

## **Five Year Strategy Framework**

The objects and purposes for which the Institute is hereby constituted are to protect, conserve and enhance the natural and built environment for the benefit of the public by promoting the arts and sciences of Landscape Architecture and its several applications and for that purpose to foster and encourage the dissemination of knowledge relating to Landscape Architecture and the promotion of research and education therein, and in particular to establish, uphold and advance the standards of education, qualification, competence and conduct of those who practice Landscape Architecture as a profession, And to determine standards and criteria for education, training and experience.

*Landscape Institute Royal Charter 2008*

Our mission is to build the professional community of landscape architects in the service of the public interest.

Our vision is to create a thriving society and environment through inspirational places.

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## **1. The role of the Landscape Architect**

The role of the landscape architect is to protect and enhance the environment and help create a thriving society through the design and management of inspirational places.

No other profession brings together environmental analysis, spatial planning, site management and design. This unique mix enables landscape architects to offer holistic design and management solutions which are environmentally-led, sustainable, and enhance the quality of human life.

An approach to the spaces around us driven only by visual aesthetics and lacking a grounding in scientific analysis and environmental awareness will not produce durable solutions; an approach which is purely driven by environmental concerns and lacks the power to inspire the people who live in it will not be sustainable because nobody will 'own' it or enjoy it.

In the future, landscape architects will need to be both more holistic in their approach and more knowledgeable across a range of specialist environmental topics. The range of work which landscape architects undertake will continue to expand, and therefore the overlap with other professions and specialists will increase. So long as the profession retains its core perspectives and insights, this overlap is a sign of health and not of existential threat. Mastery of technical, scientific and legal matters will continue to play a growing importance in the work of the landscape architect, but the elements of artistic vision and creative invention will always remain essential.

As landscape architects increasingly move into leaderships roles, managing projects and coordinating other people, it is important that they are adequately equipped to deliver this role as effectively and as possible. The core professional training for landscape architects therefore needs to be supplemented by a flexible approach to CPD that can encompass the differing technical and leadership demands facing the profession. At the same time as leading professional teams, landscape architects must also continue to equip themselves to be effective agents of local empowerment and to cultivate skills in community engagement.

Over time, the contribution of the landscape architect to society will change, but will remain anchored in its core values and in the landscape-level approach to technical, logistical and design questions. The profession will remain flexible and open to expansion, recognising new specialisms as they emerge from practice.

## **2. The role of the Landscape Institute**

If the Landscape Institute is to fulfil its mission to build the professional community of landscape architects in the service of the environment and the public, it must focus its efforts on those areas where it can have the greatest impact. As a small organisation representing a relatively small profession, the range of things it could possibly do will always be greater than the extent of things it can effectively do. Making the right choices about where and how its efforts are to be deployed is therefore a critical determinant of its future success

This document sets out the areas where the LI can have the greatest impact over the next five years and proposes the actions to deliver this impact. It is based on questionnaire responses from Institute members in the summer of 2010 and on subsequent Council and Board consideration. The development plan for each financial year will derive from this strategy document and set out in greater detail which elements of it are the highest priority for any given year.

### 3. Uphold and Advance the Standards of Education

#### I. Knowledge

Analysing, planning, managing and designing our environment requires a blend of knowledge, skills and professional judgement which is unique to the landscape architect. The exact mix will vary according to the specialism of the individual's professional practice.

The volume and range of knowledge which landscape architects must master continues to grow and there is no prospect of this expansion slowing down in the future. As for most professions, it is no longer possible to equip students at the outset with all of the knowledge they will require in order to have a successful and productive career. Over the thirty or forty years in which a landscape architect may remain in practice, there is a need for constant renewal and refreshment of knowledge.

This dynamic knowledge environment has implications for university curriculum, for the Pathway to Chartership, for CPD, and for the sharing of knowledge between scientists, managers, planners and designers

- i. **Knowledge Framework:** Over the next five years the Landscape Institute will use the framework of professional standards and statements of specialism to:
  - Review the core areas of knowledge on the university curriculum to ensure appropriate coverage of technical, scientific and legal matters
  - Review the syllabus for the Pathway to Chartership
  - Create a more structured approach for CPD in collaboration with branches
  - Develop the Knowledge Base
- ii. **Research:** Over the next five years the Landscape Institute will:
  - Encourage new research e.g. by supporting funding bids with Higher Education Institutions
  - Disseminate emerging research through its journal, through the Knowledge Base and through branch events
  - Act as a research observatory, interpreting research outputs, reviewing their impact on professional practice and publishing practice notes and guidance notes as appropriate
  - Support and encourage the use of our archive by researchers
- iii. **Education:** Over the next five years the Landscape Institute will:
  - Cultivate better links with art and design courses outside the built environment

- Prepare career entrants as effectively as possible for a professional life that embraces constant and unpredictable change

## II. Skills

Changing technology, business practices and working environments require that landscape architects constantly renew their skills. The role of the Landscape Institute is to support its members by providing relevant training opportunities throughout their careers in ways which suit the demands of their working lives.

### i. **Delivery of CPD:** Over the next five years the Landscape Institute will:

- develop alliances with universities, colleges and other tuition providers for CPD, and deploy webinars, youtube video and podcasts as well as traditional face-to-face delivery methods involving the branches

### ii. **Key Themes for CPD:** Over the next five years the will focus of CPD will be on:

- leadership skills to ensure that landscape architects who are developing their pivotal role in multidisciplinary teams are best equipped for success
- project and programme management skills to ensure landscape architects work in ways which are reflect current business and financial management practices
- communication and marketing skills to ensure landscape architects can work as effectively as possible with developers, project managers and other clients as well as with fellow professionals
- community engagement and public consultation skills to ensure that the solutions landscape architects propose and deliver represent real public benefit
- creativity and critical thinking to ensure that the profession remains vibrant, forward-looking, multidisciplinary and relevant
- technical, scientific and legal issues to ensure that landscape architects maintain the highest levels of competence in their work
- policy issues to ensure that landscape architects remain up to date on changes in the planning systems and other key elements of the regulatory framework

## 4. Promoting the Arts & Sciences of Landscape Architecture

To be effective, the promotion of landscape architecture needs to focus on key audiences with specific messages. Different mixes of media including press, internet, social media and print will be required to achieve this successfully, and there is a need for the Landscape Institute to exploit these media more effectively than in the past. The specific audiences the Landscape Institute will address are:

- I. Government at UK, devolved and local authority level, to advocate a landscape-friendly framework of legislation and regulation, and to promote appropriate procurement models for landscape consultancy and works

- II. Prospective clients in the public and private sector, to promote understanding of the unique benefits of retaining a landscape architect
- III. Other built environment professionals, to promote understanding of what to expect from landscape architects and how to work with them
- IV. Prospective career entrants, to ensure they are aware of the exciting possibilities of a career in landscape architecture

## **I. Government**

The Landscape Institute has a strong tradition of political independence and has established its credentials as speaking in the public interest and not in a partisan fashion as a lobbying organisation or trade association. At the highest level, the policy framework for landscape in the UK now has a firm point of reference in the European Landscape Convention. The Westminster government elected in 2010 says both that it wants to be 'the greenest government ever' and that it wants to create a culture of 'trusting professionals'.

At a lower level there is often a lack of landscape awareness in policy-making and much of the infrastructure of national planning policy statements is to be dismantled in England. The devolved nations are increasingly developing their own policy initiatives and the localism agenda in England will make the work of advocating landscape-friendly policies more complex and more problematic.

Many Landscape Institute members are employed by local government across the UK, often in planning departments. These departments are expected to contract sharply in their scope and remit over the next five years. A possible effect of this is that there may be nobody in a senior role in a local authority who understands landscape principles and requirements.

**Global:** over the next five years the Landscape Institute will:

- Support the efforts towards the development of a UN Landscape Convention through UNESCO
- Foster and encourage the development and advancement of the landscape architecture profession in other countries where it is practical to do so

**UK government:** Over the next five years the Landscape Institute will:

- Engage with policy-making with the aim of ensuring that the UK remains compliant with the European Landscape Convention and that emerging public policy is conducive to sustainable and enriching public spaces
- Work with relevant All Party Parliamentary Groups respond to consultations and engage ministers with our own position papers to ensure the best understanding of landscape issues at the level of national policymaking
- Campaign for procurement processes and insurance requirements which are fair and proportionate and do not disadvantage small and medium sized enterprises.
- Seek to develop links with individual MPs to promote better understanding of landscape issues and solutions

**Devolved Government:** Over the next five years the Landscape Institute will:

- Adapt to the diverging policy environments of Scotland, Wales and Northern Ireland, building the capacity to engage more effectively with elected politicians and public officials at the levels of key decision –making.
- Encourage devolved governments to recognise the importance of landscape-level policy-making and commissioning of works
- Campaign for procurement processes and insurance requirements which are fair and proportionate and do not disadvantage small and medium sized enterprises.
- Seek to develop links with individuals MSPs and Assembly members to promote better understanding of landscape issues and solutions

**English Local Government:** Over the next five years the Landscape Institute will:

- Adjust its advocacy work to take account of the localism agenda and the move away from centrally-driven guidance.
- Encourage local authorities to recognise the importance of landscape architecture in planning, design, assessment and management
- Campaign for procurement processes and insurance requirements which are fair and proportionate and do not disadvantage small and medium sized enterprises.
- Seek to develop links with local authorities to promote better understanding of landscape issues and solutions

## **II. Prospective Clients**

One of the roles of the Landscape Institute is to ensure that prospective clients fully understand the benefits of involving a landscape architect and how this will enhance their project. Part of this awareness must be about the unique ability of landscape architects to offer a very wide range of creative solutions to their clients; part of it too is about promoting the very high standards of ethical and professional practice which chartered status embodies. The Institute should also make it as easy as possible for a client to engage a landscape architect.

Over the next five year the Landscape Institute will:

- Promote its design competitions service to prospective clients and run competitions where opportunities exist to do so
- Identify ways of supporting registered practices to better promote themselves through seminars, CPD and appropriate support services
- Produce a range of client focused publications, including a good client guide

### **III. Other Built Environment Professionals**

Architects, planners, engineers, urban designers and project managers and others may be making commissioning decisions involving landscape architects, and a much wider range of professionals may be working alongside landscape architects or under their supervision.

Over the next five years the Landscape Institute will:

- Use its network of Fellows to build more effective alliances with other professions
- Encourage branches to work closely with branches of sister professions
- Promote the directory of registered practices in sector publications
- Use the Awards to showcase the unique work of landscape architects to fellow professions

### **IV. Career Entrants**

A thriving profession requires steady recruitment of career entrants with the highest levels of intelligence, analytical and creative skills and future aspiration. The Landscape Institute has run a very successful career promotion campaign since 2008 and will continue to develop this as far as is possible following the withdrawal of public funds.

The profession already has the most equal gender balance of the built environment professions, but, in common with others, has a great imbalance of ethnic and social backgrounds. In contrast with many other built environment professions, landscape architecture is very young, with 78% of chartered members under the age of 55.

Over the next five years the Landscape Institute will:

- develop and promote the schools toolkit for landscape architects to use in schools engagement work
- continue to encourage people to enter the profession from a wide range of educational and practical backgrounds, and encourage them to enrich the professional environment with the diversity of their experiences
- build on the success of the 'I want to be a Landscape Architect' campaign
- Seek ways of expanding the activities and scope of the Student Landscape Institute Council

## **5. Competence and Conduct**

The requirement in our royal charter to uphold standards of competence and conduct is reflected in the Institute's work in developing knowledge and skills; equally those standards are critical to our promotional work as they distinguish the contribution of the landscape architect from that of others working in similar fields.

The profession continues to grow and diversify and the public is now more assertive in raising complaints than in the past. The complexity of some contemporary contractual forms

and the growth of work in multidisciplinary teams all present a challenge to a professional community in terms of developing, communicating and enforcing the highest standards.

Over the next five years the Landscape Institute will:

- Promote excellence within the professional community of landscape architects through the journal, the web site, training events and through branch and other events
- Review and update the code of conduct
- Review and update the disciplinary code
- Review of terms of the registered practice scheme to determine whether it can more effectively communicate the values they embody
- Review and update the dispute resolution processes of arbitration, adjudication, and mediation it currently offers
- Promote public awareness of the standards they can expect from chartered landscape architects and, in particular, from registered practices.
- Review and issue new editions of JCLI contracts; the guide to competitive tendering; and the landscape consultants' appointment
- Use the Awards to promote the highest standards of science, planning, management and design across the profession and use them to communicate those standards to a wider audience

## **6. Organisational**

In support of these strategic goals, the Landscape Institute will:

- Build networking opportunities for members and fellow professionals
- Monitor member perceptions of the Landscape Institute and respond to changing needs
- Identify means to building greater involvement of volunteers in Institute work, managing them effectively and retaining their skills as effectively as possible

<b>Priorities 2011-12</b>	
	<b>Uphold and Advance the Standards of Education</b>
	Over the next five years the LI will use the framework of professional standards and statements of specialism to:
1	Review the core areas of knowledge on the university curriculum to ensure appropriate coverage of technical, scientific and legal matters
2	Review the syllabus for the Pathway to Chartership
7	Act as a research observatory, editing and interpreting research outputs, reviewing their impact on professional practice and publishing practice notes and guidance notes as appropriate
8	Support and encourage the use of our archive by researchers
10	Prepare career entrants as effectively as possible for a professional life that embraces on constant and unpredictable change
12	Develop alliances with universities, colleges and other tuition providers for CPD, and deploy webinars, youtube video and podcasts as well as traditional face-to-face delivery methods involving the branches
	<b>Promote the Arts &amp; Sciences of Landscape Architecture</b>
22	Engage with policy-making with the aim of ensuring that the UK remains compliant with the European Landscape Convention and that emerging public policy is conducive to sustainable and enriching public spaces
23	Work with relevant All Party Parliamentary Groups respond to consultations and engage ministers with our own position papers to ensure the best understanding of landscape issues at the level of national policymaking
30	Adjust its advocacy work to take account of the localism agenda and the move away from centrally-driven guidance.
31	Encourage local authorities to recognise the importance of landscape architecture in planning, design, assessment and management
33	Seek to develop links with local authorities to promote better understanding of landscape issues and solutions
34	Promote its design competitions service to prospective clients and run competitions where opportunities exist to do so
35	Identify ways of supporting registered practices to better promote themselves through seminars, CPD
36	Produce a range of client focused publications, including a good client guide
37	Use its network of Fellows to build more effective alliances with other professions
39	Promote the directory of registered practices in sector publications
40	Use the Awards to showcase the unique work of landscape architects to fellow professions
	<b>Competence and Conduct</b>
45	Promote excellence within the professional community of landscape architects through the journal, the web site, training events and through branch and other events
46	Review and update the of code of conduct
47	Review and update the disciplinary code
	<b>Organisational</b>
55	Identify means of building greater involvement of volunteers in Institute work, managing them and retaining their skills as effectively as possible
45	Promote excellence within the professional community of landscape architects through the journal, the web site, training events and through branch and other events

## Objectives of Budget

The draft budget for 2011-12 continues the work of the 2009-10 and 2010-11 financial years in delivering a healthy trading surplus. We no longer need to deliver such a large surplus as we did in previous years, when we were rebuilding our balance sheet rapidly. The budgeted surplus of just under 5% is a reasonable target for this and for future years.

Budgeted levels of overall income and expenditure are similar to those for 2010-11 though income is expected to be around £25 000 lower. The income forecasts for the budget are fairly cautious.

Membership subscriptions and registered practice fees remain unchanged from 2010-11. Pathway registration fees increase from £170 to £180 and Pathway examination fees increase from £300 to £325.

The draft budget provides for:

- Increased funds for promotion of registered practices (£16000)
- Increased funding for campaign leaflets such as 'Why Invest in Landscape?' (£5000)
- Freelance media support to enable us to improve our press profile and secure wider coverage of key news stories (£15000)
- Improve our ability to promote registered practices and landscape architecture generally to devolved governments and English local authorities by employing a staff member with specific responsibility to undertake this (£30 000). A note on the scope of this proposed post is included at the end of this paper.
- Increased promotion of LI design competitions to commercial clients (£5000)
- The creation of a fees calculator and a pack of documents to support practices bidding for public contracts (£5000)
- Two learning days offering a range of CPD sessions, one to be held in London and the other outside (£8500)

In addition, the budget allows for

- A new edition of GLVIA (£10000)
- In addition installation of web module which will allow members to update their own details online (this has been requested for the last several years and has only now become affordable) (£6000)
- Increase funds available to branches, including for hosting seminars and roadshow events organised by the secretariat (£15000 of basic funds available, plus £10000 for running seminars and roadshows)
- Collaboration with the Garden Museum and the Landscape Design Trust to develop and use the LI archive (£10 000)
- Payment of a subscription to IFLA/EFLA of £25 000

The only activities which have been scaled back in comparison with previous years is careers promotion activities, previously funded by CABE. The level of applications to accredited courses has increased significantly in the last three years and we believe there is no need to continue to direct significant resources to this activity in the short term.

There is provision for a salary increase of 1.9% for staff.

## **Other**

Financial assumptions not set out in this budget but of financial relevance:

1. In the 2011-12 financial year, we intend to repay the £100 000 balance of our bank loan. This will have no impact on the income and expenditure for the year and is purely a balance sheet adjustment.
2. The 2011-12 financial year is the final one in which our current journal publication contract remains in force. From May 2012 there will be a new contract and we can reasonably expect to make expenditure savings on this item thereafter.

## **Note:**

*Direct Costs* – ‘money out of the door’.

*Staff costs* – each activity is allocated a proportion of the working time of one or more staff members. Each figure in the ‘staff costs’ column is a composite of different proportions of the cost of the individual staff members involved in supporting that activity.

*Total without support* – Direct costs + Staff costs

*Support Costs* – All of the costs which are not directly attributable to our main activities come under ‘Chief Executive’s team.’ These costs are then distributed across all the other activities on a proportional basis. Thus an activity which requires 15% of our direct and staff costs is allocated 15% of the total support costs.

## **Proposed post: Public Affairs Officer**

### **Background**

1. Local authorities across the UK have always been a key client group for the landscape architecture profession. They own many of the sites on which LI members work; they commission design work on local projects, sometimes through our competition services, as well as putting management contracts out to tender. They are responsible for planning and for many critical decisions that have an impact on our landscape.
2. The LI members have worked in some local authorities for a long time, but the degree of influence which landscape architects working in local authorities have been able to exercise has been variable. The changes to local government in England, with the corresponding downsizing of the planning function, mean that even this somewhat tenuous foothold is about to disappear in many places.

3. In recent years the LI has placed great importance on ‘talking to government’ at UK and devolved levels, but it has remained the case nevertheless that it is the local authority rather than the national government which is ‘the client’. There has thus long been a need to work more effectively with local authorities.
4. The process of consulting members in 2010 on the Strategy Framework for 2011-16 brought out a clear need to work more closely and effectively with local authorities (see appendix).
5. Current changes to local government have the simultaneous effect of giving them much greater responsibility for planning (in England and Northern Ireland); reducing the capacity of their planning departments (England and, to some extent, Northern Ireland); losing many, or possibly all of their in-house landscape architects; and cutting their funding. This creates a ‘perfect storm’ for the profession and makes it more urgent than ever before that we develop the means to liaising with local authorities directly, helping them understand what landscape architects can do for them, and helping access their services through the LI.
6. Since 2008 the LI has had a reduced ability to work with devolved governments in Scotland Wales and Northern Ireland. There is a need to ensure that we respond to relevant consultations, drawing on the local knowledge and experience of members in each country.

## **Proposal**

To create the new full-time staff post of Public Affairs Officer. The job role will include:

- Develop links with the Local Government Association, the Convention of Scottish Local Authorities, Welsh LGA, NILGA, and individual local authorities across the UK.
- Ensure that the LI is able to respond appropriately to the fast-changing role of local authorities and newly-created local level structures
- Use these links to promote LI policies, campaigns (e.g. ‘Why Invest in Landscape?’), competition services; registered practices; the good client guide; better procurement methods; and the use of GLVIA
- Identify consultations from devolved governments to which the LI needs to respond, and coordinate inputs from members to draft responses for submission.

# 2011-12

## Breakdown of Direct Costs

### Education & Membership

	Income	Expenditure	Support Costs	Total without support	Staff Costs	Direct Costs	% of expenditure	Professional advice / Consultancy	IT running	Volunteer Expenses	Staff Travel/ Expenses	Other	Temporary Staff
Pathway to Chartership	97300	194519	69723	124796	43046	81750	12%	35000	13000	9750	1000	23000	0
Membership	1020000	120176	43076	77101	54101	23000	8%	10000	7000	1000	0	0	5000
Careers, recruitment, SLIC	0	39641	14209	25432	15932	9500	2%	0	1000	4000	1500	3000	0
CPD	7500	38690	13868	24822	16322	8500	2%	3500	1000	500	500	3000	0
Standards and Specialisms Accreditation	0	52514	18823	33691	22691	11000	3%	3000	0	1500	3500	3000	0
Department Management	5500	58579	20997	37582	33357	4225	4%	0	0	3500	725	0	0
Staff Training	0	23751	8513	15238	12738	2500	1%	0	0	1000	0	1500	0
Miscellaneous	0	3897	1397	2500	0	2500	0%	2500	0	0	0	0	0
Miscellaneous	0	2338	838	1500	0	1500	0%	0	0	0	0	1500	0
<b>Departmental Total</b>	<b>1130300</b>	<b>534104</b>	<b>191443</b>	<b>342661</b>	<b>198186</b>	<b>144475</b>	<b>33%</b>	<b>54000</b>	<b>22000</b>	<b>21250</b>	<b>7225</b>	<b>35000</b>	<b>5000</b>

### Policy & Communications

Landscape & Landscape Online	97000	326206	116925	209281	43781	165500	20.4%	153000	0	500	0	12000	0
Awards 2011	77000	167429	60013	107416	41416	66000	10.5%	5000	0	2000	0	59000	0
Policy Development	0	87827	31481	56347	43347	13000	5.5%	5000	0	3000		5000	0
Competitions	10000	42374	15188	27185	19185	8000	2.7%	2000	0	0	1000	5000	0
Website developments & IT support	0	83035	29763	53272	37772	15500	5.2%	5000	8000	0	0	2500	0
Knowledge Services	0	67026	24025	43002	20302	22700	4.2%	15000	1200	2000		1500	3000
GLVIA	4000	26053	9339	16715	6715	10000	1.6%	7500	500	1000	250	750	0
Department Management	0	9426	3379	6047	6047	0	0.6%	0	0	0	0	0	0
JCLI Contracts	17000	16356	5863	10493	6243	4250	1.0%	0	500	500	250	3000	0
Registered Practices	149000	92369	33109	59260	42010	17250	5.8%	0	1000	0	250	16000	0
Future Vision Awards	6000	16588	5946	10642	4642	6000	1.0%	0	0	1000	1000	4000	0
Lectures seminars and exhibitions	14000	20669	7409	13260	6260	7000	1.3%	3000	0	2000	1000	1000	0
Promotional Activities & Media Relations	0	91882	32934	58948	33448	25500	5.8%	20000	0	0	0	5500	0
Staff Training	0	3897	1397	2500	0	2500	0.2%	2500	0	0	0	0	0
Miscellaneous	10000	10132	3632	6500	0	6500	0.6%	5000	0	0	0	1500	0
<b>Departmental Total</b>	<b>384000</b>	<b>1061269</b>	<b>380399</b>	<b>680869</b>	<b>311169</b>	<b>369700</b>	<b>67%</b>	<b>223000</b>	<b>11200</b>	<b>12000</b>	<b>3750</b>	<b>116750</b>	<b>3000</b>
<b>SUBTOTAL: Edu &amp; Memb + Policy &amp; Comms</b>	<b>1514300</b>	<b>1595373</b>	<b>571843</b>	<b>1023530</b>	<b>509355</b>	<b>514175</b>	<b>100%</b>	<b>277000</b>	<b>33200</b>	<b>33250</b>	<b>10975</b>	<b>151750</b>	<b>8000</b>

