

Agenda Board and Council Away Day

08 November 2019

City Hall, 115 Charles Street, Leicester LE1 1FZ

0930 30m	ARRIVAL, TEA & COFFEE
1000 10m	1 OVERVIEW OF DAY, WELCOME AND CONTEXT SETTING Dan Cook CEO, Romy Rawlings HonSec Facilitators: Sandra Cunningham and Dr Alex Hilliam
1010 10m	2 PRESIDENT'S REPORT Adam White FLI
1020 1.5h	3 CULTURE AND BEHAVIOUR- SESSION 1 3.1 Presentation – Sandra Cunningham 3.2 Q&A / workshop
1150 10m	BREAK
1200 30m	4 CULTURE AND BEHAVIOUR- SESSION 2 4.1 Presentation – Sandra Cunningham 4.2 Q&A / workshop
1230 15m	5 ANY OTHER BUSINESS & BRANCH/COUNCIL INITIATED ITEMS 5.1 No items have been raised in advance – for urgent items only
1245 45m	LUNCH
1330 1h	6 CLIMATE AND BIODIVERSITY EMERGENCY – ACTION PLANNING 6.1 Presentations - Adam White and Alex Hilliam 6.2 Q&A / workshop
1430 10m	BREAK
1440 1.5h	7 GLOBAL STANDARDS & IFLA PRINCIPLES 7.1 Presentations – Dan Cook and Sarah Loutfi 7.2 Q&A / workshop
1610 30m	8 IMPROVING MEMBER NETWORKS 8.1 Discussion
1640 15m	9 SUMMARY & ROUNDUP Facilitators
1655	CLOSE

Meetings planner:

2019-20 Session:	06 February 2020	AdCo (3) Influencing (Policy, Technical, Engagement) (<i>virtual</i>) To include discussion on reporting and feedback mechanisms as put forward by Bill Blackledge
2020-21 Session:	01 July 2020	AdCo (1) Oversight, Education, Regulation, Governance (<i>Birmingham</i>)
	05 November 2020	AGM, Jellicoe (<i>venue tbc</i>)
	06 November 2020	AdCo (2) + Strategy Retreat w/Board (<i>venue tbc</i>)
	04 February 2021	AdCo(3) Influencing (Policy, Technical, Engagement) (<i>virtual - subject to 2020 trial</i>)

Agenda Item 6	Climate and Biodiversity Emergency – background information
Paper author:	Dan Cook CEO with input from Dr Alex Hilliam (consultant to LI)
Summary of paper:	This is an excerpt from the paper drafted for the LI Board meeting in July on 'Should the LI declare a Climate Emergency?'. It provides background about declarations happening across the sector and how the LI could respond.
Financial implications:	n/a
Council are asked to:	Note the background information and context for the climate and biodiversity emergency action planning session

Project Background

The LI declared a climate emergency in June 2019. In support of that declaration the Board of Trustees agreed that the organisation should switch to 'emergency modes of working' as we developed options for action. The LI has taken a number of steps already and moved to:

- Start to change travel policy, approach to procurement & events
- Start to develop new global ethical principles for landscape practitioners
- Updated our CPD policy to require 5 hours per year on climate and environmental net gain topics for LI members from July 2020.

Further options for action are now being developed to be put forwards for discussion at the November Strategy Session (to inform the next 3-year plan that Board will need to agree in March 2020). To support this work an expert [Climate Change and Biodiversity Emergency Response Panel](#) has now been formed and had its first meeting on Wednesday 23rd October. It is intended that feedback from their work will be included within the climate and biodiversity emergency session

The panel is currently working on a mission statement with some clear goals and level of ambition for us all. It is expected that a discussion at Council will revolve around the emerging mission statement and clear areas for action. Broadly the range of actions needed to be discussed fall into the following categories

Possible action areas (for discussion)



Advisory Council is asked to review the background information provided in preparation for the climate and biodiversity emergency action planning session

Summary of paper:	This is an excerpt from the paper drafted for the LI Board meeting in July on 'Should the LI declare a Climate Emergency?'. It provides background about declarations happening across the sector and how the LI could respond.
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1 Background

In October 2018 the IPCC released a report where leading climate scientists outlined that we have only a dozen years for global warming to be kept to a maximum of 1.5C. Beyond this threshold even half a degree will significantly worsen the risks of drought, floods, extreme heat and poverty for hundreds of millions of people¹. The LI published our Climate Change Position Statement² a decade ago but it is clear that there hasn't been enough action across government and society since.

Many organisations have declared a 'climate emergency', including 598 local councils covering 74 million citizens in Australia, Canada, the USA, the UK and Switzerland³. The UK Labour party declared a climate emergency in March 2018 and the UK Government responded that they are addressing this through their 25 Year Environment Plan. In April 2019, inspired by the activities of groups such as Extinction Rebellion⁴ and School Strike for Climate⁵, the first wave of 193 declarers from the UK arts, culture and creative sectors launched the 'Culture Declares Emergency' movement⁶. In May 2019, the UK Parliament has declared a climate emergency, along with the Welsh Government and the Scottish Government. On 30 May 2019 the campaign 'UK Architects Declare Climate and Biodiversity Emergency' was launched⁷ and has 405 practices signed up⁸.

To date no other professional body has declared a climate emergency, however organisations such as the UK Green Building Council, RIBA, CIBSE⁹ and others are addressing this through their sustainability and zero carbon work. Organisations like CIWEM have not declared a climate emergency but have set up a 'Climate Change Network' for members, providing policy position statements and holding relevant events and training.

There is currently no formal guidance on what a 'climate emergency' declaration should contain¹⁰:

"Our call for declaring a climate emergency is not a structured movement with a specific guideline and a set of criteria as such. It is an open 'movement of movements', and there are many opinions floating around about what is the best strategy.

Eventually, it is up to each individual council to make up its mind about what it wants to suggest and to implement." (Climate Emergency Declaration campaign)

Some LI members have been discussing whether they and/or the Institute should also declare a 'climate emergency'. This has included discussions over social media (in relation to declaring an

¹ <https://www.theguardian.com/environment/2018/oct/08/global-warming-must-not-exceed-15c-warns-landmark-un-report>; <https://www.ipcc.ch/sr15/chapter/summary-for-policy-makers/>

² <https://landscapewpstorage01.blob.core.windows.net/www-landscapeinstitute-org/2016/03/LIClimateChangePositionStatement.pdf>

³ <https://climateemergencydeclaration.org/climate-emergency-declarations-cover-15-million-citizens/>

⁴ <https://rebellion.earth/>

⁵ <https://www.schoolstrike4climate.com/>

⁶ <https://sites.google.com/view/culturedeclaresemergency/home>

⁷ <https://www.bdonline.co.uk/news/stirling-prize-winners-declare-climate-and-biodiversity-emergency-/5099740.article#.XO-gQ3gARxA.twitter>

⁸ <https://www.architectsdeclare.com/>

⁹ <https://www.cibsejournal.com/opinion/climate-action-what-can-cibse-do/>

¹⁰ <https://climateemergencydeclaration.org/climate-emergency-declarations-cover-15-million-citizens/>

emergency, the school strikes and the installation of gardens as part of the 'Extinction Rebellion' protests), at LICPD events and at a College of Fellows meeting.

2. The role of LI and its members in addressing climate change

The Landscape Institute and its members are already responding to the issue of climate change through a range of measures. In our 2018 Corporate strategy we set out that we will:

Acknowledge social challenges such as urbanisation, climate change and resource scarcity and work towards sustainable and resilient landscape led approaches with the outcome; Greater linkage to global sustainability initiatives demonstrated by the LI.

The LI produced a Climate Change Position Statement in 2008 and this requires review (recommendations in Appendix A)¹¹. In 2018 we signed the IFLA Europe Resolution on Climate Challenges (Appendix B). In addition, we have identified further actions that can be taken by the LI internally, by members and through our policy and influencing work (this is an initial ideas list and we welcome further ideas and support in prioritising these):

2.1 Actions the LI can take internally

- i. Implement a sustainable travel policy to reduce travel by staff and members to meetings and incorporate a sustainable travel hierarchy into our expenses policy to reduce the use of flights and taxis; offsetting flights where these are necessary for international travel or due to business requirements.
- ii. Implement a sustainable investment review to ensure that all the Institute's investments, savings accounts, pension funds and banking services are provided by carbon-neutral, environmentally and socially responsible and well-governed financial institutions.
- iii. Reduce the number/frequency of in person meetings by switching more of our internal meetings to video or teleconference.
- iv. Consider sustainability as part of the LI Accommodation Review (e.g. energy consumption, efficient use of space, encouraging active travel) and when moving the LI offices in 2020 (e.g. use of sustainable relocation services).
- v. Consider sustainability of our procurement systems for stationery, printed reports and outputs as well as banners for events.
- vi. Consider sustainability of our procurement for events, including venues and catering.
- vii. Undertake a baseline assessment of our organisation's corporate carbon emissions in 2020/21 and develop targets to reduce this.
- viii. Over the longer-term aim for ISO14001 certification with continual improvement in our environmental performance.

2.2 Actions the LI can take with members through regulations, standards and support:

- i. Consider in our upcoming review building sustainability into the renewal process for Registered Practices/ Employers – by asking a question about their organisations environmental policies e.g. carbon emissions, sustainable procurement and/or reporting how they are helping deliver against the UN Sustainable Development Goals.

¹¹ <https://landscapewpstorage01.blob.core.windows.net/www-landscapeinstitute-org/2016/03/LIClimateChangePositionStatement.pdf>

- ii. Consider direct reference to sustainability, resilience & climate change when we next update our ethical standards and code of conduct.
- iii. Provide opportunities for debate amongst members on how they are personally and professionally responding to climate change and how they can encourage clients to move their schemes towards lower carbon emission levels and greater conservation of natural resources, especially water.
- iv. Revise and update the 2008 Climate Change Position Statement in light of members' responses via the above debate.
- v. Provide clear guidance/ signpost to this for members on how they can reduce their carbon emissions by adopting more sustainable behaviours for their practice/ organisation (e.g. choice of energy provider, transport, pension fund, savings and mortgage providers, etc.).
- vi. Encourage individuals to undertake advocacy in this area, which will make the space for the LI to work with Government on policies and strategies for greater climate change resilience.

2.3 Policy and influencing actions

- i. Our Policy and Influencing Strategy 2019 will have the theme 'Creating healthy, climate resilient places' and we will deliver actions on the climate change adaptation and mitigation benefits of landscape-led policy and planning. We will look to influence government decisions in this area directly as well as through consultation responses.
- ii. Engage with those local authorities who have declared a 'climate emergency' to promote the value of landscapes and landscape professionals in addressing this through both adaptation and mitigation.
- iii. Develop a briefing note on the carbon emission impacts of the landscape profession as a whole (building on our existing Technical Note on Carbon and Landscapes¹²). Work with the Technical Committee to develop UK specific carbon calculators that can be used to provide evidence/ case studies. Seek ways to inform national policy in this area (also inform development and delivery of quality assessment schemes such as BREEAM, Home Quality Mark and CEEQUAL).
- iv. Embed climate change mitigation into our Technical Guidance notes.
- v. Run webinars and LICPD events on policy developments and tools (e.g. Urban Greening Factor) to enable members to better respond to clients by encouraging them to deliver climate-resilient landscapes.

3. Next steps

We have started to move forward on this issue to improve the education of members on climate change issues and to influence policy to reduce the impacts of our sector on climate change. We are also promoting the wider adaptation benefits being delivered by resilient landscapes. To engage with the members on this issue we have:

- i. Published a blog post based on this paper and setting out what the LI has done to date¹³.
- ii. Increased our reference to #climatechange on social media and referring back to some of our policies, blogs, news and journal articles linked to this (26/4/19 to 13/5/19).

¹² <https://landscapewpstorage01.blob.core.windows.net/www-landscapeinstitute-org/2018/02/tin-01-2018-carbon.pdf>

¹³ <https://www.landscapeinstitute.org/blog/landscape-climate-change-action/>

- a. Engagement rate: 26.1 (very high, compared to global average of 10.84 in ref to similar content output)
- b. Total engagements: 366 (very high, considering content output of 14 posts)
- c. Total link clicks: 166 (LinkedIn)
- iii. Held a teleconference with members of PCC and Technical Committee – this group supported a declaration and taking a collaborative approach with other organisations to deliver this.
- iv. Held a discussion on climate change at our LI90 Ideas Festival – there was general support for more action from the LI on this issue.

5 Board Decision

Having discussed the options during the meeting, the Board agreed that the preferred approach would be to declare a climate emergency now, switch to 'emergency modes of working' and collaborate with other organisations. The [declaration](#) was drafted in consultation with current and incoming Board members for publication by 30 June.

It was agreed that further options for action would be prepared for the November Strategy Session (to inform the next 3-year plan) and that resourcing requests, engagement and implementation plans be developed for future Board meetings to consider impacts on current plans to be identified. The following actions were also agreed:

- i. Engage with other professional bodies through the Construction Industry Council and the Environmental Policy Forum to take a sectoral approach to addressing climate change.
- ii. Form an online task force with around 15 members where they can discuss actions to be included in our Policy and Influencing Strategy and to update the 2008 Climate Change Position Statement.
- iii. Survey the membership to gain their views on climate change and identify actions that they are already taking or a willing to take.
- iv. Discuss changes to ethical standards/code of conduct & how we can regulate in September with IFLA & December with International Ethical Standards Coalition ahead of any changes in 2020/21.
- v. September issue of the LI Journal with the theme of climate change – consider options for LICPD events and webinars.
- vi. Regular updates to the Board by the CEO, including on changes to our operations and facilities to improve our overall sustainability.

Appendix A – Recommendations from 2008 LI Climate Change Position Statement

In 2008 the Landscape Institute made the following recommendations. These will now (2019) be updated and revised, and further actions will be considered in order to work towards practical and deliverable outcomes.

It was hoped that, if the 2008 recommendations could be realised, "the holistic approach taken by landscape architects to place-making and its role in combating climate change will be more widely recognised. The Landscape Institute will continue to work with members, stakeholders and decision makers in order to realise these recommendations."

1 Climate change adaptation and mitigation action plans will be incorporated into planning policy at national, regional and local levels.

2 Minimum regulatory standards for surface water run-off in new residential development and non-domestic buildings will be set.

3 Objective landscape and urban design criteria will be incorporated into the Code for Sustainable Homes, BREEAM and any future code for sustainable nondomestic buildings that may be introduced by government.

4 Landscape architects will be appointed in a leadership role on all regeneration projects, both commercial and public, at the earliest stages of development to ensure that an holistic approach is taken.

5 Interdisciplinary team-working between design, planning and construction professions will become the basis for the creation of sustainable places which are resilient to climate change and will deliver a range of public benefits.

6 Management and maintenance of green space will be adequately funded, reflecting its full value to society, and should be based on those regimes forming part of the original design plans.

7 Sustainable urban drainage systems (SUDs) will be an essential prerequisite for water management in new development.

8 Full consideration will be given to the use of green roofs and green walls on all new and, where feasible, existing development.

9 New housing development will, where feasible, incorporate methods of sustainable food production.

10 New urban spaces at all scales, both private and public and including streets, will incorporate substantial vegetation cover where this is possible.

11 Hard and soft spaces at all scales of new urban development will be designed and managed to be multifunctional.

12 Landscape architects will receive adequate additional training to enable them to continuously meet the demands of a changing climate.

Appendix B – Statement from IFLA Europe Resolution on Climate Challenges 2018

WE BELIEVE

Landscape Architects

have the training, experience and expertise to play a key role in facing these global challenges

Landscape Architects

work closely with nature and innovative technologies to minimise climate change and its impact on landscape

Recognising that climate change is now perceptible throughout Europe and that it will have repercussions on the environment at a quicker pace than previous climatic variations. It will transform biogeographical areas and with it biodiversity, thus accelerating desertification and provoking transformations in the ways we live and manage landscape.

Understanding that natural resources on which societies rely for their survival are also being continually eroded inducing the loss of biodiversity. The result of excessive exploitation further increases the destruction and fragmentation of natural habitats. This dual impact poses a major threat to ecosystems.

Conscious that landscape has become subject to an accumulative degradation of environmental values. Collateral effects such as urban heating, the abandonment of rural areas and flight to cities will impact on the life quality of human communities. Climate change will influence the destiny of the world in the 21st century, and is one of the biggest challenges of present and future generations. Through consistently measuring, quantifying and valuing outcomes and efforts landscape architecture can make a great contribution to the benefit of people, places & nature.

Aware that climate change has transcended scientific circles and is easily observed by all. It now is present in the public realm and a focus of debate throughout Europe. The scale of climate change is now evident, and the fragility of landscape has become obvious.

WE URGE

the Council of Europe, the European Union and all IFLA Europe Member States to promote a comprehensive landscape strategy in their decision making; developing a holistic vision regarding cultural, social, political, environmental, and economic balance beyond political frontiers, thus:

Evaluating the scale of climatic change and its potential impacts in order to develop methods to maintain the quality of life of populations affected by climatic disruptions, and to prevent future crises,

Integrating environmental parameters in decision making, giving them greater importance,

Promoting legislation to favour environmental and landscape protection as well as development, including more flexible financial tools and managerial systems,

Mobilising change in society, which will have to maintain and manage landscape with radically different ethical and material concepts,

Investigating new ways of living, drawing from both local, often nature based traditions, and innovative technologies for energy efficient landscapes and ecological integrity,

Ensuring the inclusion of detailed environmental considerations in the design and planning of landscapes, requiring professionals in the private and public sector to integrate climate challenges into their projects,

Developing strategies for adaptation and mitigation measures to minimize negative effects, by planning and designing the energy transition and organize land use to enhance carbon dioxide sequestration,

Increasing the efforts of government to limit climate change to become a priority in the political agenda.

Appendix B – Examples of climate change declarations

Architects Declare

We will seek to:

- Raise awareness of the climate and biodiversity emergencies and the urgent need for action amongst our clients and supply chains.
- Advocate for faster change in our industry towards regenerative design practices and a higher Governmental funding priority to support this.
- Establish climate and biodiversity mitigation principles as the key measure of our industry's success: demonstrated through awards, prizes and listings.
- Share knowledge and research to that end on an open source basis.
- Evaluate all new projects against the aspiration to contribute positively to mitigating climate breakdown, and encourage our clients to adopt this approach.
- Upgrade existing buildings for extended use as a more carbon efficient alternative to demolition and new build whenever there is a viable choice.
- Include life cycle costing, whole life carbon modelling and post occupancy evaluation as part of our basic scope of work, to reduce both embodied and operational resource use.
- Adopt more regenerative design principles in our studios, with the aim of designing architecture and urbanism that goes beyond the standard of net zero carbon in use.
- Collaborate with engineers, contractors and clients to further reduce construction waste.
- Accelerate the shift to low embodied carbon materials in all our work.
- Minimise wasteful use of resources in architecture and urban planning, both in quantum and in detail.

Culture Declares

I (add name, or) We (add name) declare a Climate and Ecological Emergency

I / We pledge to work with and support our community and local government in tackling this Emergency, and we call on others to do the same.

These are our intentions:

1. I / We will tell the Truth

Governments, and their public broadcasters and cultural agencies, must tell the truth about the Climate and Ecological Emergency, reverse inconsistent policies and communicate the urgency for far-reaching systemic change.

I / We will communicate with citizens and support them to discover the truth about the Emergency and the changes that are needed.

2. I / We will take Action

Governments must enact legally binding policy measures to reduce emissions to net zero by 2025 and to reduce consumption levels.

I / We pledge to work towards reducing our emissions to net zero* by 2025.

I / We will challenge policies and actions of local and national governments and their agencies, where we interact with them, that do not help to reduce emissions or consumption levels.

I / We will actively work to imagine and model ways that my practice / our organisation can regenerate the planet's resources.

3. I / We are committed to Justice

The emergency has arisen from deeply systemic injustices. Arts and Culture can imagine and forge shifts in the ways we relate to one another and the world, in our values and behaviours.

I / We will do what is possible to enable dialogue and expression amidst our communities about how the Emergency will affect them and the changes that are needed.

I / We will support demands for more democracy within our civic institutions and government.

I / We believe that all truth-telling, action and democratic work must be underpinned by a commitment to justice based on intersectional principles*, led by and for marginalised people.

Declaration ends.

See below for advice on deciding how to adapt, apply and communicate this.

*Net zero means that on balance one's activities are zero emissions, taking into account all possible Greenhouse Gas emissions and actions taken to mitigate or offset those emissions.

*Awareness of how systems of power combine to multiply the impacts on those who are most marginalised in society.

Agenda Item 7	Global Standards and IFLA Principles
Paper author:	Sarah Loutfi, Director
Summary of paper:	These are papers drafted for the LI / IFLA joint initiative to develop global standards to provide background and context .
Financial implications:	n/a
Council are asked to:	Note the background information and context for the Global Standards and IFLA Principles session

Project Background

The LI have been working with IFLA to develop global standards for landscape practice. Sarah Loutfi, Director of Professional Standards, is the LI lead on this project and has completed the necessary foundation work.

Global Principles have been drafted in partnership with IFLA, following the agreement of the 2018 IFLA World Council. It has been discussed with IFLA EXCO in draft form before being presented to and discussed at the World Congress 2019 in September.

We are now consulting with Advisory Council and the feedback, together with that from the World Congress, will be worked on with the intention to consult on a new version when we go out with the new competency framework in the first half of 2020

A new Code of Practice to replace our current Code of Conduct will also be developed in tandem

Advisory Council is asked to review the background information provided in preparation for the Global Standards and IFLA Principles session

Proposals for IFLA Global Principles of Landscape Practice

1. Introduction

This paper sets out the current standards/conditions of entry to the International Federation of Landscape Architects. It provides a high-level gap analysis and sets out the guiding Global Principles for a selection of other professions. It proposes a framework for IFLA in which a new set of Global Principles could sit and explains how members might both use and enforce them. Finally, it proposes a set of 8 Global Principles for discussion – intended to cover all IFLA members and provide a basis for national Codes.

This document was drafted by the UK Landscape Institute in partnership with IFLA, following the agreement of the 2018 IFLA World Council. It has been discussed with IFLA EXCO in draft form and it is intended that it will be built on and discussed further at the World Congress 2019.

2. Context setting

The International Labour Organisation (ILO) and International Standards Classification of Occupations (ISCO) global definition of the Profession of Landscape Architects is:

“Landscape architects plan and design landscapes and open spaces for projects such as, parks, schools, institutions, roads, external areas for commercial, industrial and residential sites, and plan and monitor their construction, maintenance and rehabilitation”.

It is recognised that many of the different associations cover a different range of landscape professionals including fields such as landscape science, urban design, landscape management. We also expect to see a growth in disciplines relating to digital practice and community engagement in the coming years at a global level.

Professional regulation is simply a way to make sure that practitioners of a profession are competent and safe to practice and remain so throughout their career. It is aimed at protecting those who use the services of those professionals and the general public.

Typical activities of a regulator include:

- Setting the education and training requirements for becoming that type of professional.
- Setting continuing training requirements to ensure that the professionals’ skills are maintained throughout their careers.
- Setting standards of conduct.
- Authorising organisations that employ those professionals to deliver services.
- Monitoring services provided by those professionals to assure quality.
- Handling complaints against individuals and organisations and taking disciplinary or other action where appropriate.

Regulation helps to limit the risk of harm occurring to the public or consumers of services provided by the regulated profession. Regulators cannot fully eradicate the risk of harm but their work is aimed at:

- protecting the public;
- maintaining public confidence in the profession and;
- developing and upholding professional standards.

Membership of IFLA is voluntary which means any new regulatory framework is introduced carefully, in full consultation with members and at a measured pace in order to ensure that members both

remain with IFLA but also are happy to be (albeit indirectly) regulated by it. The benefits of regulation must be clearly explained in the run up to the introduction of any new international system. These include:

- Increased and maintained public and consumer confidence in the profession.
- Better accountability.
- A means of redress if things go wrong.
- Professionalisation of the field.
- Encouraging a sense of a global community of likeminded professionals.
- Belonging to a community predicated on the professional ethos of service to society.
- Professional credibility that comes membership of a global “regulatory” body.
- The right to hold oneself out as a landscape professional with associated nomenclature.
- International educational, networking and professional development opportunities.
- The opportunity to provide input into ethical and practice-related guidance.
- The opportunity to give back to the profession by participating in the governance and regulation of the global profession.
- The opportunity to set a clear and inspirational framework from which IFLA accreditation and international recognition can be developed.

3. Current eligibility criteria for IFLA entry

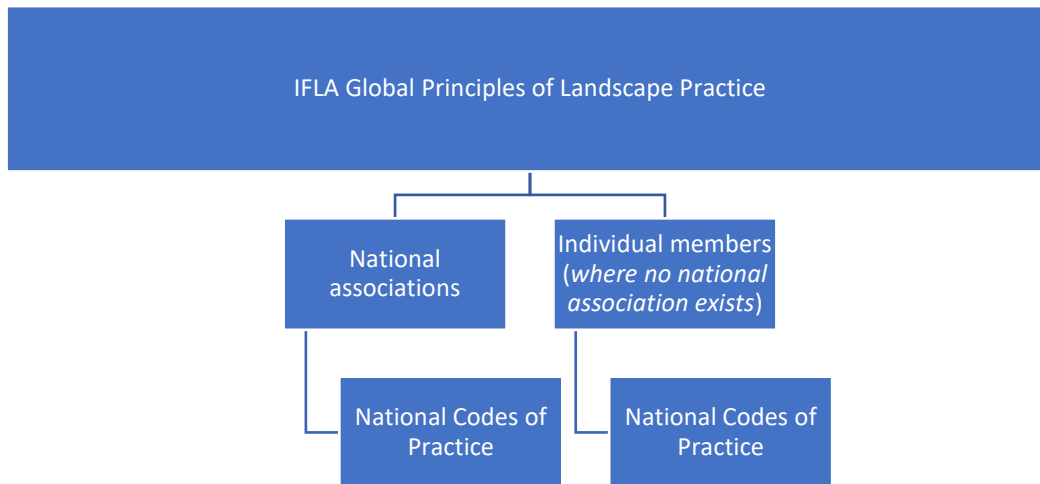
IFLA member organisations and individuals are required to meet a set of membership criteria (as detailed below) however at present they do not have to sign up to a Code or set of agreed principles of practice. IFLA does request however, that national associations develop their own regulatory criteria consistent with IFLA rules. The current IFLA membership criteria require applicant organisations to:

- (Usually) be the oldest or longest standing professional association of their country/is.
- Be recognised as a professional association in the relevant country or countries, and one that upholds the standards of the landscape architecture profession.
- Have a set of objects (or aims) for their association which among other things, states that the purpose of the association is to uphold the standards of the landscape architecture profession. The objects must align and not conflict with those of IFLA.
- Identify in its constitution, bylaws or rules, that academic attainment, specifically an undergraduate or post graduate qualification in landscape architecture (which may be in landscape planning, and landscape design) is a prerequisite for membership.
- Ensure that practice standards are upheld.
- Have at least 5 members.

Individual applicants (where there is no country membership) are required to:

- Provide documents verifying that the applicant has passed an academic course in landscape architecture (normally a 4-year undergraduate programme).
- Be or have recently been, in full time practice in the profession of landscape architecture.
- Commit to forming a national or multi-national association of landscape architects, with a minimum of five (5) members within their respective countries, and to report annually on the progress of such formation to the World Council. This must be done within 5 years of joining.

4. Suggested International Context for International Principles



The proposal is that the global principles are the overarching set of agreed commitments which are signed up to by all national associations (and individuals where there is no national association) at entry to IFLA.

On application to join IFLA, it is proposed that a national association would sign up to the Principles in addition to meeting any continental eligibility criteria. This then sets the context for the national Codes which can be seen at the base of the diagram. National codes may be drafted or amended in order to broadly reflect the global principles. In many cases this will not require substantial revision as most national codes will reflect the proposed principles broadly, given their generic nature.

It will be up to individual countries to decide how they will enforce their national Code – for the UK this will be through the Landscape Institute through the form of a monitoring exercise based on a sample of the regulated community.

The Principles are not intended as a substitute for a national code – given their high-level nature this would not afford the level of protection for the public that could assure the reputation of the profession. However national bodies may wish to consider the weight they attach to evidence of breach of one of the Principles by an organisation or individual, and how they will seek to deal with this via their own complaints systems.

Where a national association of a country does not have its own national code developed (perhaps in a new or emerging market) it is proposed that IFLA could require it to adopt that of a similar country whilst development work goes on. IFLA guidance could specifically encourage this type of member to member support, with the intention of creating a global community which in turn would have the benefit of growing and retaining membership.

5. Draft IFLA Global Principles of Landscape Practice – for discussion

These draft Principles combine the intentions and spirit of the current extant Codes of Practice, Statements of Principle, good practice from other professions and international ethics (IESC) standards¹. They are a draft only and are intended to provoke discussion, generate amendment and addition where appropriate.

¹ <https://ricstest.files.wordpress.com/2016/12/international-ethics-standards-final.pdf>

Aim

The Aim of the IFLA Global Principles of Landscape Practice is to ensure and promote ethical practice across the global landscape professional community both in order to ensure public confidence in the landscape profession and to safeguard environmental wellbeing.

(Please note the principles are set out in alphabetical order, there is no hierarchy and no one principle is given priority over another)

Principle 1: Environmental and Landscape Enhancement

IFLA members promote and encourage the role of landscape professionals in the enhancement of the environment and quality of life quality for humans and animals.

Principle 2: Impartiality

IFLA members are respectful of each other and do not in their practice, unlawfully discriminate against others on grounds of race, sex or disability.

Principle 3: Lawfulness

IFLA members abide by all relevant national and international legislation and take steps to ensure the same relevant compliance by their members.

Principle 4: Professional Development

IFLA members are committed to promoting the continuing professional and educational development of their members and take steps to ensure members only provide services they are competent to deliver.

Principle 5: Quality of Service

IFLA members take steps to ensure their members deliver quality in the services they provide and that consumers of landscape services have course to formal redress where appropriate.

Principle 6: Reputation

IFLA members are committed to upholding the reputation and dignity of the landscape profession and take steps to ensure their members, and people that work with them, manifest a similar commitment.

Principle 7: Sustainability

IFLA members are committed to the promotion of sustainable development, aligned to the spirit of the UN Sustainable Development Goals 2030² and environmentally responsible use of resources.

Principle 8: Trust

IFLA members are truthful, transparent and honest in the course of their dealings with IFLA and take steps to ensure the truthfulness and honesty of their members in the delivery of landscape services.

² <https://sustainabledevelopment.un.org/post2015/transformingourworld>

Annex 1

Global/International Principles of other professions

Medicine

World Health Organisation Code of Ethics – 5 Principles:

- Integrity
- Accountability
- Impartiality
- Respect
- Professional Commitment

Law

International Bar Association – International Principles on Conduct for the (global) Legal Profession – 10 Principles:

- Independence
- Honesty, integrity and fairness
- Conflicts of interest
- Confidentiality/professional secrecy
- Clients' interest
- Lawyers' undertaking
- Clients' freedom
- Property of clients and third parties
- Competence
- Fees

Surveyors

Royal Institute of Chartered Surveyors - Global Professional and Ethical Standards – 5 Principles:

- Act with integrity
- Always provide a high standard of service
- Act in a way that promotes trust in the profession
- Treat others with respect
- Take responsibility

Accountants

International Standards Ethics Board for Accountants – 5 Principles:

- Integrity
- Objectivity
- Professional competence and due care

- Confidentiality
- Professional behaviour

Engineering

World Federation of Engineering Organisations Code of Ethics – 4 Principles:

- Demonstrate integrity
- Practice competently
- Exercise leadership
- Protect the natural and built environment

UN Global Compact – 10 Principles:

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights
- Principle 2: Businesses should make sure that they are not complicit in human rights abuses.
- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: Businesses should support the elimination of all forms of forced and compulsory labour;
- Principle 5: Businesses should support the effective abolition of child labour
- Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.
- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: Businesses should support the undertaking of initiatives to promote greater environmental responsibility.
- Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Annex 2

International Labour Organisation Update on International Standard Classification of Occupations Definition of Landscape Architects

ISCO 08 Code 2162 Landscape architects

Lead Statement

Landscape architects plan and design landscapes and open spaces for projects such as, parks, schools, institutions, roads, external areas for commercial, industrial and residential sites, and plan and monitor their construction, maintenance and rehabilitation.

Task statement

Tasks include:

- (a) developing new or improved theories and methods in landscape architecture;
- (b) inspecting sites and consulting clients, management and other stakeholders to determine type, style and size of proposed buildings, parks, roads and other open spaces;
- (c) compiling and analyzing site and community data about geographical and ecological features, landforms, soils, vegetation, site hydrology, visual characteristics and human-made structures, to formulate land use and development recommendations, and for preparing environmental impact statements;
- (d) preparing reports, site plans, working drawings, specifications and cost estimates for land development, showing location and details of proposals, including ground modelling, structures, vegetation and access;
- (e) writing specifications and contract documents for use by builders and civil engineering contractors and calling tenders on behalf of clients;
- (f) making necessary contacts to ensure feasibility of projects regarding style, cost, timing, and compliance with regulations;
- (g) identifying and finding best solutions for problems regarding function and quality of exterior environments and making necessary designs, drawings and plans;
- (h) monitoring construction or rehabilitation work to ensure compliance with specifications and quality standards;
- (i) maintaining technical liaison and consultancy with other relevant specialists.

Included occupations.

Examples of the occupations classified here:

- Landscape architect

Excluded occupations

Some related occupations classified elsewhere:

- Building architect - 2161
- Urban planner - 2164

Global Landscape Practice Principles

Principle 1: Landscape practitioners promote enhancement of the environment and quality of life for people, place and nature for now and future generations.

Guidance notes:

- i. *This will mean considering the impact on the environment, people, place and nature of the work to be undertaken before work takes place. In some cases this will take the form of a full, formal, environmental impact assessment. In other cases the assessment will be less formal and practitioners should use their professional judgement. Such assessment would include considering the impacts on the environment as a whole (both positive and negative). Such assessment will include consideration of any activity that could mitigate or remove detrimental impact where this is identified.*
- ii. *People, place and nature includes the cultural and social heritage of place as well as the environmental place. Practitioners should take time to understand the social history of the place where they will be working to understand the impact such work will have.*

Principle 2: Landscape practitioners are respectful of each other and do not in their practice, unlawfully discriminate against others.

- i. *Each practitioner is expected to ensure they know and understand the legal requirements in this area relevant to their place of practice. Equality law is different in different countries and therefore some activities which would not be unlawful in one country may be contrary to the law in others. Practitioners are strongly encouraged to deliver services in a way that respects the diversity of the communities they serve in a way that exceeds the obligations of the law, where this is possible.*
- ii. *Practitioners should be aware of any obligations on them arising from a relationship with a particular regulated entity/firm or parent company.*
- iii. *Practitioners are encouraged to be respectful of the cultural and social heritage and community cultures present in the places where their services are being delivered. Respect for different cultural identities and traditions is important.*
- iv. *Practitioners are encouraged to actively seek out a diversity of viewpoints in any engagement or consultation relating to their work. This is likely to include ensuring a cross section of the affected*

community is consulted and that representatives of relevant communities are engaged where relevant.

Principle 3: Landscape practitioners associations comply with all relevant national and international law.

- i. It is the responsibility of each individual practitioner to ensure they are aware of the law and regulations relevant to their role and particular projects. Practitioners should be aware that the law is not the same in different jurisdictions and it is therefore important that individuals are aware of any relevant differences and are acting lawfully.*
- ii. Practitioners are encouraged to deliver services in a way which go beyond the strict legal requirements in order to deliver a positive impact on the environment.*
- iii. Practitioners are required to think at all times about the importance of professionalism and service quality. Where a course of behaviour is not prescribed by law (e.g. bribery and corruption law in certain countries) practitioners are encouraged to think about how to ensure they protect the reputation of themselves and the profession and should seek expert advice on this where appropriate.*

Principle 4: Landscape practitioners are committed to their continuing professional development and take steps to ensure they only provide services they are competent to deliver.

- i. The requirements on individuals in relation to CPD will vary depending on the national association. For example, LI members 25 hours of CPD must be undertaken each year by all Corporate members of the LI. At least 5 of the annual 25 hours must relate to climate, sustainability and resilience. The 25 hours should be broken down into at least 10 hours of “formal” CPD and 15 hours of “informal” CPD.*
- ii. CPD should comprise a mix of formal and informal learning – For example formal CPD may involve participating in formal organised activities, e.g. courses, seminars, workshops, conferences. Informal CPD may involve activities undertaken by the individual on their own such as experiential/workplace learning, reading and research. Some examples of informal CPD activities include peer review, work shadowing/secondments, meetings or project work.*

- iii. *A record of all CPD undertaken by the individual should be kept. This record can be used to demonstrate competence in addition to being able to demonstrate compliance with national association requirements.*
- iv. *Landscape practitioners should always seek out relevant professional advice where necessary and should never undertake work or provide advice where they are not fully competent to do so.*

Principle 5: Landscape practitioners deliver good quality landscape services including giving consumers the ability to raise issues about service provision where appropriate.

- i. *Practitioners should ensure that there are mechanisms in place which can be used by consumers to provide feedback or make complaints about the quality of service received. These may include a complaints policy and process. Consumers wishing to make a complaint about the services of a practitioner should be confident that this will be dealt with quickly and effectively*
- ii. *Practitioners should ensure that they fully engage with firm/practice or company training and supervision processes/systems in place (where relevant) to support the delivery of high quality services.*
- iii. *Practitioners should be open to a range of dispute resolution options where this is relevant to the dispute or community/place where the dispute took place. Alternative forms of dispute resolution may include mediation, conferencing or community engagement.*

Principle 6: Landscape practitioners are committed to upholding the integrity of the landscape profession and are honest and transparent in their relationship with their professional body, member/national association or any licensing/regulatory authority.

- i. *Landscape practitioners should understand that professional behaviour is key to the integrity of the profession. In the UK public office holders adhere to the Nolan Principles which are relevant to professionals in the course of their day to day practice. They are:*
 - a. *Selflessness - Holders of public office should act solely in terms of the public interest.*
 - b. *Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.*

- c. *Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.*
- d. *Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.*
- e. *Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.*
- f. *Honesty - Holders of public office should be truthful.*
- g. *Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.*
- ii. *Landscape practitioners should always act in the public interest to whom their primary duty of care is owed.*
- iii. *In the course of their day to day practice landscape practitioners will gather, use and record the data of individuals. It is essential that such data is protected in accordance with the relevant law and that the practitioner has appropriate systems in place for the protection of that data.*

Principle 7: Landscape practitioners recognise the issue of climate and biodiversity emergency and take all reasonable steps to employ sustainable development practices.

- i. *Landscape practitioners understand the issues raised by the global climate and biodiversity crises and how these impact on their work. They understand that working in the public interest means working to reduce negative impacts on the environment.*
- ii. *“Reasonable steps” may include (but are not restricted to) the undertaking of an assessment in order to understand the impact on “place” of a particular project or task before that work is undertaken. Where potential negative impacts are identified, work is planned and carried out in such a way as to remove or reduce that impact.*
- iii. *Landscape practitioners understand and are committed to the principles of the UN Sustainable Development Goals 2030 and the environmentally responsible use of resources in their organisations/businesses and in the provision of professional advice. This may be demonstrated by the use of sustainable procurement policies, understanding carbon impacts, involvement in government/society initiatives linked to UN SDG.*

International Ethics Standards

An ethical framework for the global property market

December 2016



Welcome to IES

On behalf of the members of the International Ethics Standards Coalition (IESC), over 100 global independent non-profit organisations, we would like to present to you the *International Ethics Standards* (IES). For the first time a global set of high-level ethical principles has been produced for those operating in the land, property, construction, infrastructure and related professions. Organisations from around the world have come together to create one shared international ethics standard. We recognise that as the market changes and grows, so must our approach to developing and reinforcing professional ethics. For a current list of Coalition member organisations see www.ies-coalition.org

The *International Ethics Standards* will serve as an anchor to appropriate behaviours. These will help to ensure consistency and clarity irrespective of changing factors such as the state of the economy or business practices in different marketplaces.

The Coalition came together because it believes that creating one shared standard will help ensure higher levels of global professionalism by challenging inconsistency. The objective is for IES to become a key factor in market certainty and transparency, leading to conditions that will stimulate investment and growth.

Starting with a meeting at United Nations in New York in October 2014, Coalition member organisations signed a declaration confirming their commitment to promote and then implement the standards and to encourage world markets to accept and adopt IES.

After the initial meeting the Coalition member organisations formed an independent Standards Setting Committee (SSC). It consisted of 19 individuals with an active interest or expertise in ethics representing many areas of the world. The SSC produced a consultation draft at the end of 2015. This was then subject to a global three-month period of consultation which resulted in this final document.

The Coalition accepts that standard setting is a continuous and dynamic process. It will be listening closely to the market to ensure that it captures necessary updates and thereby achieves continuous improvement.

The Trustees would like to sincerely thank the Chair and members of the SSC for the considerable amount of time and energy they committed to this process.

Peter Bolton King, Trustee for RICS,
Chairman of the Board of Trustees,
IES Coalition



Tony Grant, Trustee for FIABCI,
Vice Chairman of the Board of
Trustees, IES Coalition



Richard Berkemeier, Trustee for
JASIA, Secretary General of the
Board of Trustees, IES Coalition



IES Standards Setting Committee

In early 2015, the IES trustees selected individuals with an active interest or expertise in ethics to form its Standards Setting Committee (SSC). Representing many areas of the world, the SSC was asked to develop global ethical standards for those working in the land, property, construction, infrastructure and related professions.

The SSC acts independently from the Coalition and its respective members.

The SSC members and co-authors for these standards are:

John J. Leary (USA) Chairman
BA, MAI, CRE

Alexander Aronsohn (UK) Executive Secretary
BSc (Hons), PG Dip, FRICS

Dr Richard Davies (UK)
MA, FRSA, FCIM

Dr Clare Eriksson (UK)
MBA, PhD, FRICS, FSCSI

Dr C. Kat Grimsley (USA)
BS (Hons), MS, PhD

Professor Liu Hongyu (China)
BSc (Hons), MSc, FCIREA, FRICS

Robert H. McKennon (USA)
BA, CRE, MAI

Sr Firdaus Musa (Malaysia)
AMP, MRIC, FRISM, MPEPS, MMEIA, MFIABCI, MMIPM

William P. J. McCarthy (Canada)
AA, BA, BGS, B Th, MA, MAIS, CPM, FRI, LO, RPA, FRICS,
RI, ICD, D, Q.Arb, CCIM, CRE

Steven R. Norris (USA)
BA (Hons), MAI, MCRE, FRICS

Akinola Olawore (Nigeria)
BSc (Hons), RICS Dip, FNIVS, FRICS, MAPM, FIMCON,
MICArb, MNIM

Fred Prassas (USA)
BSc (Hons), MBA, CPM

Alexey Shaskolsky (Russia)
MRICS, PHD, AMAI

Koji Tanaka (Japan)
FRICS RIBA ACIArb JIA

Sylvain Levy Valensi (France)

Professor Dr Josef Wieland (Germany)
PhD

Adam Williamson (UK)
BSc, MSc, APM

L. Deane Wilson (USA)
MA, ASA, AQB

Israel Aron Zylberman (Brazil)
BSc (Hons), MBA, MIBGC

International Ethics Standards

Purpose

The aim of the International Ethics Standards Coalition (IESC) of professional organisations in the land, property, construction, infrastructure and related professions (IESC professional organisations) is to assert and sustain the critical role of ethics in professional practice to meet the needs of the global market and to maintain public trust and confidence.

Mission

The independent Standards Setting Committee (SSC) was appointed by the IESC to research, write and maintain principle-based International Ethics Standards to be implemented by IESC professional organisations, IESC supporters, and other interested stakeholders.

Vision

To promote and strengthen the ethical conduct of professional practice for the benefit of clients, third parties, current and future stakeholders, and the public.

Key definitions

For the purpose of these standards the following terms are defined.

Client

A person or group using the services of a practitioner working under the professional requirements of organisations within the IESC.

Practitioner

A person qualified and practising under the auspices of one or more of the IESC professional organisations.

Stakeholder

A person or group indirectly affected by a service performed by a practitioner for a client.

Third Party

An involved person or group directly affected by a service performed by a practitioner for a client.

Ethical Principles

The ethical principles below are listed in alphabetical order and are considered to be of equal importance. If two or more principles come into conflict during an assignment, the practitioner should give precedence to the principle that best serves the public interest in the context of the particular circumstances. The public interest embraces but is not limited to:

- the maintenance of reliable services for clients,
- sustaining proper standards of conduct and behaviour, and
- upholding the reputation of the profession.

Accountability: Practitioners shall take full responsibility for the services they provide; shall recognise and respect client, third party and stakeholder rights and interests; and shall give due attention to social and environmental considerations throughout.

Confidentiality: Practitioners shall not disclose any confidential or proprietary information without prior permission, unless such disclosure is required by applicable laws or regulations.

Conflict of interest: Practitioners shall make any and all appropriate disclosures in a timely manner before and during the performance of a service. If, after disclosure, a conflict cannot be removed or mitigated, the practitioner shall withdraw from the matter unless the parties affected mutually agree that the practitioner should properly continue.

Financial Responsibility: Practitioners shall be truthful, transparent and trustworthy in all their financial dealings.

Integrity: Practitioners shall act with honesty and fairness and shall base their professional advice on relevant, valid and objective evidence.

Lawfulness: Practitioners shall observe the legal requirements applicable to their discipline for the jurisdictions in which they practise, together with any applicable international laws.

Reflection: Practitioners shall regularly reflect on the standards for their discipline, and shall continually evaluate the services they provide to ensure that their practice is consistent with evolving ethical principles and professional standards.

Standard of Service: Practitioners shall only provide services for which they are competent and qualified; shall ensure that any employees or associates assisting in the provision of services have the necessary competence to do so; and shall provide reliable professional leadership for their colleagues or teams.

Transparency: Practitioners shall be open and accessible; shall not mislead or attempt to mislead; shall not misinform or withhold information as regards products or terms of service; and shall present relevant documentary or other material in plain and intelligible language.

Trust: Practitioners shall uphold their responsibility to promote the reputation of their profession and shall recognise that their practice and conduct bears upon the maintenance of public trust and confidence in the IESC professional organisations and the professions they represent.



www.ies-coalition.org

International Ethics Standards

An ethical framework for the global property market

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Landscape Institute

THE LANDSCAPE INSTITUTE CODE OF STANDARDS OF CONDUCT AND PRACTICE FOR LANDSCAPE PROFESSIONALS

May 2012

**The Landscape Institute
107 Gray's Inn Road
London
WC1X 8TZ**

020 7685 2640
mail@landscapeinstitute.org

INTRODUCTION

As a professional organisation constituted under a Royal Charter, the Landscape Institute seeks to protect, conserve and enhance the natural and built environment for the benefit of the public through the promotion of landscape architecture. It places a strong emphasis on the integrity, competence and professionalism of its members, and therefore requires them to conduct themselves in accordance with a Code of Conduct within their professional and business life.

The Code should be considered central to the professional life of a Landscape Professional not only as a source of ethical guidance, but also as a commonsense indicator to principles of good practice. It is only through the maintenance of high standards by individuals that landscape architecture as a whole will be served, the public will be protected and the profession as a whole will thrive.

1 The Scope of the Code

This Code lays down standards of professional conduct and practice expected of all members of the Landscape Institute, whatever their grade or level of membership.

The fact that a course of conduct is not specifically referred to in this Code does not mean that it cannot form the basis of disciplinary proceedings. Members are expected to be guided in their professional conduct and professional work as much by the spirit of the Code as by its express terms.

Disciplinary proceedings may be brought in respect of the professional conduct or competence of a member whether or not practising or carrying on business under any name, style or title containing the words 'Landscape Architect, Landscape Manager or Landscape Scientist'.

Disciplinary proceedings may arise if a member of the Landscape Institute has been convicted of a criminal offence other than an offence which has no material relevance to their fitness to practise as a Landscape Professional. Such proceedings are outside the scope of this Code.

2 The Limits of the Code

Not every shortcoming on the part of a Landscape Professional, or lack of compliance with the Code will necessarily constitute grounds for disciplinary proceedings, but a failure to follow the guidance of this Code will be taken into account should it be necessary to examine the conduct or competence of a Landscape Professional.

The private life of a Landscape Professional cannot be the subject of disciplinary action unless it affects their professional work or brings the profession into disrepute.

A minor transgression of this Code is unlikely to give rise to grounds for disciplinary proceedings unless it forms part of a pattern of unacceptable professional conduct or professional incompetence.

THE STANDARDS

Promoting professional attitudes

STANDARD 1: The Landscape Institute expects members who are carrying out professional work to have regard to the interests of those who may be reasonably expected to use or enjoy the products of their work.

You have responsibilities to the character and quality of the environment. You should seek to manage change in the landscape for the benefit of both this and future generations, and should seek to enhance the diversity of the natural environment, to enrich the human environment and to improve them both in a sustainable manner.

STANDARD 2: The Landscape Institute expects members to uphold the reputation and dignity of their profession and their professional organisation.

You should not be party to any action or statement that is likely to bring the profession into disrepute.

In addition to complying with legislation, you should not be party to any communication that is likely to be construed as defamatory by the profession, the public or others, or which may be considered discriminatory in any form.

STANDARD 3: The Landscape Institute expects members to actively and positively promote the standards set out in this Code of Conduct.

You are expected not only to order your own professional lives according to the Standards in this Code: you should also do whatever can reasonably be done to ensure their observance generally by other members. You should therefore report to the Chief Executive any serious falling short of these Standards on the part of any other member of which you are aware (it is not necessary to report facts that have been widely reported in the media).

You shall not take as a partner or as a co-director an unsuitable person, such as a person who has been expelled from membership of the Landscape Institute for disciplinary reasons, or has been disqualified or expelled from membership of another recognised professional organisation.

You should report to the Chief Executive without delay if you:

- are convicted of an indictable offence or sentenced to imprisonment in respect of any offence; or
- are made the subject of an order of a court disqualifying you from acting as a company director.

If you fail to make a prompt report it may count against you in the event of disciplinary proceedings.

You are expected to co-operate with the Chief Executive or his representative in any investigations into the professional conduct or competence of yourself or any other member. A failure to do so may itself constitute grounds for disciplinary proceedings.

STANDARD 4: The Landscape Institute also expects members to actively and positively promote and further the aims and objectives of The Landscape Institute, as set down in its Charter, and to contribute to the work and activities of the Institute.

You should also actively promote participation in the Institute's activities to your staff.

STANDARD 5: The Landscape Institute expects members to act at all times with integrity and avoid any action or situations which are inconsistent with their professional obligations.

You should not be party to any statement, written or otherwise, which is contrary to your professional opinion, or which you know to be misleading, or unfair to others, or otherwise discreditable to the profession.

You are expected to conduct yourself in an appropriate professional manner with all persons with whom you come into contact and in accordance with the law. You should not discriminate because of disability, age, gender, sexual orientation, ethnicity or any other inappropriate consideration.

You should observe the confidentiality of your clients' affairs and the privacy of others, and should only disclose confidential information with their prior consent or other lawful authority.

You should respect the beliefs and opinions of other people, recognise social diversity and treat everyone fairly.

You should, when finding that your personal or professional interests conflict with those of the client or of other relevant parties, inform all parties, and either withdraw from the situation, or remove the source of conflict or obtain the agreement of the parties concerned to the continuance of the engagement. However, some conflicts of interest are so extreme as to prevent you from entering into or continuing work, even with the client's knowledge or consent. You should also consider the business and commercial interests of your partners or co-directors.

When two or more clients whose interests may be in conflict both require your services, you should manage this to ensure that the interests of one client do not adversely affect the other.

You should not offer or accept bribes to anyone, and should maintain a register of hospitality as required by law. If you give or receive any introductory or referral fees you should disclose this arrangement to the prospective client.

Promoting professional competence

STANDARD 6: Landscape Professionals should only undertake professional work for which they are able to provide proper professional and technical competence, and resources.

Undertaking work refers to the duty arising when a contract is entered into and continues throughout the term of the contract. No contract normally exists when engaging in speculative work or taking part in a competition.

You are expected to be competent to carry out work for which you have been engaged, or if you engage others, you are responsible for ensuring that they are competent to perform the task and are adequately supervised

You are expected to accurately represent your professional status and qualifications as well as those working for you in any capacity.

STANDARD 7: The Landscape Institute expects members to maintain their professional competence in areas relevant to their professional work and to provide educational and training support to less experienced members or students of the profession over whom they have a professional or employment responsibility.

Competence is at the heart of being a professional, so your knowledge, skills and expertise are your key assets. You are therefore expected to keep yourself informed of changes affecting the profession and broader developments relevant to your work and to ensure that your practice, knowledge, skills and techniques are up to date. As a practitioner you should reflect on and learn from your practice.

You are expected to maintain, record and provide evidence of your Continuing Professional Development (CPD) in compliance with the Landscape Institute's CPD requirements.

You are also expected to actively promote CPD for all your staff, and to ensure that an appropriate amount of time is devoted to such activities.

You should undertake a mentoring role for any junior staff you employ or should ensure that others are available to do so. You should ensure that either you or other senior staff become formal Mentors within the Pathway to Chartership. You are also encouraged to assist Licentiates outside your place of work who may not be employed by a fully chartered member.

Promoting trust in professional relationships

STANDARD 8: The Landscape Institute expects members to organise and manage their professional work responsibly and with integrity and with regard to the interests of their clients.

You should not undertake professional work unless the terms of the contract have been recorded in writing as to:

- the scope of the work;
- the allocation of responsibilities;
- any limitation of responsibilities;
- the fee or method of calculating it;
- any provisions for termination; and
- any special provisions for dispute resolution.

You should ensure that any changes to the fee arrangements are similarly recorded in writing.

You should ensure that you have appropriate and effective internal procedures, including monitoring and review procedures, and sufficient suitably qualified and supervised staff to enable you to function efficiently.

You should return clients' papers, plans or other property, to which they are legally entitled, if reasonably requested to do so.

You should have arrangements in place for the conduct of your business in the event of your death, incapacity or other absence from work.

STANDARD 9: The Landscape Institute expects members to carry out their professional work with care, conscientiously and with proper regard to relevant technical and professional standards.

When you are acting between parties or giving advice, you should exercise impartial and

independent professional judgement to the best of your ability and understanding

You should perform your work with due skill, care and diligence, and, so far as is reasonably practicable, in accordance with an agreed time scale and to cost limits agreed with the client. You should keep the client informed of the progress of the work undertaken on their behalf, any key decisions that you make, and you should inform them about any issue which may affect the quality of the work or its cost.

You should ensure that you have effective systems in place, and that projects are regularly monitored and reviewed.

You should ensure that you have appropriate security for both electronic and paper-based records appropriate to the client's requirements for confidentiality, and you should ensure that you comply with all data protection legislation.

STANDARD 10: Members of the Landscape Institute should only promote their professional services in a truthful and responsible manner and such promotion shall not be an attempt to subvert professional work from another member.

When advertising your services you should not make untruthful or misleading statements, nor claim to be better than other professional members. Special expertise, however, may be properly claimed and referred to.

Advertisements should conform, as appropriate, to the Advertising Standards Authority or any other body having oversight of advertising standards in the various types of media.

The business style of a practice should not be misleading nor be capable of being confused with another practice or service.

If you are aware that a client already has a contract for services provided by another member, you should not attempt to gain that contract.

STANDARD 11: The Landscape Institute requires member to ensure that their personal and professional finances are managed prudently and to preserve the security of monies entrusted to their care in the course of practice or business.

You are expected to manage your professional finances responsibly.

Should your business finances fail, this may potentially bring you or the profession into disrepute. The following are examples of acts which may be examined in order to ascertain whether they disclose a wilful disregard by you of your responsibilities. You should therefore inform the Chief Executive within 28 days if you:

- are made the subject of a bankruptcy order; or
- are the director of a company that has been wound up (other than for amalgamation or reconstruction purposes); or
- make an accommodation with creditors (including a voluntary arrangement); or
- fail to pay a judgement debt.

When you hold monies belonging to a client or third party, you should arrange for its receipt to be recorded and for it to be kept (where possible) in an interest-bearing account in a bank or similar institution separate from any personal or business account.

You should keep such money in a designated a 'client account' and you should give the bank written instructions that all money held in it is held as client's money and that the bank is not entitled to combine the account with any other account or to exercise any right of set-off or counterclaim.

You may only withdraw money from a client account to make a payment to or on behalf of a client, or on the client's written instructions. Unless otherwise agreed by the client, you should pay any interest (or other benefit) accruing to the client.

You should deal with creditors and debtors in conformity with best practice and the law, and should maintain adequate business records of all costs and expenses.

STANDARD 12: The Landscape Institute expects members to have adequate and appropriate Professional Indemnity Insurance.

The need for cover extends to professional work undertaken outside your main professional practice or employment and to work undertaken by employees, sub-contractors or consultants.

You are expected that both you and third parties have an appropriate level of cover commensurate with the work undertaken and to ensure that it includes run-off cover.

If you are employed, you shall ensure as far as possible that Professional Indemnity Insurance cover, or other appropriate cover, is provided by your employer.

STANDARD 13: The Landscape Institute expects that any complaints concerning the professional work of individual members or their practice should be dealt with promptly and appropriately.

You are expected to have a written procedure for the prompt and courteous handling of complaints. A named individual should respond to complaints, which in the case of a firm or company should be a director or partner. If the named person is unable to resolve a complaint to the satisfaction of the complainant, they should refer it promptly to the senior partner or managing director.

If, after reviewing the complaint, the senior partner or managing director is unable to resolve the complaint to the satisfaction of the complainant they should inform the complainant that members are subject to the disciplinary provisions of the Landscape Institute and that, if the complainant can demonstrate that a member has been guilty of unacceptable professional conduct or serious professional incompetence, disciplinary proceedings may follow.

Where appropriate, you should consider offering alternative means of dispute resolution such as mediation or conciliation.

You should handle complaints at every stage courteously, sympathetically and in a timely manner.

You should also respond to all correspondence from the Landscape Institute concerning complaints and/or compliance with the Code in a timely manner and in accordance with the Institute's disciplinary regulations.

GENERAL GUIDANCE

1 INTERPRETATION

This Code is issued by The Landscape Institute in accordance with the requirements of its Charter. It consists of an Introduction and the Standards, which are intended to be read together.

The Code has not been drafted in legal language and is not intended to be construed like an Act of Parliament.

Throughout this Code:

- "Client" means the person or organisation with whom the member makes an agreement or contract for the provision of services or the supply of goods.
- "Institute" means The Landscape Institute.
- "Chief Executive" means the Chief Executive of the Landscape Institute.
- A word in the singular should be taken as including the plural and a word in the plural as including the singular, unless otherwise specified.

2 LEGAL PROCEEDINGS

The following notes are intended to clarify the relationship between the Landscape Institute's disciplinary proceedings and proceedings in a court of law. These are not part of the Code.

Civil Proceedings

The successful bringing of civil proceedings against a member does not automatically constitute grounds for disciplinary proceedings. However, the facts giving rise to a civil suit can result in disciplinary proceedings if they disclose serious professional incompetence or unacceptable professional conduct, for example, by way of a wilful disregard of the member's contractual obligations.

Criminal Proceedings

If it is *alleged* that a member has committed a criminal offence, the courts are the appropriate forum for deciding guilt or innocence and such an allegation will not, in itself, normally be the subject of investigation.

The fact that a member has been *acquitted* in the courts of a criminal charge does not mean that they may not be disciplined for acts or omissions connected with that charge if those acts or omissions constitute unacceptable professional conduct.

Criminal Convictions

A criminal conviction may be materially relevant to a member's fitness to practise, if, for example:

- it constitutes an offence under legislation directly affecting members of the Landscape Institute; or
- it arises directly out of their professional activities; or
- it results in a sentence of imprisonment, whether suspended or not; or
- it constitutes an offence of dishonesty; or
- it is otherwise of a nature which calls into question the member's integrity; or
- it may otherwise undermine the reputation of the profession.

This list is not exhaustive of the offences materially relevant to a member's fitness to practise.

3 EMPLOYEES

In taking on a member of the Landscape Institute as an employee, the employer does so in the knowledge that the conduct of that member will be governed by this Code in addition to any duties as an employee.

If the two sets of obligations should conflict for the employed member, they should in the last resort follow this code or resign their employment.

In the case of an employed member, the more senior the position held, the greater the responsibility to ensure conformity by the employer with the Standards in this Code.

4 FURTHER ADVICE

Members in doubt as to how they should act in a particular situation may benefit from impartial advice. The Landscape Institute is able to provide guidance on the interpretation of the Code.

The fact that a member has consulted The Landscape Institute, or, if the problem has a legal dimension, a lawyer, and acted upon their clear advice, may be of assistance should conduct or competence subsequently be called into question.

All members are expected to observe this Code wherever they work, except and only to the extent that to do so would be inconsistent with local law or, in countries where the standards of professional work are governed by a reputable body, with local practice.

Agenda Item 8	Improving Member Networks
Paper author:	Lynn Mentiplay, Membership Development Manager
Summary of paper:	A summary of discussions at a Branch Reps meeting 22 October 2019
Financial implications:	n/a
Council are asked to:	Discuss the paper

1 Background

The purpose of the meeting was to bring together a set of questions around how the member networks could be improved. The question was proposed by Dan Cook at the Branch Rep pre-council meeting held on 10 October 2019. There were a number of contributors to the thoughts around this topic.

In attendance: Louise Ward LISE, Liz Adams LIEE, Olwen Maidment LIW (representing Mary O'Connor)

Submitted comments: Ben Betts LIEM, Mark Smeeden LIYH, Ben Gurney LIL

Questions arose around a number of themes including governance, connectivity and communication, knowledge sharing, resources and support, and training. The branch reps in attendance suggested at the conclusion of the meeting that there would be a clear benefit in creating a survey or questionnaire to enable answers to certain questions especially around how other branches organise events, how they charge etc. Clearly some questions can be answered this way quite directly as experience that has been gained by branch committees.

However, on interrogating some of the questions, it is likely that there is debate around a number of the themes that could not demonstrate a clear response to a survey question.

2 Themes

Governance	
Council papers	More clarity on what can be shared with the wider committee For new members of committee especially
Branch committees	What is the function of committees? <ul style="list-style-type: none"> Supporting members in the regions <ul style="list-style-type: none"> Events Networking
Branches	What is the function of Branches? <ul style="list-style-type: none"> Clearly defined Scope, purpose and objectives of regional branches in relation to LI
Minutes	Purpose of minutes <ul style="list-style-type: none"> Minutes across all committees not always recorded Although actions are and shared with committee Requires update to constitution to reflect way committees work on reporting ie – business spend for events?
Connectivity and communication	
Member information in region	Where is the membership located within the region? <ul style="list-style-type: none"> Work and home information Better segmentation to target for events
Online forums	How will these be advertised? What is the actual function of the online forums?

	<ul style="list-style-type: none"> • Content • Chat function • Meetings
Online meetings	<p>Requires a robust medium as the move is more towards online meetings</p> <ul style="list-style-type: none"> • Webex not reliable • How to measure and compare effectiveness
Branch websites	<p>Updated branch websites –</p> <ul style="list-style-type: none"> • To be used to promote the branch, • Information on ways to get involved • Current contact details
Social Media	<p>Social media protocols –</p> <ul style="list-style-type: none"> • To be used as guidance • Promote the branch • Encourage member engagement
Knowledge and sharing	
Events	<p>How to improve and share knowledge</p> <ul style="list-style-type: none"> • Branch events <ul style="list-style-type: none"> ○ Set out a format of how branches organise events ○ Understand reason as to way charges work, how do others manage this ○ Different pricing/charging structures for different grades, streamline so all charge the same? ○ Clarity around Eventbrite, surcharges, VAT ○ What formats work well for events ○ How do others source speakers? Free or paid? ○ How do others fund events – sponsors?
Committee structure/members	<p>How to encourage new members</p> <ul style="list-style-type: none"> ○ Constant issue of committee members of moving from one role to another ○ Committee members not refreshed, same people, different roles ○ Encouraging new general committee members, seen as onerous? ○ How much time do committees spend having meetings/frequency/format ○ How much time is spent organising meetings
Resources & Support	
Supporting events	<p>Improving member awareness of local events</p> <ul style="list-style-type: none"> • Interactive regional map on web site <ul style="list-style-type: none"> ○ Click on region and lists all events
LI common theme	<p>As was done for LI90</p> <ul style="list-style-type: none"> • Direction from LI on an annual common theme • Joining up branch activity • Aligning to goals and objectives
Developing relationships	<p>Cross working with Universities in regions</p> <ul style="list-style-type: none"> • Events
Branch Handbook	<p>Online and content to include</p> <ul style="list-style-type: none"> • How to – • FAQs • Document templates • Governance and constitution • Standard briefing packs on what each branch role entails

	<ul style="list-style-type: none"> ○ To be used as guidance ○ Advertising for vacant positions, ○ Assist with handovers
CPD	<p>Benefits of providing CPD more uniform across the region.</p> <ul style="list-style-type: none"> ● Filming of CPD days <ul style="list-style-type: none"> ○ To stream CPD events and with networking afterwards as a local event ○ To stream on same day – event in region – ○ Tell us how this can happen. What are the inhibitors?
Training	<p>Beneficial to have a training day – onboarding for new committee members</p> <ul style="list-style-type: none"> ● Clear remit on roles required ● Timely aligned with AGMs