

Agenda for the 33rd meeting of Advisory Council

Thursday 18 July 2019

CIWEM, 106 Saffron Hill, London EC1N 8QS

Induction Session	Timings
A. Welcome and overview	1000
B. Induction Training – Kate Owen, LI Governance Consultant	
BREAK	1130
Council Meeting 1 – Oversight	
1. President's Welcome and Apologies for Absence	1135
2. Election and Governance Matters – <i>paper</i> (EW)	1140
LUNCH	1200
3. Performance 2018-19 – <i>papers & presentations</i>	1230
i. Performance and Achievements (DC)	
ii. Financial Overview (CG)	
iii. Future Plans 2019-22 (AmW)	
iv. Membership Survey Results (BB)	
4. Governance Review – <i>paper, presentation & workshops</i> (RR SL RS)	1330
i. Governance Principles	
ii. Future Elections	
iii. Member Networks	
5. Entry Standards Project – <i>papers</i> (CH)	1530
i. Competency Framework Consultation Report	
ii. Competencies List	
6. November Meeting	1615
Topics for strategy meeting:	
i. Code of Conduct (SL)	
ii. Climate Change and Biodiversity (AB)	
iii. International Options (DC)	
7. Any Other Business	1630
MEETING ENDS	1700

Agenda Item 2	Election and Governance Matters
Paper author:	Emma Wood, Governance & Regulation Manager
Summary of paper:	Landscape Institute Elections May 2019
Financial implications:	n/a
Council are asked to:	Receive the report Consider the recommendations

1 Notification of Election Results

The Landscape Institute has recently held elections for vacancies on its Board of Trustees and Advisory Council. Nominations were sought for the honorary officer positions of President Elect, Vice President, Honorary Treasurer and Honorary Secretary, each of which has a seat on both Board and Council. In addition vacancies were also advertised for 1 Non Chartered Board member, 7 Corporate, 2 Licentiate and 1 Student Council positions

The position of Non Chartered Board member was uncontested and as a consequence the following individual takes up post from 01 July 2019: Niall Williams, Student

There were multiple nominations for the posts of President Elect, Vice President, Honorary Secretary, Corporate and Student members of Council.

As a consequence an election was held between 01-31 May 2019. The results in full have been published and are attached at appendix 1

App1

2 Branch Representatives 2019-20

The following members have been elected by branches to serve as representatives on Council from 01 July 2019:

East Midlands	Ben Betts CMLI
East of England	Liz Adams CMLI
London	Ben Gurney CMLI
Midlands	Rupert Dugdale CMLI
North East	Kevin Johnson CMLI
North West	Alice Murphy CMLI
South East	Louise Ward CMLI
South West	Brodie McAllister FLI
Yorkshire + Humber	Mark Smeeden CMLI
Northern Ireland	Paula Gillan CMLI
Scotland	Rebecca Rylott CMLI
Wales	Mary O'Connor FLI*

*Ray Edwards was originally elected but in light of ill health Mary O'Connor will now represent Wales in his stead

3 Vacant posts

In previous elections vacant posts have been treated as a casual vacancy and under the Regulations:

17.1 The Council may fill any casual vacancies occurring in the Council and any person so appointed shall retire on the next 30th June following the appointment and such person is eligible for re-appointment.

No nominations were received for the Honorary Treasurer or Licentiate Representative positions leaving 3 vacancies. Once the nomination process closed the election communications asked for any expressions of interest for the vacant posts

3.1 Licentiate Representative Vacancies

These posts can only be filled by Licentiate members. No nominations were received for the 2 Licentiate Representative to Council positions. 6 Licentiate members have registered their interest in these roles

Council could therefore consider those Licentiates that have registered their interest to fill the vacancies. Alternatively, Council have previously filled a Licentiate Rep casual vacancy by contacting all Licentiates asking for expressions of interest for consideration by the Appointments & Selections Committee (A&SC). The A&SC made a recommendation to Council and Council agreed via email. The new Licentiate Rep was then invited to attend the next meeting. This process was co-ordinated by the CEO

Council could therefore choose to:

- i. Contact all Licentiates asking for expressions of interest with supporting information by 31 August 2019. To be reviewed by A&SC with recommendations voted on by Council during September 2019 so as to appoint the new representatives 01 October 2019. (Recommended)
- ii. Contact only those Licentiates that have registered their interest asking for supporting information by 31 August 2019. To be reviewed by A&SC with recommendations voted on by Council during September 2019 so as to appoint the new representatives 01 October 2019

These new Council members would attend the November and February meetings at which time Council would need to agree whether to reappoint until June 2021 or to recruit again

3.2 Honorary Treasurer

This position requires specific business / finance skills. A senior member with significant business experience has registered interest in the role

Council could therefore consider the member that has registered their interest, and possibly the other election candidates, to fill the vacancy. Alternatively, a similar recruitment process to that outlined above at 3.1

Council could therefore choose to:

- i. Contact all chartered (CMLI/FLI) members asking for expressions of interest with supporting information by 31 August 2019. To include particular encouragement for the member that has expressed interest and those who stood for election to apply. To be reviewed by A&SC with recommendations voted on by Council during September 2019 so as to appoint the new representatives 01 October 2019. (Recommended)
- ii. Contact only the member that has expressed interest and those who stood for election asking for supporting information by 31 August 2019. To be reviewed by A&SC with recommendations voted on by Council during September 2019 so as to appoint the new representatives 01 October 2019
- iii. Only consider the member that has expressed interest and has provided supporting information. To be reviewed by A&SC with recommendation voted on by Council during August 2019 so as to appoint the new representatives 01 September 2019

The new officer would attend the Board and Council meetings from September until June at which time Council would need to agree whether to reappoint until June 2021 or to recruit again

3.3 Appointments & Selection Committee

The A&SC have a range of responsibilities primarily related to recruitment: selecting the 4 Trustees who are appointed by Council as Independent Trustees, appointing Chairs of Standing Committees and undertaking recruitment for other roles as required

The A&SC normally comprises 6 members but due to a combination of terms served and both Council and branch elections all 6 posts are now vacant. The vacancies are for any member of Council that is not a Trustee with at least 1 being a Fellow

Currently the CEO has an informal role coordinating the recruitment and appointments process. In light of the complete renewal of membership to ensure a degree of consistency going forwards, as well as access to HR and other legal advice as required, it is recommended that the CEO is formally appointed to the A&SC in addition to the 6 members

Recommendations:

- i. Appoint 6 members of Council to the A&SC
- ii. Appoint the CEO to A&SC and update the Terms of Reference

4 Advisory Council – Virtual Meeting

The Board has declared a climate and biodiversity emergency and in light of this we are reviewing the way that we work, including our approach to meetings. The governing documents already allow for electronic/digital attendance at meetings but so far this approach has not been trialled for larger meetings such as Council.

The collaborative approach remains relevant for most Council meetings and is probably the most appropriate for the meetings in July and November. However, a virtual format could perhaps be workable for the February meeting. The meeting could combine online presentations and virtual workshops with the appropriate technology

If Council agree to a trial we would investigate the technology options and implement this approach, together with any support and preliminary training as appropriate, for the February 2020 meeting

Recommendation:

- i. That the February 2020 Council be a virtual meeting and if successful to implement virtual February meetings in the forward programme

Board of Trustees and Advisory Council Elections 2019 - Results

No. of ballots issued 5140
No. of ballots returned 988
Turnout: 19.2%

PRESIDENT ELECT

Candidate	Number of votes	Percentage	
Jane Findlay CMLI	370	40.8%	ELECTED
Sarah Jones-Morris CMLI	259	28.5%	
Brodie McAllister FLI	163	18.0%	
Helen Tranter FLI	115	12.7%	
<i>Total number of individuals who voted</i>	907		

VICE PRESIDENT

Candidate	Number of votes	Percentage	
Carolyn Göhler FLI	458	52.3%	ELECTED
Clare Brockhurst FLI	418	47.7%	
<i>Total number of individuals who voted</i>	876		

HONORARY SECRETARY

Candidate	Number of votes	Percentage	
Romy Rawlings CMLI	516	59.3%	ELECTED
Paul Tiplady FLI	354	40.7%	
<i>Total number of individuals who voted</i>	870		

NON CHARTERED BOARD MEMBER

Candidate	Number of votes	Percentage	
Niall Williams (Student)	n/a	n/a	ELECTED UNOPPOSED

ADVISORY COUNCIL ORDINARY MEMBER

Candidate	Number of votes	Percentage	
Catherine Birkin CMLI	491	58.3%	ELECTED
Peter Neal FLI	467	55.5%	ELECTED
Charlotte Ann Cottingham CMLI	440	52.3%	ELECTED
Wing Lai CMLI	423	50.2%	ELECTED
Diana Ispas CMLI	412	48.9%	ELECTED
Anna French CMLI	372	44.2%	ELECTED
Michele Lavelle CMLI	370	43.9%	ELECTED
Daniel Smith CMLI	318	37.8%	
Christine Tudor CMLI	304	36.1%	
Daniel Watson CMLI	275	32.7%	
<i>Total number of individuals who voted</i>	842		

ADVISORY COUNCIL STUDENT MEMBER

Candidate	Number of votes	Percentage	
Cara Pedley, Student	27	52.9%	ELECTED
Julia Filippova, Student	24	47.1%	
<i>Total number of individuals who voted</i>	51		

Agenda Item 3ii	Finance Report
Paper author:	Andy Wallace, Head of Finance
Summary of paper:	Audited Accounts 2018-19
Financial implications:	n/a
Council are asked to:	Receive the report

1 Landscape Institute Trustees Annual Report and Audited Financial Statements.

The Trustees Annual Report and Audited Financial Statements were prepared by Andy Wallace and the Financial Statements were audited by Sayer Vincent.

1.a The Trustees Annual Report (TAR) is a statutory requirement, to accompany the financial statements, and is a report from the trustees to describe how they are applying the Institute's funds in order to achieve our charitable obligations. The TAR is on pages 1 to 14.

For this year we've reported activities according to the categories in the Corporate Strategy – Influence, Relevance and Growth, and so the 'Achievements and Performance' section of the TAR on pages 5 to 10 is now more appropriately a report on progress towards the Strategy. The points in the 'Plans for the Future' section on page 12 reflects the Business Plan 2019-22.

1.b The Report of the Auditors on pages 15 to 17, is "clean".

1.c The Financial Statements are shown on pages 18 to 35. These are group accounts, combining the Institute and Landscape Services Ltd (LSL).

The SOFA (Statement of Financial Activities, often referred to as a Profit and Loss account) is on page 18. We have Net Outgoing Resources (i.e. a deficit) of £18,208. This deficit is adjusted for the increase in capital value of our investments of £59,017, which gives us a surplus, adding of £40,809 to our total funds.

Further detail of the sources of income is shown in note 2 on page 25, and further detail on expenditure is shown in note 4 on page 26.

The Balance Sheet on page 19 shows figures for the 'Group' and for the Institute alone, for 2019 and for 2018. More detail for most of the figures is shown in the later notes to the accounts.

The increase in fixed assets represents the capital amounts spent in the year on the Digital Project, less depreciation. Refer to note 10 on page 29 for more detail.

The increase in fixed asset investments is £59,017, mentioned above, which is an increase of 3.9%. We also received income from the investments of 3.8%. This has been a good performance, in excess of our investment target, although we did have a capital loss last year.

The decrease in cash balances is the result of the cost of investment in Digital, of later receipts of Practice Fees and of incurring an operational deficit for the year.

Our net assets increased by the £40,809, from £2,103,185 to £2,143,994.

The Board had approved a deficit budget for 2018-19 of around £118,000, due the impact of costs of the digital upgrade work. We have performed significantly better than this, which has enabled us to set aside some funds towards one-off activities, such as entry standards modernisation, LI90 and delayed policy work.

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute

Report and financial statements

31 March 2019

The Landscape Institute

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For the year ended 31 March 2019

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The Landscape Institute

Reference and administrative details

For the year ended 31 March 2019

Royal Charter number	RC000767
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Charity number	1073396
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(England and Wales)

Charity number	SC047057
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(Scotland)

Registered office and operational address	Charles Darwin House 2 107 Gray's Inn Road London WC1X 8TZ
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Trustees	Trustees who served during the year and up to the date of this report were as follows:
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Adam White	President from 1 July 2018
Merrick Denton Thompson	President until 30 June 2018
Helen Tranter	Vice President
Carolin Göhler	Honorary Treasurer
James Lord	Honorary Secretary
Michelle Bolger	
Kate Bailey	
Marc van Grieken	
Niall Williams	
Phyllis Starkey	
Charles Young	Until 1 June 2018
James Smyllie	
Simon Barcham Green	From 1 June 2018
Wei Yang	From 1 June 2018

Advisory Council	Adam White Helen Tranter Merrick Denton Thompson Carolin Göhler James Lord Ian Phillips Annie Coombs Noel Farrer Rebecca Knight
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The Landscape Institute

Reference and administrative details

For the year ended 31 March 2019

Samantha Leathers
Maude Pinet
Katharine Schofield
Simon Brown
Daniel Watson
Liz Stark
Ben Betts
Liz Adams
Hanna Salomonsson
Rupert Dugdale
Kevin Johnson
Alice Murphy
Brodie McAllister
Louise Ward
Mark Smeeden
Harry Watkins
Nick Bowen
Ray Edwards
Chris House
Ian Houlston
Bill Blackledge

Principal staff

Daniel Cook	Chief Executive
Amina Waters	Director of Digital Marketing and Operations
Rachel Smith	Director of Membership and Business Development
Aaron Burton	Head of Policy and Influencing
Sarah Loutfi	Director of Professional Standards
Paul Lincoln	Executive Director, Creative Projects and Publishing

The Landscape Institute

Reference and administrative details

For the year ended 31 March 2019

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 2019. Reference and administrative information on pages 2 to 4 forms 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 2018 to March 2019. 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 – raising the profile of landscape*
2. *Relevance – building resilience and confidence*
3. *Inclusive Growth*

The year under review was the first 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.

Our performance during the year has been strong, with significant progress towards achieving our strategic goals. In particular, we:

- engaged directly on the delivery of the Defra 25-year environment plan.
- Staged a major international conference attracting 300 delegates and significant media coverage.
- Provided a programme of professional training events throughout the country, including green infrastructure, natural capital, digital skills, health and wellbeing and landscape-led planning.
- Attracted a record number of entries for our annual Awards.

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 every member and volunteer 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, site management and design. This unique mix enables members of the Landscape Institute to offer design and management solutions which are environmentally-led, sustainable, and enhance the quality of human life.

We report on our activities for the year following the format of our Corporate Strategy and business plan, and we have altered the format of our financial statements in order to show charitable income and expenditure in the same categories.

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

We delivered a major international conference at the University of Greenwich in London with the theme Valuing Landscape, combined with the ILFA Europe General Assembly. The event included leaders spanning surveying, planning, environmental economics and horticulture in addition to many fields of landscape practice. The event attracted significant media coverage in the planning, landscape and built environment press, sponsorship of £55,000 and the event was delivered within budget. The weekend IFLA Europe events also included a local tour arranged by our London Branch. As a result of the success the Institute has been invited to assist in organising content for the 2019 IFLA World Congress.

The overseas themed edition of our quarterly journal provided insights into research in Canada, India and China. It showcased in detail the top ten entries in the international Dame Sylvia Crowe category at the Institute's 2018 Awards ceremony, providing insight into international endeavours to improve the quality of landscape design, management and planning.

In order to respond to the perceived reduction in landscape expertise within public sector organisations across the UK, the Landscape Institute conducted key research in February and March. The initial research to inform our work, which looked at the broad benefits that investment in landscapes and landscape expertise can bring to people and communities through the use of good practice case studies. An advocacy document which promotes the important role that landscape professionals play in supporting local authorities to deliver their statutory obligations in pursuit of local and national outcomes will be produced next business year.

1ii. Demonstrate the value and breadth of the landscape profession

We continue to work to increase member satisfaction, and to increase engagement of and services to our Practice members. Our increasing involvement in the public debate around environmental policy raises the profile of the profession and demonstrates the value of the work our members do.

Over the year, our quarterly journal “Landscape” has been relaunched. In addition to rebranding and a fresher design, each issue is themed, and written to encourage greater participation by our members, who are the primary audience. Our membership survey continues to highlight the value to members of the journal, which is now also available online using the ‘issue’ platform.

We managed a design competition for the Ebbsfleet Development Corporation (EDC), which attracted entries from 27 professionals and seven students. Teams could choose to focus on the whole town or on particular sites, and were judged on five measures: innovation and creativity; health impact; response to the Ebbsfleet context; quality of, and approach to, design; and collaboration among disciplines. EDC translated the winning design into an interactive public engagement and information display at Bluewater Shopping Centre, to invite shoppers to create their ideal place by considering what their natural environment should contain.

1iii. Lead debates on matters of public interest

This year we have increased our involvement in and contribution to public policy and debate. During the year we strengthened our policy and influencing team in order to build on this contribution. Some of the highlights of the past year have been:

- Contributing to the Scottish Planning Bill through collaboration with the Built Environment Forum Scotland.
- Responding to the National Planning Policy Framework (NPPF) consultation in England and other consultations on planning policy and process, and the redraft of the Planning Policy Wales 10 (PPW10).
- Supporting publications on planning including collaborating with TCPA on the planning and climate change guidance report.
- Engaging directly on the delivery of the DEFRA 25-year environment plan, including contributing to the proposed indicator framework, and development of green infrastructure standards.
- Responding to the proposals for a new agri-environment policy through government consultations and engagement, and helped to shape plans for environmental governance and principles post-Brexit, including the content of the new Environment Bill.
- Responding to the Glover Review of Designated Landscapes and to Defra proposals on biodiversity net gain and new protections for street trees.
- Establishing a new rural working group which has supported this work.
- Encouraged landscape employers and members to submit evidence of skills shortages to the Migration Advisory Committee to seek landscape architecture to be added to the skills shortage list.

During the year we added resources, expertise and capacity to the team enabling us to play a greater role in public debate on matters of concern for our members and the landscape profession.

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

2i. Empower the profession with skills needed for future success

During the financial year we began investment in our Entry Standards framework. This 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. This necessitates fundamental changes to our professional assessment, monitoring and development frameworks, and we are investing further funds in this area over the next two years. This will be done in full consultation of those professionals we seek to attract, with our existing members, and with full regard to our constitution.

Our journal focusses on practical and relevant information for members. Our Human Skills edition this year focussed on those 'soft skills' that the modern practitioner requires to develop their career. The journal also features a section on CPD training and events as well as updates on policy and technical matters.

2ii. Increase access to and provision of landscape education

With a group of Landscape employers - the Landscape Apprenticeships Trailblazer Employers Group - we developed two new Apprenticeships standards: Landscape Technician, a level 3 apprenticeship, aimed at GCSE entry level; and Chartered Landscape Professional, a level 7 apprenticeship for which the entry standard would be A-levels or a level 3 apprenticeship in a related discipline. Following consultation with employers these have been submitted to the Institute for Apprenticeships for review and approval.

Our professional development training (CPD events) during the year attracted 383 delegates and 431 livestream subscribers, and the overall delegate satisfaction rate was 98%. Themes for our CPD events were: Trees, Health and Green Infrastructure, Digital Practice, Health, Wellbeing and Place, Landscape Led Planning and Natural Capital.

We accredited new Landscape Architecture courses at the University of Central London (UCL).

2iii. Horizon scan and future proof the Institute

We have ensured that the Institute and our members are represented at a number of influential external events and forums during the year, including: The World Cities Summit in Singapore; World Urban Campaign Steering committee; Landscape for Scotland Debate at the Scottish Parliament; Town and Country Planning Association conference; UNFAO Forestry event; IFLA Global Assembly and IFLA World Congress.

Over the last year we have made a significant investment in improving our digital infrastructure, to support the delivery of more member services online and to improve member engagement. This has seen:

- Delivery of a new GDPR compliant CRM and membership database based on Microsoft Dynamics
- An updated member and registered practice directory
- A simplified and mobile-friendly members' dashboard to improve service and information delivery
- Introduction of e-reader versions of our Journal
- Greater use of online tools to improve internal communications, planning and project management
- Training for all employees on our new systems

The journal is increasingly a vehicle for debate and information on issues that are essential for both the profession and the Institute to look to the future. The issue this year on Public Health brought readers up to date with the NHS Healthy Towns initiative as well as the Institute managed Ebbsfleet Garden City Landscape Design Ideas Competition with its focus on using design to improve the health of its residents.

Our biennial member survey and key consultation on spot issues and topics, for example new entry standards provide us with membership wide insights upon which to make better decisions.

3. Grow and be more inclusive as an organisation

3i. Be a role model through our actions

We have improved induction training for those in lead governance roles, along with effective chair training for Board, committee and working group chairs. In order to improve communication of our work and achievements to the public, we have commissioned media training for those in leadership roles.

We have exceeded business plan financial targets, which has enabled us to set aside funds for projects in the new financial year, including celebrations of the Institute's 90th anniversary (LI90).

The Institute has provided training and development opportunities for the staff team, including mental health awareness training for all staff.

Our leadership team now comprises 50% women, while the mean salary for female employees increased from 72% of mean male salary in April 2018 to 88% in April 2019.

3ii. Broaden the profession

We attracted 307 new members to the Institute, while 145 left us. Member numbers overall increased by 162 from 5469 to 5631. Of the new members, 60 were former members who returned to us, while 145 Licentiate qualified as chartered members during the year. At the year end, we had 3464 Chartered Members, including 89 Fellows, an increase of 60. We had 1114 Licentiate Members, a decrease of 31, and 497 Student Members, an increase of 127. Our invited route scheme for Institute membership has made progress with 18 new senior landscape professional members.

We launched our #ChooseLandscape campaign to attract young people to the profession. A film was launched at our President's Reception. The campaign website has attracted between 1000 and 1500 visitors per month with high session duration indicating a good level of engagement with the content. The social media campaign has steady audience growth with over 1000 followers, and the #ChooseLandscape hashtag has been widely used by practices and education providers. There has been significant demand from practices and partners for #ChooseLandscape brochures, t-shirts and banners to use at careers fairs and events.

3iii. Be more inclusive through the way we operate

We have started to develop joint ventures with our strategic partners Institute of Place Management (IPM) and National Association of Areas of Outstanding Natural Beauty (NAAONB), including: Health, Well Being and Place CPD Day held in conjunction with IPM; the opportunity and appetite to advise and engage with a revised competency framework and for a possible future place professional chartered designation; and employee teams from the three partner organisations having joint end of year event in December. NAAONB and our policy team liaise closely on policy and influencing activity.

Employee and member leadership have also met with a range of bodies to improve joint working & collaboration including British Association of Landscape Industries (BALI), Chartered Institute of Forestry, Society for Garden Design

The Landscape Institute

Report of the trustees

For the year ended 31 March 2019

(SGD), Royal Town Planning Institute (RTPI), Urban Design Group (UDG), The Parks Alliance and the Town & Country Planning Association.

The LI has been invited to have representatives on the Parks Alliance Board, and the Building with Nature Standards board this year. Recruitment will commence next year.

We are actively embedding our diversity and inclusion strategy with focused efforts around addressing our known problems and opportunities to improve outcomes such as:

- Overcoming pay inequality and addressing seniority for women in the profession through highlighting practices' efforts to change their approach
- Improving ethnic diversity and social mobility within the profession through careers campaigns, developing role models and creating new education options such as apprenticeships
- Developing professional skills such as community engagement and designing for inclusive environments to improve societal outcomes
- Ensuring diverse speaker selection for our major events.

Challenges we faced in the year

This year has been a period of major change for the Institute and for the staff team, particularly with regard to changes to the way we work and the tools we use. During any period of change there can be impacts on workloads and the wellbeing of our employees. We recognised during the year that in order to achieve the goals in our Corporate Strategy, and to manage the transition to new digital working practices there was a need to invest in several new staff posts. With a full team now in place we are well positioned to drive forward our digital transformation and achieve our strategic goals.

During the year, and due to the level of staff resources, and ahead of new digital systems being in place for critical infrastructure like the replacement Pathway to Chartership platform, member satisfaction rates stalled, especially among our licentiate members. We are now focussed on increasing satisfaction rates over the next few years of the current Corporate Strategy in 2023.

We have focussed on improving staff team wellbeing, with training, improved pay equality and rewards, and development opportunities. Further efforts will be made over the next business plan period to further improve wellbeing. We believe that increased wellbeing among the staff will have a positive impact on member satisfaction and delivery of our strategy.

Governance

Corporate Strategy 2018-2023

The Board formally adopted a new five year corporate strategy, developed by a strategy working group chaired by Jim Smyllie and comprised from members, Advisory Council, Board and employees. 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 focussed on the achievement of these objectives.

Charity Governance Code

The trustees are currently conducting a review of our governance arrangements. While we believe that we are generally compliant with the principles of the Code, we intend to adopt the Charity Governance Code formally upon completion of our review, during the coming year.

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. We have also adopted a new Working Together policy.

Financial performance

The Institute's net increase in funds for the year was £40,808, comprising net outgoing resources of £18,209, which includes planned investments from reserves, and a revaluation of our investments at current market value of £59,017. We added £198,927 to designated funds, and our general fund at the year-end stood at £579,476, representing just over three months of unrestricted expenditure. Total funds are £2,143,993, including restricted and designated funds.

The Board adopted a business plan for 2018-19 which included significant investment from reserves in our digital platform and the development of our entry standards framework, so that we planned our expenditure to be over £100,000 in excess of our income for the year. The fact our expenditure exceeded income by only £18,209 enables us to set aside designated funds for new and continuing projects in the new financial year.

The Institute is in a healthy financial position to make such investments, designed to enable the growth and the strength of the profession and its influence in future years.

Investment Policy

The Institute seeks to produce the best financial return within an acceptable level of risk. With an initial 3-5 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 4% per annum over the medium term, 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.

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 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.

Fundraising practice

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 down-turn 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 reserves at the year-end were £2,143,994 of which £11,156 were restricted funds and £1,553,362 were designated funds. At the end of the financial year our general fund (free reserve) of £579,476, represented just over three months of unrestricted expenditure.

Our business plan for the period 2019 to 2022 commits 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 reserves (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 profession as a whole faces risk and uncertainty due to a decline in UK students opting for landscape education at university. The Institute has prioritised putting resources into engaging the next generation, promoting careers with younger people and in providing additional support and engagement with education providers. Similarly, current professionals working in the public sector face risk and uncertainty regarding local government reorganisation and funding cuts. The Institute has looked at ways of providing additional support for members working in the public sector.

Plans for the Future

May 2019 is the 90th anniversary of the creation of the Landscape Institute at the RHS Chelsea flower show in May 1929. During the coming year we will celebrate the achievements of the profession and run a number of major change programmes to position the profession for success over the decade ahead.

In addition, our business plan for 2019-20 includes the following:

- With a larger policy and influencing team now in place, drive policy outcomes across our 6 main policy areas
- Increase our media and public profile
- Engage decision makers to take more account of landscape matters especially local authorities, government decision makers and clients of the profession.
- Update the format and the reach of our annual Awards ceremony.
- Participate actively in the IFLA World Congress in Oslo in September.
- Establish a competency framework to outline the major skills held by our profession.
- Seek membership approval to introduce a technician grade of membership that will link to the new apprenticeships being created.
- Set new requirements for entry for all grades of membership.
- Review assessment methods, and attract and train more examiners, supervisors and mentors to support assessment.

Report of the trustees

For the year ended 31 March 2019

- Reach 1000 delegates in person and by livestream for our program of CPD days to be held throughout the UK.
- Deliver more services online, including on-demand training and CPD monitoring.
- Provide a wider training offer, including masterclasses and events with strategic partners, with a focus particularly on human and digital skills.
- Engage key sectors such as professionals working in landscape management.
- Continue to review and update: our Registered Practice scheme; our digital systems; and our governance arrangements, while being more inclusive and planning for future growth in both membership and related services.

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.

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 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 a code of conduct.

The induction for new trustees is undertaken by means of an induction event shortly before they take office, particularly to inform them about the responsibilities and opportunities of being a trustee and the structure and governance of the organisation. We organised induction training, run by Sayer Vincent LLP, for new trustees and for new members of Advisory Council in July 2017, following our two-yearly governance elections and we will conduct similar training for the new intake in July 2019 following elections in the spring of 2019. Where appropriate, familiarisation meetings are also held between the chief executive, senior staff and new trustees to ensure that new trustees are properly prepared for their roles. Training in understanding charity finance is routinely offered to all new trustees and training in governance or other relevant matters is provided from time to time as it may be thought beneficial.

The trustees delegate the day-to-day operations of the Institute to the chief executive officer and other principle staff set out on page 4, and monitor performance against an agreed operational plan at intervals throughout each year.

All trustees give their time voluntarily and receive no benefits from the Institute. 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

The Landscape Institute

Report of the trustees

For the year ended 31 March 2019

- 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. 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 18 June 2019 and signed on their behalf by

Adam White FLI
President

Independent auditor's report

To the members of

The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute ('the charity') for the year ended 31 March 2019 which comprise the consolidated statement of financial activities, 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 Financial Reporting Standard 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 charity's affairs as at 31 March 2019 and of its 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 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 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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. 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. In connection with our audit of the financial statements, 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 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 or a material misstatement of the other information. 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.

Independent auditor's report

To the members of

The Landscape Institute

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 Act 2011 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 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 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment 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 purpose of expressing an opinion on the effectiveness of the entity's internal control

Independent auditor's report

To the members of

The Landscape Institute

- 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 entity'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 entity 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.

Use of our report

This report is made solely to the 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 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date

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 2019

		2019			2018		
	Note	Unrestricted £	Restricted £	Total £	Unrestricted	Restricted	Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	264,236	–	264,236	149,834	28,642	178,476
Build resilience and confidence	2b	283,240	–	283,240	301,380	–	301,380
Growth and inclusivity	2c	1,653,998	–	1,653,998	1,581,976	–	1,581,976
Investment income		56,721	–	56,721	49,273	–	49,273
Other income	3	12,121	–	12,121	21,539	–	21,539
Total income		2,270,316	–	2,270,316	2,104,002	28,642	2,132,644
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		753,987	–	753,987	512,666	–	512,666
Build resilience and confidence		683,839	–	683,839	722,734	2,000	724,734
Growth and inclusivity		849,198	1,500	850,698	723,466	28,642	752,108
Total expenditure	4	2,287,024	1,500	2,288,524	1,958,866	30,642	1,989,508
Net incoming/(outgoing) resources before transfers		(16,708)	(1,500)	(18,208)	145,136	(2,000)	143,136
Gross transfers between funds	17	–	–	–	–	–	–
Net incoming resources before other recognised gains and losses		(16,708)	(1,500)	(18,208)	145,136	(2,000)	143,136
Net gain/(loss) on investments		59,017	–	59,017	(9,907)	–	(9,907)
Net income/(expenditure) for the year and net movement in funds	5	42,309	(1,500)	40,809	135,229	(2,000)	133,229
Reconciliation of funds							
Total funds brought forward		2,090,529	12,656	2,103,185	1,955,300	14,656	1,956,956
Total funds carried forward	17	2,132,838	11,156	2,143,994	2,090,529	12,656	2,103,185

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.

Balance sheets

31 March 2019

	Note	The group		The Institute	
		2019	2018	2019	2018
		£	£	£	£
Fixed assets					
Tangible assets	10	149,318	60,418	149,318	60,418
Investments	11	1,537,245	1,478,228	1,537,252	1,478,235
		<u>1,686,563</u>	<u>1,538,646</u>	<u>1,686,570</u>	<u>1,538,653</u>
Current assets					
Debtors	14	148,201	143,680	125,505	90,556
Cash at bank and in hand		<u>879,004</u>	<u>1,149,218</u>	<u>781,314</u>	<u>1,013,908</u>
		1,027,205	1,292,898	906,819	1,104,464
Liabilities					
Creditors: amounts due within one year	15	<u>569,774</u>	<u>728,359</u>	<u>449,395</u>	<u>539,932</u>
Net current assets		<u>457,431</u>	<u>564,539</u>	<u>457,424</u>	<u>564,532</u>
Net assets	16	<u>2,143,994</u>	<u>2,103,185</u>	<u>2,143,994</u>	<u>2,103,185</u>
Funds	17				
Restricted income funds		11,156	12,656	11,156	12,656
Unrestricted income funds					
Designated funds		1,553,362	1,354,435	1,553,362	1,354,435
General funds		<u>579,476</u>	<u>736,094</u>	<u>579,476</u>	<u>736,094</u>
Total Unrestricted income funds		2,132,838	2,090,529	2,132,838	2,090,529
Total funds		<u>2,143,994</u>	<u>2,103,185</u>	<u>2,143,994</u>	<u>2,103,185</u>

Approved by the trustees on 18 June 2019 and signed on their behalf by

Adam White FLI – President

Landscape Institute

Consolidated statement of cash flows

For the year ended 31 March 2019

	Note	2019 £	2018 £
Net cash provided by / (used in) operating activities	18	(187,417)	474,814
Cash flows from investing activities:			
Dividends, interest and rents from investments		56,721	49,273
Purchase of fixed assets			(58,902)
Net cash provided by / (used in) investing activities		56,721	(9,629)
Change in cash and cash equivalents in the year		(130,696)	465,185
Cash and cash equivalents at the beginning of the year		1,149,218	684,033
Cash and cash equivalents at the end of the year		1,018,522	1,149,218

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 Charles Darwin House, 107 Gray's Inn Road, London, WC1X 8TZ.

b) Basis of Preparation

The financial statements have been prepared in accordance with the Statement of Recommended Practice: 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) issued on 16 July 2014 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Practice as it applies from 1 January 2015.

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) issued on 16 July 2014 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.

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 the particular activity where the cost relates directly to that activity. Support costs, being the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, and governance costs, are apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

	Support costs	Governance costs
● Raise the profile of Landscape and Place	32%	32%
● Build resilience and confidence	22%	22%
● Growth and inclusivity	46%	46%

Governance costs are the costs associated with the governance arrangements of the Institute. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Institute’s 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) Reanalysis of comparatives

We have changed analysis of income and expenditure by charitable activities , in order to reflect the current strategic plan, and have similarly changed the comparative figures for 2018 between activities. The total income and expenditure comparatives remain the same as those published in our 31 March 2018 financial statements.

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2019

2 Income from charitable activities

	Restricted £	Unrestricted £	2019 Total £	Restricted £	Unrestricted £	2018 Total £
Member conference	-	102,643	102,643	-	49,480	49,480
Awards and competitions	-	161,593	161,593	-	100,354	100,354
Income from Heritage Lottery Fund	-	-	-	28,642	-	28,642
a Sub-total for Raising Profile	-	264,236	264,236	28,642	149,834	178,476
Examination and Pathway fees	-	119,400	119,400	-	135,572	135,572
Branch event income	-	13,215	13,215	-	13,967	13,967
University accreditation fees	-	14,600	14,600	-	23,400	23,400
Journal advertising	-	38,802	38,802	-	47,645	47,645
Publication sales and royalties	-	17,959	17,959	-	21,168	21,168
Income from training activities	-	79,264	79,264	-	59,628	59,628
b Sub-total for Resilience	-	283,240	283,240	-	301,380	301,380
Member subscriptions	-	1,308,318	1,308,318	-	1,261,805	1,261,805
Practice fees	-	179,896	179,896	-	175,932	175,932
Website advertising	-	165,784	165,784	-	144,239	144,239
c Sub-total for Inclusive Growth	-	1,653,998	1,653,998	-	1,581,976	1,581,976
Total Income from charitable activities	-	2,201,474	2,201,474	28,642	2,033,190	2,061,832

3 Other income

	Restricted £	Unrestricted £	2019 Total £	Restricted £	Unrestricted £	2018 Total £
Insurance commission	-	11,921	11,921	-	21,539	21,539
Other income	-	200	200	-	-	-
	-	12,121	12,121	-	21,539	21,539

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2019

4 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	2019 Total
	£	£	£	£	£	£
Staff costs (note 6)	252,814	176,236	364,592	92,207	142,621	1,028,470
Branch and member group activities	17,948	44,201	–	–	5,392	67,541
Direct member communications	150	117,519	842	–	86,701	205,212
Information costs	583	1,216	45,984	–	55,891	103,674
Pathway examinations and supervision	–	68,485	–	–	–	68,485
Event and Conference costs	83,149	58,376	995	31,613	7,388	181,521
Awards and competition costs	129,865	–	–	–	–	129,865
Consultants and other direct costs	39,118	44,501	71,294	6,270	33,626	194,809
Legal & professional	–	–	–	12,675	3,318	15,993
Depreciation	–	–	45,097	–	5,520	50,617
Committee and Leadership expenses	9,263	18,837	1,614	25,587	14,793	70,094
Premises costs	49	376	–	84	111,152	111,661
Other costs	–	–	1,500	–	59,082	60,582
	532,939	529,747	531,918	168,436	525,484	2,288,524
Support costs	149,969	104,543	216,275	54,697	(525,484)	–
Governance costs	71,079	49,549	102,505	(223,133)	–	–
Total expenditure 2019	753,987	683,839	850,698	–	–	2,288,524

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2019

4 Analysis of expenditure (prior year re-analysed)

	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	2018 Total
	£	£	£	£	£	£
Staff costs (note 6)	171,608	162,741	315,403	47,825	158,377	855,954
Branch and member group activities	33,907	94,048	–	–	–	127,955
Direct member communications	2,956	154,323	3,359	2,538	–	163,176
Information costs	7,856	589	76,595	–	56,833	141,873
Pathway examinations and supervision	–	69,325	–	–	–	69,325
Event and conference costs	30,537	45,126	4,203	22,521	7,563	109,950
Awards and competition costs	69,089	–	–	–	–	69,089
Consultants and other direct costs	24,890	25,835	56,222	4,700	39,297	150,944
Legal & professional	–	750	–	20,084	4,406	25,240
Depreciation	–	–	–	–	6,600	6,600
Committee and Leadership expenses	12,397	21,175	1,010	30,052	20,423	85,057
Premises costs	388	–	1,015	–	125,281	126,684
Other costs	–	–	2,000	–	55,661	57,661
	353,628	573,912	459,807	127,720	474,441	1,989,508
Support costs	116,715	110,685	214,514	32,527	(474,441)	–
Governance costs	42,323	40,137	77,787	(160,247)	–	–
Total expenditure 2018	512,666	724,734	752,108	–	–	1,989,508

5 Net income/(expenditure) for the year

This is stated after charging

	2019 £	2018 £
Depreciation	50,618	6,600
Trustees' expenses	20,368	19,790
Auditors' remuneration (net of VAT):		
• Audit	11,300	10,800
Operating lease rentals:		
• Property	43,848	43,848
• Office equipment	12,764	12,764

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

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	732,058	565,131
Redundancy and termination costs	–	2,201
Social security costs	78,590	57,023
Employer's contribution to defined contribution pension schemes	84,411	68,268
Other staff related costs including use of consultants	133,411	163,331
	1,028,470	855,954

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

	2019 No.	2018 No.
£100,000 – £109,999	–	1
£110,000 – £119,999	1	–

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £364,192 (2018: £320,161).

One Trustee, Adam White, received a salary from the Charity of £20,381, plus National Insurance and pension payments of £2,841. No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2018: nil).

During the year, no trustee (2018: none), received remuneration in respect of professional services provided, totalling £nil (2018: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £20,368 (2018: £17,248) incurred by 13 trustees (2018: 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:

	2019 No.	2018 No.
Raise the profile of Landscape and Place	5.1	3.6
Build the resilience and confidence of the profession	4.0	3.4
Inclusive Growth	6.1	5.0
Support	2.0	2.0
Governance	1.6	0.8
	18.8	14.8

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	10,694	14,628	135,983	161,305
Additions in year	–	–	139,518	139,518
At the end of the year	10,694	14,628	275,501	300,823
Depreciation				
At the start of the year	8,020	7,246	85,621	100,887
Charge for the year	2,674	2,847	45,097	50,618
At the end of the year	10,694	10,093	130,718	151,505
Net book value				
At the end of the year	–	4,535	144,783	149,318
At the start of the year	2,674	7,382	50,362	60,418

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	
	2019	2018	2019	2018
	£	£	£	£
Listed Investments				
Fair value at the start of the year	1,478,228	1,488,135	1,478,228	1,488,135
Net gain/(loss) on change in fair value	59,017	(9,907)	59,017	(9,907)
Fair value of listed investments at the end of the year	1,537,245	1,478,228	1,537,245	1,478,228
Investment in subsidiary undertkaing	–	–	7	7
Total investments	1,537,245	1,478,228	1,537,252	1,478,235
Historical Cost at the end of the year	1,504,727	1,504,727	1,504,727	1,504,734
Investments comprise				
	The group		The charity	
	2019	2018	2019	2018
	£	£	£	£
UK Common investment funds	1,537,245	1,478,228	1,537,245	1,478,228
Unlisted shares in UK registered companies	–	–	7	7
	1,537,245	1,478,228	1,537,252	1,478,235

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:

	2019 £	2018 £
Turnover	736,528	593,572
Cost of sales	<u>(508,562)</u>	<u>(330,303)</u>
Gross profit	227,966	263,269
Administrative expenses	<u>(130,243)</u>	<u>(133,003)</u>
Profit on ordinary activities before taxation	97,723	130,266
Taxation on profit on ordinary activities	<u>-</u>	<u>-</u>
Profit for financial year	<u>97,723</u>	<u>130,266</u>
Retained earnings		
Retained earnings brought forward	-	-
Profit for the financial year	97,723	130,266
Distribution to parent entity	<u>(97,723)</u>	<u>(130,266)</u>
Retained earnings carried forward	<u>-</u>	<u>-</u>
The aggregate of the assets, liabilities and funds was:		
Assets	125,758	188,434
Liabilities	<u>(125,751)</u>	<u>(188,427)</u>
Funds	<u><u>7</u></u>	<u><u>7</u></u>

During the year, the institute recharged the subsidiary management and overhead costs of £130,242 (2018: £133,003).

13 Parent charity

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

	2019 £	2018 £
Gross income	1,533,788	1,517,533
Results for the year	<u>(115,933)</u>	<u>12,868</u>

14 Debtors

	The group		The Institute	
	2019	2018	2019	2018
	£	£	£	£
Trade debtors	57,072	82,368	29,004	29,244
Due from group undertakings	–	–	5,372	–
Sundry debtors	1,357	3,884	1,357	3,884
Prepayments	89,772	57,428	89,772	57,428
	148,201	143,680	125,505	90,556

15 Creditors: amounts due within one year

	The group		The Institute	
	2019	2018	2019	2018
	£	£	£	£
Trade creditors	93,437	142,462	89,278	135,157
Due to group undertakings	–	–	–	20,997
Deferred income (please see below)	354,039	415,352	257,511	235,987
Taxation and social security	25,677	17,401	25,677	17,401
VAT creditor	22,968	40,450	9,776	24,296
Other creditors	14,757	14,360	14,757	14,360
Accruals	58,896	98,334	52,396	91,734
	569,774	728,359	449,395	539,932

Deferred income comprises:

Membership fees received in advance	206,265	200,897	206,265	200,897
Registered practice fees in advance	87,428	134,105	–	–
Examination fees in advance	31,246	35,090	31,246	35,090
Competition and sponsorship income in advance	29,100	45,260	20,000	–
	354,039	415,352	257,511	235,987

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	Total funds
Tangible fixed assets	–	149,318	–	149,318
Investments	–	1,309,294	227,951	1,537,245
Net current assets	11,156	94,750	351,525	457,431
Net assets at the end of the year	11,156	1,553,362	579,476	2,143,994

16b Prior year analysis of group net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	–	60,418	–	60,418
Investments	–	1,217,695	260,533	1,478,228
Net current assets	12,656	76,322	475,561	564,539
Net assets at the end of the year	12,656	1,354,435	736,094	2,103,185

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	7,656	–	(1,500)	–	6,156
Playground Project	5,000	–	–	–	5,000
Total restricted funds	12,656	–	(1,500)	–	11,156
Unrestricted funds:					
<i>Designated funds:</i>					
Fixed assets funds	60,418	–	–	88,900	149,318
Branch funds	45,732	–	–	(10,982)	34,750
#ChooseLandscape	30,590	–	–	(30,590)	–
Entry Standards Modernisation Fund	–	–	–	30,000	30,000
LI90 Celebrations Fund	–	–	–	15,000	15,000
Policy Development Fund	–	–	–	15,000	15,000
Property Fund	1,217,695	–	–	91,599	1,309,294
<i>Total designated funds</i>	<i>1,354,435</i>	<i>–</i>	<i>–</i>	<i>198,927</i>	<i>1,553,362</i>
General funds	736,094	2,329,333	(2,287,024)	(198,927)	579,476
<i>Total general funds</i>	<i>736,094</i>	<i>2,329,333</i>	<i>(2,287,024)</i>	<i>(198,927)</i>	<i>579,476</i>
Total unrestricted funds	2,090,529	2,329,333	(2,287,024)	–	2,132,838
Total funds	2,103,185	2,329,333	(2,288,524)	–	2,143,994

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	9,656	–	(2,000)	–	7,656
Capability Brown Festival	–	28,642	(28,642)	–	–
Playground Project	5,000	–	–	–	5,000
Total restricted funds	14,656	28,642	(30,642)	–	12,656
Unrestricted funds:					
Fixed assets funds	8,116	–	–	52,302	60,418
Branch funds	85,880	13,967	(96,058)	41,943	45,732
#ChooseLandscape	–	–	–	30,590	30,590
Property Fund	1,186,793	–	–	30,902	1,217,695
<i>Total designated funds</i>	<i>1,280,789</i>	<i>13,967</i>	<i>(96,058)</i>	<i>155,737</i>	<i>1,354,435</i>
General funds	674,511	2,090,035	(1,872,715)	(155,737)	736,094
<i>Total general funds</i>	<i>674,511</i>	<i>2,090,035</i>	<i>(1,872,715)</i>	<i>(155,737)</i>	<i>736,094</i>
Total unrestricted funds	1,955,300	2,104,002	(1,968,773)	–	2,090,529
Total funds	1,969,956	2,132,644	(1,999,415)	–	2,103,185

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 Capability Brown Festival was a national celebration of the tercentenary of the birth of Lancelot 'Capability' Brown that was completed on 30th June 2017. Its principal aims were to attract new and larger audiences for Brown's work and for historic landscape design more broadly. The Landscape Institute managed the festival on behalf of a partnership of twenty organisations, including the principal funder, the Heritage Lottery Fund.

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. Each school's final design was entered into the competition, with a chance to win £5,000 to help implement the design. Seven schools took part in the project. The winning project is in progress and the prize fund will be paid in the new financial year. Funding was provided by the Canary Wharf Group.

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.

#ChooseLandscape is a priority project for the Institute which has been developed during 2017–18 and will be launched in 2018–19. The project aims to promote careers in the Landscape Profession to young people considering their future and others considering a career change.

The entry standards modernisation fund is set aside towards cost of this major investment in our future growth over the coming two years.

LI90 celebrations fund is set aside to provide branches 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.

The Property fund comprises net proceeds of the sale of the Institute's former investment property. The Board agreed during the year 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.

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

	2019 £	2018 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	40,809	133,229
Depreciation charges	50,618	6,600
(Gains)/losses on investments	(59,017)	9,907
Dividends, interest and rent from investments	(56,721)	(49,273)
(Increase)/decrease in debtors	(4,521)	193,400
Increase/(decrease) in creditors	(158,585)	180,951
Net cash provided by / (used in) operating activities	(187,417)	474,814

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	
	2019	2018	2019	2018
	£	£	£	£
Less than 1 year	43,848	43,848	43,848	43,848
1 – 5 years	–	43,848	–	43,848
	43,848	87,696	43,848	87,696

20 Capital Commitments

At the balance sheet date, the group had capital commitments amounting to £nil, relating to development work on our Digital Upgrade (2018: 63,030).

21 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.

22 Legal status of the Institute

The Institute is a registered charity, number 1073396 and incorporated by Royal Charter, registration number RC000767.

Agenda Item 4	Governance Review - Context
Paper author:	Emma Wood, Governance & Regulation Manager
Summary of paper:	The ongoing governance review in context – in preparation for the governance review presentations and workshops
Financial implications:	n/a
Council are asked to:	Note the paper

1 Background

In 2015 LI launched 'Future Directions', a major membership consultation process, as the start of our commitment to changing the way in which the LI is governed in order to make it more democratic, flexible, agile and accessible to a wider range of landscape practitioners. As a result of that initial project the LI has embarked on a significant long term governance review and modernisation process.

2 Preliminary Work

We have been working to remove barriers to improve the way that we work which includes the introduction of the annual cycle which introduced a new cycle to help decision making:

- i. July Oversight – Performance, Education, Governance, Professionalism
- ii. November Strategy – focus on corporate strategy
- iii. Feb Influence - To discuss major themes and plans for 2018/19 (thought leadership, standards, advocacy etc)

Privy Council approve updated governing documents 2017 and with the new documents in place it is now easier to regularly review and update in line with best practice and operational need. It is intended that future updates and amendments to the documents go before the membership at the Annual General Meetings to be held in November each year

Advisory Council have been supportive of the process throughout and are continuing to be engaged in consultation to ensure that any new governance model, framework and structures are fit for purpose now and in the future

3 Governance Review Project

Continued commitment to become a modern, progressive, inclusive and democratic professional body, recognition that this is the start of a longer journey and we are now reviewing our governance arrangements

The Board of Trustees appointed Kate Owen as our governance consultant and she has been leading the project with a phased approach. Both Council and the Board have received results and consulted on recommendations throughout

Phase 1

Initial audit of the current governance framework and recommendations for various project phases to consult on, design, implement and embed an updated governance framework.

Creation of the 'Working Together Policy' which sets out the expectations of how everyone at LI should work together and a process for dealing with any issues on the rare occasion that they might arise.

The current structure is at appendix 1 together with the initial RACI (Responsible, Accountable, Consulted, Informed) table at appendix 2

App1
App2

Phase 2

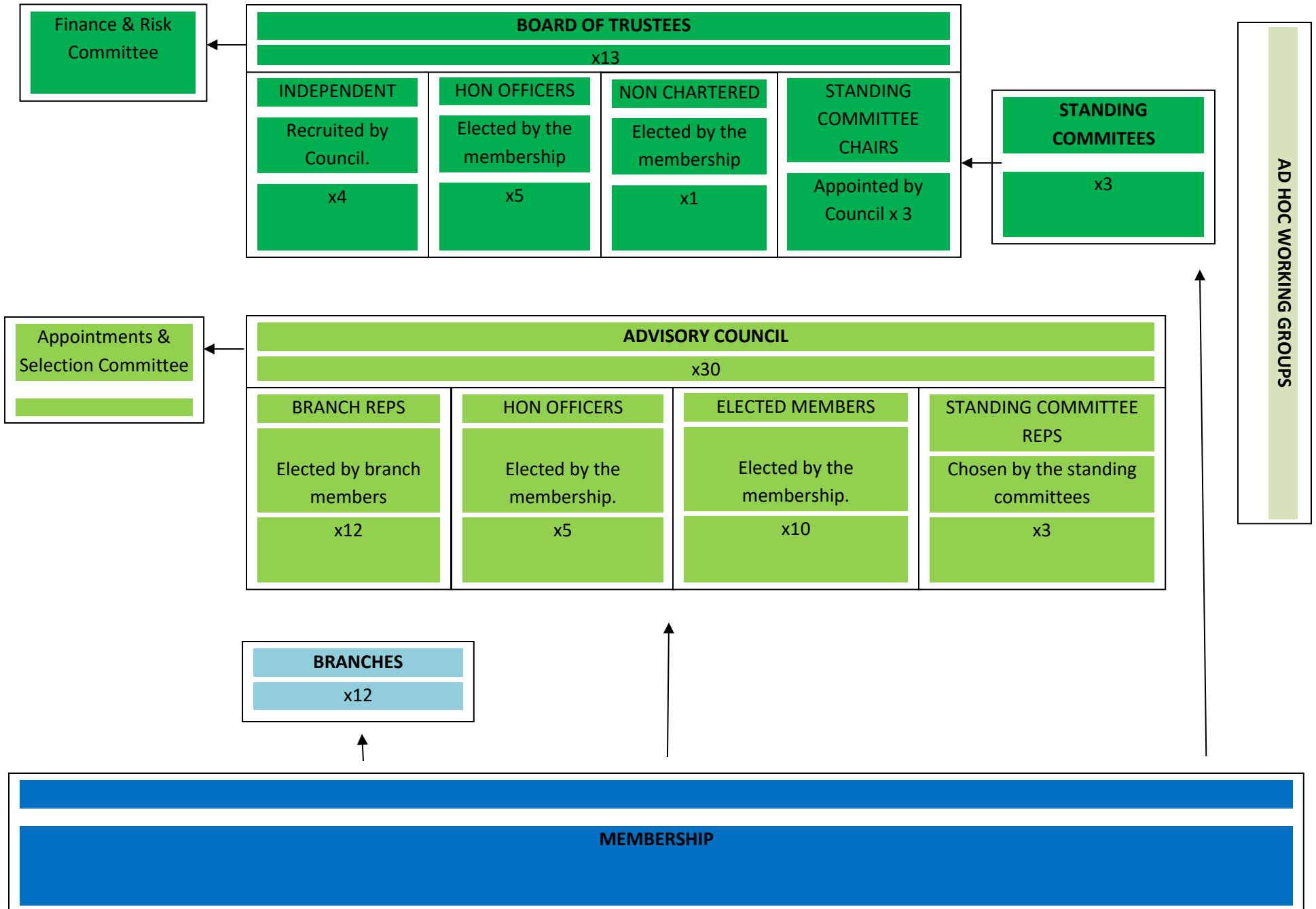
Consideration of concepts of engagement, representation, governance vs advisory groups. The next steps will be to decide on the purpose and role of non-executive positions and bodies and to agree which of these form part of the governance structure and which are engagement forums, advisory or task and finish groups.

To draft a structure with the high level purpose of each body and role for approval.

Phase 3

To prepare supporting documents. This will include the Terms of Reference, Role Descriptions and RACI matrix to clarify roles and responsibilities for all non-exec functions and to clarify which are non-executive as opposed to executive responsibilities.

Governance Structure



Landscape Institute Functions and Responsibilities

This table sets out the functions of the LI, the accountability for each of these and the operational responsibility. Overall, the LI Board has accountability for the majority of LI functions therefore the accountability section in this table covers local accountability for the function.

Function	Accountable	Responsible	Governing document/s
Governance			
Regulation - creation and amendment			
Amendment of Charter, Byelaws & regulations	GM – Corporate Members’ Resolution (subject to Privy Council approval)	Governance Manager	Charter 15, 18
Regulations: revoke, amend, or add to	Corporate Members at GM	Governance Manager	Charter 17, By-Law 27.1, Board TOR
Rules: make, amend, rescind	Board	Governance Manager	By-Law 27.2, Board TOR
Powers and proceedings of the Board	Corporate Members at GM	Board (through Regs)	Charter 7, By-Law 25, Board TOR
Creation & dissolution of bodies			
Branches: establishment, dissolution	Board	Board Director Membership	By-Law 28, Regulation 27
Creation, regulation or dissolution of standing committee	Board	Board	By-Law 26
Creation, regulation, dissolution of other committees, working groups	Board	CEO & Staff team (as relevant)	Charter 6.3, By-Law 26, Regulation 22, Board TOR, Committee TORs
Appointments of Branch Reps	Branch members vote at branch AGM	Business Development Team (BDT)	By-Law 19, Regulation 15
Casual vacancy of branch rep	Committee of Branch	BDT	Regulation 15
Constitution, by-laws and rules of Branch (including election of Branch committee, election of Branch chair, election of officers of Branch, holding of AGM of Branch, keeping and operation of bank accounts)	Board	BDT & Governance Manager	By-Law 28, Regulation 27, Branch Constitution

Name of Branch	Board	Branch	Regulation 27.6, Branch Constitution
Formation / disbanding of local groupings	Board	Branch committee	Regulation 27.7, Branch Constitution
Removal of member of branch committee	Board	Board	Regulation 27.8, Branch Constitution
Election and termination of membership of Affiliates	Branch	Branch Committee	Branch Constitution
Fund raising, co-operating with other bodies, appointing and constituting advisory committee in furtherance of the Branch activities	Board	Branch Committee	Branch Constitution
Appointment of Branch Officers, Branch Rep to Council, Branch Committee Members	Election at Branch AGM	BDT	Branch Constitution
Establishment, dissolution, reform of specialisms, groups, sub-categories of membership	Board	Standing Committees – BDT/PST & PI where appropriate	Regulation 28
Selection of officers			
Appointment of Reps on Standing Committees	Board (procedures)	Standing Committee	By-Law 20, Regulation 16, Advisory Council TOR
Appointment of Independent Trustees	Council	Appointments and selection committee	By-Law 22.4.2, Advisory Council TOR, Appointments & Selection Committee TOR
Selection of 3 chairs of standing committees (where there are more than 3) to sit on the board	Council	Appointments and selection committee & PST	By-Law 20.4, Board TOR, Advisory Council TOR, Appointments & Selection Committee TOR
Procedures for electing non-Chartered Institute member to Board	Board	Elected by Chartered Member Governance Manager	By-Law 22.4.3
Trustee – additional term of office beyond max	Board	Governance Manager	By-Law 22.6
Trustee removal in accordance with regs	Council	CEO & PST	By-Law 23, Regulation 21, Advisory Council TOR

Rotation by retirement or otherwise and regular and orderly appointment of new members to committees and working groups	Board	CEO & staff team	By-Law 26.4, Board TOR, Committee TORs
Board administration			
Conduct of the Board	Corporate Members at GM	Chair	Working together policy and associated complaints process
Board minutes	Board	Governance Manager	Regulation 23.6
Board appointees	Board	Appointments and Selection Committee, CEO & Chair.	Charter 7, By-Law 22, Board TOR, Advisory Council TOR, Appointments & Selection Committee TOR
Removal from Board due to absence	Board Chair	PST	By-Law 23.1.5
Committees & Sub-Committees			
Appointments of Chair, Vice-Chair and members of Accreditation Sub-Committee	Education and Membership Committee	PST	Accreditation Sub-Committee TOR
Appointments of Chair and members of Fellowship Admissions Board	Education and Membership Committee	BDT	Fellowship Admissions Board TOR
Appointments of members to Technical and Research Committee	Board/TRC	PST	Technical & Research Committee TOR, Appointments & Selection Committee TOR, Advisory Council TOR
Appointment of members Editorial Advisory Panel Ordinary Members	PCC	Comms Team	Editorial Advisory Panel TOR
Appointment of Honorary Editor to Editorial Advisory Panel	PCC	Comms Team	Editorial Advisory Panel TOR
Appointment of Policy and Communications Committee	PCC Chair	P&I team	Policy & Communications Committee TOR, Appointments & Selection Committee TOR, Advisory Council TOR
Appointment of Education and Membership Committee	Board	PST	Education & Membership TOR, Appointments &

			Selection Committee TOR, Advisory Council TOR
Council			
Nomination procedures (in regulations)	Corporate Members/Council	PST	Regulation 13
Appointment of Election Officer	Council	CEO/My Voice (but should be independent – 3 rd party should be approached)	Regulation 13.3
Appointments to Council: Ordinary Members Chartered Members or Fellows Licentiates Student	Council	Corporate Members Licentiates Students PST	By-Law 17, By-Law 18, Regulation 13, Regulation 14
Council Members additional Term of Office beyond max	Council	PST	By-Law 21
Casual vacancies on Council	Council	PST	Regulation 17
Co-opted members on Council	Council	PST	Regulation 18, Advisory Council TOR
Procedure for ballot for election for Ordinary Members of Council	Council	PST	Regulation 14
Running the election Process, providing scrutineers	Council	Appointments and selection committee/PST	Regulation 20.1
Form and content of electronic voting system, ballot papers, counting of votes	Council	CEO & PST	Does not appear to be mentioned in governing docs
Suitability of candidates for election or appointment	Council	Appointments and selection Committee	Regulation 20.2
Appointment of Chair and committee members of Appointments and selection committee	Council	Council	Appointments & Selection Committee TOR, Advisory Council TOR
Removal from Council due to absence	Council Chair	Professional Standards Team	By-Law 23.1.5
Removal by resolution	EGM of corporate members	Professional Standards Team	By-Law 23.1.6
Council committees: establish, disband, membership, rules	Council	Professional Standards Team	Regulation 22
Council committee expenditure budget	Board	Head of Finance and FRC	Regulation 22.2

Activities and powers of Council	Corporate Members at GM	Board (through Regs)	Charter 6, By-Law 24, Advisory Council TOR
Council minutes	Board Chair	Governance Manager / PST	Advisory Council TOR
Procedures for ballot for election of Officers	Council	Professional Standards Team	By-Law 18.2, Regulation 14, Advisory Council TOR, Appointments & Selection Committee TOR
Election of Officers	Election by Institute Members	Professional Standards Team	By-Law 18.2, Regulation 14, Advisory Council TOR, Appointments & Selection Committee TOR
General Meetings			
Holding GMs	Board	Governance Manager	By Law 13, By-Law 14
Chairing GMs	GM	President or Vice-President Or any Fellow or Chartered Member elected by meeting	Regulation 8.1
Voting at GMs	Corporate Members	Professional Standards Team	By-Law 16, Regulations 8.5-8.8, Regulation 9
Proxies, postal and electronic voting	Board	Professional Standards Team & my voice	By-Law 16, Regulation 9, Regulation 10, Regulation 11

Operational Management of LI			
CEO Role			
Appointment of Chief Exec	Board	Hon Secretary	Regulation 25, Board TOR
Management of CEO	Remuneration Committee	Hon Secretary	Board TOR
Day to day running of the Institute	CEO	CEO & CEO team	Regulation 25
CEO Role Description	Board	CEO	Does not appear to be mentioned in governing docs
Staff appointments below CEO	CEO	CEO & CEO team	Does not appear to be mentioned in governing docs
Staffing policies	CEO	HR consultant	Does not appear to be mentioned in governing docs
Finance & Operations			
Major expenditure and transactions	Hon Treasurer	CEO/Head of Finance & ops	Board TOR
Management Information Systems to assess performance, progress against objectives, operational effectiveness and efficiency, compliance with financial laws and regulations, reliability of MI and financial info	CEO	Head of Finance and Ops	Board TOR
Maintenance of accounting records	Head of Finance / Board	Head of Finance	Reg 24.1 & relevant law
Appointment of Auditor	AGM	Head of Finance	By-Law 13.2.2, Regulation 24.6
Reserves and investment policy	F&R committee	Head of Finance	Finance & Risk Committee TOR
Property	F&RC/CEO	CEO/Head of Finance	Finance & Risk Committee TOR
Appointment of statutory Directors of Landscape Services Ltd	Board	Head of Finance & FRC	Finance & Risk Committee TOR
Approval of branch accounts	AGM of Branch	Branch Head of finance	Regulation 27.4, Branch Constitution
Funding / withdrawal of funding to Branch	Board	Board Head of finance	Regulation 27.5, Branch Constitution
Business Performance			
Risk management and internal controls	CEO & CEO team	CEO & CEO team	Board TOR, Finance & Risk Committee TOR/SLT
Product Development	CEO	Director of Membership & Head of Product	Does not appear to be mentioned in governing docs

Strategy and Business Plan			
Strategy & Business Plan development	Board	CEO & SLT	Board TOR
Communications			
Making statements on behalf of LI	CEO & LI President	Exec Director of Comms Chair of PCC President CEO	Advisory Council TOR, College of Fellows Steering Committee TOR, Fellowship Admissions Board TOR, Accreditation Sub-Committee TOR, Technical Committee TOR, Policy & Communications Committee TOR, Education & Membership Committee TOR.
Policy & Influencing			
Policy Development	Policy and Communications Committee (PCC)	CEO, Chair of PCC Head of External Affairs	Policy & Communications Committee TOR
Influencing – engagement with external stakeholders, government and industry leaders	CEO & President Authorised members	Head of External Affairs Authorised members	
External Communications and Marketing			
Marketing – (including pricing and marketing of events) External comms with the profession/members	CEO	Director of Marketing & Director of Membership	Does not appear to be in governing docs
Membership			
Membership Register – individual and entity	Director of Membership	Membership Manager & team	By-Law 3
Criteria and procedures for admission of candidates & use of designatory letters to each grade of membership (and transfer between grades)	Board and EMC	Director of Standards (criteria) & team Director of Membership (process) & team	By-Law 4, By-Law 5, Regulation 2, Regulation 3, Regulation 4, Regulation 6, Education & Membership Committee TOR
Direct admission of members: Chartered Licentiate Fellow	Board	Membership Panel Membership Panel Fellowship Admission Board	By-Laws and Regulations

Academic Student Affiliate		Membership Panel Director of Membership Director of Membership	
Administration of membership (reinstatement and readmission)	Director of Membership	Membership Manager and team	By-Law 10.4, By-Law 11
Membership strategy development	Director of Membership	Membership Manager and team	Does not appear to be mentioned in governing docs
Removal of Members (non-payment)	Director of Membership	Membership Manager and team	By-Law 9.2
Removal of Members (Disciplinary)	Board Director of Standards	Governance manager and team Conduct Panel/system	By-Law 9.3, By-Law 10
Education			
University accreditation	Education and Membership Committee	Accreditation Sub-Committee Education Manager/Director of Professional Standards	Education & Membership Committee TOR, Accreditation Sub-Committee TOR
Professional and Technical Standards			
Code of Practice	Board	Director of Standards	By-Law 10.1
Professional conduct complaints	Board	PST	By-Law 10
CPD requirements	Director of Standards	PST	By-Law 12, Education & Membership Committee TOR
CPD monitoring (decisions and operational)	CPD Sub Committee	Governance Manager	Not set out in governance documentation
Technical standards and guidance	Technical Manager	PST/TRC	Technical & Research Committee TOR

Agenda Item 5	Entry Standards Project
Paper author:	Christina Hirst
Summary of paper:	i Report on the LI Competency Framework Consultation ii Competencies List
Financial implications:	
Council are asked to:	Note the papers

LANDSCAPE INSTITUTE CONSULTATION
DEVELOPING A NEW LANDSCAPE INSTITUTE COMPETENCY FRAMEWORK
Selecting the right competencies to include

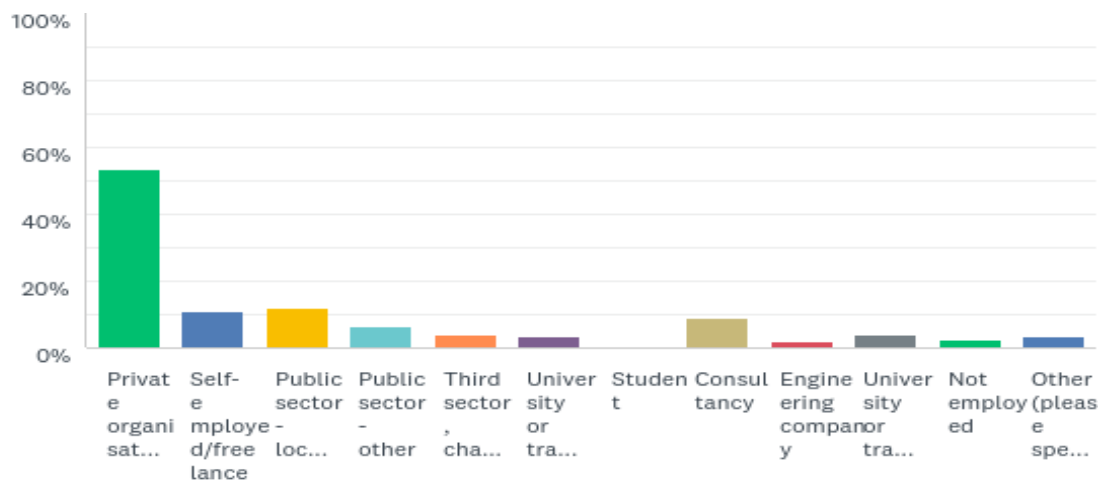
Summary of Findings
Prepared by Christina Hirst, Entry Standards Consultant

1.0 Introduction

The consultation on 'developing a new Landscape Institute Competency Framework' opened on 28 February 2019 and closed on 25 March 2019. 163 responses were received.

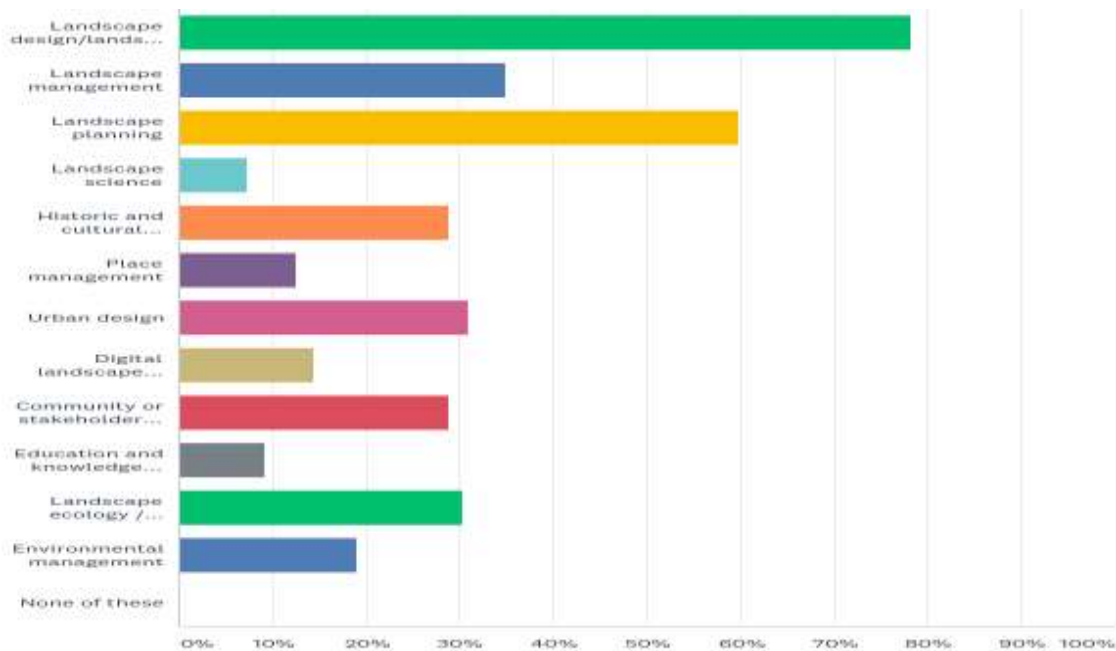
Respondents represented a range of different organisational types as shown in Figure 1 below.

Figure 1



73% of respondents were from the private sector with 17% from the public sector. Respondents represented a range of relevant specialisms with 78% with a landscape design/landscape architecture specialism, 35% landscape management and 60% landscape planning as shown in Figure 2 below.

Figure 2



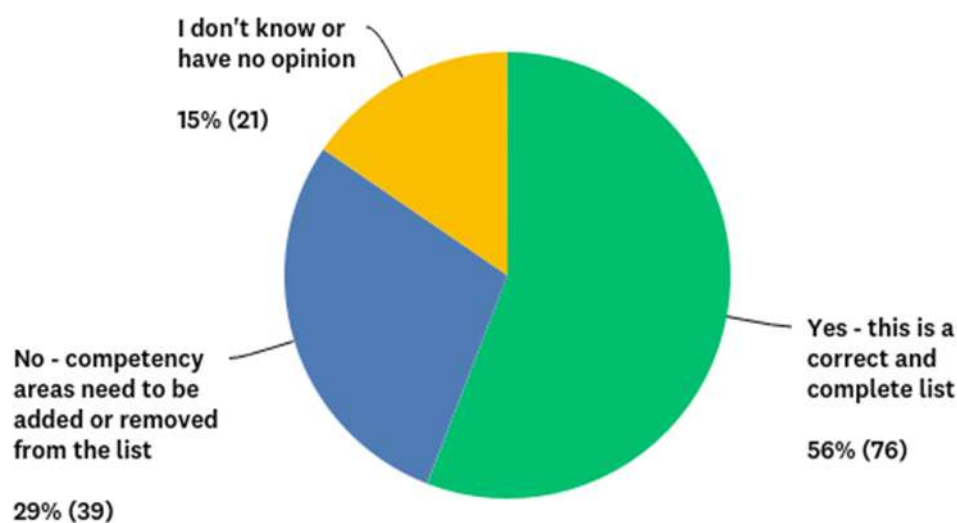
95% of respondents were based in the UK. However, responses were also received from practitioners in Australia, Canada, Greece, Ireland, Malaysia and the United Arab Emirates.

87% of respondents were members of the Landscape Institute, 75% of whom were Chartered Members and 12% Licentiate members.

2.0 Landscape Competency areas

Respondents were asked whether they felt the list of Landscape Competency areas were correct and complete. The results are shown in Figure 3 below.

Figure 3



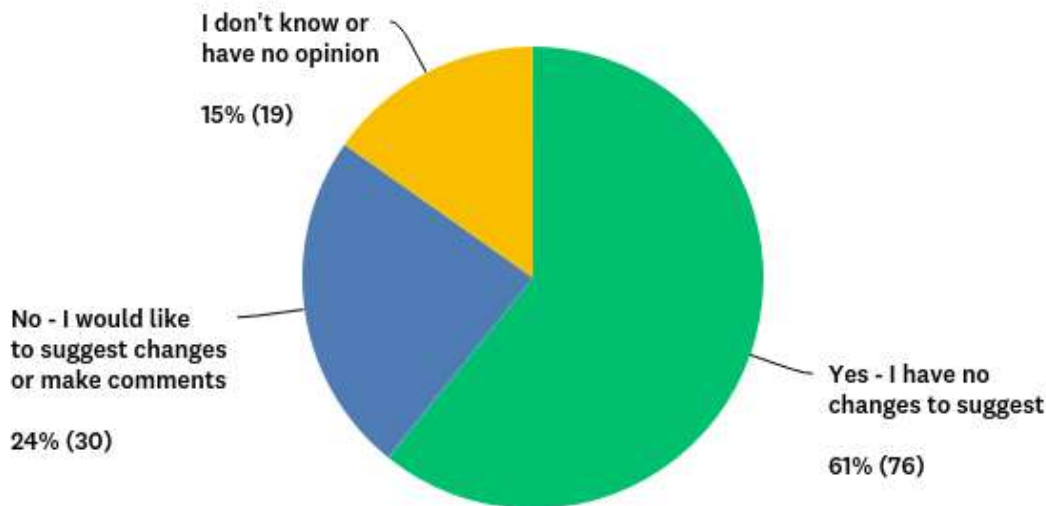
The number of respondents who felt that competency areas should be excluded was very small with just 4 highlighting exclusions (2% of respondents). These exclusions were spread across 4 of the competencies so too small to be considered relevant.

16% of respondents made suggestions for additional landscape competencies. The majority of suggestions were actually addressed either within the landscape competencies or as professional competencies and it would appear some respondents had not read the supporting paper before answering the questions. However, the following key and recurring points were made by a number of respondents:

- Need to include a broad understanding of the specialist areas as a landscape competency or competencies ie landscape design, landscape management, landscape planning ...
- Need reference to place and place making
- Need more focus on economics and economic value of landscape

Respondents were asked whether they felt the description of each landscape competency area was accurate and complete. The responses are shown in Figure 4 below.

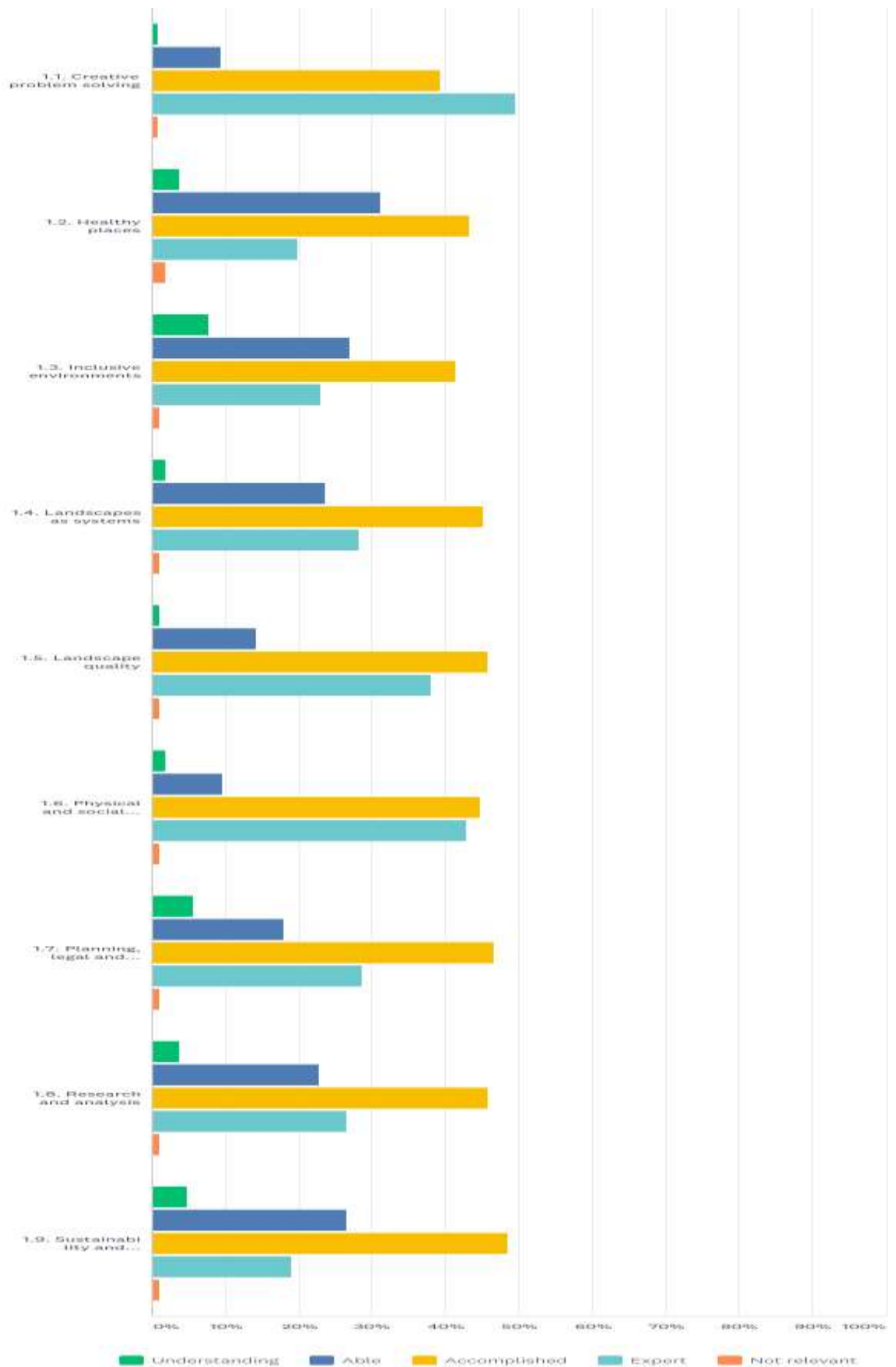
Figure 4



A number of the suggestions made referred to the need for the competencies to be defined for the four levels and many of the suggestions will be addressed when this next stage of work is undertaken. There were between 8 and 12 constructive suggestions for amendments to the descriptions but no significant concerns were expressed by respondents.

Respondents were then asked to assess themselves against each competency. The results are shown in Figure 5 below. This data will be helpful in determining the levels that will be required for each grade of membership.

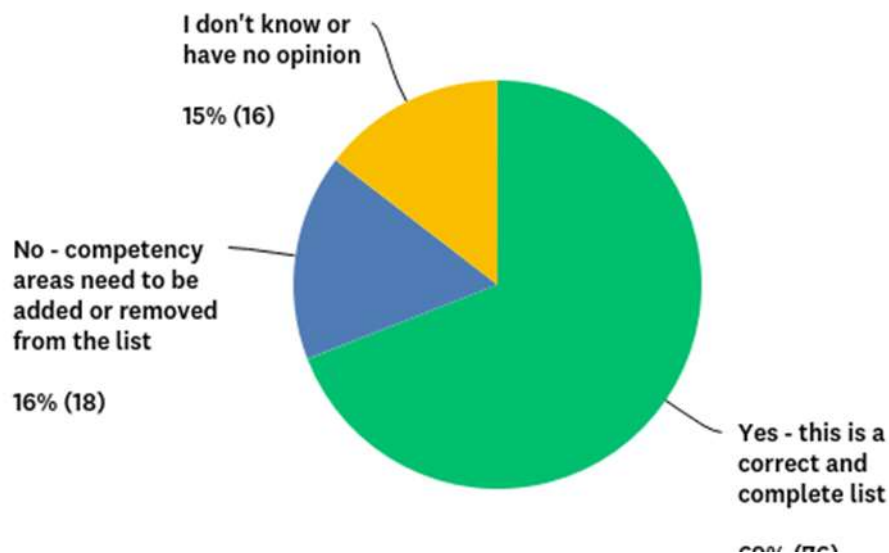
Figure 5



3.0 Professional competency areas

Respondents were asked whether they felt the list of Professional Competency areas were correct and complete. The results are shown in Figure 6 below.

Figure 6



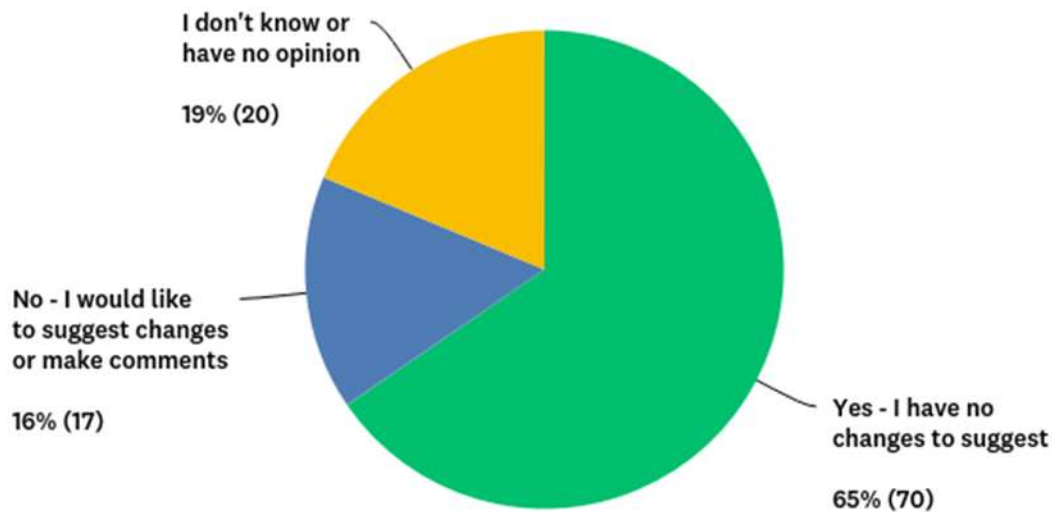
It was encouraging to see 69% felt this was a correct and complete list. The number of respondents who felt that competency areas should be excluded was very small with just 4 highlighting exclusions (2% of respondents). These exclusions were spread across all of the competencies ie the same respondents were identifying a number of exclusions.

In terms of additional competencies the recurring comment was to include visual communication and graphics. Other key comments included:

- a suggestion that the political, legal and economic framework competency could be separated out
- more reference to team leadership and people management

Respondents were asked whether they felt the description of each landscape competency area was accurate and complete. The responses are shown in Figure 7 below.

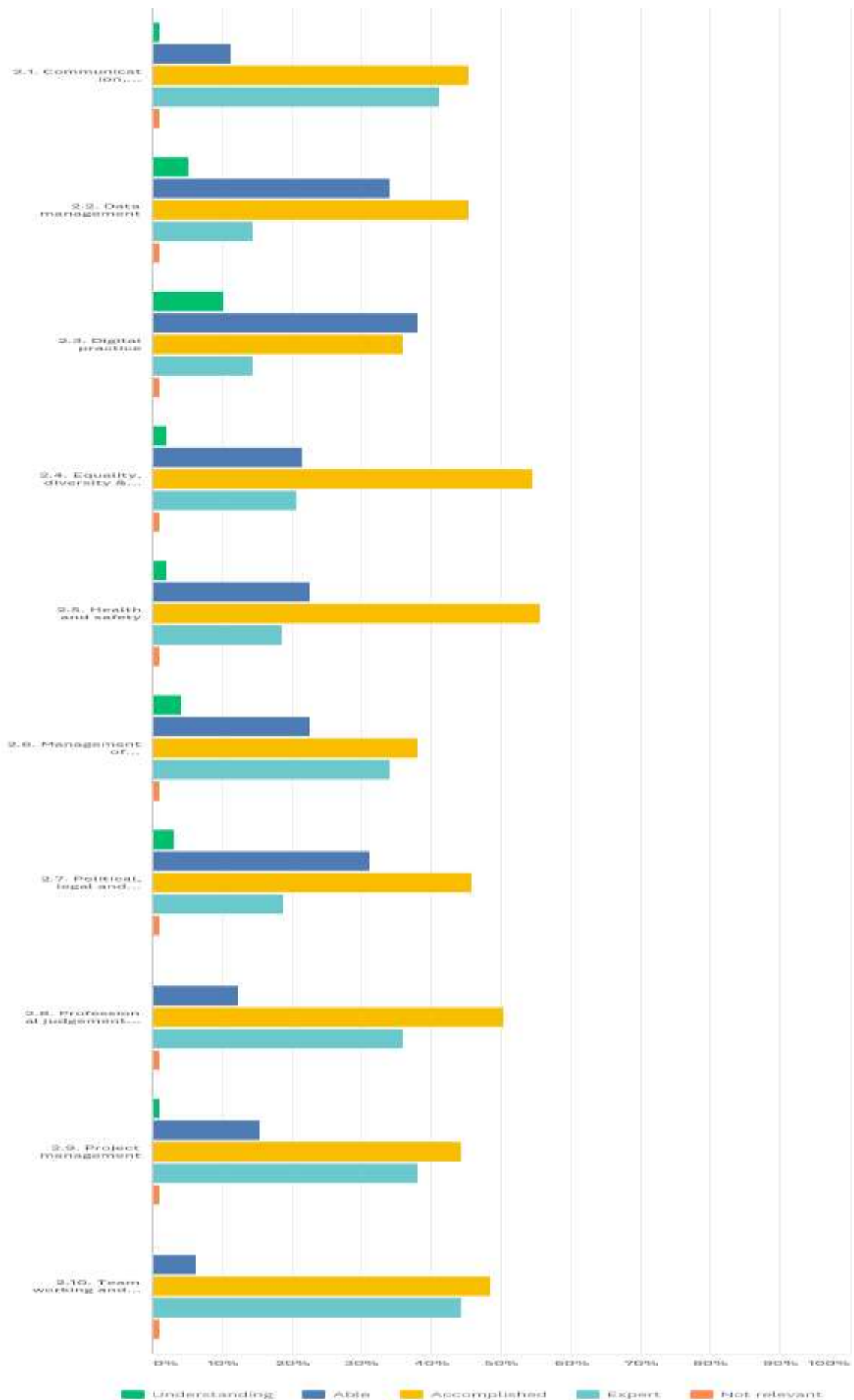
Figure 7



The suggestions made for amendments to the descriptions reflected the comments made previously regarding additional competencies as the same points were made generally. However, a point made a few times throughout the survey was about the need for a greater emphasis on community engagement and the suggestion that this should be a competency in its own right.

Respondents were then asked to assess themselves against each competency. The results are shown in Figure 8 below. As previously this data will be extremely helpful in determining the levels that will be required for each grade of membership.

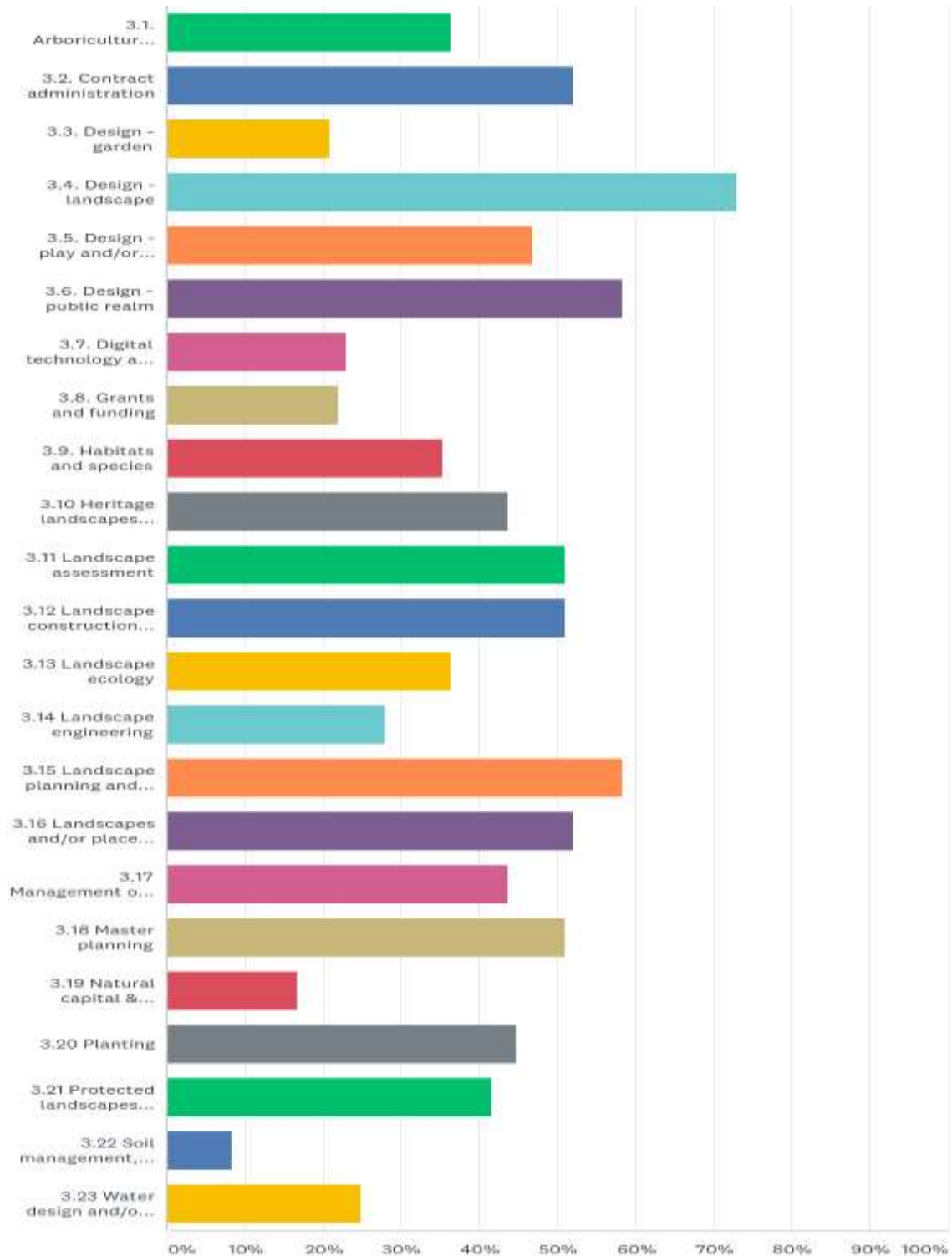
Figure 8



4.0 Specialist competencies

From the list of specialist competencies respondents were requested to identify those where they felt they were at Level 3 (accomplished) or 4 (expert). The results are shown in Figure 9 demonstrating a very even spread across the competencies:

Figure 9



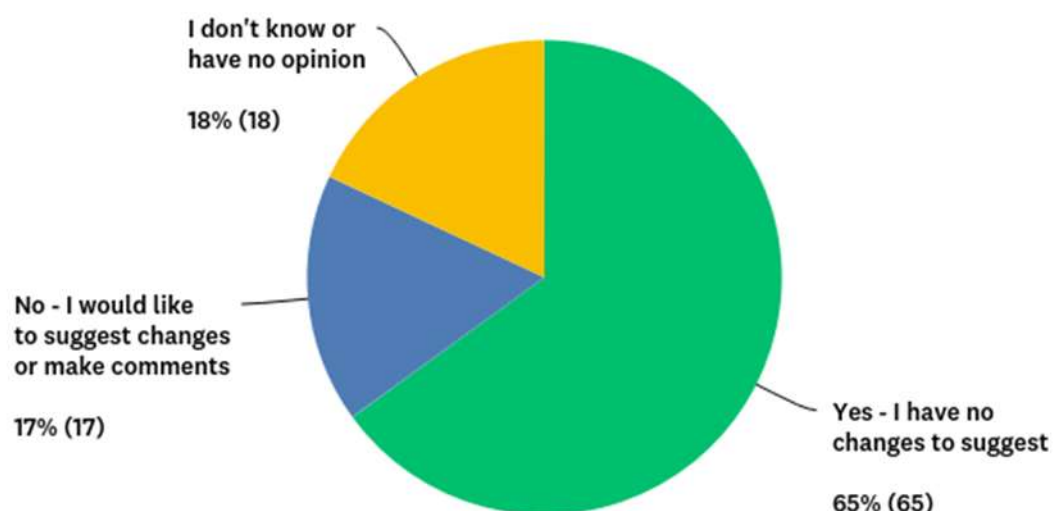
The main comment regarding the specialist competencies was that there are areas of overlap. These will need to be addressed as the development of the framework progresses.

The following is the list of suggested additional specialist competencies.

- BIM as a separate competency
- Landscape design and management in arid zones
- Roof and podium landscape design
- Design through community engagement
- Individual sectors eg residential, education...
- Urban design
- Design – education
- Learning landscapes
- Design – inclusive
- Flood management
- Healing landscapes
- Expert witness
- Residential master planning
- GIS
- Place making
- Procurement processes
- Sustainable development
- Landscape research
- Suggestion to split Landscape Assessment into smaller parts
- Internal landscapes
- Landscape Colour Assessment

Respondents were asked whether they felt the description of each landscape competency area was accurate and complete. The responses are shown in Figure 10 below.

Figure 10



There were a number of suggestions for amendments to the descriptions (between 2 and 7 suggestions per competency). The recurring theme was to include more reference to creativity throughout.

5.0 **Conclusions**

The consultation demonstrates a good level of support for the developing Competency Framework. Respondents have provided constructive comments that will be used for the ongoing development work. The key findings are:

- There is general Member support for the Framework
- There is now an urgent need to define the levels for each competency
- There is support for the general structure of the framework and the three types of competency
- There is support for four levels of competency
- The feedback does not indicate a need to make substantial changes to the landscape or professional competencies
- There is a need to check for overlap across the framework
- Additional focus is needed on creativity, visual communication and community engagement

Many respondents referred to the usefulness of the Competency Framework in defining roles and expertise in the landscape profession and for use for employer recruitment as well as assessment for LI membership. A number of general issues raised related to entry requirements for membership and to queries about specific requirements of competencies. The work to develop guidance alongside the Competency Framework will address these issues.

COMPETENCIES FOR COMPETENCY FRAMEWORK

LANDSCAPE COMPETENCIES

COMPETENCY	Description
Community engagement	<i>Fosters participative community engagement. Proactively seeks out community values, concerns and aspirations, incorporates those values, concerns and aspirations into a decision-making process or processes and establishes an ongoing partnership with the community to ensure that the community's priorities and values continue to be accounted for.</i>
Creative problem solving	<i>Identifies issues, challenges, and opportunities relating to landscapes and/or places and develops and implements effective solutions using initiative and creativity.</i>
Healthy places	<i>Recognises landscapes and/or places as assets with the potential to improve health and wellbeing. Adopts the principles of healthy places that improve the physical aspects of the landscape (air, water and soil quality).</i>
Inclusive environments	<i>Seeks to ensure landscapes and places are accessible and inclusive for all, by working to remove the barriers that create undue effort and separation.</i>

Landscapes as systems	<i>Understands and considers natural processes - soil, air, water and ecological and the role of human intervention including management and maintenance. Understands the important link between plants, animals, trees and materials and habitat development and biodiversity in urban and/or rural settings.</i>
Landscape quality	<i>Promotes quality interventions that integrate with both the function and identity of a landscape and/or place putting land, water, drainage, energy, community, economic, infrastructure and other such resources to the best possible use</i>
Landscape specialisms and industry structure	<i>Understands the role of and is able to work with the range of different landscape specialists to create and conserve great places including landscape designers, managers, scientists, planners and urban designers. Takes account of the work of other landscape specialists in order to provide innovative and aesthetically-pleasing environments for people to enjoy.</i>
Physical and social context of sites/places/landscapes	<i>Accounts for the physical and social context of places and/or landscapes, including visual, environmental, access/use, heritage and evaluates the distinctive, characteristic and functional qualities of component parts and the whole.</i>
Planning, legal and regulatory compliance	<i>Complies with the planning, legal and regulatory framework including but not limited to, town and country planning, access and rights of way, landscape and environment, statutory and non statutory designations associated with landscape, trees and woodlands, ecology, heritage and wildlife.</i>

Research and analysis	<i>Undertakes research and analysis relating to landscapes and/or places including, but not limited to, the way places work and how they look, their history and context, the connections between people and places, movement and design, nature and the built fabric, natural capital, health impact assessments and the processes for ensuring successful places.</i>
Sustainability and resilience	<i>Applies the principles of social, economic and environmental sustainability to landscape projects. Fosters the capacity of landscapes and/or places to survive, adapt, and grow under changing conditions and challenges to their physical, social, economic and technical systems and infrastructure. Seeks to avoid climate change and to manage micro climates. Enhances the value of the environment and implements resource management policies appropriately utilising natural resources.</i>

PROFESSIONAL COMPETENCIES

COMPETENCY	Description
Communication, negotiation, influencing and engagement	<i>Understands and uses appropriate, clear and concise written, verbal and visual communication for specific circumstances and audiences. Gives engaging presentations. Engages effectively with stakeholders and is able to influence others and negotiate to reach agreement and resolve conflicts. Designs, composes and produces visual information to connect people with thoughts and ideas using a range of different media and forms.</i>
Data management	<i>Hold, use and share information and data adopting appropriate security measures and understands and applies relevant legal and ethical standards and organisational data management procedures.</i>
Digital practice	<i>Uses digital technology and media to perform tasks, solve problems, communicate, manage information, collaborate and create.</i>

Economic systems and context	<i>Understands and applies the system of production, resource allocation and distribution of goods and services relevant to a country/nation of practice.</i>
Equality and diversity	<i>Treats all individuals with respect, responds sensitively to differences and encourages others to do likewise. Seeks to ensure equality of opportunity for all. Supports principles of fairness of opportunity for all. Plays a part in creating a culture and practice that recognises, respects and values people's differences for the benefit of all.</i>
Health and safety	<i>Complies with relevant health and safety legislation and regulation and organisational policies. Manages risk including the identification of hazards, assessment of risks and implementation of control measures. Manages own personal safety and that of others.</i>
Management of organisations and services	<i>Contributes to the operational, financial, strategic, people and risk management of practices and organisations providing landscape services. Delivers high standards of client and customer care.</i>
People management and leadership	<i>Manages people development, their work activities and performance. Continuously improves team performance and shows leadership to influence, motivate, and enable others to to maximise their contribution to the business.</i>
Governance of societies (legal and political)	<i>Understands and has the ability to work within the political and legal framework of the countries/nations of practice.</i>
Professional judgement, ethics and values	<i>Complies with the Landscape Institute's Code of Conduct and Charter and relevant laws relating to professional responsibility relevant to the country of practice. Fosters and maintains a professional working relationship with clients and customers, and shows commitment to reflective practice and to developing and maintaining competence.</i>

Project management	<i>Plans, structures and prioritises own work to achieve results. Uses appropriate processes, methodologies, tools and techniques to manage projects effectively. Manages time, budget and risk and evaluates projects. Manages conflicts and adopts appropriate methods of conflict avoidance and resolution.</i>
Team working and collaboration	<i>Works effectively in teams. Develops effective working relationships and shows inter disciplinary understanding and cooperation</i>

SPECIALIST COMPETENCIES

COMPETENCY	Description
Arboriculture and woodland	<i>Recognises the importance of trees and woodland as part of both urban and rural landscapes including their ecological, economic, socio-cultural and aesthetic roles. Considers the principles of silviculture, including species selection according to site conditions, artificial and natural regeneration of woodlands and interventions. Creates management plans.</i>
Contract administration	<i>Manages tendering processes and agrees contractual arrangements for work with contractors. Administers projects ensuring the correct contractual procedures and fair, effective administrative practices are followed and that the contract is accurately and completely recorded from inception to completion. Deals with insurances, contract instructions, variations, practical completion and defects.</i>
Design - garden	<i>Formulates/interprets project briefs. Blends creative and artistic skills with a scientific understanding of horticulture, plants and materials to create and represent proposals for the design of gardens.</i>
Design - landscape	<i>Formulates/interprets project briefs. Creates and represents proposals for the design, planning or management of landscape projects, including verbal and visual representation, two and three dimensional and temporal contexts. Presentation of design proposals to a range of professional and lay audiences.</i>
Design -play and/or recreation (to include one of golf courses, play areas, parks, sports facilities)	<i>Formulates/interprets project briefs. Blends an understanding of user requirements, legal and regulatory requirements, horticulture, plants and materials to create and represent proposals for the design of play and/or recreational facilities.</i>
Design – public realm	<i>Designs a public realm that provides a connected, inclusive and intuitive user experience and responds to the local character of the area providing a sense of place. Creates designs that are vibrant, modern and with a distinct local character, that integrate maintenance needs with design needs and ensure that appearance is in keeping with structural and functional design concepts.</i>
Digital technology and photography	<i>Researches, surveys, plans, designs, communicates and/or presents landscapes and places using appropriate digital tools and visualisation techniques (including photography). Uses digital technologies to transfer information and to facilitate understanding and representation of a current or future reality and for recording, analysing, manipulating and expressing ideas. Uses current processes for creating and managing digital information.</i>
Education and knowledge exchange	<i>Undertakes knowledge exchange activities to share ideas, experience and expertise relating to landscape which is mutually beneficial to all parties involved.</i>

Grants and funding	<i>Contributes to a fundraising strategy and action plan. Identifies opportunities for grants and funding. Writes applications for funding. Delivers and evaluates funded projects. Understands and manages relevant legal & legislative mechanisms that provide funding for landscapes or places eg levies, service charges, taxes etc</i>
Habitats and species	<i>Contributes to the enhancement of biodiversity, creation and diversity of habitats for a range of species. Uses appropriate ecological techniques and applies seasonal constraints for projects. Identifies, and evaluates habitats in accordance with local, national and international classifications and at a variety of spatial scales. Uses appropriate metrics for habitat evaluation.</i>
Heritage landscapes/places	<i>Contributes to the identification, protection, management and/or celebration of heritage assets. Considers the cultural and natural heritage value attached to landscapes/places and how they interrelate. Contributes to conservation management plans setting out the significance of a heritage asset and how that significance will be retained in any future use, management, alteration or repair.</i>
Landscape assessment	<i>Prepares formal landscape assessments including but not limited to Landscape and Visual Impact Assessments, Landscape Character Assessments, Landscape Sensitivity Assessments and/or Seascape Character Assessments. Ensures approach and methods adopted are appropriate to the specific circumstances and considers appropriate mitigation measures.</i>
Landscape construction (materials and systems)	<i>Identifies and selects appropriate palettes of materials with consideration of site, context, intended use, structural performance, sustainability characteristics, intended lifespan, maintenance and financial implications.</i>
Landscape ecology	<i>Considers the relationships organisms have with their environments and the impact of human led and natural change. Seeks to improve relationships between ecological processes in the environment and particular ecosystems within a variety of landscape scales and development spatial patterns.</i>
Landscape engineering	<i>Works in interdisciplinary teams to apply principles of engineering and other sciences to the design and creation of anthropogenic landscapes (human landscapes). Holistically considers landforms, substrates, ecology and vegetation throughout all phases of design and construction.</i>
Landscape planning and/or policy	<i>Develops and/or applies strategies, policies and plans to create successful environments, in both urban and rural settings, for the benefit of current and future generations. Advises on or manages proposals for change which may affect the landscape. Assesses and seeks to resolve environmental, economic and social opportunities and constraints and take these into account in addressing a landscape's potential and capacity to accommodate change. Contributes to applications for planning consents.</i>

Landscapes/places and people (including tourism)	<i>Manages the demands of people and nature. Creates a positive user experience and maximises the local benefits that visitors can bring to the environment, economy and community whilst adopting measures to ensure conservation of the natural or urban environment. Seeks to ensure landscapes and places are accessible and inclusive for all. Contributes to the creation and implementation of user/visitor management plans. Obtains and addresses feedback from users and ensure continuous improvement.</i>
Management of landscapes	<i>Cares for land in ways that ensure that landscapes and/or places can fulfil needs and aspirations in an effective and sustainable manner for present and future communities of users. Responds to the needs of owners, managers and users of land. Ensures that landscapes can be effectively maintained and managed over time, prepares management plans and strategies, advises on new developments, designs and plans, and provides management based solutions to site issues.</i>
Master planning	<i>Determines the future development of an area (urban and/or rural) by setting a vision, framework and design guidance showing how it will be achieved. Works collaboratively in a multidisciplinary team to provide integrated solutions that meet operational and commercial objectives whilst being responsive to the environment and the needs of local people and communities.</i>
Natural Capital & Ecosystems Services	<i>Recognises and values the benefits associated with the environment within the accounts produced for an organisation or other accounting unit (such as a specific area of land)</i>
Place management	<i>Manages places to bring about positive economic change using a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors.</i>
Planting	<i>Identifies and selects appropriate plant palettes with consideration of climate conditions, microclimate influences, soil, sun, moisture and wind. Evaluates and selects appropriate plants to perform environmental, functional and aesthetic roles for outdoor spaces and built environments. Applies the principles of creative planting design to form an artistic composition.</i>
Protected landscapes/places	<i>Contributes to the identification, protection, management and/or celebration of protected landscapes/places. Develops and delivers projects that will conserve and enhance protected landscapes. Promotes opportunities for the understanding and enjoyment of protected landscapes by the public whilst fostering the economic and social well-being of local communities.</i>
Soil management, conservation and improvement	<i>Understands and applies principles of soil pedology, physics, science, chemistry, biology and mineralogy. Identifies appropriate soil management strategies including cultivations, drainage, irrigation, assessment of potential soil structure degradation, land reclamation, restoration and the prevention of soil erosion and damage. Commissions/undertakes soil surveys to assist in the development of management strategies or in the resolution of planning conflicts.</i>

Visualisation	<i>Selects an appropriate type of visualisation for its purpose and use. Uses a range of augmented, virtual and mixed realities and immersive environments to prepare visualisations based on project requirements.</i>
Water management	<i>Prioritises all elements of the water cycle using the principles of Water Sensitive Urban Design (WSUD). Plans, designs and/or manages landscapes that integrate Sustainable Urban Drainage Systems (SuDS) and reduce the risk of flooding. Uses principles of natural drainage to absorb or attenuate water into permeable and vegetated surfaces to better manage the flows of water.</i>