasibility for increased integration with allied built environment professional institutes, for example the LI- RIBA Memorandum of Agreement (2005) and where desired become more functionally integrated.

Clear support for the Public Sector membership with overt support for the value of public sector practice.

Seems comprehensive. I believe that there could be stronger emphasis on the importance of clear policies and the role of central and local government.

Objective 3: Grow and Be More Inclusive

Understanding and supporting the uniqueness of the regions and the devolved nations of the UK as well as other nations

I am active as a leading member of the Public Sector working group and as a Fellow through the college of Fellows.

I would have expected the Draft Strategy to have included initial outcomes to enable the membership to comment on them meaningfully and decide priorities over the 5 year strategy lifespan

More information is required on how the objectives will be measured to enable the membership to judge whether they have been achieved over the plan life time. eg increase the 'natural capital' of rural and urban environments. A great aim but how will this be measured as a success or otherwise?

I understand that this is a broad strategy but to enable this approach to apply to the UK and perhaps overseas, as is the strategies aspirations, there needs to be recognition of these areas differences.

I already am

Charismatic leaders who are landscape architects/ members of the LI. Valuing volunteers Playing a lobbying role to ensure there is no diminution in the legislation when transposed from European law to UK		Depends on the detail
Influence on policy. Opening up the profession to those priced out of traditional routes (University) through financial strains.	Addressing issues of mental health problems within the profession, and the support which employees may receive in such instances (there is no LI policy on this?!). This would help both employees and employers address such issues as and when they arise. Whilst I'm aware the ABS has a support service for Architectural/Landscape professionals, I feel quite strongly that this also needs to be addressed more proactively by the LI and individual practices.	By giving feedback in the right way, and to the right people. For example: I have some suggestions as to how to improve the pathway system (online logs etc) to make it easier to use as tool to review and plan your progress through the pathway. I think this could be of use to future candidates. I'm about to look into this further.
Higher profile and influence nationally and internationally. All the issues mentioned in the draft strategic vision help toward this but perhaps it could be shorter and more direct as though a publicly available manifesto.	International is only mentioned once at the end.	I write this on behalf of a practice that does its best to engage in all these issues and am sharing the inputs of our 8 chartered members all of whom are involved in anything from ambassadors through university external examining, local branch and 2 on LI cttees. As a Fellow I am hoping I can be personally involved more and have been pressing for the re-establishment of the LI International Working Group which I'd be happy to give resources and time.
Double the membership due to new categories	Specific goals such as the one above, that we can measure the success of this strategy against as we go through the 5 year period	Be mindful of it during volunteer work for the LI
Don't agree with the values - where is Honesty? Integrity? As expressed you can not say that members with have these values too. Section should be reconsidered and reworded to deal with the Institute only. I like the outcome as expressed but there should also be a focus on what the LI does for members, Could there be, during the plan period, a benchmarking of membership costs and services to members to ensure the LI remains competitively priced against 'competitor' organisations	Section 1 The LI can not deliver 1a. We need to continue with policy development in order to have a viewpoint on which to communicate. Statement on this to be added. Section 111 111a - why is this an ambition, surely we just need to stay on top we don not need to be leaders Section 1V needed - Running an effective business (covering focus on remaining in the red/growing our reserves, financial probity, offering value for money to members (the organisation keeps growing but how affordable is this for members?), premises, staff, HR and training, H&S and other legal compliance)	Already active Note the format of these questions out of the body of the text is not helpful and nor is there any logic in them. It would be better to have the questions in the document and ensure an opportunity to comment on each section.
Be taken as seriously as other professional bodies. Greater understanding by the public of our profession.		

<p>A new competency framework across height and breadth of profession - live, leading to new kinds of landscape professional;</p> <p>A complementary agenda between Board, CEO, Committees, Council, Staff, and Branches - not competing ones;</p> <p>Increase in LI assets - wisely invested, not all converted to revenue;</p> <p>Doubling of membership - in part through mergers/takovers;</p> <p>Trebling of technical/professional deliverables plus excellent external profile and impact on regulatory context (typically achieved by President) - at expense of self-congratulation;</p> <p>A reputation for competence in digital practice;</p> <p>A reputation that matches Natural England</p>	<p>material in 25 Year Environment Plan;</p> <p>mergers and takeovers (but accept these need to be kept confidential)</p> <p>wider opportunity to comment on values (unless that is presented later in this survey)</p> <p>stronger role in society/governance as government gets smaller</p> <p>resolution of relationship with IFLA rather than current controversy</p> <p>specific mention of some areas of growth, such as seeking to influence interventions other than development</p>	<p>tbc</p>
<p>Increase the profile of the profession, and political and public awareness of Landscape Architects and what we do.</p> <p>Greater support and activity within the regions.</p>		<p>Through support for chartership process as Examiner and Mentor.</p> <p>Ensuring awareness of and actions of practice and team members align with Charter.</p> <p>Potential to support apprenticeships within our medium sized regionally based practice.</p>
<p>Landscape Architecture professional profile increased</p> <p>Outreach to schools and colleges increased</p> <p>Collaboration with other school outreaches like DEC</p> <p>I'm really keen on the positioning of the landscape profession with governments and developers, the commitment to supporting CPD opportunities and I also think the move towards apprenticeships could be a very good one.</p> <p>Forge new partnerships with other professional bodies, specifically the Arboricultural Association and Chartered Institute of Horticulture</p>	<p>N/a</p>	<p>Promote the profession to the next generations</p>
<p>There needs to be much collaboration with other bodies to promote landscape and environmental protection.</p>	<p>2.Strategic vision should include:</p> <p>iv Environmentally aware</p> <p>3. 3. ii. b. this should refer to 'landscape managers' remove the word 'protected'. Most landscapes need management not just those that are protected.</p>	<p>I am a member of both the AA and CIH and will promote the LI through my dealings with both of them</p> <p>I would be happy to do more work through and by supporting my branch LIEE but there are the usual challenges of time and lack of active support.</p>
<p>Greater awareness of the range of values landscape contributes as a resource to individuals and society. Provision of a well-designed and illustrated evidence base to support this.</p>	<p>Landscape architects also have roles in information provision (databases, LCA etc), methodology development, and policy development. This could be added to section 3.3.ii: it's different from what's already listed there.</p>	<p>Working as a landscape professional should help achieve the strategic vision noted. My work covers many, but not all, of the Strategic Objectives.</p>
<p>Amended 'values' that are less repetitive and include "professionalism".</p>	<p>The roles of the devolved nations and English regions, and the potential for working in different ways that fit with more local needs and aspirations should be acknowledged</p>	

<p>A greater presence in the media.</p> <p>More public sector jobs.</p> <p>More staff time - everything seems to be done in a hurry and could be better if more staff time was available.</p> <p>More promotion of policy-making role of it's members.</p>	<p>Generally the policy-making and research aspects of the profession seem to be lacking in representation. This could be integrated into parts 3, 1 (ii) and 3, 3 (ii) in particular.</p> <p>Section 2 - should the LI and profession be "playful"?! Is "innovative" a better word?</p> <p>In section 3, 1, (ii)a - instead of "iconic", which is a high aspiration rarely achieved, I feel that "progressive" may be a better word.</p> <p>Section 3,2,(i), d - Should we be basing basing our competency framework and Pathway on industry need. Surely we should be basing it on best practice and likely future challenges too?</p> <p>Section 3, 3, (ii) c - I really don't know what this means. Sorry.</p> <p>Section 3, 3, (iii) b - Instead of borders "nationally and internationally" would be more explicit, if this is what is meant here.</p>	<p>Through mentoring Pathway candidates, promoting the profile of the LI through work in a NDPB and assisting LI staff when I have time.</p>
<p>Generally as written</p>	<p>I'd like to see a bit more about landscape character in i, particularly given its 'new' role in the 25 Year Environment Plan.</p>	<p>I need more time to think about this!</p> <p>On a personal level I'm not sure, but nationally I'd love to see landscape architects getting more media coverage. For example, approaching the BBC about doing a series of short films in a similar format to 'coast' where landscape architects visit different Landscape Character Areas around the UK. I think it could be really popular, and raise awareness of the profession (and the landscape) amongst the public and potential new trainees.</p>
<p>To be a trusted source or link to specialist landscape knowledge. To successfully promote the landscape cause with government, the construction profession and public.</p>	<p>Essential landscape competencies largely limited to the profession.</p> <p>The ability to design the outdoor environment with live material, and in 3 dimensions, for the long term.</p> <p>The widening membership raises some concerns. There are already poor practices and self-publicisers, which damage the LI brand, and confuse the public and other professionals</p>	<p>Nothing more than keep working to achieve good quality schemes through design and development control. This is much harder than it should be.</p>

Agenda Item 4	Policy & Communications Committee – policy update
Paper author:	Paul Lincoln
Summary of paper:	Update on Government affairs, work in progress and new policy work strands
Financial implications:	n/a
Council is asked to:	Note and comment

1. Government Affairs

1.1 Twenty-Five-Year plan

The President and staff met with Defra to discuss The Twenty-Five-Year plan. The President was also invited to participate in a roundtable event with Michael Gove at which he had the opportunity to raise the LI's position on soils directly with the Minister. The Twenty-Five-Year plan was launched by the Prime Minister on 11 January with the President in attendance. Merrick said he was 'thrilled to note the alignment of LI policy with the government's agenda... [The Prime Minister] laid the foundation for a cultural shift in society.'

1.2 Submission to NERC Act 2006

The LI submitted written evidence to a House of Lords committee that is conducting post-legislative scrutiny of the Natural Environment and Rural Communities Act (2006) to establish whether the provisions have had sufficient time to embed and develop, and how well they are working. The LI also gave verbal evidence to the Lords Select Committee and information has been published on both the [Parliament](#) and [LI](#) websites. The Committee will report back early next year.

1.3 Brexit

The LI submitted written evidence to the House of Lord's Constitution Committee's investigation into the European Union (Withdrawal) Bill. This was done as part of our work with the Environmental Policy Network. As part of the work with the Network, the LI also contributed to a letter and briefing which was sent to Michael Gove MP and David Davis MP to raise concerns about a failure to provide appropriate parliamentary oversight during the repeal and replacement of EU laws.

2. Devolved Nations

2.1 Wales

LI President, CEO and Chair of PCC went to Wales in September and met with representatives of several local authorities and Natural Resources Wales, as well as Representatives of the Welsh Government. The visits went well and DC has promised further engagement.

2.2 Scotland

LI Scotland has been working on vision statement for Scottish landscape and have evening event at Scottish Parliament on 14 November. Two MSPs likely to speak as well as additional expert speakers. Exhibition in Parliament foyer for a week. The event will be featured in the media.

3. Policy Focus to March

PCC is finalising three pieces of work from the 2017 work plan. All are due to be complete by the end of March 2018:

- 3.1 Looking at Green Belt from a Landscape Perspective briefing
The final draft is with the Communications team for publication following extensive consultation with the membership.
- 3.2 Landscape Impacts of Shale Gas Exploration - guidance for local authorities and mineral planning authorities
The final draft is being collated by the Working Group, for consultation with TC/ PCC/ PSWG in March.
- 3.3 Landscape led Housing and Local Plans Policy Guidance for local authorities
Two draft papers are being revised for further consultation with PCC and the Working Group which includes volunteers from PSWG and North Yorks Landscape Planning Forum. Separate work-strands, initiated by the President following his meetings with Defra and Calderdale Council in Yorkshire, will be amalgamated with and referred to in this piece of work

Support materials for members in the public sector will be produced and launched alongside related policy items to enable greater influencing of local authority policy and planning from May 2018

4. Policy focus from April

The Business Plan published last year and the Corporate Strategy (currently in consultation with members) outline priority campaigns for the LI. One of the most significant areas of work to be developed under this approach looks at Value of Landscape, the impact of Natural Capital Accounting and the promotion of the public health benefits of investment in landscape. This is complemented by a work stream addressing rural landscapes, an area that will be significantly changed by the impact of Brexit on both policy and funding arrangements. It should be noted that the Environment Minister for England in his remarks on post-Brexit rural land use made particular mention of Natural Capital Accounting.

- 4.1 Work strand #1: Value of Landscape for Health and Wellbeing incorporating Natural Capital Accounting and Natural Resources Management. Led by Luke Engleback
This work strand is to be developed jointly with Technical Committee in February; a new Working Group is being set up to support the work of the Committees.
- 4.2 Work strand #2: Rural Landscapes. Led by Merrick Denton-Thompson
A Rural Working Group has been set up to support the President on issues around the Twenty-Five-Year plan and the future of agriculture - this group will identify specific pieces of work to progress in 2018.

Agenda Item 4i	Future of the Countryside
Paper author:	Simon Brown, Licentiate Representative
Summary of paper:	Suggestions for future activity
Financial implications:	n/a
Council is asked to:	Consider as part of the Policy discussions

1 Introduction

The future of the countryside is dependent on the passion and integrity of committed groups and individuals. They need support, guidance and collaboration to enable the regeneration of the rural landscape, ecologically, socially, economically and politically.

The Landscape Institute is well placed to step forward.

2 Key Policy Aspects to Focus on

Cultivating supportive policies will be key to a rural future. I see the policy themes as almost entirely interrelated, each crossing over the other and fitting into the wider framework of 'The Future Of The Countryside'.

- i. Food and farming
- ii. Housing (particularly in the rural environment)
- iii. Planning and land-use
- iv. Water and flooding
- v. Wellbeing and public health
- vi. Landscape-led development and Green Infrastructure
- vii. Investing in landscape
- viii. Biosecurity
- ix. Climate change adaptation
- x. Post-brexit future of UK farming, including CAP

3 Key organisations/Partners

- i. Land Workers Alliance - <https://landworkersalliance.org.uk/>
- ii. Campaign for Real Farming - <http://www.campaignforrealfarming.org/>
- iii. Oxford Real Farming Conference - <http://www.oxfordrealfarmingconference.org/>
- iv. Coventry University Centre of Water and Resilience - <http://www.coventry.ac.uk/research/areas-of-research/agroecology-water-resilience/>
- v. Permaculture association - <https://www.permaculture.org.uk/>
- vi. National Trust - <https://www.nationaltrust.org.uk/>
- vii. Duchy Estates - <http://duchyofcornwall.org/>
- viii. Forestry Commission - <https://www.forestry.gov.uk/>
- ix. Sustain - <https://www.sustainweb.org/>
- x. Soil Association - <https://www.soilassociation.org/>

- xi. Royal Town Planning Institute - <http://www.rtpi.org.uk/>
- xii. Biodynamic association - <https://www.biodynamic.org.uk/>
- xiii. National coppice federation – <http://ncfed.org.uk/>

There are many more...

4 Who should we influence/where should we position ourselves

- i. Key organisations/Partners
Gather insights & build collaboration through events
- ii. Landscape Institute
Positioned centrally, acting as a bridge
Support, co-ordinate, collate and communicate key insights
Host events/speak/attend others/
Generate policy/Select committee reports
- iii. Present solutions and recommendations
- iv. Government – National & Local
- v. Businesses

5 What does success look like in 2-3 years

- i. Hosted a number of key events that have:
 - a. Stimulated debate, discussion and learning
 - b. Gathered key insights – problems, opportunities
 - c. Built partnerships
 - d. Generated funding
 - e. Created PR
 - f. Boosted membership
 - g. Boosted member engagement
- ii. Supported a policy/research/communications campaign that has brought together a diverse group into a coalition/movement
- iii. Supported any great initiatives that come out of events, which are leading to legislative change.
- iv. The LI is shaping the Future of the Countryside post-Brexit and beyond.
- v. Everyone knows who the LI is.

Simon Brown
24.01.18

Agenda Item 5i	Broadening and growing the profession (CONFIDENTIAL UPDATE TO COUNCIL)
Paper author:	Simon Odell, Poppy Smith, Alice Knight based on Paper to Board by Dan Cook
Summary of paper:	
Financial implications:	
Council is asked to:	To note the direction of travel & be ready to engage in open consultations & during July's Council session

1. Purpose of this Paper

This paper explains the direction of travel for the LI's assessment, education and membership structure which has now received support from the Board. All Council members are asked to treat this as confidential, noting that a significant plan is being developed that will engage all members and develop actual options for updating & modernising our entry standards, processes & systems for the future.

2. Background

The LI is looking to improve its relevance and offer to ensure that the landscape profession is adequately supported. It has committed to growing and broadening the membership to reflect the diversity of professional roles now existing in the sector. Moreover, the profession is experiencing a skills shortage, with too few people entering it to meet demand. To address these issues, various projects have been undertaken to gain insight to support the decision on the direction in which the LI should move. The bodies of work recently undertaken have been:

- a. Education Review by Jay Consulting (JC)
- b. State of Landscape research by Allman Horrocks Consulting (AHC)
- c. Routes to Licentiate Membership Working Group (RLWG)
- d. Landscape Management Leadership Forum (LMLF)
- e. Investigations by staff, including with the Professional Associations Research Network (PARN) and Committee of the Heads of the Built Environment (CHOBE)

There is evidence in all of the reports of the need for the LI to update what sits behind these credentials, including the Chartership syllabus to be more relevant. In the face of fast pace of change of our profession also means we need to anticipate future talent needs for our sector, and be flexible in our approach to assessments. The Education Review (JC) also found that there are significant barriers to becoming Chartered, both perceived and real. The Education Review has reinforced the need to broaden our routes to entry for the profession.

It is recognised that a combination of educational and work phases contributes to a member's development of the necessary competencies for a chartered landscape professional:

- i. Further/Higher Education
- ii. Apprenticeships
- iii. Pathway to Chartership

- iv. Private training providers e.g. Pathway to Chartership courses
- v. On the job learning
- vi. CPD (including professional training from other professional bodies)

3 Growth in apprenticeships

There are major implications for the LI on a range of fronts that require us to develop new approaches. The UK education environment is changing as a result of the government's quest to create 3 million apprenticeships by 2020 and introduction of a levy for employers with a payroll greater than £3m per annum.

The LI's new trailblazer group of employers is already actively considering the need for both degree and non-degree level apprenticeships. The trailblazer decisions have to be employer-led, although the LI can and will provide support. The impending creation of this type of education for our sector does drive the need for membership categories of the LI for those on apprenticeships and for those who complete them.

This highlights the urgent need for new categories of membership for the LI that would be suitable for those who have completed apprenticeship and have started careers in landscape. Recent engagement from the LI team both members and employees have been in contact with in some of the following job roles have no current professional body home:

- i. Digital practitioners (e.g. Cad, gis, vr)
- ii. Authors of technical documents (e.g. Tree surveys, historic studies, interpretative plans)
- iii. Designers and constructors of specific elements within the landscape (e.g. Furniture, bedding schemes, play areas, indoor planting)
- iv. Those involved in implementation
- v. Technicians in green space, landscape or countryside management.

4 Major issues of change for universities and educators

As a smaller profession it is vital we work collaboratively to ensure a sustainable supply of landscape education. It is important that we recognise the pressures that higher education is working under and explore ways to enhance our relationship in future years. The Education Review explores pertinent issues, acknowledging the underpinning context of the extensive growth of UK Higher Education (HE) in recent years, exemplified by:

- i. The impact of government skills policies including apprenticeships
- ii. Regulation and quality management imperatives
- iii. A transition to a more market-driven system underpinned by the introduction of higher fees and the removal of the numbers cap
- iv. University business techniques evolving to accommodate large scale change
- v. The emergence of private providers
- vi. The potential impact of Brexit
- vii. The challenges of global competition

5 Graduate quality

Although graduate quality is acceptable in 70% of cases, a 30% level of concern is still significant. Key areas highlighted for improvement include:

- i. Planting and materials knowledge
- ii. Traditional design techniques of drawing, sketching etc
- iii. Depth of digital skills
- iv. Overreliance on software without sufficient technical & scientific underpinning
- v. Commerciality & client facing skills
- vi. Breadth of knowledge linked to other disciplines

The LI will work collaboratively with employers and educators to enable these competencies to be improved. In response to concerns about graduate skills from members and employers, The State of Landscape study recommends consideration of a graduate development scheme, including provision of on-going training and practical work to help bridge the gap for graduates leaving full time education and moving into full time work. This model has worked successfully for the automotive industry, who developed an Integrated Graduate Development Scheme through Warwick University to support engineering graduates entering full time employment. The scheme was partly funded by industry and had government support, and involved a series of residential one-week course modules attended at the university, with project work carried out in the workplace. These courses were seen to add significant value to the sector but also were attractive to graduates, who often have trouble in transitioning from full time education into the reality of the work place.

6 Accreditation of university courses

The LI currently accredits courses across 12 universities. Detailed analysis of the LI's current accreditation process and opportunities for new accreditation frameworks and courses were discussed as part of the Education Review. The relevant conclusions from the reviews are summarised as follows:

7.1.1 Accreditation procedures

- i. *The LI should review accreditation processes and procedures to ensure they are fit for purpose for future direction of the LI, that they do not place an unduly high burden on volunteers, universities and LI staff and that they provide an opportunity to widen LI membership to a more diverse constituency, especially with regard to the PRG*
- ii. *Be more prescriptive of certain learning outcomes accredited courses should meet e.g. based on a new competency framework*
- iii. *Explore 'Recognition' of relevant course subjects in general as well as 'Accreditation' of particular courses. This could aid engagement with both universities and graduates.*
- iv. *Decouple the process of regulatory accreditation from education support. [PARN] The education institutions value the connection with industry which is currently through PRGs. [ER/PARN] There are opportunities for this interaction with industry to be done in various new ways to courses evolve.*
- v. *Review accreditation fees*

The LI could offer support for existing accredited providers to develop franchising agreements

7.1.2 Impacts on the profession

- vi. Currently the courses the LI accredits are not inclusive of the breadth of the landscape profession [JC/R2L/LMLF/AHC].*
- vii. Accredited courses are not generating sufficient numbers of graduates to meet employer needs, particularly in the UK [AHC/LMLF].*

7.1.3 Future goals

- i. Ensure that LI develops and presents a proposal for accreditation explaining its benefits*
- ii. The LI should support new accreditation applications for MLA/conversion courses, this being seen as the growth area compared to undergraduate courses*
- iii. Adopt an incremental approach to extending accreditation, using it as a means to extend LI provision across the 4 nations and to encompass all aspects of the landscape profession, and working with a small group of HEIs to pilot this*

7 International landscape education & accreditation activity

It is important to note that 10% of our membership are based outside UK and many more provide services to multiple markets. The LI has had approaches and interest from international course providers interested in attaining the LI accreditation of landscape courses. The Education paper refers to strong future potential in growing markets, particularly in China, South-East Asia, India, Nigeria and Malaysia [JC]. Indeed, many existing UK education providers operate in these markets also.

There is merit in pursuing this interest as it is in line with our overall strategy to grow and be more inclusive, as well as increase our international activity.

8 Developing a new approach with landscape educators

The Board concluded that the LI should support the principles of streamlining and digitising our regulatory accreditation of courses as much as possible to develop a revised model over the next 6 months:

- i. Decouple regulatory accreditation from support activity**
- ii. Align LI regulatory elements with universities own internal validation & quality assurance processes to influence content and ensure implementation of changes**
- iii. Develop over the next 6 months a collaborative model for employers, LI and educators that addresses:**
 - a. Careers advice guidance**
 - b. Internships and work placements**
 - c. Contributions to work-related and live projects**
 - d. Mentoring**
 - e. Support with developing entrepreneurship**
 - f. Volunteering opportunities**
- iv. Establish new mechanisms & policies to enable accreditation of international courses, including franchises of UK Landscape Courses, ensuring a long term sustainable model.**

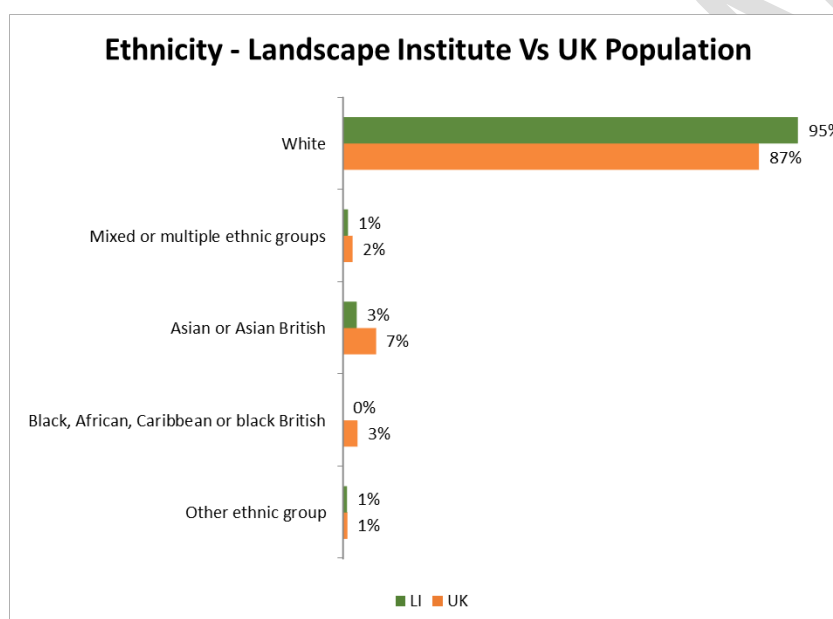
It is intended to make a strategic shift to a model whereby our accreditation criteria links to the new competency framework regarding learning outcomes.

In terms of new accreditation take a measured approach to specifically target engagement of courses in landscape management & urban places (design & place management) in 2018 to accredit in 2019 linked to any new frameworks in line with priority business development activity

9 Diversity & inclusion

Membership data shows that the LI does well as a profession recruiting an equal gender split, and also does well in attracting LGBT+ members. However, there are known challenges regarding equal pay and progression to leadership positions for women, which may put off women from joining the profession.

This research also highlighted the gaps the landscape profession has with certain elements of diversity and inclusion. Most striking is the analysis of lack of ethnic diversity. A similar picture is shown for disability and we would expect social mobility to have similar gaps against rates in general society. All campaigns will seek to be proactive in reaching under-represented groups in the profession.



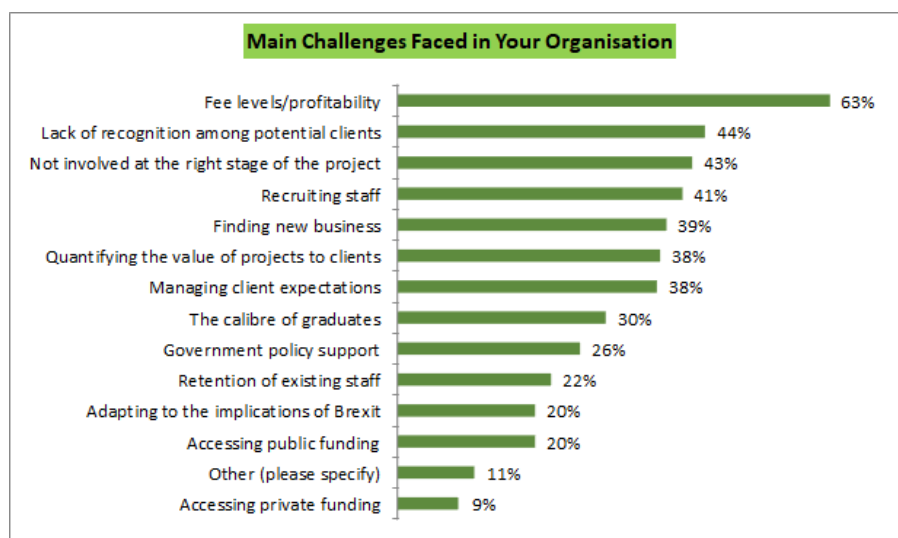
10 Attracting talent to careers in Landscape - #chooselandscape campaign

Prior to the latest research the LI was already aware of real challenges from the lack of supply of new landscape professionals. The LI has recently recruited new staff spanning business development, marketing & social media who will work closely to develop the value of our offer and messages to different audiences to help develop and grow the profession. The LI is already:

- Targeting teachers & careers advisers, with a plan to specifically target geography teachers in secondary schools
- Increasing resources and commissioning new careers material that will launch in early 2018 as part of a new Choose Landscape campaign

iii. Developing alternate education provision such as apprenticeships

The research confirms 41% of employers face challenges recruiting staff with the calibre of graduates acceptable in 70% of cases.



The Education Review suggests the LI updates its brand, to indicate and promote the breadth offered within a career as a landscape professional. Messages should be promoted across a range of social media sites, and be responsive for phones/tablets. The research also suggests that the LI targets engagement with a wider age range of stakeholders, including school pupils and mid-career professionals. The LI should also look to engage with new types of learning provider.

As noted above, there campaigns are underway to reach more careers advisers, teachers and students. Further specific campaigns will be developed to target underrepresented groups in the profession including those from different backgrounds and abilities across society. Continued investment during the 2018-2021 business plan will improve careers information especially online content. The LI has also recruited a new Social Media Officer to support this work.

A major next generation careers campaign " #chooselandscape" is currently being developed. This will include:

- a. new video
- b. new support material
- c. a major social media campaign

11 Next steps

Finalising & editing of these research documents to enable publishing online are currently underway. It is intended to launch these to all members and engage with key stakeholders during March & April 2018.

The insight gained from these culminated in a paper to Board in December 2017, outlining the LI's options and opportunities, and made proposals for the future of membership and entry into the profession.

This programme of change requires careful coordination and tasking of key groups across the organisation in a planned and coordinated fashion.

The Board has agreed to establish a Board sub-group, led by Helen Tranter, to take forward the entry standards modernisation programme. This sub-group will provide leadership, direction and decisions on other aspects that will undoubtedly arise over the next 12 months.

An implementation plan is now under development.

In broad terms, the Board has decided on the following course of action, but is currently developing a fully resourced implementation, engagement & communications plan:

1. A steering group will be set up to oversee the implementation of board decisions.
2. These board decisions will be published (expected March 2018).
3. No immediate changes are being made to current processes and the earliest any changes will start to be seen from second half 2019, with transitional arrangements to be advised to anyone impacted.
4. A top priority will be to update our “Elements and areas of practice document” will be updated using a “skills framework approach” that will more clearly articulate skills to be demonstrated by our members. Within this there will seek to be clarity between professional skills (common to all) & technical skills (that may vary based on different roles/landscape disciplines)
5. All members to be consulted during 2018.
6. Further engagement will be undertaken with members, forums/committees, educators & employers later in 2018 on a range of areas:
 - i. Relationships between universities, employers & LI
 - ii. New Accreditation model for universities – with LI engagement & regulatory aspects separated
 - iii. Review of current assessment methods for chartership
 - iv. New levels of membership that may be needed at a non-chartered level eg Technical Grade
 - v. Future LI designations
7. A full progress report will be given at the July Council
8. Any arising governance changes will be made clear and taken to 2018 AGM for approval

Agenda Item 5ii	Future Guidance from Technical Committee
Paper author:	Simon Odell
Summary of paper:	Ideas from Technical Committee
Financial implications:	n/a for Council
Council is asked to:	To comment on possible outputs from TC

1. Purpose of this Paper

This paper outlines some of the guidance that Technical Committee is currently minded to develop over the coming year as well as some questions based on the Defra 25 Year Plan. Council Members are invited to express support for any or all of these typically volunteer-led initiatives.

2. Background

As well as looking to improve its relevance and offer, the LI needs to maintain and develop guidance and in some cases mandatory requirements in areas of need. The work programme is finalised annually and the discussion on the 2018-19 programme will be held at Technical Committee on 08 February 2018.

3 Possible outputs 2018-19

- i. Material related to work of Natural Capital/Valuing Nature working group (tbc 08 Feb)
- ii. Up-to-date Landscape Consultants Appointment and/or accompanying clarifications including ethics clauses (Bill Blackledge)
- iii. Digital Realities (AR/VR/MR) initiatives (new group led by Simon Bell – details tbc)
- iv. Responses to the most significant new British Standards consultations (Mark Loxton)
- v. Material to guide BRE initiatives to be landscape-friendly (Mark Loxton)
- vi. Review of Existing Guidance Notes from 2013-16 and Update or Formally Retire (tbc 08 Feb)
- vii. Update LI Watering Guidance (Colin Moore initially)
- viii. GLVIA3 clarification notes if required – e.g. following publication by Historic England of Guidance on ‘Setting’ (Marc van Grieken)
- ix. ‘How to Review an LVIA’ document (Mary O’Connor)
- x. ‘How to brief the production of an LVIA’ document (tbc)
- xi. Proposals for LVIA certification/accreditation scheme (Marc van Grieken)
- xii. Guidance on Residential Amenity Assessments (Marc van Grieken)
- xiii. Lighting Impacts (Karl Jones) * *may be seeking some LI budget*
- xiv. Design of shared spaces (David McKenna)

4 25 Year Environment Plan

At the time of writing this plan this has just been published. There are a number of new-ish areas in the Plan which may need to be unpacked to some level for our members, at least initially for information. Views of Council would be welcome:

- i. Net environmental gain (<https://ecosystemsknowledge.net/natural-capital-planning-tool-ncpt> is relevant)
- ii. Environmental therapies for mental health (e.g. *publications.naturalengland.org.uk/file/6567580331409408*;
https://www.mind.org.uk/media/211255/Ecotherapy_The_green_agenda_for_mental_health.pdf)
- iii. Equalising distribution of benefits, resources opportunities
- iv. Standards for GI (We are being approached about this, based on the UWE/GIP work we previously supported.)
- v. Conservation covenants (<https://www.lawcom.gov.uk/project/conservation-covenants/>)
- vi. ORVAL (<http://leep.exeter.ac.uk/orval/>)
- vii. Guidance on binfrastructure (sic) (<http://www.zerowastescotland.org.uk/litter-flytipping/binfrastructure>)
- viii. Use of home-grown timber in construction (e.g. [https://www.forestry.gov.uk/PDF/FCRP025.pdf/\\$FILE/FCRP025.pdf](https://www.forestry.gov.uk/PDF/FCRP025.pdf/$FILE/FCRP025.pdf))

Agenda Item 5iii	Ethics Update
Paper author:	Emma Wood
Summary of paper:	Summary of current and potential activity in relation to Ethics
Financial implications:	n/a
Council is asked to:	Note the update

1 Introduction

The International Ethics Standard was described to the Board at its November 2016 meeting. Board was advised that there was an excellent fit between the IES and the LI Code of Conduct and as a result agreed to join the IES Coalition. The expectation was that the LI should look to produce additional guidance and information for members on professional ethics, conduct and standards. This is the subject of this paper.

In part delivering a professional ethical service depends on individual character traits, such as being open, honest, trustworthy, fair, and clear. Their presence is typically developed, and demonstrated, over time. Guidance and scrutiny of these traits would probably be resisted, although many are also encouraged through courses on leadership, which could prove more acceptable.

Ethical practice also includes, however, more conscious consideration of the interests of third parties, such as:

- i. the need for upholding the reputation of the profession
- ii. the use of evidence
- iii. legal compliance
- iv. recognition of social and environmental interests

Appropriate behaviours here are easier for professional bodies to promote and verify.

2 Current LI guidance and information

2.1 QUALIFICATION

Prospective LI members are currently assessed on their ethical practice as part of the Pathway to Chartership (P2C). Even if P2C and EPR (Experienced Practitioner Route) candidates may not always be asked specific questions, examiners are at least alert to demonstrations of ethical or unethical behaviour.

It is understood that P2C mentors and P2C course-organisers typically prefer to address ethics through situational exercises but in addition the LI provides or signposts to resources to support such discussions. These include:

- i. The Royal Charter
- ii. Code of Conduct
- iii. A model anti-bribery policy
- iv. CPD policy
- v. the LI website (including pages on conduct)
- vi. The European Landscape Convention

The above resources are not restricted to P2C candidates and are complemented by some other specific resources provided by the LI which can be seen to have a strong ethical dimension because they address social and environmental interests. These include much of the technical guidance, and some of the encouragement to better practice incorporated within newsletters and the Journal.

Standing Committees are also being encouraged to think about ethics in relation to their planned outputs. As one example, a Technical Information Note is being negotiated on Carbon management.

2.2 CODE OF CONDUCT

The LI places a strong emphasis on the integrity, competence and professionalism of its members, and therefore requires them to conduct themselves in accordance with a Code of Conduct within their professional and business life. The current Code's preamble makes it clear that the Code should be considered central to the professional life of a Landscape Professional not only as a source of ethical guidance, but also as a common sense indicator to principles of good practice. It is only through the maintenance of high standards by individuals that the landscape profession as a whole will be served and the public will be protected.

Whilst the content and intent of the Code aligns with the International Ethics Standard unfortunately the language used has recently been discovered to fall short in promoting the intended level of compliance. The Code is being rewritten to ensure clarity, consistency and comprehensiveness. This will include utilising language which clearly designates the Standards as something that must be complied with and restructuring the document to reflect a more logical order, improve the readability and consistency

3 Further implementation and support for IES

3.1 IESC TRUSTEE MEETING

Head of Professional Standards Simon Odell attended the IESC Trustees meeting in Athens 08 December 2017. The meeting included opportunities to share implementation best practice, discuss any issues and formulate ongoing policy.

3.2 ETHICS POOL

A new approach to member engagement is being trialled through the development of a 'pool' of members interested in Ethics to support thinking in this area rather than a traditional, physical working group. The Ethics Pool has 45 members available for consultation and comment via short surveys, voting etc

Subjects that we are likely to consider include:

- i. Questions such as 'What is a good outcome ethically? Is it the greatest possible benefit all round? Or virtue as assessed in relation to a specific ethical framework'
- ii. Is there a requirement for more formal member guidance? Example subject areas:
 - a. Ethical procurement
 - b. Conflict of Interest
 - c. Money Laundering
 - d. Expert Witness
 - e. Hospitality & Gifts

3.4 RESOURCES

The LI already produces and signposts best practice guidance likely to be an attractive basis for CPD training which promotes better *accountability*. A wide range of ethics related information sources, tools and training is available externally and these are being recorded for future reference and assessment.

Council is encouraged to forward examples for consideration

Agenda item 6	Improving Member Engagement Branch Activity and Future Thinking
Paper Author	Rachel Smith
Summary of paper	A review and suggested way forward for future country Regions and Branch support, coordination and delivery
Council is asked to:	Listen and feedback

1 Executive Summary

One of the issue the LI has faced over a number of years is engaging members across the UK and providing local level support to the network or country regions and branch committees in order to provide a more consistent level of activity and improve levels member satisfaction.

An intensive programme of meeting with most branches have now taken place to listen to committee members' thoughts and ideas. It also gave the LI team the opportunity to understand first-hand branch dynamics, their plans going forward and the challenges they have delivering events and other activity and with member reach and engagement on a local level.

This report will look at the steps which are needed in order create a more coordinated programme of quality and commercially focused CPD and Business Development activity across the UK which is relevant to each particular region. It will also look at the support needed for branches going forward to ensure they activity links into the overall LI 5 year business plan and focusses on growing membership, collaborations, influence, talent and skills and revenue whilst improving existing member engagement and satisfaction levels.

2 Direct Feedback from branch committees

2.1 Poor Communications and Alignment Between LI and Branches

- i. Branches felt they operated in isolation to the rest of the LI without adequate support
- ii. LI were not being given notice to support events and committees
- iii. Some of the Country Region committees with LI policy advisers raised concerns of a disconnect between policy activity and the committee
- iv. Many of the branch committee members seemed unclear about any progress made by LI.

2.2 Poor uptake and commercial returns of CPD and Events

- i. Support needed specifically around communications and marketing plans for each event and securing senior speakers
- ii. They felt that, work pressures, lack of support from heads of practice for CPD and location played a part in low bookings
- iii. Many branches were delivering free events which have lower levels of buy in from members and can easily be cancelled. They also then undervalued other events which had a ticket price.
- iv. Some committees welcomed more involvement centrally in delivering CPD activity

2.3 Poor succession planning with Committee Members and engagement with new Volunteers

- i. Some committees were struggling attracting new faces to the committee and a number of the chairs were possibly looking to step down in April and were looking for the LI to support the recruitment of new members to their group. This results in periods of inactivity and reduces wider engagement even further.
- ii. Most volunteers are time poor and can't always prioritise LI branch committee work over personal deadlines which hinders progression with events

- 3 Other challenges identified by LI team (these in the main fell under the poor Communications and Alignment Between LI and Branches heading)**
- i. Planning times for events and meetings are too short to allow for adequate central LI support with marketing
 - ii. Poor coordination when planning events and committee meetings meant branch events running at the same time or overlapping with key National activity
 - iii. Pricing, themes, event procedures, and communications were wildly inconsistent
 - iv. Localised sponsorship relationships had been developed at branch level undermining national deals which may have assisted a number of branches
 - v. Limited influencing or connections made by LI at a regional level eg with city region leaders
 - vi. Some committee members still felt the LI secretariat was separate to themselves as members and volunteers or 'chapters' rather than being part of the overall Landscape Sector Ecosystem with shared aims regardless of geography
 - vii. Lack of coordinated activity in international regions – despite 10% members living outside of UK.

4 Where would we like to get to

4.1 100% Alignment with LI Corporate Strategy & business plan

- i. Annual Individual branch business plans, budgets and targets focussed on LI strategic aims
- ii. National sponsorship relationships which benefited locally delivered activity across the whole of the UK
- iii. Membership growth, better engagement and customer satisfaction in all branches
- iv. Better communications for branches- online information portal (sharepoint), joint central calendar
- v. Dedicated LI points of contact for branches
- vi. Better local links with strategic partners eg Institute of Place Management, NAAONBs etc

4.2 Better understanding of regional issues affecting the sector

- i. Branches working directly with all functions of the LI to give local insights to help shape LI Business and product development which supports the whole membership
- ii. Strong regional networks with relevant commercial, public sector bodies, policy makers and other professional bodies

4.3 Improved levels of engagement and attendance

- i. Developing our P2C support, volunteer network and ambassador programme to better support country regions and branches
- ii. Providing better induction, training, support & thankyou's to our volunteers
- iii. A three month minimum rolling communications and marketing plan including all branch activity
- iv. Event in the box toolkit which works through the new LI digital platforms making event admin simpler
- v. Re-imagine what branches could be and reshape in line with new directions and local priorities

4.4 To be the go to CPD delivery partner of all landscape professionals

- i. A national and commercially focussed CPD programme delivered consistently and a high quality across the UK which meets the future needs of the sector
- ii. Introduction of online CPD and training allowing members in more remote areas to access
- iii. Introducing Landscape specific CPD modules for other professional bodies regionally

5 Draft Transition Plan for discussion

What's the problem	Improving Communications and Alignment Between LI and Branches	Ensuring better uptake and commercial returns of CPD and Events	Introducing succession planning with Committee Members and engagement with new Volunteers
Jan – Mar 2018	<p>Appointment of Head of Product</p> <p>Development based in the North</p> <p>Complete visits to all branches by Business Development Team</p> <p>Branches to submit funding request forms for 18/19</p> <p>Introduction to online branch information portal and full training</p> <p>New choose landscape careers campaign launches</p>	<p>Introduction of new event planning and review forms</p> <p>Social Media and branch marketing resource appointed.</p> <p>Local social media training offered</p>	<p>Gap and skills analysis undertaken for each committee</p> <p>Recruitment campaign started across all committees</p> <p>Online portal introduced to allow for more remote access to information by committee members-less drop out</p>
Apr - June 2018	<p>Launch of LI 3 year business plan & corporate strategy</p> <p>Appointment of Membership Development Manager (focus on recruitment and activity in the South)</p> <p>Introduce new business development team structure to all branches</p> <p>Introduction of phase 1 of new CRM</p> <p>Working with branches to agree full programme of events, activity, comms and committee meetings</p>	<p>Development of National One day CPD programme</p> <p>3 month rolling comms and marketing plan now in place</p> <p>Create a template of best practice and a standard programme for all branch events</p>	<p>Ongoing support and consultation at branch committee level</p> <p>Branch AGMs and support to secure new committee members as required</p> <p>Constitution and governance review due to the board</p> <p>Appointment of Member Support officer (covering volunteer network and branch coordination)</p>

	Landscape led policy launches and public sector engagement material available to branches		
July – Sept	Ongoing support and consultation at branch committee level	<p>Introduction of standardised event procedures</p> <p>Work on full annual CPD programme for 2019/20</p>	Future branch governance policy launched
Oct - Dec	<p>Ongoing support and consultation at branch committee level</p> <p>New branch business plans and funding requests to be submitted by the end of the year. Working with the Business development team to ensure most events are now moving towards a commercial model</p> <p>Membership survey</p>	<p>Launch of Online Event in a Box toolkit and procedures</p> <p>Annual review of branch event activity, KPIs and successes</p>	

Agenda item 6ii	Member Engagement - Journal
Paper Author	Amina Waters
Summary of paper	Over the past quarter we have been setting a new strategy for the Journal and reassessing the commercial arrangements associated with it. In December the Board approved the new strategic direction for the Journal, subject to Council approval.
Council is asked to:	Approve new strategic direction for the Journal

New Strategic Direction of the Journal

1 Background

According to member surveys, the quarterly 'Landscape' Journal is one of the benefits most appreciated by our members. Its effectiveness has been limited in the past by being treated as a standalone item which has not been linked to the LI's strategy or its other communications channels (such as e-news, social media, LI website).

To get more value from the Journal we have started to set a new direction for it over the past 4 months:

- i. **Redefined the objectives** and the purpose of the Journal. It now clearly sits as the flagship LI communications vehicle, with the aim of promoting the landscape professions, the work of our members and the work of the LI in supporting our members.
- ii. **Introduced 'themed' issues** and a content calendar so we can more easily plan and schedule content which is aligned to the LI's Business Plan. An example of this is the upcoming 'Future Talent' issue which will focus on topics around skills and education, including the findings from the recent 'UK Talent' survey run by the LI.
- iii. **Updated the design.** We have created a new, simpler and more modern visual language and updated the tone of voice and language to support our narrative that the landscape professions bring together people, places and nature. The recent Awards edition is the first example of this and we will further develop it in future issues.

We now seek Council approval of this new direction so that we can continue to develop it. In addition to the above, we would like to:

- iv. **Continue to develop new content themes and types** with the aim of having a Journal which better reflects the interests of the landscape professions, is engaging, and supports the LI's strategy. We want 'Landscape' to become 'the home for all landscape practitioners'.
- v. **Develop a stronger online offering** around the Journal so we better meet the needs of the next generation. For example, enhance print content with videos, longer online articles and other rich media; launch a better digital Journal for students and any members who prefer not to get a print edition.
- vi. **Improve the ROI of the Journal** (which currently costs ~ £30k/issue, offset by ~£15k in advertising revenue) by introducing content types which will increase advertising revenues and/or reduce content commissioning costs, looking for opportunities to reuse content elsewhere and migrating users to non-print versions. Examples of this could include high-quality advertorial or sponsored educational content (increase revenues), content created by members (reduce commissioning costs) and reuse of more content in books or online (more value)

vii. **Exploring new channels for detailed technical content & research** – During the course of review we found the desire for strong technical content in the journal was resulting in very long features that could narrow rather than broaden our relevance to a wider audience. We do recognise the need to place detailed technical pieces, preferably in peer reviewed journals. It is intended to explore opportunities with both Institute of Place Management & the Landscape Research Group for sharing such content.

The Board approved the new Journal direction on 12 December 2017 subject to final approval by Council. While they agreed with the direction set out in this paper they felt that it was important to have the Council also review it because the Journal is the LI's flagship public-facing communications material.

2 Comparing the old to the new

The table below highlights some of the changes we are considering to make the Journal more engaging and align it to the LI's strategy. We will

- i. have more and shorter stories, with additional content and rich media available on the LI website
- ii. reinforce the 'people / places / nature' narrative
- iii. target a wider range of landscape professions

Past	Proposed
Editorial by editor	Editorial by influencer, matched to issue theme.
Credits and contents 2pp	Credits and contents 1pp
Bigger picture	Replace
Four page features	Two page features plus more details online
Awards listing	Awards brochure separate offprint?
Eight page features	Two to four page features plus details online
Technical	Overview plus details online
	<p>New ideas for content:</p> <p>Showcasing the work of the LI</p> <ul style="list-style-type: none"> • LI news and organisational developments • LI successes • What we are doing for you • Events listing • Reviews • Policy updates • Event reports (branches) <p>Showcasing the work of members / promoting the profession / inspiring the next generation</p> <ul style="list-style-type: none"> • Person or Place Inspirations (eg 'this is the landscape which changed my life') • Practice Profile (showcase practices which are doing something innovative) • Detailed case studies by members (plus more details online) • Affirmative pieces by celebs (eg Alain de Bottom on landscape). • Creative Management, creative planning topics

Advertising x 12 pp	Advertising x 12pp plus curated advertorial linked to theme x c4 pages per edition. Expand options for digital advertising linked to Journal content.
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3 Upcoming Journal Themes

The LI and the Editorial Advisory Panel (EAP) have set themes for upcoming Journal editions to align with the LI's broader strategy. These themes may be changed to meet new circumstances but they allow for better future planning of content than we have had in the past. The upcoming themes are:

Spring 2018	Future Talent Issue
Summer 2018	Health Issue
Autumn 2018	The Opportunities Issue
Winter 2018	Awards Issue (may be changed if Awards are moved to another date) + skills
Spring 2019	'The ground we stand on' (LI 90 th Anniversary + soils)

4 Recommendation

We recommend that the Council approves the new Journal direction so that LI / EAP / suppliers have clear strategic guidance to follow for the upcoming Spring edition Journal and beyond.