

Agenda for the 30th meeting of Advisory Council

Thursday 05 July 2018

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

Council Meeting 1 – Oversight

	Timings
1. President's Welcome and Apologies for Absence	0930
2. Performance 2017-18	0945
i. Performance and Achievements	
ii. Financial Overview	
iii. Future Plans 2018-19	
3. Market Insight	1100
i. Regions, Branches	
ii. Other opportunities and risk	
BREAK	1130
4. Governance Update	1145
i. Governance Principles	
ii. Future Elections	
iii. Member Groups	
LUNCH	1215
5. Education & Practice	1315
BREAK	1545
6. November Meeting	1600
i. Topics for discussion	
MEETING ENDS	1645

Agenda Item 2	Landscape Institute Performance Report 2017-18
Paper authors:	Daniel Cook, CEO. Andy Wallace, Head of Finance & Operations
Summary of paper:	Report on performance during 2017-18. This paper is drawn from work underway by the Landscape Institute with auditors and our Finance & Risk Committee. Finalised accounts will be presented to the LI Board for approval at their meeting on 31 July 2018
Financial implications:	n/a
Council are asked to:	<ul style="list-style-type: none"> i. Note feedback on LI performance for 2017-18 year ii. In their capacity to provide oversight, help identify any other issues that need to be taken into account for our strategy development as well of the LI delivery of its current business plan

1 PERFORMANCE

1.1 Achievements and performance

The Institute's financial performance has been strong, in a year where we have made good progress towards the goals set out in our Strategic Plan. We have invested significantly in gaining insight, particularly in education, issues affecting practices and members, and also in developing resources for our #ChooseLandscape campaign to inspire young people to choose a Landscape career.

Once again, much of what was achieved was made possible by the support of our many volunteers who hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, organise events and promote the profession. We are supported by more than 800 volunteers, and while difficult to quantify, we believe that the annual value of this voluntary contribution is over £1m. The Board of trustees would like to thank every member and volunteer who has contributed to the success of the year and helped the Institute in fulfilling its mission to protect and enhance the environment and to create thriving communities through the design and management of inspirational places. No other professional body brings together environmental analysis, spatial planning, site management and design. This unique mix enables members of the Landscape Institute to offer design and management solutions which are environmentally-led, sustainable, and enhance the quality of human life.

Activities for the year are reported on in the following headings, which match the charitable activities reported in the statement of financial activities.

1.2 Membership

The Institute furthered its services to members by:

- i. Developing a new member database, using Microsoft Dynamics, that is compliant with new data protection regulations. This was implemented for the 2018-19 membership year. Through better integrating LI activities, the database will:
 - a. give us a 360-degree view of our members through their membership lifecycle, and better member and customer insight. This will allow us to provide more relevant emails and online content.
 - b. enable members to forward plan their professional development needs by recording and reviewing CPD goals and submitting CPD records online.

- c. deliver a platform for online training and webinars that will provide a lower-cost option for CPD and training delivery.
- d. provide an improved membership application portal, reducing administration for new members, mentors, supervisors and employees alike.
- ii. Continuing funding for membership activity, including training and seminars, at branch level
- iii. Producing regular publications for members including the quarterly Journal, fortnightly 'Vista' news emailers, and policy and technical resources.
- iv. Creating a Routes to Licentiate Working Group to recommend methods of entering the profession at a licentiate level for practitioners who have not undertaken an LI- or IFLA-accredited education route.
- v. Through the Landscape Management Leadership Forum, the LI has investigated how we can become a more obvious professional home for landscape managers
- vi. Entering into a Memorandum of Understanding with the Institute of Place Management based at Manchester Metropolitan University. Much work was also undertaken with the National Association Areas of Outstanding Natural Beauty (NAAONB) with whom we also entered an MOU in April shortly after the end of the business year.
- vii. We grew our overall membership by more than 105 during the year, including a net increase of 69 Chartered and Fellow members over the past 12 months

1.3 Education and training

The Institute furthered its educational work by:

- i. Continuing to promote the Ambassador for Landscape scheme aimed at promoting careers in landscape to school children, where members go into schools to talk to students.
- ii. Developing a suite of resources for a new campaign #ChooseLandscape, to be launched early 2018-19 which will raise the profile of the profession and inspire the next generation to choose a career in landscape.
- iii. Attending the National Careers Guidance Show to broaden the organisation's reach to careers advisors and fellow professionals.
- iv. Accrediting new Landscape courses at Edinburgh College of Art, University of Sheffield and Manchester Metropolitan University.
- v. Launching a practice review that highlighted a range of skills most relevant to those working in different areas of practice. The sector-wide survey emphasised the severity of the profession's skills shortage.
- vi. Launching an education review that explored education structures to enable a successful connection between providers, employers, business, and professional bodies. This was undertaken in order to propose ways to attract a stronger and more diverse range of entrants to the profession, review the range of routes of entry into the profession and to ensure those entering the profession have a range of skills fit for the profession.
- vii. Running a programme of training for members at CPD Days, including a Digital Technology day focussing on digital opportunities and skills, in London with 160 attendees, supported by a number of corporate sponsors.
- viii. Mentoring and supervising up to 500 candidates on the Pathway to Chartership
- ix. Running two cycles of professional exams for nearly 200 candidates, with a pass rate of 79%
- x. Developing the process for experienced practitioners and invited individuals to gain Chartership.

1.4 Policy and Influencing

The Institute furthered its work in policy and communications by:

- i. Responding to a range of public policy consultations to the UK, Scottish, Northern Ireland and Wales Parliaments including a new National Planning Policy Framework (NPPF) with the Ministry for Housing, Communities and Local Government (MHCLG), Future for Food, Farming and the Environment with Defra, Housing White Paper (MHCLG) and the 25-Year Environment Plan (Defra and the Environmental Audit Committee).
- ii. Representing the profession on key forums such as the Green Infrastructure Partnership, the Environmental Policy Forum, Natural England Landscape Forum, the Construction Industry Council and various forums in the devolved nations.
- iii. Working to develop policy on Green Belt, Fracking, Natural Capital and the Future of the Countryside post Brexit.
- iv. Creating a diversity and inclusion working group drawn from our members and experts to help us develop a Diversity and Inclusion strategy to ensure that the profession reflects society, that it addresses and encourages inclusion in society, gives everyone an equal experience and is an example to other organisations.
- v. Running our largest annual Landscape Institute Awards ceremony hosted by best-selling author and cultural and environmental champion, Bill Bryson OBE, who was also awarded an Honorary Fellowship of the Institute.
- vi. Re-designing our quarterly journal 'Landscape', introducing a themed approach, improving relevance, and helping to further promote the profession.
- vii. Launching "Landscape for Scotland" policy to engage both Scottish Government and Members of Parliament
- viii. Helping to ensure significant reference to landscape in the Government's 25-year Environment Plan, with the Institute President invited to the launch of the plan.
- ix. Representing the profession at the Environment Minister's Soil's Roundtable.
- x. Attending regular meetings with Natural Resources Wales, Natural England & other key government agencies
- xi. Working with the Environmental Policy Forum, to influence the EU (Withdrawal) Bill, on matters related to environmental standards.
- xii. Having a delegation from the Institute invited to Beijing as guests of the Beijing Forestry University.
- xiii. Our CEO being selected to take part in the Singapore Government World Cities Young Leaders Forum for the next three years.
- xiv. Running a range of public programmes including the Jellicoe Lecture at Bristol City Hall.

1.5 Standards

With an emphasis this year on restructuring to create a standards team covering entry, professional and technical standards, the balance of work has shifted away from predominantly technical areas. Main activity has been as follows:

- i. Undertaking sector research, developing corporate governance for and letting a contract to develop a Competency Framework for the LI which can be used to support entry, professional and technical standards development, CPD and accreditation. This is a major initiative which will make the Landscape Institute more relevant to a wider range of professionals who make landscape interventions.

- ii. Publishing Technical Information Notes on Unmanned Aerial Vehicles, Soils, Carbon, Townscape, and Natural Capital Accounting
- iii. Publishing a spreadsheet of Spatial Open Data resources
- iv. Developing a consultation draft of a Technical Guidance Note on Residential Visual Amenity Assessment
- v. Facilitating a range of working groups (including members and non-members) to address the following issues:
 - a. Biosecurity
 - b. Digital Practice (including Spatial Data, .ifc for landscape)
 - c. Third-party Environmental Standards (including BSI, BRE, RICS)
 - d. GLVIA Panel
 - e. Photography and photo-montage
- vi. Supported the Landscape Apprenticeships Trailblazer group of employers in developing proposals for employer-led Landscape Apprenticeships. The trailblazer group has received government approval to develop
- vii. Responding to technical and professional queries from members and non-members

Initiatives geared to making landscape practice more ethical, such as involvement in the IESC, the development of a pool of members to guide initiatives, and technical topics selected for development.

2 GOVERNANCE

2.1 Corporate Strategy 2018-2023

The Board formally adopted a new five year corporate strategy, developed by a strategy working group chaired by Jim Smyllie and comprised from members, Advisory Council, Board and employees. The group's draft strategy was put out for consultation with members, discussed at our Board and Advisory Council strategy day, and the resulting final document approved in March 2018. Our strategic objectives are to:

- i. Raise the political and public profile of landscape and place
- ii. Build the resilience and confidence of the landscape profession
- iii. Grow and be more inclusive as an organisation

Our business plans over the period will be focussed on the achievement of these objectives.

2.2 Accountability and responsibility

We have embarked upon work to define and set out accountabilities and responsibilities using a RACI (Responsible, Accountable, Consult, Inform) to ensure clear understanding of roles and responsibilities among members, staff, Board, Advisory Council and Standing Committees. We plan to consult on the results of this work during the first half of 2018-19.

2.3 Governance Changes

Members at our 2017 Annual General Meeting agreed with the Board's proposals to:

- i. Allow the Institute, subject to conditions, to pay a Stipend to the President. This is intended to attract a more diverse pool of candidates for election to the role of President, and is intended to contribute towards a proven loss of income for the post-holder resulting from the significant demands of the role;
- ii. Allow more flexibility in the timing of our two-yearly nomination and election process;
- iii. Increase the maximum term of office for Board and Advisory Council members from four years to six. This is intended to allow the Institute to benefit more from the knowledge, skills and experience that post-holders bring and develop, reduce the risks associated with loss of corporate memory, and allow post-holders to develop their full potential; and
- iv. Recognise the greater role that digital communication now has, by reducing the minimum number of formal Board meetings from six per year to four.

Our Governing documents have been amended to recognise these proposals, with approval from the Privy Council where required.

3 FINANCE

3.1 Financial performance

The Institute is in a healthy financial position to make such investments, which are designed to enable the growth and the strength of the profession and its influence in future years.

3.2 Investment Policy

The Institute seeks to produce the best financial return within an acceptable level of risk. With an initial 3-5 year investment horizon a medium level of risk is acceptable. The investment objective is to generate a total return of inflation (measured by CPI) plus 4% per annum over the medium term, net of expenses. This will allow for meeting the primary objective of maintaining the real value of the funds in the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure, but it is not anticipated that they will represent a significant portion of the Institute's total incoming resources.

The Trustees have taken account of the Charity Commission's guidance on ethical and responsible investment. They have concluded that there are no specific industry and company activities which should be excluded from the portfolio on the grounds of any direct conflict with the LI's objectives. However, the Trustees aim to observe responsible investment principles and the charity's investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are expected to engage with companies on social, environmental and business ethics issues and to exercise the LI's voting right. The Trustees will monitor the implementation of this policy by asking investment managers to report regularly on their engagement and voting activities.

3.3 Fundraising practice

The Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

3.4 Reserves policy

The Board of trustees set operating budgets each year in order to maintain sufficient free reserves to cover between three and six months of operational expenditure. We maintain this level of free reserves in order to be able to manage a significant down-turn in our income levels, and in order to be able to cover one-off expenditure deemed necessary for investment in the Institute's future.

3.5 Principal risks and uncertainties

The Board has a Finance & Risk Committee (FRC) that keeps organisational risks under review. A risk register is held by the organisation and the FRC report annually to the Board on changes to the register and any particular risks the Board should be aware of. In the coming year the Board and Advisory Council will jointly consider the risks that we will face in the period covered by our Business Plan, and beyond.

The profession as a whole faces risk and uncertainty due to a decline in UK students opting for landscape education at university. The Institute has prioritised putting resources into engaging the next generation, promoting careers with younger people and in providing additional support and engagement with education providers. Similarly, current professionals working in the public sector face risk and uncertainty regarding local government reorganisation and funding cuts. The Institute has looked at ways of providing additional support for members working in the public sector.

4 FUTURE PLANS

Our business plan for the coming year commits us to:

- i. Inspiring and attracting the next generation of Landscape Architects
- ii. Engaging our sector on the skills needed for the future, with a strong commitment to CPD days and training
- iii. Engaging with leaders in landscape management and urban design
- iv. Influencing governments on the value added through 'landscape as infrastructure' by our profession
- v. Consider the impacts of and opportunities deriving from Brexit
- vi. Focusing on how technology is changing practice and providing new skills and guidance
- vii. Investing in the LI's digital systems to deliver services
- viii. Diversity and inclusion being central to the way we operate

Landscape Institute **Business Plan** **2018–2019**

Issued April 2018



Landscape Institute
107 Grays Inn Road
London WC1X 8TZ
United Kingdom

**Landscape
Institute**
Inspiring great places

Foreword

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

1. Influence
2. Relevance
3. Inclusive Growth

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

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

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

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

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

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

This year we will also:

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

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

Merrick Denton Thompson, President
Daniel Cook, CEO



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Executive summary

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

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

1. #ChooseLandscape careers campaign

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

2. Promoting the value of landscape

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

3. Digital first

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

4. Entry standards

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

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





A. Current Economic and Financial Outlook



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

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

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

Key issues considered in this plan include:

Brexit

The impacts of Brexit will require active monitoring and the identification of expertise across the profession to formulate positions and responses and be involved in influencing. Issues that the LI will need to monitor include:

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

We will aim to develop proactive policy solutions in relation to key issues for the profession. We have also, as part of the Environmental Policy Forum headed by Society for the Environment (SocEnv), entered into a collaborative arrangement with kindred natural environment bodies, including the Institution of Environmental Sciences (IES), the British Ecological Society (BES) and the Chartered Institute of Ecology and Environmental Management (CIEEM), to share

policy work and insight and to coordinate our future external influencing activity.

Technological change

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

Education and routes into the profession

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

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

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



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

Operational financial plans

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

Income

Income is forecast to increase by 8.1%.

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

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

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

Costs

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

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

Priorities

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

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



Landscape Institute Financial Summary for 2018-19

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

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

Financial summary updated 19 June 2018.



Capital investment for future growth

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

Digital first strategy

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

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

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

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

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

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

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

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

Updating our entry standards

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

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





B. Our Plans for 2018-19



1. Inclusive Growth

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

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

Expanding our reach through existing employers in the landscape sector

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

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

Insight and research

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

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

Strategic engagement with the public sector

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

- communications designed for public sector leaders and officers.

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

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

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

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

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



2. Diversity and inclusion

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

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

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

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

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

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

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

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

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

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

Marketing and branding strategy

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

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

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





C. Proposed Priority Campaigns



Value of landscape: natural capital

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

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

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

Further work in this area will include:

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

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

Rural landscapes

The LI is also setting up a Future of Countryside Working Group. The desire to broaden the membership in terms of landscape management, Brexit, and particularly the current attention to future support mechanisms for the farming community, provide a useful opportunity to focus activity on the future of rural policy in all parts of the UK.

Future-proofing the profession

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

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

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

CPD days were highly rated by our 2016 member survey respondents as an activity they would value if introduced. This plan commits to a minimum of four CPD days per year and will work with branches and certain key sectors to provide even more. Collaboration opportunities exist to help achieve skills development, and we will work with and explore joint working with other professions and partner organisations.



Inspiring the next generation of professionals to #ChooseLandscape

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

Plans for the campaign include:

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





D. National and International Activity



United Kingdom

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

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

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

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

Engaging members internationally

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

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

Partnerships

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

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

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





E. Ongoing Landscape Institute Activity



Standards: preparing for the future

Technical standards

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

1. Better practice

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

2. Better assessment

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

3. Better landscapes

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

4. CPD Review

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

Education and entry standards

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

1. Improving the Experienced Practitioner route

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

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

3. Review of methods of assessment

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

We would then need to provide training on any new or amended assessment methods and look to recruit more members to support the assessment process as we move to an active phase in membership recruitment from 2019-20 onwards. This work will be important with direct linkages to and interdependencies with our CRM and digital systems upgrades.

Influencing, policy, communications and member engagement

Influencing

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

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



Policy Development

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

Member engagement

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

- publish the Journal online on the same day as the printed version is distributed, and encourage members to opt out of the printed version and duplicate copies.
- promote the content of the Journal across multiple channels.
- rationalise our range of digital publications and give members the option to choose exactly which communications they wish to receive.
- move older branch websites to our more modern website platform to give access to new digital features we are investing in.

Finance and Risk Committee

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

Review of LI Products and Services

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

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

Risk management

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

Accommodation review

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





F. Building our Internal Capability



Volunteers and active groups

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

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

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

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

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

People

The LI has completed a restructure of our small employee team in order to better support the strategy agreed by the Board and Council. Importantly, staff are now based in Manchester, Glasgow and Brighton, in addition to our London HQ. The new organisational structure has five teams grouped according to skill sets:

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

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

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

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



Appendix: Our KPIs

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

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



LANDSCAPE INSTITUTE CORPORATE STRATEGY 2018-2023

ISSUED 3RD APRIL 2018



Landscape Institute
107 Grays Inn Road
London WC1X 8TZ
United Kingdom

**Landscape
Institute**
Inspiring great places



MISSION

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



STRATEGIC VISION

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

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

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

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

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



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OUR VALUES

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

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



OUR THREE GOALS

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



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



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INFLUENCE



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

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

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

ii. Demonstrate the value and breadth of the landscape profession

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

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

iii. Be viewed as thought leaders on public debates

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

OUTCOMES

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

New campaigns to engage society, public sector and clients

Greater linkage to global sustainability initiatives demonstrated by the LI

Improve Member satisfaction to 65%

LI members being appointed to leadership roles in society

Introduction of new and improved LI quality marks and accreditation

Media evidence of LI thought leadership

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





RELEVANCE

2

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

i. Empower the profession with skills needed for future success

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

ii. Increase access to landscape education

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

iii. Horizon scan and future proof the Institute

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

OUTCOMES

Updated LI pathways and competencies introduced

Introduce annual CPD programme and provision of LI online training

Rebalance LI offer to increase provision of professional skills development

Growth in apprenticeships offered by landscape practices and employers

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

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

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

Increase relevance scores in member survey





INCLUSIVE GROWTH

Grow and be more inclusive as an organisation

i. Be a role model through our actions

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

ii. Broaden the profession

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

iii. Be more inclusive through the way we operate

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

OUTCOMES

Achieve the NVCO volunteering quality mark

Improve diversity outcomes among new members

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

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

Grow proportion of new membership from outside UK

Growth in membership levels beyond design disciplines

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

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

Demonstrate benefits from our strategic partnership alliances.





ABOUT THIS DOCUMENT

2018-2023

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

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

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



As the professional body is a mirror of its membership, individual professionals may also draw key insights from the strategy and by following this approach help the institute achieve its goals.



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THANKS

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

Jim Smyllie, LI Board member (Chair)

Daniel Cook, CEO

Chris House, Advisory Council

Mark Lawton, Chair LI Wales

Simon Odell, Head of Professional Standards

Rachel Tennant, Chair LI Scotland

Paul Tully, Chair LI Northern Ireland

Harry Watkins, Advisory Council



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



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**Corporate Strategy
2018-2023**
Landscape Institute

Agenda Item 4i	Governance Update
Paper author:	Emma Wood
Summary of paper:	Governance principles discussion paper prepared by the external consultants delivering the governance (RACI) review
Financial implications:	n/a
Council is asked to:	Discuss the key items particularly the Democracy section and elections

1 Introduction

The Governance principles document at Appendix 1, provides a governance overview, particularly in the context of professional bodies. It is a discussion document that has been drafted by our external governance consultant to stimulate debate in this essential but often underrated area

A number of additional supporting documents referred to in the paper have been made available via Dropbox and Council are encouraged to review this information in advance of the workshops

Governance Review: Discussion Paper

These papers were originally designed by the external governance consultants to assist the Landscape Institute (“LI”) Board of Trustees (“the Board”) with some of the key issues that they may like to address during the governance review work and are now available for discussion by Advisory Council:

Best

Practice Developments in Professional Bodies: PARN Reviews

What are the key themes and trends in other similar bodies? What are the key challenges facing professional bodies?

Governance & Risk

What are the implications of non-compliance with Royal Charter, Bye Laws, and relevant statutory, legal and tax requirements?

What constitutes core “mandatory” governance on which compliance is compulsory, and what is “optional”, governance or that which is not bound by a legal compliance requirement?

How to ensure that the governance structure has appropriate clarity of accountability and responsibility between executives and members who sit on boards and committees?

What is an appropriate framework to eliminate LI’s exposure to unnecessary risk, while allowing for agility in making business decisions?

Democracy

What role does democracy play in governance?

Is election by a particular electorate a mandate to only represent the interests of a particular interest group?

Engagement

How do you ensure a professional body that is well run and maximizes the expertise of the profession?

How do you ensure the distinction between engagement in all its scope and governance?

How do you ensure a professional body that is relevant and engaging stakeholders in the most effective ways?

Appointments

How do you ensure the right people are appointed to the right roles to get a diverse balance of skills and experience?

How do you ensure the model is inclusive of all stakeholders and attracts the best talent?

How do you create a continuous development and improvement loop whilst creating a wider pool for candidates?

PARN Reviews

The 2017 PARN review reminds us of the critical role of professional bodies in supporting trustworthy professionalism. It states that professional bodies need to do more than develop and apply qualification criteria based on hard-to-come by knowledge that underpins expert practice. They must develop and support the maintenance of that broad technical and ethical competence that can instil recognition of trustworthy professionalism in those qualified as experts. The professionalisation of professional bodies and recognition that fundamental changes in policies of professional bodies over the past 50 years need to be recognised and encouraged. This involves changes to governance, professional ethics, outward communications and strategic development.

Changing Landscape of Governance in Professional Bodies

These changes over the past 50 years were explored in depth in the 2015 PARN review which compared the changes in professional bodies since the 1960s and highlighted some key themes.

Professionalism

The proportion of work carried out by full-time staff compared with volunteers has grown. The level and expected competence of those at or near the top of the staff structure has changed. Previously, the person at the top would be responsible for taking minutes at volunteer meetings, and providing information required by the governing body or other committees. They would manage largely administrative staff concerned with member subscriptions. Today, the CEO is at the top supported by a cadre of staff concerned with policy issues. Those at the top are expected to have experience of policy making and managing professional bodies to carry out their role.

Governance arrangements

In the 1960s professional bodies were run largely as they had been for centuries. They were rather like clubs, run by large Councils of elected members (half with 50 or more), representing primarily the geographic distribution of members and supported by a complex and sometimes confusing committee structure: half would have 8 or more different committees. Now more **than 65% have strategic Boards as their governing body with an average of 12-14 members, some selected and some elected**. Women make up more than a third of governing body members today.

CPD

There have been critical changes in what professional bodies do. The most significant change has been CPD. There was no formal CPD in the 1960s. Professional bodies primarily qualified candidates for admission into the profession and into membership. After admission, only a small proportion of enthusiasts and volunteers maintained regular relations with their professional body. Now 80% of professional bodies have a CPD scheme and the scheme is compulsory (for at least some categories of members) for 53% of these, with participation monitored and with sanctions in place.

Through CPD, there is now a continuous relationship with members (almost all members if the scheme is compulsory) throughout their career. As a result, **the professional body relationship with members is deeper and more constant than it may have been in the past.**

Much more support is provided electronically to members and, in recent times, remotely. The physical presence of the professional body head office has become less important. In the past, the library and meeting rooms were key benefits members enjoyed. **Today it is more about email, the website and social media.**

Opening up the professional body sector

Ethical codes have become more public documents, reflecting the rise in obligations aimed at protecting the public rather than only the profession or other members. Professional bodies are more focused on supporting their reputation for knowledge dissemination and supporting ethical as well as technical competence.

Overall, professional bodies are more professionally run; more involved in ensuring their members are competent beyond initial qualification; more serious about complaints and discipline; more open and transparent about their ways of achieving public benefit

Governance

Perhaps the most noticeable change in governance arrangements among professional bodies has been to change from a large Council of elected members to being governed by a small Board of a combination of elected and selected members, and possibly other stakeholders.

This has been stimulated by concerns that governing bodies need to be accountable for the sustainability and proper behaviour of the organisations for which they are formally responsible. **Fulfilling this objective particularly involves overseeing strategic plans and risk management. Responsibility is collective.**

We have observed a dramatic transformation in governance structures during the past decade. Forty professional bodies answered three consecutive PARN questionnaires in 2006, 2009 and 2012/13. Of these, 79% had representative Councils as their governing body in 2006 and 21% had much smaller Boards. By 2012/13 only 35% had Councils and 65% had Boards. **Of those with Boards, just over half have *only* a Board and just under half retain a Council. For them, however, the Council is only advisory to the Board.**

In some ways a more profound change has been developments in what may be regarded as the direct professionalization of governing bodies. **In some cases this is achieved by a selection of members based on competence rather than popularity among the members.** Some may be selected who are not even members of the profession, but who bring specific experience of running organisations.

Elected members from the profession are not likely to have expertise in governance and this has led to increased emphasis on formal induction, training and performance reviews. An interesting development has been the adoption in a few cases of **peer review or 360 degree evaluations**. In this procedure all members of the governing body rate themselves and every other member according to a set of criteria agreed by the governing body as a whole.

Finally, there has been increasing use of **nominations committees** that carry out selection or may screen individuals who will then be voted for.

Governance & Risk

Introduction

In order to remain compliant from a legislative framework the Landscape Institute (“LI”) has to ensure that it abides by the following:-

1. Royal Charter, Bye Laws
2. Statutory, legal and tax compliance

This, collectively for the purpose of this document, will be referred to as “mandatory governance”, as this is prescribed by law and the Charter, cannot be changed, therefore compliance is not a choice, it is a necessity. To complete the picture, “optional governance” is therefore everything else LI works with and has chosen to implement (for example, Board and Council sub-committees).

Non-compliance

Failure to comply with the Charter and its Bye Laws, or with tax and legal regulatory regimes, carries very heavy penalties and risks for LI as a whole.

At its simplest, breach of the Charter could jeopardise the very existence of LI, as the ultimate sanction for breach by the Privy Council is revocation of the Charter. Loss of the Charter would have very serious consequences.

There are of course other, major risks which would flow from breach of Governance compliance. These range from fines and penalties and criminal sanctions including prison sentences, for the statutory directors.

There have been a number of examples of situations where mandatory governance has not been adhered to, with major implications for the organisation concerned. For example, Tesco had a number of directors removed for breach of their duty of care in relation to the exercise of their fiduciary duties, and a significant slashing of their share value.

The Myners Independent Governance review of the Co-Operative Group, in 2014, recommended a palette of fundamental governance reforms to *“protect the Group from the deplorable governance failures that have been exposed and led to the near collapse of the Group, ... governance, while it may seem just a technical subject is in reality a matter of high significance.”*

Myners further added that *“despite the failure of governance being so apparent and stark what was disturbing was the resistance of traditionalists to change, there having developed a culture of entitlement that has grown up with a very small but highly active proportion of the membership. This has undoubtedly created strong vested interests and a reluctance to rethink existing ways of doing things.”*

Finally Myners concluded *“the multitude of governance bodies with overlapping responsibilities has resulted in blurred lines of authority and diminished accountability”*

Royal Charter

The Royal Charter sets out the objects of the Institution (ie purpose) to include:

“to protect, conserve and enhance the natural and built environment for the benefit of the public by promoting the arts and sciences of Landscape Architecture ... and its several applications and for that purpose to foster and encourage the dissemination of knowledge relating to Landscape Architecture and the promotion of research and education therein, and in particular to establish, uphold and advance the standards of education, qualification, competence and conduct of those who practice Landscape Architecture as a profession, and to determine standards and criteria for education, training and experience.”

A Royal Charter changes a body from a collection of individuals into a single legal entity, whereby it can for example hold and dispose of property and sue and be sued.

In addition, a body acting under a Royal Charter is restricted by the terms and objects of the Charter and a public law remit to act reasonably, in the interests of the professional body.

A body constituted under a Royal Charter has no inherent power and only has those granted to it under the Charter. If the Charter provides general powers of delegation, these must always be exercised in accordance with the objects of the Charter and reasonably in the interests of the professional body.

Furthermore, the Charter and Bye-Laws require Privy Council approval before they can be amended (unlike Regulations).

What constitutes Governance

The above sets out what is therefore legally required and therefore fixed in the context of the wider “governance” review being undertaken. Generally, decision making bodies and those with delegated authority for decision making and spend as part of the governance structure of an organisation. Any individual or body with powers will have certain obligations to exercise those powers appropriately, fairly and compliantly. This will of course carry risks and liabilities to those individuals and bodies where those powers are not exercised in compliance with those obligations.

Statutory Legal Entity Compliance

In addition to the Charter in the UK, LI is also bound to follow statutory laws and tax regulatory regimes.

LI has devised an operating structure that supports its activities both legally and from a tax perspective. It is important that members do not inadvertently create other bodies or structures which could alter that structure or create new obligations for those concerned.

LI has one trading entity which will have its own legal requirements, for statutory directors as well as filing and maintenance of statutory information pertaining to that legal entity.

Failure to comply or to be able to demonstrate compliance can result in extensive fines, wind down of activities or imprisonment of statutory directors.

It is important that through its governance structures LI does not create opaqueness between how it is satisfying statutory compliance and its own internal governance, the worst case being that members acting in some capacity could be deemed to be directors. The accountability piece around internal governance and statutory governance must be clear, documented and transparent. LI must also be clear on how the non statutory governance dovetails with the statutory governance piece and the focus should be on ensuring that LI remains compliant from a statutory perspective.

Conclusion

This document establishes that the Charter and matters of public law impose certain key elements of governance that must be complied with. In addition, LI must operate in a manner which is compliant with the statutory legal and tax requirements.

Any other “governance” matter, over and above this, is not bound by a legal compliance requirement. However, any changes to the wider fabric of LI should be carefully considered to ensure the purpose and role of this type of governance, and the cost of delivering it, do not cast any doubt over the compliance aspects of statutory Governance

What role does democracy play in the governance of professional bodies?

What is Democracy?

There is no single definition of democracy and no sole model. However, it is generally characterised by a political system for choosing and replacing the government through free and fair elections; the active participation of the people, as citizens, in politics and civic life; protection of the human rights of all citizens; a rule of law, in which the laws and procedures apply equally to all citizens.

At LI, that is seen through all LI members being equal before the Charter and By-Laws; all LI members are free to practice and express their views provided they do so in accordance with any relevant rules or codes which are applied to all LI members equally; LI members can stand for and elect to various governance roles. Democracy is far more than simply how LI members are appointed to the various governance bodies.

A basic feature of democracy is the capacity of all voters to participate freely and fully in the life of their society. At LI, all members are able to participate “fully” in the means most appropriate to them. That generally means through local branches or groups. Elections for advisory Council are held every two years, now online with the last election attracting 17% of eligible voters:

However, LI does have several areas of democratic deficit:

- i) LI is a public interest body, but the wider public and clients of LI members have no right to vote.

iii) Overseas members (outside of UK) do not have a geographic seat on advisory council.

iv) certain categories of membership eg retirees, students, affiliates do not have full voting rights

v) for some branch areas regions are so large that in-person participation is restricted due to main centre of activity being large travel distances eg Wales , South West England

Arguably, these factors imply that some key stakeholder groups are *disenfranchised*. In a representative democracy, candidates and electorate are free to participate in elections, along the following lines:

i) Every vote has equal weight.

ii) No unreasonable restrictions apply to anyone seeking to become a representative.

iii) Competitive elections are fair substantively and procedurally.

iv) Freedom of expression and of speech, and access to media are essential rights that allow voters to be adequately informed.

LI elections meet this criteria.

The LI CEO reflected to Advisory Council in his election officer's report in 2017 that whilst attracting people from different backgrounds, few were elected in the last election.

One area for review should be the method of election that ensures a wider diversity. It is urged to consider proportional quota systems to be used for election to Council in future years.

If we seek to be fully inclusive all categories of membership of the LI should be considered for full voting rights as they all have a stake in its future, including retirees and students.

Some aspects of branch elections and meetings could also be considered moved online to enhance and include more LI members, overcoming the issues where geography has restricted participation in the past.

As future governance is explored there is the need to ensure that appropriate channels are in place to ensure international members can contribute to the LI's strategy, direction & governance arrangement ensuring that board decisions are market tested.

What should democracy look like at LI?

The essential roles of Council are to be the guardians of the spirit of the Charter and long term objectives: ensuring accountability by monitoring and overseeing, developing strategy and guiding plans whilst inspiring support. Whilst the Board acts as guardians of the assets with ultimate responsibility for what LI does: ensuring a clear vision and strategy, that objects are met, ethos and values are retained, that LI is compliant, shaping strategy, inspiring effective leadership, monitoring performance and ensuring accountability.

The best quality strategy is unlikely to be set solely by democratically elected representatives on a parliamentary model. Parliamentary models are better suited to scrutiny than to formulating strategy. Although, elected representatives can play a valuable role in holding the Executive to account through people who understand the profession from the inside, are independently-minded and free from any suggestion of conflicted interests.

We often see members elected on a particular mandate, attempting to represent certain issues or groups. However, when elected to sit on the Board or Council it is then not appropriate to champion these individual mandates as all elected officials must act in a collegiate manner in the best interests of LI as a whole. This creates confusion.

It is not reasonable for individual members to expect to bring their concerns to Council or the Board. These matters should be dealt with by staff in accordance with LI's policies. To allow concerns to be raised through elected members, creates risk both to them and to the organisation. So it is *inappropriate* for elected Council /Board members to act as advocates for individual cases, and it is *ineffective* to do so.

But it is both *appropriate* and *effective* for elected members to bring knowledge and experience gained in their professional lives and member contacts in order to inform their contributions.

The role of subject matter experts

If LI wants to make the best-informed strategy, relevant to its stakeholders and beyond the sector, it needs the best, most insightful subject matter experts, from within the profession and externally.

Where "external" experts are appointed to governance bodies, there will be a responsibility to hold them to account.

In addition, to uphold parliamentary traditions of holding "the executive" to account, the Board would benefit from high quality scrutineers who:

- i) bring the best techniques of scrutiny from elsewhere
- ii) can cross-examine "the executive" from angles they might not expect

These experts may be from within or outside the profession.

Risks

Council / Board will remain overwhelmingly elected from the membership by the membership. A wholly elected Council / Board made up solely of LI members elected by members could imply certain risks:

- i) It would not be fully representative since members would be the only stakeholder group
- ii) It would have blind spots. No profession has a monopoly of knowledge and experience, and the Edge Report and others emphasise the need for collaboration with others
- iii) It would undermine the credibility of claims to be inclusive, outward looking and a leader in the sector
- iv) It would be out of step with best practice on other similar bodies

What other ways are there to engage with members, benefit from expert advice and for members to get involved?

Any changes made to the way in which LI organises itself to achieve the vision and goals need to reflect the important distinction between running LI from a legal and fiduciary perspective and driving and shaping the future of the profession: two different but equally vital components of a professional body.

In the past, in common with many other similar bodies, LI was run by members acting on a voluntary part time basis. As the organisation grows and takes on new risks, it is no longer sufficient to rely on this but the need for engagement by the profession to support what LI is trying to do has never been greater. LI's relevance and value - the very future of LI - depends on member engagement, expertise and involvement in what LI is doing and achieving.

In addition to engaging with LI through simply being a member or participation in Education and CPD, there are various types of boards, committees and groups that members of LI might be involved in. Ultimately these can be summarised as governance (a decision making body), advisory or a task and finish group.

Historically, if members wanted to get involved with their professional body, it would be through sitting on a board or committee. However, times have changed and with modern technology, there are many other ways that members can engage with their professional body and other members outside of the governance structure.

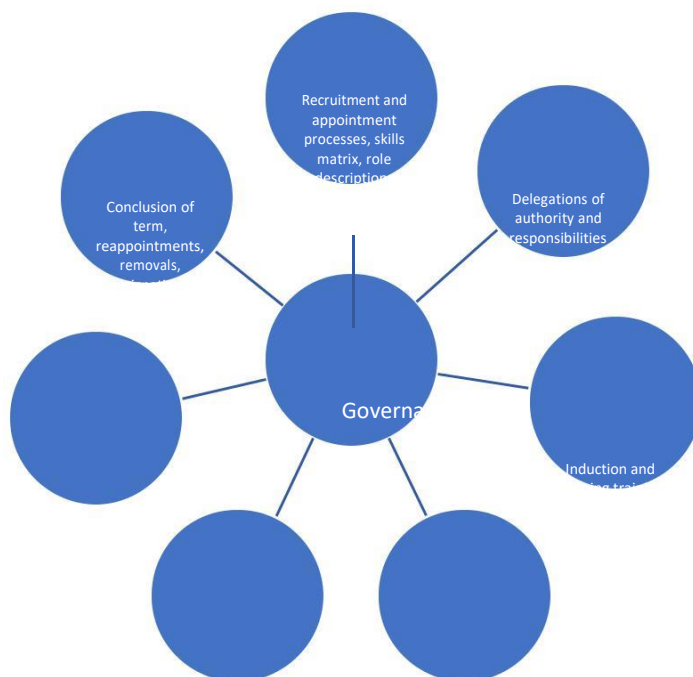
The generational shift paper highlights the importance for diversity and inclusivity of taking account of how the multi-generations in our workplaces want to engage with and communicate. Gone are the days of wanting to take a day out of the office to go and sit on a committee when instantaneous communications allow participation from your desk in video conferencing and online forums. With ever increasing demands on our time, it is less and less likely that people are able to give up the same amount of time to take on voluntary roles as officers or as an elected member on a governance body.

It is important to separate out what are the essential elements of the governance structure vs those advisory bodies that do not have decision making powers themselves or those task and finish groups convened for a particular purpose and then disbanded when complete. More robust policies and procedures will be needed to support the governance structures but a lighter touch approach can be taken with advisory and task and finish groups making them more agile, flexible and accessible to all.

It is also important to remember that engagement is not limited to participation in the governance structure and that there will be plenty of other ways that members can engage with LI and get involved.

Governance Lifecycle

The right processes will need to be in place to ensure support for the whole lifecycle of board / committee membership from talent and succession planning, recruitment and appointment, supporting induction, training and development to completing the term and dealing with any issues that may arise during the appointment. These policies and procedures will usually be contained in a comprehensive handbook to support members of all governance bodies and those in Officer roles. Governance structures require robust procedures to ensure compliance.



Appointments

A key challenge will be to ensure that the appointment procedures are designed to ensure that the recruitment process attracts the best talent and that the selection or election processes ensure the right people are appointed to the right roles.

Induction and Development

The Board lifecycle must include appropriate policies and procedures to ensure that individuals receive a thorough induction to their roles and are supported by training and development where relevant.

Behaviour and Conduct

Whilst undertaking roles as officers or on governance bodies, members have a responsibility to stay up to date, to read and understand all papers, to bring their knowledge and experience and to participate fully in discussions and votes and to conduct themselves professionally working in partnership with their colleagues on the board / committee and the executive staff.

Skills, Knowledge and Experience Matrix

It is important that every governance body has an updated skills, knowledge and experience matrix. This should include a broad mix of personal qualities, skills, experience, knowledge and other criteria to ensure sufficient diversity and expertise to deliver its aims.

Talent & Succession Planning

The skills, knowledge and experience matrix would also inform talent and succession planning, to ensure any gaps can be covered. Staggered appointment terms also facilitate forward planning.

These matters will inform the role profile when inviting candidates for either selection or election. This forward-looking approach provides greater opportunity for personal development, both for current members of boards / committees and for those candidates that want to prepare themselves to ensure they meet the required criteria.

Performance Assessment

Regular performance evaluations are a useful tool for any board. An effective evaluation can help even highly performing boards to enhance their performance and improve their organisation. The Chair will act on the results of the performance evaluation by recognising the strengths of the board and addressing its weaknesses.

Performance assessment is also an opportunity to update the skills matrix with members indicating where they feel that they meet the criteria on the skills matrix and suggesting additions to the matrix if it is felt that new criteria would be required for future deliberations or to remove criteria that may no longer be required, thereby enabling the Chair to future proof the matrix to keep it relevant.

Performance assessment of boards / committees and individuals would also provide an opportunity for personal growth and development, supported by LI. It is not a tripwire but a search for continuous improvement.