THE LANDSCAPE INSTITUTE

England & Wales · Charity number 1073396

Details

Status	Registered
Legal form	Other
Company number	RC000767
Registered	1999-01-20
Register	View on the Charity Commission register

Contact

Address	307 Euston Road London NW1 3AD
Phone	03308082230
Email	mail@landscapeinstitute.org
Website	www.landscapeinstitute.org

Activities

Objects: 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 (AS SUCH EXPRESSION IS HEREINAFTER DEFINED)AND ITS SEVERAL APPLICATIONS AND FOR THAT PURPOSE TO FOSTER AND ENCOURAGE THE DISSEMINATION OF KNOWLEDGE RELATING TO THE 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 PRACTISE LANDSCAPE ARCHITECTURE AS A PROFESSION AND TO DETERMINE STANDARDS AND CRITERIA FOR EDUCATION TRAINING AND EXPERIENCE

Activities: 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.

Classification

- **How:** Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Environment/conservation/heritage
- **Who:** Other Defined Groups, The General Public/mankind

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Geography

- Northern Ireland
- Scotland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,440,437	£2,436,315	£1,453,083	25
2024-03-31	£2,455,463	£2,711,875	£1,477,728	22
2023-03-31	£2,596,242	£2,905,538	£1,635,847	27
2022-03-31	£2,431,313	£2,510,754	£2,062,143	25
2021-03-31	£2,214,815	£2,351,555	£2,034,412	26

Trustees

Name	Role	Appointed
Carolin Gohler FLI PLI	Chair	2023-07-01
Dr Saira Ali FLI		2025-07-01
Emma Gregory McNamara FLI		2026-05-01
Graham Lee CMLI		2026-05-01
Helen Oldfield		2024-11-01
Ian Phillips CMLI		2023-04-10
Jane Clarke		2021-03-18
MARC NORDEN		2021-03-18
Mark Smeeden CMLI		2023-07-01
Matthew Bradbury		2025-07-01
Ruth Lin Wong Holmes FLI		2025-07-01
Tamanna Parwani		2025-07-01

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THE LANDSCAPE INSTITUTE

England & Wales - Charity number 1073396

Accounts

Landscape Institute

People, place and nature

Annual Report of the Trustees

For the Year Ending 31 March 2025



Royal Charter number: RC000767
Charity number (England and Wales): 1073396
Charity number (Scotland): SC047057

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Cover image: Strand Aldwych, St Clement Danes. © LDA Design
Below: LI Awards Winner 2023, Urban GreenUP The Pollinator Project © Nick Harrison Photographer



Foreword from Carolin Göhler FLI, President of the Landscape Institute

During my first year as President, working with the wider team – Council, Board and LI committees and staff – the focus on building a stable, resilient, modern organisation has continued. This means we are in a stronger position to deliver what we all need to thrive in a rapidly changing world.

Understanding the climate and biodiversity crisis combined with the need to encourage young people and career changers to become chartered landscape professionals is at the forefront of our work. We are working to ensure our members are equipped to deal with these and other challenges, wherever they live or work.

I have met many of our members across the UK and am grateful for discussions and constructive critique as well as all the ideas shared that are supporting the much-needed modernisation of the Landscape Institute. I have also valued partnership working as it is key to broadening our reach and influence - ensuring our voice is heard where it is needed.

Our members continue to create inspiring places not just with beauty in mind but also the integration of climate resilience and biodiversity, to create landscapes that work now and into the future. We are already seeing profound changes within the natural and ornamental landscapes that are impacting on our profession. The vital role that landscapes and landscape professionals play for people, place and nature has never been more important.

Consultations and discussions with LI Council, members, LI staff and other partners resulted in the launch in June 2025 of our new Corporate Strategy 2025-2030. It sets out how the LI will support members to achieve more. It sets an ambitious vision of a world with enriching, resilient landscapes where people of any background and nature flourish, and a clarity of purpose that *'through the art and science of landscape design, planning and management, we deliver wellbeing, sustainability and delight, by enhancing and connecting people, place and nature*'. Combined with our focus on a landscape-led approach to development, the Strategy established how essential our profession is in creating quality landscapes delivering value on multiple levels.

Running alongside the Strategy, and to maximise our impact, has been work to refresh the LI's brand – to make it stronger, clearer and more accessible. It futureproofs our identity with a strong brand that can evolve.

The Board is committed to the Landscape Institute being the professional body and voice for the landscape profession that it deserves; to showcase what we deliver and achieve for the benefit of the public; to inspire the next generation to join the profession and to influence decision makers on the critical role we play.

More details about our achievements and work over the last year can be found in this report from the Trustees and include:

- **Continuing to strengthen our foundations and build a positive culture.** Through collaboration with members and everyone who shapes our organisation. This includes further work to embed the 'New Ways of Working' programme that started over two years ago and which aims to put members at the heart of the LI.

- **Strengthen the role of Council as the members' voice and ensuring that in future the President has a much stronger role in representing members.** Separating this role from that of Chair of the Board will mean that, as Chair of Council, the President can ensure that the voice of members is represented on the Board, within the LI, across the profession and also wider afield.

- **The stabilisation of the staff and volunteer workforce.** Our new senior leadership team is delivering and working alongside our volunteers from across the membership at local and national level.

- **A strengthened financial position.** The LI's Finance and Risk Committee together with the CEO and key staff members have developed a robust financial plan including working to broaden income streams to deliver our charitable objectives and for our members.

- **Delivery of our new digital home.** This continues to be a key priority and its 3-year implementation phases are on track. When completed this will provide us with the data and insights to improve our services and harness the power and expertise of our members and support member communities.

- **Continuing work to raise the profile of the landscape profession and what it can deliver for public benefit.** To encourage the next generation and career changers to choose landscape as a profession.

As we set out in last year's report, the focus of 2024/25 has been to continue the transition of the Institute into an agile, adaptable and flexible organisation that is able to respond to, and support members through future challenges. At the same time, it is one that works collaboratively with members, staff, volunteers and partners and advocates for members and to influence key decision makers on their role.

Looking ahead to the next year, an important task will be the recruitment of a new Chair of the Board. Working alongside the President, this role will be focused on leading the Board to ensure it is carrying out its purposes for public benefit, charitable purposes and complying with statutory and legal requirements and the law.

I continue to be in awe of the passion, drive and skills within our profession and the complexity and intricacy of the vital work we do to address societal challenges. Vibrant progressive discussions showcase the drive for a better world for all as well as an openness to innovation.

I would like to thank everyone for their support and positive contributions to the work we do – members, staff, volunteers and our partners. It is so essential. Collectively and collaboratively we will continue to build on what has been started and create a confident, influential LI. Together we can achieve great things!





Carolin Göhler FLI,
President

Our Vision is of a world with enriching, resilient landscapes where people and nature flourish

Landscape is everywhere – from gardens, parklands and countryside to urban and developed areas, rural lands and high streets. Our landscapes have been shaped by people and nature working together, and the deep connection we feel to them is a big part of who we are. Landscape is the setting in which our social, environmental and economic pressures may be managed and tensions reconciled.

Constituted under Royal Charter, the Landscape Institute (LI) is the chartered membership body for all landscape professionals. It is the home and voice for everyone working in the landscape profession and serves society by upholding them to the highest professional and technical standards.

Chartered membership of the Landscape Institute is a globally recognised mark of excellence. It is only awarded to those who reach the highest standards in landscape education and practice and endorses the individual as the best in their field.

Our members include landscape scientists, landscape historians, landscape archaeologists, landscape planners, landscape architects, garden and landscape designers, landscape engineers, landscape ecologists, garden and landscape plant specialists, garden and landscape managers and urban designers.

They lead the way in managing, creating and enhancing sustainable, functional, and beautiful environments — from private gardens to National Parks, in both rural and urban settings. They design new landscapes, care for historic ones, and use both natural and built elements to better shape the land and our experience.

Our members are at the heart of the Landscape Institute and shape everything we do.



LI Awards 2023 Winner, Glenkinchie Distillery, © ZAC and ZAC

Section 1

Trustees Report

1

Trustees Report for the year 2024/25

The Trustees of the Landscape Institute (LI) present their annual report and the financial statements of the LI for the year ending 31 March 2025.

The Trustees confirm that the Report and Financial Statements comply with current statutory requirements of the Institute's governing documents and the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Report Standard (FRS102) the Charities Act, the Charities and Trustee Investment (Scotland) Act 2005 and applicable accounting standards.

The objectives and purposes for which the Institute is constituted as outlined in the Charter 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. The following report outlines our achievements and performance over the year and looking forward.

LI Awards 2023 Winner, Mayfield Park, Manchester.
© Jarrell Goh



Achievements and performance 2024/25

Over the last year the Institute has continued to make positive steps to becoming a more open, inclusive and future orientated organisation with members at its heart.

Collaboration is key along with building the partnerships across the industry, government and public that are needed to raise the importance and value of landscape and the professionals that work within it.



LI Awards Winner 2023, Glenkinchie Distillery © ZAC and ZAC

149,872
unique website visitors

90+
pieces of news coverage

94%
retention of individual members in 2024/25 (against a target of **92%**)

110
members successfully completed the pathway to chartership in 24/25 **with a further 60 successfully** applying through the experienced route to chartership

Over **800** volunteers

20+
speaking engagements

6
new Fellows in 2024/25

Responded to **9 government consultations**

11
webinars

8
masterclasses

200
attendees at digital conference

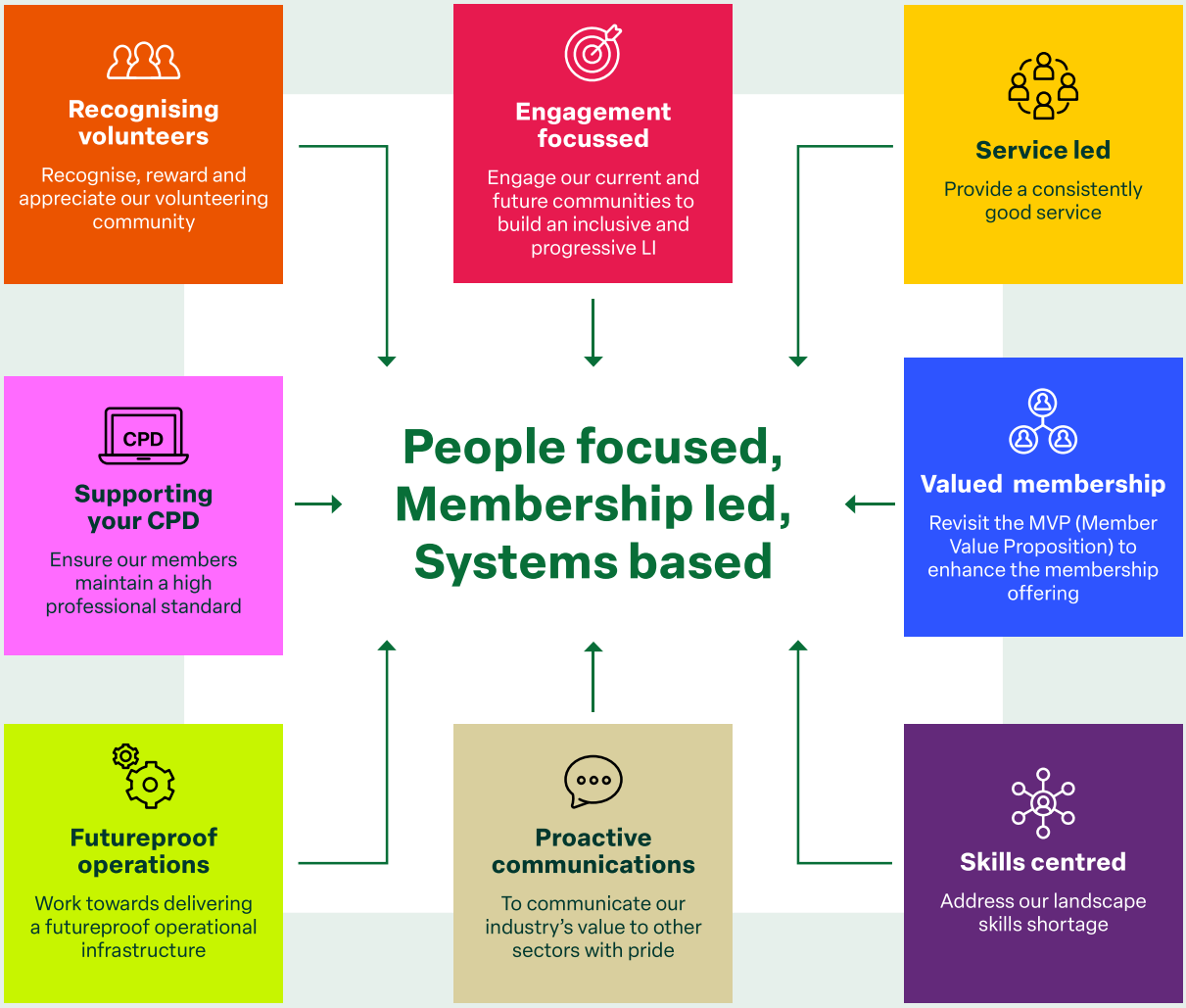
over **80**
attendees at Jellicoe Lecture

2
Pathway Academies

Membership breakdown

Academic Membership	55
Affiliate Membership	127
Associate Membership	1105
Chartered Membership	3342
Fellow Membership	143
Honorary Fellow Membership	7
Independent Trustee Membership	6
Retired Membership	284
Student Membership	957
Technician Membership	40

Our member pledges



To implement the member pledges across our work, we have grouped them into four key areas of focus:

- **Strategy & Planning**
- **Governance & Structure**
- **Digital Transformation**
- **Engaging with Members**

Our progress against the pledges

1. Strategy and Planning

- **Supporting your CPD**
- **Engagement focused**
- **Service led**
- **Valued membership**
- **Skills centred**
- **Proactive communications**

- Embedded core competencies into LI CPD events
- Reviewing our member value proposition
- Building partnerships with other sector bodies
- Engaged members on the development of our new corporate strategy
- Published the 25/26 LI business plan with clear deliverables
- Brand refresh launched Summer 2025

2. Governance and structure

- **Engagement focused**
- **Futureproof operations**

- Implementing the New Ways of Working to put members at the heart
- Recruited a governance expert, two new directors, and education specialists
- Strengthened role for Council
- Launched four new standing committees
- Successful elections
- Progressed our work on EDI in partnership with others

3. Digital Transformation (Project Kestrel)

- **Membership focused**
- **Futureproof operations**
- **Engagement focused**
- **Service led**

- Phased work programmes to prepare for our new digital home to transform member experience and modernise the Institute

4. Engaging with members

- **Engagement focused**
- **Recognising volunteers**
- **Valued membership**
- **Proactive communications**
- **Service led**
- **Supporting your CPD**
- **Skills centred**
- **Futureproof operations**

- Workshops held in Scotland, Wales and NI to inform future policy work
- Landscape-led briefing developed with member input
- Increased frequency of assessments
- Published programme of CPD events and masterclasses for the year
- Increased access to resources through LI Campus
- Celebrating member impact with the LI Awards 2025

Our social media engagement

628

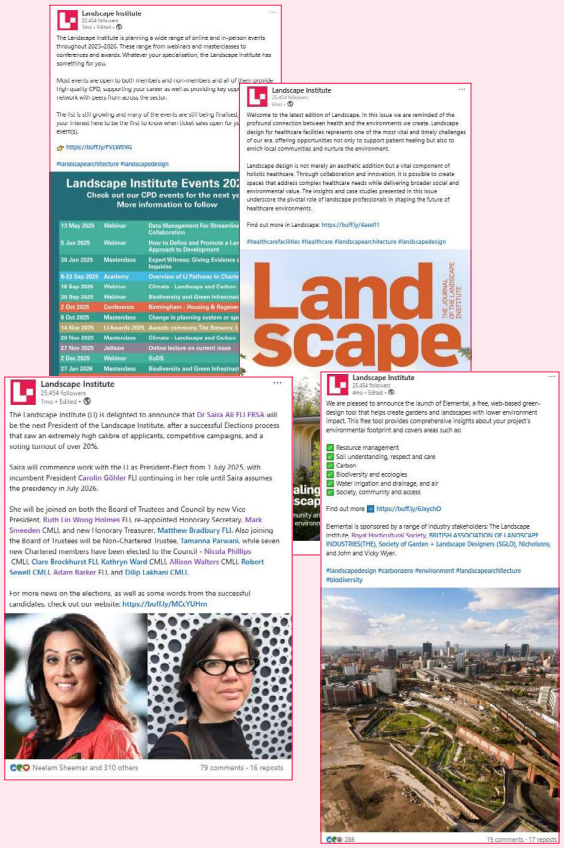
LinkedIn posts

874,232

LinkedIn impressions

44

vistas were sent in the financial year 1 April 2024 – 31 March 2025. With **7,000 readership**



1. **HortWeek Power List 2025: Carolin Göhler**

   HortWeek, August 2025

2. **Landscape Institute looks to the future with new people focused rebrand**

   Pro Landscaper, July 2025

3. **It's not just about building houses - communities need infrastructure to grow**

   The Guardian, August 2025

4. **Landscape professionals must inform decision making in new towns plan**

   Specification Online, February 2018

Members are at the heart of the Landscape Institute

The Council

The Council is the lead representative for the voice and views of members on practice and professional development in relation to landscape planning, design and management. It supports and guides the direction and focus of the professional work of the LI and advises the Board and staff team on key issues, priorities and challenges of the members and is one of the key routes for Branches to have a voice within the LI.

Chaired by the President the Council has met four times this year and fed into key areas of Board decision making and the focus and direction of the LI including:

- The review and development of the LI's new Corporate Strategy and brand refresh throughout the year and advising the Board in making their final decision.
- The new Standing Committee framework and sharing the opportunity to join a new committee with their networks. Moving forward the Council will oversee the work of the Committees and focus on strengthening the relationship between Council, Committees and Branches to ensure members have a voice within the LI and that workstreams are focused on and relevant to the practice and professional development of landscape planning, design and management.
- The refocus on strengthening of the relationship with Branches.
- Planning for the 2025 LI elections.

- Responding to the findings of the two governance reviews (Brown and Centre for Governance and Scrutiny) and in particular the need to review the role of President being the Chair of both Board and Council. The views of Council shaped the final decision of the Board to separate the two roles but ensured the role of President as the elected representative of Members remains the fundamental voice of Council on the Board, within the LI and across the profession and wider afield. The President will continue to be Chair of Council and the AGM, and the Council will run the recruitment of a new Chair of the Board.

- The development of a briefing making the case for landscape-led approach to development including supporting evidence and case studies. Aimed at landowners, including developers, and those involved in the development process including policy and decision makers (national and local government).

Standing Committees

Standing Committees are a fundamental part of the LI structure undertaking and driving forward key areas of work for the benefit of members. After a comprehensive review and consultation with members around the structure and focus of these committees, the following four new Standing Committees were launched during the year and will now report to Council:

Policy and Public Affairs Committee – to maximise the LI's impact on UK planning – influencing government policy and building relationships with other organisations to further our objectives. The Committee works with the staff team to identify priority policy areas and strategies to influence other organisations and achieve positive changes in government policy on behalf of the membership.

> "The work (of PCC) in 2024/25 focused on responding to consultations and identifying policy priorities. The new Committee will inform plans to deliver them and increase our influence more broadly."

Knowledge and Practice Committee – to drive forward and guide the development and dissemination of technical guidance and best practice on landscape issues, to inform the knowledge and practice of members and the wider profession, and to oversee the LI's influence on technical landscape matters. To deliver this a full range of expert input will be sought to form a portfolio of task and finish groups to take forward key areas of work.

> "Workplan will include priority areas of technical guidance to be reviewed and to the establishment of Task and Finish Groups to carry out that work."

Membership and Professional Standards Committee – to drive high standards in the landscape profession, monitoring and ensuring compliance against the Institute's professional standards, providing strategic oversight to ensure a high-quality profession, and growing membership in inclusive and equitable ways. The committee will oversee the development of all routes to LI membership ensuring that the membership value proposition is fit for purpose and monitored and communicated effectively.

> "The workplan will include commencing a review of our Competency Framework, delivering a refreshed member value proposition, and modernising our approach to CPD."

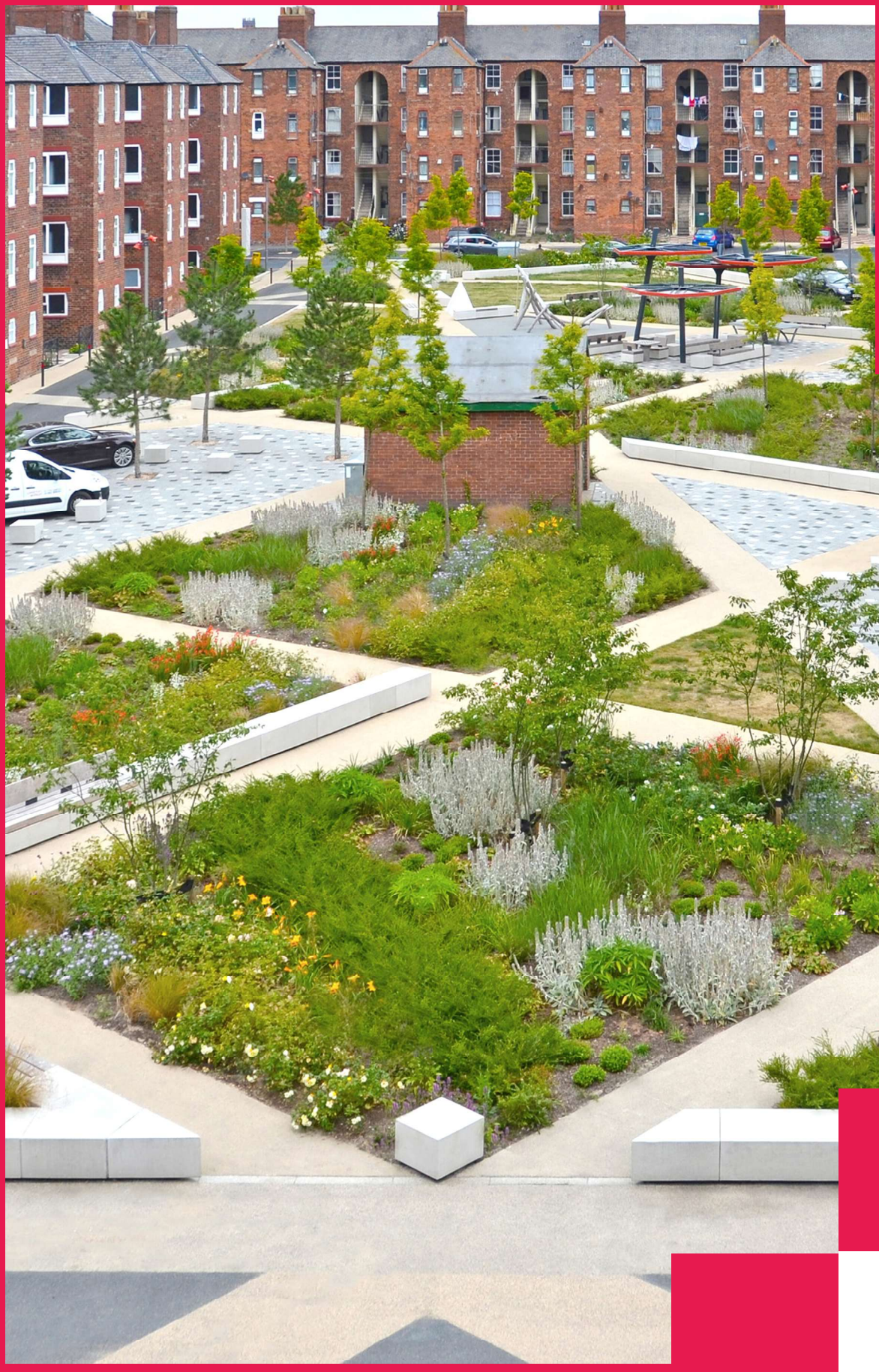
Education and Careers Committee – to promote the landscape profession as a career of choice, and in ensuring that traditional and alternative routes into the profession meet the highest standards and are relevant, robust and adaptable to a fast-changing world. The committee supports the development and delivery of an education and careers strategy and leads the LIs strategic engagement with university and academic partners, including the accreditation of courses.

> "The workplan will include promoting landscape as a career of choice, working more strategically to increase visibility and understanding of landscape as a career of choice, reviewing our careers resources, including Choose Landscape, and supporting our further and higher education partners."

Council and Standing Committee put members at the heart of the LI's work and shape the future of the profession and our external impact.



President, Carolin Göhler FLI, talking to Landscape Architect students at Leeds Beckett University.



Barrow Island, Barrow in Furness. © Farrer-Huxley



Rob Hughes, CEO of the Landscape Institute.

Events

A number of online and in-person events were held this year with a focus on CPD and also providing space to debate vital issues for landscape and the profession. These included 11 webinars with an average of 109 attendees and 8 in-depth masterclasses on issues ranging from climate adaptation to Biodiversity Net Gain and the use of AI.

We also delivered a successful in person Digital Conference which attracted over 200 attendees, plus the Jellicoe Lecture which focused on housing and landscape and allowed attendees to discuss the issues with some leading practitioners. The success of these has informed the design of day conferences which will take place in 2025/2026 and in each of the 4 nations of the UK.

The LI Academy P2C: Annual Pathway to Chartership took place in March 2025 with around 40 people attending and will be run again in September 2025.

Elections

The call for nominations saw an unprecedented response with 17 high calibre candidates with a diversity of backgrounds and experience putting themselves forward. The ballot was held in May 2025 with 4,630 ballots issued and 934 ballots returned - a turnout of 20.2%. This level of engagement and response reflects the Board's ongoing commitment and focus on building trust with the members and the move to collaborative leadership and enact positive change.

LI Jellicoe Lecture



Branches

In February and March 2024, we supported Branches across the country in holding their AGMs, with 114 members generously volunteering to be a part of their local Branch committee.

Across the year, we worked with Branches to identify ways in which we can further strengthen Branches, promote member engagement, and support them as a vital conduit to members. This work as Phase 1 of the Branch Review culminated in an initial set of recommendations for improving the operation and administration of Branches which we are now implementing. This included simplifying the process for appointment to Branch Committees which was implemented in time for the 2025 Branch AGMs.

Implementing our New Ways of Working

On the back of the two governance reviews, the Board implemented the New Ways of Working at the start of 2023. These two reports made 63 recommendations in total on ways to improve the governance structures at the LI and the engagement with Members to ensure the LI works together as a whole to ensure members are driving the work of the Institute.

Over 50 of the recommendations have been implemented to date including:

- Work to strengthen the role of Council with the Board but also Branches and Standing Committees.
- The completion of the Standing Committee Review and the implementation of the new framework and the closer alignment and relationship with Council.
- A new Behaviours Framework and Acceptable Behaviours Policy.
- A new Schedule of Delegation and new policy and process for all LI governance meetings and a new general meetings policy.
- Phase one of the Branch Review.
- Election planning for 2025 with revisions to Regulations.
- New Conflicts of Interest, Whistleblowing and General Meeting policies.

Influence

During the year we built the foundations for increasing our influence while also anticipating the General Election and influencing the subsequent government drive for housing and infrastructure development. This included publishing our 12 asks of the next government, responding to 9 government consultations across the UK, including on the National Planning Policy Framework, Skills for the Future (England) and Flood Resilience (Scotland), and more direct to work to inform policy thinking through meetings and groups such as the Historic Environment Scotland (HES) Skills Expertise Group.

We also took forward work, with members, to implement the Landscape and Carbon report, published in March 2024 and to update the Skills for Greener Places data (published 2022) with new data and evidence on the landscape workforce. The results of both these pieces of work will be published in Autumn 2025 and will give members and the LI clear information to help the sector reduce our climate impact and inform our future work to grow and support the landscape workforce.

Staff and members continued to represent the interests of landscapes and landscape professionals in important fora such as the British Standards Institute, Green Infrastructure Partnership and at external events such as Futurescape, BALI Awards, Connected Places Summit and the RHS Chelsea Flower Show. We continued to publish our influential quarterly Journal, with issues on health, transport, soil and digital technology.

In terms of foundations for growing our influence in the future, a number of activities were delivered. These included:

- Reviewing and establishing four new Standing Committees to steer our external and member facing work.
- Developing policy priorities based on workshops with members in all four countries to allow us to focus, and have impact, on a limited number of important issues. These will facilitate a shift in approach from responding to consultations to building links with and influencing government policy development upstream.

- Creating a briefing to make a strong case for a landscape-led approach to all those involved in land use decisions (in particular housing development). Workshops with members and non-members were held to develop this briefing which was published at UKREiiF in May 2025.

- Gathering evidence and seeking member views to inform a refreshed Corporate Strategy and brand identity for the LI.

- Building stronger links with Government and partners who can help us deliver our objectives. This includes Government departments and agencies in all four nations as well as partners such as the Royal Institute of Town Planning, the Royal Horticultural Society, the Town and Country Planning Association and partnerships of which the LI is a member such as the Construction Industry Council and Environmental Policy Forum.

St. Michael's Church riverside walk, flood wall and public gardens. © Atkins



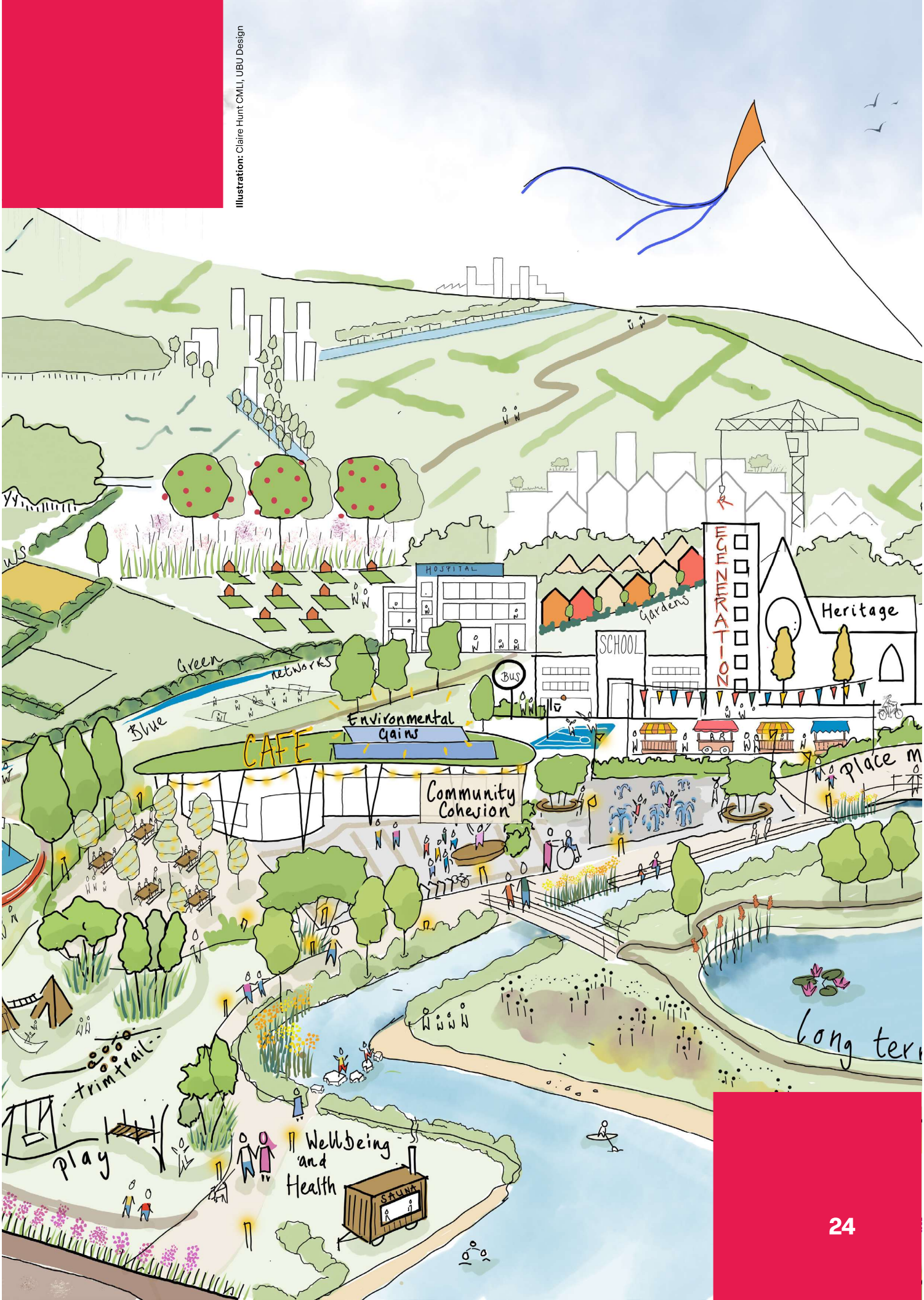


Illustration: Claire Hunt CMLI, UBU Design

Looking Forward: Corporate Strategy 2025

A new Corporate Strategy is in place which sets out three strategic outcomes which will be shaping and driving our work moving forward:

- **Essential:** Landscape-led approaches are recognised as essential to deliver sustainable solutions to societal needs.
- **Expert:** Landscape professionals of today and tomorrow work to the highest professional standards, with the expert skills and knowledge needed to design, plan, and manage landscapes that enhance quality of life.
- **Inclusive:** The Landscape Institute defines and nurtures an inclusive, trusted community of professionals that lead positive change now and for the future.

The joint delivery of these outcomes will result in success and growth for the landscape profession and opportunities for members and registered practices and for the LI, facilitating the protection, conservation and enhancement of the natural and built environment for public benefit.



Robert Hughes,
CEO

Our Values

Our Values are a set of guiding beliefs that help us function together and shape the way staff, volunteers and members deliver this strategy. They define how staff conduct their work but also the desired culture and behaviours expected from our members, partners and community.

- **Innovative:** We learn from our successes and failures, demonstrating our desire for improvement.
- **Inclusive:** We believe relationships are built on inclusion that build connections amongst members and staff.
- **Respectful:** We treat everyone with dignity and worth. We acknowledge the unique contributions that individuals make to the LI.
- **Trusted:** We take ownership of our actions to help foster a culture of trust and improve staff and membership morale.

Staff, Members and volunteers will work together collaboratively and professionally, to deliver these.



London Pride 2025

Landscape-led briefing

This new briefing launched in May 2025, sets out why a landscape-led approach to built development is essential to delivering societal needs. It states the clear evidence for how a landscape-led approach delivers for the economy, health, the environment and communities and defines what a landscape-led approach is. Over the next year, we will be building on the publication with additional evidence and activity to get this message over to policy makers at national and local level and to developers. We ask for members to use the briefing to do the same.

Business Plan priorities for 2025/26

The business plan will deliver the strategic outcomes and will be reviewed annually on a rolling basis. Based on the foundations built in 2024/25, 2025/26 will be a year of transformation with a focus on:

1. **Increased Influence –** increase our influence on policy and wider agendas, focused policy interventions and improved communications.

2. **Strengthened Education Offer –** strengthen our education offer at all levels – including traditional and alternative routes into the landscape profession and to position landscape as a career of choice.

3. **Strengthened Membership** – articulate and strengthen our membership offer, empowering members, and delivering products and services that meet member needs.

4. **Organisational Effectiveness** – work to ensure continued sustainability and effectiveness of the LI underpinned by robust financial management, good governance and effective people management. Build effective and consistent communications and the continued implementation and embedding of the New Ways of Working.

Future growth

Work over the last two year has ensured the LI Board can now move towards greater strategic working with member impact increasing through a strengthened Council and the new standing committee structure. The 2025/26 Business Plan has a strong focus on both implementation and planning for the future with a focus on:

- Maximising opportunities for commercial income and broadening out into new income streams.
- The continuation of the digital transformation with the launch of the new platform and the integration within the LI and the membership.
- Recruiting and retaining members with a clear value proposition but also to position landscape as a career of choice for future members.
- Building the partnerships needed to raise the profile of the LI and the membership.

Financial performance

The Board has been clear from the detailed financial review and forecasting work it has undertaken that now is the time to invest in the potential of the Institute and profession, and its vital role for the future. The aim to ensure we have a modern membership home for landscape professionals which can meet member expectations and deliver our wider public benefit by focusing on the major issues facing society including climate change, the loss of nature and building a sustainable future; and the importance of landscape and creating beautiful, inclusive places for the health and wellbeing of us all.

The 2024/25 financial year was not without its challenges, and as such, a culture of cost discipline has been embedded throughout the organisation in order to build resilience and financial sustainability. It is this drive towards financial sustainability that will be the enabler to ensure the LI is in the strongest possible position to deliver what members need to thrive in this changing world, to champion and be the voice of landscape professionals, and to use it to influence policy and shape the future of our profession and the places where we live.

Having budgeted a deficit of £81k for the financial year, the year ended with an operating surplus of £4.1k which represents a considerable improvement and demonstrates the journey that the LI is on to improving the finance in the long-term.

Once again, membership numbers and impressive retention rates have been retained but the LI must still strive to grow, add new members and ensure existing members are well serviced with the benefits of their subscription. In a year without the LI Awards, commercial activity has continued to be a challenge with CPD events (webinars and masterclasses), journal advertising as well as jobsite, again, all underperforming.

The financial discipline embedded throughout the organisation led to a reduction in expenditure of £275k (10%) when compared to 2023/24 with a decrease in costs throughout all areas of operation.

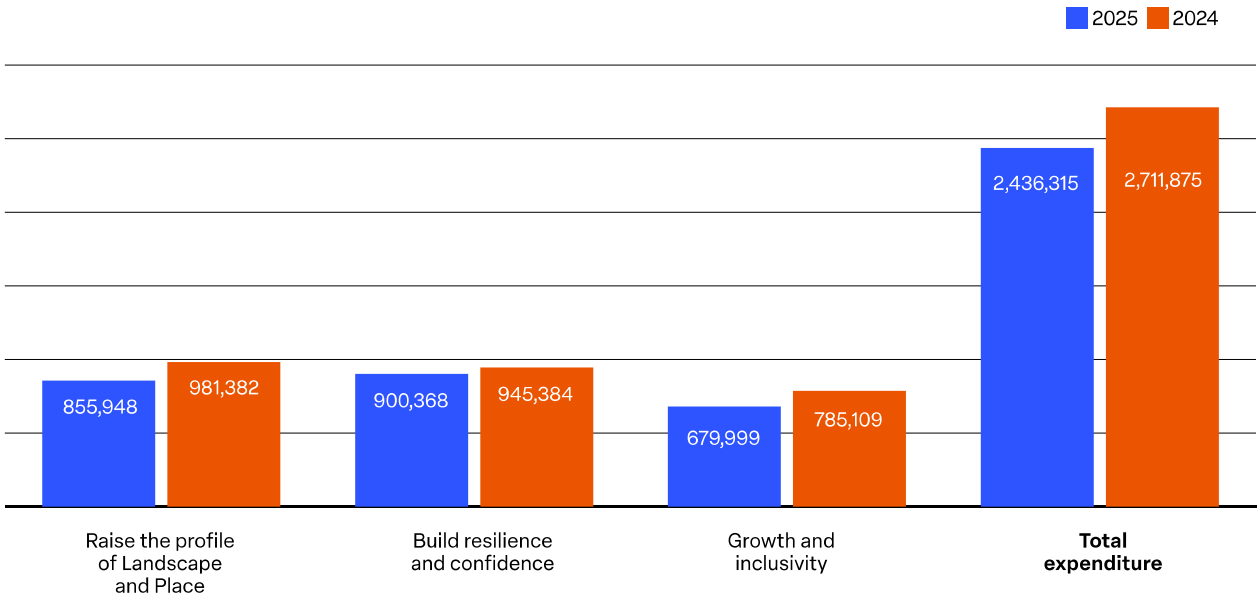
During the year there was £108k less spent on consultancy, along with a £22k reduction in legal and professional fees. In October, the staff adapted to hybrid working to operating without a fixed office for a two-year exploration period leading to a cost saving of £81k on premises. Despite significant gains during the first ten months of the financial year from our investment portfolios, global uncertainty saw these fall during the final two months, ultimately leading to a £28.7k loss, highlighting the strength in moving to an operational surplus financial model moving forward. All of these factors contributed to an overall deficit of £24.6k which represents a turning point for the LI in the journey to long-term sustainability.

Unrestricted funds decreased to £1,453k. Disclosure notes 18 to the accounts provide an overview of the uses of these funds. Our general fund increased by £8.7k from £334k to £343k which represents two months of operating expenditure.

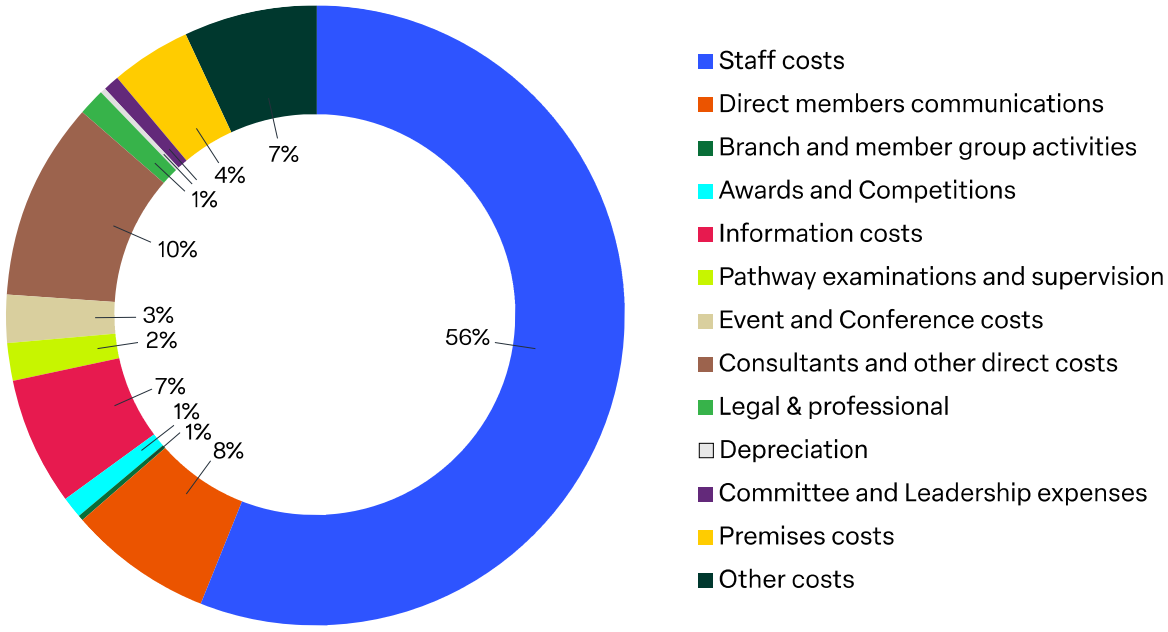
Much of this report has focussed on the actions taken to address the financial position and build a sustainable financial model for the future with the aim to return to healthy surpluses and to rebuild our reserves position going forward.

The Board has streamlined its investment, holding more in cash (to improve resilience at a time of global uncertainty) and agreeing to re-designate our Property Fund as a Strategic Development Fund to invest in the new digital home.

A new business development function has been put in place to focus on growing and diversifying our income sources. There are many potential avenues to explore and by developing Landscape Services Limited, adopting commercial principles across all activities and taking a more account management approach the Board is optimistic about moving this work forward positively in 2025/26. However, it is recognised that the next two years will continue to be tough before the organisation can return to a healthy financial position to deliver the modern membership home for landscape professionals that members have a right to expect.



Breakdown of Expenditure



Investment policy

The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, net of expenses. This will achieve the primary objective of maintaining the real value of the funds over the long term whilst permitting some moderate expenditure on an ongoing basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure.

The trustees have taken account of the Charity Commission's investment guidance. Its aim is to observe responsible investment principles and the charity's investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are expected to engage with companies on social, environmental and business ethics issues and to exercise the LI's voting right. The trustees monitor the implementation of this policy by asking investment managers to report regularly on their performance and their engagement and voting activities.

We are committed to an annual review with our investment managers. This helps us ensure that they are in-keeping with the underlying values held by the Institute, given the diverse nature of the portfolios, but also to be alerted to benchmarks and circumstances which may impact on them such as the recent market upheaval.

Fundraising practice

At present the Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

Reserves policy

Our business plans have committed us to further necessary investment in the future growth of the Institute, particularly in the need to improve the internal operations, Human Resources, Finance, IT systems and processes. The increase in necessary costs has dented reserves during the year.

Our total unrestricted reserves at the year-end were £1,486k. This can be further broken between designated funds amounting to £1,121k and general fund (free reserve) of £365k.

The Free Reserves Policy is risk-based. The policy at year-end gives a Free Reserves target of £550k, which the Institute is significantly below. However, there remains £699k in the "Strategic Development" designated fund that ensures the financial viability of the Institute and supports the going concern position.

The priority is to rebuild the Free Reserves to the £550k target and then to replenish the Strategic Development Fund with the £400,000 which covered the operating deficit which arose during the pandemic and subsequent two years.

Principal risks and uncertainties

Over the year the Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that procedures are established to manage those risks.

This risk management policy forms a key part of the Institute's internal control and corporate governance arrangements and plays a key part in Trustees ensuring the organisation is fit for purpose on an ongoing basis. This policy:

- Confirms the commitment of the Board to maintaining a strong risk management framework to ensure that the Institute makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse effects of risks.

- Supports the internal control systems enabling the organisation to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.



LI Awards 2023 Winner, Stanmer Park Management and Maintenance Plan. © LUC

The key strategic risks identified by the Board:

1. **Financial instability** – mitigation focused on longer term business planning, with flexibility built in and regular reforecasting; cautious assumptions, focus on diversification of income and building reserves, monitoring of investment performance and monitoring of position against Reserves Policy.

2. **Loss of members** – mitigation focused on strengthening voice across the UK, examining and adapting to England devolution and to seek to influence local decision making.

3. **Political shifts** – mitigation to promote the work of Members and campaigning in relation to landscape-led development.

4. **Loss of competitive advantage** – mitigation focused on predicting and adapting to a fast changing more competitive landscape and strategies to keep up with industry changes and differentiation from competitors.

5. **Resistance to change** – mitigation focused on evidence based decision making, innovation and empowering flexibility and responsive action to bring all along with the change and transformation.

6. **Low member engagement** – work focused on building a sense of community and to strengthen and maintain volunteers and the potential for networking to build a momentum.

7. **The LI becomes irrelevant** – focus on growing the membership and predict and respond to changing member needs and expectations.

8. **Reputational damage** – focus on professional quality and standards, addressing poor behaviour to mitigate impact on LI reputation.

9. **Ineffective organisation** – implement the New Ways of Working and new technologies to bring about change and increase effectiveness.

10. **Non-compliance with legislation and regulations** – keep abreast of legislation and regulation and ensure the LI complies.

Reference and administrative details

Royal Charter number:	RC000767
Charity Number (England & Wales):	1073396
Charity Number Scotland:	SC047057
Registered Office:	85 Tottenham Court Road, London W1T 4TQ

Trustees

Trustees who served during the year and up to the date of the publication of this report as follows:

Carolin Göhler	President from July 2024
Dr Saira Ali	President Elect from July 2025
Noel Farrer	Vice President to June 2025
Ruth Lin Wong Holmes	Vice President from July 2025
Mathew Haslam	Honorary Treasurer to June 2025
Matthew Bradbury	Honorary Treasurer from July 2025
Mark Smeeden	Honorary Secretary from July 2023
Adam Barker	Non-Chartered Trustee until June 2025
Tamanna Parwani	Non-Chartered Trustee from July 2025
Christine House	Chair of Education and Careers Committee
Ian Phillips	Chair of Policy and Public Affairs Committee
Jane Clarke	Independent Trustee
Marc Norden	Independent Trustee
Helen Oldfield	Independent Trustee

Principal staff

- **Robert Hughes,**
  Chief Executive
- **Rowena Lovell,**
  Board Secretary
- **Steve Randall,**
  Head of Finance
- **Margaret Johnson,**
  Head of HR
- **Neelam Sheemar,**
  Head of Marketing and Communications
- **Belinda Gordon,**
  Director of Policy and Public Affairs
- **Jonathan Ellis,**
  Director of Membership and Professional Standards

Bankers	Natwest Bank PO Box 2161 20 Dean Street London W1A 1SX	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Solicitors	Russell Cooke 2 Putney Hill London SW15 6AB	
Auditors	Moore Kingston Smith 9 Appold Street London EC2A 2AP	

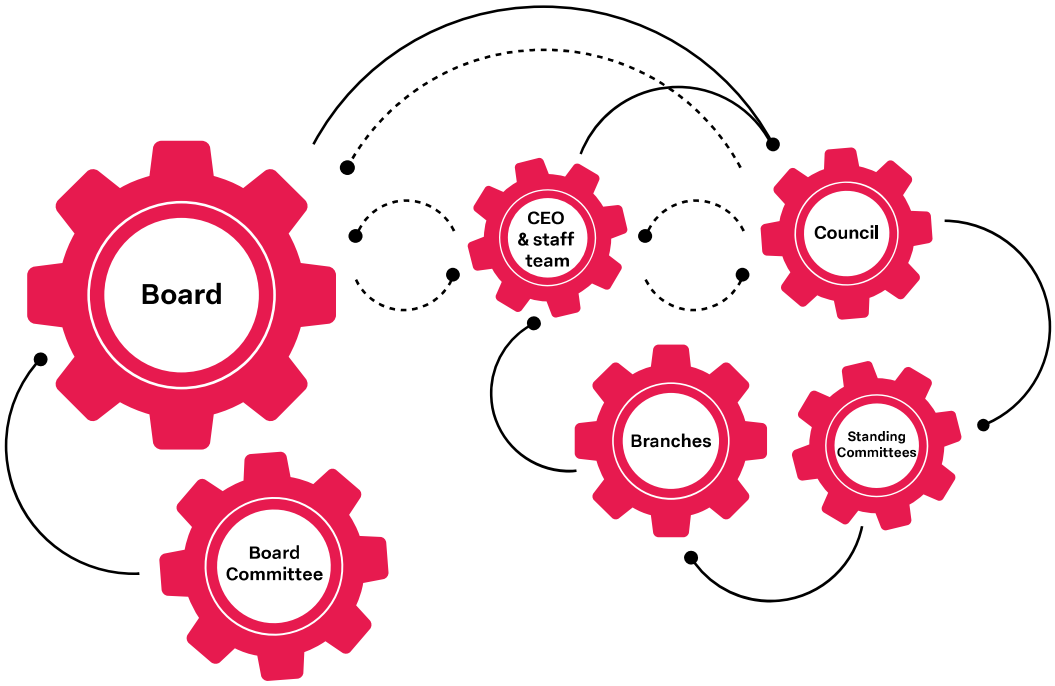
Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least four times per year, and Council which meets at least three times per year.

The Institute has a wholly owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020 the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the Institute in order for the TPA to act as a vehicle to facilitate the Institute's work and expansion in the Parks sector. The effective date of the acquisition was 1st April 2021. In September 2021, the Board agreed that The Parks Alliance Company was to be made dormant as an entity, whilst activities around Parks carried forwards within the current Institute's charity structure as highlighted above. The company remains dormant but there are plans are to revisit this.

Governance structure of the LI



Board of Trustees

The Board of Trustees is accountable to the Charity Commission for the effective running of the Institute. Up to thirteen trustees are on the Board and include:

- Six Trustees directly elected by Members of the Institute.
- Three Chairs of Standing Committees appointed by Council.
- Up to four Independent Trustees appointed by Council for their skills and expertise.

All trustees sign up to a Trustees' Code of Conduct, commit themselves to working to the Trustee role description and to acting in the best interests of the LI and within the governing documents of the Landscape Institute.

Induction and training for Trustees is arranged and ongoing support for Board and Council is in place to enable them to discharge their functions effectively. This includes guidance on the LI's Royal Charter, By-Laws and Regulations.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts. A discretionary stipend provision can be considered for the President subject to the current policy and after obtaining the required approval from the Charity Commission.

Board Committees

A number of Committees are set up by the Board to advise them on priority areas of Finance and Risk, Governance, and People, Culture and Change.

Chief Executive

The Trustees delegate the day-to-day operations of the Institute to the Chief Executive and other principal staff set out on page 38 and monitor performance against an agreed operational plan throughout the year.

Council

The Council plays an important role in monitoring the fulfilment of objectives as set out in the Charter, representing members in the governance structure and vital input into workstreams and future planning of the Institute.

The Council holds the Board to account by reviewing performance, accounts, corporate plans and business plans, and maintaining the governance cycle. They comment on proposals from the Board on the amendment of the Institute's Regulations and are responsible for appointing Trustees and, if required, for removing Trustees in accordance with the procedures set out in the Regulations. This is all reflected in the Terms of Reference.

The Council meets with the Board for a joint meeting once a year.

Branches

There are 11 branches - 9 in England and 1 in each of Scotland, and Wales. There is not currently a branch in Northern Ireland. All branches play an important role in providing representation for members and delivering professional development events, talks and seminars, workshops covering LI's Chartership route ('Pathway to Chartership'), support to LI members at a country or regional level and numerous social events. They also support the LI on consultation responses to policy issues and promote the profession to a range of audiences. Each branch has a representative on the LI's Council and plays a key part within the LI.

Remuneration policy for key management personnel

Remuneration of the Chief Executive and Senior team is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is reviewed annually based on a recommendation from the Chief Executive and approval by the Board of Trustees.

Statement of responsibilities of the Trustees

Law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the Trustees follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report was approved by the trustees on 9 October and signed on their behalf by

Carolin Göhler, President/Chair of the Board of Trustees

Section 2

Independent auditor's report to the members of The Landscape Institute

2

Opinion

We have audited the financial statements of Landscape Institute (the 'parent charity') and its subsidiary for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charity Balance Sheet, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group's and parent charity's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- The information given in the Annual Report is inconsistent in any material respect with the financial statements; or
- The group and parent charity have not kept adequate accounting records; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees; responsibilities statement set out on page 42, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group or parent charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the group and parent charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the group and parent charity complies and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the group and parent charity complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the parent charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the parent charity and parent charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.



Date: 4 December 2025

Moore Kingston Smith LLP, Statutory auditor 6th Floor,
9 Appold Street, London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor
in terms of Section 1212 of the Companies Act 2006.

Royal Charter no. RC000767
Charity no. 1073396

Landscape Institute

Trustees' Report and Financial Statements

31st March 2025



Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31st March 2025

	Note	2025 Unrestricted £	2025 Restricted £	2025 **Total £**	2024 Unrestricted £	2024 Restricted £	2024 Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	6,106	–	**6,106**	155,600	–	155,600
Build resilience and confidence	2b	340,994	–	**340,994**	233,651	–	233,651
Growth and inclusivity	2c	1,974,979	–	**1,974,979**	1,948,889	–	1,948,889
Investment income		36,955	–	**36,955**	52,075	–	52,075
Other income	3	81,403	–	**81,403**	65,248	–	65,248
Total income		2,440,437	–	**2,440,437**	2,455,463	–	2,455,463
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		855,948	–	**855,948**	981,382	–	981,382
Build resilience and confidence		900,368	–	**900,368**	945,384	–	945,384
Growth and inclusivity		679,999	–	**679,999**	785,109	–	785,109
Total expenditure	4a	2,436,315	–	**2,436,315**	2,711,875	–	2,711,875
Net incoming/(outgoing) resources before recognised gains and losses		4,122	–	**4,122**	(256,412)	–	(256,412)
Net gain/(loss) on investments		(28,767)	–	**(28,767)**	98,293	–	98,293
Net incoming/(outgoing) resources before transfers		(24,645)	–	**(24,645)**	(158,119)	–	(158,119)
Gross transfers between funds	19a	–	–	**–**	–	–	**–**
Net income/(expenditure) for the year and net movement in funds	5	(24,645)	–	**(24,645)**	(158,119)	–	(158,119)
Reconciliation of funds							
Total funds brought forward		1,472,422	5,306	**1,477,728**	1,630,541	5,306	1,635,847
Total funds carried forward	19a	1,447,777	5,306	**1,453,083**	1,472,422	5,306	1,477,728

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 19 to the financial statements.

Landscape Institute

Balance sheets

As at 31st March 2025

	Note	The group 2025 £	The group 2024 £	The Institute 2025 £	The Institute 2024 £
Fixed assets					
Tangible assets	10	**7,896**	7,086	**7,896**	7,086
Intangible assets	11	**311,679**	215,039	**311,679**	215,039
Investments	13	**1,066,938**	1,329,791	**1,066,945**	1,329,798
		1,386,513	1,551,916	**1,386,520**	1,551,923
Current assets					
Debtors	16	**303,534**	222,098	**564,931**	255,862
Short term deposits		**355,363**	85,774	**355,363**	85,774
Cash at bank and in hand		**261,166**	278,262	**159,980**	155,249
		920,063	586,134	**1,080,274**	496,885
Liabilities					
Creditors: amounts due within one year	17	**853,493**	660,322	**1,013,711**	571,080
Net current (liabilities)/ assets		**66,570**	(74,188)	**66,563**	(74,195)
Net assets	18a	**1,453,083**	1,477,728	**1,453,083**	1,477,728
Funds	19				
Restricted income funds		**5,306**	5,306	**5,306**	5,306
Unrestricted income funds					
Designated Funds		**1,104,285**	1,137,714	**1,104,285**	1,137,714
General funds		**343,492**	334,708	**343,492**	334,708
Total Unrestricted income funds		**1,447,777**	1,472,422	**1,447,777**	1,472,422
Total funds		**1,453,083**	1,477,728	**1,453,083**	1,477,728

Approved by the Trustees on 9th October 2025 and signed on their behalf by:



Carolin Göhler, President/Chair of the Board of Trustees

Landscape Institute

Consolidated statement of cash flows

For the year ended 31st March 2025

	Note	2025		2024	
		£	£	£	£
Net cash provided by operating activities	20		**81,552**		(436,798)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**36,955**		52,075	
Proceeds from the sale of investments		**1,277,816**		1,025,000	
Purchase of investments		**(1,043,730)**		(550,000)	
Purchase of fixed assets		**(100,100)**		(223,009)	
Reclassification from short term deposits	13, 10 , 11	**(269,590)**		128,338	
Interest rolled over on short term deposits				(2)	
Net cash provided by / (used in) investing activities			**(98,649)**		432,402
Change in cash and cash equivalents in the year			**(17,096)**		(4,396)
Cash and cash equivalents at the beginning of the year			**278,262**		282,658
Cash and cash equivalents at the end of the year			**261,166**		278,262

1 Accounting policies

a) Statutory information

The Landscape Institute is a registered charity, incorporated by Royal Charter, with the Charity Commission in England and Wales and Office of the Scottish Charity Regulator in Scotland. The registered office address is 85 Tottenham Court Road, London W1T 4TQ.

b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP 2015), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The presentational currency is pounds sterling, figures are rounded to the nearest £.

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 15 and the subsidiary results are provided in note 14. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1 April 2021.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The Institute meets the definition of a public benefit entity under Charities SORP 2015.

d) Going concern

The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1 Accounting policies (continued)

e) Income

Income is recognised when the Institute has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Institute has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Subscription income is recognised for the period for which the services are provided.

Income from the sale of publications, advertising, and examinations is recognised in the period in which the activity occurs.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Institute; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering and communicating membership, educational, policy, technical and professional services, undertaken to further the purposes of the Institute and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

Expenditure is allocated to a particular activity where the cost relates directly to that activity. Support costs, being the salary and overhead costs of the central function, and governance costs, are apportioned to activities on the basis of staff time spent on those activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fittings and office equipment	25% straight line
Computers	33 ⅓% straight line

l) Intangible fixed assets

Items of IT software are capitalised where the purchase price exceeds £1,000. Amortisation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Amortisation is provided at rates calculated to write down the cost of each asset to its estimated residual

Website and database	20% straight line

m) Investments

(i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading “Net gains/(losses) on investments” in the statement of financial activities**.** The charity does not acquire put options, derivatives or other complex financial instruments.

(ii) Investment in subsidiary

Investment in the subsidiary Landscape Services Limited is included in the Institute's balance sheet at cost.

n) Short term deposits

Short term deposits include cash balances that are invested in accounts without a maturity date with the intention of supporting the investment in the new CRM or being available to be added to the investment portfolio.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (continued)

p) Debtors

Trade or other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

q) Creditors and provisions

Creditors and provisions are recognised where the Institute has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

r) Pensions

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the Institute to the fund. The Institute has no liability under the scheme other than for the payment of those contributions.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

t) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

2 Income from charitable activities

		2025			2024
	Restricted	Unrestricted	**Total**	Restricted	Unrestricted	Total
	£	£	**£**	£	£	£
High Street Task Force	–	6,106	**6,106**	–	10,208	**10,208**
Awards and Competitions events	–	–	**–**	–	145,392	**145,392**
a Sub-total for Raise the Profile of Landscape and Place	–	6,106	**6,106**	–	155,600	**155,600**
Examination and Pathway fees	–	150,007	**150,007**	–	136,794	**136,794**
Branch event income	–	10,335	**10,335**	–	7,552	**7,552**
University accreditation fees	–	33,444	**33,444**	–	37,308	**37,308**
Journal advertising	–	24,100	**24,100**	–	21,900	**21,900**
Publication sales and royalties	–	19,011	**19,011**	–	23,027	**23,027**
Income from training activities	–	104,097	**104,097**	–	7,070	**7,070**
b Sub-total for Building Resilience and Confidence	–	340,994	**340,994**	–	233,651	**233,651**
Member subscriptions	–	1,723,711	**1,723,711**	–	1,629,434	**1,629,434**
Practice fees	–	187,358	**187,358**	–	221,829	**221,829**
Grant income	–	1,663	**1,663**	–	9,313	**9,313**
Website advertising	–	62,247	**62,247**	–	88,313	**88,313**
c Sub-total for Growth and Inclusivity	–	1,974,979	**1,974,979**	–	1,948,889	**1,948,889**
Total Income from charitable activities	–	2,322,079	**2,322,079**	–	2,338,140	**2,338,140**

3 Other income

	Restricted	Unrestricted	**Total**	Restricted	Unrestricted	**Total**
	£	£	**£**	£	£	**£**
Insurance commission	–	22,917	**22,917**	–	25,483	**25,483**
Other income	–	58,486	**58,486**	–	39,765	**39,765**
	–	81,403	**81,403**	–	65,248	**65,248**

Landscape Institute

Notes to the financial statements

For the year ended 31st March 2024

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	**2025 Total**	**2024 Total**
	£	£	£	£	£	**£**	£
Staff costs (note 6)	369,382	319,302	291,973	155,166	237,107	**1,372,930**	1,324,681
Direct members communications	24,097	132,816	9,005	–	15,700	**181,618**	158,316
Branch and member group activities	–	9,722	–	–	–	**9,722**	27,529
Awards and Competitions	2,590	2,590	23,095	–	–	**28,275**	132,913
Information costs	11,217	7,346	51,815	–	91,455	**161,833**	119,723
Pathway examinations and supervision	–	45,071	–	–	–	**45,071**	42,233
Event and Conference costs	62,302	–	–	–	–	**62,302**	105,183
Consultants and other direct costs	47,923	47,923	47,923	–	110,424	**254,193**	362,550
Legal & professional	–	8,622	–	–	23,165	**31,787**	54,012
Depreciation	–	–	–	–	2,650	**2,650**	2,010
Committee and Leadership expenses	–	–	–	19,793	–	**19,793**	11,914
Premises costs	–	–	–	–	99,253	**99,253**	180,911
Other costs	–	27,195	–	–	139,693	**166,888**	189,900
	517,511	600,587	423,811	174,959	719,447	**2,436,315**	2,711,875
Support costs	244,613	215,834	187,055	71,945	(719,447)		–
Governance costs	93,823	83,947	69,133	(246,904)	–		
Total expenditure 2025	**855,948**	**900,368**	**679,999**	–	–	**2,436,315**	2,711,875

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	**2024 Total**
	£	£	£	£	£	**£**
Staff costs (note 6)	289,039	300,282	365,208	152,976	217,176	**1,324,681**
Direct members communications	24,097	120,653	365	–	13,201	**158,316**
Branch and member group activities	–	27,529	–	–	–	**27,529**
Awards and Competitions	110,029	3,513	19,371	–	–	**132,913**
Pathway examinations and supervision	–	42,233	–	–	–	**42,233**
Event and Conference costs	104,808	375	–	–	–	**105,183**
Consultants and other direct costs	74,108	74,108	74,107	–	140,227	**362,550**
Legal & professional	–	21,166	–	–	32,846	**54,012**
Depreciation	–	–	–	–	2,010	**2,010**
Committee and Leadership expenses	–	–	–	11,914	–	**11,914**
Premises costs	–	–	–	–	180,911	**180,911**
Other costs	–	23,690	–	–	166,210	**189,900**
	612,727	618,944	505,802	164,890	809,512	**2,711,875**
Support costs	275,235	242,854	210,472	80,951	(809,512)	**–**
Governance costs	93,420	83,586	68,835	(245,841)	–	
Total expenditure 2024	**981,382**	**945,384**	**785,109**	–	–	**2,711,875**

5 Net income/(expenditure) for the year

This is stated after charging

	2025	2024
	£	£
Depreciation	2,650	2,010
Trustee's expenses	7,558	4,773
Auditors' remuneration (net of VAT):		
• Audit - Sayer Vincent (2022/3)	-	6,400
• Audit - Moore Kingston Smith (2024/25)	23,400	21,920
• Other services	1,548	3,095
Operating lease rentals:		
• Property	74,509	154,570
• Office equipment	1,985	503

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	1,104,158	1,015,924
Redundancy and termination costs	22,319	28,907
Social security costs	114,601	102,833
Employers contributions to defined contribution pension scheme	71,821	57,461
Other staff related costs including travel and agency staff	60,030	119,556
	1,372,929	1,324,681

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2025	2024
	No.	No.
£60,000 - £69,999	2	1
£70,000 - £80,000	-	1
£80,001 - £90,000	-	1
£90,001- £100,000	1	-

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £475,604 (2024: £446,019).

No Trustees were paid (2024: nil) and no Trustees received any other benefits from employment with the Institute in the year (2024: nil). The payment of the salary in 2024 is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustees (2024: nil), received remuneration in respect of professional services provided (2024: nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £7,558 (2024:£4,381) incurred by 8 trustees (2024: 9) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025	2024
Raise the profile of Landscape and Place	8	8
Build the resilience and confidence of the profession	6	6
Inclusive Growth	5	5
Support	4	2
Governance	2	1
	25	22

8 Taxation

The Institute is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The Institute's trading subsidiary Landscape Services Ltd gift aids any available profits to the Institute.

9 Related party transactions

Related party transactions with Hardscape Products Ltd, a company which a Trustee is a director, but without any day-to-day management control, amounted to income received by the Landscape Institute from Hardscape of £7,920 and expenditure made to Hardscape of £nil. (Prior year the Landscape Institute received £28,104 from Hardscape and made payments of £2,851).

Other than those disclosed above, there were no other related party transactions during the year.

10 Tangible fixed assets

The group and the charity	Computers	Totals
	£	£
Cost		
At the start of the year	14,175	14,175
Additions in year	3,460	3,460
Less: disposals during the year	–	–
At the end of the year	17,635	17,635
Depreciation		
At the start of the year	7,089	7,089
Disposals	–	–
Charge for the year	2,650	2,650
At the end of the year	9,739	9,739
Net book value		
At the end of the year	7,896	7,896
At the start of the year	7,086	7,086

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Intangible fixed assets

The group and the charity	Database and website	Totals
	£	£
Cost		
At the start of the year	490,540	**490,540**
Additions in year	96,640	**96,640**
Less: disposals during the year	–	–
At the end of the year	587,180	**587,180**
Amortisation		
At the start of the year	275,501	**275,501**
Disposals	–	–
Charge for the year	–	–
At the end of the year	275,501	**275,501**
Net book value		
At the end of the year	**311,679**	**311,679**
At the start of the year	215,039	215,039

The intangible fixed assets of the Institute are the same as those of the group and, therefore, have not been All of the above assets are used for charitable purposes.

12 Capital Commitments

The Group and the Institute has a contractual commitment in relation to the new CRM system and websites that is being implemented during 2025/26. It is expected to be completed in September 2025.

	The group		The Institute	
	2025	2024	**2025**	2024
	Database and Website	Database and Website	**Database and Website**	Database and Website
	£	£	£	£
Within 1 year	**64,584**	96,876	**64,584**	96,876
2 - 5 years	–	64,584	–	64,584
	64,584	161,460	**64,584**	161,460

13 Investments

	The group		The Institute	
	2025	2024	**2025**	2024
	£	£	**£**	£
Listed Investments				
Fair value at the start of the year	**1,329,791**	1,706,497	**1,329,791**	1,706,497
Additions during the year	**1,043,730**	550,000	**1,043,730**	550,000
Disposals during the year	**(1,043,730)**	(550,000)	**(1,043,730)**	(550,000)
Withdrawal of Funds during the year	**(234,086)**	(475,000)	**(234,086)**	(475,000)
Net gain/(loss) on change in fair value	**(28,767)**	98,294	**(28,767)**	98,294
Fair value of listed investments at the end of the year	1,066,938	1,329,791	**1,066,938**	1,329,791
Investment in subsidiary undertaking	**–**	–	**7**	7
Total investments	**1,066,938**	1,329,791	**1,066,945**	1,329,798

Investments comprise

	The group		The charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
UK Common investment funds	**1,066,938**	1,329,791	**1,066,938**	1,329,791
Unlisted shares in UK registered companies	**–**	–	**7**	7
	1,066,938	1,329,791	**1,066,945**	1,329,798

14 Subsidiary Undertaking

The Institute owns the whole of the issued ordinary share capital of £7 in Landscape Services Limited, a company registered in England (company number 1883313). Activities of the subsidiary include events management and sales of advertising and publications. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the Institute through a gift aid donation. A summary of the results of the subsidiary is shown below:

	2025 £	2024 £
Turnover	**381,978**	529,037
Cost of sales	**(8,892)**	(225,594)
Gross profit	**373,086**	303,443
Administrative expenses	**(144,998)**	(120,591)
Profit on ordinary activities before taxation	**228,088**	182,852
Taxation on profit on ordinary activities	**–**	–
Profit for financial year	**228,088**	182,852
Retained earnings		
Retained earnings brought forward	**–**	–
Profit for the financial year	**228,088**	182,852
Distribution to parent entity	**(228,088)**	(182,852)
Retained earnings carried forward	**–**	–

The aggregate of the assets, liabilities and funds was:

Assets	**257,368**	247,885
Liabilities	**(257,361)**	(247,878)
Funds	**7**	7

During the year, the institute recharged the subsidiary management and overhead costs of £145k (2024: £121k)

15 Parent charity

The parent Institute's gross income and the results for the year are disclosed as follows:

	2025 £	2024 £
Gross income	**2,058,457**	1,926,425
Results for the year	**(24,645)**	(158,119)

16 Debtors

	The group		The Institute	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade debtors	**22,034**	30,551	**2,566**	10,761
Due from group undertakings	**-**	-	**374,789**	-
Office Rent Deposit	**-**	18,373	**-**	18,373
VAT Debtor	**-**	-	**-**	81,646
Prepayments and accrued income	**281,500**	173,174	**187,576**	145,082
	303,534	222,098	**564,931**	255,862

17 Creditors: amounts due within one year

	The group		The Institute	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade creditors	**204,523**	68,746	**204,162**	68,587
Due to group undertakings	**-**	-	**340,166**	76,990
Deferred income (please see below)	**509,959**	455,848	**347,360**	307,881
Taxation and social security	**27,167**	26,941	**27,167**	26,941
VAT creditor	**16,990**	15,279	-	-
Other creditors	**41,906**	17,048	**41,906**	17,048
Accruals	**52,948**	76,460	**52,950**	73,633
	853,493	660,322	**1,013,711**	571,080
Deferred income comprises:				
Membership fees received in advance	**290,531**	269,101	**290,531**	269,101
Registered practice fees in advance	**150,583**	140,380	**-**	-
Examination fees in advance	**42,894**	31,280	**42,894**	31,280
Accreditation Fees	**13,935**	-	**13,935**	-
Sponsorship	**12,016**	15,087	**-**	7,500
	509,959	455,848	**347,360**	307,881

All 2024 Deferred Income was released in the financial year.

18a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	**£**	£
Tangible fixed assets	-	7,896	-	**7,896**
Intangible fixed assets	-	-	311,679	**311,679**
Investments	-	1,096,389	(29,451)	**1,066,938**
Net current assets/ (liabilities)	5,306	-	61,264	**66,570**
Net assets at the end of the year	**5,306**	**1,104,285**	**343,492**	**1,453,083**

18b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	7,086	-	**7,086**
Intangible fixed assets	-	-	215,039	**215,039**
Investments	-	1,130,628	199,163	**1,329,791**
Net current assets/ (liabilities)	5,306	-	(79,494)	**(74,188)**
Net assets at the end of the year	**5,306**	**1,137,714**	**334,708**	**1,477,728**

19a Current year movements in funds

	At the start of the year	Income	(Expenditure)/ Investment gains	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
Total restricted funds	5,306	–	–	–	**5,306**
Unrestricted funds:					
Designated funds:					
Fixed assets - Project Kestrel	215,039	–	–	96,640	**311,679**
Branch funds	22,381	–	–	–	**22,381**
Project Kestrel	184,961	–	–	(96,640)	**88,321**
Strategic Development	715,333	–	(28,767)	(4,662)	**681,904**
Total designated funds	1,137,714	–	(28,767)	(4,662)	**1,104,285**
General funds	334,708	2,440,437	(2,436,315)	4,662	**343,492**
Total general funds	334,708	2,440,437	(2,436,315)	4,662	**343,492**
Total unrestricted funds	1,472,422	2,440,437	(2,465,082)	–	**1,447,777**
Total funds	**1,477,728**	**2,440,437**	**(2,465,082)**	–	**1,453,083**

19b Prior year movements in funds

	At the start of the year	Income	Expenditure	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Travel award	5,306	–	–	(390)	**5,306**
Total restricted funds	5,696	–	–	(390)	5,306
Unrestricted funds:					
Designated funds:					
Fixed assets - Project Kestrel	–	–	–	215,039	**215,039**
Branch funds	22,381	–	–	–	**22,381**
Project Kestrel	400,000	–	–	(215,039)	**184,961**
Strategic Development	1,026,284	52,075	98,293	(461,319)	**715,333**
Total designated funds	1,448,665	52,075	98,293	(461,319)	**1,137,714**
General funds	181,876	2,403,388	(2,711,875)	461,319	**334,708**
Total general funds	181,876	2,403,388	(2,711,875)	461,319	**334,708**
Total unrestricted funds	1,630,541	2,455,463	(2,613,582)	–	**1,472,422**
Total funds	**1,635,847**	**2,455,463**	**(2,613,582)**	–	**1,477,728**

General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and when to spend these funds, and they are not earmarked in any way.

19 Movement in funds - descriptions of funds

Purposes of restricted funds

The Travel Award Memorial fund originated from a donation to provide travel awards to members, and typically make three or four awards per year. With the appointment of new Education Managers towards the end of the financial year, this fund will be actively managed to use the funds after a period of inactivity.

Purposes of designated funds

The net value of fixed assets relating to Project Kestral is reflected in a designated fund. The amount is the actual expenditure incurred to date as at 31st March 2025.

Branch funds set aside to support branch activities

The Strategic Development fund comprises net proceeds of the sale of the Institute's former investment property. It is to support the future strategy of the Institute. 100% of dividend income and 20% of the movement on revaluation is allocated to the general fund.

The Project Kestrel Fund is monies set aside to support the development of a new CRM system and improved websites, to enhance the member experience and efficiencies of our internal processes.

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2025 £	2024 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(24,645)**	(158,119)
Depreciation charges	**2,650**	2,010
Losses/ (gains) on investments	**28,767**	(98,293)
Dividends, interest from investments	**(36,955)**	(52,075)
(Increase)/decrease in debtors	**(81,436)**	(45,949)
Increase/(decrease) in creditors	**193,171**	(84,372)
Net cash provided by / (used in) operating activities	**81,552**	(436,798)

21 Operating lease commitments

The group's and the Institute's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	The group		The Institute	
	2025 **£**	2024 £	**2025** £	2024 £
Within 1 year	**6,307**	82,824	**6,307**	82,824
	6,307	82,824	**6,307**	82,824

22 Contingent liabilities

The group and the charity had no contingent liabilities at the balance sheet date or the date of approval of these financial statements.

23. Legal status of the Institute

The Institute is a registered charity, Charity Commission number 1073396 and Scottish Charity Regulator number SC047057, and incorporated by Royal Charter, registration number RC000767.

Landscape Institute

85 Tottenham Court Road
London W1T 4TQ

Royal Charter number: RC000767
Charity number (England and Wales): 1073396
Charity number (Scotland): SC047057

THE LANDSCAPE INSTITUTE

England & Wales - Charity number 1073396

Accounts



The Landscape Institute Annual Report of the Trustees

For the Year Ending 31 March 2024

Landscape Institute
Inspiring great places

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Carolin Göhler FLI, President of the Landscape Institute

Over the last year, as President-Elect, I have had the pleasure of visiting and meeting so many of our members across the UK and have been impressed by the passion, drive and skills within our profession, as well as the complexity and intricacy of the vital work being led to address the issues of today. I very much look forward to continuing these visits in my role as President.

As society grapples with decarbonisation, building climate resilience, and promoting and protecting biodiversity, we are going to experience significant societal and landscape changes over the coming decades at both a small and large scale. Indeed, we are already seeing profound changes in the landscape and the subsequent impact on our profession already being felt.

In this context the Landscape Institute has the critical role of setting the standards for landscape professionals as well as being a major influencer and commentator for the built and natural environments. But also, and more importantly, the Institute is bringing landscape professionals together and harnessing their expertise, skills and passion to drive us forward.

The Board and I are committed to grasping this opportunity and for the Landscape Institute to be the professional body and voice for the profession that it deserves; to showcase what it delivers and achieves for our communities; to inspire the next generation to join the landscape profession and work to influence key decision makers on the critical role the profession plays in improving the health and wellbeing of the public and communities.

2023/24 has been a year of significant and positive change and evolution for the Institute. Work over the year has taken the steps needed to rebuild the Institute and ensure strong foundations are in place with financial sustainability and discipline at the core of our agenda. While there is still much to do to deliver our transformation and vision, I am pleased with the progress we are making and confident that the implementation of the next phases of our 'New Ways of Working' programme will gather pace and enable a modern, streamlined and more efficient and effective Institute.

Our project to design and commission our new digital home is a key priority for us. Its implementation is on track and when in place will provide us with the data and insights to drive our continuous service improvement, harness the power and expertise of our members, and support communities and connectivity among members.

The 'New Ways of Working' programme is focused on putting members' needs and views at the heart of everything we do, ensuring they inform decision making and policy positions and that different parts of the organisation work together to shape new initiatives.

This report from the Trustees sets out our achievements during the year.

The focus of 2024/25 will be to continue transitioning the Institute into an agile, adaptable and flexible organisation that is able to respond to the rapidly changing requirements of our profession and provide the support it needs, but at the same time one that works collaboratively with members, staff, volunteers and partners to advocate for and influence key decision makers on the critical role our profession plays for the public and communities.

The reshaping of the Senior Leadership Team with the appointment of two new directors to lead our

policy and public affairs work, and membership and professional standards, is a positive marker of the transition underway. These key appointments will enable us to start making the shift towards adopting a professional standards-based approach that will differentiate the skills and expertise of landscape professionals, build trust and confidence in the Institute and our members in the public and partners but also position both members and the Institute as essential Jellicoe Lecture components within the built environment sector both now and in the future.

A key part of our work over the coming year will be to work with the Advisory Council and consult our members to develop the new corporate strategy in the lead up to our centenary year, 2029.

I would like to thank everyone for their support and positive contribution to the work we do – members, staff, volunteers and our partners – as teamwork is essential. We will continue to build on what was started last year and by working collaboratively together, we can achieve great things.



Carolin Göhler FLI,
President

Image:
Carolin Göhler FLI PLI speaking at a Jellicoe Lecture



Our members

Chartered Membership of the Landscape Institute (CMLI) is a world-renowned mark of excellence. It is only awarded to those who reach the highest standards in landscape education and practice and endorses the individual as the best in their field.

Our members include landscape planners, architects, landscape and parks managers, urban designers, scientists and more.



Images
Right: Award winners at the Landscape Institute Awards 2023
Below: Mayfield Park, Manchester. LI Awards winner 2023. Corten steel pedestrian boardwalk crossing flood attenuation wildscape area.
© Jarrell Goh



Romy Rawlings FLI, Driving positive environmental change

Some 30 years after becoming a CMLI, and having just this year been awarded a Fellowship, I've recently embarked on a new role as a freelance consultant.

While landscape underpins my work, in addition to my love of placemaking I've broadened into consultancy around sustainability – embracing people, planet and profit. One of the joys of landscape architecture is its diversity and throughout my career I've worked alongside incredible people: through this extensive network my aim now is to drive positive social and environmental change.

I've always been passionate about the enormous impact that the external environment can have upon people and plan to put my eclectic experience to good use!





Marko Yau, Student Member, Raising awareness of climate resilience

'Winds of Change' garden was a Resilient Pocket Planting category garden, created for the RHS Hampton Court Garden Festival co-designed by student landscape architects Marko Yau, Saachi Parasrampuria and James Miller, and won a Gold Medal and Best in Category Award, this July. The purpose of the garden was to raise awareness of the importance of climate resilience for coastal communities. The planting palette was selected to be wind, salt and drought tolerant. The colour scheme reflected its unique coastal location. Native and non-native plants, known to grow in the local area, as well as found materials unique to site are dispersed amongst the planting to reflect the Jaywick shoreline.

Members are the heart of the Landscape Institute and shape everything we do through our Advisory Council and our representatives at country and regional level.





The Landscape Profession

Landscape is an essential part of the quality of life for people everywhere. It provides a unique point of connection between the man-made and the natural. It enables us to feel engaged and curious about space; it permits us to explore the intersection between an individual and a place. It is where communities and identities are built.

The landscape profession is as diverse and dynamic as the landscapes they work with. Landscape practitioners work to balance the social, economic and environmental needs of urban and rural areas to deliver outstanding landscapes and places and create inclusive, sustainable and healthy communities.

Constituted under Royal Charter, the Landscape Institute (LI) is the chartered membership body for all landscape practitioners. It is the home and voice for everyone working in the landscape profession and serves society by upholding the highest professional and technical standards.

Our mission is to lead and inspire the landscape profession to ensure it is equipped to deliver its purpose under our Royal Charter for the benefit of people, place and nature, for today and for future generations.



Protecting the natural and built environment

The Institute supports current thinking and actions that promote the use of landscape for the benefit of the public, welcoming initiatives that promote public health, sustainability, and tackle climate change and biodiversity loss.

Our key focus to conserve and enhance the natural and built environment for the public benefit remains constant.

The skills of landscape professionals, across environmental planning, management and design, can enhance the quality of human life. The work of our members can reduce air and noise pollution, increase the profitability and sustainability of places – and lead to more relaxing and healthier spaces to enjoy.

We support landscape practice that creates thriving communities through the design and management of inspirational places.



Image below:
Urban GreenUP: The Pollinator Project. LI Awards 2023 Winner © reShaped.
Woodland Planting being managed by community volunteers



Trustees Report

The Trustees of the Landscape Institute present their annual report and the financial statements of the Landscape Institute for the year ending 31 March 2024.

The Trustees confirm that the Report and Financial Statements comply with current statutory requirements of the Institute's governing documents and the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Report Standard (FRS102) the Charities Act, the Charities and Trustee Investment (Scotland) Act 2005 and applicable accounting standards.

A review of the business 2023/24

Our year in numbers

143,000
unique website visitors

9
policy consultations

Social media
(LinkedIn)

747
posts

723,000
impressions

Membership

6,000+
members total

3280
CMLI

140
FLI

15
speaking appearances at industry events

100+
pieces of media coverage

CPD events

38
centrally run events including

- 5 Major Events
- 26 Webinars
- 5 Masterclasses
- 2 Academies

51
branch run events

Work during 2023/24 has continued from the previous year with a focus to:

1. Develop a sustainable financial model and diversify our income streams to address our financial challenges and rebuild our reserves
2. Maintain the discipline and rigour we have put in place around our financial and risk management and performance reporting
3. Streamline our operations, improve our service delivery and provide more focus on our core functions of education, learning, professional development and public policy development and advocacy.
4. Strengthen two-way engagement with members and branches to ensure members are at the heart of everything we do
5. Review the roles of different parts of our governance structure and how they work together to grow our capacity and ensure our decision making is informed by our members knowledge and expertise.
6. Deliver a new digital platform to enable our new ways of working and communication with members and to improve very significantly the way we service our members.

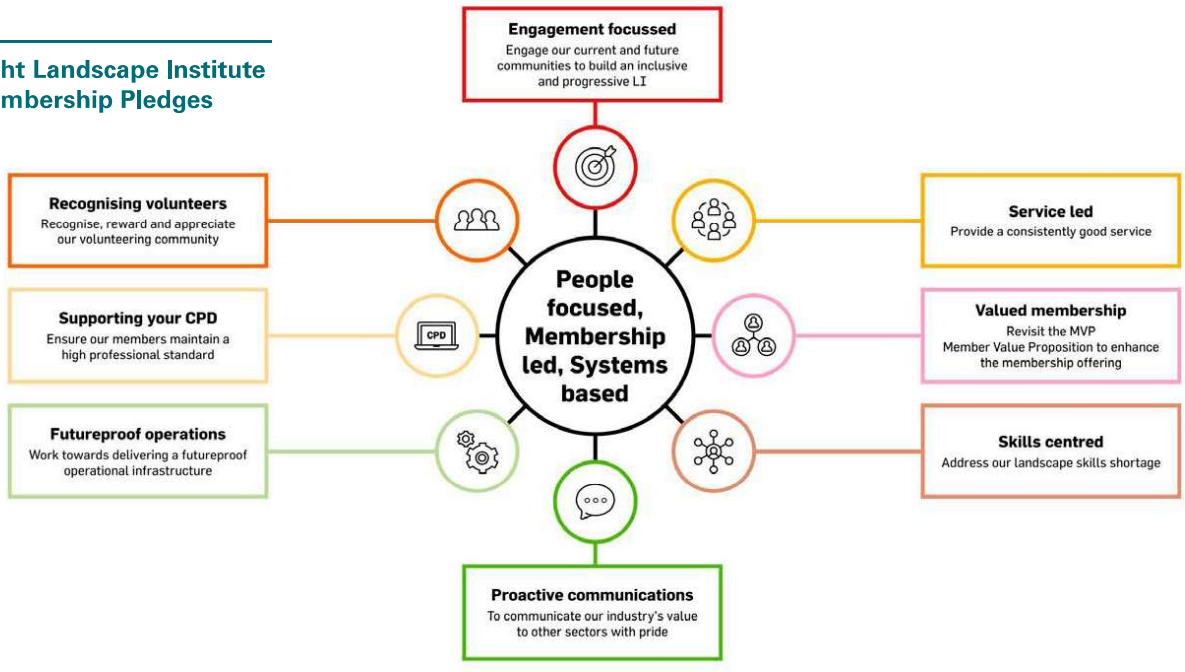
Key Decisions taken in 2023/24

The Board made the following key decisions throughout the year:

1. To invest to deliver a new financial and operational model which would ensure the Institute remained relevant and fit for the future by meeting the financial and operational challenges currently faced.
2. To invest in an ambitious new digital platform as part of their commitment transforming how the organisation communicates and engages with its members; to provide the capacity needed to grow and strengthen member services whilst at the same time as reducing operational costs in future years.
3. Appoint a new permanent CEO and the approval of a new senior leadership team structure to bring the consistent and stable leadership needed to drive the strategic direction of the organisation and improve delivery of its core objectives.
4. The implementation of a structured and robust business planning and budgeting process with new financial management processes and procedures to ensure the Board receives regular and timely financial reports. These are now embedded and there is a new rigor and focus on diversifying our income sources and our business development programme.
5. Launch the new LI Academy to deliver our future education strategy and development programmes and drive our professional standards agenda.

continued on next page

Eight Landscape Institute Membership Pledges



6. Renew their commitment to the eight membership pledges that underpin the business plan and associated workstreams.
7. Introduce a new behaviour framework and acceptable behaviour policy underpinned by a set of behaviour principles as a first step in implementing its new people and culture strategy.
8. The implementation of a New Ways of Working programme including:
   - Plans to strengthen the role of the Advisory Council and its links with the Branches as the key mechanism through which members feed into the decision making and shape public policy and professional standards.
   - The Board operating at a more strategic level to oversee the operational delivery.
   - The introduction of a Board committee structure to increase the capacity of the Board with initiation of new People, Culture & Change, Governance, and Finance & Risk committees. This new structure also enables access to expertise and experience from a wider range of independent individuals as well as Advisory Council and other members to ensure that all members and stakeholders are at the heart of decision making.

Achievements

Over the last year the Institute has been taking positive steps to becoming a more open, inclusive and future orientated organisation with members at its heart.

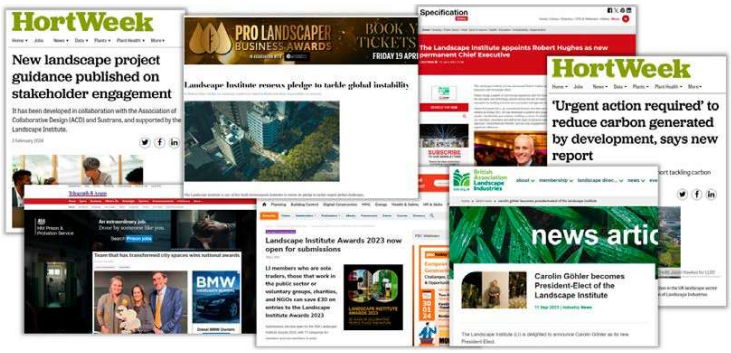
Collaboration is key along with building the partnerships across the industry, government and public that are needed to raise the importance and value of landscape and the professionals that work within it.

Work over 2023/24 focused on a positive and progressive agenda, based on three strategic themes.

1 Member led

Working to ensure that the sustainability of the landscape and landscape professionals are at the top of national and devolved government agendas when developing policy and strategy. Achievements over the last year included:

- Responding to 8 policy consultations to ensure the views of our industry are represented and heard, including Environmental Outcomes Report (England); Nationally Significant Infrastructure Projects (NSIPs); Draft Energy Strategy and Just Transition Plan (Scotland); Local Living and 20 Minute Neighbourhood draft planning guidance (Scotland); New National Parks Appraisal Framework (Scotland); EFRA committee consultation response on green urban spaces.
- Publishing key reports into **Skills for Greener Places** and **Safer Spaces** to highlight the focus and skills of our sector and what is needed.
- Publishing and launching the **Landscape and Carbon report** with next steps focused on developing and implementing an action plan for building on the recommendations made in the report.
- Developing the **Recommendations to the Next UK Government** to inform conversation with government in the lead up to the election.
- Updating and republishing the **Landscape Character Assessment Database** in partnership with Natural England, which is to be embedded within the Natural England Environmental Benefits for Nature Tool.
- Championing the work and expertise of landscape practitioners through the press, broadcast and digital media along with our events.
- A series of webinars on **Biodiversity Net Gain** held in partnership with Natural England







"Landscape has a vital role to play in capturing and storing carbon, so we are immensely pleased to present the Landscape and Carbon report. It builds on years of dedication that colleagues across the sector have already put into reducing the carbon impact of development, and also marks the start of lots of important work ahead. Collaboration and openness will be vital to take these recommendations forward, and we look forward to building on the foundations the report sets out to build the partnerships required, and take collective action on carbon."

Rob Hughes, CEO, Landscape Institute

2 People focused

Developing and delivering a well-respected and highly valued professional development programme to ensure our members achieve and maintain the highest standards in the landscape profession. Over the last year this has seen:

- The first course developed under the new Academy which was very positively received and is now helping contribute to our continued high pass rate for Chartership. Two additional courses will now be added to the portfolio in 2024/25.
- The first five Technician apprentices becoming members of the LI, with the LI acting as the End Point Assessment Organisation via special dispensation from the Institute for Apprenticeships & Technical Education.
- A partnership agreement signed with Vet Skill in which they will act as the End Point Assessment Organisation for the Level 3 Landscape Technician apprenticeship with support from the Landscape Institute.
- The LI's active participation in three joint events with our B.E Inclusive MoU partners which all focused on improving equity, diversity and inclusion in the construction and built environment sectors – Pride in the Built Environment; Advancing Racial Equity in the Built Environment; Addressing Gender Inequity in the Built Environment.
- The continued sponsorship and active support of the Open City Accelerate programme with renewed sponsorship for another year. This free, pioneering, built environment education programme is aimed at young people from disadvantaged and underrepresented backgrounds. The programme supports young people aged 16-18 to explore careers in architecture, landscape, planning, engineering and related fields, equipping them with the skills, portfolios, networks and confidence to make informed progression choices.
- Bringing professionals together to share expertise and learn from each other with 15 CPD events covering topics such as BNG, LVIA, contracts, embodied carbon, arboriculture, neurodiversity and BIM.
- Celebrated achievements in the sector through the 30th Anniversary of the LI Awards.





Above: Landscape Institute taking part in London Pride march alongside members of our built environment EDI partnership.

Left: Stanmer Park Management and Maintenance Plan. LI Awards Winner 2023. Horticultural displays within the restored walled garden © LUC.

3 Systems based

Refreshing, improving and implementing new operational systems and processes to enhance member and staff experience and engagement, and ensure the financial sustainability of the Institute.

- A continued focus on stabilising the Institute workforce and recruiting to key vacancies.
- The prioritisation of the New Ways of Working programme to transform our operational infrastructure to enable two-way engagement with our members in decision making.
- Refreshing and implementing HR policies and new staff handbook approved to ensure the Board can meets its statutory and legal duties, and best practice is in place.
- The implementation of the digital transformation programme, being carried out in partnership with oomi, will improve efficiencies and member engagement by providing the LI with modern systems including a fit-for-purpose CRM and a user-centric website.

Image:
Glenkinchie Distillery by The Paul Hogarth Company. LI Awards Winner 2023.
© The Paul Hogarth Company.



Corporate Strategy

The trustees review the aims, objectives and activities of the Institute each year. This report looks at what the Institute has achieved and the outcomes of its work within the twelve months from April 2023 to March 2024. The review also helps the trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Institute's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

A key part of the activity over the next year is to work with members to review and develop our next strategy including refreshing and redefining our vision, values and mission.

Our work programmes and focus are set out in the Business Plan- the Finance and Risk Committee monitor progress at each meeting against key performance indicators and keep the Board updated.

Image:
Harringworth Wildlands. LI Awards Finalist 2023.
© Bulwick Estates.



Looking Forward - 2024/25 and beyond

Business Plan priorities for 2024/25

The critical areas of focus of the 2024/25 business plan include:

- Landscape and Carbon – first phase of actions building on the report are delivered.
- Climate & Biodiversity Action Plan – evidence of activity against each action.
- Setting baseline and pathway for net zero target by 2029.
- Prioritising, developing and delivering our education, learning and development strategy including:
  - Continuing to develop the LI Academy to drive the delivery of our careers and professional standards agenda.
  - Reviewing the Entry Standards and Competency Framework.
  - Commencing work to revise the Level 3 Landscape Technician apprenticeship standards.
  - Supporting members with materials and collateral to promote careers in the landscape profession.
  - Progressing external ED&I partnerships – Access all Areas and B.E Inclusive MoU.
- Taking up the opportunities offered by the new UK government to put our public policy and advocacy work centre stage.
- Increasing membership satisfaction from 39% to 52% and beyond.
- Re-running of the Workforce Skills Survey – publish Spring 2025.
- Implementing a digital transformation programme with a new digital home.
- Launching a new Corporate Strategy.
- Embedding the New Ways of Working framework mentioned above and implementing a strong and consistent communication and engagement plan.



Image:
Landscape and Carbon report

Financial performance

The Board is clear from the detailed financial review and forecasting work it has undertaken that now is the time to invest in the potential of the Institute and profession, and its vital role for the future. The aim is to ensure we have a modern membership home for landscape professionals which can meet member expectations and deliver our wider public benefit by focusing on the major issues facing society of climate change, the loss of nature and building a sustainable future; and highlighting the importance of landscape and creating beautiful, inclusive places for the health and wellbeing of us all.

The 2023/24 financial year found us continuing to face many challenges. In response the Board focused on stability, building resilience and financial sustainability and modernising services to ensure the LI is in the strongest possible position to deliver what members need to thrive in this changing world, to champion and be the voice of landscape professionals, and to use it to influence policy and shape the future of our profession and the places where we live.

The year ended with an operating deficit of (£307k) which was close to the original budget.

It is pleasing that membership numbers and impressive retention rates have been retained. However, commercial activity has continued to be a challenge with CPD events (webinars and masterclasses), awards income, journal advertising as well as jobsite and insurance revenues all underperforming.

Financial rigour put in place throughout the year ensured expenditure reduced by £143k compared to 2022/23 with a decrease in costs over all areas.

Staff related costs were lower compared to the prior year by £81k at £1,375k. There was also a gain on investments of £98k. This created a total deficit for the year of (£209k).

Unrestricted funds decreased by £209k to £1,421k.

Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund increased by £102k from £182k to £284k which represents two months of operating expenditure.

Much of this report has focussed on the actions taken to address the financial position and build a sustainable financial model for the future with the aim to return to healthy surpluses and to rebuild our reserves position from 2025 onwards.

The Board has streamlined its investment, holding more in cash and agreeing to re-designate our Property Fund as a Strategic Development Fund to invest in the new digital home.

A new business development function has been put in place to focus on growing and diversifying our income sources. There are many potential avenues to explore and by developing Landscape Services Limited, adopting commercial principles across all activities and taking a more account management approach the Board is optimistic about moving this work forward positively in 2024/25. However, it is recognised that the next two years will be tough before the organisation can return to a healthy financial position to deliver the modern membership home for landscape professionals that members have a right to expect.

Investment policy

The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, net of expenses. This will achieve the primary objective of maintaining the real value of the funds over the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure.

The trustees have taken account of the Charity Commission's investment guidance. Their aim is to observe responsible investment principles and the charity's investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are expected to engage with companies on social, environmental and business ethics issues and to exercise the LI's voting right. The trustees monitor the implementation of this policy by asking investment managers to report regularly on their performance and their engagement and voting activities.

We are committed to an annual review with our investment managers. This helps us ensure that they are in keeping with the underlying values held by the Institute, given the diverse nature of the portfolios, but also to be alerted to benchmarks and circumstances which may impact on them such as the recent market upheaval.

Fundraising practice

At present the Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

Reserves policy

Our business plans have committed us to further necessary investment in the future growth of the Institute, particularly in the need to improve the internal operations, Human Resources, Finance, IT systems and processes. The increase in necessary costs has dented reserves during the year.

Our total unrestricted reserves at the year-end were £1,421k. This can be further broken between designated funds amounting to £1,138k and general fund (free reserve) of £283k.

The Free Reserves Policy is risk-based. The policy at year-end gives a Free Reserves target of £550k, which we are significantly below. However, there remains £715k in the "Strategic Development" designated fund that ensures the financial viability of the Institute and supports the going concern position.

Principal risks and uncertainties

Over the year the Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that procedures are established to manage those risks.

A review of the risk management framework is underway with a new Risk Management Policy approved and in place. This risk management policy forms a key part of the Institute's internal control and corporate governance arrangements and plays a key part in Trustees ensuring the organisation is fit for purpose on an ongoing basis. This policy:

- Confirms the commitment of the Board to maintaining a strong risk management framework to ensure that the Institute makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse effects of risks.
- Supports the internal control systems enabling the organisation to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.

In an interim, while the new approach is developed and implemented, an overview of risk is assessed and monitored by the Board around the following key strategic areas:

Risk	Key areas of risk
The sustainability of the financial model	• Over reliance on membership income • Lack of focus on business development opportunities • Economic impacts and challenges
Membership numbers reduce	• Low satisfaction with LI • The sector is not seen as an attractive career option and no proactive promotion as a career choice of value • External competition • Economic factors
Lack of volunteers within communities/ branches/ nations	• Low satisfaction with LI/ members not feeling valued/heard • Apathy
Lack of education focus for our members	• Not engaging sufficiently with schools and universities and lack of response to changing needs • Lack of capacity to deliver what is required
Loss of reputation and reduced ability to operate	• Inappropriate member behaviour impacts on reputation of LI • A fall in professional delivery standards • Non-compliance with key legislation such as employment law and GDPR
Ineffective decision-making hinders achievement of our strategic goals	• Poor governance structures in place
Technology breakdown	• Technology Issues • Cyber fraud • Infrastructure unstable
Digital Transformation programme does not deliver the expected outcomes	• Lack of effective programme management • Incomplete implementation and low levels of adoption
Inability to secure commercial income	• Lack of cross functional cooperation • Lack of input from members to inform content and opportunities.





"The 'New Ways of Working' programme is focused on putting members' needs and views at the heart of everything we do, ensuring they inform decision making and policy positions and that different parts of the organisation work together to shape new initiatives."

Carolin Göhler, President, Landscape Institute

Reference and administrative details

For the year ended 31 March 2024

Royal Charter number	RC000767
Charity number (England and Wales)	1073396
Charity number (Scotland)	SC047057
Registered office and operational address	85 Tottenham Court Road, London, W1T 4TQ. United Kingdom
Trustees	Trustees who served during the year and up to the date of this report were as follows:

Carolin Göhler	President Elect/Acting President from July 2023 President from July 2024
Jane Findlay	President until June 2022 Immediate past President July 2022- June 2023
Noel Farrer	Vice President to September 2022 Vice President/Acting President September 2022- June 2023 Vice President from July 2023
Mathew Haslam	Honorary Treasurer
Dr Keren Jones	Honorary Secretary until May 2023
Mark Smeeden	Honorary Secretary from July 2023
Adam Barker	Non-Chartered Trustee
Christine House	Chair- Education & Membership Committee
Ian Phillips	Chair- Policy & Communications Committee from April 2023
Jane Clarke	Independent Trustee
Marc Norden	Independent Trustee
Deborah Nagan	Independent Trustee from November 2022- May 2024
Penelope McNeile	Independent Trustee from November 2022- November 2023

Principle staff

- **Robert Hughes,**
  Chief Executive
- **Joseph Thomas,**
  Interim Finance Director
- **Neelam Sheemar,**
  Head of Marketing and Communications
- **John O'Keefe,**
  Head of Education and Careers
- **Naomi Taylor,**
  Head of Membership Services and Acting Commercial Director
- **Rowena Lovell,**
  Board Secretary

• **Bankers**	Natwest Bank PO Box 2161 20 Dean Street London W1A 1SX	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
• **Solicitors**	Russell Cooke 2 Putney Hill London SW15 6AB	
• **Auditors**	Moore Kingston Smith 9 Appold Street London EC2A 2AP	

Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least four times per year, and an Advisory Council which meets three times per year.

The Institute has a wholly owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020 the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the Institute in order for the TPA to act as a vehicle to facilitate the Institute's work and expansion in the Parks sector. The effective date of the acquisition was 1st April 2021. In September 2021, the Board agreed that The Parks Alliance Company was to be made dormant as an entity, whilst activities around Parks carried forwards within the current Institute's charity structure as highlighted above. The company is to remain dormant during the 2023-2028 strategy planning period at which point the status of the company will be revisited.

Board of Trustees

The Board of Trustees is accountable to the Charity Commission for the effective running of the Institute.

The Institute has up to thirteen trustees:

- Six are directly elected by the membership of the Institute and seven are appointed by the Institute's elected Advisory Council.
- Four of the appointed trustees are not members of the Institute and are Independent Trustees, they are selected because of relevant expertise and to fill skills gaps identified from Board skills analysis, to benefit the organisation and its management.

All trustees, whether directly elected or appointed by Advisory Council, sign up to a Trustees' Code of Conduct, commit themselves to working to a role description and to acting within the governing documents of the Landscape Institute.

We conduct an annual induction/training for trustees. Ongoing governance support was provided year-round to members of the Board and Council to enable them to discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts. A discretionary stipend provision can be considered for the office of the President subject to the current policy and after obtaining the requisite approval from the Charity Commission.

The Landscape Institute has a Declarations of Interest Policy in place and maintains a Register of Interests that the members can inspect on request. During 2023/4, no Trustee was involved in any financial decisions that they declared a conflict of interest in or could be perceived to have a conflict-of-interest in. The purchasing policies and procedures the LI staff team follow ensure this is the case.

Board Committees

A number of Committees are set up by the Board to advise them on priority activities including Finance & Risk, Governance, and People, Culture & Change.

In addition, there are 3 standing committees, and a review is to be undertaken during 2024/25 on the role and focus of the three committees.

Chief Executive

The trustees delegate the day-to-day operations of the Institute to the Chief Executive and other principal staff set out on page 16 and monitor performance against an agreed operational plan at intervals throughout each year.

Advisory Council

The Advisory Council plays an important role in monitoring the fulfilment by the Institute of its objectives as set out in the Charter and supporting the adopted business plan each year. They provide a wider member representation within the LI governance structure and a vital member input into future plans of the Institute through its joint sessions with the Board. This involves holding the Board to account by reviewing performance, accounts, corporate plans and business plans, and maintaining the governance cycle for a healthy turnover of Board/Council positions. They also comment on proposals from the Board on the alteration of the Institute's Regulations. They are also responsible, if necessary, for removing members of

the Board in accordance with the procedures set out in the Regulations. This is all reflected in the Advisory Council's Terms of Reference.

Branches

We have 12 geographical branches with 9 in England and 1 in each of the home Nations. A local branch committee operates in each branch except currently Northern Ireland. All branches play an important role in providing representation for members and delivering professional development events, talks and seminars, workshops covering LI's Chartership route ('Pathway to Chartership'), support to LI members at a country or regional level and numerous social events. They also support the LI on consultation responses to policy issues and promote the profession to a range of audiences. Each branch has a representative on the LI's Advisory Council and works to support the delivery of the Corporate Plan.

Volunteers

Local members in the countries and regions volunteer to work on national and regional committees.

Remuneration policy for key management personnel

Remuneration of the Chief Executive is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is reviewed annually based on a recommendation from the Chief Executive and approval by the Board of Trustees.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report was approved by the trustees on 10 September 2024 and signed on their behalf by



Carolin Göhler,
President/Chair of the Board of Trustees

Independent auditor's report to the Trustees of The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2024, and of the group's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit

or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the group and parent charity have not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 19, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group or parent charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are

required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the group and parent charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the group and parent charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the group and parent charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the parent charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the parent charity and parent charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP.

Date: 21 November 2024

Moore Kingston Smith LLP, Statutory auditor
6th Floor, 9 Appold Street, London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31st March 2024

	Note	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	155,600	-	**155,600**	284,996	-	284,996
Build resilience and confidence	2b	233,651	-	**233,651**	341,993	-	341,993
Growth and inclusivity	2c	1,948,889	-	**1,948,889**	1,889,185	-	1,889,185
Investment income		52,075	-	**52,075**	61,622	-	61,622
Other income	3	65,248	-	**65,248**	18,446	-	18,446
Total income		2,455,463	-	**2,455,463**	2,596,242	-	2,596,242
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		981,382	-	**981,382**	1,033,322	-	1,033,322
Build resilience and confidence		945,384	-	**945,384**	1,063,031	-	1,063,031
Growth and inclusivity		785,109	-	**785,109**	809,185	-	809,185
Total expenditure	4a	2,711,875	-	**2,711,875**	2,905,538	-	2,905,538
Net incoming/(outgoing) resources before transfers		(256,412)	-	**(256,412)**	(309,296)	-	(309,296)
Gross transfers between funds	19a	-	-	**-**	390	(390)	-
Net incoming/(outgoing) resources before other recognised gains and losses		(256,412)	-	**(256,412)**	(308,906)	(390)	(309,296)
Net gain/(loss) on investments		98,293	-	**98,293**	(117,000)	-	(117,000)
Net income/(expenditure) for the year and net movement in funds	5	(158,119)	-	**(158,119)**	(425,906)	(390)	(426,296)
Reconciliation of funds							
Total funds brought forward		1,630,541	5,306	**1,635,847**	2,056,447	5,696	2,062,143
Total funds carried forward	19a	1,472,422	5,306	**1,477,728**	1,630,541	5,306	1,635,847

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 19 to the financial statements.

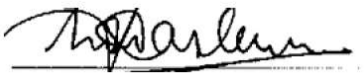
Landscape Institute

Balance sheets

As at 31st March 2024

	Note	The group 2024 £	The group 2023 £	The Institute 2024 £	The Institute 2023 £
Fixed assets					
Tangible assets	10	**7,086**	1,125	**7,086**	1,125
Intangible assets	11	**215,039**	-	**215,039**	-
Investments	13	**1,329,791**	1,706,497	**1,329,798**	1,706,504
		1,551,916	1,707,622	**1,551,923**	1,707,629
Current assets					
Debtors	16	**222,098**	176,149	**255,862**	211,861
Short term deposits		**85,774**	214,112	**85,774**	214,112
Cash at bank and in hand		**278,262**	282,658	**155,249**	86,646
		586,134	672,919	**496,885**	512,619
Liabilities					
Creditors: amounts due within one year	17	**660,322**	744,694	**571,080**	584,401
Net current (liabilities)/ assets		**(74,188)**	(71,775)	**(74,195)**	(71,782)
Net assets	18a	**1,477,728**	1,635,847	**1,477,728**	1,635,847
Funds	19				
Restricted income funds		**5,306**	5,306	**5,306**	5,306
Unrestricted income funds					
Designated Funds		**1,137,714**	1,448,665	**1,137,714**	1,448,665
General funds		**334,708**	181,876	**334,708**	181,876
Total Unrestricted income funds		**1,472,422**	1,630,541	**1,472,422**	1,630,541
Total funds		**1,477,728**	1,635,847	**1,477,728**	1,635,847

Approved by the Trustees on 10 Sep 2024 and signed on their behalf by:



Mathew Haslam, Honorary Treasurer

Landscape Institute

Consolidated statement of cash flows

For the year ended 31st March 2024

	Note	2024		2023	
		£	£	£	£
Net cash provided by operating activities	20		**(436,798)**		(305,430)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**52,075**		61,622	
Proceeds from the sale of investments		**1,025,000**		-	
Purchase of investments		**(550,000)**			
Purchase of fixed assets		**(223,009)**		(1,266)	
Reclassification from short term deposits		**128,338**			
Interest rolled over on short term deposits		**(2)**		(2,216)	
Net cash provided by / (used in) investing activities			**432,402**		58,140
Change in cash and cash equivalents in the year			**(4,396)**		(247,290)
Cash and cash equivalents at the beginning of the year			**282,658**		529,948
					-
Cash and cash equivalents at the end of the year			**278,262**		282,658

1 Accounting policies

a) Statutory information

The Landscape Institute is a registered charity, incorporated by Royal Charter, with the Charity Commission in England and Wales and Office of the Scottish Charity Regulator in Scotland. The registered office address is 85 Tottenham Court Road, London W1T 4TQ.

b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn. The presentational currency is pounds sterling, figures are rounded to the nearest £.

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 15 and the subsidiary results are provided in note 14. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1 April 2021.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The Institute meets the definition of a public benefit entity under Charities SORP FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees acknowledge that as at 31st March 2024 there is a net current liability, however they are confident of the going concern position due to the robust cash-flow forecasting, general reserves and investment holdings.

1 Accounting policies (continued)

e) Income

Income is recognised when the Institute has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Institute has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Subscription income is recognised for the period for which the services are provided.

Income from the sale of publications, advertising, and examinations is recognised in the period in which the activity occurs.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Institute; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering and communicating membership, educational, policy, technical and professional services, undertaken to further the purposes of the Institute and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

Expenditure is allocated to a particular activity where the cost relates directly to that activity. Support costs, being the salary and overhead costs of the central function, and governance costs, are apportioned to activities on the basis of staff time spent on those activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fittings and office equipment	25% straight line
Computers	33 ⅓% straight line

l) Intangible fixed assets

Items of IT software are capitalised where the purchase price exceeds £1,000. Amortisation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Amortisation is provided at rates calculated to write down the cost of each asset to its estimated residual

Website and database	20% straight line

m) Investments

(i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

(ii) Investment in subsidiary

Investment in the subsidiary Landscape Services Limited is included in the Institute's balance sheet at cost.

n) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (continued)

p) Debtors

Trade or other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

q) Creditors and provisions

Creditors and provisions are recognised where the Institute has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

r) Pensions

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the Institute to the fund. The Institute has no liability under the scheme other than for the payment of those contributions.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Restricted £	Unrestricted £	2024 Total £	Restricted £	Unrestricted £	2023 Total £
High Street Task Force	–	10,208	**10,208**	–	20,728	**20,728**
Awards and Competitions events	–	145,392	**145,392**	–	264,268	**264,268**
a **Sub-total for Raise the Profile of Landscape and Place**	–	155,600	**155,600**	–	284,996	**284,996**
Examination and Pathway fees	–	136,794	**136,794**	–	164,252	**164,252**
Branch event income	–	7,552	**7,552**	–	10,337	**10,337**
University accreditation fees	–	37,308	**37,308**	–	36,018	**36,018**
Journal advertising	–	21,900	**21,900**	–	36,850	**36,850**
Publication sales and royalties	–	23,027	**23,027**	–	18,716	**18,716**
Income from training activities	–	7,070	**7,070**	–	75,820	**75,820**
b **Sub-total for Building Resilience and Confidence**	–	233,651	**233,651**	–	341,993	**341,993**
Member subscriptions	–	1,629,434	**1,629,434**	–	1,526,812	**1,526,812**
Practice fees	–	221,829	**221,829**	–	192,563	**192,563**
Grant income	–	9,313	**9,313**	–	21,088	**21,088**
Website advertising	–	88,313	**88,313**	–	148,722	**148,722**
c **Sub-total for Growth and Inclusivity**	–	1,948,889	**1,948,889**	–	1,889,185	**1,889,185**
Total Income from charitable activities	–	2,338,140	**2,338,140**	–	2,516,174	**2,516,174**

3 Other income

	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Insurance commission	–	25,483	**25,483**	–	14,741	**14,741**
Other income	–	39,765	**39,765**	–	3,705	**3,705**
	–	65,248	**65,248**	–	18,446	**18,446**

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2024 Total	2023 Total
	£	£	£	£	£	£	£
Staff costs (note 6)	289,039	300,282	365,208	152,976	217,176	**1,324,681**	1,456,469
Direct members communications	24,097	120,653	365	–	13,201	**158,316**	155,858
Branch and member group activities	–	27,529	–	–	–	**27,529**	21,347
Awards and Competitions	110,029	3,513	19,371	–	–	**132,913**	110,607
Information costs	10,646	5,395	46,751	–	56,931	**119,723**	175,330
Pathway examinations and supervision	–	42,233	–	–	–	**42,233**	45,606
Event and Conference costs	104,808	375	–	–	–	**105,183**	106,968
Consultants and other direct costs	74,108	74,108	74,107	–	140,227	**362,550**	224,326
Legal & professional	–	21,166	–	–	32,846	**54,012**	162,907
Depreciation	–	–	–	–	2,010	**2,010**	142
Committee and Leadership expenses	–	–	–	11,914	–	**11,914**	17,525
Premises costs	–	–	–	–	180,911	**180,911**	161,909
Other costs	–	23,690	–	–	166,210	**189,900**	266,543
	612,727	618,944	505,802	164,890	809,512	**2,711,875**	2,905,538
Support costs	275,235	242,854	210,472	80,951	(809,512)	–	
Governance costs	93,420	83,586	68,835	(245,841)	–		–
Total expenditure 2024	**981,382**	**945,384**	**785,109**	–	–	**2,711,875**	2,905,538

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2023 Total
	£	£	£	£	£	£
Staff costs (note 6)	325,268	335,637	399,865	123,464	272,235	**1,456,469**
Direct members communications	24,098	116,645	4,329	–	10,786	**155,858**
Branch and member group activities	–	21,347	–	–	–	**21,347**
Awards and Competitions	88,501	6,500	15,606	–	–	**110,607**
Pathway examinations and supervision	–	45,606	–	–	–	**45,606**
Event and Conference costs	106,968	–	–	–	–	**106,968**
Consultants and other direct costs	44,095	47,900	13,348	23,880	95,104	**224,326**
Legal & professional	–	89,474	3,769	20,005	49,659	**162,907**
Depreciation	–	–	–	–	142	**142**
Committee and Leadership expenses	–	–	–	17,525	–	**17,525**
Premises costs	–	–	–	–	161,909	**161,909**
Other costs	–	24,505	–	–	242,038	**266,543**
	621,990	698,797	497,551	184,873	902,327	**2,905,538**
Support costs	306,791	270,698	234,604	90,234	(902,327)	
Governance costs	104,541	93,536	77,030	(275,107)	–	–
Total expenditure 2023	**1,033,322**	**1,063,031**	**809,185**	–	–	**2,905,538**

5 Net income/(expenditure) for the year

This is stated after charging

	2024	2023
	£	£
Depreciation	**2,010**	**142**
Trustee's expenses	**4,773**	**5,953**
Auditors' remuneration (net of VAT):		
• Audit - Sayer Vincent (2022/3)	**6,400**	**14,200**
• Audit - Moore Kingston Smith (2023/4)	**21,920**	**-**
• Other services	**3,095**	**5,950**
Operating lease rentals:		
• Property	**154,570**	**131,616**
• Office equipment	**503**	**2,896**

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	**1,015,924**	1,031,114
Redundancy and termination costs	**28,907**	4,249
Social security costs	**102,833**	102,241
Employers contributions to defined contribution pension scheme	**57,461**	60,129
Other staff related costs including travel and agency staff	**119,556**	258,736
	1,324,681	1,456,469

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2024	2023
	No.	No.
£60,000 - £69,999	**1**	**-**
£70,000 - £80,000	**1**	**-**
£80,001 - £90,000	**1**	**-**
£90,001- £100,000	**-**	1

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £446,019 (2023: £448,927).

No Trustees were paid (2023: £6,934) and no Trustees received any other benefits from employment with the Institute in the year (2023: nil). The payment of the salary in 2023 is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustees (2023: nil), received remuneration in respect of professional services provided (2023: nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £4,381 (2023:£5,953) incurred by 9 trustees (2024: 4) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024	2023
Raise the profile of Landscape and Place	8	9
Build the resilience and confidence of the profession	6	8
Inclusive Growth	5	5
Support	2	2
Governance	1	2
	22	26

8 Taxation

The Institute is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The Institute's trading subsidiary Landscape Services Ltd gift aids any available profits to the Institute.

9 Related party transactions

Related party transactions with Hardscape Products Ltd, a company which a Trustee is a director, but without any day-to-day management control or influence, amounted to income received by the Landscape Institute from Hardscape of £28,104 and expenditure made to Hardscape of £2,851. (Prior year the Landscape Institute received £26,880 from Hardscape and made payments of £3,600).

Other than those disclosed above, there were no other related party transactions during the year.

In particular, there were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

10 Tangible fixed assets

The group and the charity	Computers (restated)	Totals (restated)
	£	£
Cost		
At the start of the year	6,205	6,205
Additions in year	7,970	7,970
Less: disposals during the year	–	–
At the end of the year	14,175	14,175
Depreciation		
At the start of the year	5,080	5,080
Disposals	–	–
Charge for the year	2,010	2,010
At the end of the year	7,089	7,090
Net book value		
At the end of the year	7,086	7,086
At the start of the year	1,125	1,125

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Intangible fixed assets

The group and the charity	Database and website (restated)	Totals (restated)
	£	£
Cost		
At the start of the year	275,501	**275,501**
Additions in year	215,039	**215,039**
Less: disposals during the year	–	**–**
At the end of the year	490,540	**490,540**
Amortisation		
At the start of the year	275,501	**275,501**
Disposals	–	**–**
Charge for the year	–	**–**
At the end of the year	275,501	**275,501**
Net book value		
At the end of the year	**215,039**	**215,039**
At the start of the year	–	–

The intangible fixed assets of the Institute are the same as those of the group and, therefore, have not been All of the above assets are used for charitable purposes.

12 Capital Commitments

The Group and the Institute has a contractual commitment in relation to the new CRM system and websites that is being implemented during 2024/5. It is expected to be completed in September 2025.

	The group		The Institute	
	2024	2023	**2024**	2023
	Database and Website	Database and Website	**Database and Website**	Database and Website
	£	£	£	£
Within 1 year	**96,876**	–	**96,876**	–
2 – 5 years	**64,584**	–	**64,584**	–
	161,460	–	**161,460**	–

13 Investments

	The group		The Institute	
	2024	2023	**2024**	2023
	£	£	**£**	£
Listed Investments				
Fair value at the start of the year	**1,706,497**	1,823,497	**1,706,497**	1,823,497
Additions during the year	**550,000**	–	**550,000**	–
Disposals during the year	**(550,000)**	–	**(550,000)**	–
Withdrawal of Funds during the year	**(475,000)**	–	**(475,000)**	–
Net gain/(loss) on change in fair value	**98,294**	(117,000)	**98,294**	(117,000)
Fair value of listed investments at the end of the year	1,329,791	1,706,497	**1,329,791**	1,706,497
Investment in subsidiary undertaking	–	–	**7**	7
Total investments	**1,329,791**	1,706,497	**1,329,798**	1,706,504

Investments comprise

	The group		The charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
UK Common investment funds	**1,329,791**	1,706,497	**1,329,791**	1,706,497
Unlisted shares in UK registered companies	–	–	**7**	7
	1,329,791	1,706,497	**1,329,798**	1,706,504

14 Subsidiary Undertaking

The Institute owns the whole of the issued ordinary share capital of £7 in Landscape Services Limited, a company registered in England. Activities of the subsidiary include events management and sales of advertising and publications. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the Institute through a gift aid donation. A summary of the results of the subsidiary is shown below:

	2024	2023
	£	£
Turnover	529,037	695,343
Cost of sales	(225,594)	(283,320)
Gross profit	303,443	412,023
Administrative expenses	(120,591)	(182,083)
Profit on ordinary activities before taxation	182,852	229,940
Taxation on profit on ordinary activities	–	–
Profit for financial year	182,852	229,940
Retained earnings		
Retained earnings brought forward	–	–
Profit for the financial year	182,852	229,940
Distribution to parent entity	(182,852)	(229,940)
Retained earnings carried forward	–	–

The aggregate of the assets, liabilities and funds was:

Assets	247,885	244,669
Liabilities	(247,878)	(244,662)
Funds	7	7

During the year, the institute recharged the subsidiary management and overhead costs of £121k (2023: £140k)

15 Parent charity

The parent Institute's gross income and the results for the year are disclosed as follows:

	2024	2023
	£	£
Gross income	1,926,425	1,900,899
Results for the year	(158,119)	(656,236)

16 Debtors

	The group		The Institute	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade debtors	**30,551**	28,070	**10,761**	9,711
Due from group undertakings	**-**	-	**-**	84,369
Office Rent Deposit	**18,373**	18,380	**18,373**	18,373
VAT Debtor	**-**	7,701	**81,646**	7,701
Prepayments and accrued income	**173,174**	121,998	**145,082**	91,707
	222,098	176,149	**255,862**	211,861

17 Creditors: amounts due within one year

	The group		The Institute	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade creditors	**68,746**	183,595	**68,587**	183,361
Due to group undertakings	**-**	-	**76,990**	-
Deferred income (please see below)	**455,848**	467,431	**307,881**	307,372
Taxation and social security	**26,941**	29,639	**26,941**	29,639
VAT creditor	**15,279**	-	-	-
Other creditors	**17,048**	19,961	**17,048**	19,961
Accruals	**76,460**	44,068	**73,633**	44,068
	660,322	744,694	**571,080**	584,401
Deferred income comprises:				
Membership fees received in advance	**269,101**	261,406	**269,101**	261,405
Registered practice fees in advance	**140,380**	160,059	**-**	-
Examination fees in advance	**31,280**	30,959	**31,280**	30,960
Accreditation Fees	**-**	15,007	**-**	15,007
Sponsorship	**15,087**	-	**7,500**	-
	455,848	467,431	**307,881**	307,372

All 2023 Deferred Income was released in the financial year.

18a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	**£**	£
Tangible fixed assets	-	7,086	-	**7,086**
Intangible fixed assets	-	-	215,039	**215,039**
Investments	-	1,130,628	199,163	**1,329,791**
Net current assets/ (liabilities)	5,306	-	(79,494)	**(74,188)**
Net assets at the end of the year	**5,306**	**1,137,714**	**334,708**	**1,477,728**

18b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	1,125	-	**1,125**
Investments	-	1,447,540	258,957	**1,706,497**
Net current assets/ (liabilities)	5,306	-	(77,081)	**(71,775)**
Net assets at the end of the year	**5,306**	**1,448,665**	**181,876**	**1,635,847**

19a Current year movements in funds

	At the start of the year	Income	(Expenditure)/ Investment gains	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
Total restricted funds	5,306	–	–	–	**5,306**
Unrestricted funds:					
Designated funds:					
Fixed assets - Project Kestrel	–	–	–	215,039	**215,039**
Branch funds	22,381	–	–	–	**22,381**
Project Kestrel	400,000	–	–	(215,039)	**184,961**
Strategic Development	1,026,284	52,075	98,293	(461,319)	**715,333**
Total designated funds	1,448,665	52,075	98,293	(461,319)	**1,137,714**
General funds	181,876	2,403,388	(2,711,875)	461,319	**334,708**
Total general funds	181,876	2,403,388	(2,711,875)	461,319	**334,708**
Total unrestricted funds	1,630,541	2,455,463	(2,613,582)	–	**1,472,422**
Total funds	**1,635,847**	**2,455,463**	**(2,613,582)**	–	**1,477,728**

19b Prior year movements in funds

	At the start of the year	Income	Expenditure	Transfers	At the end of the year
	£	£	£	£	£
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
The Parks Alliance	390	–	–	(390)	**–**
	5,696	–	–	(390)	**5,306**
Total restricted funds					
Unrestricted funds:					
Designated funds:	–	–	–	–	**–**
Fixed assets funds	–	–	–		**–**
Branch funds	33,489	–	–	(11,108)	**22,381**
Entry Standards Modernisation Fund	52,277	–	–	(52,277)	**–**
Policy Development Fund	9,305	–	–	(9,305)	**–**
Project Kestrel	–	–	–	400,000	**400,000**
Property Fund	1,702,115		–	(675,831)	**1,026,284**
Total designated funds	1,797,186	–	–	(348,521)	**1,448,665**
General funds	259,261	2,596,242	(3,022,538)	348,911	**181,876**
Total general funds	259,261	2,596,242	(3,022,538)	348,911	**181,876**
Total unrestricted funds	2,056,447	2,596,242	(3,022,538)		**1,630,541**
Total funds	**2,062,143**	**2,596,242**	**(3,022,538)**		**1,635,847**

General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and when to spend these funds, and they are not earmarked in any way.

19 Movement in funds - descriptions of funds

Purposes of restricted funds

The Travel Award Memorial fund originated from a donation to provide travel awards to members, and typically make three or four awards per year.

Purposes of designated funds

The net value of fixed assets relating to Project Krestal is reflected in a designated fund. The amount is the actual expenditure incurred to date as at 31st March 2024.

Branch funds set aside to support branch activities

The Strategic Development fund comprises net proceeds of the sale of the Institute's former investment property. It is to support the future strategy of the Institute. 80% of dividend income and 20% of the movement on revaluation is allocated to the general fund.

The Project Kestrel Fund is monies set aside to support the development of a new CRM system and improved websites, to enhance the member experience and efficiencies of our internal processes.

20 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2024	2023
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(158,119)**	(426,296)
Depreciation charges	**2,010**	142
Losses/ (gains) on investments	**(98,293)**	117,000
Dividends, interest from investments	**(52,075)**	(61,622)
(Increase)/decrease in debtors	**(45,949)**	-
Increase/(decrease) in creditors	**(84,372)**	-
Net cash provided by / (used in) operating activities	**(436,798)**	(370,776)

21 Operating lease commitments

The group's and the Institute's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	The group		The Institute	
	2024	2023	2024	2023
	£	£	£	£
Within 1 year	**82,824**	128,760	**82,824**	120,887
2 - 5 years	**-**	210,800	**-**	81,267
	82,824	333,753	**82,824**	202,154

22 Contingent liabilities

The group and the charity had no contingent liabilities at the balance sheet date or the date of approval of these financial statements.

23. Prior Year Restatement

The prior year accounts included Database and Website in the tangible fixed asset table. This has been reclassified as intangible fixed asset in note 11.

The prior year accounts reclassified from Tangible Fixed Assets to Intangible Fixed Assets, Cost - £275,501, Depreciation - £275,501 and Net Book Value - Nil.

24 Legal status of the Institute

The Institute is a registered charity, Charity Commission number 1073396 and Scottish Charity Regulator number SC047057, and incorporated by Royal Charter, registration number RC000767.

www.landscapeinstitute.org

@talklandscape

Landscape Institute

landscapeinstitute

Royal Charter number:
RC000767

Charity number (England and Wales):
1073396

Charity number (Scotland):
SC047057

Landscape Institute
Inspiring great places

THE LANDSCAPE INSTITUTE

England & Wales - Charity number 1073396

Accounts

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute
Annual Report of the Trustees

For the Year Ending 31 March 2023

Landscape Institute
Inspiring great places

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Introduction

The Trustees of the Landscape Institute (LI) are pleased to present their annual report and the financial statements of the Landscape Institute for the year ending 31 March 2023. The Trustees confirm that the Report and Financial Statements comply with current statutory requirements of the Institute's governing documents and the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Report Standard (FRS102) the Charities Act, the Charities and Trustee Investment (Scotland) Act 2005 and applicable accounting standards.

Commentary from the Acting Chief Executive

Robert Hughes

The challenges we as a country faced in 2022/23 are well documented.

The impacts of the pandemic were still playing out, the war in Ukraine was ramping up and the confidence in our global economies was shaken. Over the year, many of us were affected by high inflation and significant cost-of-living increases and as a charity we also felt the effects and suffered from post-pandemic staff shortages. The extreme summer heat and the floods across the globe added to the uncertainties leading to supply chain issues and made us all reflect hard on what our future will look like.

We are living in a rapidly changing world and the changes we have seen over the past three or four years have fundamentally altered the way we live and work. The commercial and social landscape have altered, and we must adapt to these changes, or we risk stagnation and further decline.

Tackling climate harm is more important than ever and our priority continues to be to demonstrate the vital role we as a profession have to play in addressing the major issues facing society of:

- Climate change,
- The loss of nature,
- Building a sustainable future,
- The importance of landscape and,
- Creating beautiful, inclusive places for the health and wellbeing of us all.

Our other focus in 2022/23 was on stability, building resilience and financial sustainability, and modernising our services to ensure we are in the strongest possible position to deliver what our members need to thrive in a changing world, to champion and be the voice of landscape professionals and to use it to influence policy and shape the future of our profession and the places where we live.

We also made progress with understanding those challenges and how we need to change to futureproof the Institute. Our road show was designed to reconnect with members and registered practices after the pandemic and ensure we put members priorities and needs at the heart of our future strategy.

It was clear that the highest priority for the sector, and therefore for the Institute, is addressing the workforce and skills shortages identified in our Skills for Greener Places Research report which was published in December 2022.

In taking stock it became clear that the Institute was overdue a rationalisation and that we needed to upgrade our IT infrastructure to build a robust digital home making it easier for members to engage with us in new ways and enable us to maximise our investment in members, volunteers and staff alike. In the modern world people expect seamless digital journeys and the Institute needs to provide this for its members.

The organisation's current staffing structure has seen significant assessment and redesign in the first 6 months of this year. In addition, we have adopted tighter cost control and higher levels of financial transparency both of which I consider essential to the delivery of our strategy.

We must define and embed a new community and culture that enables a partnership of members and staff to work together to deliver our strategy and ensure we can get back to and beyond, a surplus financial position within the next strategy period.

The LI has continued its commitment to its partnerships with the Architects Benevolent Society and Perennial. Through this we can support a range of charitable and hardship services, providing advice and support to members who need it.

They are important partners to us and provide free and confidential advice, support, and financial assistance to people of all ages working in, or retired from, our sector.

We have also continued our strong working relationships with BALI and SGD through awards collaboration and agreed marketing and public relations work. We will continue to generate and promote strong working relationships with industry / sector partners to promote and further the aims of the LI and the sector.

As I approach the end of my first year at the LI, I am hugely optimistic about the opportunity before us. I see a highly professional and engaged membership community, the vast majority of which are united in a desire to move standards upwards and address the landscape challenges of the times.

In closing, I want to give a special thank you to the staff who represent one of our biggest assets and a very special thank you to all of our volunteers, including Board, Advisory Council, Branch, Committee members and others. We are indebted to for their commitment during these uncertain times.

Trustees Report

What we do

Objectives, purpose and aims

The Landscape Institute is constituted under Royal Charter dated 01 September 1997, updated in 2008 and 2016. The main objects of the Institute 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 practise Landscape Architecture as a profession, and to determine standards and criteria for education training and experience.

Mission

To lead and inspire the landscape profession to ensure it is equipped to deliver its purpose under our Royal Charter for the benefit of people, place and nature, for today and for future generations.

Vision

To be a relevant, expert and trusted professional body, which develops the skills, knowledge and professional behaviours of its members. We will be agile, innovative and responsive in the face of environmental challenges and major social change, to help our members and the communities they serve deliver more sustainable ways for living and working in the future.

As a self-regulating professional body, we will continue to build public confidence by upholding the highest standards of conduct, and challenging conduct or behaviours that fall below the standard that members and the public should expect of a professional Institute.

Values

We aim to be:

- Caring and nurturing;
- creative and passionate; and
- socially and environmentally aware.

What we do

- We INFLUENCE by promoting good landscape policy and practice
- We aim to be RELEVANT to our members and for the long-term common good

- Our priority is to champion INCLUSIVE GROWTH to meet the workforce requirements of our profession.

Corporate Strategy 2018-2023

The trustees review the aims, objectives and activities of the Institute each year. This report looks at what the Institute has achieved and the outcomes of its work within the twelve months from April 2022 to March 2023. The review also helps the trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Institute's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The year under review is the final-year of the Corporate Strategy. Our business plan for the year set out our planned progress towards our strategic goals. The Finance & Risk Committee monitored progress at each meeting, following key performance indicators set out in the plan and updated the Board.

Context

The global outlook has been pessimistic, and the UK economy has been no exception in facing significant challenges. The social, political and commercial impacts of the COVID pandemic, Brexit and the war in Ukraine have been extraordinary and are still being played out. They have clearly presented real ongoing challenges for the sector and the Institute. Such extraordinary times have had significant impacts and we have accumulated financial impacts that present financial challenges.

The Membership and charities sectors saw the start of a significant and persistently challenging environment in 2022/23. The cost-of-living crisis, rising interest rates, reduced/uncertain business activity and the continued impact of the COVID pandemic have all contributed negatively to key performance indicators, around Finance, HR, Membership and Commercial activities.

2022/23 Challenges for the Landscape Institute

2022/23 was a very difficult year and those challenges are likely to be ongoing for a number of years.

For the Landscape Institute the poor performance of previous technology platforms exacerbated the impact of the tough external climate.

In addition, the year saw significant retention and recruitment issues with key staff leaving at all levels of the business. Recruitment in a very candidate weighted market was difficult and has contributed negatively to business continuity and operational progress. These factors contributed to low membership satisfaction scores and a lack of clarity around business and financial performance.

The financial year 2022/23 was a period of consolidation, implementation and transition. We recognised that further work was required to ensure our digital platforms were fit for purpose and implemented detailed discovery around our IT infrastructure, procedures and systems to enable a significant shift in digital capability and people effectiveness to better equip the Institute for the future. The recommendations in the Brown Review provided the framework, and the process will continue into the new financial year as business as usual.

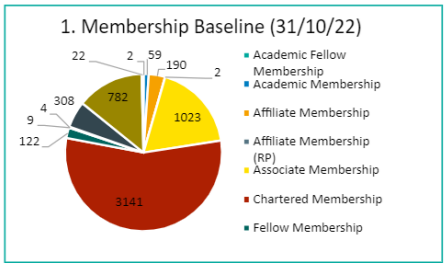
One of the Institute's core functions is to lead learning, by educating, training and maintaining advanced professional standards. As a self-regulatory professional body, the Institute must uphold its values and vision as a trusted professional body with members demonstrating the skills, knowledge and professional behaviours expected of the profession. The ramifications of the whistle-blowing case overseen by the Institute's Whistle-blowing Champion, Independent Trustee Jane Clarke, have continued to have a significant and detrimental impact.

Achievements

Volunteers are at the heart of our organisation. They hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, Technician and Fellowship. Much of what was achieved in the last year was made possible by these volunteers. The Board of Trustees would like to thank everyone who has contributed to its work in year and helped the Institute in fulfilling its mission to protect and enhance the environment and to create thriving communities through the design and management of inspirational places.

An overview

Membership 2022/23



Retained individual members 21/22	Retained individual members 22/23
5779	5816



Phone call reasons for leaving table



For personal reasons	2
I have decided to change career	7
I have now retired	8
My membership didn't meet my needs	1
Other	12
Email response - no reason given	2
Conduct case	1
Cost of living crisis	2
No longer in business	1

Team in place

And ready to start today



4 X POLICY CONSULTATION RESPONSES TO UK

Landscapes Review to Defra (Apr 22)

BNG Regs to Defra Apr 22

Mental Health and Wellbeing to DHSC (Jul 22)

NPPF to DHLUC (Mar 23)



1 X SUBMISSION TO UK SELECT COMMITTEES

Public Parks LUHC Committee (Jun 22)



4 X POLICY CONSULTATION RESPONSES TO SCOTTISH GOVERNMENT

Future National Parks (Dec 22)

Vision for Scottish Agriculture (Dec 22)

Scottish Biodiversity Strategy (Sept 22)

Permitted Development Rights (Aug 22)



SKILLS FOR GREENER PLACES REPORT

Creating Safer Spaces Report (White Paper with Marshalls Oct 22)

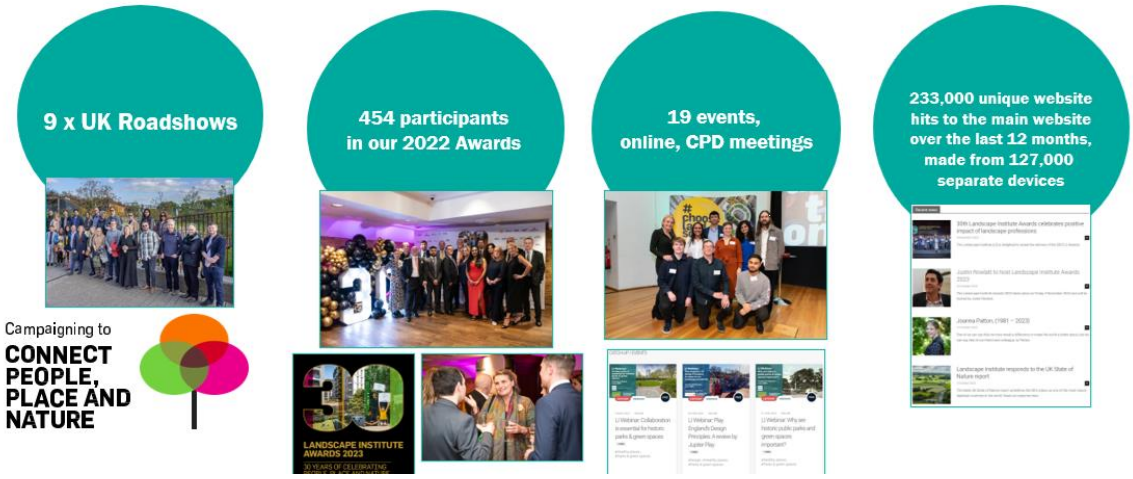


2 x Briefings delivered on behalf of DLUHC

Levelling Up Parks Presentation to 100 Recipient Local Authorities (Sept 22)

Landscape Institute
Inspiring great places

Marketing, Communications and Events outputs 2022/2023



ED&I achievements

Access all Areas: On 15 November 2022, at the FutureScape industry exhibition, representatives from the Association of Professional Landscapers (APL), British Association of Landscape Industries, the Landscape Institute (LI), the Society of Garden Designers (SGD), signed a joint declaration to work towards a more diverse and inclusive industry through the sharing of work and good practice.

Joint Built environment MoU: The LI is among six leading membership bodies who have signed a joint memorandum of understanding in April 2022 and launched a 45-point action plan to jointly improve equity, diversity, and inclusion (EDI) in the built environment sector. The first part of the action plan has been achieved as the group worked collaboratively to prepare a joint Diversity Monitoring form with a set of agreed and standardised questions for each organisation to introduce to its members.

Looking Forward to 2023/24

The loss of the permanent CEO, Sue Morgan and the stepping up of a new Acting CEO Robert Hughes, resulted in the re-assessment and structuring of the organisation in response to the challenges we face.

Our Acting Chief Executive Officer, Robert Hughes brought a breadth of commercial experience and knowledge to the role, with an extensive commercial career in the Education and Technology sectors at Senior executive and Director level.

A strong back to basics strategy focused on People, Membership and Systems is creating the framework for a more stable and capable organisation with significant additional savings in 2023/24.

A strategic focus on rebuilding confidence, culture and strong leadership has mitigated some of the workforce issues. Key roles and responsibilities within the senior leadership team have been reimagined and distributed to avoid single-point loading and build positive collaborative team working within a renewed work culture.

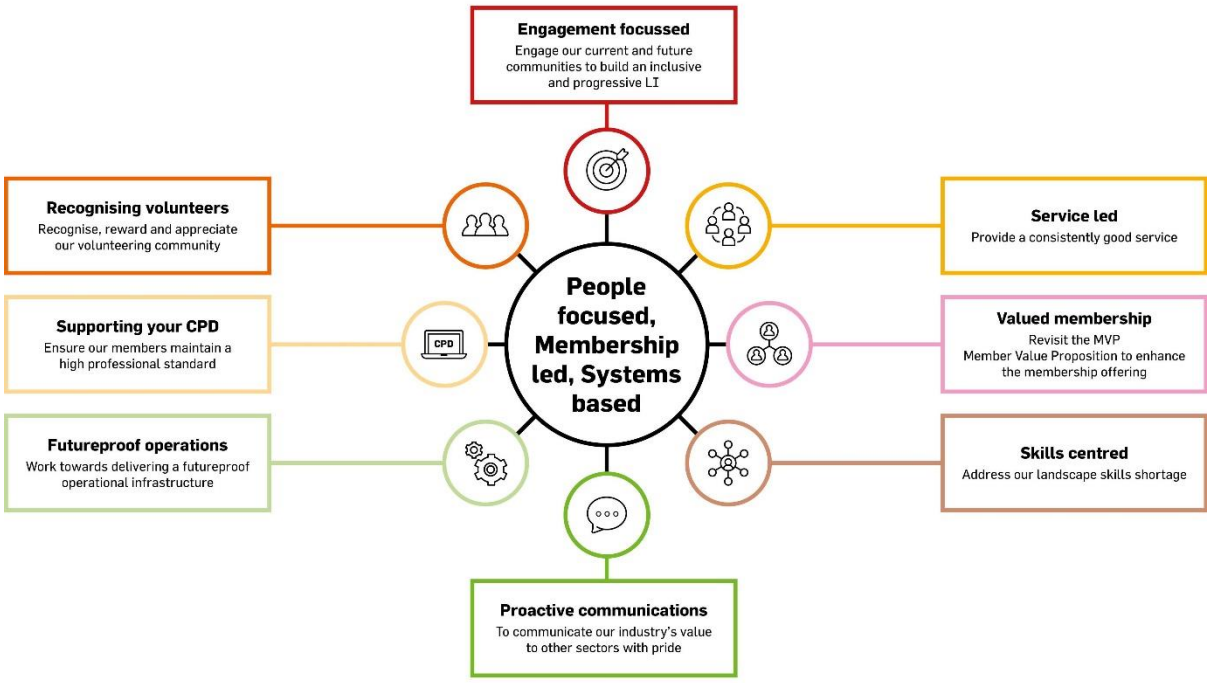
The appointment of an interim Director of Finance, Joe Thomas, with considerable experience within similar organisations has resulted in significant remedial activity around poor legacy financial structures and processes and alignment with an internal audit report prepared by Crowe LLP – one of the recommendations of the Brown Review. In addition, our interim Head of Human Resources & Organisation Development, Margaret Johnson, has permanently embedded the Institute commitment to staff welfare and development and again aligns with the Brown Review recommendations.

Our continued drive to improve the working environment for staff, volunteers, and members, led to the appointment of one new member of the senior leadership team, which is the Head of Education & Careers. A permanent Head of Marketing, Communications and Events has also been recruited and Interim Heads of Commercial and Policy and have all been backfilled. We are grateful to all our staff for their resilience and commitment in the face of uncertainty and change.

In recognising that the delivery of the Brown Review recommendations stalled in 2022/23 in the face of difficult trading conditions and business continuity issues from poor staff retention rates, we are focusing on bringing these foundation elements back on track and aligning them within our core objectives. This is now incorporated in our “New Ways of Working” programme. These are some of the strong foundations required before the new corporate strategy is defined in 2024/25.

As we move forward to plan the next cycle of the corporate strategy in 2024/25, the structure of the organisation will be aligned with our developing core needs, as well as addressing operational infrastructure reform and inefficiencies through the digital transformation project.

The greatest strength of a membership body lies in its members. We must nourish and develop the connectivity and knowledge of our community for it to flourish. The membership survey was clear in its direction, and we have adopted a strategy, through 8 pledges (see below) that seeks to redefine and rebuild around the strength of the community. This must be through a reinvigorated and empowered branch network that gives a voice to all members so that we can be representative of the diverse and inclusive community so well represented at the 2023 awards.



Much work has been done to examine this over the past 12 months, both internally and independently and it is clear that accelerated shifts in social practices and the pandemic have led to significant and persistent change. Professionals, who are subject to higher commercial pressures in their active career working phase, are now less inclined and have less free time to devote large blocks of voluntary time, given selflessly, to help support and motivate a professional body. Digital change has now reached the point that it drives our daily expectations around information availability and service delivery and underpins our social and professional communication, which are now on demand, slick and almost invisible. These two crucial factors are key to understanding our strategy options for the future if we are to deliver a modern membership home for landscape professionals.

There is a third, very positive and significant factor to consider and this is the need for Landscape professionals, now and in the future. There will be a need like never before for Landscape professionals if we are to meet the challenge of climate change. The LI's Green Skills Report from 2022 highlights the huge gap that presents itself and the opportunity for the growth and influence of the membership is significant. The Report states “The landscape discipline’s generational shift from aesthetic to multi-functional, the historic demands of climate change and biodiversity, the rising salience of landscape within the public realm, and the potential positioning of landscape at the centre of a coalition of allied disciplines offer an opportunity for the industry to reposition itself as a fundamental asset to the UK economy. Landscape practitioners are perceived as having the holistic skillset required to deliver real change in the way the UK is designed and developed.”

Our challenge in the coming year is to meet these key drivers head on and look to build a positive and engaged professional community that meets the needs and desires of a new generation, allowing them to solve the significant landscape challenges we face.

We have a digital partner in OOMI who will help us build a Digital home. In researching a digital home for our membership, we have sought to build the foundations for bottom-up communication, both formal and informal to ensure that we have inclusive and diverse community feedback that can effectively inform and drive strategy and allow the debating and dissemination of best practice. It is our belief that the reinvigoration of the branches is key and, correctly implemented, a Digital Home can reconnect the members to a motivated and committed centralised LI membership body. The strength of a wide and motivated membership must be focused to guide all in our collective response to the climate emergency. We must be united and clear in our response to the climate and nature emergencies, building on the strength of a wide and motivated membership.

Financial performance

The 2022/23 financial year found us facing many challenges, including the long aftermath of the pandemic. Most of our activities were on-line, the staff team working remotely with increasingly more visits to the office as needed.

We have ended the year with an operating deficit of (£309k), which was slightly higher than expected, but close to the original budget.

Expenditure had increased by £395k compared to 2021/22. This increase was due to increase in costs over all areas, with no specific items of note, due to a general increase in activities.

Staff related costs were comparable to the prior year at £1,456k, although temporary staff and consultants were £32k higher than the previous year.

There was also a loss on investments of (£117k), impacted from volatile and uncertain markets. This created a total deficit for the year of (£426k)

Unrestricted funds decreased by £426k to £1,631k. Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund reduced by £77k from £259k to £182k which represents less than two months of operating expenditure.

The Board recognises that this is not a sustainable financial model and has been working closely with the Acting Chief Executive to consider different options for managing the position over the coming years with the aim to return to healthy surpluses and to rebuild our reserves position.

Our focus in 2022/23 was on stability, building resilience and financial sustainability and modernising our services to ensure we are in the strongest possible position to deliver what members need to thrive in this changing world, to champion and be the voice of landscape professionals, and to use it to influence policy and shape the future of our profession and the places where we live. The Institute and the profession have an important role to play, which will lead to a financially stronger institute.

Tackling climate harm is more important than ever and unlike ever before there will be a need for Landscape professionals if we are to meet the challenge of climate change. The LI's Green Skills Report (December 2022) highlighted the huge gap that presents itself and the opportunity for the growth and influence of the membership is significant by demonstrating the vital role we as a profession have to play in addressing the major issues facing society of climate change, the loss of nature, building a sustainable future, raising the importance of landscape, and creating beautiful, inclusive places for the health and wellbeing of us all.

As a membership body we are behind the curve in the adoption of a Digital home (as opposed to a physical home) which delivers on member expectations of how they can interact with their professional body and with each other. This will be our key priority for 2023/24 having started to scope and tender for new IT infrastructure in 2022/23.

These changing priorities have led to the Board streamlining its investment, holding more in cash and agreeing to re-designate our Property Fund as a Strategic Development Fund to invest in our new digital home.

Your Board is clear from the detailed financial review and forecasting work it has undertaken that now is the time to invest in the potential of the Institute and profession, and its vital role for the future to ensure we have a modern membership home for landscape professionals which can meet member expectations and deliver our wider public benefit of addressing the major issues facing society of climate change, the loss of nature and building a sustainable future; and the importance of landscape and creating beautiful, inclusive places for the health and wellbeing of us all.

We have a huge opportunity but recognise we also have a tough two years ahead before returning to healthy surpluses and rebuilding our reserves position and to be the modern membership home for landscape professionals that members have a right to expect.

Investment policy

The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, net of expenses. This will achieve the primary objective of maintaining the real value of the funds over the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure.

The trustees have taken account of the Charity Commission’s investment guidance. The trustees aim to observe responsible investment principles and the charity’s investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are

expected to engage with companies on social, environmental and business ethics issues and to exercise the LI's voting right. The trustees monitor the implementation of this policy by asking investment managers to report regularly on their performance and their engagement and voting activities.

We are committed to an annual review with our investment managers. This helps us ensure that they are in keeping with the underlying values held by the Institute, given the diverse nature of the portfolios, but also to be alerted to benchmarks and circumstances which may impact on them such as the recent market upheaval.

Fundraising practice

At present the Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

Reserves policy

Our business plans have committed us to further necessary investment in the future growth of the Institute, particularly in the need to improve the internal operations, Human Resources, Finance, IT systems and processes and Business Planning. The increase in necessary costs has dented reserves during the year.

Our total unrestricted reserves at the year-end were £1,631k. This can be further broken between designated funds amounting to £1,449k and general fund (free reserve) of £182k.

The Free Reserves Policy was amended during the year to a more risk-based approach. The Policy at year-end gives a Free Reserves target of £550k, which we are significantly below. However, there remains £1m in the "Strategic Development" designated fund that ensures the financial viability of the Institute and supports the going concern position.

Principal risks and uncertainties

The Trustees regularly review the strategic risks that may result in a change in our strategic direction or threaten the successful delivery of our business priorities and update the risk register accordingly. The risk register is a standing item on the Board of Trustees meeting agenda when the Trustees also monitor the management controls and actions in place to mitigate the risks. The register is also reviewed by the Finance & Risk Committee. The degree of risk is measured by considering likelihood and impact.

The principal key risks on the risk register are:

- The UK economic outlook and the risk of global recession and unrest impacts on our ability to weather a continuous period of uncertainty/high inflation
- Our commitment to deliver fundamental change to the organisational and governance culture of the LI continues to impact on business delivery
- We do not operate in a sustainable manner in line with our objectives and values.
- The IT transformation programme fails to deliver the promised outcomes
- Business as usual is impacted by the challenges that arise under a change management process while we improve the operating infrastructure
- We experience significant business delivery impacts due to skill shortages/lack of staff continuity
- We lose territory to other professions by not preparing our members for the future
- We are not seen as a thought leader/influencer and our priority work does not influence policy makers/meet the needs of our members
- We continue to rely too strongly on our membership subscriptions and are not successful in diversifying our income sources.

We will be reviewing our risk management framework in 2023/24.

Reference and administrative details

For the year ended 31 March 2023

Royal Charter number	RC000767
Charity number (England and Wales)	1073396
Charity number (Scotland)	SC047057
Registered office and operational address	85 Tottenham Court Road London W1T 4TQ United Kingdom

Trustees

Trustees who served during the year and up to the date of this report were as follows:

Carolin Göhler	President Elect/ Acting President from July 2023
Jane Findlay	President until June 2022 Immediate past President from July 2022 until June 2023
Brodie McAlister	President Elect until June 2022
Noel Farrer	Vice President to September 2022 Vice President / Acting President September 2022 – June 2023 Vice President from July 2023
Mathew Haslam	Honorary Treasurer
Dr Keren Jones	Honorary Secretary until May 2023
Mark Smeeden	Honorary Secretary from July 2023
Adam Barker	Non-Chartered Trustee
Christine House	Chair – Education & Membership Committee
Kate Bailey	Chair – Policy & Communications Committee until August 2022
Marc van Grieken	Chair – Technical Committee until 13 March 2023
Jane Clarke	Independent Trustee
Marc Norden	Independent Trustee
James Smyllie	Independent Trustee until November 2022
Dr Wei Yang	Independent Trustee until June 2022
Deborah Nagan	Independent Trustee from November 2022
Penelope McNeile	Independent Trustee from November 2022

Principal staff

Principal staff who served during the year and up to the date of this report were as follows:

Sue Morgan	Chief Executive Officer until June 2023
Robert Hughes	Acting Chief Executive from June 2023 Interim Commercial Director from October 2022 until June 2023
Andrew Morris	Commercial Director until November 2022
Gideon Opaluwa	Head of Governance & Regulation until April 2023
Craig Thompson	Interim Head of Governance & Regulations from April 2023 until June 2023
Antonella Adamus	Head of Standards, Education & Engagement until September 2022
John O'Keeffe	Head of Education and Careers from March 2023
Ben Brown	Head of Policy & Insight until January 2023
Jackie Sharp	Interim Head of Policy & Technical from January 2023
Neelam Sheemar	Head of Marketing and Communications from May 2022
Naomi Taylor	Head of Membership Services and Acting Commercial Director from August 2023
Donna Lawrence	Interim Head of Finance until April 2023
Joseph Thomas	Interim Director of Finance from April 2023
Michael Lu	Head of Human Resources & Organisation Development until September 2022
Harmander Mangtani	Head of Human Resources & Organisation Development from October 2022 until January 2023

Bankers

NatWest Bank
PO Box 2162
20 Dean Street
London
W1A 1SX

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4JQ

Solicitors

Russell Cooke
2 Putney Hill
London
SW15 6AB

Auditors

Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House
108-114 Golden Lane
London EC1Y 0TL

Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least four times per year, and an Advisory Council which meets three times per year.

The Institute has a wholly owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020 the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the Institute in order for the TPA to act as a vehicle to facilitate the Institute's work and expansion in the Parks sector. The effective date of the acquisition was 1st April 2021. In September 2021, the Board agreed that The Parks Alliance Company is made dormant as an entity, whilst activities around Parks carried forwards within the current Institute's charity structure as highlighted above. The company is to remain dormant during the 2023-2028 strategy planning period at which point the status of the company will be revisited.

Board of Trustees

The Board of Trustees is accountable to the Charity Commission for the effective running of the Institute.

The Institute has up to thirteen trustees. Six are directly elected by the membership of the Institute and seven are appointed by the Institute's elected Advisory Council. Four of the appointed trustees are not members of the Institute and are Independent Trustees, they are selected because of relevant expertise and to fill skills gaps identified from Board skills analysis, to benefit the organisation and its management. All trustees, whether directly elected or appointed by Advisory Council, sign up to a Trustees' Code of Conduct, commit themselves to working to a role description and to acting within the governing documents of the Landscape Institute. We conduct an annual induction/training for trustees. Ongoing governance support was provided year-round to members of the Board and Advisory Council to enable them to discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts. A discretionary stipend provision is available for the office of the President subject to obtaining the requisite approval from the Charity Commission.

Board Committees

There are a number of Committees set up by the Board to advise them on priority activities including Finance & Risk, Education and Membership, Public Policy Development and Technical Guidance.

Chief Executive

The trustees delegate the day-to-day operations of the Institute to the Chief Executive Officer and other principal staff set out on page 16 and monitor performance against an agreed operational plan at intervals throughout each year.

Advisory Council

The Advisory Council plays an important role in monitoring the fulfilment by the Institute of its objectives as set out in the Charter and supporting the adopted business plan each year. They provide a wider member representation within the LI governance structure and a vital member input into future plans of the Institute through its joint sessions with the Board. This involves holding the Board to account by reviewing performance, accounts, corporate plans and business plans, and maintaining the governance cycle for a healthy turnover of Board/Council positions. They also comment on proposals from the Board on the alteration of the Institute's Regulations. They are also responsible if necessary for removing members of the Board in accordance with the procedures set out in the Regulations. This is all reflected in the Advisory Council's Terms of Reference.

Branches

We have 12 branches with 9 in England and 1 in each of the devolved nations of Northern Ireland, Scotland, and Wales. They play an important role in providing representation for members and delivering professional development events, talks and seminars, workshops covering LI's Chartership route ('Pathway to Chartership'), support to LI members at a country or regional level and numerous social events. They also support the LI on consultation responses to policy issues and promote the profession to a range of audiences. Each branch has a representative on the LI's Advisory Council and works to support the delivery of the Corporate Plan.

Volunteers

Local members in the countries and regions volunteer to work on national and regional committees.

Remuneration policy for key management personnel

Remuneration of the Chief Executive Officer is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is reviewed annually based on a recommendation from the Chief Executive and approval by the Board of Trustees.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report was approved by the trustees on 13th December and signed on their behalf by

Carolin Gohler, Acting President/Chair of the Board of Trustees

Independent auditor's report to the members of The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute ('the parent charity') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on The Landscape Institute's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements
- Sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the

judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DATE: 13 December 2023

Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31st March 2023

	Note	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	284,996	–	**284,996**	164,501	–	164,501
Build resilience and confidence	2b	341,993	–	**341,993**	340,776	–	340,776
Growth and inclusivity	2c	1,889,185	–	**1,889,185**	1,843,142	–	1,843,142
Investment income		61,622	–	**61,622**	62,479	–	62,479
Other income	3	18,446	–	**18,446**	20,025	390	20,415
Total income		2,596,242	–	**2,596,242**	2,430,923	390	2,431,313
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		1,033,322	–	**1,033,322**	800,117	–	800,117
Build resilience and confidence		1,063,031	–	**1,063,031**	961,380	–	961,380
Growth and inclusivity		809,185	–	**809,185**	749,257	–	749,257
Total expenditure	4a	2,905,538	–	**2,905,538**	2,510,754	–	2,510,754
Net incoming/(outgoing) resources before transfers		(309,296)	–	**(309,296)**	(79,831)	390	(79,441)
Gross transfers between funds	17a	390	(390)	**–**	–	–	–
Net incoming/(outgoing) resources before other recognised gains and losses		(308,906)	(390)	**(309,296)**	(79,831)	390	(79,441)
Net gain/(loss) on investments		(117,000)	–	**(117,000)**	107,172	–	107,172
Net income/(expenditure) for the year and net movement in funds	5	(425,906)	(390)	**(426,296)**	27,341	390	27,731
Reconciliation of funds							
Total funds brought forward		2,056,447	5,696	**2,062,143**	2,029,106	5,306	2,034,412
Total funds carried forward	17a	1,630,541	5,306	**1,635,847**	2,056,447	5,696	2,062,143

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 17 to the financial statements.

The Landscape Institute

Balance sheets

Company no. RC000767

As at 31st March 2023

	Note	The group		The Institute	
		2023	2022	**2023**	2022
		£	£	**£**	£
Fixed assets					
Tangible assets	10	**1,125**	–	**1,125**	–
Investments	11	**1,706,497**	1,823,497	**1,706,504**	1,823,504
		1,707,622	1,823,497	**1,707,629**	1,823,504
Current assets					
Debtors	14	**176,149**	297,283	**211,861**	345,246
Short term deposits		**214,112**	211,897	**214,112**	211,897
Cash at bank and in hand		**282,658**	529,948	**86,646**	308,920
		672,919	1,039,128	**512,619**	866,062
Liabilities					
Creditors: amounts due within one year	15	**744,694**	800,482	**584,401**	627,423
Net current (liabilities)/ assets		**(71,775)**	238,646	**(71,782)**	238,639
Net assets	16a	**1,635,847**	2,062,143	**1,635,847**	2,062,143
Funds	17				
Restricted income funds		**5,306**	5,696	**5,306**	5,696
Unrestricted income funds					
Designated Funds		**1,448,665**	1,797,186	**1,448,665**	1,797,186
General funds		**181,876**	259,261	**181,876**	259,261
Total Unrestricted income funds		**1,630,541**	2,056,447	**1,630,541**	2,056,447
Total funds		**1,635,847**	2,062,143	**1,635,847**	2,062,143

Approved by the Trustees on 13th December 2023 and signed on their behalf by:

Mathew Haslam, Honorary Treasurer

The Landscape Institute

Consolidated statement of cash flows

For the year ended 31st March 2023

	Note	2023		2022	
		£	£	£	£
Net cash provided by operating activities	18		**(305,430)**		(2,806)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**61,622**		62,479	
Purchase of fixed assets		**(1,266)**		–	
Interest rolled over on short term deposits		**(2,216)**		(744)	
Net cash provided by / (used in) investing activities			**58,140**		61,735
Change in cash and cash equivalents in the year			**(247,290)**		58,929
Cash and cash equivalents at the beginning of the year			**529,948**		385,019
Reclassification from short term deposits			**–**		86,000
Cash and cash equivalents at the end of the year			**282,658**		529,948

1 Accounting policies

a) Statutory information

The Landscape Institute is a registered charity, incorporated by Royal Charter, with the Charity Commission in England and Wales and Office of the Scottish Charity Regulator in Scotland. The registered office address is 85 Tottenham Court Road, London W1T 4TQ.

b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 13 and the subsidiary results are provided in note 12. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The Institute meets the definition of a public benefit entity under Charities SORP FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The Trustees acknowledge that as at 31st March 2023 there is a net current liability, however they are confident of the going concern position due to the robust cash-flow and general reserves.

1 Accounting policies (continued)

e) Income

Income is recognised when the Institute has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Institute has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Subscription income is recognised for the period for which the services are provided.

Income from the sale of publications, advertising, and examinations is recognised in the period in which the activity occurs.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Institute; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering and communicating membership, educational, policy, technical and professional services, undertaken to further the purposes of the Institute and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

Resources expended are allocated to a particular activity where the cost relates directly to that activity. Support costs, being the salary and overhead costs of the central function, and governance costs, are apportioned to activities on the basis of staff time spent on those activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fittings and office equipment	25% straight line
Computers	33 ⅓% straight line
Website and database	33 ⅓% straight line

l) Investments

(i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading “Net gains/(losses) on investments” in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

(ii) Investment in subsidiary

Investment in the subsidiary Landscape Services Limited is included in the Institute's balance sheet at cost.

m) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (continued)

o) Debtors

Trade or other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

Creditors and provisions are recognised where the Institute has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

p) Pensions

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the Institute to the fund. The Institute has no liability under the scheme other than for the payment of those contributions.

q) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Restricted £	Unrestricted £	2023 Total £	Restricted £	Unrestricted £	2022 Total £
High Street Task Force	–	20,728	**20,728**	–	6,650	**6,650**
Awards and Competitions events	–	264,268	**264,268**	–	157,851	**157,851**
a Sub-total for Raise the Profile of Landscape and Place	–	284,996	**284,996**	–	164,501	**164,501**
Examination and Pathway fees	–	164,252	**164,252**	–	105,356	**105,356**
Branch event income	–	10,337	**10,337**	–	1,291	**1,291**
University accreditation fees	–	36,018	**36,018**	–	33,665	**33,665**
Journal advertising	–	36,850	**36,850**	–	51,800	**51,800**
Publication sales and royalties	–	18,716	**18,716**	–	15,165	**15,165**
Income from training activities	–	75,820	**75,820**	–	133,499	**133,499**
b Sub-total for Building Resilience and Confidence	–	341,993	**341,993**	–	340,776	**340,776**
Member subscriptions	–	1,526,812	**1,526,812**	–	1,480,816	**1,480,816**
Practice fees	–	192,563	**192,563**	–	179,073	**179,073**
Grant income	–	21,088	**21,088**	–	2,500	**2,500**
Website advertising	–	148,722	**148,722**	–	180,753	**180,753**
c Sub-total for Growth and Inclusivity	–	1,889,185	**1,889,185**	–	1,843,142	**1,843,142**
Total Income from charitable activities	–	2,516,174	**2,516,174**	–	2,348,419	**2,348,419**

3 Other income

	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Insurance commission	–	14,741	**14,741**	–	18,178	**18,178**
Other income	–	3,705	**3,705**	390	1,847	**2,237**
	–	18,446	**18,446**	390	20,025	**20,415**

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2023 Total	2022 Total
	£	£	£	£	£	£	£
Staff costs (note 6)	325,268	335,637	399,865	123,464	272,235	**1,456,469**	1,477,504
Direct members communications	24,098	116,645	4,329	–	10,786	**155,858**	145,530
Branch and member group activities	–	21,347	–	–	–	**21,347**	25,259
Awards and Competitions	88,501	6,500	15,606	–	–	**110,607**	184,781
Information costs	33,061	11,182	60,635	–	70,452	**175,330**	–
Pathway examinations and supervision	–	45,606	–	–	–	**45,606**	36,788
Event and Conference costs	106,968	–	–	–	–	**106,968**	7,721
Consultants and other direct costs	44,095	47,900	13,348	23,880	95,104	**224,326**	143,337
Legal & professional	–	89,474	3,769	20,005	49,659	**162,907**	177,784
Depreciation	–	–	–	–	142	**142**	18,196
Committee and Leadership expenses	–	–	–	17,525	–	**17,525**	46,467
Premises costs	–	–	–	–	161,909	**161,909**	132,214
Other costs	–	24,505	–	–	242,038	**266,543**	115,172
	621,990	698,797	497,551	184,873	902,327	**2,905,538**	2,510,754
Support costs	306,791	270,698	234,604	90,234	(902,327)		–
Governance costs	104,541	93,536	77,030	(275,107)	–	**–**	–
Total expenditure 2023	**1,033,322**	**1,063,031**	**809,185**	–	–	**2,905,538**	2,510,754

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2022 Total
	£	£	£	£	£	£
Staff costs (note 6)	324,239	334,499	379,630	185,700	253,436	**1,477,504**
Branch and member group activities	–	25,259	–	–	–	**25,259**
Direct member communications	32,446	95,897	–	10,672	6,515	**145,530**
Awards and Competitions	–	17,895	48,440	–	56,000	**122,335**
Pathway examinations and supervision	–	36,788	–	–	–	**36,788**
Event and Conference costs	–	7,721	–	–	–	**7,721**
Awards and competition costs	55,886	1,184	2,442	1,376	1,558	**62,446**
Consultants and other direct costs	44,092	47,900	13,348	23,880	14,117	**143,337**
Legal & professional	–	89,474	3,769	36,100	48,441	**177,784**
Depreciation	–	–	18,196	0	–	**18,196**
Committee and Leadership expenses	–	–	–	46,467	–	**46,467**
Premises costs	–	–	–	–	132,214	**132,214**
Other costs	–	–	24,651	–	90,522	**115,173**
	456,663	656,617	490,476	304,195	602,803	**2,510,754**
Support costs	204,953	180,841	156,728	60,281	(602,803)	**–**
Governance costs	138,501	123,922	102,053	(364,476)	–	**–**
Total expenditure 2022	**800,117**	**961,380**	**749,257**	–	–	**2,510,754**

5 Net income/(expenditure) for the year

This is stated after charging

	2023	2022
	£	£
Depreciation	142	18,186
Trustee's expenses	5,953	9,503
Auditors' remuneration (net of VAT):		
• Audit	14,200	18,350
• Other services	5,950	13,320
Operating lease rentals:		
• Property	131,616	114,312
• Office equipment	2,896	6,952

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	1,031,114	1,016,430
Redundancy and termination costs	4,249	-
Social security costs	102,241	106,642
Employers contributions to defined contribution pension scheme	60,129	59,457
Other staff related costs including travel and agency staff	258,736	294,975
	1,456,469	1,477,504

The redundancy and termination costs accrued at the balance date and paid post year end amounted to nil (2022: nil)

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2023	2022
	No.	No.
£60,000 - £69,999	-	2
£70,000 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001- £100,000	1	-

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £448,927 (2022: £582,702).

Jane Findlay, President, received combined honorarium from the charity of £6,934 (2022: £27,734; present and past president) plus national insurance and pension payments of £701 (2022: £3,716; as before). No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2022: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustees (2022: 1), received remuneration in respect of professional services provided (2022: £4,715). Related party income transactions with Hardscape Ltd, a company which the Honorary Treasurer, Mathew Haslam is a director, amounted £26,880.

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £5,953 (2022:£9,053) incurred by 4 trustees (2022: 3) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023 No.	2022 No.
Raise the profile of Landscape and Place	9	7
Build the resilience and confidence of the profession	9	8
Inclusive Growth	5	5
Support	2	2
Governance	2	3
	27	25

8 Taxation

The Institute is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The Institute's trading subsidiary Landscape Services Ltd gift aids any available profits to the Institute.

9 Related party transactions

Other than those disclosed in note 6, there were no other related party transactions during the year.

In particular, there were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

10 Tangible fixed assets

The group and the charity	Fixtures, fittings, office equipment £	Computers £	Database and website £	Totals £
Cost				
At the start of the year	–	14,628	275,501	**290,129**
Additions in year	–	1,266	–	**1,266**
Less: disposals during the year	–	(9,689)	–	**(9,689)**
At the end of the year	–	6,205	275,501	**281,706**
Depreciation				
At the start of the year	–	14,628	275,501	**290,129**
Disposals	–	(9,689)	–	**(9,689)**
Charge for the year	–	142	–	**142**
At the end of the year	–	5,080	275,501	**280,582**
Net book value				
At the end of the year	**–**	**1,125**	**–**	**1,125**
At the start of the year	–	–	–	–

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Investments

	The group		The Institute	
	2023	2022	**2023**	2022
	£	£	**£**	£
Listed Investments				
Fair value at the start of the year	**1,823,497**	1,716,325	**1,823,497**	1,716,325
Net gain/(loss) on change in fair value	**(117,000)**	107,172	**(117,000)**	107,172
Fair value of listed investments at the end of the year	1,706,497	1,823,497	**1,706,497**	1,823,497
Investment in subsidiary undertaking	**-**	-	**7**	7
Total investments	**1,706,497**	1,823,497	**1,706,504**	1,823,504

Investments comprise

	The group		The charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
UK Common investment funds	**1,706,497**	1,823,497	**1,706,497**	1,823,497
Unlisted shares in UK registered companies	**-**	-	**7**	7
	1,706,497	1,823,497	**1,706,504**	1,823,504

12 Subsidiary Undertaking

The Institute owns the whole of the issued ordinary share capital of £7 in Landscape Services Limited, a company registered in England. Activities of the subsidiary include events management and sales of advertising and publications. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the Institute through a gift aid donation. A summary of the results of the subsidiary is shown below:

	2023 £	2022 £
Turnover	**695,343**	691,172
Cost of sales	**(283,320)**	(352,110)
Gross profit	**412,023**	339,062
Administrative expenses	**(182,083)**	(134,307)
Profit on ordinary activities before taxation	**229,940**	204,755
Taxation on profit on ordinary activities	**-**	-
Profit for financial year	**229,940**	204,755
Retained earnings		
Retained earnings brought forward	**-**	-
Profit for the financial year	**229,940**	204,755
Distribution to parent entity	**(229,940)**	(204,755)
Retained earnings carried forward	**-**	-

The aggregate of the assets, liabilities and funds was:

Assets	**244,669**	345,974
Liabilities	**(244,662)**	(345,967)
Funds	**7**	7

During the year, the institute recharged the subsidiary management and overhead costs of £140k (2022: £129k)

13 Parent charity

The parent Institute's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	**1,900,899**	2,073,856
Results for the year	**(656,236)**	(79,440)

14 Debtors

	The group		The Institute	
	2023	2022	**2023**	2022
	£	£	**£**	£
Trade debtors	**28,070**	135,748	**9,711**	75,401
Due from group undertakings	**–**	–	**84,369**	142,579
Awards and Competitions	**–**	18,422	**–**	18,422
Office Rent Deposit	**18,380**	–	**18,373**	–
VAT Debtor	**7,701**	–	**7,701**	–
Prepayments and accrued income	**121,998**	143,113	**91,707**	108,844
	176,149	297,283	**211,861**	345,246

15 Creditors: amounts due within one year

	The group		The Institute	
	2023	2022	**2023**	2022
	£	£	**£**	£
Trade creditors	**183,595**	119,309	**183,361**	118,730
Deferred income (please see below)	**467,431**	467,023	**307,372**	304,645
Taxation and social security	**29,639**	26,851	**29,639**	26,851
VAT creditor	**–**	8,916	–	–
Other creditors	**19,961**	56,411	**19,961**	56,195
Accruals	**44,068**	121,972	**44,068**	121,002
	744,694	800,482	**584,401**	627,423
Deferred income comprises:				
Membership fees received in advance	**261,406**	251,639	**261,405**	251,639
Registered practice fees in advance	**160,059**	137,276	**–**	–
Examination fees in advance	**30,959**	53,007	**30,960**	53,007
Accreditation Fees	**15,007**	–	**15,007**	–
Competition and other income in advance	**–**	25,101	**–**	–
	467,431	467,023	**307,372**	304,646

All 2022 Deferred Income was released in the financial year.

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	**£**	£
Tangible fixed assets	–	1,125	–	**1,125**
Investments	–	1,447,540	258,957	**1,706,497**
Net current assets	5,306	–	(77,081)	**(71,775)**
Net assets at the end of the year	**5,306**	**1,448,665**	**181,876**	**1,635,847**

16b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	–	–	–	**–**
Investments	–	1,702,115	121,382	**1,823,497**
Net current assets	5,696	95,071	137,880	**238,647**
Net assets at the end of the year	**5,696**	**1,797,186**	**259,262**	**2,062,144**

17a Current year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
The Parks Alliance	390	–	–	(390)	**–**
Total restricted funds	5,696	–	–	(390)	**5,306**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	–	–	–	–	**–**
Branch funds	33,489	–	–	(11,108)	**22,381**
Entry Standards Modernisation Fund	52,277	–	–	(52,277)	**–**
Policy Development Fund	9,305	–	–	(9,305)	**–**
Project Kestrel	–	–	–	400,000	**400,000**
Strategic Development	1,702,115		–	(675,831)	**1,026,284**
Total designated funds	1,797,186	–	–	(348,521)	**1,448,665**
General funds	259,261	2,596,242	(3,022,538)	348,911	**181,876**
Total general funds	259,261	2,596,242	(3,022,538)	348,911	**181,876**
Total unrestricted funds	2,056,447	2,596,242	(3,022,538)		**1,630,541**
Total funds	**2,062,143**	**2,596,242**	**(3,022,538)**		**1,635,847**

17b Prior year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
The Parks Alliance	–	390	–	–	**390**
Total restricted funds	5,306	390	–	–	**5,696**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	18,196	–	(18,196)	–	**–**
Branch funds	34,600	–	–	(1,111)	**33,489**
Entry Standards Modernisation Fund	109,320	–	(57,043)	–	**52,277**
Policy Development Fund	9,305	–	–	–	**9,305**
Property Fund	1,555,818	107,172	–	39,125	**1,702,115**
Total designated funds	1,727,239	107,172	(75,239)	38,014	**1,797,186**
General funds	301,867	2,430,923	(2,435,515)	(38,014)	**259,261**
Total general funds	301,867	2,430,923	(2,435,515)	(38,014)	**259,261**
Total unrestricted funds	2,029,106	2,538,095	(2,510,754)	–	**2,056,447**
Total funds	**2,034,412**	**2,538,485**	**(2,510,754)**	**–**	**2,062,143**

General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and when to spend these funds, and they are not earmarked in any way.

17 Movement in funds - descriptions of funds

Purposes of restricted funds

The Travel Award Memorial fund originated from a donation to provide travel awards to members, and typically make three or four awards per year.

Purposes of designated funds

The net value of fixed assets is reflected in a designated fund. There was no transfer at year end as all assets are fully depreciated.

Funds in branch bank accounts are intended for use in the relevant branch.

The entry standards modernisation fund was designated for major investment in our future growth. During the year work continued with new routes to entry. Work continued on the apprentice scheme, notable Level 7; a pilot scheme was launched before the year end for the experienced Technician Member. Improvement to the Pathway Chartership and its link to the new competency framework is delayed due to IT challenges.

The policy development fund is set aside to provide our new larger policy and influencing team with resources to help make a greater impact more quickly. During the year it funded consultancy fees on Climate Change activities.

The Strategic Development fund comprises net proceeds of the sale of the Institute's former investment property. It is to support the future strategy of the Institute. 80% of dividend income and 20% of the movement on revaluation is allocated to the general fund.

The Project Kestrel Fund is monies set aside to support the development of a new CRM system and improved websites, to enhance the member experience and efficiencies of our internal processes.

18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**(426,296)**	27,731
Depreciation charges	**142**	18,195
Losses/ (gains) on investments	**117,000**	(107,172)
Dividends, interest from investments	**(61,622)**	(62,479)
(Increase)/decrease in debtors	**121,134**	(7,202)
Increase/(decrease) in creditors	**(55,788)**	128,121
Net cash provided by / (used in) operating activities	**(305,430)**	(2,806)

19 Operating lease commitments

The group's and the Institute's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	The group		The Institute	
	2023	2022	**2023**	2022
	£	£	£	£
Within 1 year	**128,760**	122,953	**128,760**	120,887
2 - 5 years	**96,570**	210,800	**96,570**	81,267
	225,330	333,753	**225,330**	202,154

20 Contingent liabilities

The group and the charity had no contingent liabilities at the balance sheet date or the date of approval of these financial statements.

21 Legal status of the Institute

The Institute is a registered charity, Charity Commission number 1073396 and Scottish Charity Regulator number SC047057, and incorporated by Royal Charter, registration number RC000767.

THE LANDSCAPE INSTITUTE

England & Wales - Charity number 1073396

Accounts

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute

Report and financial statements

31 March 2022

SAYER | VINCENT

The Landscape Institute

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For the year ended 31 March 2022

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The Landscape Institute

Reference and administrative details

For the year ended 31 March 2022

Royal Charter number	RC000767
Charity number (England and Wales)	1073396
Charity number (Scotland)	SC047057
Registered office and operational address	85 Tottenham Court Road London W1T 4TQ United Kingdom
Trustees	Trustees who served during the year and up to the date of this report were as follows:

Adam White	Immediate Past President until 30 June 2021
Carolin Göhler	Vice President until 30 June 2021
Jane Findlay	President until 30 June 2022 Immediate past President from 01 July 2022
Brodie McAlister	President Elect from 01 July 2021 until 27 June 2022
Noel Farrer	Vice President from 01 July 2021
Mathew Haslam	Honorary Treasurer from 01 July 2021
Dr Keren Jones	Honorary Secretary
Niall Williams	Non-Chartered Trustee until June 2021
Adam Barker	Non-Chartered Trustee from December 2021
Christine House	Chair – Education &Membership Committee
Kate Bailey	Chair – Policy & Communications Committee until August 2022
Marc van Grieken	Chair – Technical Committee
Jane Clarke	Independent Trustee
Marc Norden	Independent Trustee
James Smyllie	Independent Trustee
Dr Wei Yang	Independent Trustee until June 2022

Principal staff	Sue Morgan	Chief Executive Officer from September 2021
	Jane Swift	Interim Chief Executive from February to August 2021
	Dan Cook	Chief Executive Officer until April 2021
	Amina Waters	Chief Operating Officer until June 2021
	Andrew Morris	Commercial Director
	Gideon Opaluwa	Head of Governance & Regulation
	Antonella Adamus	Head of Standards, Education & Engagement
	Ben Brown	Head of Policy & Insight
	Michael Lu	Head of Human Resources & Organisation Development
	Naomi Taylor	Head of Membership Services
	Donna Lawrence	Interim Head of Finance

Bankers	NatWest Bank	CAF Bank Ltd
	PO Box 2162	25 Kings Hill Avenue
	20 Dean Street	Kings Hill
	London	West Malling
	W1A 1SX	Kent ME19 4JQ

Solicitors	Russell Cooke
	2 Putney Hill
	London
	SW15 6AB

Auditors	Sayer Vincent LLP
	Chartered Accountants and Statutory Auditors
	Invicta House
	108-114 Golden Lane
	London EC1Y 0TL

FOREWARD TO THE ANNUAL REPORT

FOR THE YEAR ENDED 31 MARCH 2022

By Jane Findlay, CMLI, PPLI

2021-22 was another extraordinary period of change and challenge for the Institute and its members.

It was in many ways a transitional year for the Institute, following the departures of the previous Chief Executive in April, and the Chief Operating Officer in June. An interim CEO was in place from February to August 2021, and a new permanent CEO, Sue Morgan, was appointed at the beginning of September.

There was a sense of relief when Covid-19 restrictions were eased during the summer, and a level of normal service returned. Nevertheless, the pandemic gave us cause to reflect on our priorities and practices as we further embraced digital working. The Institute benefitted from its previous investment in digital platforms such as LI Campus, but as we continue to manage our way out of the pandemic, the return to hybrid/office working, and the current economic uncertainty, we must be careful to continue adapting and learning.

Our focus has been on stability, building resilience, and modernizing our services to ensure we are in the strongest possible position to deliver what our members need to thrive in a changing world.

We have worked hard to retain a strong and influential voice for landscape, to shape policy and the future of the profession, against the backdrop of a tumultuous year for the United Kingdom. Our focus has stayed true to our 2020 commitment to accelerate our sector's adaptation to the twin climate and biodiversity crises – and we have kept our delivery high against this objective.

We have continued to work hard to ensure the Institute remains in a robust and sustainable financial position. Our membership numbers are strong and this is reflected by our retention rate. We have started on the journey of widening our entry routes to attract new members of the profession but there is still a long way to go. The Institute has continued to implement the recommendations of the 2021 Independent Review to ensure it is a more effective organisation for the future. We continue to streamline and modernize the way we work, in order to provide better services for our members and improve the working environment for our staff.

In January 2022, we received a whistleblowing disclosure which contained serious allegations about the conduct and behaviour of the former President-Elect. After following the necessary regulatory processes and procedures under our by-laws and regulations, supported by professional legal advice, this process ended in the Advisory Council's unanimous decision to remove the President-Elect from this appointment.

This event, although necessary and properly undertaken, has cast a shadow through the landscape profession. It is important that our members understand why the action was taken; and why it is essential that the Institute follows its own – and others' – rules, without fear or favour. It is important too to note the harm that has been caused by the subsequent activity and behaviour of a small group of members, who have been determined to overturn the Advisory Council's decision. This has had a deleterious effect on our valued volunteers and staff team, without which the Institute cannot thrive and grow.

An outcome from the Independent Review was the need to address poor and non-inclusive behaviour. We are determined to do this, and we will be relentless in the defence of diversity, equality, and inclusivity throughout our industry. We will not tolerate the abuse of powers or workplace bullying no matter who the individual is and are determined to provide a safe and welcoming workplace.

We are living in a rapidly changing world and we know there will be more changes and challenges ahead. Therefore, in closing, I want to give a special thank you to our staff and volunteers, to the Board, Advisory Council, Branch and Committee members, and to all members who have contributed towards the Institute and profession's success in the last year. We are indebted to them for their commitment during these uncertain times.

Jane Findlay

President -21/22
Immediate Past President -22/23

The Board of Trustees present their annual report and the financial statements of the Landscape Institute for the year ended 31 March 2022. Reference and administrative information on pages 2 to 3 form part of this report. The financial statements comply with current statutory requirements, the Institute's governing documents and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS102.

Objects, purposes and aims

The trustees review the aims, objectives and activities of the Institute each year. This report looks at what the Institute has achieved and the outcomes of its work within the twelve months from April 2021 to March 2022. The trustees report the success of each key activity and the benefits the Institute has brought to its members, the landscape profession and the wider public. The review also helps the trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Institute's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The Institute's main activities and beneficiaries are described below. All its charitable activities are aimed at delivering its charitable objectives for the benefit of the public.

The Landscape Institute is constituted under Royal Charter dated 01 September 1997, updated in 2008 and 2016. The main objects of the Institute are:

To protect, conserve and enhance the natural and built environment for the benefit of the public by promotingthe arts and sciences of Landscape Architecture and its several applications and for that purpose to foster andencourage 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 practise Landscape Architecture as a profession, and to determine standards and criteria for education training and experience.

Achievements and performance

The Board adopted a five-year Corporate Strategy in March 2018, which sets out:

Our mission

The Landscape Institute aims to lead and inspire the landscape profession to ensure it is equipped to deliver its purpose under our Royal Charter for the benefit of people, place and nature, for today and forfuture generations.

Our strategic vision

To be a relevant, expert and trusted professional body, which develops the skills, knowledge and professional behaviours of its members. We will be agile, innovative and responsive in the face of environmental challenges and major social change, to help our members and the communities they servedeliver more sustainable ways for living and working in the future. As a self-regulating professional body we will continue to build public confidence by upholding the highest standards of conduct, and challenging conduct or behaviours that fall below the standard that members and the public should expect of a professional Institute.

Our values

The Institute will conduct itself, in accordance with sound ethical and professional behaviours. In enabling its members to give authoritative and independent advice we will work according to the following values of being: Caring and nurturing; creative and passionate; and socially and environmentally aware.

Our goals

1. Influence
2. Relevance
3. Inclusive Growth

The year under review is the fourth year of the Corporate Strategy, and our business plan for the year set out our planned progress towards our strategic goals. The Finance & Risk Committee monitors progress at each meeting, following performance indicators set out in the plan and updates the Board.

Despite the worst of the pandemic behind us, the year under review was one of change, reflection, aspiration for an Institute that would better serve its members today, tomorrow and the next generation; a place where staff wellbeing and development is recognized as important to our success. In March 2021 we recruited two new Independent Trustees, Marc Norden and Jane Clarke, who have brought decades of skills and experience in finance, investment, governance, and risk. Their expertise has made and continues to make significant contributions to the work of the Board and Finance & Risk Committee.

Our new Chief Executive Officer, Sue Morgan brought with her a breadth of experience and knowledge to the role, from her 25 years plus career in the built environment, urban renewal and placemaking as well as senior executive and CEO experience in similar organisations.

In our drive to improve the working environment for staff, volunteers, and members, we appointed two new members of the senior leadership team last autumn, Head of Membership Services and Head of Human Resources & Organisation Development. The extra staffing resources enable us to rightly channel the central role of volunteering and member contributions to the achievement of our strategy. We are grateful to all our staff for their resilience in the face of uncertainty and change.

Once again, much of what was achieved was made possible by the support of our many volunteers who hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, Technician and Fellowship. The Board of Trustees would like to thank everyone (volunteers, members, and staff) who has contributed to the success of the year and helped the Institute in fulfilling its mission to protect and enhance the environment and to create thriving communities through the design and management of inspirational places.

We report on our activities for the year following the format of our Corporate Strategy and business plan, and we show charitable income and expenditure in the same categories in our financial statements. This year was a period of consolidation and building on our success during 2020 of a smooth transition to on-line support and services. We recognized that further work was required to ensure our digital platforms were fit for purpose and created the opportunity for infrastructure changes and cultural norms to make the Institute better equipped for the future. The recommendations in the Independent Review (IR) provided the framework, and the process will continue into the new financial year as business as usual.

Influence

1. Raise the profile of landscape and place with the public and decision markers

i. Influence relevant public policy and regulations

- Amidst a busy and uncertain public policy environment, we delivered a range of reactive and proactive policy work across our main priorities. Our strategy has remained to undertake fewer, more impactful policy intervention. The main policy agendas of the year were the English planning reforms (incl. Design Codes), the Environment Act (incl. Biodiversity net gain), the Green Infrastructure Standards, and the post-Glover designated landscapes review.
- We established two new Policy Advisory Groups (Biodiversity Net Gain and Embodied Carbon), which contributed to the creation of new policy and research activity, as well as advising on wider Institute activity. Our Biodiversity Net Gain Briefing paper was published March 2022.
- We strengthened our relationship with Central Government policymakers and were invited to Government roundtables and policy development workshops.
- We continued our many positive partnerships with other bodies and networks, and supported a number of high-profile reports and projects through peer review, shared promotion; example: the 'Build Better Now' COP26 Built Environment Virtual Pavilion, the Policy Exchange 'Nature in the City' report, and UK Green Building Council's Nature-Based Solutions programme.
- We maintained our positive engagement with networks such as the Environmental Policy Forum, the SUDS Leadership Group, and the Construction Industry Council (CIC). Through the CIC we co-led the publication of the CIC Climate Action Plan, again launched at COP26, taking on the workstream for Adaptation and Resilience.

ii. Influence clients and industry on the value of using landscape professionals

- First attendance at an international UN Conference – COP 26. The Institute secured a blue-zone observer status, 6 LI attendees, led by the President and CEO, joined the in- person two- week event in Glasgow.
- At COP26 we also launched a joint international declaration with fellow Institutes AILA and CSLA.
- First attendance at MIPIM, the world's leading real estate market, and held a joint round table dinner with Royal Town Planning Institute (RTPI).
- As part of our commitment to extending outreach within the Parks and Green skills sector we were successful in London Green Space Skills Hub bid (part of GLA Mayor's Academies funding) as a partner to Groundwork & Parks for London. This scheme will explore areas of increasing access to educational routes within the sector, particularly apprenticeships and creating a skills provision which is future fit.

- During this period, we continued to promote our CC&B Action Plan, as well as our Landscape for 2030 report (published March 2021).
- The Technical Committee GLVIA Panel commissioned the LVIA Masterclass in October 2021 and guest edit the IMEA Impact Assessment Outlook Journal.

iii. Improve member and customer experience

- Improved Awards entry system online to make the entry process and judging process more seamless. This was extremely well received with the entry process being rated by entrants and judges at an NPS score of 56. Comments included that the system was 'very intuitive & smooth.'

iv. Achieve net zero by 2029

- Alongside our 2020 commitment to do more as a professional body in meeting the climate crisis (as above) we also committed to reducing our own carbon footprint to net zero by 2029.
- During financial year 2021-22, Covid-19 continued to be the primary driver impacting this commitment – as lockdown restrictions continued to shape all of our operations and therefore our operational carbon. Our staff primarily worked from home and the majority of our Committee/Panel meetings, major events, and volunteer networks took place online.
- Our intention remains to undertake a full carbon audit of our organisational carbon and seek all ways to reduce this to zero.

Relevance

2. Build the resilience, confidence, and relevance of the landscape profession

i. Implement independent review, new governance, and regulation

- We provided support to members and non-members in key governance positions and delivered Board and Advisory Council induction/training in first two quarters of the year.
- New Disciplinary Regulations were published with clear journey maps for the management of complaints. The LI Adjudication Pool was refreshed, new volunteers were recruited, and training provided to support the management of conduct matters.
- We updated our Working Together Policy and created the following policies and regulatory documents:
    - Conflict-of-Interest Policy
    - Whistleblowing Policy for members and volunteers (separate Whistleblowing Policy for staff is in the Employee Handbook)
    - Trustees Code of Conduct
    - Vexatious Complaints Policy
- We also dealt with complaints and other conduct matters covering the previous members' Code of Conduct 2012, Code of Practice 2021 and the Disciplinary Regulations 2021 using the newly published complaints journey map.
- We had 1 initial query resolved without a formal complaint; 2 service complaints with recommendations made or clarifications provided; 2 Code of Conduct complaints closed with recommendations made and a Whistleblowing disclosure that led to a process for the removal of a trustee under our Regulations; decision was to remove the subject of the disclosure and sanctions were imposed.

- We appointed an Independent Trustee as the lead for whistleblowing in line with the Independent Review recommendation 22.
- We undertook the internal audit review in May 2021 as part of workstream five of the Independent Review and have made strides in improving financial processes with the appointment of a senior finance professional who is leading on embedding the recommendations from the report before the end of 2022/23.

ii. Embed new values and culture

- Launched the new LI Code of Practice approved by Advisory Council and Board on 01 December 2021, after years of member consultation.
- An outcome from the Independent Review in January 2021 was the need to address aspects around poor member behavior. We have remained determined and relentless in upholding our values by introducing and implementing relevant conduct policies in our pursuit of diversity, equality and inclusivity.
- A comprehensive organisational assessment in 17 areas in human resources, health & safety and GDPR identified 11 areas for improvement and proper processes/systems.
- Business Planning Framework introduced with 3-year forecast for 2021/22 to link initiatives to strategic goals and capture appropriate measurements.
- Introduction of Monday Morning Team meetings to inform, collaborate and plan for the week; Great Place to Work forum to improve engagement and social interaction.
- Launched a pay and grading system to provide a proper staff structure with benchmarked salary range to guide recruitment, salary adjustment and promotion.
- Trained the branch committees to deliver online events and webinars to their local networks.
- New Branches Handbook was launched after consultation and adopted by the branch committees.
- We now run our membership assessments with a hybrid model whereby our candidates can choose whether to do their oral assessments online or face to face.

iii. Launch new routes to entry

- We launched the Experienced Route to Technician grade of membership (E2T50), with our first cohort of 25 applicants on our pilot.
- The next phase of the Entry Standards membership roll out will be to map the Competency Framework over to the standard route to Fellowship (CMLI upgrades) and then, following the work of our operational infrastructure project and the rollout of a new pathway system, mapping over the competencies to our Pathways to Chartership, Technician and Fellowship.

iv. Deliver a quality membership pathway experience

- The delivery of a quality experience hinges on a CRM database that is designed to accommodate an integrated approach. The existing CRM cannot facilitate. This will be addressed as part of the digital transformation project.

v. Expand CPD and training offer to meet changing needs

- Delivered core competencies to a large cross section of the sector which included themes such as Inclusive environments, BIM basics, LVIA basics and intermediary levels, Planning reforms and Mitigating the Climate and Biodiversity Emergency. We had a plethora of excellent speakers outside of the sector including key government ministers and peers.

- Launched our first training partnership to give members access to professional skills training and announced a partnership with the BIM Alliance.
- The Journal includes regular sections on CPD training and events as well as updates on policy and technical matters. The summer edition of the Journal was 'The Landscape of Power', a technical oriented issue and autumn edition aligned to COP26. We continue to deliver a programme of up to date and relevant technical information to members and other landscape professionals.
- Continued to work with employers and educators to deliver apprenticeships and offer a wider range of routes into the profession. The Level 3 and Level 7 Apprenticeships in England has now commenced and 12 apprentices started their studies at Capel Manor College in May 2021.
- Work is underway with a number of universities to provide support for the development and delivery of the Level 7 Apprenticeship. The Institute is progressing plans to become the End Point Assessment Organisation across both landscape apprenticeships.

Inclusive Growth

3. Grow and be more inclusive as an organisation

i. Improve financial resilience

- We continued on-line delivery of events and working remotely which served our remit towards achieving net zero by 2029, it also provided an opportunity to control our costs.
- Diversification of income was at the centre of this year's plan. Development of our sponsorship offer continued to grow in the year.
- Opted in campaign for Landscape journal distribution, communications have continued to be circulated with readers of the journal regarding their reading preference. Further outreach campaigns are planned for next year. This will reduce the costs of the journal production.

ii. Improve 'business as usual'

- Improvement in human resources processes and policies - introduction of a competency-based performance management and development process linked to business planning and underlying cooperative objectives.
- Staff survey conducted in March 2022. Reported a staff engagement score of 62%, this was 10% points lower than membership organisations benchmark. We are taking these findings on-board to make improvements.
- Introduction of financial principles to promote sustainability and growth – growth and saving targets and adoption of full cost recovery for delivery of events and pricing models.
- Improvement in reporting and budgeting for better decision making.
- Move towards further automation to keep costs down and create greater efficiencies.
- Working towards standardized processes and procedures covering HR, Finance, IT, and general operation management to create a knowledge hub and a seamless induction process.

iii. Improve our offer to members and practices throughout their careers

- Introduced a new pricing model for individual membership subscriptions, the 'Universal Service', whereby all members receive access to most of our CPD events for free as part of their membership benefits.

iv. Grow membership numbers in target segments

- The Parks & Green Spaces Network launched last year met 4 times during this period. They focus on developing a syllabus based on core competency frameworks of the LI and strategic partners such as Natural England's Green Infrastructure standards and also, Green Flag and APSE competencies.
- Discussions began with devolved nations partners such as Natural Resources Wales and Nature Scot with a view of creating a wider MOU with them on the syllabus creation.
- Standards have now been mapped and work is due to begin on further curation of the syllabus, with MOUs being negotiated with key partners. Parks content continued to be embedded in the forward events programme.

v. Address equity, diversity and inclusion (EDI) challenges in our sector

- We contributed to the Open City 'Accelerate Programme' a free, pioneering, built environment education programme for young people from disadvantage and under-represented backgrounds.
- We completed our EDI strategy report and will be using it to inform our strategy for members and our internal work policies and processes.

vi. Grow our evidence and insight base

- We launched the Sector Skills Survey in the last quarter of the period. This report will provide a comprehensive review of the sector and will provide significant insights for future strategic plans with regards to gender, diversity, education, job market, and related professions.

Challenges we faced in the year

Under the shadow of the pandemic, the year had major challenges arising from staff changes, the implementation of the Independent Review recommendations Phase1 and a whistle-blowing conduct case which centered around adherence to the profession's Code of Practice expected of all members.

The loss of the CEO, and the Chief Operating Officer, and bringing in an interim CEO, resulted in an opportunity to re-assess the structure of the organisation and create additional savings. Responsibilities under the role were devolved to other senior leadership members which created additional workloads which on reflection was counter intuitive to the recommendations under the Independent Review. The appointment of a permanent CEO was confirmed in September, followed by a new Head of Human Resources & Organisation Development (October) which signaled the Institute commitment to staff welfare and development and aligns to the IR (Independent Review) recommendations. There also followed the recruitment of a new Head of Memberships Services (November), to provide a focus on the Membership services.

As we move forward to plan the next cycle of the corporate strategy, the structure of the organisation will be aligned with core needs as well as address operational infrastructure reform and inefficiencies through the digital transformation project.

As a self-regulatory professional body, the Institute must uphold its values and vision of a trusted professional body with members demonstrating the skills, knowledge and professional behaviours expected of its members. The whistle-blowing case was overseen by the Institute Whistle-blowing Officer, Independent Trustee, Jane Clarke. Given the seriousness of the allegations which included attempting to apply improper pressure to LI members and staff in relation to a number of issues and the seniority of the member involved the Board agreed that in order to ensure the integrity and impartiality of the process, that an external investigator be engaged to advise on whether the Institute had received an eligible whistleblowing disclosure; and if so set out available options and make recommendations on what substantive actions, if any, would be appropriate to address the concerns raised.

The options included taking no action; an informal resolution as envisaged by the Working Together Policy such as mediation; referring the report to the Advisory Council for further investigation and action or initiating a disciplinary complaint relating to potential misconduct as a member of the Institute.

This involved the investigator carrying out an evidence review and providing the subject with the opportunity to respond to the allegations. In the interests of the wellbeing of staff and members and to help protect confidentiality and mitigate the risk of allegations of victimisation of the whistleblower(s) the investigator was also asked to deal with all correspondence and communication.

The Senior Partner of Russell Cooke LLP was engaged as the external investigator. He concluded his report before the end of March 2022. The legal fees incurred for this exercise are noted below in the Financial Performance section of this report.

The recommendation of the external investigation was that the Advisory Council should set up a Committee of Inquiry to consider whether the subject of the disclosure should be removed as a trustee. A serious incident report was also lodged with the Charity Commissioners.

The adversarial and very public campaign adopted by the former President-Elect and the members supporting him has meant that we have incurred further costs in the new financial year (22/23) on legal advice to protect the standing of the Institute as a self-regulating professional body.

The Advisory Council issued their decision on the whistleblowing conduct case on 27 June 2022, this resulted in the President Elect being removed and the Vice- President acting as Chair for both Board and Council until the next June.

Despite the considerable challenges outlined above the Institute, which have had an impact on delivery and operational infrastructure change we have made in-roads in the delivery of the business plan initiatives as demonstrated earlier in the report.

Corporate Strategy 2018-2024

This is the penultimate year of the five-year corporate strategy.

The impact of Brexit is still being revealed and the pandemic has created economic and societal challenges. The ongoing impact of the invasion of the Ukraine has contributed to a level of uncertainty worldwide as the world economies undertake quantitative easing policies to prevent a global recession. We, like our members and registered practices, are all exposed to these challenges which call for greater resilience and innovative ways of meeting these head-on.

The workstreams of the Board sponsored Independent Review has laid the foundation for the new corporate strategy. The senior leadership team recognised that the IR delivery and staff changes has curtailed the delivery of its more ambitious plans for the year. However, we are satisfied with the key achievements under the 2021-22 Business Plan which is a step closer to delivering our strategic outcomes under the five -year strategy.

Governance

Charity Governance Code

A review of our governance arrangements was paused pending the results of the Independent Review. The Independent Review made some recommendations under 'Adjusting existing governance arrangements' which will now be taken forward under the new Corporate Strategy as part of a wider review of governance and ways of working to ensure that members views and priorities are at the heart of our planning and decision-making. This work will kick up in 2022/23 financial year.

We are generally compliant with the principles of the Code and as part of the review will be carrying out a charity governance code benchmarking exercise with the aim of fully adopting the Charity Governance Code.

Accountability and responsibility

We have continued work to define and set out accountabilities and responsibilities using a RACI (Responsible, Accountable, Consult, Inform) framework to ensure clear understanding of roles and responsibilities among members, staff, Board, Advisory Council and Standing Committees. This will improve our decision making and organizational effectiveness.

Financial performance

The 2021/22 period found us under the continued shadow of the pandemic. As with the year before, all our activities were on-line, the staff team working remotely with the odd visit to the office as needed while adhering to the necessary health and safety precautions. We had an approved operating budget deficit of (£181,038).

We have ended the year with an operating deficit of (£79,441). This was achieved due to income being up by £56,326 and expenditure being £45,271 down on budget, contributing to the £101,597 fall in the budget deficit. Despite the curtailment of in person events and the general state of the economy during the period sponsorship income and the LI job recruitment site exceeded their targets and accounts for the higher income than budget.

Expenditure savings arose from staff costs, planned expenditure delays, and prioritization of funds. There are costs that was not allocated in the original budget but was approved as additional expenditure such as the costs involving the whistle-blowing case. Professional fees for the period included £78,034 related to legal fees arising from the whistleblowing case; and a further £91,664 (FY22/23) due to the further aggravated activity of the members in relation to the whistleblowing case. It should be noted that expenditure around the Whistleblowing case has been managed as effectively as possible to reduce costs and resulting in considerable staff time being allocated to the process and significant volunteer time of the Advisory Council.

Other notable professional fees of £39,217 was incurred to deliver the Independent Review recommendations related to human resources, governance and internal audit; the balance of £60,533 represented general operating expenditure – statutory audit, business planning day and other contracted support related to human resources.

In addition to the routine operating budget there was expenditure funded from designated funds set aside for specific projects. This was primarily the Entry Standard project. This covered the implementation of the new Competency Framework delivered in December 2020; new routes to chartership and the integration of the third–party Pathway database system with the existing CRM. During this period the apprenticeship scheme Level 3 was delivered and Level 7 is anticipated for 2022/23; launch of the pilot Technician Member route and review of the accreditation programme in line with the new Competency Framework. The Pathway database integration project budget at a cost of £50,000 was delayed and included in the remaining balance on the Entry Standard fund. This will be delivered as part of the overarching digital transformation project.

Designated funds increased by £69,947 and restricted funds by £390. Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund reduced by £42,606 from £301,861 to £259,261 which represents less than two months of operating expenditure. We will be reviewing our designated funds, and in particular the property fund, in the coming year to ensure that such funds align with our strategic priorities and release those no longer required.

Investment Policy

The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, net of expenses. This will achieve the primary objective of maintaining the real value of the funds over the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure.

Our investment pooled investments with Cazenove and CCLA continued their positive returns for most of the year; in the last quarter of the year, we had the first downturn in the market since the pandemic arising from the invasion of Ukraine. Total return for the period was in excess on the 3.5% benchmark - Cazenove total return after fees was 7.5% and CCLA 11.6%. In light of the post year end turmoil in the market members of the Finance & Risk Committee met with the investment managers for an update on the mitigating actions they were taking to protect the return on the portfolios. They indicated that they will be making adjustments in the holding as appropriate but as the investments are for the medium to longer term, they expect to maintain the target benchmark over the longer term but will aim to maintain dividend income where possible. To mitigate the risk of continuing falling capital value, we increased our holdings in cash or near cash liquid assets.

The trustees have taken account of the Charity Commission's guidance on ethical and responsible investment.

The trustees aim to observe responsible investment principles and the charity's investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are expected to engage with companies on social, environmental and business ethics issues and to exercise the LI's voting right. The trustees will monitor the implementation of this policy by asking investment managers to report regularly on their engagement and voting activities.

We are committed to an annual review with our investment managers which were curtailed for the last two years. This helps us ensure that they are in keeping with the underlying values held by the Institute given the diverse nature of the portfolios but also to be alerted to benchmarks and circumstances which may impact on them such as the recent market upheaval.

Fundraising practice

At present the Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

Reserves policy

Our business plan for the period 2019 to 2022 committed us to further necessary investment in the future growth of the Institute, particularly in the area of modernising our entry standards in order to offer a professional home for landscape professionals that we are not currently able to represent. During this period we anticipate that our free reserve (general fund) will reduce temporarily below our lower policy limit of three months operating expenditure.

The return on investment during this three- year period was impacted by COVID, the Independent Review, staff changes, which delayed delivery of the new routes to the profession, and a full review of members value proposition, coupled with the lack of full cost recovery in our business model. We plan to rebuild free reserves by controlling our costs through the implementation of full cost recovery, automation and improved budget and reporting processes. This will also include reviewing the requirements of current designated funds as mentioned earlier in this report.

Our total unrestricted reserves at the year-end were £2,056,447. This can be further broken between designated funds amounting to £1,797,186 and general fund (free reserve) of £259,261.

Principal risks and uncertainties

The Finance & Risk Committee reviews strategic and organisational risks at every meeting and highlights any new risks and recommends any actions needed to mitigate those risks to the Board. In the coming year the

Advisory Council will have an opportunity to discuss the key risks that we will face as part of the process to develop and agree the Business Plan and new 5 years corporate strategy.

The most serious risk currently is the state of the UK economy, risk of global recession and the continuing invasion of Ukraine impacting on rising energy and food prices. This will not only impact on our members and suppliers but our ability to weather a continuous period of uncertainty. This may mean the Institute prioritising or curtailing spend.

Operationally, our key risks are maintaining business as usual while we improve the governance and operating infrastructure and the challenges that that arise under a change management process. We are still facing significant staff churn and this could be further impacted by the threat of an outbreak from another variant of COVID as we enter autumn/winter. Limiting staff resources will curtail the effective delivery of activities. There is also the loss of knowledge arising from key staff members leaving, recruitment challenges in a competitive job market, lack of continuous maintenance and investment in our IT platforms which have resulted in inadequate data and information for effective business planning. Systems will be addressed by the digital transformation project but the longer-term process is to embed a new culture and way of working going forward.

Plans for the Future

Our key priorities for the coming year are:

- Drive profitable growth
- Enhance product and quality
- Engage members and volunteers
- Grow the membership and sector influence
- Enhance infrastructure and process improvement

Under our three strategic pillars we will:

Influence

- increase awareness and understanding of the landscape profession and its wider impact and cross overs with other sectors through a community of practice, sharing stories, insight and impact.
- embark in mid-October to mid- December a UK Campaign to 'Connect People Place and Nature' as part of stake-holders engagement exercise building on the virtual Strategy Day in January 2022 involving Board Advisory Council and the Institute staff.

Relevance

- put in place processes and mechanisms to support a continuous learning culture and develop the capacity to retain knowledge and share it as well.
- embed the new competency framework to maintain our status as a trusted profession and growing our membership across co-related and diverse groups.

Inclusive Growth

- create the conditions for financial sustainability through the development of streamlined, efficient process and digital platforms.
- appoint a senior programme manager to lead and oversee digital transformation project.
- put in place the right mechanisms and platforms to communicate with our members and users most effectively.
- develop a shared outcome culture where all teams take responsibility for continuous improvement.

Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least

four times per year, and an Advisory Council which meets three times per year. The Institute has a wholly-

owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020 the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the Institute in order for the TPA to act as a vehicle to facilitate the Institute's work and expansion in the Parks sector. The effective date of the acquisition was 01 April 2021. In September 2021, the Board agreed that The Parks Alliance Company is made dormant as an entity, whilst activities around Parks carried forwards within the current Institute's charity structure as highlighted above. The company is to remain dormant during the 2023-2028 strategy planning period at which point the status of the company will be revisited.

The Institute has up to thirteen trustees. Six are directly elected by the membership of the Institute and seven are appointed by the Institute's elected Advisory Council. Four of the appointed trustees are not members of the Institute and are Independent Trustees, they are selected because of relevant expertise and to fill skills gaps identified from Board skills analysis, to benefit the organisation and its management. All trustees, whether directly elected or appointed by Advisory Council, sign up to a Trustees' Code of Conduct, commit themselves to working to a role description and to acting within the governing documents of the Landscape Institute. We conducted an induction/training for trustees and for members of Advisory in June and July 2021. Ongoing governance support was provided year-round to members of the Board and Advisory Council to enable them to discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations. It is planned that trustees and relevant persons within our governance structure would be provided with appropriate training in the areas identified under the Independent Review Report Recommendations. For example, individuals with Chairing responsibilities on Board and Committees were provided training in December 2021.

The trustees delegate the day-to-day operations of the Institute to the Chief Executive Officer and other principal staff set out on page 4 and monitor performance against an agreed operational plan at intervals throughout each year.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts. A discretionary stipend provision is available for the office of the President subject to obtaining the requisite approval from the Charity Commission.

The Advisory Council plays an important role in monitoring the fulfilment by the Institute of its Objects as set out in the Charter and supporting the adopted business plan each year. They provide a wider member representation within the LI governance structure and a vital member input into future plans of the Institute through its joint sessions with the Board. This involves holding the Board to account through reviewing performance, accounts, corporate plans and business plans, maintaining the governance cycle for a healthy turnover of Board/Council positions. They also comment on proposals from the Board on the alteration of the Institute's Regulations. They are also responsible if necessary for removing members of the Board in accordance with the procedures set out in the Regulations. This is all reflected in the Advisory Council's Terms of Reference.

We have 12 branches with 9 in England and 1 in each of the devolved nations of Northern Ireland, Scotland, and Wales. They play an important role in providing representation for members, membership services, events and support to LI members at a regional or country level. The membership services cover professional development events, talks and seminars, workshops covering LI's Chartership route ('Pathway to Chartership') and numerous social events. They also support the LI on consultation responses to policy issues and promote the profession to a range of audiences. Each branch has a representative on the LI's Advisory Council and works to support the delivery of the Corporate Plan.

Remuneration policy for key management personnel

Remuneration of the Chief Executive Officer is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is set by the Chief Executive Officer using the same criteria.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period andof its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsiblefor safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees' annual report was approved by the trustees on **20th** October and signed on their behalf by

Noel Farrer
Chair/Vice-President

Independent Auditor's Report

To the members of

The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute (the 'parent charity') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide abasis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Landscape Institute's ability to continue as a going concern for a period if at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described inthe relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements;
- Sufficient and proper accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud andnon-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's/group's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of the meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity/group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity/group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non- compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactionsreflected in the financial statements, as we will be less likely to become aware of instances of non- compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent Auditor's Report

To the members of

The Landscape Institute

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005, section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 4 November 2022

Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31 March 2022

	Note	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Unrestricted £	2021 Restricted £	2021 Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	164,501	–	**164,501**	190,747	–	190,747
Build resilience and confidence	2b	340,776	–	**340,776**	303,581	–	303,581
Growth and inclusivity	2c	1,843,142	–	**1,843,142**	1,637,526	–	1,637,526
Investment income		62,479	–	**62,479**	63,199	–	63,199
Other income	3	20,025	390	**20,415**	19,762	–	19,762
Total income		2,430,923	390	**2,431,313**	2,214,815	–	2,214,815
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		800,117	–	**800,117**	738,195	–	738,195
Build resilience and confidence		961,380	–	**961,380**	859,174	–	859,174
Growth and inclusivity		749,257	–	**749,257**	754,186	–	754,186
Total expenditure	4	2,510,754	–	**2,510,754**	2,351,555	–	2,351,555
Net incoming/(outgoing) resources before transfers		(79,831)	390	**(79,441)**	(136,740)	–	(136,740)
Gross transfers between funds	17	–	–	**–**	5,000	(5,000)	–
Net incoming/(outgoing) resources before other recognised gains and losses		(79,831)	390	**(79,441)**	(131,740)	(5,000)	(136,740)
Net gain/(loss) on investments		107,172	–	**107,172**	284,872	–	284,872
Net income/(expenditure) for the year and net movement in funds	5	27,341	390	**27,731**	153,132	(5,000)	148,132
Reconciliation of funds							
Total funds brought forward		2,029,106	5,306	**2,034,412**	1,875,974	10,306	1,886,280
Total funds carried forward	17	2,056,447	5,696	**2,062,143**	2,029,106	5,306	2,034,412

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 17 to the financial statements.

Landscape Institute

Balance sheets

as at31 March 2022

		The group		The Institute	
		2022	2021	**2022**	2021
	Note	**£**	£	**£**	£
Fixed assets					
Tangible assets	10	**-**	18,196	**-**	18,196
Investments	11	**1,823,497**	1,716,325	**1,823,504**	1,716,332
		1,823,497	1,734,521	**1,823,504**	1,734,528
Current assets					
Debtors	14	**297,283**	290,081	**345,246**	372,044
Short term deposits		**211,897**	297,152	**211,897**	297,152
Cash at bank and in hand		**529,948**	385,019	**308,920**	133,865
		1,039,128	972,252	**866,062**	803,061
Liabilities					
Creditors: amounts due within one year	15	**800,482**	672,361	**627,423**	503,177
Net current assets		**238,646**	299,891	**238,639**	299,884
Net assets	16	**2,062,143**	2,034,412	**2,062,143**	2,034,412
Funds	17				
Restricted income funds		**5,696**	5,306	**5,696**	5,306
Unrestricted income funds					
Designated Funds		**1,797,186**	1,727,239	**1,797,186**	1,727,239
General funds		**259,261**	301,867	**259,261**	301,867
Total Unresricted income funds		**2,056,447**	2,029,106	**2,056,447**	2,029,106
Total funds		**2,062,143**	2,034,412	**2,062,143**	2,034,412

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Approved by the trustees on 20 October 2022 and signed on their behalf by

Noel Farrer - Chair/ Vice President

Landscape Institute

Consolidated statement of cash flows

For the year ended 31 March 2022

	Note	2022		2021	
		£	£	£	£
Net cash provided by / (used in) operating activities	18		**(2,806)**		(185,856)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**62,479**		63,199	
Interest rolled over on short term deposits		**(744)**		(1,716)	
Net cash provided by / (used in) investing activities			**61,735**		61,483
Change in cash and cash equivalents in the year			**58,929**		(124,373)
Cash and cash equivalents at the beginning of the year			**385,019**		509,392
Reclassification from short term deposits			**86,000**		–
Cash and cash equivalents at the end of the year			**529,948**		385,019

1 Accounting policies

a) Statutory information

The Landscape Institute is a registered charity, incorporated by Royal Charter, with the Charity Commission in England and Wales and Office of the Scottish Charity Regulator in Scotland. The registered office address is 85 Tottenham Court Road, London W1T 4TQ.

b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 13 and the subsidiary results are provided in note 12. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1 April 2021.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The Institute meets the definition of a public benefit entity under Charities SORP FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1 Accounting policies (continued)

e) Income

Income is recognised when the Institute has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Institute has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Subscription income is recognised for the period for which the services are provided.

Income from the sale of publications, advertising, and examinations is recognised in the period in which the activity occurs.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Institute; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering and communicating membership, educational, policy, technical and professional services, undertaken to further the purposes of the Institute and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

Resources expended are allocated to a particular activity where the cost relates directly to that activity. Support costs, being the salary and overhead costs of the central function, and governance costs, are apportioned to activities on the basis of staff time spent on those activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fittings and office equipment	25% straight line
Computers	33 ⅓% straight line
Website and database	33 ⅓% straight line

l) Investments

(i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading “Net gains/(losses) on investments” in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

(ii) Investment in subsidiary

Investment in the subsidiary Landscape Services Limited is included in the Institute's balance sheet at cost.

m) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (continued)

o) Debtors

Trade or other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

Creditors and provisions are recognised where the Institute has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

q) Pensions

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the Institute to the fund. The Institute has no liability under the scheme other than for the payment of those contributions.

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Restricted £	Unrestricted £	2022 Total £	Restricted £	Unrestricted £	2021 Total £
Sector Skill Survey	–	–	**–**	–	–	–
High Street Task Force	–	6,650	**6,650**		26,425	26,425
Awards and Competitions events	–	157,851	**157,851**	–	164,322	164,322
a Sub-total for Raise the Profile of Landscape and Place	–	164,501	**164,501**	–	190,747	190,747
Examination and Pathway fees	–	105,357	**105,357**	–	93,252	93,252
Branch event income	–	1,291	**1,291**	–	7,410	7,410
University accreditation fees	–	33,665	**33,665**	–	39,366	39,366
Journal advertising	–	51,800	**51,800**	–	44,059	44,059
Publication sales and royalties	–	15,165	**15,165**	–	12,038	12,038
Income from training activities	–	133,499	**133,499**	–	107,456	107,456
b Sub-total for Building Resilience and Confidence	–	340,776	**340,776**	–	303,581	303,581
Member subscriptions	–	1,480,816	**1,480,816**	–	1,367,283	1,367,283
Practice fees	–	179,073	**179,073**	–	188,422	188,422
Grant income	–	2,500	**2,500**	–	500	500
Website advertising	–	180,753	**180,753**	–	81,321	81,321
c Sub-total for Growth and Inclusivity	–	1,843,142	**1,843,142**	–	1,637,526	1,637,526
Total Income from charitable activities	–	2,348,419	**2,348,419**	–	2,131,854	2,131,854

3 Other income

	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Insurance commission	–	18,178	**18,178**	–	17,027	17,027
Other income	390	1,847	**2,237**	–	2,735	2,735
	390	20,025	**20,415**	–	19,762	19,762

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2022 Total
	£	£	£	£	£	£
Staff costs (note 6)	324,239	334,499	379,630	185,700	253,436	**1,477,504**
Branch and member group activities	–	25,259	–	–	–	**25,259**
Direct member communications	32,445	95,897	–	10,672	6,515	**145,530**
Information costs	–	17,895	48,440	–	56,000	**122,335**
Pathway examinations and supervision	–	36,788	–	–	–	**36,788**
Event and Conference costs	–	7,721	–	–	–	**7,721**
Awards and competition costs	55,886	1,184	2,442	1,376	1,558	**62,447**
Consultants and other direct costs	44,092	47,900	13,348	23,880	14,117	**143,337**
Legal & professional	–	89,474	3,769	36,100	48,441	**177,784**
Depreciation	–	–	18,196	–	–	**18,196**
Committee and Leadership expenses	–	–	–	46,467		**46,467**
Premises costs	–	–	–	–	132,214	**132,214**
Other costs	–	–	24,651	–	90,520	**115,171**
	456,663	656,617	490,476	304,195	602,803	**2,510,754**
Support costs	204,953	180,841	156,728	60,281	(602,803)	
Governance costs	138,501	123,922	102,053	(364,476)	–	
Total expenditure 2022	**800,117**	**961,380**	**749,257**	–	–	**2,510,754**

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2021 Total
	£	£	£	£	£	£
Staff costs (note 6)	308,819	317,465	399,369	128,946	248,868	**1,403,467**
Branch and member group activities	–	19,841	–	–	–	**19,841**
Direct member communications	2,318	102,255	–	–	28,747	**133,320**
Information costs	–	10,200	18,880	–	70,313	**99,393**
Pathway examinations and supervision	–	28,245	–	–	–	**28,245**
Event and Conference costs	22,123	–	–	–	–	**22,123**
Awards and competition costs	44,619	12,572	–	–	10,901	**68,092**
Consultants and other direct costs	17,195	53,985	–	104,931	7,365	**183,476**
Legal & professional	385	9,410	–	54,425	21,654	**85,874**
Depreciation	–	–	63,293	–	1,689	**64,982**
Committee and Leadership expenses	–	–	–	34,266	–	**34,266**
Premises costs	–	–	–	–	128,007	**128,007**
Other costs	–	996	14,586	–	64,887	**80,469**
	395,459	554,969	496,128	322,568	582,431	**2,351,555**
Support costs	198,027	174,729	151,431	58,244	(582,431)	**–**
Governance costs	144,709	129,476	106,627	(380,812)	–	**–**
Total expenditure 2021	**738,195**	**859,174**	**754,186**	–	–	**2,351,555**

5 Net income/(expenditure) for the year

This is stated after charging

	2022	2021
	£	£
Depreciation	18,196	64,982
Trustees'expenses	9,503	-
Auditors' remuneration (net of VAT):		
• Audit	18,350	19,350
• Other services	13,320	870
Operating lease rentals:		
• Property	114,312	111,353
• Office equipment	6,952	6,952

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	1,016,430	1,006,358
Redundancy and termination costs	-	75,331
Social security costs	106,642	102,428
Employer's contributions to defined contribution pension scheme	59,457	66,905
Other staff related costs including travel and agency staff	294,975	152,445
	1,477,504	1,403,468

The redundancy and termination costs accrued at the balance date and paid post year end amounted to nil (2021: £65,000)

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2022	2021
	No.	No.
£60,000 - £69,999	2	1
£70,000 - £80,000	-	-
£80,001 - £90,000	-	1
£90,001- £100,000	-	-
£180,000 - £190,000	-	1

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £582,702 (2021: £584,098).

Jane Findlay, President, received combined honorarium from the charity of £27,734 (2021: £28,984; present and past president) plus national insurance and pension payments of £3,716(2021: £4,509; as before). No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2021: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, 1 trustee (2021: nil), received remuneration in respect of professional services provided, totalling £4,715 (2021: £nil). Related party income transactions with Hardcape Ltd, a company which the Honorary Treasurer, Mathew Haslam is a director, amounted £29,650.

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £9,053 (2021:£nil) incurred by 3 trustees (2021: nil) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022 No.	2021 No.
Raise the profile of Landscape and Place	**7.0**	7.0
Build the resilience and confidence of the profession	**8.2**	8.8
Inclusive Growth	**5.2**	5.2
Support	**2.0**	2.2
Governance	**2.6**	2.4
	25.0	25.6

8 Taxation

The Institute is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The Institute's trading subsidiary Landscape Services Ltd gift aids any available profits to the Institute.

9 Related party transactions

Other than those disclosed in note 6, there were no other related party transactions during the year.

In particular, there were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

10 Tangible fixed assets

The group and the charity	Fixtures, fittings, office equipment £	Computers £	Database and website £	Totals £
Cost				
At the start of the year	–	14,628	275,501	**290,129**
Less: disposals during the year	–	–	–	**–**
At the end of the year	–	14,628	275,501	**290,129**
Depreciation				
At the start of the year	–	14,628	257,305	**271,933**
Charge for the year	–	–	18,196	**18,196**
Less: depreciation on disposals	–	–	–	**–**
At the end of the year	–	14,628	275,501	**290,129**
Net book value				
At the end of the year	**–**	**–**	**–**	**–**
At the start of the year	–		18,196	18,196

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Investments

	The group		The Institute	
	2022	2021	**2022**	2021
	£	£	**£**	£
Listed Investments				
Fair value at the start of the year	**1,716,325**	1,431,453	**1,716,325**	1,431,453
Net gain/(loss) on change in fair value	**107,172**	284,872	**107,172**	284,872
Fair value of listed investments at the end of the year	1,823,497	1,716,325	**1,823,497**	1,716,325
Investment in subsidiary undertkaing	**-**	-	**7**	7

Investments comprise

	The group		The charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
UK Common investment funds	**1,823,497**	1,716,325	**1,823,497**	1,716,325
Unlisted shares in UK registered companies	**-**	-	**7**	7
	1,823,497	1,716,325	**1,823,504**	1,716,332

12 Subsidiary Undertaking

The Institute owns the whole of the issued ordinary share capital of £7 in Landscape Services Limited, a company registered in England. Activities of the subsidiary include events management and sales of advertising and publications. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the Institute through a gift aid donation. A summary of the results of the subsidiary is shown below:

	2022 £	2021 £
Turnover	**691,172**	595,605
Cost of sales	**(352,110)**	(338,273)
Gross profit	**339,062**	257,332
Administrative expenses	**(134,307)**	(99,476)
Profit on ordinary activities before taxation	**204,755**	157,856
Taxation on profit on ordinary activities	**-**	-
Profit for financial year	**204,755**	157,856
Retained earnings		
Retained earnings brought forward	**-**	-
Profit for the financial year	**204,755**	157,856
Distribution to parent entity	**(204,755)**	(157,856)
Retained earnings carried forward	**-**	-

The aggregate of the assets, liabilities and funds was:

Assets	**345,974**	345,974
Liabilities	**(345,967)**	(345,967)
Funds	**7**	7

During the year, the institute recharged the subsidiary management and overhead costs of £128,961 (2021: £93,887)

13 Parent charity

The parent Institute's gross income and the results for the year are disclosed as follows:

	2022 £	2021 £
Gross income	**2,073,856**	1,872,320
Results for the year	**(79,440)**	(136,738)

14 Debtors

	The group		The Institute	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade debtors	**135,748**	115,400	**75,401**	53,561
Due from group undertakings	**–**	–	**142,579**	186,512
Sundry debtors	**18,422**	49,096	**18,422**	49,096
Prepayments and accrued income	**143,113**	125,585	**108,843**	82,875
	297,283	290,081	**345,246**	372,044

15 Creditors: amounts due within one year

	The group		The Institute	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade creditors	**119,309**	58,198	**118,730**	49,444
Due to group undertakings	**–**	–	**–**	–
Deferred income (please see below)	**467,023**	383,845	**304,646**	247,644
Taxation and social security	**26,851**	30,012	**26,851**	30,012
VAT creditor	**8,916**	32,149	**()**	10,170
Other creditors	**56,411**	59,184	**56,195**	59,183
Accruals	**121,972**	108,973	**121,002**	106,724
	800,482	672,361	**627,423**	503,177
Deferred income comprises:				
Membership fees received in advance	**251,639**	224,092	**251,639**	224,092
Registered practice fees in advance	**137,276**	136,201	**–**	136,201
Examination fees in advance	**53,007**	23,552	**53,007**	23,552
Competition and other income in advance	**25,100**	–	**–**	–
	467,022	383,845	**304,646**	383,845

All 2021 Deferred Income was released in the financial year.

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
Tangible fixed assets	–		–	
Investments	–	1,702,115	121,382	**1,823,497**
Net current assets	5,696	95,071	137,880	**238,647**
Net assets at the end of the year	**5,696**	**1,797,186**	**259,262**	**2,062,144**

16b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	–	18,196	–	**18,196**
Investments	–	1,555,818	160,507	**1,716,325**
Net current assets	5,306	153,225	141,360	**299,891**
Net assets at the end of the year	**5,306**	**1,727,239**	**301,867**	**2,034,412**

17a Current year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
The Parks Alliance		390			**390**
Total restricted funds	5,306	390	–	–	**5,696**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	18,196	–	(18,196)	–	**–**
Branch funds	34,600	–	–	(1,111)	**33,489**
Entry Standards Modernisation Fund	109,320	–	(57,043)		**52,277**
Policy Development Fund	9,305	–	–	–	**9,305**
Property Fund	1,555,818	107,172	–	39,125	**1,702,115**
Total designated funds	1,727,239	107,172	(75,239)	38,014	**1,797,186**
General funds	301,867	2,430,923	(2,435,515)	(38,014)	**259,261**
Total general funds	301,867	2,430,923	(2,435,515)	(38,014)	**259,261**
Total unrestricted funds	2,029,106	2,538,095	(2,510,754)	–	**2,056,447**
Total funds	**2,034,412**	**2,538,485**	**(2,510,754)**	**–**	**2,062,143**

17b Prior year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
Playground Project	5,000	–	–	(5,000)	**–**
Total restricted funds	10,306	–	–	(5,000)	**5,306**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	83,178	–	(64,982)	–	**18,196**
Branch funds	39,676	–	–	(5,076)	**34,600**
Entry Standards Modernisation Fund	30,000	–	(74,980)	154,300	**109,320**
Policy Development Fund	15,000	–	(5,695)	–	**9,305**
Property Fund	1,270,946	284,872	–	–	**1,555,818**
Total designated funds	1,438,800	284,872	(145,657)	149,224	**1,727,239**
General funds	437,174	2,214,815	(2,205,898)	(144,224)	**301,867**
Total general funds	437,174	2,214,815	(2,205,898)	(144,224)	**301,867**
Total unrestricted funds	1,875,974	2,499,687	(2,351,555)	5,000	**2,029,106**
Total funds	**1,886,280**	**2,499,687**	**(2,351,555)**	**–**	**2,034,412**

General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and when to spend these funds, and they are not earmarked in any way.

17 Movement in funds - descriptions of funds

Purposes of restricted funds

The Travel Award Memorial fund originated from a donation to provide travel awards to members, and typically make three or four awards per year.

The Playground Project is an educational competition where primary schools in the London Borough of Tower Hamlets are matched with a landscape architect to re-design an aspect of their playground through partaking in design-based activities. Seven schools took part in the project and funding was provided by the Canary Wharf Group. The general fund dispense the wining prize of £5,000 in prior year hence the transfer back to the fund.

Purposes of designated funds

The net value of fixed assets is reflected in a designated fund. There was no transfer at year end as all assets are fully depreciated.
Funds in branch bank accounts are intended for use in the relevant branch.

The entry standards modernisation fund was designated for major investment in our future growth. During the year work continued with new routes to entry. Work continued on the apprentice scheme, notable Level 7; a pilot scheme was launched before the year end for the experienced Technician Member. Improvement to the Pathway Chartership and its link to the new competency framework is delayed due to IT challenges.

The policy development fund is set aside to provide our new larger policy and influencing team with resources to help make a greater impact more quickly. During the year it funded consultancy fees on Climate Change activities.

The Property fund comprises net proceeds of the sale of the Institute's former investment property. The Board agreed to invest the fund for a period of three to five years in accordance with the Institute's Investment Policy, described in the Trustees' report. Dividend income and movement on revaluation is allocated to the fund in the portion of 80:20 split with the general funds.

18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022 £	2021 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**27,731**	148,132
Depreciation charges	**18,196**	64,982
(Gains)/losses on investments	**(107,172)**	(284,872)
Dividends, interest from investments	**(62,479)**	(63,199)
(Increase)/decrease in debtors	**(7,202)**	(133,770)
Increase/(decrease) in creditors	**128,121**	82,871
Net cash provided by / (used in) operating activities	**(2,806)**	(185,856)

19 Operating lease commitments

The group's and the Institute's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	The group		The Institute	
	2022	2021	**2022**	2021
	£	**£**	£	£
Within 1 year	**122,953**	121,263	**120,887**	121,263
2 - 5 years	**210,800**	333,753	**81,267**	333,753
	333,753	455,016	**202,154**	455,016

20 Contingent liabilities

The group and the charity had no contingent liabilities at the balance sheet date or the date of approval of these financial statements.

21 Legal status of the Institute

The Institute is a registered charity, number 1073396 and incorporated by Royal Charter, registration number RC000767.

THE LANDSCAPE INSTITUTE

England & Wales - Charity number 1073396

Accounts

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute

Report and financial statements

31 March 2021

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The Landscape Institute

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For the year ended 31 March 2021

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The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

Royal Charter number	RC000767
Charity number (England and Wales)	1073396
Charity number (Scotland)	SC047057
Registered office and operational address	85 Tottenham Court Road London W1T 4TQ United Kingdom

Trustees

Trustees who served during the year and up to the date of this report were as follows:

Jane Findlay	President until 30 June 2022 Immediate Past President from 1 July 2022
Adam White	President until 30 June 2020 Immediate past President from 1 July 2020
Brodie McAllister	President EIect until 30 June 2022 President from 1 July 2022
Noel Farrer	Vice president from 1 July 2021
Carolin Göhler	Vice President until 30 June 2021 Acting Honorary Treasurer – from 6 October 2020 to 30 June 2021
Mathew Haslam	Treasurer -from 1 July 2021
Steve Morgan	Treasurer – until 22 September 2020
Dr Keren Jones	Honorary Secretary -from January 2021
Niall Williams	Elected Non-Chartered member
Christine House	Chair – Education &Membership Committee
Kate Bailey	Chair – Policy & Communications Committee
Marc van Grieken	Chair – Technical Committee
Jane Clarke	Independent Trustee-from 18 March 2021
Marc Norden	Independent Trustee -from 18 March 2021
James Smyllie	Independent Trustee
Dr Wei Yang	Independent Trustee

Principal staff	Sue Morgan	Chief Executive Officer -from September 2021
	Jane Swift	Interim Chief Executive Officer – February-August 2021
	Daniel Cook	Chief Executive Officer -until April 2021
	Amina Waters	Chief Operating Officer – until June 2021
	Donna Lawrence	Interim Head of Finance-from June 2021
	Walter Tan	Interim Head of Finance – until June 2021
	Ben Brown	Head of Policy & Insight
	Andrew Morris	Commercial Director
	Gideon Opaluwa	Head of Professional Regulation from March 2021
	Janet Debois	Head of Professional Regulation until February 2021
	Antonella Adamus	Head of Standards, Education &Engagement

Bankers	NatWest Bank	CAF Bank Ltd
	PO Box 2162	25 Kings Hill Avenue
	20 Dean Street	Kings Hill
	London	West Malling
	W1A 1SX	Kent
		ME19 4JQ

Solicitors	Russell Cooke
	2 Putney Hill
	London
	SW15 6AB

Auditors	Sayer Vincent LLP
	Chartered Accountants and Statutory Auditors
	Invicta House
	108-114 Golden Lane
	London
	EC1Y 0TL

The Board of Trustees present their annual report and the financial statements of the Landscape Institute for the year ended 31 March 2021. Reference and administrative information on pages 2 to 3 form part of this report. The financial statements comply with current statutory requirements, the Institute's governing documents and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS102.

Objects, purposes and aims

The trustees review the aims, objectives and activities of the Institute each year. This report looks at what the Institute has achieved and the outcomes of its work within the twelve months from April 2020 to March 2021. The trustees report the success of each key activity and the benefits the Institute has brought to its members, the landscape profession and the wider public. The review also helps the Trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Institute's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

The Institute's main activities and beneficiaries are described below. All its charitable activities focus on protecting, conserving and enhancing the natural and built environment for the benefit of the public by promoting the arts and sciences of landscape architecture and its several applications; fostering and encouraging the dissemination of knowledge relating to landscape architecture and the promotion of research and education therein; and establishing, upholding and advancing the standards of education, qualification, competence and conduct of those who practise landscape architecture as a profession. All of the activities undertaken by the Institute's activities in pursuit of these charitable objects are undertaken in the public benefit.

The Landscape Institute is constituted under Royal Charter dated 1 September 1997, updated in 2008 and 2016. The main objects of the Institute 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 practise Landscape Architecture as a profession, and to determine standards and criteria for education training and experience.*

Achievements and performance

The Board adopted a five-year Corporate Strategy in March 2018, which sets out:

Our mission

The Landscape Institute aims to lead and inspire the landscape profession to ensure it is equipped to deliver its purpose under our Royal Charter for the benefit of people, place and nature, for today and for future generations.

Our strategic vision

To be a relevant, expert and trusted professional body, which develops the skills, knowledge and professional behaviours of its members. We will be agile, innovative and responsive in the face of environmental challenges and major social change, to help our members and the communities they serve deliver more sustainable ways for living and working in the future.

Our values

The Institute will conduct itself, in accordance with sound ethical and professional behaviours. In enabling its members to give authoritative and independent advice we will work according to the following values of being: Caring and nurturing; creative and passionate; and socially and environmentally aware.

Our goals

1. Influence
2. Relevance
3. Inclusive Growth

The year under review was the third year of the Corporate Strategy, and our business plan for the year set out our planned progress towards the strategic goals. The Board monitors progress at each meeting, following performance indicators set out in the plan.

We are proud of the LI's performance during this very challenging and turbulent year. Thanks to our earlier investments in digital and the high digital capabilities of the staff team, we quickly moved to a remote working environment in response to COVID lockdowns and were able to continue delivering most member services with minimal disruption. This was much appreciated by members, who cited it as a key reason for member satisfaction increasing from 54% in 2019 to 63% in our 2021 Member Satisfaction Survey.

While we continued our progress against our 5-year strategy, some of our plans had to change in response to the 'once-in-a-lifetime' pandemic. We maintained tight cost controls on our operations through the year and sought opportunities to refresh elements of our offering, such as sponsorship packages and delayed payment options for members, to ensure the financial resilience of the LI once the pandemic is over. Member numbers continued to grow, albeit more slowly than in previous years, and member retention remained high.

There were significant challenges in staff workload through the first half of the year, much of it due to COVID. We took a cautious approach to recruitment and delayed hiring some roles until late in the year, despite many areas facing higher workload as we pivoted the organisation to meet the challenges of the rapidly-changing environment. We had new joiners in the second half in Regulation, Policy, Standards and Education, Membership Operations, Finance Management, Marketing – giving us much-needed capacity to deliver our business plan and to make operational improvements. We had a change in leadership when our CEO decided to leave the organisation after 5 years. After a successful recruitment process, the Board appointed Sue Morgan as the Institute's new Chief Executive, an experienced senior executive who has worked across several sectors of the Landscape profession.

In particular we are grateful to all our staff and volunteers supported by other members for the extraordinary work put in for the Institute to weather the pandemic well – it was a team effort of which we are proud and profusely thank everyone involved.

The Board commissioned an Independent Review in the second half of the year to address some long-standing problems impacting the effective functioning of the LI. The findings from this were published in February 2021 and a Board-sponsored programme has been set up to implement the recommendations from 2021/22.

Some key activities during the year include:

Inclusive growth:

- We updated the Awards categories and received a record number of entries, high sponsorship levels and our first-ever online Awards ceremony had over 1000 attendees.
- Launched online CPD monitoring to members on 1 July 2020 and improved our training offer through online-only options such as weekly webinars, online CPD and other online events, reaching a larger audience than ever before.
- The annual Jellicoe lecture focused on issues of equality, diversity and inclusion across the landscape sector and was extremely well received.
- The Institute declared its intention to offer a professional home for parks and green spaces and commenced integration with The Parks Alliance (TPA) in December 2020, and this was concluded post year end. We relaunched the Parks & Green Spaces Network during the year. We set the foundations for future inclusive growth through deepening our relationships with key stakeholders in the sector such as Building with Nature, Green Flag and Natural England.

Relevance:

- We made significant progress in our entry standards project, with the new competency frame-work, which is more inclusive of all professional landscape disciplines, being published in December 2020. This sets us up for launching new routes to entry including a new Technician membership grade from 2021.
- We also launched our first training partnership to give members access to professional skills training and announced a partnership with the BIM Alliance.
- In response to the pandemic, we replaced our face-to-face Pathway to Chartership exams with an online option. We launched LI Campus, our online learning platform, in April 2020 (right at the start of the pandemic), and developed content partnerships through the year. Our international design competition, 'Transforming the Urban Landscape' and the 'Highgate design competition' both attracted wide media coverage.

Influence:

- Amidst a busy and uncertain public policy environment still shaped by Brexit, we delivered a range of reactive and proactive policy work across our main priorities: green-blue infrastructure, planning reforms, environmental regulation, rural land management, business and skills.
- We made major progress against our 2019 climate emergency declaration, by publishing our Climate and Biodiversity Action Plan in May, including a commitment to achieving net zero by 2029(the LI's 100th anniversary). Our Greener Recovery policy report and parks supplement was published in September 2020, generating extensive media coverage and public discussion.
- Our Landscape for 2030 report was published in March 2021, as an update to our 2008 climate change position statement.
- We actively participated in the high-profile High Streets Task Force, initially through recruiting 40 expert members to join the expert register available to assist towns and cities around England.

Business resilience:

- This was a key focus during the year to mitigate the impact of COVID on the LI's future operations. We built business resilience through further diversifying our income with initiatives such as growing our sponsorship offer and pipeline, with a range of new products suited to online delivery and the launch of a new competition product.
- We protected core member revenues through improved customer service and processes (including flexible payment options) and updating our propositions for Affiliates and Registered Practices, which will be marketed in 2021.

- We made good progress on addressing the needs of the parks and green spaces sector through potential partnerships with key brands and the integration of the Parks Alliance.
- The Independent Review identified five main areas for further operational improvements and implementation planning has started to deliver on the recommendations.

Once again, much of what was achieved was made possible by the support of our many volunteers who hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, organise events and promote the profession. We are supported by more than 800 volunteers, and while difficult to quantify, we believe that the annual value of this voluntary contribution is over £1m. The Board of Trustees would like to thank everyone (volunteers, members, and staff) who has contributed to the success of the year and helped the Institute in fulfilling its mission to protect and enhance the environment and to create thriving communities through the design and management of inspirational places. No other professional body brings together environmental analysis, spatial planning, design and site management. This unique mix enables members of the Landscape Instituteto offer design and management solutions which are environmentally-led, sustainable, and enhance the quality of human life and nature.

We report on our activities for the year following the format of our Corporate Strategy and business plan, and we show charitable income and expenditure in the same categories in our financial statements.

1. Raise the profile of landscape and place with the public and decision makers

1i. Promote the value and importance of the relationship between people, place and nature

Our profile-raising activities this year were necessarily curtailed by the impact of COVID lockdowns and the need to move away from face to face activities to online. Most of the in-person activities that we had originally planned for the year had to be cancelled or delayed, or replaced with online alternatives.

That said, we did have significant success with launching redesigned Awards categories which are more closely aligned to promoting the relationship between people, place and nature. The new Awards proved to be very popular, with a record number of entries and all categories being sponsored. We also delivered our first ever online Awards ceremony, which received excellent feedback from participants and achieved an audience of over 1000 from all areas of landscape practice. As a result of the success of the event, many sponsors immediately made commitments to sponsor the 2021 Awards.

We also continued invest our efforts in improving the quarterly journal ‘Landscape’ through the year, with a broad mix of themes and contributors which demonstrate the value and breadth of the profession and link to key topical issues, such as bringing nature into the city, greener recovery, food and land use, transforming the high street and lighting. This year, we improved the digital experience of the Journal and actively promoted the content across all our communications channels, reaching an audience many times the size of our membership. To reduce costs, we published two editions as ‘digital-only’ and will be runningcampaigns in 2021 to encourage more members to take up this option instead of receiving a print edition.

1ii. Demonstrate the value and breadth of the landscape profession

We continued to work to increase member satisfaction, including identifying opportunities for our members, both individual and Practices. We recruited 43 members to be part of the ‘High Streets Task Force’ consortium which opens up opportunities for qualifying members be involved in high streets regeneration projects in England and demonstrates the value of the work our members do for the next four years of its operation.

In November, we launched a successful international ideas competition on 'Transforming the urban landscape' which achieved widespread coverage in UK and global media, and had over 160 entries from around the world. We also ran a two-stage competition on behalf of Highgate Cemetery, which was featured in mainstream media and further highlighted the importance of the profession's work.

Our March publication 'Landscape for 2030' highlights the central role that landscape practice can play in tackling climate change, with eleven case studies showcasing on-the-ground interventions that landscape professionals have already delivered.

Despite the challenges of lockdown, the LI Presidents Adam White and Jane Findlay, played an active role in raising the profile of the sector and of the work of landscape professionals by representing the LI at a number of online industry events and meetings, particularly those focused on climate change, the needs of the parks sector and awards. Highlights include:

- Supporting the LI's climate change agenda through meetings with UK Business Council for Sustainable Development, and speaking opportunities at events including panel discussion on 'Collaborating to Enable Climate Change' at GreenBlue Urban's 'Festival of Ideas'
- Speaking at the LI's events focused on climate change and equality, diversity and inclusion, including CPD days and the Jellicoe lecture
- Promoting the LI's work on Greener Recovery, to bodies such as Construction Industry Council (CIC)
- Presenting on the work of the LI's to the Defra-group landscape network
- Promoting the profession to the next generation, through speaking opportunities with students at Manchester Metropolitan University and Birmingham City University on the role of the landscape architect
- Engaging with other bodies in the sector through speaking at the Institute of Chartered Foresters' 'Trees, People and the Built Environment' event and joint events with the Royal Town Planning Institute (RTPI).
- Speaking at the Green Building Congress 2021, run by the Indian Society of Landscape Architects (ISOLA) and the Designing with Nature in Town and City conference, run by the Academy ofUrbanism.
- Chairing panel on health and wellbeing at Futurescape 2020, the UK's largest landscaping event.
- Speaking at the Birmingham Architectural Association (BAA) Resilience Series.

1iii. Lead debates on matters of public interest

Over the course of the year the policy team has responded to a dynamic policy environment in the context of ongoing uncertainty created by COVID and Brexit. In 2020-21, we appointed a part-time Scotland-based Policy and Partnerships Manager in October to better support that nation, and brought the existing Policy Manager consultant role in-house. The team's focus was to re-establish a robust policy function after a period of staff turnover, ensure that the Institute was represented in the core policy debates in our area, torespond to risks and opportunities arising from the dynamic regulatory environment, to keep our membership informed, and to bring forward the LI's climate and biodiversity work.

We have continued implementing our Climate and Biodiversity Action Plan, which was published in May 2020 and supported by a launch webinar. This report committed the LI to a range of activities, across all functions, including to step up its advocacy and policy work in this area, and to support the sector in accessing the tools, networks, and content to elevate their work in addressing climate change and biodiversity loss.

Our Greener Recovery policy report and parks supplement was published in September, and launched with a panel session at our Climate CPD day, generating extensive media coverage and public discussion.

The Parks supplement report, specifically for parks and green spaces, represents the beginning of our integration of parks policy issues into the LI. This Greener Recovery work will provide the basis of our ongoing influencing, most notably at upcoming Spending Reviews. The LI also collaborated with the Environmental Policy Forum and the National Planning Forum on two separate essay collections, and a summary of our Green Recovery work appeared in both.

In March we published 'Landscape for 2030', an update of our 2008 position statement, which highlights the central role that landscape practice can play in both mitigating and adapting to climate change, including eleven case studies showcasing on-the-ground interventions that landscape professionals have already delivered.

In addition to our climate work, the Institute continued to engage in policy issues which affect landscape, keeping our members briefed, and ensuring that our sector has a voice in matters of public importance. The policy priorities during 2020-21 have included:

- Responding to the 'once-in-a-generation' English planning reforms, including the National Model Design Code and outcomes from the Building Better Building Beautiful Commission, as well as the NPF4 in Scotland;
- Responding to the environmental governance and regulatory reforms stemming from Brexit, including the proposals for a new Office of Environmental Protection;
- Reviewing the post-Brexit reforms to immigration and mutual recognition of professional qualifications through the EU Free Trade Agreement;
- Responding to wider planning deregulation reforms, such as the new permitted development rights;
- Responding to the England Tree Strategy and raising the role of landscape professionals in mass afforestation efforts;
- Continuing work on the post-Brexit environmental land management policy, including influencing the Agriculture Bill and the design of new ELMs schemes in UK nation;
- Responding to national Scottish Government strategies on land use and infrastructure investment.

We have continued to work closely with partners on our climate action, as well as our day-to-day policy work. Our main government partners are Defra, MHCLG, the devolved administrations, and their arms-length bodies. Our work with Natural England this year has been especially productive. We continue to engage in networks like the Green Infrastructure Partnership, the Environmental Policy Forum, and the Construction Industry Council, as well as policy-specific groups such as the SuDS Leadership Group or the Plant Health Alliance.

We have supported or endorsed a number of partner initiatives, such as work by TCPA on green space stewardship or the UK Green Building Council's report on nature-based solutions. We hold a number ofseats on the Construction Industry Council, and are leading a workstream (ethics/conduct) under their climate change working group.

2. Build the resilience and confidence of the landscape profession.

2i. Empower the profession with skills needed for future success

Despite the challenges of COVID, we continued to build on our success in previous years in providing a wider professional development programme.

We replaced our planned in-person CPD days with multi-day online conferences. Covering important topics such as 'Bringing Nature into the city', 'Tackling the Climate and Biodiversity Emergencies' and 'Place Health and Wellbeing', these featured high-profile speakers, including senior politicians. We also launched a weekly webinar programme in April which enabled us to address single topics in the form of 'lunchtime learning'. These online services proved very popular with members and non-members alike, with over 10,000 attendees, significantly expanding our audience over previous years.

We are also supporting our members in developing the skills required to adapt to the future. In November 2020, we launched a training partnership with Firestarter Academy to offer business skills training to members and we will seek out similar opportunities in the future. In March we announced a formal affiliation with the UK Building Information Modelling (BIM) Alliance, to assist with the development of coredigital skills among the membership.

We made significant improvements to our CPD monitoring when we launched online CPD monitoring in July. This change enables us to easily track and report on member CPD progress and will be mandatory from July 2022.

The Journal includes regular sections on CPD training and events as well as updates on policy and technical matters. We continue to deliver a programme of up to date and relevant technical information to members and other landscape professionals.

2ii. Increase access to and provision of landscape education

As set out in section above, our digital training delivery significantly increased the accessibility of landscape education. The quality of our CPD and training offering continues to be recognised across the sector as evidenced by high satisfaction scores and growth in take-up.

We also launched a new LI Campus video learning platform in April 2020, with an introductory free 12 months subscription for members. Around 38% of the membership took this offer up and we continued to develop the library of content through the year, with all recordings from our webinars and online CPD days being added to it. Campus is recognised as a unique offering in the sector and has attracted significant interest from sponsors and partners, as well as members.

We have continued to work with employers and educators to develop the standard for landscape apprenticeships. The Level 3 and Level 7 Apprenticeships in England have been approved and we expect to become operational with these from 2021.

The new Head of Education was appointed in December 2020 and a full programme of activities to further this strategic goal is planned for 2021.

2iii. Horizon scan and future proof the Institute

The move to digital delivery which happened in 2020 as a response to COVID was an important step in future-proofing the LI. We proved that we were able to continue providing services with minimal disruption, and we took the opportunity provided by enforced remote working to test some new concepts,such as webinars and training partnerships, which had been on the roadmap for launch in future years.

We successfully ran online AGMs and Board/Committee meetings and trained the Branches to deliver online events and webinars to their local networks.

Moving to online delivery provides significant cost and carbon savings and, in light of our commitment to be 'net zero by 2029', will become the default way of working for many activities in the future.

Our work on the new entry standards is another important step in future-proofing the Institute, as is our policy and influencing work to ensure that the interests of our members and the sector are considered in government plans.

We are deepening our partnerships with key organisations in the parks and green spaces sector to support future growth in this important area.

3. Grow and be more inclusive as an organisation

3i. Be a role model through our actions

We are proud of our response to the COVID crisis. We were able to quickly move to online delivery of services and trained our Branches on this so they could continue to run member networking and other events. Our guidance to members on safe working during lockdown restrictions was received very positively. Our move to lower-carbon digital delivery sets us up as a role model for the future.

We continued to lead the sector in our response to the Climate and Biodiversity Emergencies, when we declared a target of achieving net zero by 2029, supported by our policy work in this area and our online-only working practices.

We continued our work in improving Equality, Diversity and Inclusion across the sector and our Action Plan was approved by Board in December.

We are finalising a new LI Code of Practice and the first ever set of global ethical principles for the landscape profession in collaboration with IFLA and the International Ethical Standards Coalition.

3ii. Broaden the profession

Despite the pandemic, we attracted new members to the Institute and we continue to have strong membership retention. Total (net) member numbers increased by 141 to a total of 5877 in the year. We ran a series of Registered Practice breakfasts and around 100 representatives were engaged by our President & CEO to gain insights from our registered employers.

After extensive consultation and research, we published our new Competency Framework in December 2020. This will form the basis of new routes to entry which will be launched in 2021 and will enable us to attract the skills and experience of Landscape Professionals who may not currently consider that the Landscape Institute was their natural professional home. In an uncertain economic environment, having new grades of membership available will broaden the potential pool of LI members – and thus income – in future years.

We have improved our processes for inviting new members to CMLI and FLI grades, with the aim of inviting senior practitioner specialists from a broad range of landscape fields that are underrepresented in the profession today to LI membership to ensure we can support our new entry standards system from 2021.

Due to staff workload, competing priorities and the limitations of lockdown, we paused many activities on our #ChooseLandscape careers campaign to attract young people to the profession. We plan to reactivate this during 2021.

3iii. Be more inclusive through the way we operate

This year, we made significant inroads into our EDI Action Plan which was approved by Board in December. We plan to finalise and publish our Anti-Racism policy in early 2021. We are an active member of an EDI steering group for the built environment, 'Supporting Diversity and Inclusion Roundtable', run by the GLA and includes representation from other sector bodies such as RIBA, RTPI, CIOB, ICE, RICS. Our 2020 Jellicoe lecture, 'Diversifying a Profession – An Opportunity for Change' focused on how to best foster a diverse and inclusive landscape profession.

We also built on our earlier work with Rainbow Places, the cross-industry LGBT+ allies networking group for landscape, place, and environment professionals, and hosted its first virtual event in September, with a follow up panel discussion in February to mark LGBT+ History Month. We are committed to working with CIEEM, IPM & Design Council in supporting Rainbow Places and will help grow the forum through including it in our LI Connect online networking platform.

We made some of the categories of the Awards open to members of our strategic partners Institute of Place Management (IPM) and National Association of Areas of Outstanding Natural Beauty (NAAONB). Wealso partnered with Building with Nature to launch a dedicated Award for their certificate holders.

We have begun setting up more formal cross-promotional relationships with other organisations in the sector to bring more events and opportunities to our members.

Challenges we faced in the year

The year 2020 was a very challenging for the Institute and for the staff team. COVID had a significant impact, as it forced an unprecedented pace of change and reprioritisation of planned activities. We made the decision early on not to furlough staff and to instead change our operations to continue to meet the needs of members and, wherever possible, protect member numbers and non-membership revenue streams so that we would emerge from the pandemic a more resilient organisation.

While we were overall successful in this, it added to staff workload at a time of high personal stress and we had several stress-related absences. We had to maintain tight cost controls during the first lockdown period, so we delayed hiring of pre-approved roles until the second half of the year when we also filled some important resource gaps with contract roles. Staff workload meant that some activities initially planned for 2020 have had to be delayed into 2021.

We faced challenges in smoothly delivering online Pathway to Chartership (P2C) exams (to replace in-person exam sessions) due to limited examiner availability and the increased administration needs for running more frequent exam sessions.

As expected, the uncertain economic environment due to COVID impacted some income streams. Our recruitment jobs board income, which is closely linked to recruitment activity in the sector, was significantly down for the first three quarters of the year, as was Journal advertising, due to advertisers moving their spend to alternative products such as online events sponsorships. Our focus on member retention meant that we did not have a particularly high number of members leave during the year but we did have around twice the normal level of concessionary membership rates. The final quarter of the year did show a recovery in many areas and we expect this to continue through 2021.

The Board commissioned an Independent Review in November 2020 to address some long-standing issues which needed resolution for the LI to successfully complete its modernisation strategy.

The Independent Review report was published in January 2021 and made recommendations under five sections:

1. Improving the LI's ability to deliver its strategy
2. Leadership
3. Improving the environment for staff, volunteers and members
4. Adjusting existing governance arrangements
5. Improve resource and operational management

We had a significant change in leadership when, after being in role for five years, the LI's CEO, Dan Cook, decided that it was time to hand over to a new CEO to undertake the next major phase of consolidation and operational delivery required to complete the LI's transformation journey. An interim CEO, Jane Swift, was engaged in February and the recruitment process for a new CEO was commenced in April 2021, and concluded with the appointment of Sue Morgan, an experienced senior executive. Sue joined the LI on 1 September 2021. We would like to express our thanks to Jane Swift for her oversight during the interim period.

Governance

Corporate Strategy 2018-2023

The Board in 2018 formally adopted a new five year corporate strategy, developed by a strategy working group (chaired by Independent Trustee Jim Smyllie and comprised of members, Advisory Council, Board and staff and consulted with the wider membership prior to finalisation).

Our strategic objectives are to:

- Raise the political and public profile of landscape and place
- Build the resilience and confidence of the landscape profession
- Grow and be more inclusive as an organisation.

Our business plans over the 5 year period are focused on the achievement of these objectives.

Charity Governance Code

The trustees have been conducting a review of our governance arrangements which, subject to Board approval, we originally expected to be completed in the 2020/21 financial year. This was paused pending the results of the Independent Review, which includes relevant recommendations under 'Adjusting existing governance arrangements'.

We are generally compliant with the principles of the Code, and intend adopting the Charity Governance Code formally upon completion of our review.

Accountability and responsibility

We have continued work to define and set out accountabilities and responsibilities using a RACI (Responsible, Accountable, Consult, Inform) framework to ensure clear understanding of roles and responsibilities among members, staff, Board, Advisory Council and Standing Committees. We believe that this will improve our decision making and organisational effectiveness.

Financial performance

The 2020/21 period was overshadowed by the impact of the global COVID-19 pandemic. In light of the rapidly changing environment, we re-budgeted based on three scenarios of potential economic impact and the 'mid-case' scenario, which took into account the likely duration of remote working, lockdowns and broader economic impact, was signed off by Board.

Under this budget, our expenditure was planned to exceed income by £31,157 during 2020/21, due largely to likely decreases in sponsorship, advertising and events income, although our costs were also forecast to reduce significantly due to reduction in in-person events and travel. During the year, we reforecast quarterly to take into account the changing external environment.

Our quick shift to online service delivery and our focus on member retention largely protected our membership and sponsorship income through the year and we tightly controlled costs in most areas. However, we had significant one-off costs during the second half of the year associated with the Independent Review and we ended the year with our expenditure exceeding income by £136,740.

The value of our investments recovered during the year, increasing in value by £284,872 to £1,716,325.

Designated funds increased by £288,439 and restricted funds reduced by £5,000. Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund reduced by £135,307, from £437,174 to £301,867 which represents two months of unrestricted expenditure.

The Institute continues to closely monitor the effects of COVID-19 on our financial position and closely managing costs while we ascertain the likely revenue impacts. However, we were in a healthy financial position before the crisis, while the continued investment in our digital first strategy, particularly the launch of LI Campus, has enabled us to move swiftly and quickly to the provision of online services to members.

Investment Policy

The Institute seeks to produce the best financial return within an acceptable level of risk. With an initial 3 to 5-year investment horizon a medium level of risk is acceptable. The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term (note this has been lowered from 4% previously anticipated, net of expenses. This will allow for meeting the primary objective of maintaining the real value of the funds in the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure, but it is not anticipated that they will represent a significant portion of the Institute's total incoming resources.

Our investment pooled investments with Cazenove and CCLA bounce back from initial impact of COVID-19 in the earlier months of last year. Both portfolios had an annualised total return for the financial year in excess of their comparator benchmark; Cazenove total return after fees was 24.7% and CCLA 23.1%. The dividend income of £63,199 for the year exceeded budget in excess of £45,000. The short- term deposits holding had an average return across the total holdings of 0.6%.

The Trustees having reviewed the investment policy have agreed to divest a portion of the Cazenove Charity Multi-Asset Charity Fund to improve the diversification of the portfolio.

The Trustees have taken account of the Charity Commission's guidance on ethical and responsible investment. They have concluded that there are no specific industry and company activities which should be excluded from the portfolio on the grounds of any direct conflict with the LI's objectives. However, the Trustees aim to observe responsible investment principles and the charity's investment managers are expected to take into consideration the environmental, social and governance risk characteristics of existing and prospective investments. The investment managers are expected to engage with companies onsocial, environmental and business ethics issues and to exercise the LI's voting right. The Trustees will monitor the implementation of this policy by asking investment managers to report regularly on their engagement and voting activities.

Fundraising practice

At present the Institute does not engage in public fundraising and does not use professional fundraisers or commercial participators. The Institute nevertheless observes and complies with the relevant fundraising regulations and codes where appropriate. During the year there was no non-compliance of these regulations and codes and the Institute received no complaints relating to its fundraising practice.

Reserves policy

The Board of Trustees set operating budgets each year in order to maintain sufficient free reserves to cover between three and six months of operational expenditure. We maintain this level of free reserves in order to be able to manage a significant downturn in our income levels, and in order to be able to cover one-off expenditure deemed necessary for investment in the Institute's future. Our total unrestricted reserves at the year-end were £2,010,920; £1,727,239 were designated funds. At the end of the financial year our general fund (free reserve) of £301,867 represented two months of unrestricted expenditure.

Our business plan for the period 2019 to 2022 committed us to further necessary investment in the future growth of the Institute, particularly in the area of modernising our entry standards in order to offer a professional home for landscape professionals that we are not currently able to represent. During this period, we anticipate that our free reserve (general fund) will reduce temporarily below our lower policy limit of three months unrestricted expenditure, and recover by the end of the business plan period.

Principal risks and uncertainties

The Board has a Finance and Risk Committee that keeps organisational risks under review. A risk register is held by the organisation and the Finance and Risk Committee report annually to the Board on changes to the register and any particular risks the Board should be aware of. In the coming year the Board and Advisory Council will jointly consider the risks that we will face in the period covered by our Business Plan, and beyond.

The most serious risk currently is the combined impact of the COVID-19 crisis and Brexit on the UK economy, especially during the first half of the 2021/22 financial year as government support schemes (such as furlough) are ramped down and the effects of the Brexit deal become clearer. While the current vaccine rollout progress is promising, there is still significant risk of COVID 'further waves', further restrictions. On the other hand, the UK government's 'Build Back Greener' and other policy initiatives and investment are likely to have a positive impact on the landscape sector. Economic factors potentially impact our member, sponsorship and advertising revenues. We have been closely monitoring the situationand, based on our experience in 2020/21, have the capacity to rapidly respond to this changing environment. We are maintaining a policy of limited to no face-to-face activities for much of the 2021/22 financial year and will continue to provide services online by default, to keep costs low, to mitigate risk andto reduce our carbon footprint.

Two strategic projects, digital upgrade and entry standards, are due to complete in 2021/22. Key deliverables in the year will enable the LI to grow its membership in new segments/areas of practice from 2022/23. Delays to these projects will delay the return on the investment in these projects. We are mitigating delivery risk through careful project management but there is little spare staff capacity in the event of significant unexpected changes.

The Independent Review implementation is still in planning phase and it will necessarily have quite a complex project governance structure to manage the five workstreams. Much of the work has not been scoped in detail yet so we are also uncertain of the workload impact on staff team and how this could affect competing priorities. On the other hand, there is risk in not implementing the recommendations. Forexample, failure to improve governance structures will lead to continued slow decision-making; failure to improve the environment for staff, volunteers and members will risk further complaints and stress.
However, it is expected that a significant part of the recommendations would be completed by 21/22 financial year.

Plans for the Future

Our 2021-24 business plan focuses on five priorities linked to our five-year strategy:

1. Improving the LI's operational resilience and future-proofing our organisation
2. Growing our membership by addressing new member segments and improving our offer to new and existing members
3. Raising our profile to deliver growth and influence
4. Improving member engagement and satisfaction
5. Increasing the number of landscape professionals, and equipping them with the skills needed to thrive in a changing world.

We have a number of important initiatives that we aim to deliver in the 2021/22 business year. These include:

- Launching new routes to entry, helping ensure inclusive future growth for our profession
- Continuing the evolution of our digital service offer with the launch of LI Connect, the continuation of our webinar and online CPD programme, and the development of a new Pathway to Chartership system
- Improving our governance structures and processes, helping our members, volunteers, and staff work better together
- Making the principles of equity, diversity, and inclusion central to everything we do, from our culture and internal operations to our policy work, guidance, and regulation
- Improving member engagement, with better principles and more efficient mechanisms to listen to and act on the direction of our members
- Developing the thought leadership and technical standards our sector needs to lead the response to climate change and the biodiversity emergencies
- Continuing to engage with and support leaders in the parks and green spaces sector
- Continuing to support new landscape apprenticeships, ensuring a more inclusive pipeline of new members.

Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least four times per year, and an Advisory Council which meets three times per year. The Institute has a wholly-owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020, the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the LI in order for the TPA to act as a vehicle to facilitate the LI's work and expansion in the Parks sector. The acquisition took place in December 2020, and the necessary governance changes were executed post year end. The LI now has controlling powers over The Parks Alliance as a limited legal entity, to remove/appoint board members and also control the finances and operations of the company. The net assets of the company are immaterial and for this reason, they are not consolidated with the LI at year end. The only remaining net asset was a bank balance of £400 and this was transferred post year end, and will be treatedas restricted funds within the LI. The effective date of the acquisition will be 1 April 2021.

The Institute has up to thirteen trustees. Six are directly elected by the membership of the Institute and seven are appointed by the Institute's elected Advisory Council. Four of the appointed trustees are not members of the Institute and as Independent Trustees have been selected because of relevant expertise of benefit to the organisation and its management. All trustees, whether directly elected or appointed by Advisory Council, commit themselves to working to a job description and to acting within the governing documents of the Landscape Institute. We conducted a refresher training for trustees and for members of Advisory in November 2020. Ongoing governance support was provided year-round to members of the Board and Advisory Council to enable them discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations. It is planned that Trustees and relevant persons within our governance structure would be provided with appropriate training in the areas identified under the Independent Review Report Recommendations.

The trustees delegate the day-to-day operations of the Institute to the chief executive officer and other principal staff set out on page 3, and monitor performance against an agreed operational plan at intervals throughout each year.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts.

Remuneration policy for key management personnel

Remuneration of the chief executive officer is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is set by the Chief Executive Officer, using the same criteria.

Statement of responsibilities of the trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor
Sayer Vincent LLP was re-appointed as Institute's auditors during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report was approved by the trustees on 23 November 2021 and signed on theirbehalf by



Jane Findlay
President

Independent Auditor's Report

To the members of

The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute (the 'parent charity') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Landscape Institute's ability to continue as a going concern for a period if at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of

assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements;
- Sufficient and proper accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's/group's policies and procedures relating to:
    - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
    - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
    - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of the meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity/group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity/group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non- compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non- compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent Auditor's Report

To the members of

The Landscape Institute

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005, section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Date: 20 December 2021

Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31 March 2021

	Note	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	190,747	–	**190,747**	223,261	–	223,261
Build resilience and confidence	2b	303,581	–	**303,581**	298,036	–	298,036
Growth and inclusivity	2c	1,637,526	–	**1,637,526**	1,697,638	20,000	1,717,638
Investment income		63,199	–	**63,199**	58,146	–	58,146
Other income	3	19,762	–	**19,762**	16,377	–	16,377
Total income		2,214,815	–	**2,214,815**	2,293,458	20,000	2,313,458
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		738,195	–	**738,195**	849,490	–	849,490
Build resilience and confidence		859,174	–	**859,174**	982,386	–	982,386
Growth and inclusivity		754,186	–	**754,186**	612,654	20,850	633,504
Total expenditure	4	2,351,555	–	**2,351,555**	2,444,530	20,850	2,465,380
Net incoming/(outgoing) resources before transfers		(136,740)	–	**(136,740)**	(151,072)	(850)	(151,922)
Gross transfers between funds	17	5,000	(5,000)	**–**	–	–	–
Net incoming/(outgoing) resources before other recognised gains and losses		(131,740)	(5,000)	**(136,740)**	(151,072)	(850)	(151,922)
Net gain/(loss) on investments		284,872	–	**284,872**	(105,792)	–	(105,792)
Net income/(expenditure) for the year and net movement in funds	5	153,132	(5,000)	**148,132**	(256,864)	(850)	(257,714)
Reconciliation of funds							
Total funds brought forward		1,875,974	10,306	**1,886,280**	2,132,838	11,156	2,143,994
Total funds carried forward	17	2,029,106	5,306	**2,034,412**	1,875,974	10,306	1,886,280

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 17 to the financial statements.

Landscape Institute

Balance sheets

as at31 March 2021

	Note	The group		The Institute	
		2021	2020	**2021**	2020
		£	£	**£**	£
Fixed assets					
Tangible assets	10	**18,196**	83,178	**18,196**	83,178
Investments	11	**1,716,325**	1,431,453	**1,716,332**	1,431,460
		1,734,521	1,514,631	**1,734,528**	1,514,638
Current assets					
Debtors	14	**290,081**	156,311	**372,044**	89,383
Short term deposits		**297,152**	295,436	**297,152**	295,436
Cash at bank and in hand		**385,019**	509,392	**133,865**	371,167
		972,252	961,139	**803,061**	755,986
Liabilities					
Creditors: amounts due within one year	15	**672,361**	589,490	**503,177**	384,344
Net current assets		**299,891**	371,649	**299,884**	371,642
Net assets	16	**2,034,412**	1,886,280	**2,034,412**	1,886,280
Funds	17				
Restricted income funds		**5,306**	10,306	**5,306**	10,306
Unrestricted income funds					
Designated funds		**1,727,239**	1,438,800	**1,727,239**	1,438,800
General funds		**301,867**	437,174	**301,867**	437,174
Total Unresricted income funds		**2,029,106**	1,875,974	**2,029,106**	1,875,974
Total funds		**2,034,412**	1,886,280	**2,034,412**	1,886,280

Approved by the trustees on 23 November 2021 and signed on their behalf by



Jane Findlay - President

Landscape Institute

Consolidated statement of cash flows

For the year ended 31 March 2021

	Note	2021		2020	
		£	£	£	£
Net cash provided by / (used in) operating activities	18		**(185,856)**		(132,322)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**63,199**		58,146	
Interest rolled over on short term deposits		**(1,716)**		–	
Purchase of investments		**–**		(295,436)	
Net cash provided by / (used in) investing activities			**61,483**		(237,290)
Change in cash and cash equivalents in the year			**(124,373)**		(369,612)
Cash and cash equivalents at the beginning of the year			**509,392**		879,004
Cash and cash equivalents at the end of the year			**385,019**		509,392

1 Accounting policies

a) Statutory information

The Landscape Institute is a registered charity, incorporated by Royal Charter, with the Charity Commission in England and Wales and Office of the Scottish Charity Regulator in Scotland. The registered office address is 85 Tottenham Court Road, London W1T 4TQ.

b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Assets and reserves are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 13 and the subsidiary results are provided in note 12. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1 April 2021.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The Institute meets the definition of a public benefit entity under Charities SORP FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1 Accounting policies (continued)

e) Income

Income is recognised when the Institute has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.
Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Institute has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Subscription income is recognised for the period for which the services are provided.

Income from the sale of publications, advertising, and examinations is recognised in the period in which the activity occurs.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Institute; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.
Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering and communicating membership, educational, policy, technical and professional services, undertaken to further the purposes of the Institute and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

Resources expended are allocated to a particular activity where the cost relates directly to that activity. Support costs, being the salary and overhead costs of the central function, and governance costs, are apportioned to activities on the basis of staff time spent on those activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fittings and office equipment	25% straight line
Computers	33 ⅓% straight line
Website and database	33 ⅓% straight line

l) Investments

(i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading “Net gains/(losses) on investments” in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

(ii) Investment in subsidiary

Investment in the subsidiary Landscape Services Limited is included in the Institute's balance sheet at cost.

m) Short term deposits

Short term deposits include cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (continued)

o) Debtors

Trade or other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

p) Creditors and provisions

Creditors and provisions are recognised where the Institute has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

The Institute only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

q) Pensions

The Institute operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Institute in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the Institute to the fund. The Institute has no liability under the scheme other than for the payment of those contributions.

r) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from charitable activities

	Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
High Street Task Force	–	26,425	**26,425**		20,300	20,300
Awards, Competitions, LI90 events	–	164,322	**164,322**	–	202,961	202,961
a Sub-total for Raise the Profile of Landscape and Place	–	190,747	**190,747**	–	223,261	223,261
Examination and Pathway fees	–	93,252	**93,252**	–	126,462	126,462
Branch event income	–	7,410	**7,410**	–	15,587	15,587
University accreditation fees	–	39,366	**39,366**	–	11,800	11,800
Journal advertising	–	44,059	**44,059**	–	55,997	55,997
Publication sales and royalties	–	12,038	**12,038**	–	17,577	17,577
Income from training activities	–	107,456	**107,456**	–	70,613	70,613
b Sub-total for Building Resilience and Confidence	–	303,581	**303,581**	–	298,036	298,036
Member subscriptions	–	1,367,283	**1,367,283**	–	1,367,464	1,367,464
Practice fees	–	188,422	**188,422**	–	176,764	176,764
Grant income	–	500	**500**	20,000	–	20,000
Website advertising	–	81,321	**81,321**	–	153,409	153,409
c Sub-total for Growth and Inclusivity	–	1,637,526	**1,637,526**	20,000	1,697,638	1,717,638
Total Income from charitable activities	–	2,131,854	**2,131,854**	20,000	2,218,935	2,238,935

3 Other income

	Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
Insurance commission	–	17,027	**17,027**	–	15,884	15,884
Other income	–	2,735	**2,735**	–	493	493
	–	19,762	**19,762**	–	16,377	16,377

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2021 Total
	£	£	£	£	£	£
Staff costs (note 6)	308,819	317,465	399,369	128,946	248,868	1,403,467
Branch and member group activities	–	19,841	–	–	–	19,841
Direct member communications	2,318	102,255	–	–	28,747	133,320
Information costs	–	10,200	18,880	–	70,313	99,393
Pathway examinations and supervision	–	28,245	–	–	–	28,245
Event and Conference costs	22,123	–	–	–	–	22,123
Awards and competition costs	44,619	12,572	–	–	10,901	68,092
Consultants and other direct costs	17,195	53,985	–	104,931	7,365	183,476
Legal & professional	385	9,410		54,425	21,654	85,874
Depreciation	–	–	63,293	–	1,689	64,982
Committee and Leadership expenses	–	–	–	34,266		34,266
Premises costs	–	–	–	–	128,007	128,007
Other costs	–	996	14,586	–	64,887	80,469
	395,459	554,969	496,128	322,568	582,431	2,351,555
Support costs	198,027	174,729	151,431	58,244	(582,431)	
Governance costs	144,709	129,476	106,627	(380,812)	–	–
Total expenditure 2021	**738,195**	**859,174**	**754,186**	–	–	**2,351,555**

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	2020 Total
	£	£	£	£	£	£
Staff costs (note 6)	369,645	322,664	273,270	104,681	160,789	**1,231,048**
Branch and member group activities	1,940	52,792	–	–	–	**54,732**
Direct member communications	16,015	163,683	–	–	15,000	**194,698**
Information costs	250	58	58,544	–	95,962	**154,815**
Pathway examinations and supervision	–	74,598	–	–	–	**74,598**
Event and Conference costs	2,586	48,506	15,943	17,939	4,742	**89,717**
Awards and competition costs	164,029	–	–	–	–	**164,029**
Consultants and other direct costs	20,933	64,586	19,531	23,327	34,220	**162,597**
Legal & professional	–	–	–	21,574	5,492	**27,066**
Depreciation	–	–	63,293	–	2,847	**66,140**
Committee and Leadership expenses	5,846	21,344	2,001	19,364	10,355	**58,910**
Premises costs	–	–	1,761	–	130,686	**132,447**
Other costs	–	–	850	–	53,734	**54,584**
	581,243	748,232	435,194	186,885	513,826	**2,465,380**
Support costs	177,464	154,909	131,196	50,257	(513,826)	**–**
Governance costs	90,783	79,245	67,114	(237,142)	–	**–**
Total expenditure 2020	**849,490**	**982,386**	**633,504**	–	–	**2,465,380**

5 Net income/(expenditure) for the year

This is stated after charging

	2021	2020
	£	£
Depreciation	64,982	66,140
Trustees' expenses	-	10,078
Auditors' remuneration (net of VAT):		
• Audit	19,350	11,500
• Other services	870	850
Operating lease rentals:		
• Property	111,353	107,750
• Office equipment	6,952	12,789

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	1,006,358	961,427
Redundancy and termination costs	75,331	-
Social security costs	102,428	94,881
Employer's contribution to defined contribution pension schemes	66,905	69,437
Other staff related costs including travel and agency staff	152,445	105,302
	1,403,467	1,231,049

The redundancy and termination costs accrued at the balance date and paid post year end amounted to £65,000.

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2021	2020
	No.	No.
£60,000 - £69,999	1	-
£70,000 - £80,000	-	1
£80,000 - £90,000	1	-
£90,000 - £100,000	-	1
£180,000 -£190,000	1	-

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £584,098 (2020: £450,981).

Two Trustees, Jane Findlay, incoming President and outgoing President, Adam White received combined honorarium from the charity of £28,984, plus national insurance and pension payments of £4,509. No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2020: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustee (2020: nil), received remuneration in respect of professional services provided, totalling £nil (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020:£10,958) incurred by nil trustees (2020:14) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Raise the profile of Landscape and Place	**7.0**	6.7
Build the resilience and confidence of the profession	**8.8**	8.0
Inclusive Growth	**5.2**	5.6
Support	**2.2**	2.0
Governance	**2.4**	2.2
	25.6	24.5

8 Taxation

The Institute is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The Institute's trading subsidiary Landscape Services Ltd gift aids any available profits to the Institute.

9 Related party transactions

Other than those disclosed in note 6, there were no other related party transactions during the year.

In particular, there were no donations from related parties which were outside the normal course of business and no restricted donations from related parties.

10 Tangible fixed assets

The group and the charity	Fixtures, fittings, office equipment £	Computers £	Database and website £	**Totals** **£**
Cost				
At the start of the year	–	14,628	275,501	**290,129**
Additions in year	–	–	–	**–**
Less: disposals during the year	–	–	–	**–**
At the end of the year	–	14,628	275,501	**290,129**
Depreciation				
At the start of the year	–	12,940	194,011	**206,951**
Charge for the year	–	1,688	63,294	**64,982**
Less: depreciation on disposals	–	–	–	**–**
At the end of the year	–	14,628	257,305	**271,933**
Net book value				
At the end of the year	**–**	**–**	**18,196**	**18,196**
At the start of the year	–	1,688	81,490	83,178

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Investments

	The group		The Institute	
	2021	2020	**2021**	2020
	£	£	**£**	£
Listed Investments				
Fair value at the start of the year	**1,431,453**	1,537,245	**1,431,453**	1,537,245
Net gain/(loss) on change in fair value	**284,872**	(105,792)	**284,872**	(105,792)
Fair value of listed investments at the end of the year	1,716,325	1,431,453	**1,716,325**	1,431,453
Investment in subsidiary undertkaing	**-**	-	**7**	7
Total investments	**1,716,325**	1,431,453	**1,716,332**	1,431,460

Investments comprise

	The group		The charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
UK Common investment funds	**1,716,325**	1,431,453	**1,716,325**	1,431,453
Unlisted shares in UK registered companies	**-**	-	**7**	7
	1,716,325	1,431,453	**1,716,332**	1,431,460

12 Subsidiary Undertaking

The Institute owns the whole of the issued ordinary share capital of £7 in Landscape Services Limited, a company registered in England. Activities of the subsidiary include events management and sales of advertising and publications. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed to the Institute through a gift aid donation. A summary of the results of the subsidiary is shown below:

	2021 £	2020 £
Turnover	**595,605**	670,493
Cost of sales	**(338,273)**	(478,134)
Gross profit	**257,332**	192,359
Administrative expenses	**(99,476)**	(125,537)
Profit on ordinary activities before taxation	**157,856**	66,822
Taxation on profit on ordinary activities	**-**	-
Profit for financial year	**157,856**	66,822
Retained earnings		
Retained earnings brought forward	**-**	-
Profit for the financial year	**157,856**	66,822
Distribution to parent entity	**(157,856)**	(66,822)
Retained earnings carried forward	**-**	-

The aggregate of the assets, liabilities and funds was:

Assets	**345,974**	211,726
Liabilities	**(345,967)**	(211,719)
Funds	**7**	7

During the year, the institute recharged the subsidiary management and overhead costs of £93,887 (2020 £125,537.

13 Parent charity

The parent Institute's gross income and the results for the year are disclosed as follows:

	2021 £	2020 £
Gross income	**1,872,320**	1,835,324
Results for the year	**(136,738)**	(151,922)

14 Debtors

	The group		The Institute	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade debtors	**115,400**	36,394	**53,561**	2,310
Due from group undertakings	**–**	–	**186,512**	6,573
Sundry debtors	**49,096**	12,169	**49,096**	4,127
Prepayments and accrued income	**125,585**	107,748	**82,875**	76,373
	290,081	156,311	**372,044**	89,383

15 Creditors: amounts due within one year

	The group		The Institute	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**58,198**	89,033	**49,444**	61,254
Due to group undertakings	**–**	–	**–**	–
Deferred income (please see below)	**383,845**	393,638	**247,644**	226,571
Taxation and social security	**30,012**	26,763	**30,012**	26,763
VAT creditor	**32,149**	32,650	**10,170**	22,350
Other creditors	**59,184**	24,101	**59,183**	24,101
Accruals	**108,973**	23,305	**106,724**	23,305
	672,361	589,490	**503,177**	384,344
Deferred income comprises:				
Membership fees received in advance	**224,092**	192,719	**224,092**	192,719
Registered practice fees in advance	**136,201**	131,567	**–**	–
Examination fees in advance	**23,552**	25,752	**23,552**	25,752
Competition and other income in advance	**–**	43,600	**–**	8,100
	383,845	393,638	**247,644**	226,571

All 2020 Deferred Income was released in the financial year.

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
Tangible fixed assets	–	18,196	–	**18,196**
Investments	–	1,555,818	160,507	**1,716,325**
Net current assets	5,306	153,225	141,360	**299,891**
Net assets at the end of the year	**5,306**	**1,727,239**	**301,867**	**2,034,412**

16b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	–	83,178	–	**83,178**
Investments	–	1,270,946	160,507	**1,431,453**
Net current assets	10,306	84,676	276,667	**371,649**
Net assets at the end of the year	**10,306**	**1,438,800**	**437,174**	**1,886,280**

17a Current year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	–	–	–	**5,306**
21st Century Park Manager Skills	–	–	–	–	**–**
Playground Project	5,000	–	–	(5,000)	**–**
Total restricted funds	10,306	–	–	(5,000)	**5,306**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	83,178	–	(64,982)	–	**18,196**
Branch funds	39,676	–	–	(5,076)	**34,600**
#ChooseLandscape	–	–	–	–	**–**
Entry Standards Modernisation Fund	30,000	–	(74,980)	154,300	**109,320**
LI90 Celebrations Fund	–	–	–		**–**
Policy Development Fund	15,000	–	(5,695)		**9,305**
Property Fund	1,270,946	284,872	–	–	**1,555,818**
Total designated funds	1,438,800	284,872	(145,657)	149,224	**1,727,239**
General funds	437,174	2,214,815	(2,205,898)	(144,224)	**301,867**
Total general funds	437,174	2,214,815	(2,205,898)	(144,224)	**301,867**
Total unrestricted funds	1,875,974	2,499,687	(2,351,555)	–	**2,029,106**
Total funds	**1,886,280**	**2,499,687**	**(2,351,555)**	**–**	**2,034,412**

17b Prior year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	6,156	–	(850)	–	**5,306**
21st Century Park Manager Skills	–	20,000	(20,000)	–	**–**
Playground Project	5,000	–	–	–	**5,000**
Total restricted funds	11,156	20,000	(20,850)	–	**10,306**
Unrestricted funds:					
Designated funds:					
Fixed assets funds	149,318	–	(66,140)	–	**83,178**
Branch funds	34,750	–	–	4,925	**39,675**
#ChooseLandscape	–	–	–	–	**–**
Entry Standards Modernisation Fund	30,000	–	–	–	**30,000**
LI90 Celebrations Fund	15,000	–	(15,000)	–	**–**
Policy Development Fund	15,000	–	–	–	**15,000**
Property Fund	1,309,294	45,725	(84,072)	–	**1,270,947**
Total designated funds	1,553,362	45,725	(165,212)	4,925	**1,438,800**
General funds	579,476	2,247,732	(2,385,109)	(4,925)	**437,174**
Total general funds	579,476	2,247,732	(2,385,109)	(4,925)	**437,174**
Total unrestricted funds	2,132,838	2,293,457	(2,550,321)	–	**1,875,974**
Total funds	**2,143,994**	**2,313,457**	**(2,571,171)**	**–**	**1,886,280**

17 Movement in funds - descriptions of funds

General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and

Purposes of restricted funds

The Travel Award Memorial fund originated from a donation to provide travel awards to members, and typically make three or four awards per year.

The 21st Century Park Manager Skills fund was provided by the Ministry of Housing, Communities and Local Government to deliver a training event for Park Managers September 2019. The event was recorded and made available for livestream, and the content hosted on the Landscape Institute's website.

The Playground Project is an educational competition where primary schools in the London Borough of Tower Hamlets are matched with a landscape architect to re-design an aspect of their playground through partaking in design-based activities. Seven schools took part in the project and funding was provided by the Canary Wharf Group. The general fund dispense the wining prize of £5,000 in prior year hence the transfer back to the fund.

Purposes of designated funds

The net value of fixed assets is reflected in a designated fund.

Funds in branch bank accounts are intended for use in the relevant branch.

The entry standards modernisation fund was designated for major investment in our future growth over two years. The fund had an additional £227,500 approved in 2018. The designated fund spend is not transaparent in accounts to date and hence a transfer of £154,300 has been made from the general fund to reflect the designated fund remaining at the start of the year. The project is being led by a Special Projects manager with the support of an external consultant.

LI90 celebrations fund was set aside to provide branches during 2019, the Institute's 90th Anniversary year, with funding to run events throughout the country to celebrate the achievements of the profession, and help to position the profession for success over the decade ahead.

The policy development fund is set aside to provide our new larger policy and influencing team with resources to help make a greater impact more quickly. During the year it funded consultancy fees on Climate Change activities.

The Property fund comprises net proceeds of the sale of the Institute's former investment property. The Board agreed to invest the fund for a period of three to five years in accordance with the Institute's Investment Policy, described in the Trustees' report. Investment income net of investment fees is applied to the general funds. Revaluations at year end are applied to the property fund.

18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	**148,132**	(257,714)
Depreciation charges	**64,982**	66,140
(Gains)/losses on investments	**(284,872)**	105,792
Dividends, interest from investments	**(63,199)**	(58,146)
(Increase)/decrease in debtors	**(133,770)**	(8,110)
Increase/(decrease) in creditors	**82,871**	19,716
Net cash provided by / (used in) operating activities	**(185,856)**	(132,322)

19 Operating lease commitments

The group's and the Institute's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	The group		The Institute	
	2021	2020	**2021**	2020
	£	**£**	£	£
Within 1 year	**120,887**	118,108	**120,887**	118,108
2 - 5 years	**81,267**	202,154	**81,267**	202,154
	202,154	320,262	**202,154**	320,262

20 Contingent liabilities

The group and the charity had no contingent liabilities at the balance sheet date or the date of approval of these financial statements.

21 Legal status of the Institute

The Institute is a registered charity, number 1073396 and incorporated by Royal Charter, registration number RC000767.