

Agenda for the 38th meeting of Advisory Council

Thursday 25 February 2021

A virtual meeting hosted digitally

Council Meeting 3 – Standards (Entry & Technical) & Policy		Timings
1. President's Welcome and Report		15m 1330
i. Apologies for Absence		
ii. President's Report		
2. Independent Review (KJ/JF/RL)		60m 1345
BREAK		10m 1445
3. Standards		20m 1455
4. LI Election 2021 - DECISION		
5. Member Survey		20m 1515
i. Member Survey 2021 initial report (BB)		
6. LI Leadership Report		30m 1530
i. Q3 Performance Report (AW)		
ii. Key Business Plan priorities (AW)		
iii. Digital delivery – Events, P2C, Awards (AM AW)		
BREAK		10m 1600
7. Priorities for 2021-22		30m 1610
i. Policy and Influencing 2021-22 (BB)		
ii. Technical Workplan 2021-22 (AA)		
iii. Entry Standards Project (CH)		
8. Any Other Business		15m 1640
MEETING ENDS		1700

Advisory Council – 25 February 2020-21	
Agenda Item: 4	2021 LI Elections
Paper author:	Emma Wood, Governance & Regulation Manager
Summary of paper:	Planning for the elections
Financial implications:	Minimal (external electoral services provider)
Council is asked to:	Consider the paper and recommendations and agree process and rules for the LI Elections

1 2021 Elections Overview

The LI elections will take place in May 2021:

4 officer positions for which there is a place on our Advisory Council and also a seat on the Board of Trustees. Each officer position has a role description, which candidates are invited to address in their candidate statement. The roles are:

- i. President Elect
- ii. Vice President
- iii. Honorary Secretary
- iv. Honorary Treasurer

Elections will also take place for 10 ordinary Council members comprising:

- v. 7 Chartered members
- vi. 2 Associate members (voted for by Associate members only)
- vii. 1 student member (voted for by Student members only)

In addition, the following Board role is also to be elected:

- viii. Non Chartered Board Member

All newly elected members will take office on 01 July 2021

Note:

- a. Branch Reps are elected at the branch AGMs
- b. Board have agreed that the College of Fellows Chair election will be run in parallel with the LI election

2 Terms Served

Under By-Law 18 Council members may serve a maximum of 3 terms of 2 years in any position. The position for the current officers is as follows:

President	Jane Findlay will serve as President until June 2022 followed by 1 year as Immediate Past President
Immediate Past President	The presidential terms follow a pattern of President Elect, President and finally Immediate Past President. Adam White will therefore complete his term of office on 30 June 2021 and the newly elected President Elect will start their term on 01 July 2021
President-Elect	This post is open to all chartered members except the former president
Vice President	Carolyn Göhler may stand as Vice President for a 2 nd term in the 2021 election

Honorary Secretary Keren Jones was appointed to a casual vacancy 05 January 2021 and may stand for election as HonSec for a 2nd term in the 2021 election

Honorary Treasurer This post is currently vacant and is open to all chartered members

Whilst current post holders may choose to stand again these are open elections and in the interest of fair and democratic process members are encouraged to stand for any post that they are qualified for

3 Timeline

The following timeline is proposed in line with the Regulations and taking into account Easter and the May bank holidays

2011 Election Dates	Events
Mon 15 March	Nominations open at 0900
Thurs 15 April	Nominations Close at 1159
Tues 04 May	Elections Open at 0900
Tues 01 June	Elections Close (Election Day) at 1159
June	Advice to successful candidates, induction for new Board members
Thurs 01 July	Formal declaration of the results and terms start date (as per Reg 14.8)
08 July	Induction for Advisory Council members and AdCo meeting 1

Recommendation:

That Advisory Council agree the LI Election 2021 timeline

4 Nominations process

The following proposals are intended to improve the process and guidance for candidates, better utilise available tools and encourage fair, open election process for our members

4.1 Multiple Posts

Members can currently stand for more than 1 post. In previous elections members have stood for 2 seats (1 officer and 1 Ordinary Council) and in that instance they were elected to the Ordinary Council seat and did not win the Officer role. This did not cause undue impact on the elections but if they had won both seats there would have been an immediate issue and negative impact on the election process. Council can clarify the nomination rules by making clear whether members can stand for more than 1 seat

This is also an opportunity to clarify the position regarding the elected officers retaining any pre-existing roles or seats. Whilst there is an assumption that any officers would stand down from any pre-existing roles as this isn't specifically noted in any guidance a former officer chose not to step down from a standing committee, causing a conflict of interest and hierarchy issues. Council can clarify the nomination rules by making clear whether members who are elected are required to step down from any pre-existing roles

Recommendations:

That Advisory Council confirm that members can only stand for 1 seat in LI elections

That Advisory Council confirm that members who are elected are required to step down from any pre-existing roles

4.2 Alphabetical Bias

In previous elections candidates have been listed in alphabetical order. After the 2019 election a candidate complained that listing candidates in this way caused a bias against those whose names came later in the alphabet. Council could consider an alternative such as listing in the order that the nominations are received. This could also encourage members to complete their nominations in a timely manner and avoid missing the deadline completely, which has happened before. A nomination is received by the electoral services provider but is not considered complete until the minimum number of supporters required have confirmed their support. If Council choose to list candidates in the order of receipt then it should be from the date/time of the receipt of the candidates submission rather than the date/time of completion

Recommendation:

That Advisory Council confirm that candidates will be listed in the order that nominations are received in the 2021 LI elections

4.3 Other Organisations Membership

The current nominations process includes a section for 'membership of relevant organisations' which allows for candidates to include details of organisations that they feel are relevant to their nomination. In previous elections candidates have approached this section in a number of ways with some providing a list of organisations and others including a wide range of additional information

In the last election a candidate complained that it was unfair to allow the more detailed approach as this gave those candidates an opportunity to provide additional information in support of their nomination. The Election Officer decided that as there were no published restrictions regarding this section those candidates who adopted the more detailed approach were not in breach of any rules and their applications were therefore accepted.

During the review process the following actions were undertaken:

- Additional information in the 'membership of other organisations' section that did not relate to membership of an organisation was removed
- Links to external sites were removed

In light of the comments received and in consideration of the additional review and edits that this section required Council can now clarify the purpose and rules regarding this section

To consider:

- i. Do Council believe this section to be a useful component of the election nomination?
- ii. If so, should this section be restricted to a simple listing of the names of the organisations?

4.4 Use of Video for President / Vice President Candidates

The following apply to the use of video for these roles:

PRINCIPLES:

- i. That as the President is the figurehead for the membership as a whole and will regularly represent the LI and the landscape profession a short video showing the candidate public speaking is required in addition to the candidate statement
- ii. That as the Vice President is expected to deputise for the President candidates are strongly encouraged to submit a short public speaking video in addition to the candidate statement

REQUIREMENTS:

- i. Video submission to be a maximum of 3 minutes and should be no more than 5 years old

- ii. Submission to be via link or usb stick
- iii. Video to be made available via the LI and Mi-Voice election pages

REQUIREMENTS FOR THOSE WITHOUT SUITABLE VIDEO:

For those candidates that do not have an appropriate video available the LI will provide a session to be filmed. This would normally be at LI HQ but in light of the current Covid-19 pandemic for the 2021 elections this will be digital. The filmed session should be as close as possible to the conditions experienced at a live event and the following will apply:

- iii. 1 take only (equivalent to being filmed speaking live at an event)
- iv. Subject is open but we suggest the candidate speaking on an area of expertise as if at a conference would be particularly suitable
- v. 3 minutes max

Whilst it was the intention of the 2019 elections process that only video filmed at a live event or filmed in controlled conditions by the LI would be accepted this was not made clear in the rules/guidance. For the 2021 elections it will be made clear in the candidate guidance that video filmed at home/other will not be accepted as this:

- Allows for multiple takes rather than 1 take
- Allows for editing
- Does not demonstrate public speaking or speaking under pressure but rather speaking to camera in a relaxed environment

Council is asked to support the video requirements for candidates in the LI elections as outlined

4.5 Candidate Statement

The 2019 elections required candidates to address the following key questions within their candidate statement:

1. How would you support delivery of the LI corporate strategy whilst living the LI core values?
2. Please summarise your skills and experience relevant to the role for which you are standing.

This helped provide a framework and focus for the candidate statements that helped members assess the candidates

Recommendation:

That Advisory Council confirm that candidates will be required to address these key questions within their candidate statement

4.6 Conduct Declaration

We have been asked whether a conduct or other complaint against a member would affect their eligibility to stand for election

We are seeking advice from the governance consultant regarding the requirement to make a declaration (by ticking a box) or including within eligibility criteria or other alternate process

This would not prevent candidates from standing unless that was part of the judgement against them

Do Council believe this is a useful piece of information for the membership when considering candidates?

5 Election Officer

The Regulations require that Council appoint an Election Officer:

13.3 The Council shall appoint an Election Officer, who shall have responsibility for the conduct and integrity of the election of Members of Council.

Council have previously agreed that an Independent Trustee be appointed as the Election Officer and Wei Yang was appointed to the role in 2019. Wei has now been elected as the RTPi President and has stepped down from the LI Election Officer role. Our Independent Trustee Jim Smyllie is willing to take up the role if Council so agree

Recommendation:

That Advisory Council appoint Independent Trustee Jim Smyllie as the LI Election Officer

6 College of Fellows Chair Election *(for information)*

Board have agreed that the election of the CoF Chair be run alongside the LI elections. This brings the terms for the role in line with the sessional year and allows for a single comprehensive election process rather than multiple elections that may be more confusing and time consuming

Advisory Council – 25 February 2021	
Agenda Item: 6	Leadership Update
Paper authors:	Amina Waters Andrew Morris
Summary of paper:	The paper summarises the Q3 Performance report, Key Business Plan priorities and Digital Delivery for the 2021/22 financial year
Council is asked to:	Consider and advise on questions raised in sections 2 and 3.

Summary

The purpose of this paper is to inform Advisory Council around business performance for Q3 and business planning for 2021/22. Advisory Council are asked to consider and advise on questions raised throughout sections 2 and 3.

Paper contents:

1. Q3 Performance Report
2. Key business plan priorities
3. Digital Delivery – Events, P2C and Awards

1. Q3 Performance Report (Update)

The Q3 Performance Report covers the period from 1 October to 31 December. Please refer to it for detailed information about the LI's financial performance, progress against plan, updates on major workstreams and key membership metrics.

Summarised commentary on progress

Q3 was another successful, but challenging, quarter. The LI continues to perform well financially, despite COVID, with income of £1.6m (75% of year-end forecast) and expenditure of £1.5m (71% of year-end forecast) at the end of Q3, giving a surplus of £99.6k.

We made excellent progress against our business objectives for the year and are on track to deliver almost all of them. After being very cautious on recruitment in Q1 and Q2, this quarter we brought on several new contract and FTE staff which we believe will help with staff workload issues, which had become particularly serious as we rapidly changed the LI's activities to address the COVID environment.

The Independent Review was done in November and December, which required additional support from some staff (delaying workstreams) and it is expected that a few of the recommendations (eg finance Internal Audit; governance issues) will require re-prioritisation of business plan objectives.

Some of the highlights from Q3 are:

- We have new joiners in Regulation, Standards and Education, Membership Operations, Finance Management, Membership Marketing and Events Marketing roles – giving us much-needed capacity to deliver our business plan and to make operational improvements.
- Entry standards were signed off at Oct Board meeting and Competency Framework published in December.

- We ramped up P2C online exams and are on track to be able to offer all 2020 exam candidates an exam this financial year.
- The Online LI awards enjoyed a record number of entries, sponsorship and had 1083 delegates in attendance.
- We launched a design competition, 'Transforming the Urban Landscape', attracting 160 international entries.
- Despite an uncertain public policy environment, we delivered a range of reactive and proactive policy work, and made major progress against our Climate and Biodiversity Action Plan
- Online delivery of events is well received and continuing to dramatically reduce costs whilst increasing outreach of member and non member delegates. A total of 2813 delegates registered for the webinar programme during this period with 972 non-members.
- Training partnerships were launched offering business skills training at a discount to members.
- Partnerships with core brands (Natural England, Green Flag), in target sectors (Parks), are being cultivated to attract membership from this sector.
- Branches are trained in running online events.
- Invited route and upgraded fellow campaigns are on target with 15 new invited FLI's and 7 CMLI-FLI upgrades achieved during this period.

2. Key Business Plan priorities (for discussion)

The team has opted to undertake bottom-up business planning activities in Q4 2020/2021 financial year. The aims of this business planning methodology are as follows:

1. To better align cross team working
2. To understand work load pinch points and better prioritise work loads
3. Have a clearer understanding of interdependencies across projects
4. Have a clear understanding of resource constraints or extra resource requirements
5. Give team members greater ownership
6. Reduce work related stress

To enable this process SMT have suggested the business plan sub priorities shown on the next page.

For consideration:

- Do the business sub priorities for 2020/2021 reflect perceived priorities from the Advisory council?
- Are there any pressing sub priorities which should be considered?

5 priorities for FY 2021/22

Build the LI's operational resilience, to manage risk and better serve members & stakeholders into the future

Implement independent review & new governance & better regulation

Update and embed new values & culture; build team resilience and capacity through upskilling, better prioritisation and improved use of volunteers

Consolidate new ways of working and BAU improvements to future-proof the LI e.g. improved financial controls and systems

Work towards net zero in all we do

**INCLUSIVE GROWTH
RELEVANCE**

Grow the membership to admit at least 300 new qualified members (TMLI, CMLI, FLI) per annum & 100 new Registered Practices by end 2023/24

Implement new entry standards and launch new routes to entry from 2021/22

Improve our offer to members and practices throughout their careers

Grow membership numbers in 2021/2, especially in target segments (eg parks; registered practices)

INCLUSIVE GROWTH

Raise our profile by taking action to

Respond to the climate & biodiversity emergencies through regulation, training, advocacy & operations in line with our action plan

Address equity, diversity & inclusion challenges in our sector

Influence public policy and regulation relevant to the landscape profession

Influence clients and industry on the value of using landscape professionals

RELEVANCE

Improve member engagement & satisfaction

Review the way we develop policy & standards to optimise member involvement

Develop our market & member insight gathering capabilities to understand member needs and emerging industry trends

Deliver improved volunteering opportunities (and experiences) for members eg better training, induction, support material & recognition

Focus on improving member & customer experience eg operational improvements, better reporting, improved accessibility & communication

INCLUSIVE GROWTH

Increase the number of landscape professionals with the right skills for a changing world

Deliver quality membership pathway programmes & experiences for all candidates & their employers

Consolidate expanded CPD & training offering; include training on core themes affecting practice & professional & digital skills

Grow online CPD recording (mandatory by 2022/3)

Equip employers to grow a diverse pipeline of new students & apprentices

Engage with and grow the capacity among educators in providing landscape education

**RELEVANCE
INCLUSIVE GROWTH**

3. Digital delivery – Events, P2C, Awards (for discussion)

In response to Covid -19 the LI staff team changed delivery on services and events generally held as in- person to online. This included CPD conferences, Awards, introduction of webinars and delivery of P2C examinations.

Events:

Due to ongoing uncertainty regarding COVID-19 it is recommended that the team continue to run all events digitally for the 2020-21 financial year. Through digital delivery during 2020-21 the team have increased delegate attendance and outreach significantly. Costs and carbon footprint in running these events have been dramatically reduced whilst contribution o LI wider budget significantly increases. An example of this is as follows:

LI Awards 2020		
Item	In person (forecast)	Online (Actual)
Income	£171,060.00	£122,096.67
Costs	£146,566.25	£28,298.87
Contribution	£24,493.75	£93,797.80
Delegates	700	1083

For consideration:

- *Should the LI continue to deliver events online for the full 2021-22 financial year?*

Forward event calendar 2021/2022:

Due to concerns around staff workload issues the LI team recommend the flowing frequency of events:

1. Frequency of webinars to reduce from weekly to fortnightly
2. 3 major CPD conferences to be held. This is a reduction from 5 in the previous financial year. Please note CPD conferences are usually ran over 3 ½ days with festivals being ran over 5 ½ days.

The following major events and themes are proposed:

Forward Major Event Calendar	
Event working title	Date
Inclusive Environments	15-17 June
Planning Design Reforms	28-30 September
Jellicoe Lecture	2 November
LI Awards	25 November
LI Graduation	Feb/March
Climate Festival	21-25 March

For consideration:

- Does this feel like the correct number and cadence of events?
- Are there any other CPD themes you would like to be considered?

P2C Exams Delivery

With the continued COVID uncertainty, we believe it is prudent to run both the upcoming May and November 2021 exam sessions online, with each session being run over 4 days. This means that in 2021, we will run 4 exam sessions through the year

- January 2021
- March 2021
- May 2021
- November 2021

Thereafter, we are considering offering online exams 3 times a year (November, March and July), Running the online exams is more resource-intensive than doing in-person ones, but they offer significant carbon savings, make it easier for candidates and examiners outside of London/Manchester, and potentially open up a wider pool of examiners (important for the new competencies).

For consideration

- What do you think is the right frequency of online exams, particularly in light of new member grades/routes to entry?

Advisory Council – 25 February 2021	
Agenda Item: 7i	Policy and influencing priorities 2021-22
Paper author:	Benjamin Brown, Head of Policy and Insight (with input from Policy and Communications Committee, Theo Plowman, Dilraj Sokhi-Watson)
Summary of paper:	This paper sets out the LI's current assumptions on policy and influencing priorities for financial year 2021-22. These have been set with Policy and Communications Committee (PCC) in January 2021. This paper exists to facilitate a discussion with Advisory Council on these assumptions and to enable further input.
Resource implications:	These priorities will direct in-year departmental spend (within existing limits)
Council is asked to:	Comment upon the identified priorities and further contribute thoughts. In particular, to reflect upon: <ul style="list-style-type: none"> • What the <i>external policy issues</i> are which the LI would need to respond to • Which of these issues are <i>more, or less, important</i> for the LI exert influence upon • What <i>operational or service improvements</i> the LI policy team should prioritise this year

1 Context

Influencing public policy and raising the profile of the landscape profession amongst decision-makers are core functions of the Landscape Institute. The activity of the LI policy team is principally contained within the 'Influence' objective of the [LI Corporate Strategy for 2018-2023](#) (p.4). This sets the long-term direction and strategy for the LI's policy function.

Further, our policy work is also framed by the [LI's Climate and Biodiversity Action Plan](#) (signed off by LI Board in May 2020). Policy was one of the four main pillars of that plan (section 3), and our commitments under the Action Plan will shape the policy team's direction and outputs for the coming years.

In addition to these framing strategies and the usual resource limitations, the LI Board has agreed a top-level approach to business planning for 2021-22 as an outcome of the Independent Review of the LI, which has shaped the priorities set out in this paper.

Our priorities will also be informed by the results of the 2021 Member Satisfaction Survey. The interim results of this survey have informed this paper; the full results will be tabled at Advisory Council and inform the final 2021-22 policy workplan.

2. The purpose of annual policy prioritization

Due to the nature of policy, the majority of work in this area is reactive, risk-based, and frequently opportunistic. A conservative estimate is that at least 75% of resource would normally be spent reacting to priorities set *elsewhere* (i.e. those of the current Parliament, Central and Devolved Governments, of NDPBs; the priorities of stakeholders with whom we want to partner; responding to external events in the market, the press, etc.).

In recent years, this ratio has increased as a result of the unusually high volume of external policy changes; principally (but not only) as a result of Brexit. Brexit has led to policy reform of, for instance, environmental governance, agriculture and land management, and immigration and skills. We have also seen an unusually high degree of Government attention in our areas in the past 3-4 years. We have had, for instance, one-in-a-generation reform of planning policy (Planning White Paper) and of natural environmental policy (25-year Environment Plan), as well as one-in-a-generation reviews of designated landscapes (Glover) and of beauty in the built environment (BBBBC). Climate change and biodiversity loss have focussed attention on environmental concerns more broadly. In the last 12 months, Covid-19 has also played a major role over both fiscal and regulatory policy.

Within this context, it is important that organisationally-set priorities provide a robust *framework* for effectively leveraging influence over the things that members care about, and ensuring that we do not expend resource on things that members do not care about. This framework allows us to be agile and responsive to risks and opportunities, rather than being a wholly prescriptive project-based approach.

3. Summary recommendations

In 2021-22 we expect the list under section 5 (below) to be the *external* policy priority themes which the LI would need to consider some response to. The items under section 5 form the “long-list” of issues that the LI cares about in a policy context. Resource would be set aside for standard reactive and risk-based activity against any of these issues as needed. This could include, for instance:

- Policy development, desk research and evidence-gathering
- Responding to Government policy consultations
- Influencing political stakeholders and other decision-makers
- Building links with influential networks and organisations
- Providing briefings to members on regulatory or policy changes
- Informing wider LI activity, including CPD, Technical, and Journal content

In addition, in light of the operational improvements recommended (see section 6) and the request by Board for the overall theme of 2021-22 to be *consolidation*, we believe that the following should constitute the Landscape Institute’s principal policy development and influence priorities for the coming year:

1. Further delivering on our policy commitments made under the Climate and Biodiversity Action Plan. In particular, the ambitions to:
 - a. **Collaborate with others on how biodiversity net gain (BNG) can be better realised and expanded into a wider environmental net gain:** in particular through advocacy on the Environment Bill, and in collaboration with partners on sector-side initiatives
 - b. **Push for better national planning policies to address the twin emergencies, including through design quality frameworks:** particularly in England and Scotland as part of the proposed planning reforms
 - c. **Continue to promote the climate and biodiversity benefits of urban green infrastructure, including SuDS, and address issues of funding, quality, and management:** in particular through our partnership with Natural England on the Green Infrastructure Standards.

2. Further delivering on other commitments made under the Climate and Biodiversity Action Plan, as well as within the Corporate Strategy. In particular, the ambitions to:
 - a. **Raise the national profile of landscape through international platforms, including engagement at COP26 in Glasgow:** in particular, by promoting the benefits of nature-based solutions to climate change, including of urban green infrastructure to climate adaptation
 - b. **Collaborate with Technical Committee on working towards the objective: ‘Ensure that practitioners can measure the impacts of their work’:** in particular by continuing to pursue partnerships which can support tools for measurement of embodied carbon and natural capital
3. Continuing to deliver a high quality “business as usual” service, whilst delivering the **operational/service change agenda** recommended in the 2021 Independent Review and further delivering the reforms from the 2020-21 policy workplan. For reference, these latter were:
 - a. Improve outward-facing member communications on policy matters
 - b. Improve member engagement and input to LI policy
 - c. Be clearer about our role in sub-national devolved nations
 - d. Provide greater policy support to other LI teams (e.g., on CPD events)

4. **Priorities identified by Parks and Green Space Network**

The work associated with the LI’s absorption of The Parks Alliance and the creation of its new Parks and Green Space Network will continue into 2021-22. Policy, influence, and thought leadership is a core strand of that programme, and the LI will need to consider how it continues to deliver on its new parks commitments, and what resource it can bring in support this work.

The issues identified by the parks and green space network as policy priorities are:

- **Reimagining the Park - Addressing Inequality and Promoting Inclusion**
Exploring how to address inequalities in access to nature in urban areas and the role of parks and green spaces in promoting inclusion within communities. Should set out some thoughts about how parks of the future should be planned, designed, and managed to help tackle the health inequalities that have been exposed by COVID19 – and that parks could be instrumental in improving. Aimed at influencing design and management policy and practice at the local level
- **Natural Capital Investment – Where are the opportunities for Parks and Green Spaces?**
Project to explore the opportunities and challenges for Natural Capital Investment in Parks and Green Spaces. Investors require returns so where are the opportunities in parks and green spaces that provide returns and what are the challenges for places in creating investible opportunities in this emerging market? The project will explore the main outcomes that attract investors and how these can be delivered through parks identifying deliverable projects, exploring the limitations and barriers and the overall potential for this source of investment.

5. External policy priorities – full list

In 2021-22, we anticipate the following headlines to be the broad *external* policy priority themes which the LI would concern itself with. The sub-issues within each have been highlighted in bold. Advisory Council are asked to comment whether:

- These top-level themes are correct and useful?
- There is anything missing?
- There are items of greater or lesser importance within this list?

▪ **Climate Change and Biodiversity**

Climate change and biodiversity loss continue to be the highest priorities for LI members (see separate tabled paper on Member Survey 2021), as well as for the wider world. Most notably, this year's Conference of Parties (**COP26**) will be held in the UK in Glasgow, which gives a renewed focus to the UK's mitigation activity, and is an opportunity to promote the role of the UK landscape sector in contributing towards climate targets. We are already partnered with a number of organisations around this, most notably the EPF, CIC, and Glasgow City Council.

There are likely to be new international commitments on net zero targets, and wider UK action on mitigation strategies. This makes issues like **afforestation** and other **nature-based solutions** an obvious area of focus, at both a landscape-scale policy level, as well as more technical on-site issues (such as utilities interactions with root pits) and market-side issues, such as local supply of trees. Likewise, other low carbon issues will be relevant, such as **embodied carbon** calculations, and local / **circular economy** policies. There is a **Peat** Strategy expected soon, and we have had queries from members on this.

Climate adaptation will likewise be a focus at COP26 and is where our sector tends to make the greatest impact – for instance on flood management. Most issues fall more neatly into other categories below – e.g. because they pertain to urban greening issues. The six adaptation risks for the UK (according to the Committee on Climate Change) are: **flooding and coastal change; urban heat and health; drought; natural capital and biodiversity loss; food production; biosecurity**). The CCC will publish their third 5-year climate adaptation report in 2021, with the Government response in 2022.

Biodiversity is equally a focus internationally, with COP15 in China, IUCN's new global framework for biodiversity in Marseilles, and the UN's Decade on Ecosystem restoration which starts in 2021. In the UK it is high on the agenda, particularly with new public commitments ("30% of UK land protected"), and major regulatory changes in the shape of **biodiversity net gain**. The enactment of this through the Environment Bill, making this operational through the planning system, and ensuring that the market can make it a success, are the government's main priorities. How this looks in the devolved nations, and how this can be expanded into a broader *environmental* net gain, are key issues.

Other relevant regulatory changes include conservation covenants, new district licensing arrangements, and a new earned recognition scheme. Continued work with CIEEM and others will be key on these.

▪ **Green Infrastructure and SuDS**

Wider efforts to promote **green infrastructure** more generally continue as part of the 25-Year Environment Plan (in England) and other planning requirements (most notably in Wales, and at the city level, e.g. the new London Plan). Promoting these types of policies, e.g. **Urban Greening Factors**, is one of the best ways to promote green infrastructure. Major national policy change covering specific urban GI types (e.g. living roofs and walls) are not expected, though **street tree** reforms are in the Environment Bill and we do get regular queries about this issue.

Urban GI retrofit is probably the issue which garners the most significant press interest for us, from popular topics like pocket parks, to challenges like the use of artificial products or the interaction with highways or underground utilities.

The Green Infrastructure Standards work with Natural England continues and we are still working closely with them on that. It is expected to report in this financial year.

We are not anticipating any major policy change to **SuDS** this year, however efforts to promote their use should continue. This continues to be a priority of many members, and even in Wales, where legislation is more supportive, we have been asked to do more. Wider **flood**ing policy will be a priority with the UK government with last year's FCERM strategy. **Drought** is not expected to be a policy priority, though there is some Technical Committee work underway on this.

▪ **Other Environmental Regulation and Natural Capital**

Natural Capital remains an essential topic for us and our members (see 3.2.2 above) and particularly how our members can utilise natural capital accounting or make use of its calculations for wider greening outcomes. There is not expected to be any major Government activity in this area, and the Natural Capital Committee came to an end last year. However there is growing activity on this topic at the city level, and particularly in exploring **payments for ecosystem services**, such as the Ignition Programme in Manchester. This topic will be part of our Green Recovery festival in March.

The Environment Bill is the most significant environmental policy issue right now, and it is expected to pass in March 2021. That transfers all **EU environmental governance** and legal frameworks (e.g. the Habitats Directive) into UK law, and creates the Office of Environmental Protection.

This Bill also enacts a series of binding **environmental targets** for the UK, in biodiversity, waste, water quality, and **air pollution**, as well as making statutory the natural capital indicators framework under the 25-year Environment Plan. This framework is split into broad areas (climate, biodiversity, etc.), and includes "Enhancing **beauty, heritage and engagement with the natural environment**", which is where "landscape" is sometimes assumed to sit in totality.

▪ **Rural and Land Use Management**

The coming years will continue to be a busy period in rural policy as a result of leaving the EU, however with the **Agriculture** Bill now passed, the bulk of the upfront policy work in this area has been done. The priority for the UK will be enacting these changes, and in particular, trialling and rolling out the new **Environmental Land Management schemes** over the coming 5 years. This is of greater importance to our landscape manager members.

Scotland's Land Use Strategy is an important mechanism that ensures land is used sustainably and Scotland is able to respond to the climate and nature emergencies. The Committee on Climate Change suggests, that for Scotland to be able to meet the new emissions reduction targets of a 75% by 2030 and net-zero greenhouse gas emissions by 2045, significant land use change is required. For an effective response to the twin emergencies of climate and nature, land use change requires an integrated approach, with clear linkages of land use decisions and the consequent benefits and impacts. Scotland's Land Use Strategy is a strategic framework, the provides the opportunity to employ an integrated approach, and sets out the government's vision for achieving sustainable land use in Scotland. The strategy also sets out the objectives, policies and actions that will help deliver it. Scotland's third Land Use Strategy will be published in March 2021

Designated landscapes have been an unusually busy policy area over the past few years, particularly with the Glover Review in England, which the Government has yet to formally respond to – although it did announce 10 new National Parks and new funding in the Industrial Strategy announcement in November 2020. We are still anticipating some policy announcements, including the creation of a **National Landscapes Service**. No word on proposed planning changes for AONBs.

Other commonly rural issues (such as afforestation and energy infrastructure) have been captured elsewhere.

▪ **Planning and Development Regulation**

Planning reform will be a major external priority this year. The **Planning White Paper** (England) was published last year, and will be enacted during 2021-22 – in various ways, including an NPPF re-write, changes to PPG, secondary legislation, and probably primary legislation. The College of Fellows have indicated this is a policy priority for them.

The National Planning Framework in Scotland is currently out for consultation, and will have major impacts. LIS have noted this as a priority. PPW11 and the NDF will be published imminently in Wales (with an LI image on the front cover!).

Other major development regulatory change include: potentially changes to **infrastructure** planning, with the publication of the long-delayed National Infrastructure Strategy, and the result of the **Energy White Paper**. This includes a promised review of the National Policy Statements on energy. Energy infrastructure continues to be an important issue for members working in rural and designated contexts, and especially in the devolved nations.

▪ **Design and Placemaking**

The **design** agenda remains high in MHCLG after the publication of the Building Better Building Beautiful report in 2019. We are anticipating many changes as a result of the planning reforms (see above) and the creation of a new quango to advise on design. The panel appointed to advise on the creation of this body includes no landscape professionals. Chief Design and Placemaking Officers have also been proposed for every LPA, and ensuring these roles have landscape expertise may be a major in-year priority.

The public realm changes caused by Covid-19 have principally been focussed on **active transport**, and the giving over of highway space to cycling. The policy changes are principally Department for Transport's responsibility, with whom the LI has no connection to date. A new quango for England is being set up: Active Travel England. Manual for Streets is being re-written.

The LI remains a partner in the **high streets** task force, and wider policy changes in this area are always on the table due to the change in high street use – predating Covid-19. This could be things like licensing changes, BIDs, LEP funding, freeports, etc., and is unlikely to be core policy territory for us, more directly relevant to place managers. Nevertheless, it is important we retain a stake in this area.

Inclusive design is the other main thematic issue within this category that the LI has a major stake in. This would include accessibility issues (such as shared space) expressed specifically through highways regulation or building regs, as well as more general policy aims, such as **play and child-safe cities**. The LI has a CPD conference planned for 2021, and is in discussion with the Design Council about

▪ **Business, Skills, and Brexit**

The majority of business policy issues continue to pertain to Brexit; although with the signing of the free-trade agreement in January, this area has largely dropped in urgency. The major Brexit related issues concern the **import of plant materials and biosecurity**, or else the recruitment of future overseas talent, due to **visas and immigration** reform, including changes to the new UK points-based system in July. Ensuring that landscape architecture remains on the skills shortage list is key here.

The principal issue in this area for our members is probably **diversity and inclusion**, particularly after the Black Lives Matter movement last year. This will be a major focus for the LI, and Board have committed to actions suggested by our EDI Working Group. It does not yet include a public

policy dimension related to workforce, though inclusive design as a connected issue is on the agenda (see above).

Wider skills issues continue to be a major concern of our members, but this is largely not addressed through our policy work (e.g. **apprenticeships**). **Higher education** remains a high organisation interest, and #ChooseLandscape is our main activity in that area – though wider HE policy is of interest to our academic members. Other business policy issues are not landscape-specific, but there are some – for instance on **public procurement** and GI within social value frameworks, and on wider market issues, such as landscape architecture within the creative industries (e.g. for economic estimates), within the horticulture industry (e.g. for supply-side issues) and within the construction industry (e.g. for CSCS access).

On **biosecurity and plant health**: this is a policy area which we are frequently lobbied by some members to do more on, particularly in the light of specific plant and tree health risks (e.g. Xylella). It is an issue of great importance to the horticulture sector. In policy terms, the main site of change is Brexit-related import/export changes (hence its inclusion in this category, although it is cross-cutting). We are now members of the Plant Health Alliance, and retain our seat on the Defra Tree Health Policy Group – though it is difficult to see what policy change we would want to see enacted in this area, and it has until now been treated mainly as a Technical Committee issue.

▪ **Cross-cutting events**

In a political context: There are Elections in May, including English Local and Mayoral, Scottish Parliament Elections, and Welsh Assembly Elections.

More generally: the wider not-time-specific influence, relevance, and growth ambitions of the landscape profession (e.g. as set out in the Corporate Strategy) remain relevant, and have not been restated here. For instance, it remains a priority to champion the European Landscape Convention, and to increase the number of LI members being appointed to leadership roles in society.

6. **Operational and service improvements**

There is always a need to review and improve the way that the Institute undertakes its policy and influence activities, across the whole function – from how it engages with members to how it makes use of evidence and data.

In addition to our usual methods of review and improvement (e.g. the Member Survey, feedback from Advisory Council, etc.), in 2021-22 we additionally have the findings of the Independent Review. These will shape our change and improvement plans for this year.

For reference, below is the result of a SWOT analysis undertaken by the policy team in Jan 2021:

Strengths	Weaknesses
<ul style="list-style-type: none">• Newly stable policy team• Broad government support for policy outcomes• Public support for policy outcomes• Strong volunteer resources• Well connected to other organisations• Credibility being built/rebuilt with key stakeholders (e.g. NE)	<ul style="list-style-type: none">• Ongoing resource challenges remain• Major governance uncertainties and existing risks• Large scope of policy interest for organisation size• Reliance on other teams in flux• No on-the-ground resource in Wales or NI

<ul style="list-style-type: none"> • Are making good use of our events/CPD • Are making good use of the Journal • EAP and ACC functioning well, with plans for further improvement 	<ul style="list-style-type: none"> • Evidence base not well marshalled • Website is not the best “shop window” for our work • Some key terms (even “landscape”) are poorly understood externally, and some are not well defined internally
Opportunities	Threats
<ul style="list-style-type: none"> • Parks merger brings new areas of opportunity • Potential to seek private sponsorship for policy outputs, diversifying our income • Better alignment internally, e.g. with Technical and Comms • LI Connect could enable better engagement • Making better use of other member networks, e.g. College of Fellows • Making use of CRM and stakeholder mapping • Better join-up with landscape Academia • Develop political champions for landscape 	<ul style="list-style-type: none"> • Resource risks, especially from Covid-19 • Increasing divergence on devolved policy • Rapidly changing post EU-Exit policy • “Losing space” to competitor organisations • Wider governance challenges create “time sucks” and reputational concerns • Change of (or disagreement on) strategic direction as a result of personnel changes

Advisory Council - 25 February 2021	
Agenda Item: 7ii	LI Technical Committee Strategy and Workplan 2021-22
Paper author:	Antonella Adamus – Head of Standards and Education
Summary of paper:	High-level strategy and workplan for technical output
Financial implications:	See Section 2
Council are asked to:	Receive the report and send any feedback to Antonella

1 Strategy

I started as the new Head of Standards and Education in early December 2020. Since then, my focus has been to get to know the members of my committees and working groups on a one-to-one basis, and get under the skin of the issues brought forward to me. During this time, I have identified the following core technical objectives for the next financial year:

- i. 'Future proofing' the composition of the committee – ensuring the TC continues to have the breadth of skills needed to meet current and emerging technical needs.
- ii. Consolidating the current workplan and avoiding a 'quantity-first' model of publishing ('how much have we published in X period of time?'). Concentrating on key areas, carrying out analysis and insight gathering before we rush to a technical solution (which at the end might not even be a published technical note, but perhaps a policy, training or comms solution). Working alongside other teams at the LI, and participating in cross-industry dialogue, will be key in delivering the right programme of work for our members.
- iii. Reducing the number of new projects brought forward and balancing this recommendation against being responsive and agile to technical needs. We will be focusing our efforts in key priority areas: climate change, biosecurity and GLVIA.
- iv. Carrying out regular backlist management exercises, that is, an analysis of our current offering to check what is regularly downloaded and whether it is still current. This is as important as looking towards the future in terms of technical output.
- v. Launching the new LI Connect platform (which I am project managing alongside Lucy Pickford and Louis Varley) and using it as another tool for meaningful dialogue with our members.

2 Operations and workplan

The current TC workplan is contained in the Appendix. since my appointment, 2 items have been released to our members – the public consultation of the *Valued Landscapes* TGN (due to be published in March) and the publication of the *Origins and Project Datum* TGN.

App1

One of my areas of strength is draft development and editorial work of technical material, and this helps me to be able to move projects along the production line in a responsive way as I am less dependent on external resources. However, for bigger projects (e.g. GLVIA, if we should do a new edition) I will require editorial and author support. I have asked for around £15,000 in my business plan for these eventualities. Our volunteer authors do as much as they possibly can while balancing other work priorities. My request for budget is also meant to give them the support of paid authors or developmental editors when needed. I have used contracted technical developmental editors (and been one myself on many standards) and found them to be of great support to a technical working group in bringing the content together on larger/urgent projects.

There is no need to formally approve the attached workplan and it is anticipated that Advisory Council will broadly welcome its contents. During the Advisory Council meeting I would welcome the opportunity to focus on Section 1 unless there are specific questions on Section 2. Any feedback on this report is welcome and gratefully received, especially as I am still new to my role within this organisation.

Appendix 1

Technical standards pipeline from Dec 2020 to April 2021 – (February 2021 update)

CONTINUING PROCESSES

Topic/Project	Anticipated spend 2021-22	What will be delivered in 2021-22?	Deadline	TC Lead	Comments
TC governance	0	1. Four virtual meetings 2. Ensure familiarity with, and adherence to, the terms of reference for the TC 3: Discuss recruiting a replacement for MOC when she steps down from National Grid in April	February, June, October, December	Marc van Grieken	<ul style="list-style-type: none"> Antonella to re-circulate the ToRs after next meeting. Marc, Antonella and Mary are still discussing. To be confirmed.
Digital Practice (DP)	CIBSE subscription UK BIM Alliance partnership activities (Antonella in discussion now)	DP1: Repurposed CIBSE material – Revisions to existing CIBSE DPNs plus 2 new DPNs (carried forward from 2019-20) DP2: News/Blogs (tie-in with Paul Lincoln's magazine topics) DP3: Advice to Andy Morris on Training events/Campus DP4: Spatial data group update ⁱ DP5: Origins/Coordinates TGN – published last month DP6: GIS webpages	DP1 – as required	All but especially DP1: Mike Shilton/Carl Collins DP2: All DP3: Mike Shilton DP4: Mike Shilton DP6: Charlotte Williams	<ul style="list-style-type: none"> DP1: Antonella has discussed with Mike. We will publish these as needed. DP2: Ideas to Antonella and Paul as required. DP4: See endnote. DP6: See endnote for DP4.
[Third-party] Environmental Standards (SG)	0	SG1: Third party standards monitored and drawn to attention of members ⁱⁱ SG2: Rota to monitor emerging British Standards with results fed through to Digital media maintained (see endnote ii) SG3: Elaine's report from Building with Nature (EC will give this directly to the TC at the next meeting) SG4: Plenary session for members involved in BS work SG5: News/Blogs SG6: Advice to Andy Morris on Training events/Campus SG7: Liaison with BRE/CIEEM etc SG8: Advice on improvements to DMRB (Design Manual for Roads and Bridges) LA 107 but more generally third-party design guidance ⁱⁱⁱ	Ongoing Monthly Feb 2021 TBC Dec 2020 Ongoing	SG1 Steve Fancourt SG2: Robyn Butcher SG3: Elaine Cresswell SG4: Steve Fancourt SG5: Francis Hesketh SG6: All SG7: Steve Fancourt and group	<ul style="list-style-type: none"> SG1 (see endnote). SG2 – Antonella has spoken to Robyn. Refer to endnote ii. SG4 – Antonella has spoken to Steve Fancourt about this but this is still being discussed for later on in the year. SG7: we have input into the strategic ecology framework but the landscape perspective is not coming through in the guidance. How can we follow this up? SG8: Jon Rooney (see endnote)
Plant Health & Bio-security	0	Identify new leads and possibly refresh composition of the group.	URGENT	N/A	Marc and Antonella have now approached some of the members of the old committee to re-start meaningful dialogue and establish a new way forward. This is an item for the currently planned TC meeting agenda.
GLVIA3 Panel (GP)	0	GP1: Advice to Andy Morris on Training events/Campus GP2: Panel workshop	Ongoing and high priority	Rebecca Knight	GP1: Antonella and Andy are discussing this regularly as part of the strategy for GLVIA.

		GP3: Analysis of current situation and recommendations GP4: FAQ document to be produced by the panel GP5: NatureScot guidance on night-time photography			GP2: This workshop was held at the end of January, with current panel members and those who had applied to join last year. GP3: Panel are conducting an in-depth analysis of what the current situation around GLVIA is. The workshop was part of this, as was the webinar in December 2020. More information to be found in Antonella's strategy document. GP4: the panel are currently working to answer the questions received during December's webinar. The resulting FAQ document will be uploaded to the LI website. GP5: Becky to update us on her concerns.
Backlist management	0	Antonella/Ben Gosling/TC to review technical content on the website to ascertain what needs to be updated/marked as superseded/archived. Antonella needs volunteer help please!		Antonella Adamus	

TASK & FINISH PROCESSES UNDERWAY (TECHNICAL NOTES & INITIATIVES – **see Endnote**^{iv})

Items carried over from 2019-20		Design and Management for Dogs TN (TBC)	TBC	Elaine Cresswell	
Climate Emergency – Woodlands and Landscape		Proposed TIN	Delayed	Robin Gray/Richard Hellier	Work on this has been delayed and is dependent on other third-party projects (e.g. England Tree Strategy).
Urban Forestry Initiative (UF) ^v	0	TBC	Paused	Bill Blackledge	Antonella, Bill and Alan have re-started the conversation. I suggest picking this up after March.
SuDS (sustainable drainage systems)		See endnote^{vi}		Robin/Bill	Under development alongside Policy team. Carbon/Climate related material is a corporate priority
Watering guidance	0	See notes to the right	TBC	Colin Moore	Colin cannot work on this at the moment. If this is urgent, we could discuss how else it could be delivered. TC to get back to Antonella please.
Decarbonisation of Travel (DT) TN		To be removed from work plan after speaking to David.	TBC	David McKenna	David cannot commit to this project.
Climate Change TNs		Antonella and Ben are collaborating on this ^{vii}	2021	Ben Brown	This is a corporate priority. What is the TC view on what is needed?
Valued landscapes TN		Out for consultation at the moment. Publication expected March 2021.	March 2021	Rebecca Knight	
Healthy Streets (HS) TN		HS: TIN/TGN (TBC)	TBC	David McKenna	David cannot commit to this project.
Lighting (LG) ^{viii}		See endnote	Ongoing June 2020	Karl Jones (+Roger Kent)	Nothing happening with this at the moment
Rewilding		TN – early stage (TBC)	TBC	Graham Bailey	Rewilding referred to in Climate Action Plan but Graham cannot work on this at the moment. How can we take this forward?
Temporary Highway Infrastructure		Done	2020	David McKenna	
Visualisation FAQs (TIN/TGN)		Being drafted	TBC	Bill Blackledge	Work on this paused just before Christmas. Will restart when Bill has more availability.

ⁱ Update from Mike Shilton on 29/01/21: The Spatial Data group has kickstarted a project to consider access to the Landscape Character Datasets as a UK resource. This was prompted by our LI webinar the end of last year. The interested parties met earlier this month to discuss options and the outcome was to identify local champions that will collate the availability and the status LC data in their respective areas. This will help define the scope of the project, what is achievable and establish the next steps to deliver this. One aspiration (with no commitment given!) is for the LI to host the UK dataset either solely or in partnership with another. If this was to be pursued it would have resource and financial implications so TC/LI support would be required.

ⁱⁱ Antonella is currently discussing this with Ben Gosling, Ben Brown and Steve Fancourt. A question on how members would like to receive information about third-party standards has gone out with the current member survey. Identifying relevant third-party standards is a big job for volunteers and should be given the best possible platform. Antonella will update the TC once the member survey has closed.

ⁱⁱⁱ Update from Jon Rooney on 28/01/21 about third-party design guidance. **Highways England** – Landscape design guidance. Roger Kent and Jon discussed this with Henry Penner at Highways England before Christmas. They are waiting for them to confirm their scope, which is being developed by Arcadis and TRL. The guidance will support the standard LD 117 for Landscape Design. No response yet on Jon's feedback on LA 107. **ICE Green Infrastructure Manual** – Jon has been asked to lead a chapter on the management and maintenance of GI, with support from TEP and East Sussex Highways. Most of the other contributors are academics and the work is being led by UCL and Atkins.

^{iv} Antonella proposes that all items that have not been delivered and are not underway are deleted from the workplan for now re-submitted if needed during the course of the financial year. The 'dormant' list should be regularly revisited.

^v Connected to this topic, but separately, the LI have also been asked to contribute to the UK Forestry Standards. This is an item for the current TC meeting agenda.

^{vi} Carbon/climate change is a corporate priority and also on the PCC radar for the next financial year. Antonella suggests picking up a commission on the subject with Ben Brown, Bill and Robin following the TC meeting.

^{vii} Climate change and biodiversity continue to be the highest priorities for LI members. Low carbon issues, such as embodied carbon will be very relevant. Antonella and Ben would like to collaborate on this as this is a priority area for PCC. We would like to track intel on the subject.

^{viii} Paul Lincoln has a strong interest in the subject for a forthcoming edition of the journal.

Advisory Council - 25 February 2021	
Agenda Item: 7iii	Entry Standards Project Update and Workplan 2021-22
Paper author:	Ruth Lake, Project Delivery Manager and Christina Hirst, Entry Standards Consultant
Summary of paper:	Update of project outcomes to date and presentation of the proposed workplan going forward.
Financial implications:	Within project budget
Council are asked to:	Receive the report and note the update and workplan.

1 Introduction

This paper provides an update on the progress of the Entry Standard Project against the agreed objectives and presents an overview of the proposed workplan for 2021-22.

2 Project objectives

As presented previously to Council the strategic objectives of the Entry Standards Project are to:

- a) Produce a Competency Framework
- b) Develop Membership entry standards that are fit for purpose in the 21st Century.
- c) Build entry processes that are relevant, flexible and can be easily administered.
- d) Preserve the identity of 'Chartered Landscape Architect' and set up new standards for 'Chartered Landscape Professionals' and potentially for others.
- e) Be transparent, objective and use market insight about existing roles and employer expectations.
- f) Develop entry standards that are welcoming and inclusive to all landscape disciplines and a broad range of potential members.

3 Project update

The project is now moving from development to implementation. The progress against each of the project objectives is set out below.

Objective a – Produce a Competency Framework

Following a two stage formal consultation process and the endorsement of the Entry Standards Steering Group and the Education and Membership Committee, the Competency Framework was finalised and approved by Board and was published in December 2020 ([link](#)).

Objective b - Develop Membership entry standards that are fit for purpose in the 21st Century.

The membership entry requirements at Technician and Chartered level were also approved by Board and published in December 2020. These reflect the findings from the Future State of Landscape Report, Education Review and Routes to Licentiate Working Group in 2018 and a two stage formal consultation process with LI members and beyond.

Objective c - Build entry processes that are relevant, flexible and can be easily administered.

This objective has also been addressed through the development process for the Competency Framework and membership entry requirements particularly through the use of core and additional competencies to give both consistency and flexibility for candidates. The Competency Framework is also future proofed as new competencies can be added, others removed or the content updated as required. The administration of the process will be addressed during implementation.

Objective d - Preserve the identity of ‘Chartered Landscape Architect’ and set up new standards for ‘Chartered Landscape Professionals’ and potentially for others.

The published membership entry requirements set out the competency requirements for the two pathways (and related designations) of Chartered Landscape Architect and Chartered Landscape Professional. This preserves the identity of the Chartered Landscape Architect designation by mandating a selection of competencies reflecting an emphasis on design and allowing the broadening of membership to embrace wider landscape practice including parks management, place management and digital practice amongst others, by including a broader range of additional landscape competencies. In the longer term a wider number of designations may be developed (subject to Privy Council approval).

Objective e - Be transparent, objective and use market insight about existing roles and employer expectations.

As set out above the new entry standards reflect the findings from the previous LI research and from a formal two stage consultation with members, potential members, key stakeholders and others. The consultations included online questionnaires and workshops and further consultation and user testing will be employed during the implementation phase.

Objective f - Develop entry standards that are welcoming and inclusive to all landscape disciplines and a broad range of potential members.

The membership entry requirements set out the requirements for a wide range of landscape disciplines reflected within the two pathways set out above. They establish the competency requirements for:

- Technician membership
- Chartered Landscape Architect
- Chartered Landscape Professional

In addition to ensuring that entry standards are welcoming and inclusive to all landscape disciplines the Institute has taken steps to ensure that there are different routes into membership for both those already with experience and those just starting on their landscape career. This has included:

- a) Board approval of:
 - An experienced route to membership
 - An experienced route from Technician to Chartered membership
- b) Government approval of:
 - A Level 3 Landscape Technician Apprenticeship leading to Technician membership of the LI on which the first apprentices will start their studies on 4 May 2021 with the early adopter provider, Capel Manor College
 - A Level 7 Chartered Landscape Professional Apprenticeship leading to Chartered membership of the LI (currently awaiting funding allocation from Government)

4 Project workplan

The next step for the project is to now take the agreed Competency Framework and membership entry requirements forwards to implementation. The key priorities for the workplan for 2021 are set below for information.

Quarter 1

- Prepare guidance for membership entry at Technician and Chartered grades (for all stakeholders – candidates, mentors, supervisors, examiners and employers)
- Begin development of new ‘Pathway to Chartership’ systems for Technician and Chartered grades

- Commence a review of the process for accreditation of courses
- Agree a new route for senior practitioners

Quarter 2

- Review and agree the requirements for Associate and Academic membership
- Finalise the funding for the Level 7 Apprenticeship
- Gain full Government approval for the LI to become a Government approved assessment organisation for the Apprenticeships

Quarter 3

- Commence piloting of new Pathway systems
- Enact new accreditation process
- Launch new Associate and Academic membership
- Pilot new route for senior practitioners

Quarter 4

- Launch new Pathway to Technician and Pathway to Chartership for newly enrolling candidates

5 Risks

These dates are indicative at this stage as they are a few key risks to be considered at this stage:

- There is considerable uncertainty in relation to workload and capacity due to the CEO's recent departure and the impact of resourcing the Independent Review recommendations, which may impact of the timing of strategic projects, including the Entry Standards project.
- Each strategic element of the project requires input from the Entry Standards Steering Group, EMC and Board leading to a 2-3 month turnaround on any key strategic decisions.
- The development of the new P2C system in particular is a significant IT project dependent on significant project management and IT capacity.

6 Action by Council

Council is invited to note the update and workplan.