Joint Board / Council Session Workshop: Notes

24 September 2025

Venue: ARUP 8 Fitzroy Street, London

Attendees:	
TRUSTEES Carolin Göhler, President Ruth Holmes, VP Mark Smeeden, HonSec Matthew Bradbury, HonTreasurer Tamanna Parwani, Non-Chartered Trustee Chris House, Chair EEC Jane Findlay, Chair KPSC Ian Phillips Chair PPAC Jane Clarke, Independent Trustee Marc Norden, Independent Trustee Helen Oldfield, Independent Trustee	COUNCIL Kathryn Ward, Elected Rob Sewell, Elected Nicola Phillips, Elected Jenny Liu, Student Rep Jonathan Emery, for BrRep EMids Daisy Parsons, BrRep EofE Adrian Clarke, for BrRep NE Mike Spence, BrRep NW Debbie Bartlett, BrRep SE J-P Friend, BrRep SW Anabelle Silver-Sedgefield, BrRep London Kate Ellis, BrRep WMids Clementina Immizi, BrRep Y+H Tim Wilson, for BrRep Scot Steve Mann, BrRep Wales Richard Copas, PPAC Rep
LI Staff:	Rob Hughes, CEO Jonathan Ellis, Director Membership & Professional Standards Belinda Gordon, Director Policy & Public Affairs Rowena Lovell, Board Secretary Kelli Cochran-Sharp, Education Manager - Higher Education & Apprenticeships Briony Marston Education Manager - Careers Emma Wood, Governance & Regulations Manager
Apologies:	
Saira Ali, PE Adam Barker, Elected Allison Walters, Elected Clare Brockhurst, Elected	Giulia Morrone, Associate Rep Jennifer Smith, BrRep EMids John Turner, BrRep NE Mark Ross, BrRep Scot

1 Welcome

Carolin Göhler, President welcomed all to the session recording thanks to ARUP for hosting the event. This was followed by followed by a round of introductions for all attendees

2 Education and Careers Strategy: Changing world of work

Leads: Chris House, Briony Marston and Kelli Cochran-Sharp,

The LIs draft two-year Education and Careers strategy with six core strands and outlining intent, actions, impact, key milestones and interconnected work.

Presentation shared separately

Education Team focus:

- Pre 19 youth audience and influence
- Quality and consistency of provision
- Expansion of offer
- Student membership experience

6 core strands for the education strategy

1. Shaping the future of the profession
2. Empowering and supporting members
3. Diversifying and expanding entry pathways
4. Advancing education and skills development
5. Collaborating share knowledge and resources
6. Quality assurance and managing risk

1. Shaping the future of the profession

Raise the profile of the profession, celebrating our students and diversifying future pipelines

- UCAS marketing and promotion
- Audience size - see slide for detailed block
- Relaunch and evolve student member engagement (MVP)
- Initial student and academia roadshow including 11 sites
- Student bursaries
- Student placements in FE and HE

2. Empowering and supporting members

All outreach work to align with national careers education policy to drive impactful change

- Education partnerships and employer-led projects
- Working with Adrian Clarke and the Newcastle College Group
- 6-week pilot employer led projects Oct 2025 - see slide for detail

3. Diversifying and expanding entry pathways and pipeline

Ensuring an equitable and sustainable workforce

- Education and careers partnerships
- Alternative pathways
- Undergraduate cognate disciplines
- Grant programme for school and college activity
- B.E.Inclusive collaborative opportunities
- UKREiiF - EduFest, EduFringe (working titles)

4. Advancing education and skills development

A model that is responsive to sector and societal needs

- Expand L3 apprenticeship provision
- Remote model 2yr apprenticeship including in person teaching blocks (London Design & Engineering UTC)
- Advance accreditation development and expansion
- Research and plan for regional apprenticeship models (Scotland, Wales, NI)
- Research to guide strategy e.g. Metro Dynamics

5. Collaborating share knowledge and resources

Influence the influencers, educate the educators and develop a scalable model

- Awareness campaigns and resources
- Educational outreach, support, guidance and resources for registered practices, branches and individual members
- Department for Education: Gatsby Benchmarks
- Alignment with national careers education strategies and mechanisms
- Through external networks partnerships and initiatives influence national curriculum including work with awarding bodies and subject associations - working with Goldsmiths so influencing future teacher cohort

6. Quality assurance and managing risk

Ensuring integrity, high and consistent standards and strong partnerships influence

- HE and FE partner relationships and support
- Accreditation management
- Formal procedures and guidelines management
- L3 apprenticeships - quality control
- QAA benchmarking aligning ed provision with national frameworks

- End Point Assessment Organisation (EPAO) exploration and analysis. Significant barrier to L7 apprenticeship

Comments:

- Teacher hosting days with Registered Practices
- Bodies such as Constructing Futures, Women in Construction etc
- Currently 4million 15-19 yr olds in UK - they are the primary focus to start with
- STEM ambassadors platform
- Member engagement with primary schools, schools welcome the interaction, members just need a support package and for issues of Safeguarding and quality consistency to be addressed.
- Looking to work with student membership to provide an approachable and identifying representation

3 Workforce Evidence

Lead: Belinda Gordon

The session Introduction provided context and highlighted that the project built on the previous research with interim reports having been circulated with the session pack

Of particular note is the difference in approach to the 2 phases of data:

- Phase 1 is almost finalised and looking to publish as soon as possible
- 2nd phase is targeted towards education (FE and HE) won't be published immediately but will be utilised to drive the Education & Careers projects and campaigns

Comments:

- Communications campaign success and growth landscape economy, perhaps needs ref to how landscape adds positive value to the broader economy
- Aligns with the Landscape Led campaign
- Ensuring that clients and investors value the impact and benefits of being Landscape Led. Reinforcing with those that invest in the sector that investment in quality landscape creates greater success and return versus treating as an optional extra
- Potential for collaboration with ecologists, foresters and other environmental organisations – currently developing a partnership plan including working with RTPI, CIEEM etc.
- Local authority reform could provide an opportunity to influence leadership, investment and planning

4 President/CEO update and discussion

Leads: Carolin Göhler, Rob Hughes

Discussions considered how we move forward and not to focus on the past, work collaboratively to get the relationship and communication with branches right, but also with those members who do not engage with their branches currently.

There is much very positive work underway, and much to be discussed over the coming months to deliver the strategic aims of the Landscape Institute at national and regional levels within our limited resources.

Discussions highlighted that:

- Being as open as possible could help address misinformation noting that some information has to remain confidential, but clarity of that in communication is important.
- Members should be held to account and held to the Code of Practice and the proposed new Code of Conduct will also play a key part on that. Volunteers are sought for the group taking that forward.
- The Board, Council and the staff team work together as a larger team and that collaboration is essential

5 Branch Review

Lead: Jonathan Ellis

Presentation shared separately

Introduction and update on the first phase consultation which focused on administrative and operational issues.

Phase two is about the future role and structure.

Changing world for branches

- Devolution of decision making
- Engagement when members are 'time poor'
- Challenging geography

Branches play a vital part in delivering the strategic objectives of:

- Essential
- Expert
- Inclusive

Workshop sessions

Breaking into groups the meeting considered: considered:

Q1 What do members really want and need from their branch

- What role should branches play for different grades?
- How could branches get involved in increased devolved decision making locally, regionally, nationally?
- Are there distinct roles for branches in devolved administrations?

Group feedback:

- Lack of Branch membership data and understanding of the membership distribution
- Communication issues and the ability to differentiate between privacy and access – legal regulations have to be adhered to, technical issues will be addressed and it is important that members maintain their contact details and preferences

- Greater cross branch border collaboration will be important
- Members are allocated a primary branch based on address and can also select a secondary branch for interest.
- Local awards that feed into the national LI awards could support branch progress with extra benefits of registered practices benefitting and in doing so drive footfall to the branches.

Q2 What should the role and purpose of branches be for the future

- What role should branches play for the LI?
- How could branches get involved in increasingly devolved decision making - locally, regionally, nationally

Group feedback

- Seedbanks for members on frontline to get more involved with LI through the Branch and potentially Council, Standing Committees and the Board
- Coordinating meeting agendas and the circular programme of matters through Branch and Council
- Improved simple opportunities to input and discuss matters without requiring bureaucratic and closed access committees, minutes, matters arising etc which is boring and time consuming
- With the potential of more devolution within England the branches can provide a pool of expertise that can support LI policy and support each other in developing those services.

Q3 What are the barriers to members getting involved in their local branch

- Are there the right opportunities for members to get involved?
- How can we better draw on the experience, knowledge and skills of members?
- Members were encouraged to be radical in their thinking

  - are there completely different models of engagement?

  - would the special interest group approach engage members more?

  - have you seen interesting examples elsewhere?

Group feedback:

- Some branches are more successful than others, can we learn from the success? And be prepared to close, open move branches if/as required
- Branch memberships wax and wane and records and memory mirror that
- Consider a way to undertake centralised administration matters and members focus on the networking, events and other activity - the ‘fun’ stuff
- Barrier to involvement is not wanting to discuss work outside of work
- Simplify, condense and regular programme – one large, unified activity in the same week every year rather than lots of small stuff
- ‘Committees’ is old fashioned terminology

- Perception of branch committees is a barrier to involvement itself
- Branch vs community, network
- Informal groups, subject focused and or time limited may be of more interest
- Move to more groups but much smaller, potentially digital only, could address involvement, time commitment and demonstrate a new approach. Not just geography based.

Q4 How could branch governance be improved

- Is the current cttee structure the right one?
- Should we consider networks within branches to make it easier for people to get involved?
- What should the relationship be between branch council representative and branch chair?

Group feedback:

- Important not to just throw everything out
- Not about structure and process but about member engagement
- Branches are quite faceless, consider visibility and awareness
- LI website could have greater detail regarding Board, Council, Branch committees
- Branch Committee turnover has been high so no consistency of understanding or knowledge of where to find info, process etc.

The group feedback was collated and will feed into the next steps.

Next steps

Autumn: Gather views and input from members and branches

Winter: Consultation events with members

Develop a 'straw person' for members and branches to consider and collate feedback

Produce a revised draft branch consultation

Spring: Seek views from the membership on the draft branch constitution via 2026 branch AGMs

6 Additional discussion point: plant/planting specification

- Consider how to improve plant knowledge and specification skills across the profession.
- Branch activity to raise awareness.
- Collaboration with Institute of Horticulture etc
- Homes England reporting massive planting failures, essential to specify appropriate planting and maintenance plans

- Would be useful to have input from LI, ecologist and horticulturalist
- Can inclusion be a requirement of accreditation although noting it is difficult to specify course content particularly when looking to broaden
- Planting schemes and landscape management contracts default 5 year maintenance. Landscape management contracts may not be well drafted.

Action: The attendees agreed to promote with their branches and to consider how else to support and CG to co-ordinate a mini project group.

7 LI Centenary - thoughts, ideas and preparation

All encouraged to consider options and forward to the staff team

- LI#100 – it should be a year of celebration
- LI was launched at Chelsea Flower Show in May 1929
- Could we do something at Chelsea 2029? It is *expensive but is an option that can be considered*
- Need good suggestions for ways to mark and celebrate the centenary
- Celebrate success but also future forwards
- Take into account diversity of access, support for members and potential new members, activities, sponsorships, bursaries etc.