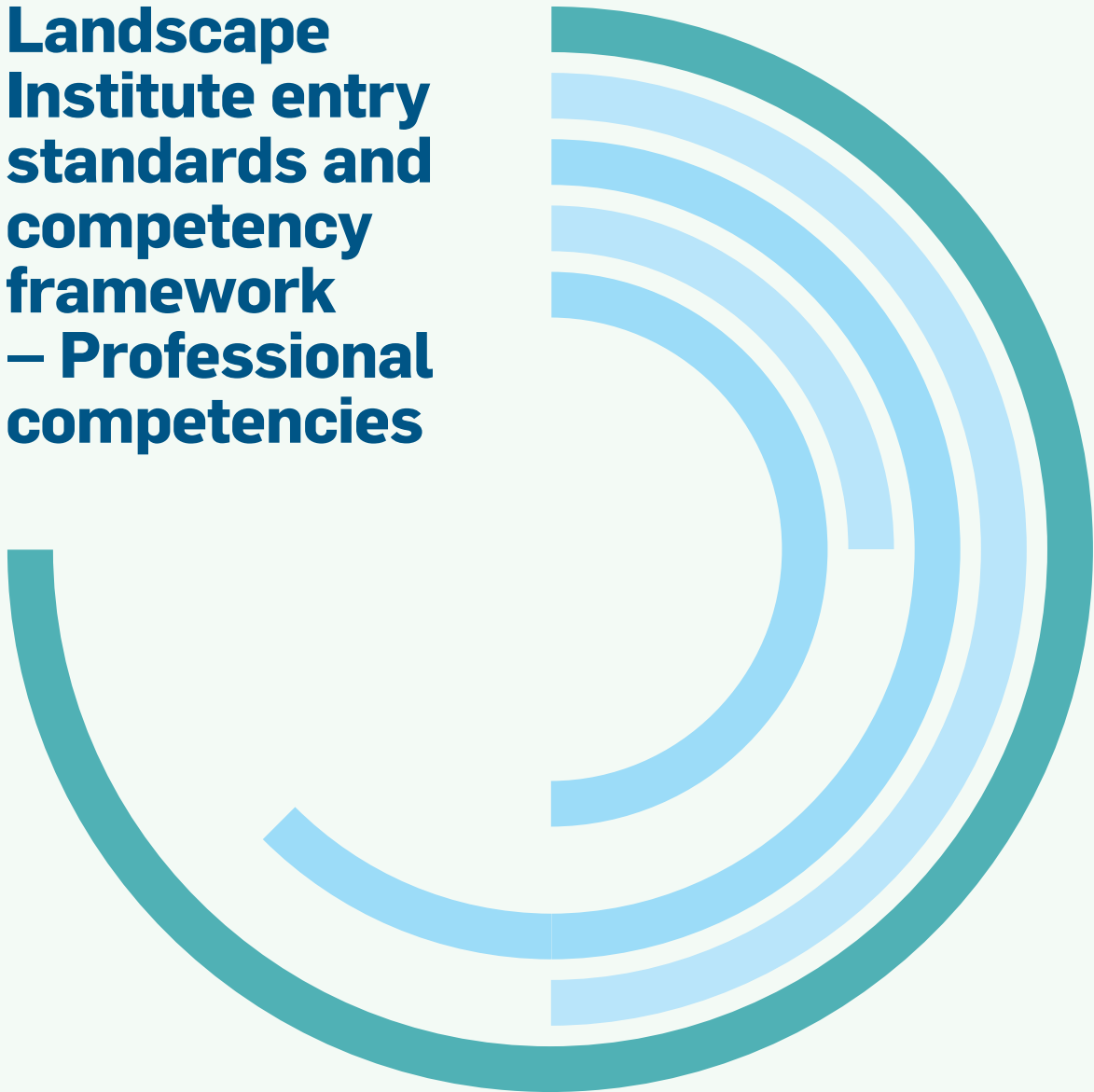


**Landscape
Institute entry
standards and
competency
framework
– Professional
competencies**



Chartered Member – Competency Requirements

Additional Landscape Competencies

Members will be required to meet a selection of these competencies based on their knowledge and experience

All applicants

All applicants for chartered membership must achieve **all Core Landscape Competencies** and **five Additional Landscape Competencies** (16 competencies in total) to the following levels:

9 competencies to Level B (this must include Sustainability, Climate and Resilience) and;

7 competencies to Level C

Choices must:

Be no more than 1 from:

- Contract administration (must be taken to level B by anyone wishing to work as a Contract Administrator)
- Contract management

And no more than 2 from:

- Design – garden
- Design – landscape
- Design – public realm

Chartered Landscape Architect Pathway

Subject to the requirements for all applicants those wishing to use the title Chartered Landscape Architect must include in their choices:

A minimum of 1 at Level B from:

- Design – garden
- Design – landscape
- Design – public realm

A minimum of 2

(at Level B or C) from:

- Contract administration or Contract management
- Landscape assessment
- Landscape construction (materials and systems)
- Landscape planning and/or policy
- Master planning
- Planting and horticulture
- Procurement and tendering
- Visualisation and photography
- Water management

Core Landscape competencies

Professional competencies

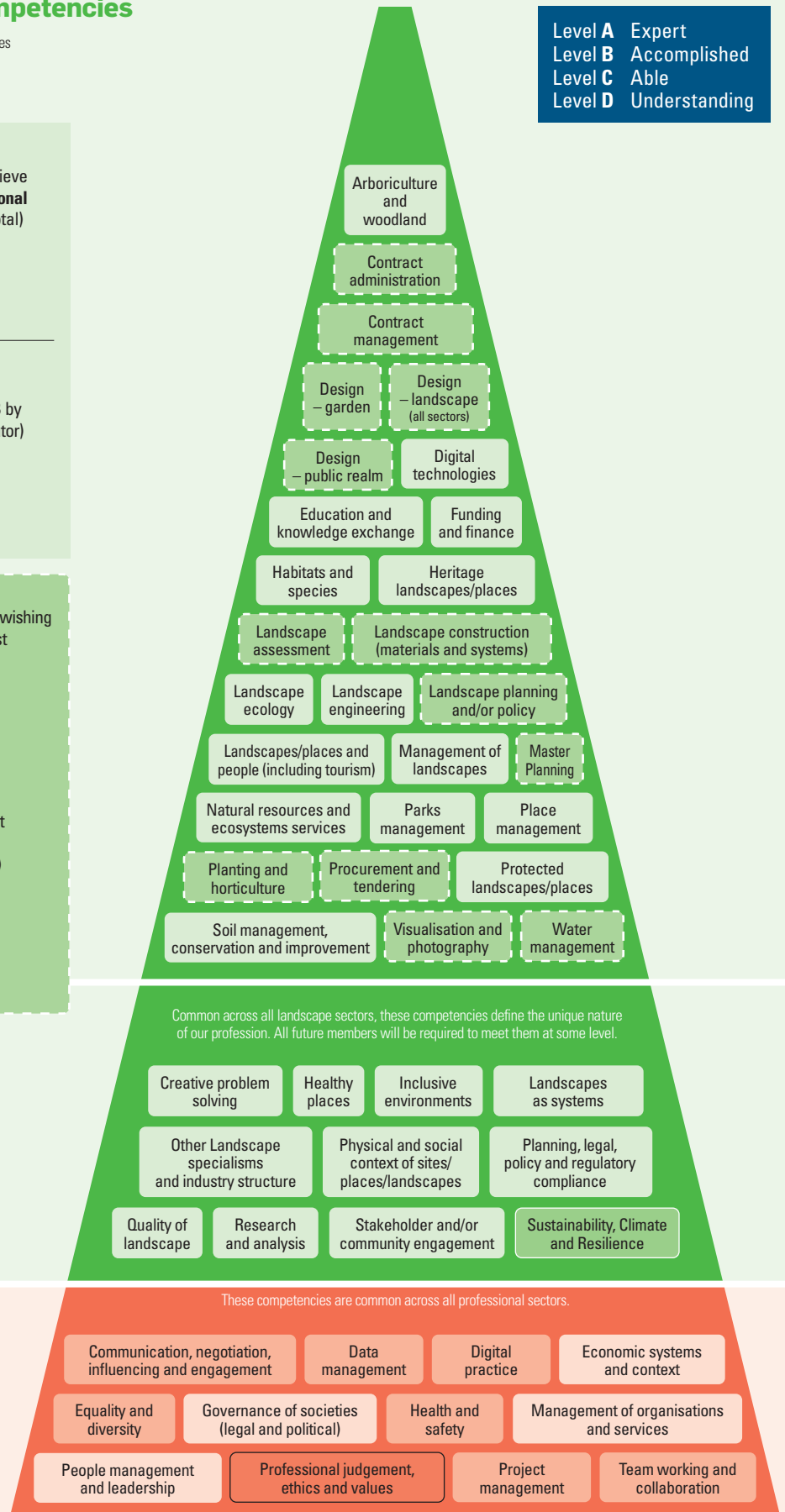
Members need to achieve all competencies at levels indicated:

Level B

Level C

Level D

Level A Expert
Level B Accomplished
Level C Able
Level D Understanding



Technician – Competency Requirements

Additional Landscape Competencies

Members will be required to meet a selection of these competencies based on their knowledge and experience

All applicants

All applicants for Technician Membership must achieve all the Core Landscape Competencies and either one or two Additional Landscape Competencies to the following levels:

7 to Level D

AND EITHER:

5 to Level C (which must include Sustainability, Climate and Resilience)

OR:

1 to Level B and **3 to Level C** (one of the Level C choices must be Sustainability, Climate and Resilience)

Choices must:

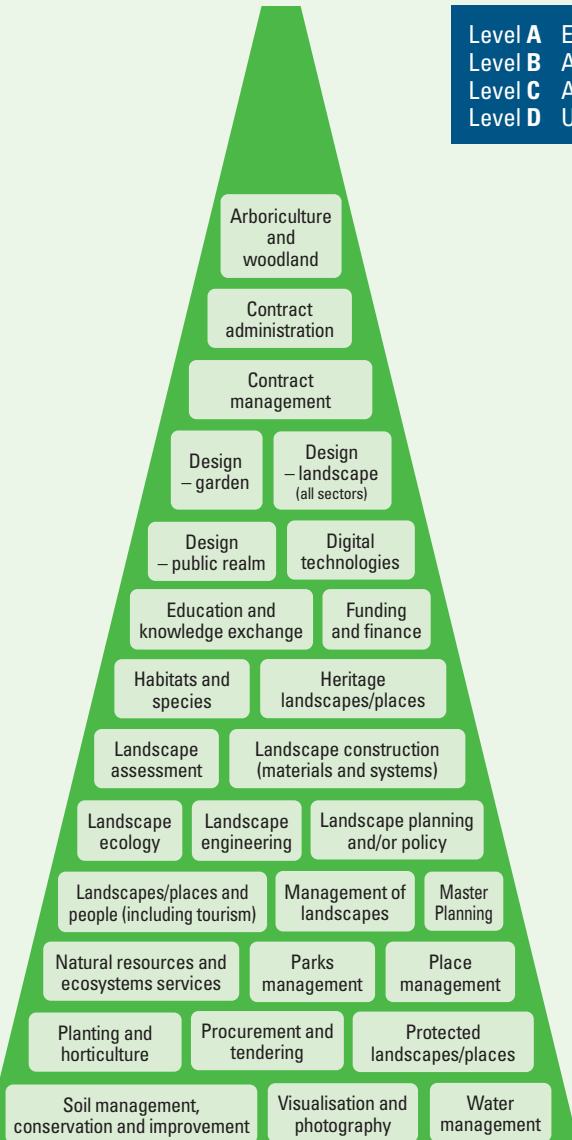
Be no more than 1 from:

- Contract administration (must be taken to level B by anyone wishing to work as a Contract Administrator)
- Contract management

And no more than 1 from:

- Design – garden
- Design – landscape
- Design – public realm

Level A	Expert
Level B	Accomplished
Level C	Able
Level D	Understanding



Core Landscape competencies

Common across all landscape sectors, these competencies define the unique nature of our profession. All future members will be required to meet them at some level.



Professional competencies

Members need to achieve all competencies at levels indicated:

Level D

Level C





Plus one from the list to Level C





These competencies are common across all professional sectors.




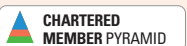






Professional competency areas

(in alphabetical order)

Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Communication, negotiation, influencing and engagement	This competency looks at the way in which a landscape professional communicates both with colleagues and consumers of landscape services. Landscape professionals competent in this area understand and use appropriate, clear and concise written and verbal communication for specific circumstances and audiences. They engage effectively with stakeholders and are able to effectively influence others and negotiate to reach agreement and resolve conflicts.	Demonstrates an understanding of the importance of appropriate communication and the need to gain support for specific ideas.	Contributes to the provision of appropriate communications. Can gain support for ideas in order to advance the objectives of specific projects and influence outcomes.	Employs communication appropriate to a variety of audiences. Is able to build strong working relationships with others and is able to present key points persuasively.	Is an authority on the provision of written and oral advice on situations of varying complexity. Is expert in the negotiation of difficult situations and has substantial impact, achieving positive outcomes.
 	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • Oral, written and graphic communications appropriate to specific audiences • The need to gain support for ideas in order to advance the objectives of specific projects and influence outcomes 	Can: <ul style="list-style-type: none"> • Use oral, written and graphic communications that are appropriate to specific audiences • Gain support for own ideas in order to advance the objectives of specific projects and influence outcomes 	Can: <ul style="list-style-type: none"> • Communicate in ways that are appropriate to a variety of audiences. • Gain support for own ideas in order to advance the objectives of specific projects and influence outcomes, with positive results. • Build effective relationships with others. • Present key points persuasively. • Challenge constructively 	Are called upon to: <ul style="list-style-type: none"> • Provide both written and oral advice on both simple and complex situations. • Negotiate difficult situations with both internal and external stakeholders, with substantial impact. • Show leadership and make judgements • Motivate others through the building of effective relationships, influencing and gaining full support for achieving desired outcomes.
Data management	Hold, use and share information and data adopting appropriate security measures and understands and applies relevant legal and ethical standards and organisational data management procedures.	Demonstrates an understanding of methods for capturing, holding, sharing and using data in compliance with ethical, legislative and regulatory requirements	Contributes to the capturing, holding, sharing and using of data and complying with ethical, legislative and regulatory requirements.	Captures, holds, shares and uses data and ensures compliance with ethical, legislative and regulatory requirements	Is an authority on the capturing, holding, sharing and usage of data and the compliance with ethical, legislative and regulatory requirements
 		Understand: <ul style="list-style-type: none"> • Methods for capturing data • Methods for storing data • Methods for sharing data • Data protection legislation and regulation relevant to the country of practice • Legislation and regulation relating to the sharing of data • Privacy requirements • Personal and sensitive data – how to recognise and controls to put in place • Intellectual property rights and copyright • Ethical considerations 	Can: <ul style="list-style-type: none"> • Assist in the capture of relevant data • Assist with storing relevant data in compliance with legal and regulatory requirements • Recognise sensitive and personal data and seek advice on the storage of this as necessary • Share data appropriately and in accordance with legal and regulatory requirements • Apply relevant legal, regulatory and ethical considerations 	Can: <ul style="list-style-type: none"> • Capture relevant data • Manage the storage of relevant ensuring compliance with legal and regulatory requirements • Manage the storage of sensitive and personal data • Advise on the sharing of data 	Are called upon to: <ul style="list-style-type: none"> • Advise others on the capture, storage, sharing or use of data • Provide training and CPD for others • Write policies, procedures and guidelines • Undertake research

Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Digital practice	Uses digital technology and media to perform tasks, solve problems, communicate, manage information, collaborate and create.	Demonstrates an understanding of digital technology, media and software	Contributes to the use of digital technology, media and software	Uses typical digital technology, media and software	Is an authority on the use of digital technology, media and software.
 		Understand: <ul style="list-style-type: none"> Office software used for the preparation of business communications Digital tools for communicating and networking including email and social media Digital tools for managing information Protocols and legal requirements regarding digital communication Basic principles of digital technologies relevant to the area of practice 	Can: <ul style="list-style-type: none"> Use commonly used office software to prepare simple business communications Use digital tools for business communication including email and social media Apply appropriate protocol and legal requirements Applies basic principles of digital technologies relevant to the area of practice 	Can: <ul style="list-style-type: none"> Use office software for complex business communication including reports Develop a professional network via social media Use digital technologies relevant to the area of practice 	Are called upon to: <ul style="list-style-type: none"> Advise others on the use of digital technologies and software Provide training and CPD for others Write policies, procedures and guidelines Undertake research
Economic systems and context	Understands and applies the system of production, resource allocation and distribution of goods and services relevant to a country/nation of practice.	Demonstrates understanding of macro and micro economics Understands the principles of business economics and economic markets.	Contributes to a landscape related business applying the principles of business economics	Provides services contributing to the economics of a business	Is an authority on economic systems and business economics.
 		Understand: <ul style="list-style-type: none"> The meaning of macro economics including fiscal and monetary policies relevant to the country of practice The meaning of microeconomics Market economics and supply and demand The structure, organisation and management of businesses Business economics including employment, pricing, competition and marketing The role of a Government as a regulator Accounting principles and procedures 	Can: <ul style="list-style-type: none"> Assist in making a productive contribution to a business Assist in setting costs/prices/fees Analyse a market Contribute to the marketing, promotion of a business Contribute to complying with Government regulation on businesses Work to agreed terms of business 	Can: <ul style="list-style-type: none"> Analyse market conditions Assess financial viability of an organisation Manage work Sets costs/prices for work/services Agrees terms of business 	Is called upon to: <ul style="list-style-type: none"> Advise others on economics and pricing Provide training and CPD for others Write policies, procedures and guidelines Undertake research

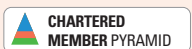
Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Equality and diversity	Treats all individuals with respect, responds sensitively to differences and encourages others to do likewise. Seeks to ensure equality of opportunity for all. Supports principles of fairness of opportunity for all. Plays a part in creating a culture and practice that recognises, respects and values people's differences for the benefit of all.	Demonstrates an understanding of the need to deliver services and interact with others in ways that show support for equality and diversity. Demonstrates an understanding of what discrimination looks like and what to do about it if it occurs.	Contributes to the delivery of landscape services in a way which demonstrates support for equality and diversity. Is able to identify discriminatory behaviour and deal with it in the appropriate way.	Undertakes active promotion of equality and diversity in the workplace and consistently evaluates the level of entity/firm/organisational commitment to this area. Is a role model for inclusivity.	Is an authority on equality and diversity law and practice relevant to the landscape profession. Is the go to expert on organisational methods and processes used to resolve equality related issues.
 	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> Principles of equality and diversity The need to deliver services and interact with others in ways that show your support for equality and diversity. The need to act in accordance with firm/organisation/entity diversity policies and to treat others with dignity and respect. What discrimination looks like and what to do about it if it occurs. 	Can: <ul style="list-style-type: none"> Deliver services in a way which demonstrates your support for equality. Identify discriminatory behaviour and report it to the relevant authorities. Deliver services in accordance with firm/organisation/entity diversity policies. Deliver services in ways that recognise the existence of the protected characteristics. Identify where your own behaviour affects others and are able to mitigate any impacts where this undermines equality. 	Can: <ul style="list-style-type: none"> Promote equality in the workplace Evaluate the extent to which organisation/firm/entity equality policy is applied both by yourself and others. Identify discriminatory behaviours or trends and seeks out opportunities to address these. Enable others to promote equality. Develop a culture of inclusivity and supports individuals exercising their rights under policy or law. 	Are asked to: <ul style="list-style-type: none"> Advise on cultural change that is needed to promote equality and diversity. Identify organisational methods and processes which could be used to resolve equality related issues raised in the workplace. Evaluate and advise on the effectiveness of organisational equality policy and the appropriateness of measures in place to meet legal equality requirements.
Governance of societies (legal and political)	Understands and has the ability to work within the political and legal framework of the countries/nations of practice.	Demonstrates understanding of the political and legal framework and how to deliver landscape services in accordance with these.	Contributes to the delivery of landscape services in accordance with the legal and political framework	Undertakes the delivery of landscape services in accordance with the legal and political framework	Is an authority on political and legal frameworks.
 	To be competent you will need to demonstrate that you:	Understand (relevant to your country of practice): <ul style="list-style-type: none"> The legal system The political framework Principles of the law of contract Principles of the law of tort – including professional negligence Types of political framework Relevant LI guidance Governance Legislation relating to landscape Town and country planning legislation 	Can: <ul style="list-style-type: none"> Work within the political framework of your country of practice Contribute to working within the legal framework of your country of practice Comply with legislation relating to landscape Comply with town and country planning legislation relevant to your work (under supervision) 	Can: <ul style="list-style-type: none"> Advise on compliance with legislation or regulation (relevant to your area of practice) Engage with local decision makers and politicians 	Are called upon to: <ul style="list-style-type: none"> Advise others on complying with legislation or regulation Provide training and CPD for others Write policies, procedures and guidelines Undertake research Contribute to development of relevant policy

Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Health and safety	Complies with relevant health and safety legislation and regulation and organisational policies. Manages risk including the identification of hazards, assessment of risks and implementation of control measures. Manages own personal safety and that of others.	Demonstrates an understanding of health and safety in relation to your specific role in the landscape profession and the range of health and safety issues can that can arise and how to mitigate impact.	Contributes to organisational awareness and quality service provision by being able to explain relevant health and safety law and its application to the project, role or workstream. Is able to make decisions on appropriate controls to reduce health and safety risks.	Undertakes commitment to ensuring health and safety knowledge is kept up to date and seeks out changes. Undertakes updates to organisational Health and Safety policy/ rules relevant to the workplace.	Is an authority on Health and Safety law and H&S organisational policy processes. Is the go to expert on health and safety as it relates to CPD relating to different organisational job roles.
	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • Health and Safety law • Organisational policies • What health and safety hazards are relevant to your role • The range of health and safety issues can that can arise in the course of delivering your role. • The impact on different people of different health and safety issues. • How to identify a health and safety risk in the delivery of landscape services and identify appropriate controls. 	Can: <ul style="list-style-type: none"> • Apply relevant health and safety law in the workplace and to site based work. • Apply an organisation's safety and health management systems and policies • Contribute to reducing health and safety risks • Follow organisational policies for own personal safety 	Can: <ul style="list-style-type: none"> • Identify health and safety hazards • Undertake health and safety risk assessments • Deal with health and safety issues • Mitigate health and safety risks • Implement control measures • Ensure the health and safety of others • Manage own personal safety 	Are asked to: <ul style="list-style-type: none"> • Advise on and evaluate relevant Health and Safety law and organisational policy processes. • Keep health and safety knowledge and qualifications up to date and relevant for the services delivered by the firm/organisation/entity. • Advise on CPD content in the area of health and safety relevant to the different job roles held by individuals within the entity/organisation/firm.
	 				
Management of organisations and services	Contributes to the operational, financial, strategic, people and risk management of practices and organisations providing landscape services. Delivers high standards of client and customer care.	Demonstrates an understanding of how the organisation is structured your role within it including your own responsibilities. Demonstrates an understanding of the relevant markets within which your organisation functions and how decision-making works.	Contributes to the development of firm/ organisation/entity strategic objectives and understands how your role relates to them. Can identify areas of non-compliance with the LI Code and what to do where this happens.	Undertakes development of strategic objectives for the organisation and leads on systems designed to ensure compliance with LI and wider requirements and deal with instances of non-compliance.	Is an authority on strategic objective development and implementation and provides advice to the senior levels of the organisation on this.
	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • The different types of organisation within which a Landscape Professional may work • What the firm/ organisation/entity does, how it is structured and what your role and place is within that structure • Which markets your firm/entity/organisation works within and how it operates both in the short and long term • The decision-making structure of your entity/ organisation/firm and how operational and strategic decisions are made • The LI Code of Conduct and how it relates to own role and what you must do to practice in accordance with it. • Relevant insurances for employers and the public 	Can: <ul style="list-style-type: none"> • Explain what the firm/ organisation/entity strategic objectives are, where these are set out and how the different roles (including yours) contribute towards them • Explain how organisational/entity/ firm risk is identified and what processes are in place to manage risk effectively • Promote the LI Code of Conduct and how to work within this 	Can: <ul style="list-style-type: none"> • Contribute and refer to strategic aims/objectives of the entity and the LI in delivery or management of delivery of landscape services • Identify areas for improvement in working with the LI Code and take action according to entity policy • Identify and manage risk 	Are asked to: <ul style="list-style-type: none"> • Evaluate and revise entity strategic, people and risk management policy and associated processes. • Advise and provide guidance to others on best practice in customer care and professionalism in service delivery, with reference to entity and LI standards.
	 				

Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
People management and leadership	Manages people development, their work activities and performance. Continuously improves team performance and shows leadership to influence, motivate, and enable others to to maximise their contribution to the business.	Demonstrates an understanding of what people management covers, including giving and receiving performance enhancing feedback. Understands the need to have clear performance expectations and an evaluation process.	Contributes to the giving and receiving of performance improvement feedback and sets/monitors SMART performance objectives. Can undertake challenging performance conversations and can delegate where necessary.	Undertakes coaching to help others towards improved performance and motivates others. Adapts your own leadership style according to the individual concerned.	Is an authority on organisational performance management processes and structures. Is asked to mentor senior leaders. Is the go to expert on performance management.
	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • The essential components of good people management including employees, volunteers and others • The need for and purpose of giving and receiving performance enhancing feedback • The need to have clear performance expectations and a process by which this can be evaluated • Employer duties and contracts of employment 	Can: <ul style="list-style-type: none"> • Receive and act upon performance improvement feedback. • Set and monitor progress against SMART performance objectives • Delegate tasks where necessary to appropriate individuals or teams at appropriate times • Show leadership within a team 	Can: <ul style="list-style-type: none"> • Coach junior individuals/ teams towards improved performance, to help them overcome challenges, identify solutions and make decisions. • Motivate others, demonstrating an understanding of the different ways of motivating individuals in the team, understanding and showing knowledge of individual learning styles. • Constructively address under performance by others • Adapt your own leadership style according to individual levels of competence and commitment to the task. 	Are asked to: <ul style="list-style-type: none"> • Advise on and review organisational performance management processes and structures in order to improve service delivery and professional development of individuals. • Mentor and coach senior leaders within the firm/ organisation/entity. • Deliver training on performance management techniques.



Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Professional judgement, ethics and values	Complies with the Landscape Institute's Code of Conduct and Charter and relevant laws relating to professional responsibility relevant to the country of practice. Fosters and maintains a professional working relationship with clients and customers, and shows commitment to reflective practice and to developing and maintaining competence.	Demonstrates an understanding of relevant law and regulation and, at a high level, how to deliver landscape services in accordance with all of these.	Contributes to the delivery of landscape services in accordance with LI best practice guidance. Can identify ethics issues as they arise in the workplace and identify solutions. Actively seeks out professional development to improve practice.	Undertakes professional development in relation to yourself and colleagues. Undertakes the provision of advice and guidance to others on the LI Code and relevant law. Is a role model on best practice in customer service.	Is an authority on professional standards and competence in delivery across your organisation. Is the expert on professional negligence and misconduct or where the firm/organisation/entity may be legally liable. Can advise in these situations.
	To be competent you will need to demonstrate that you:	<p>Understand:</p> <ul style="list-style-type: none"> • The remit and structure of the LI • The LI Code of Conduct – significance, content, requirements and breaches • Relevant elements of the LI's Royal Charter • Professional ethics, ethical principles and ethical values • Relevant laws relating to ethics and consumer protection • Professional negligence • Professional Indemnity Insurance • How to deliver landscape services in accordance with law, regulation and LI requirements. • The importance of building good relationships with clients. • The rationale for the LI's CPD requirements on landscape professionals, their applicability to you and your practice and what you need to do to keep your professional knowledge up to date. • The role of other relevant professions • Employee's duties • Contracts with clients 	<p>Can:</p> <ul style="list-style-type: none"> • Deliver services in accordance with LI best practice ethical guidance and Code of Conduct. • Identify ethical situations as they arise in the workplace and identify solutions which serve the public interest as a priority. • Actively identify areas for professional development and seek out relevant CPD to address these. 	<p>Can:</p> <ul style="list-style-type: none"> • Identify areas for professional development in relation to yourself and others within your firm/organisation/entity • Provide advice and guidance on the application and interpretation of the LI Code and relevant law to individual and organisational practice. • Act as a role model and leads on best practice in customer service • Offer mentoring and support to more junior members of the organisation/firm/entity in this area. 	<p>Are asked to:</p> <ul style="list-style-type: none"> • Undertake a review of professional competence of the individuals working with the firm/entity/organisation. • Identify relevant organisation/wide professional development strategies and oversee their implementation. • Provide expert advice on instances where professional negligence may be an issue or where the firm/organisation/entity may be legally liable. • Identify appropriate solutions relevant to the circumstances.



Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Project management	Plans, structures and prioritises own work to achieve results. Uses appropriate processes, methodologies, tools and techniques to manage projects effectively. Manages time, budget and risk and evaluates projects. Manages conflicts and adopts appropriate methods of conflict avoidance and resolution.	Demonstrates an understanding of basic project management e.g. contracts, procurement, quality control and progress management. Understands the scope of a project and its objectives.	Contributes to project proposals and is able to prepare a project plan. Can use different, appropriate project planning, modelling methods and tools and can explain the reason for the selection of particular models over others.	Undertakes project planning in relation to complex/large-scale projects. Develops and implements effective mechanisms for specific aspects of projects. Can deal with changes in delivery without affecting outcomes.	Is an authority on project planning and management. Is the organisational expert on standards for initiation and planning of projects and programs. Advises on effective control and response systems.
	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • The formal requirements of project management e.g. contracting, procurement, quality control and progress management • The scope of specific project objectives • Team/own responsibilities under the project plan • Overall project goals, dependencies and business value 	Can: <ul style="list-style-type: none"> • Prepare project proposals that are credible and technically complete • Prepare a project strategy, scope, business case, and assessment of time, costs, risks and probabilities • Undertake supervised project contracting, procurement, quality control and progress management • Select and use different, appropriate modelling methods and tools • Explain your general understanding of assumptions and limitations relevant to the project 	Can: <ul style="list-style-type: none"> • Plan projects in a credible, complete and transparent way in relation to complex/large-scale projects • Include in your planning: strategy, scope, business case, and assessment of time, costs, risks and probabilities • Develop and implement effective control and response mechanisms for specific aspects of projects • Handle minor variations/unforeseen changes without affecting outcomes • Select and use modelling tools and methods, as appropriate and applies understanding of project assumptions and limitations 	Are asked to: <ul style="list-style-type: none"> • Set direction, policies and standards for initiation and planning of projects and programs • Ensure these are consistent with strategic needs and priorities • Develop and implement effective control and response systems at organisation level governing project contracting, procurement, quality control, progress management, variations, integration and closure in relation to project goals • Find, develop and disseminate new modelling methods and tools • Guide continuous development of modelling capability within the organisation



Competency	Description	Level D – Understanding	Level C – Able	Level B – Accomplished	Level A – Expert
Team working and collaboration	Works effectively in teams. Develops effective working relationships and shows inter disciplinary understanding and cooperation	Demonstrates an understanding of the need to work well with others towards a common objective and can identify the different forms of team working suitable for different contexts.	Contributes to the effective working of the team and the realisation of the organisation's objectives. Is part of the solution where team work breaks down and proactively seeks out and promotes positive working relationships.	Undertakes exercises aimed at evaluating the effectiveness of team working in the organisation and promotes solutions to address them. Is a team working role model to others.	Is an authority on team building and collaboration
	To be competent you will need to demonstrate that you:	Understand: <ul style="list-style-type: none"> • The rationale for working well with others • The context for teamwork in your organisation/entity/firm and the roles that different individuals perform within a team • The development phases that a new team experiences • Different forms of team working appropriate to context including virtual working 	Can: <ul style="list-style-type: none"> • Work effectively with others as part of a team to maximise your and their contribution to the firm/organisation/entity's aims and objectives • Help members of the team work together collegiately and towards the same agreed aim • Compromise where necessary in relation to the professional judgement of others and apply yourself in delivery of agreed aims • Identify where relationships have broken or may break down and implement appropriate solutions to remedy the situation and get the team back on track 	Can: <ul style="list-style-type: none"> • Identify areas of weakness in the team in terms of professional knowledge, delivery of services and interpersonal skills • Identify solutions to barriers to effective teamworking and proactively puts these forward for implementation • Act as a role model, mentor and coach for more junior team members in effective teamworking strategies 	Are called upon to: <ul style="list-style-type: none"> • Advise others on teamworking and collaboration • Provide training and CPD for others • Write policies, procedures and guidelines • Undertake research • Act as an ambassador for team working and collaboration



