

Executive Summary

The Landscape Institute Scotland (LIS) is the Scottish Branch of the Landscape Institute, the chartered body for the landscape profession, an educational charity working to promote the art and science of landscape practice. The Landscape Institute Scotland has just under 450 members within a population of over 5 million people. The Scottish Branch works locally to represent the interests of members and the environment to the Scottish Government, agencies, and the voluntary sector.

Aim

The LIS is guided by the Landscape Institute’s Corporate Strategy whilst responding to the unique Scottish environment (political, natural and man-made). Our Business Plan 2017-2022 sets out a sustainable way to deliver its mission within the context of the LI’s aims.

Our Aim: *All members of this professional organisation and educational charity, work to protect, conserve and enhance the natural and built environment for public benefit. As Landscape Professionals in Scotland we endeavour to retain, promote, create, and recreate landscapes and inspiring places in both urban and rural environments across Scotland.*

Objectives

The LIS business plan sets out a sustainable way to deliver its mission within the context of the Landscape Institute’s Strategy aims with clear objectives and measurable targets over a 5-year timeframe The LIS will undertake its aims ensuring the following key objectives are met:-

1. **Building the resilience, competence and relevance of the Profession: Supporting LIS members needs**
2. **Raise the profile of landscape and place with the public and decision makers: Advocacy and Promotion of the Profession**
3. **Building the resilience, competence and relevance of the Profession: Supporting Education**

Targets

1. Building the resilience, competence and relevance of the Profession: Understanding and Supporting LIS members needs

Key Questions	Issue	Action	2017	2018	2019	2020	2021	Outcomes
Who are our members? <ul style="list-style-type: none"> Private practices Public and 3rd sector Academics and Students 	<ul style="list-style-type: none"> Membership numbers discrepancies We don’t know numbers / members in each category 	<ul style="list-style-type: none"> Membership numbers now confirmed with LI Ascertain categories on member’s website and keep contacts up to date. 	▲					Yr 1: Membership no’s confirmed & categories recorded
How do we know what they need? <ul style="list-style-type: none"> Private sector / academics survey 2014 Preparation of Action Plan 2015 Stirling Business School survey No survey of students undertaken 	<ul style="list-style-type: none"> Private responded No academics responded No student feedback 	<ul style="list-style-type: none"> Engage directly – Senior Practitioners Event using Manifesto and Business Plan and Survey. Invite Academics. Ensure a Biennial event. Follow up with online consultation forum for key issues such as Manifesto Refer to Education Target 3 	★		★		★	Yr 1-5: <ul style="list-style-type: none"> 3 x practitioners events Feedback on all issues recorded Manifesto & BP updated Get all academics engaged
<ul style="list-style-type: none"> Public/ 3rd sector survey undertaken 2013 	Public sector event 2014 – with key objectives but no public sector representative on committee	<ul style="list-style-type: none"> A&DS LAUDF target public-sector members to attend Forums and A&DS staff member to monitor success Write to known public sector LA’s -welcome AGM – likely public sector rep from SNH to be nominated Landscape focussed biennial public sector breakfast Update public sector contacts and get more public sector as corresponding members 	▲	★		★		Yr 1-5 <ul style="list-style-type: none"> LAUDF – Confirmation on LIS representatives attending Public sector rep on LIS list of public sector contacts 2 x public sector events
How do we deliver what they need? Keep members informed	Aim for members to want to be part of LIS. Currently we don’t know if we are building an audience / nurturing our landscape community. No feedback	<ul style="list-style-type: none"> Website update – requires LI commitment Improve communications on what we do Newsletter on policy activities, branch actions/ events/ social media activity LIS AGM Ensure feedback at our events 	▲	★	★	★	★	Yr 1: Website update 2017 <ul style="list-style-type: none"> Feedback form prepared Newsletter template prepared Yr 2-5: Quarterly newsletter <ul style="list-style-type: none"> Feedback recorded
CPD / Training from topics that are on survey or are current hot topics	Committee too thin to organise major activities	<ul style="list-style-type: none"> Piggy back on other organisations events / signposting. Use JSW knowledge of key organisations that run events Add all to website Encourage reciprocity at Heads of Practice Events and piggy back on practice events or specialisms through ‘Reflections’ Deliver major CPD even with LI Work with LI and review annually what is coming up that or members need to be aware of that we should be promoting 	★	★	★	★	★	Yr1-5 <ul style="list-style-type: none"> Signposting events on website LIS events on other websites CPD event with LI

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How do we continue to engage with our members and reach those beyond Central?	<ul style="list-style-type: none"> Distance for members to travel to events in central belt 	<ul style="list-style-type: none"> Ensure regular programme of achievable and informative events (to include AGM/ Reflections series/ SG 'year of'/ xmas) Film all relevant events and post on website Use tried & tested venues (to gain support of venue staff) Keep members informed by an up to date website Add key papers from conferences to website Maintain touring exhibitions / piggy back other events 	★	★	★	★	★	Yr 1: LI Website update Yr 1-5 : <ul style="list-style-type: none"> 4-5 no events /year 2 recorded & on website Website kept relevant (LI & Admin)
How do we ensure continued support to our members? Sustainable Committee	<ul style="list-style-type: none"> Active Committee members are tired. How do we engage other committee members Committee membership is low and succession plan is required for 'retired' members Public sector not represented Recruit young onto the committee 	<ul style="list-style-type: none"> SWOT & Business Plan agreed by committee & AGM; Review and update biennially Prepare a list of needs for committee for AGM & ensure people respond on basis of strengths at AGM's Engage directly through Senior Practitioner Events Reduce no of meetings and change format of sub committees See Education Strand 	▲		▲		▲	Yr 1-5 <ul style="list-style-type: none"> Update BP annually Share needs at AGM 1 no senior practitioner support to committee annually 5 New young members on committee
	Engage Fellows	<ul style="list-style-type: none"> Contact network of Fellows Use to open doors and attract additional funding or publicity for events. 	★	★	★	★	★	Yr 1-5: <ul style="list-style-type: none"> Annual Fellows breakfast support for planned actions incl Archive
Ensure Committee is supported Administrator	Admin support not being used to best advantage.	<ul style="list-style-type: none"> Ensure regular social media, website and updates and responsible for all Eventbrite Organise and issue newsletter Prepare feedback form & template for Event organiser Prepare list of preferred venues 	▲					Yr 1-5 <ul style="list-style-type: none"> Cont Admin support - LI
Support to each other	<ul style="list-style-type: none"> Lack of continuity in support on events Learning from event organisation is not being passed on to committee 	<ul style="list-style-type: none"> Ensure our capabilities are agreed and shared. Use and share our knowledge of recent events exhibitions organisations Seek regular feedback at all events; Event organiser to write briefing note (venue, PR, cost, issues) 	▲					
Policy Officer	Ensure support on advocacy and policy	<ul style="list-style-type: none"> In Place – set targets for next 5 years on annual basis 						Yr 1-5: Agree targets/outcomes with PO & LI
Office Space	<ul style="list-style-type: none"> Maintain good relations with RIAS Locate all information/ marketing /archive and future administrator bimonthly regular meeting room 	<ul style="list-style-type: none"> Lease with RIAS through LI (2016) and take up residence 	▲					Yr 1-5 <ul style="list-style-type: none"> Lease continued as part of LI grant
How do we protect our member's heritage?	Currently no Scottish Archive MERL not appropriate location for this	<ul style="list-style-type: none"> Locate key material (Peter Daniels, MTA and Gillespie's) Use connection to obtain grants Use office to allow access to archive for doctoral partnership 	▲					Y 1: Apply and obtain grant Yr 2-5: Archive complete

2. Raise the profile of landscape and place with the public and decision makers: Advocacy and Promotion of the Profession

Key Questions	Issue to Address	Action	2017	2018	2019	2020	2021	Outcomes
Who do we want to Reach? Government / Government Agents /Policy Makers	Government to recognise manifesto	<ul style="list-style-type: none"> 'Manifesto' to be consulted on, completed and printed Promotion event at Scottish Parliament with RUL Manifesto introduced to Government as a Scotland specific document to promote skills of Landscape Professionals and benefits of professional engagement in many aspects of urban and rural development. Updated SG 'Year of' theme and collaborate where relevant Policy Consultations with PO and members 	▲					Yr 1: LIS ' Scotland Landscapes' published & launched Yr 2-3: Gain sport with other organisations for Scotlands Landscape Alliance Yr 1-5: Support SG initiative ' yr of' where relevant Yr 5; Influence for 2021 elections & New Charter
	Landscape to be included in all relevant policies Provide independent landscape advice to the Scottish Government	<ul style="list-style-type: none"> Policy Officer continue meetings with Scottish government; attendance at events; and special interest government groups Review timeframe for all up and coming legislation and consultations (Planning etc) Respond to all consultations that 						Yr 1-5: Agree targets/outcomes with PO & LI

Key Questions	Issue to Address	Action	2017	2018	2019	2020	2021	Outcomes
<u>Government / Government Agents /Policy Makers Cont.</u>	Maintain forged links with SG's Planning and Architecture Division & Transport & Environment Depts. & A&DS to retain LA on Board and staff	<ul style="list-style-type: none"> Arrange regular meetings with Jim McDonald – Head of A&DS and ensure an ongoing programme of meetings Continue to invite to events as participants Arrange meeting with Sandy Robinson Chief Architect at PAD Maintain link with Angus Corby in Transport re Fitting Roads projects. 						Yr 1-5: Agree targets/outcomes with PO & LI Annual meeting with Scottish Gov – Transport & Architecture
	Maintain links with SNH and LLT & CNP offices	<ul style="list-style-type: none"> Continue programme of meetings and agree who to attend Agree RUL to be installed at Battleby Establish Scottish Public Sector Network 	★					Yr 1: RUL at SNH Annual meet SNH Landscape members Yr 1-5: Agree targets/outcomes with PO & LI Yr 3 – New Public Sector Group
<u>Other Design Professionals and Construction Industry</u>	<ul style="list-style-type: none"> Cross Party Group on Architecture & the Built Environment/ Rural and STP Memberships with Scotlands Natural Capital Forum / BEFS? RTPi Planning Forum Cross party /discipline discussions on policy BEFS 	<ul style="list-style-type: none"> Compile email contacts list for special interest groups and design and construction professional organisations Maintain links– Policy Officer to attend relevant meetings and report JSW or other member contacts and report regularly 	▲					Yr 1 – compile contacts for launch of 'Scotland Landscape' Yr 1-5: Use document to set up annual meetings Agree targets/outcomes with PO & LI
	Attendance at Design Review Panels • Edinburgh / Glasgow/Inverness/Fife and Aberdeen	<ul style="list-style-type: none"> JSW – compile list. Obtain new members Agree strategy of attendance and reporting. Financial support with expenses in remote areas. 	▲					Yr 1 – New list complete Yr 1-5: Financial support for members on design panels
	A&DS Design Review Panel	<ul style="list-style-type: none"> Ensure LA always on panel. Encourage committee members to apply at each change of panel Find out dates. 	▲					Yr 1-5: LIS member on Panel annually
	Forge connections with other professional disciplines	<ul style="list-style-type: none"> Meet Heads of RIAS / RTPi/ GIA Invite other professional disciplines to our events Piggy back their events so our members can attend. 	★	★	★	★	★	Yr 1-5: Annual meeting
	BALI/HTA Liaise on nursery trades matters re biosecurity	<ul style="list-style-type: none"> Link up on possible CPD events 						
	CS/FE/SASA/Forest Research Follow Biosecurity matters re Trees and plants in Scotland	<ul style="list-style-type: none"> Attend STHAG at FCS + Plant production WG +FR update Follow research & monitoring plant pathogens xs Scotland Follow DERFA/SG leads on UK Plant Biosecurity Strategies 						Yr 1-5: Agree targets/outcomes with PO & LI
<u>NGO's/ 3rd Sector</u>	NTS / SWT/RSPB/ RBGE/ APRS/ SGHT	<ul style="list-style-type: none"> Policy Officer to agree who is important to liaise with Programme of meetings and agree who to attend as well 						Yr 1-5: Agree targets/outcomes with PO & LI
<u>Clients</u>	Ensure members have support in advocacy to client groups	<ul style="list-style-type: none"> LI to provide mechanism to update website to include new project examples Ensure website includes information to download including RUL and manifesto 	▲					Yr 1: LI to update LIS website Yr 1-5: Admin support
<u>Public</u>	Raising awareness of the profession to the public – specifically Scottish aspects	<ul style="list-style-type: none"> Keeping website up to date with downloadable items / videos Promotion / advertising –Use RUL graphics for poster series Split up RUL exhibition, add introduction and concluding panels for mini exhibitions. Re - introduce TGP landscape poster Engage fully with Landscape Ambassadors – welcome email Make certain talks and events open to the public? 	▲					Yr 1: LI to update LIS website Create new flexible mini exhibition Yr 1-5: Admin support

3. Building the resilience, competence and relevance of the Profession - Supporting Education

Key Question	Issue	Action	2017	2018	2019	2020	2021	Outcomes
Who do we want to reach? University Education <u>Academic Members</u>	ESALA engagement with head of school is tenuous and doesn't happen easily	<ul style="list-style-type: none"> Engage directly with all ESALA contacts to promote better relations. ECA Accreditation panel – investigate who sits on Promote and support David Skinner Memorial Lecture annually and hold LIS AGM at school 	▲ ▲ ★	★	★	★	★	Yr 1-5 <ul style="list-style-type: none"> 2 support lectures by members to students Annual meeting with Head of School and staff
<u>Student Members</u>	<ul style="list-style-type: none"> Always changing Student workload - difficult to keep them engaged with LIS. No current attraction to be members 	<ul style="list-style-type: none"> Attend E-scape meeting Use student representative and E-Scape to understand their needs / idea about LIS and to educate of our mission – create connections with websites Early identification and recruitment of successors to current student Engage with School to educate students of our existence and mission representatives LI to instigate free student membership of LI Continue student prizes but focus on things students are looking for (Travel Award and Journal) Continue to support LI at ESALA with talks by LIS members & encourage members to provide talks to the school. Combine with annual LI career event Run another Reflections event – based on Year of Youth 	▲ ★ ★	★ ★	★ ★	★ ★	★ ★	Yr 1-5 <ul style="list-style-type: none"> All students automatic members of LI and LIS New Rep each year Engage with ESALA, SRUC and University of H&I New Landscape Architects Knowledge Exchange
<u>Other Disciplines</u>	<ul style="list-style-type: none"> Attract graduates from other related disciplines into Landscape Professionalsure Educate student members for other disciplines 	<ul style="list-style-type: none"> Use students to promote the landscape profession to other disciplines e.g. undergraduate departments of geography, planning, urban design and natural sciences. Encourage Committee / support members to attend architecture / urban design schools as visiting tutors 						Yr 1-5: work with ACES at ESALA
Pre-University	Follow LIS strategy in conjunction with LI to engage with pre University at schools / careers fairs/ careers events	<ul style="list-style-type: none"> LI - annual careers event (Central Belt / Glasgow/Edinburgh) LI to retain ambassadors by welcoming them & organise appropriate information available for their role Ambassadors to attend career fairs with CITB and Skills Development Scotland Ambassadors to visit schools Quarterly Newsletter RHS's Green Plan It scheme – keep in touch with Register with World of work / Marketplace/skills for Scotland Engage practices working on schools projects to get involved I pupil workshops and feedback Practices to update LI members section showing they offer work experience 	★ ★ ▲	★ ★ ▲	★ ★ ▲	★ ★ ▲	★ ★ ▲	Yr 1- 5 <ul style="list-style-type: none"> Target increase by LI of 5 new Ambassadors /year 2 reps at each career fair LI /LIS own stand Green Plan It challengege – LIS member annually LIS registered on career websites Practices engaged & connected with schools – through feedback