

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. – Now Member activity on LI Website 	▲					Yr 1: Membership no’s confirmed & categories recorded by members on LI website
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 LfS and Business Plan and Survey. Invite Academics. Ensure a annual event. • Follow up with online consultation forum for key issues from SLA and Landscape for Scotland • Refer to Education Target 3 		★	★	★	★	Yr 1-5: <ul style="list-style-type: none"> • 4 x practitioners events • Feedback recorded • SLA & BP updated • Reach out to academics through ESALA (see education target 3)
<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"> • SNH new Public Sector Network. • AGM –public sector rep encouraged • Landscape focussed biennial public sector event 	▲			★	★	Yr 1-5 <ul style="list-style-type: none"> • SNH new Public Sector Network set up. • Public sector rep on LIS • 2 x public sector network events p//a
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 • LIS AGM • Ensure feedback at our events 	▲	★	★	★	★	Yr 1: Website update delayed Yr 2-5: <ul style="list-style-type: none"> • All events, minutes and filmed events added to website with Chairs newsletters / dotmailers
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. • 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 and social media • LIS events on other websites • 1 CPD event with LI - complete

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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') 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 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"> College of Fellows through LI Use knowledge of Fellows to help with publicity for events. 		★	★	★	★	Yr 1-5: <ul style="list-style-type: none"> Keep in contact with key fellows to ensure support of LIS activities – through Senior Practitioner Forums
<u>Ensure Committee is supported Administrator</u>	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 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; 	▲					Year 1-5 <ul style="list-style-type: none"> Set out needs at AGM Maintain information on venues, sponsors and costs
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?								
<u>Government / Government Agents /Policy Makers</u>	Government to recognise SLA and LFS and Working Group Outputs	<ul style="list-style-type: none"> 'Lfs' to be consulted on, completed and printed Promotion event at Scottish Parliament with RUL SLA WG outputs introduced to Government 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 support with other organisations for Scotlands Landscape Alliance and develop Working Group recommendations Yr 1-5: Support SG initiative ' yr of' where relevant Yr 5; Influence with SLA Position Statements 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 impact on landscape. 						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 A&DS and ensure an ongoing programme of meetings Continue to invite to events as participants Arrange meetings with Planning and Architecture Division Maintain link with Angus Corby in Transport Scotland 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 / REIAS/ BEFS/ RTPi Planning Forum 	<ul style="list-style-type: none"> Maintain membership and links– Policy Officer to attend relevant meetings and report Share events and consultation responses 	▲					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 and provide information on the webiste Agree strategy of attendance and reporting. Financial support with expenses in remote areas. 	▲					Yr 1 – New list complete and on website Yr 1-5: All panels have LIS representation
	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
	Forge connections with other professional disciplines	<ul style="list-style-type: none"> Meet Heads of RIAS / RTPi/ Invite other professional disciplines to our events Piggy back their events so our members can attend. 	★	★	★	★	★	Yr 1-5: Annual meeting Ensure all are members of SLA
<u>NGO's/ 3rd Sector</u>	NTS / SWT/RSPB/ RBGE/ APRS/ SGHT	<ul style="list-style-type: none"> Maintain links through SLA Programme of meetings and webiste 			★			Yr 1-5: Development of SLA
<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 LfS 	▲					Yr 1: LI to update LIS website Yr 1-5: Lfs on webiste Maintain 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 through LfS and other events Make certain talks and events open to the public? 						Yr 1: LI to update LIS website 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 Academic Members	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 Promote and support David Skinner Memorial Lecture annually and hold LIS AGM at school 	★	★	★	★	★	Yr 1-5 <ul style="list-style-type: none"> Annual meeting with Head of School and staff LIS AGM and MTTA annually Supported David Skinner lecture
Student Members	<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"> Use student representative and E-Scape to understand their needs / idea about LIS and to educate of our goals Early identification of successors to current student Continue student prizes and MTTA Continue to support LI at ESALA with reflection and other events run at ESALA 			★	★	★	Yr 1-5 <ul style="list-style-type: none"> New Rep each year Engage with ESALA, SRUC and University of H&I New Landscape Architects Knowledge Exchange – encourage diversity through ACES
Other Disciplines	<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 to retain ambassadors by welcoming them & organise appropriate information available for their role Ambassadors to attend career fairs with CITB and Skills Scotland and follow up schools events RHS's Green Plan It scheme – keep in touch with Practices to update LI members section showing they offer work experience 	★	★	★	★	★	Yr 1- 5 <ul style="list-style-type: none"> Maintain Ambassadors 2 reps at each career fair LI /LIS own stand Green Plan It challenge – advertise annually