

Landscape Institute Joint Council/Board Strategy Session

Agenda

Day 1	Wednesday 18 November 2020	Appendix
09.30 – 12:00	Training: Governance	
12.00 – 14.00	Break	
14.00 – 14:30	President's Welcome & Update	
14:30 – 15:00	Meet new LI Team members – Dan Cook	
15.00 – 15:45	Quarter 2 Performance Report – Dan Cook/ Amina Waters including impact of COVID	
15:45 – 16.00	Break	
16:00 – 17:30	Governance Review – Carolin Göhler/Emma Wood/ Joint Working Group members Linkage to Independent Review – Carolin Göhler	
	<p>Key issue discussions - focus on “future possible structure”</p> <p>.</p> <p>Including:</p> <ul style="list-style-type: none"> • Role of Past President • Discussion if 1 or more Vice Presidents • Officers - nature of roles needed • Composition of Council - who are the missing representatives for our next ½ decade? Who do we need to be represented? • Standing Committee Alignment: Regulation & assurance function – why is it needed? where is it best placed? Other proposals: further structure refinements needed <p>Discussions will help the Joint Working Group to further deliberate & form final recommendations on structure to AdCo by February.</p> <p>• Reference group topics - further volunteers needed support their initial work and ideas sharing now useful:</p> <ul style="list-style-type: none"> – Standing committees – Future of Branches & Member networks – <i>Who do reference groups need to engage with in December and January?</i> <p>Future RGs:</p> <ul style="list-style-type: none"> • Conflict resolution - what are good mechanisms/ where is responsibility within structure? 	
17:30	Governance Items	GovMatters - AdCo Membership
17:45	Close	

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Day 2	Thursday 19 November 2020	Appendix
14:00	Welcome	
14:00 – 15:15	Equity Diversity Inclusion – anti racism (review draft plan) Michelle Grocholsky, and EDI Forum members	Overview & Draft action plan
15:15 – 15.45	Policy & Insight Update Climate and Biodiversity Action & Green Recovery Ben Brown <ul style="list-style-type: none"> - Progress/ next steps - Committed projects - Initial ideas for future 	Policy & Insight Team workplan
15:45 – 16:00	Break	
16:00 – 17:30	Blue sky thinking – to inform next LI business plan Reference to current <u>LI Strategic Plan 2018 – 2023</u> more ideas for 2021/22 wanted – only some initial suggestions listed so far: <ul style="list-style-type: none"> • Technical & Policy <ul style="list-style-type: none"> - what is needed to support members to deliver on green recovery, climate and biodiversity, adaptation, biosecurity, green infrastructure, SuDS, COP26. • Education & Membership <ul style="list-style-type: none"> - Support for new entry standards & broadening of profession - Engaging universities & students - #chooselandscape including new apprenticeship route & EDI • Member engagement <ul style="list-style-type: none"> - events, training and support needed - branch ideas - communications & engagement needed 	
	First prioritisation discussion to be had after ideas pooling to inform initial budget setting for 2021/22 (refinement in following 2-3 months – i.e. latest at next AdCo meeting in Feb).	
17:30	Close	

LI Advisory Council & Board Strategy Session 19 November 2020	
Agenda Item X	Advisory Council Membership – co-options
Paper author	Emma Wood Governance & Regulation Manager
Summary of paper	Options for consideration regarding membership co-option
Financial implications	n/a
Council are asked to	Consider the paper and discuss the recommendations

1. Background

The LI Regulations allow for Advisory Council (AdCo) to co-opt up to 3 Corporate members (being CMLI, FLI, AMLI, AFLI or Associate) and 1 non-member to Council:

Extract: REGULATION 18. CO-OPTED MEMBERS OF COUNCIL

- 18.1 The Council may at any time and from time to time to co-opt not more than three Corporate Members to act as additional Co-opted Members of the Council until the next 30th June following the appointment.
- 18.2 The Council may also appoint a distinguished or eminent person who is not an Institute Member as a fourth Co-opted Member of the Council, for such period not exceeding two years as the Council shall decide, if in the opinion of the Council the presence of such a person would assist the work of the Council and tend to promote or advance the Objects.
- 18.3 Co-opted Members of Council shall have full voting rights on Council.

2. College of Fellows Chair

In 2018 Council noted that whilst Council is the representative body and includes elected Student and Licentiate roles there is currently no seat specifically for Fellows. In light of this Council agreed to co-opt the College of Fellows Chair until such time as the governance structures are reviewed and any changes to representation by membership grade implemented.

The Board of Trustees have recently re-appointed Adrian Wikeley as Chair of the College with the intention that the role goes to open election in 2021.

Council now have the opportunity to reconfirm the co-option of the CoF Chair and to agree in principle to co-opt the newly elected CoF Chair to Council from 01 July 2021 but to confirm on completion of the election.

Recommendations:

- i. To re-confirm the co-option of the CoF Chair to Council to 30 June 2021
- ii. To agree in principle to co-opt the newly elected CoF Chair to Council from 01 July 2021 but to confirm on completion of the election.

3. Other co-options

Council could also consider co-opting additional representatives (up to 2 corporate and 1 non-member) from a range of sectors that could provide useful insight and support. These could include:

- i. Parks and Green Spaces
- ii. Education
- iii. Climate Change
- iv. EDI (Equity, Diversity & Inclusion)
- v. Other as agreed by AdCo.

Process example: Parks & Green Spaces - If AdCo support this approach then this could be promoted to the new invited route members from this sector and put to an inter meeting vote. The role could initially be co-opted to 30 June 2021 and then consider again for a 2 year term to 2023. This timing would align to the election cycle.

A similar process could be applied to any other sectors as agreed by AdCo

Please note that as part of the current Governance Review in time there may be a wider range of other suitable representatives suggested in the process and as such can be added following discussion and approval by AdCo at a later date. A reminder that the earliest our Governance Review changes can take effect is 2023 election cycle.

Recommendations:

- i. To consider whether to co-opt additional members to Council in line with Regulation 18 and if so
 - a) To identify which sector/s for co-option of LI corporate member/s
 - b) To identify which sector/s for co-option of non LI member.

LI Advisory Council & Board Strategy Session 19 November 2020	
Agenda Item X	Addressing racism and injustice action plan 2021-23
Paper author(s)	Dan Cook, Chief Executive Officer Ben Gosling, Communications Manager Saskia Little, Business Development Manager Michelle Grocholsky, External Consultant
Summary of paper	Cover note for draft 5-point action plan outlining proposed actions for 2021-23 to: <ul style="list-style-type: none"> Engage landscape employers and educators to tackle racism, discrimination and injustice in work and learning environments Better support Black, Asian and Minority Ethnic (BAME) members working in landscape and related sectors Change the LI's culture and approach to equality, diversity and inclusion
Financial implications	The emerging plan will be considered by the LI Board and LI Management Team as part of business planning.
Council are asked to	Receive the draft action plan and provide feedback at our AdCo/Board strategy session on Thursday 19 November

1. Background

The global racial equality movement this year has prompted the LI as an organisation to reflect on racial inequity in the built and natural environment sectors; in particular:

- Racism in our society and workplaces, and the systemic barriers that racialised (Black, Asian and Minority Ethnic) individuals face that inhibit their entry, advancement, engagement and retention in the built and natural environment industry; and
- Historic links between placemaking and injustice, and what the built environment professions have done to acknowledge and address them.

Discussions were held with LI members (including outreach to those from racialised backgrounds) the LI Board of Trustees in June 2020 and the LI Advisory Council in July 2020.

In response to this, the Equity, Diversity & Inclusion Forum (EDI) which was established in 2017 (originally named Diversity & Inclusion working group) in response to an identified need to strengthen EDI outcomes in the landscape industry, has recommended the institute publishes and enacts a two-year action plan prioritising racial equity, diversity and inclusion, with a specific focus on antiracism.

2. Activity of the Equity, Diversity & Inclusion Forum (EDI) this year

These conversations instigated the formation of an informal 'working group' of EDI Forum members and LI members from racialised backgrounds. The group has met remotely on a number of occasions throughout the year to discuss these issues and help inform our approach to this action plan.

- Tuesday 30 June
 - Further refined and prioritised proposed actions and began to identify resources needed
 - Commenced recruitment of a 'start-finish' working group to help develop the emerging action plan
 - Engaged volunteers from the group to speak at the next Advisory Council meeting
- Thursday 20 August
 - Shared early action plan draft with working group members to obtain feedback

- Briefed on a survey to engage EDI forum members around emerging priorities
- Friday 18 September
 - Held workshops to develop actions around five priority areas identified by the survey
 - Commissioned external facilitator and EDI expert to run the workshops and help finalise the draft action plan

The draft action plan appended to this paper is the result of the engagement detailed above.

3. Recommendations

Based on both the macro (societal) and more micro (industry and member) context, we ask Advisory Council to give feedback on the enclosed plan that aims to:

- Improve the diverse representation of our industry, with a concerted focus on removing systemic barriers impeding racial diversity;
- Strengthen EDI outcomes within our profession, particularly for members of racialised groups; and
- Demonstrate commitment and progress to EDI, both within the Institute and our member organisations, by identifying and removing barriers within our workplaces, policies and practices.

We ask for Advisory Council and Board to provide in-principle support, recommending that antiracism and anti-oppression principles inform all aspects of this action plan, ensuring that LI embodies an active antiracist stance in all aspects of our work, including how we work together to dismantle systems of inequality and oppression.

4. Draft action plan

Please find enclosed the draft *Addressing racism and injustice action plan 2021-23* (Appendix 1).

A further workshop will take place on Tuesday 24 November with EDI Forum members. The LI management team will undertake a further review of resourcing timings during late November, with the plan expected go to Board for consideration on Tuesday 08 December 2020.

Addressing racism and injustice action plan 2021-23

DRAFT AS AT NOV 5TH 2020

The Landscape Institute's commitment to building and supporting a profession as racially diverse and vibrant as the communities we serve

Introduction

In 2017, in response to an identified need to strengthen equity, diversity and inclusion (EDI) in the landscape industry, the Landscape Institute (LI) established our Diversity & Inclusion Working Group. Now called the Equity, Diversity & Inclusion Forum, this volunteer group comprises 57 members, representing a number of diverse identity groups, organisations and roles within the landscape profession.

Since its inception, the Working Group has been working to improve EDI outcomes for our industry. Its mandate is to identify actions that will diversify representation within our industry, improve inclusivity and equity in places of work and education, and grow company support and advocacy for EDI. The forum originally identified five priority areas for focus within a proposed EDI action plan: disability, ethnicity, gender, sexuality, and social and economic background.

In May 2020, the killing of unarmed African American man George Floyd by a white police officer in Minneapolis sparked countrywide Black Lives Matter demonstrations. These demonstrations - believed to be the largest civil movement in US history - instigated a global racial equality movement. For the LI this has prompted reflection on racism in our society and workplaces, and of the systemic barriers that racialised (Black, Asian and Minority Ethnic) individuals face that inhibit their entry, advancement, engagement and retention in our sector.

Throughout the spring and summer of 2020, the LI invited participation by members - many from racialised backgrounds - in a number of discussions about racism in landscape. The first-hand feedback we received indicated severe and entrenched issues for racialised individuals practicing landscape, including - but not limited to - lack of recognition for their work, lack of access to mentorship and sponsorship, and fewer opportunities for career progression than their white colleagues.

Historic links between placemaking and injustice are also very apparent. Many public places sport and celebrate the iconography of colonialism; and often, the charitable donations that funded their creation came from known profiteers of the transatlantic slave trade (such as Edward Coulston, a statue of whom antiracism demonstrators in Bristol pulled down on 7 June 2020). While public spaces should reflect a sense of respect and inclusion for the people who live in and use them, this is often not the case, and the built environment professions have done too little to acknowledge and address this.

'The opposite of racist isn't "not racist." It is antiracist.'
Ibram X. Kendi, How to be an Antiracist

In response to this, the EDI Forum recommended the publication of an action plan prioritising racial equity, diversity and inclusion, with a specific focus on antiracism.

The five primary objectives of this action plan are to:

1. **Measure:** Build our understanding of diversity, experiences of inclusion and perceptions of equality within our industry, so we can pinpoint barriers and recommend impactful solutions.
2. **Attract:** Identify and remove barriers that impede racialised individuals from entering and progressing within our profession.

3. **Support:** Champion current and future racialised practitioners in landscape, amplify their voices, and support their continued success.
4. **Equip:** Equip members to promote greater equity, diversity and inclusion in their workplaces, work toward antiracist action, and improve our ability to regulate and instill accountability in the profession.
5. **Embed:** Re-evaluate our internal operations and systems, including policies, membership processes, values, culture, and how we acknowledge and address historical injustice.

Acknowledgements

This action plan has been informed by our efforts to:

1. **Listen:** creating platforms for members, particularly those from racialised groups, to share their experiences within the profession, their observations of the challenges we face, and their recommendations for overcoming them.
2. **Engage:** speaking with and soliciting the insight of employers, educators and our staff team, and engaging with and learning from other organisations united in a similar mission.
3. **Learn:** holding events such as Jellicoe October 2020 and workshops, inviting members and non-members to attend and learn with us.

Its creation would not have been possible without the participation of the many individuals and organisations we have engaged over the past year.

In particular, we would like to thank the key members of our EDI forum whose voices have been instrumental in shaping this action plan:

[Permissions to be obtained]

We would also like to thank the following organisations:

[BAME in Property, Future of London, Civic Trust Scotland, etc.]

What is Equality, Diversity and Inclusion?

Equality: HOW we operate

Ensuring fairness, transparency and consistency in our policies and practices.

Diversity: WHO we are

The mix of our identities, experiences and perspectives, including but not limited to race, ethnicity, gender identity, sexual orientation, age, religion, language and (dis)abilities.

Inclusion: WHAT people experience

A state in which all people can be their authentic selves, feel safe, as though they belong, and that their differences are valued.

'Equality is being invited to the party; inclusion is being asked to dance.'

Recommendations

Our members, through their work planning, designing and managing our landscapes and public spaces, have the opportunity to make a substantial difference in the lives of others. **It is our social responsibility to ensure this impact is as positive as possible, for as many people as possible.**

Landscape professionals should neither be, nor appear to be, disconnected from the communities they serve. This is crucial: both

1. in our capacity as ambassadors for the profession, who engage and inspire future generations of practitioners; and
2. in terms of how we identify, conceptualise and address the variety of issues that different end users face.

'Our profession hardly ever looks at the impact of the spaces we build on the communities we're supposed to be enhancing. We seem obsessed with aesthetics rather than impact.'

Based on the context outlined in the introduction to this plan, we propose that LI makes substantial efforts over the coming two years to:

- Improve the diversity of representation within our industry, with a concerted focus on removing systemic barriers impeding racial diversity;
- Strengthen EDI outcomes within our profession, particularly for members from racialised backgrounds; and
- Demonstrate commitment to and progress towards EDI, both within the Institute, across our membership and in collaboration with other organisations, by identifying and removing barriers within our workplaces, policies and practices.

Antiracist and anti-oppression principles inform all aspects of this action plan. We seek to ensure that the LI embodies an active antiracist stance in all aspects of our work, and better equip ourselves and others to dismantle systems of inequality and oppression.

Strategic pillars: An overview

Measure

Objective: To build our understanding of diversity, experiences of inclusion and perceptions of equality within our industry, so we can pinpoint barriers and recommend impactful solutions.

Key initiatives (2021-22)	Progress to date	Resources and requirements
Develop and launch EDI survey, assessing the composition of our profession and experiences of inclusion and equity across diverse groups.	We undertook our first ever baseline of diversity in the landscape profession in 2017.	
Report findings, gaps to population and sector benchmarks, goals and recommend actions to improve.		

Key initiatives (2022-23)

- Host focus groups to further understand drivers of inequity and exclusion and possible solutions

Attract

Objective: To identify and remove barriers that impede racialised individuals from entering and progressing within our profession.

Key initiatives (2021-22)	Progress to date	Resources and requirements
Establish an LI EDI bursary fund to improve educational access.	Fundraising began in 2020 with voluntary contributions through Awards ticket sales.	<ul style="list-style-type: none">• Government funding• Partnerships and outreach
Devise a targeted #ChooseLandscape campaign to attract underrepresented communities.	Partnerships have started to be formed to accelerate this activity. This is a current focus for a number of LI branches.	
Enlist diverse role models to showcase career successes, advice and journeys to future talent.	We have worked to broaden the profession to attract more diverse leaders to join the LI. This work will continue.	

Key initiatives (2022-23)

- Survey diverse and underrepresented students to better understand their perceptions of our industry and profession and potential barriers to entry.

Support

Objective: To champion current and future racialised practitioners in landscape, amplify their voices, and support their continued success.

Key initiatives (2021-22)	Progress to date	Resources and requirements
Develop an LI sponsorship programme that connects talent from racialised backgrounds with sponsors who actively support and champion their career.		
Support the development of a network for racialised practitioners in landscape and related professions.	External networks already identified and approached for support and/or formal partnership include DiverseCity Surveyors, BAME in Property, and the Black Environment Network.	

Key initiatives (2022-23)

- Expand sponsorship programme to encompass the remaining four identified priority EDI areas: disability, gender, sexuality, and social and economic background.
- Facilitate access to leadership development curriculum to racialised and other diverse professionals.

Equip

Objective: To equip members to promote greater equity, diversity and inclusion in their workplaces, work toward antiracist action, and improve our ability to regulate and instil accountability in the profession.

Key initiatives (2021-22)	Progress to date	Resources and requirements
Offer unconscious bias and anti-racism training to member firms.		
Establish two new LI Awards categories emphasising EDI outcomes: one for individuals and one for organisations.		
Assist member firms in embedding inclusivity and fairness in recruitment practices.		
Develop EDI and Inclusive Environments as new core professional competencies for landscape practitioners.	Competency framework under development includes these topics. Set for introduction July 2021.	Further review of proposed LI Code of Practice can ensure these considerations are central to professional practice for all members
Develop EDI resource library for registered practices.		

Key initiatives (2022-23)

- Make unconscious bias and anti-racism training a CPD requirement for LI members.

- Develop new policy and practice papers on designing for diverse communities, including principles for effective co-design.
- Establish an employers' support network of good practice champions.

Embed

Objective: To re-evaluate our internal operations and systems, including policies, membership processes, values, culture, and how we acknowledge and address historical injustice.

Key initiatives (2021-22)	Progress to date	Resources and requirements
Ensure diversity of representation in all LI channels and publications, including the Landscape journal, website, events and all communications.	Diverse imagery requirement embedded in LI style guide.	
Embed antiracism, anti-oppression and EDI principles into LI values, policies, and processes. Develop an antiracism and EDI statement.		Creation of EDI policy for our events and communications activities. Adoption of diversity pledge
Acknowledge past injustice and historical links between placemaking and proceeds from colonialism and the transatlantic slave trade.	Some blogs on this topic have already been published on LI website.	Further thought leadership and statements to be published online and through our communications
Review and improve internal employee and volunteer recruitment and induction processes.	Role advertisements reference EDI and actively encourage diverse applicants.	
Establish an EDI 'hub' page on the LI website, featuring news, events, resources, networking opportunities, and updates on our strategic plan.		

Key initiatives (2022-23)

- Create unconscious bias training requirement for all membership assessors.
- Measure EDI within the LI's internal workplace and develop an internal action plan
- Include EDI measures within the LI registered practice/employer scheme

Criteria for success

We hope that the initiatives outlined in this action plan will:

- Help us assess how diverse, inclusive and equitable our profession is today, so that we can set informed goals for improvement and establish a baseline against which we may measure our collective progress.
- Strengthen the capability and confidence of our members to lead, work and make decisions fairly and inclusively, and to champion EDI in our workplaces and working processes.
- Improve the representation of diverse talent within our profession, and reinforce an experience of inclusivity and support for all individuals within the landscape industry, irrespective of race, sex, sexuality, disability, or social or economic background.
- Establish the LI as a trusted EDI role model, and demonstrate practices that further empower and inspire our and related professions.

2020-21 POLICY AND INSIGHT Work Plan

Quarter 2 update - Simplified version for Advisory Council

This is a simplified version of the Policy Team workplan, for the purposes of reporting to Advisory Council on delivery, as of Quarter 2 (April – September 2020).

The colours in the table below represent:

- **Blue** = delivery above agreed workplan
- **Green** = delivery on schedule
- **Yellow** = delivery behind schedule
- **Red** = no delivery/delivery at risk

#	Objective	x	Lead (with)	Q1 Apr-Jun 2020	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar 2021
1	Improve our core capabilities <i>Establishing a new team, improving the way we do business-as-usual, developing our internal systems and processes, and improving our offer to members</i>			Example deliverables in quarter:			
1.1	Establish new policy team		BB DC	P&PA Manager onboard	Scotland Policy & Partnerships Manager recruitment on track	Scotland Manager onboard	Ongoing P&PA Manager contract expires
1.2	Improve outward-facing communications		TP BB BG	Ongoing New policy paper template created	Ongoing Policy website section updated	Ongoing Plan for new Vista policy section	Ongoing
1.3	Better member engagement on policy		BB TP LS CW	Ongoing PCC meeting Governance input	PCC meeting CoF meeting(s)	Ongoing	Ongoing
1.4	Clearer support for devolved nations		BB TP LS	Branch policy reps nominated Scotland branch funding and office	Branch handbook	Ongoing. Branch induction Nov	Ongoing
1.5	Support for Products and Parks integration		BB TP AM RP	Parks policy planning CPD and Awards	Climate CPD day Parks Green Recovery supplement	Ongoing	Ongoing
2	Build our network and influence <i>Growing our links to other organisations and people, ensuring we have a seat at the right tables and building political influence</i>			Example deliverables in quarter:			
2.1	Stakeholder mapping		TP BB SL	Ongoing	Ongoing – behind on activity	Deadline for stakeholder mapping	Operational
2.2	Political influence		TP BB AM	Ministerial outreach with Pow, Pincher, Gougeon, Hutt, etc.	GR letters Mapping in development	Deadline for political mapping Party conferences (cancelled)	Operational Scotland elections 2021
2.3	Improve policy partnerships		BB TP DC	Ongoing Decisions on memberships needed	Ongoing Some membership decisions still TBC	Ongoing	Ongoing
3	Deliver climate and biodiversity policy commitments <i>Delivering our policy commitments under the climate and biodiversity action plan, advocating for change and ensuring we are seen as an influential expert in these areas</i>			Example deliverables in quarter:			
3.1	Climate Change Case Studies		BB TP CW	Case study research and writing	Case study research and writing –	Climate case studies report	Promotion and communication

			Scope additional content	rescheduled for Dec	published Sept/Oct – for Dec Journal	
3.2	Embodied Carbon (Climate Change)	BB TP <i>DC</i>	Paused for Covid. Partner work with CIBSE expected	No action due to Covid. To be rescoped in October.	To rescope	To rescope
3.3	Net Gain (Biodiversity)	BB TP <i>DC</i>	Existing working group met, TIN development. Desk research and partner outreach	No action due to Covid. To be rescoped in October.	To rescope	To rescope
3.4	Post-COVID Green Recovery (Not originally in our plan – added later)	BB TP <i>DC</i> <i>RP</i>	Policy development, member input, and partner engagement	Paper written and published	Ongoing communication and influencing	Ongoing communication and influencing
3.5	Climate engagement: COP26 and CIC	BB TP <i>DC</i> <i>SO</i>	Working group leads agreed. Member rep agreed	Progress on working groups dependent on partners – behind schedule - as COP moved to 2021		
4	Deliver on our ongoing policy priorities <i>Continuing to deliver on our ongoing policy priorities: ensuring we monitor and respond to new government policies and initiatives, maintain existing relationships, and continue to develop our organisational expertise and content</i>		Example deliverables in quarter:			
4.1	Green Infrastructure and SuDS	BB <i>TP</i> <i>RP</i>	Ongoing	Tree Strategy	Ongoing	Ongoing
4.2	Environmental Regulation and Natural Capital	BB <i>TP</i>	Env Bill paused LE paper TBC	Env Bill not yet back in parliament	Ongoing	Ongoing
4.3	Rural and Land Use Management	TP <i>BB</i>	Glover NLS development	ELMS submission	Ag Bill expected to be passed	Ongoing
4.4	Planning and Development Regulation	BB <i>TP</i>	NPF4 consultation	Planning White Paper response	Ongoing	Ongoing
4.5	Design and Placemaking	TP <i>BB</i> <i>RL</i>	Placemaking Wales and HSTF	NMDC consultation not yet published.	Ongoing	Ongoing
4.6	Business, Skills, and Brexit	TP <i>BB</i>	Ongoing	Internal market and MRPQ review. SOL2020.	Brexit transition deadline	Ongoing
4.7	Other / cross-cutting (where not captured above)	BB TP	Ongoing PHE published	Ongoing TC content support	Ongoing	Ongoing
5	Insight and evidence <i>Develop the LI's insight capabilities, ensuring it is a knowledgeable organisation and that it has the data and evidence it needs to make informed decisions</i>		Example deliverables in quarter			
5.1	Member satisfaction survey	BB AW <i>SO</i>	n/a	n/a	Research design and prep	Survey release, analysis and communication
5.2	COVID-19 guidance and market insight	TP BB <i>SO</i>	First survey undertaken Guidance created	Ongoing guidance	Second survey: delayed due to furlough extension	Ongoing guidance
5.3	State of Landscape market insight pre-year planning	BB <i>AM</i> <i>AW</i>	n/a	n/a	Explore partnerships and sponsorship	Plan activities and timing

LANDSCAPE INSTITUTE CORPORATE STRATEGY 2018-2023

ISSUED 3RD APRIL 2018



Landscape Institute
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**Landscape
Institute**
Inspiring great places



MISSION

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



STRATEGIC VISION

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

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

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

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

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



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OUR VALUES

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

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



OUR THREE GOALS

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



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



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INFLUENCE



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

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

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

ii. Demonstrate the value and breadth of the landscape profession

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

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

iii. Be viewed as thought leaders on public debates

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

OUTCOMES

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

New campaigns to engage society, public sector and clients

Greater linkage to global sustainability initiatives demonstrated by the LI

Improve Member satisfaction to 65%

LI members being appointed to leadership roles in society

Introduction of new and improved LI quality marks and accreditation

Media evidence of LI thought leadership

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





RELEVANCE

2

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

i. Empower the profession with skills needed for future success

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

ii. Increase access to landscape education

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

iii. Horizon scan and future proof the Institute

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

OUTCOMES

Updated LI pathways and competencies introduced

Introduce annual CPD programme and provision of LI online training

Rebalance LI offer to increase provision of professional skills development

Growth in apprenticeships offered by landscape practices and employers

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

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

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

Increase relevance scores in member survey





INCLUSIVE GROWTH

Grow and be more inclusive as an organisation

i. Be a role model through our actions

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

ii. Broaden the profession

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

iii. Be more inclusive through the way we operate

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

OUTCOMES

Achieve the NVCO volunteering quality mark

Improve diversity outcomes among new members

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

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

Grow proportion of new membership from outside UK

Growth in membership levels beyond design disciplines

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

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

Demonstrate benefits from our strategic partnership alliances.





ABOUT THIS DOCUMENT

2018- 2023

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

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

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



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THANKS

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

Jim Smyllie, LI Board member (Chair)

Daniel Cook, CEO

Chris House, Advisory Council

Mark Lawton, Chair LI Wales

Simon Odell, Head of Professional Standards

Rachel Tennant, Chair LI Scotland

Paul Tully, Chair LI Northern Ireland

Harry Watkins, Advisory Council



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



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Team	Name	Job Title	Reports to	Normal working days	Normal working hour	Location	
Leadership	Daniel Cook	Chief Executive Officer	Strategy, International, People, Engagement/Influencing	LI Board	Monday, Tuesday, Wednesday, Thursday, Friday	9:30-18:00	London, UK
	Yvonne Matthews	Executive Assistant to CEO & Leadership Team	Leadership/LI Officer support, HR, College of Fellows	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday		London, UK
Policy, Influencing & Insight Team	Ben Brown	Head of Policy and Insight	Policy & Communications C'tee, Policy Development, Insight, - England, Wales	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday	09:30-17:30	Reading, UK
	Dilraj Sokhi-Watsor	Policy & Partnerships Manager (Scotland)	Scotland - Policy, Influencing & Practice, Employer & Member engagement	Benjamin Brown	Tuesday, Wednesday, Friday	09:00-17:00	Scotland
	Theo Plowman	Policy and Public Affairs Manager	Influencing, Northern Ireland, Climate & Biodiversity action	Benjamin Brown	Monday, Tuesday, Wednesday, Thursday, Friday	10:00-18:00	London, UK
Standards, Education & Engagement (Volunteering)	Antonella Adamus	Head of Standards, Education & Engagement	Technical Ctee, Education & Membership C'tee, standards setting & guidance production	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday	From Dec 1	London, UK
	Claire Winder	Standards & Committees Officer	Standing ctee & Forums support, Volunteering, Branch support	Antonella Adamus	Monday, Tuesday, Wednesday, Thursday, Friday	8:00 - 16:00	London, UK
	Christina Hirst	Consultant - Entry Standards, Education, Accreditation, Apprenticeships	Entry Standards steering group, SCHOLA, Educators, Trailblazer Apprenticeships, Course accreditation	Antonella Adamus, Jane Debois & Ruth Lake	as required	project role	Wales
Professional Regulation & Governance	Jane Debois	Head of Professional Regulation	Board/Council, EDI Forum, Ethics & professional standards, Regulation, Accreditation schemes, Assurance	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday	From Nov 9	London, UK
	Emma Wood	Governance & Regulation Manager	LI Board & Advisory Council, Governance, Conduct, CPD monitoring, MERL/Archives, Elections & Selections, Charities compliance	Jane Debois	Monday, Tuesday, Wednesday, Thursday, Friday	0800-1600	London, UK
Commercial Team - events, training, publishing, membership & business development	Andrew Morris	Commercial Director	Product & Service Development	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday	09:00 - 17:00	Manchester, UK
	Paul Lincoln	Executive Director, Creative Projects and Publishing. Commissioning editor, Landscape	Journal & EAP, Competitions, special events/festivals/exhibitions etc	Andrew Morris	Monday, Tuesday, Wednesday	9:00 - 17:00	London, UK
	Saskia Little	Business Development Manager	Sponsors, partnerships & alliances	Andrew Morris	Monday, Tuesday, Wednesday, Thursday, Friday	9:00 - 17:00	London, UK
	Andrew Cottage	Competitions Manager	competitions	Saskia Little	as required	short term role	Lincolnshire
	Natasha Sudan	Event Manager	LI Awards, conferences, CPD days, major events	Andrew Morris	Monday, Tuesday, Wednesday, Thursday, Friday	09:00 - 17:00	London, UK
	Ruhela Begum	Administration & Events Executive	Webinars, CPD Days	Andrew Morris	Monday, Tuesday, Wednesday, Thursday, Friday		London, UK
	Laura Schofield	Membership Development Manager	Employers, New Members, Registered Practices, Insight, Landscape Management Forum	Andrew Morris	Monday, Tuesday, Wednesday, Thursday, Friday	9:00 - 17:00	Cheshire, UK
Operations - finance, digital, marketing & membership services and pathway	Robert Pearce	Parks Development Manager	Employers, New Membership growth, Parks & Green Spaces Network	Andrew Morris	Wednesday, Thursday, Friday	9:00 - 17:00	London, UK
	Amina Waters	Chief Operating Officer	Strategic finance, Business Planning, Strategic Marketing	Dan Cook	Monday, Tuesday, Wednesday, Thursday, Friday	09:00 - 17:00	London, UK
	Ruth Lake	Project Delivery Manager (Entry Standards Project)	Entry Standards steering group, High Streets Task Force, Internal Communications	Amina Waters	Tuesday, Wednesday, Friday	Either 9.30-17.30 or 8.30-4.30	London, UK
	Ben Gosling	Communications Manager	Lead comm & marketing Support to Policy, Technical, Education, Standards, Engagement & Regulation teams	Amina Waters	Monday, Tuesday, Wednesday, Thursday, Friday	9:00 - 17:00	London, UK
	Tahlia McKinnon	Digital Marketing Officer	Event & product marketing, Digital Channels, Support to campaigns eg Chooselandscape	Amina Waters	Monday, Tuesday, Wednesday, Thursday, Friday		London, UK
	Louis Varley	Head of IT services	Digital delivery, IT management, IT support	Amina Waters	Monday, Tuesday, Wednesday, Thursday, Friday		London, UK
	Bankole Jones	Finance Manager	Forecasting, Financial & Risk Management - Support to Finance & Risk C'tee	Amina Waters	Monday, Tuesday, Wednesday, Thursday, Friday		Kent, UK
	Lee Garnham	Senior Digital & Business Intelligence Officer	Reporting, CRM Admin, Financial processes, digital support	Bankole Jones	Monday, Tuesday, Thursday, Wednesday, Friday	8:30 - 16:30	Southend-on-Sea, UK
	Keith Prickett	Membership Services Team Leader	Pathway support, general queries, applications	Amina Waters	Monday, Tuesday, Thursday, Wednesday, Friday		London, UK
	Rachel Howe	Member Support Officer	Pathway support, Member queries(3 d/wk), Scotland Branch Support (1 d/wk)	Keith Prickett/Amina Waters & Dilraj Sokhi-Watson	Monday, Tuesday, Wednesday, Thursday	9:00 - 17:00	Glasgow, UK
Ahlyah Ali	Membership Services Officer	Experienced Routes, Registered Practice Scheme, Member queries	Keith Prickett/Amina Waters	Monday, Tuesday, Wednesday, Thursday, Friday		Luton, UK	

Italics denote fixed-term contract roles (staff or consultants)