

Minutes of the 30th meeting of Advisory Council held on Thursday 05 July 2018 (Web)

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

Council Meeting 1 – Oversight

Present:

Honorary Officers:					
CHAIR: Adam White President		Helen Tranter Vice President		Carolyn Göhler Hon Treasurer	
Elected Members:					
Rebecca Knight		Maude Pinet		Katharine Schofield	
Licentiate: Daniel Watson					
Branch Reps:					
EofE	Liz Adams	EMids	Ben Betts	London	Robert Holden <i>(Alternative)</i>
Mids	Rupert Dugdale	NE	Kevin Johnson	NW	Alice Murphy
SW	Brodie McAllister	NI	Harry Watkins	Scot	Peter Dunmow <i>(Alternative)</i>
Wales	Ray Edwards				
Committee Reps:					
EMC	Chris House				
In Attendance:					
Dan Cook Chief Executive		Poppy Smith Head of External Affairs		Rachel Smith Head of Business Development	
Andy Wallace Head of Finance & Operations		Emma Wood Professional Standards & Governance Manager		Yvonne Matthews Executive to the Leadership Team	
Christina Hirst Consultant: Education Project		Simon Odell Consultant: Education Project		Kate Owen Consultant: Governance Project	

Apologies:		
Merrick Denton-Thompson Immediate Past President	James Lord HonSec	Annie Coombs Elected
Bill Blackledge Tech Rep	Ian Houlston PCC Rep	Chris House EMC Rep
Sam Leathers Elected	Noel Farrer Elected	Ian Phillips Elected
Liz Stark Student	Simon Brown Licentiate	Mark Smeeden BrRep Y+H
Hanna Salomonsson BrRep London (<i>represented by Robert Holden</i>)	Louise Ward BrRep SE	Scot Nick Bowen BrRep Scotland (<i>represented by Peter Dunmow</i>)

1. President's Welcome

Adam White (AW) welcomed all to the first meeting of the new session and offered his congratulations to the newly elected branch representatives. All Council members briefly introduced themselves

2. Performance 2017-18

AW opened by confirming that he has spoken with past presidents to ensure we maintain their areas of influence and expertise before giving the opening presentation providing an introduction to the day - presentation is attached

Brodie McAllister (BM) gave a brief update on Day 1 (Induction and Workshops) highlighting:

- i. Current and future digital projects and their potential impact on LI services
- ii. The move to a customer service approach
- iii. CPD workshop had provided wide ranging comments and feedback for the CPD Policy Review WG

2.1 Performance and Achievements

Dan Cook (DC) gave a presentation providing an overview of 2017-18 performance and achievements

Highlights of the presentation included:

- i. People, place & nature – good feedback from the corporate strategy.
- ii. High level of member engagement over 800 actively engaged with the work of the LI
- iii. CPD Digital day – high delegate numbers with international coverage. Has prompted approaches from other bodies for access to future events. Much of the success of the event was thanks to Andrew Morris and Simon Odell
- iv. College of Fellows has been reactivated with their next event linked to the strategy day in Scotland
- v. Defra 25 Year Environment Plan – Merrick Denton-Thompson (MDT) had a great influence on the plan and landscape is referred to throughout
- vi. Support for apprenticeships
- vii. Significant collaborations: Memorandum of Understanding has been signed with IPM (Institute of Place Management) and the NAAONB (National Association Areas of Outstanding Natural Beauty)
- viii. Membership stats. CMLI numbers improving year on year with former members coming back. Licentiate numbers reducing due to high numbers of international students on accredited courses that then cannot stay in the UK due to visa issues

Comments:

- ix. What are the targets for membership growth? - Currently focussed on CMLI at the moment aiming for 180pa and then 220pa in mid term. Longer term aim for 300pa once the new education routes are in place.
- x. There is currently no support for those based in China - This is something that we are aware of and the issue will be included within the main education and entry project
- xi. Increasing issue of international students being educated in the UK and then returning home with no interest in membership of the LI - This is a major concern and the issue of how to interest and engage them will need to be considered as our education/entry projects progress

2.2 Financial Overview [Confidential Item]

2.3 Future Plans 2018-19

DC gave a presentation providing an update on future plans

Highlights of the presentation included:

- i. Choose Landscape campaign. Will need members to outreach and engage, particularly with diverse communities
- ii. Natural Capital Agenda. Need to ensure that net gain isn't limited only to biodiversity. Health and well being. No current standard on approach, what or how attributes should be measured. Should have a common set of principles as with landscape character assessment etc. There is massive potential within health and wellbeing

- iii. Entry Standards, Talent and Relevance. International strategy is a topic for discussion at the strategy session with the Board in November
- iv. Diversity and Inclusion. Runs through all the work of the LI. Romy Rawlins is leading the work group. High level women in the landscape profession are still paid significantly less than men. There is a lack of racial as well as disability diversity
- v. Events. LI events have been attracting European attendees. We are investing in training for members and have recently held a Chairs training day. LI conference in Greenwich getting a lot of international delegates. We are working with branches more on the delivery of events
- vi. Organisation. More flexible and responsible employer. Investment in our digital systems (webex etc) has really helped with communications and virtual attendance
- vii. Strategic Alliances. Potential partners rather than competitors

Comments:

Possible downturn in economic climate in short to mid term future - are we prepared for that? The sector is still buoyant at the moment, particularly linked to housing, but we are keeping an eye on Brexit. There has been a downturn on investment funds coming into the UK. We have been considering some kind of quarterly survey with RegPs to monitor the sector and allow for flexibility. If there is a major change then we can quickly pull back on consultants commitments and slow down major projects

3. Market Insight

3.1 Regions, Branches

The BrReps gave a brief commentary on their personal market insight from their local regions:

EMids	There are a number of big industrial projects, motorway development, housing
EofE	A course has closed at Cranfield. Strong work demands
Mids	HS2. Big housing projects. Loss of greenspace. Commonwealth games. DC commented that we are considering Birmingham as a possible candidate for next LI conference (2019/2020) and any feedback would be appreciated
London	Brexit major concern. Local authorities stretched dealing with planning. Social and affordable housing a major area of concern. HS2 boon for London practices as well as cross rail. Discussions on major pedestrianisation projects – conflict between Mayor and Westminster. Education – applications remain high but acceptance numbers going down due to staffing levels
NE	Housing projects. Problems with graduate recruitment. Northumbria University looking at restarting a landscape course but will be aimed at Chinese students
NW	Manchester and Liverpool devolution. MMU has lost a course
SW	Apprenticeships starting to kick off locally. Housing pockets
NI	Member engagement a challenge but with only 80 members will always be a challenge. Streetscape is promoted as landscape – presented as architecture and frontages etc. Brexit a major concern
Scotland	State of the Landscape. HS2. International and national work. A9 widening providing opportunities for next few years. Housing projects both good and bad. Scottish Parliament still supporting renewables. High demand for student housing. Urban regeneration and sustrans. Pressure from tourism particularly in the highlands and islands. Edinburgh university has a high level of international students

Wales Concentration of members, practices around Cardiff. No schools in Wales, requirement that everything be bi-lingual is something of a barrier. Landscape colour. Lost Swansea Bay Tidal Power to the nuclear power option. Future Generations and Well Being Act - everything has to be sustainable an example of which is the current draft Planning policy Wales guidance Edition 10.. DC noted that he and MDT had a great meeting with Natural Resources Wales

[Post meeting note: Additional market insight for Wales - Cardiff Capital Region City Deal is currently being set up with a signed agreement to deliver £1.2bn of initiatives to increase the performance of the city region economy. There should be a number of developments including South East Wales Metro.

A potential risk to local authority projects has been identified with the ending of direct grants for natural resource management to local authorities from spring 2019. This is to be replaced with a competitive grant process resulting in local authorities and all bodies trying to win grant monies for their works. Implication of which will be budget shortfall and no guarantee of funding in the future.

3.2 Branch operation

Katharine Schofield (KS) had undertaken a piece of work looking at how branches work with events, meetings etc. Now have feedback from the branches (attached) and highlights of the report includes:

- i. There is quite a degree in variation of committee meetings with an average of 4-6 pa and a similar number of events. Some branches have a greater focus on social than others. Tend to focus on what will best engage their local membership
- ii. Availability of time big factor for the success of meetings and events
- iii. NI, Scotland and London have discussions on policy, but not the other English branches
- iv. All branches now link events with their AGMs
- v. Finances and CPD highlighted. LI Business plan could open more opportunities for CPD with more support from LI Central

DC commented that the use of webex, particularly for meetings could be really helpful for reducing time commitment for committee members. Policy and influencing – a possible topic for the November strategy session. Need to take a more strategic look at where we want to put our effort, especially with the emergence of the new city regions. Can't afford a policy officer in every region but could look to train and support senior influential ambassadors in those regions that could represent the LI to best influence decision makers.

4. Governance Update

DC introduced Governance Project Consultant, Kate Owen (KO) and gave a brief overview of the ongoing governance project. KO then lead a discussion on the key issues within the discussion document

DC noted that currently we have a 'first past the post' voting system for Council elections and suggested that some sort of proportional voting system would support a more diverse and progressive voting process. This is also an opportunity for branch elections to be brought into the main online electoral process to improve accessibility and potentially better representation

There was general support for a move to proportional voting systems but little interest in the proposal that branch elections be brought into the main electoral process

There was a question from the floor as to whether we need to redefine Landscape Architecture and as such the Charter. The Charter defines Landscape Architecture as everything to do with design, management, research etc. Are we changing what is meant by Landscape Architecture with the broadening projects? DC confirmed that this is definitely a piece of work that needs full and proper

consideration but perhaps we should complete the education and standards project before we go back to that issue

KO summarised the discussions noting that the rules need to be flexible enough to support current and future developments, don't prevent involvement, and ensure member engagement. Elections should be inclusive. Governance should be professional and robust

5. Education & Practice

DC was joined by Poppy Smith (PS) Head of External Affairs, and entry standards project consultant Christina Hirst (CH), to give presentations updating on the education and practice research projects

5.1 Workshops

After the presentation Council split into groups (worksheets are attached) to consider the following:

- 1 What do you see as the implications for industry
- 2 Threats and opportunities within the profession which we should be aware of based on the findings
- 3 Identify if there is anything which has been missed which should be picked up in the implementation plan

Comments:

- i. Not enough UK graduates, how do we keep the UK skill base
- ii. Apprenticeships and sponsorships
- iii. Rise of digital skills
- iv. How do we include landscape within education
- v. Disaster relief, climate change
- vi. Under appreciation by clients and other professions
- vii. Lack of a statutory framework
- viii. Design isn't mentioned in the report, there are also a range of skills unique to us that aren't mentioned
- ix. Apprenticeships working well
- x. Lack of clarity around what we call ourselves linked to de-skilling
- xi. P2C needs support to achieve consistency of standards particularly mentoring and supervision
- xii. New process may be too tailored and focussed, ensuring consistency
- xiii. Process of university accreditation should be simple
- xiv. Longer term support between universities and the LI

5.2 Membership levels

DC reviewed a number of slides covering possible levels of membership that recognises new routes. DC stressed that whilst this approach would allow for a 'whole career' membership it was very much in the early stages of development

Council were broadly happy with the direction

Any additional comment on any of the items covered can be forwarded to the team

6. November Meeting

Strategy meeting to be held in Scotland, probably Edinburgh, with the Jellicoe Lecture

Topics for discussion to include electoral reform and DC asked Council to confirm their stance on:

- i. Council Elections – introduction of a Progressive, proportional approach. Council indicated support

- ii. Branch/Council Representative elections – to bring in line with the main elections with electronic voting on the 2 year cycle. Not at this time but need to consider how to get more involvement, digital attendance etc

As it is the Year of Youth the Jellicoe Lecture will probably have a youth theme. Looking for any suggestions for speakers.

Probably hold parallel events for College of Fellows as well as for the Branch Chairs

RegPs have asked LI to consider better focus/support for international members. Need to develop an International Strategy. Would be interested in any input or support from Council. Brodie McAllister (BM) and Maude Pinet (MP) volunteered for the International Group

ACTIONS: All forward suggestions for Jellicoe speakers
Brodie McAllister and Maude Pinet to join International Group
All to forward suggestions for international strategy and contact DC if wish to get involved

7. Any Other Business

- i. Direct Access to Barristers – EW confirmed that the Bar Standards Board has updated their registration processes and professional associations can now apply to be added to the Schedules to the Licensed Access Recognition Regulations. This would allow any registered organisations members to directly instruct a barrister

There being no other business Adam White thanked all for their support and active participation and the meeting closed at 1642

Landscape Institute Council Meeting

President
Adam White

www.landscapeinstitute.org [@talklandscape](https://twitter.com/talklandscape)

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Institute**
Inspiring great places

People, place & nature



Our strategic vision



Our vision

TO BE A RELEVANT, EXPERT AND TRUSTED PROFESSIONAL BODY, WHICH DEVELOPS THE SKILLS, KNOWLEDGE AND PROFESSIONAL BEHAVIOURS OF ITS MEMBERS.



Our mission

TO LEAD AND INSPIRE THE PROFESSION TO DELIVER FOR THE BENEFIT OF PEOPLE, PLACE AND NATURE, FOR TODAY AND FOR FUTURE GENERATIONS.



Our values

IN GIVING TRUSTED, AUTHORITATIVE & INDEPENDENT ADVICE WE WILL BE:
1 CARING AND NURTURING
2 CREATIVE AND PASSIONATE
3 SOCIALLY & ENVIRONMENTALLY AWARE

**Landscape
Institute**
Inspiring great places

1. Raise the political and public profile of landscape and place

- Promote the value and importance of the relationship between people, place and nature
- Demonstrate the value and breadth of the landscape profession
- Lead debates on matters of public interest



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Where is the value from landscape & places?

- 1 Climate Change Adaptation & Mitigation
- 2 Water management & Flood Alleviation
- 3 Place & communities
- 4 **Health & Well-being**
- 5 Land & Property Values
- 6 Investment
- 7 Labour Productivity
- 8 Tourism
- 9 Recreation & leisure
- 10 Biodiversity
- 11 Land management

Source: Green Infrastructure NW – Valuation Toolkit



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2. Build the resilience and confidence of the profession



Source: Welsh Government

- Empower the profession with skills needed for future success
- Increase access to landscape education
- Horizon scan and future proof the Institute

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LIVE STREAM

Back Soon....

10:00 - 10:30 **Social Media Marketing - Making it deliver**
Fen Eya Morgan, FYM Digital

10:35-11:05 **Using 3D Technology in the AEC Sector**
Kadine James / Even Morrison, Hobs Studios

11:35-12:05 **Animated Landscape**
Matthew Parker, Room60

12:10-12:40 **Digitisation, Construction and BIM Level 3**
Mike Skilton, Keysoft Solutions

13:40-14:10 **The future of design will be immersive**
Johan Hanegraaf, Pelter Hoon, Mecanoo

14:15-14:45 **Smart Design for a smart future**
Michael Cowdy, McGregor Coxall

15:15-16:45 **The digital future of the professions**
Paul Wilkinson, pwc.com

16:50-18:20 **Key to the City: Using Augmented Reality in the Public Realm**
Neil Manthorpe, Atkins

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In association with
Keysoft

3. Grow and be more inclusive

- Be a role model through our actions
- Broaden the profession
- Be more inclusive through the way we operate

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About Council

- Skills & experience
- Focus on the strategic
- Managing conflicts of interest
- More than the meetings
- Being prepared
- Listening, openness, confidence & trust
- Chair/CEO relationship

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Thank you

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BRANCH ACTIVITY REPORT JULY 2018**Background**

Following the publication of the Business Plan 2017-2018 the branches were posed a series of questions earlier this year regarding their activity, events program and engagement with the LI draft Business Plan.

The purpose was to establish how branch committees were functioning, identify any patterns in the way in which events are run, potentially share successful ideas or practices between regions, and determine how the regions might be most effectively supported going forward.

Questions were as follows:

1. How many times a year does the branch meet?
2. How many events does your branch run each year (including the AGM)?
3. Do you have the AGM as a standalone event, or combined with a debate / activity / social?
4. Do the events run reflect regional matters and current affairs or local interests, or do they seek to offer a generally diverse range of topics to attract a broad cross cut of the membership? Or do you mix?
5. What influences the scheduling of your events, and how far in advance are these fixed?
6. Do you fix an event topic first, or dates in the year when you want to have events?
7. What types of matters are discussed at meetings?
8. What does your branch see as its function?
9. Has the new business plan been discussed?
10. Are there any areas where the branch feels the business plan places particular (or new) responsibilities upon the branch?
11. Does your committee feel that there are any opportunities for branch that have been highlighted by the business plan?
12. Do your committee feel that there is another / modified role that the branch could undertake away from that more strictly defined within the constitution in order to better serve members?

Responses were received from all of the 12 regions and a summarised analysis is set out below.

Committee Meetings

Many regions noted a degree of variation in meeting occurrence (from meet to meet or on an annual basis). For the purpose of this analysis results have been grouped into four or fewer, around 6 (4-7) and 8 or greater.

Most branches met at least 4-6 times a year, with 6 branches operating at this frequency and a further five holding 8 or more meetings. Regions who met with the greatest frequency did so on a regular program of every month or every 6 weeks (for example) whereas the timetabling for those regions who averaged at around every 2 months was less prescriptive. Only two regions met less often, with quarterly or 'termly' meetings, although the latter was experiencing committee turnover and resourcing issues at the time of the survey.

The principal topic of discussion at meetings was upcoming events and the branch's events program. Recurring agenda items included LI central (activities, news, consultations, reporting back, matters to be raised), finances, local matters, CPD provision and communicating / engaging with members. The format of meetings varied from a standardised to a mixed agenda, or in some cases focussing wholly on the generation and delivery of events.

Program of Regional Events

Just over half the branches typically held 4-6 events a year, with three delivering in excess of 8. Two ran 4 or less per year. The majority ran a mixed program including regional subject matter, current topics, and technical focus / updates. Three regions specifically noted that they sought to deliver a diverse program well-spaced throughout the year while the same number focussed around providing what they thought would be of interest. Between the regions, the occurrence of events with a specific social/networking focus varied considerably.

The driving factor behind frequency and scheduling of events was most commonly resources, with time (amongst committee volunteers) being identified as the key factor, although availability of speakers, hitting on good ideas or spreading events across the year (including matching ideas seasonally) were other considerations. On average events were organised broadly in the region of 3 months ahead, although there is a range from 'last minute' plans to an advance program of up to 6-9 months. Events organised 'opportunistically' were often a result of the availability of speakers, good topics arising, or where collaboration with other organisations was possible.

Branch Function and the Business Plan

The LI business plan at the time of the feedback had not been widely discussed (and also preceded the circulation of the 2018-2019 Plan), with just over half of committees having considered it, although not necessarily in detail.

There were mixed responses to the potential responsibilities that the Plan may consequently place upon branches, with some executing their own interpretation of requirements, however feedback generally identified an acknowledgement of the need for clear structure and processes. Comments highlighted greater events reporting, more financial emphasis, or the need for income generation. understand the implications.

Opportunities that the Regions felt the Business Plan may create for Branches included a greater confidence and influencing regionally; subject to more support delivering CPD and events admin. It was also noted that if branches took a more active role in the delivery of CPD at the regional level this could be justified through greater member involvement as a result of greater scrutiny of member CPD records by LI Central.

Summary

Findings can be summarised as follows:

- There was a wide range of committee meeting and event frequencies, although around 4-6 meetings and 4-8 events per year was the most common pattern

- Potential event topics and ideas, together with a program of delivery was a universal element of every committee meeting, in some cases being the primary driver.
- Regions with meetings 4-7 times a year typically ran a corresponding number of events, with advance planning being in the order of 3 months.
- Time (of committee members or to organise events) was the most frequently identified of the resource constraints.
- Where available time was cited as a key influence on the events schedule, this corresponded with either fewer events being run, or being organised with a shorter lead time
- Depending upon the resources available, there is some evidence to show that committees may tend towards either delivering fewer selected events planned well in advance (3+ months), or putting on more events across a diversified program although these may be 'opportunistic' and/or have a quick turnaround
- The Devolved Nations, together with the London branch, met with the highest frequency on a monthly basis. Policy matters featured in committee discussions, whereas engaging with policy makers did not appear to be seen as part of the function of the branches for the remaining English regions.
- Specific social or networking events did not consistently appear across events calendars and did not necessarily occur more often in regions with more events, being more a product of what was considered to attract members to events. Four branches noted running Christmas socials, with the same number combining their AGMs with a social focus or element.
- The AGM in all cases was a combined event, although this was accompanied by anything from a social activity to a local visit, speaker or an exhibition.
- The business plan has not been widely discussed, although some branches are aware of the changes to events reporting and associated financial matters. There is some recognition of the positive implications of the Plan on influencing and CPD within the branches, although this would require support from the LI to implement.

WATERCOOLER GROUP

1. Implications for industry

Apprenticeships working well: (~~as~~ ^{e.g.} highways engineers)

= new route

mutually beneficial to app- & employer / £ straight away

if employer is supportive (time & £)

if educationalists design course around them flexibility

N.B. 'Conventional' routes may only have 1 day contact time

~~we~~ if employers pay enough (+ costs)

2. Threats/opp^s for profession:

- NW perspective - loss of viable v/g programmes
- still need to engage with schools esp. at work placement time / career choice time
- lack of clarity about what we call ourselves linked to:
- deskilling (e.g. horticulture ^{ecology})
- technological challenge = opp & threat

WATERCOOLER GROUP

3. Anything missed?

Could LI enable 'year-outs' to a standard?
i.e. brokering / matchmaking
Setting standard

P2C needs support to achieve consistency
of standards esp. mentoring / supervision

WATERCOOLER GP

Implementation - Is that just on the ground
if so, = technical
if not - what is it?

Difficult to comment without definitions

They are fine as broad competencies
but may lack meaning

Accreditation

- Needs to be flexible & enable variety
- LI has role to play in ensuring breadth across the profession.
- Support a longer term support & accreditation cycle.
- Encourage Universities to approach LI ~~to dis~~ to explore routes to accreditation
- Keep it simple & minimise time requirements for LI
- Ensure consistency of quality across whole syllabus

Competency Framework

A/

- Has the code of conduct been fully reflected in the common competencies?
- Should the ^{common} competencies be divided into

transferable
skills
(1st 10 points)

core landscape
topics
(last 7 points)

is scope management
missing from these?

Not enough UK Landscape goods.

How do we keep/train UK skill base?

Business sponsored students

Degree level apprenticeships

Rise in digital skills

Raise the landscape/environment issues at school level.

Insert more into early learning
Key stage / GCSE

Geography /
Biology

Target A'level students with
Art Biology Geography

ASLA idea of picture
books / stories

WORKING AS A PROFESSIONAL
Business management ??

Commercial awareness
Financial management
HR people management

+ legal and reg framework

WORKING WITH (PEOPLE ~~CLIENT~~)

WORKING FOR PEOPLE PLACE + NATURE
~~CREATIVE~~
~~PROBLEM~~
~~SOLVING~~

+ Create and inspire new landscapes

+ Creative problem solving

State of landscape

2. Opportunities for professionals to work in:

→ demonstrate that we're the natural people to go to as lead consultant

- Climate Change

- Natural Disasters

- Conflict / restoration /

→ need to diversify where regeneration
our work comes from → is appointment by architect sustainable?

Threats: gap between the what

of these challenges + our

skill base

- low position

- under-appreciated by clients + design teams

- lack of a statutory role

↳ ~~D~~emonstrate / enable both sides + work

What's been missed?

Skills we rely on don't mention
design or skills specific to us

doesn't pick up on the work
stages we engage in, eg how often
we implement our designs

We spend a lot of time doing things
that aren't on the list - report writing, communication
→ poor quality in areas
→ NEED FOR QUALITY

PROFESSIONAL COMMUNICATION
SKILLS

Working
as a
Professional

- + Contracts / Form of Agreement
- + Legal
- + Internal Quality
- + CPD

Working
with people

- + Negotiation (infl)
- + Lead-consultant
- + Marketing
- + Winning work.

Working for
people, place

- + Plant knowledge
- + Material knowledge
- + Biosecurity
Plant health
- + Maintenance &
Landscape Management
- "Optimise & Strategise" mea
- + Creativity