

# Business Plan 2019/2020

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# Setting the scene

How the 2019/20 business plan fits into the LI's 5 year Corporate Strategy



# STRATEGIC VISION

Our vision is 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.

We will be inclusive in our approach, and recognise the wide diversity of skills required to transform, maintain, conserve and enhance

landscapes and places. We recognise the definition of landscape as per the European Landscape Convention.

**We seek to be the home for professionals spanning disciplines such as landscape planning, landscape science, landscape architecture, specialist fields of design and both landscape and place management.**

We also appreciate the growing importance of professional skills for the future spanning social sciences, the arts and technology.

# We have 3 strategic goals for 2018-2023

## Influence

- Raise the profile of landscape and place with the public and decision makers

## Relevance

- Build the resilience, confidence and relevance of the landscape profession

## Inclusive growth

- Grow and be more inclusive as an organization

**Digital-first**

# ‘Influence’ outcomes

The 5 year corporate strategy includes a detailed set of outcomes. Here’s how we will focus on them over the 5 years.

Outcome	2018/19	2019/20	2020/21	2021/22	2022/23
New guidance & training for members on priorities such as natural capital, health & wellbeing					
New campaigns to engage society, public sector & clients					
Greater linkage to global sustainability initiatives demonstrated by the LI					
Improve member satisfaction to 65%					
LI Members being appointed to leadership roles in society					
Introduction of new & improved quality marks & accreditation					
Media evidence of LI thought leadership					
Evidence of changes to government policy, regulation or legislation from LI advocacy					

# ‘Relevance’ outcomes

The 5 year corporate strategy includes a detailed set of outcomes. Here’s how we will focus on them over the 5 years.

Outcome	2018/19	2019/20	2020/21	2021/22	2022/23
Updated LI pathways and competencies introduced					
Introduce annual CPD programme & provision of LI online training					
Rebalance LI offer to increase provision of professional skills development					
Growth in apprenticeships offered by landscape practices and employers					
New landscape courses offered in markets without it today (eg Wales, NI)					
Accredit more courses in urban design, place management, landscape management					
Landscape modules introduced in related courses (eg geography, planning, place)					
Increase relevance scores in member survey					

# ‘Inclusive Growth’ outcomes

The 5 year corporate strategy includes a detailed set of outcomes. Here’s how we will focus on them over the 5 years.

Outcome	2018/19	2019/20	2020/21	2021/22	2022/23
Achieve the NCVO volunteering quality mark					
Improve diversity outcomes among new members					
Increase ‘feel supported’ score by 5% to 42%					
Lift membership growth from 180 today to >300 chartered members annually					
Grow proportion of new membership from outside UK					
Growth in membership levels beyond design disciplines					
Growth in UK students choosing landscape courses or going through LI recognized routes					
Growth in number & range of publications & services reflecting the LI’s breadth					
Demonstrate benefits from our strategic partnership alliances					

# 2019/20 Priorities and Plan

What are our priorities for 2019/20, Year 2 of our 5 year Corporate Strategy, and what are the main activities needed to achieve them?

The next few slides set out our 5 priority areas, and then the main workstreams and activities we are planning to do to meet these priorities and our 'Influence', 'Relevance' and 'Inclusive Growth' outcomes set out in the 5 year Corporate Strategy. We will continue to build on the work done in 2018/19, Year 1 of our 5 year Corporate Strategy.



# Our 5 priority areas for FY 2019/20 are:

1

Prepare new competency framework, in readiness to be operating a new membership entry system by the end of FY2021/22

New competency framework agreed by Board by end 2019/20

Roll out new membership application, assessment + P2C from 2020

RELEVANCE

2

Be recognized by members as growing the profile of, and contribution by, the landscape professions

Implement new policy and influencing strategy 2019/2022

Deliver 2019/20 technical guidance and professional standards programme

Raise the profile of the profession

RELEVANCE  
INFLUENCE

3

Increase the number of landscape professionals with the right skills for a changing world

Deliver quality P2C programme for all candidates

Expand CPD & training offering with more locations and delivery options

Grow pipeline of new students and apprentices

RELEVANCE  
INCLUSIVE GROWTH

4

Grow the membership to admit at least 250 new chartered members pa & 100 Reg Practices by FY2021/22

Improve our offer to members throughout their career

Grow membership numbers

Increase member satisfaction and engagement

INCLUSIVE GROWTH

5

LI 4.0: Be agile and innovative in the way we do things, to better serve members and stakeholders

Embed digital ways of working for LI staff

Move more services online

Do BAU better

Improve Governance

INCLUSIVE GROWTH

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# 1. Prepare new competency framework, in readiness to be operating a new membership entry system by the end of FY2021/22

New competency framework agreed by Board by end FY 2019/20

Publish new competency framework by end FY 2019/20

Roll out new membership application, assessment + P2C from FY 2020/21

Get ready to revise entry standards/assessments for all grades of membership in 2020/21

Define plan for new P2C system (for delivery in 2020/21)

Create new assessment for technician grade of membership in 2019/20

## 2. Be recognized by members as growing the profile of, and contribution by, the landscape profession

### Implement new policy & influencing strategy 2019/2022

Deliver 2 major & 4 medium outcomes from the 6 policy & influencing areas (Green Infrastructure; Design & Placemaking; Rural Landscapes; Planning & Devt; Measuring & Promoting Value; Business Skills & Growth), across all nations of the UK

### Deliver 2019/20 technical guidance and professional standards programme

Deliver 2 x Digital Practice notes + 9 x technical guidance

Commence update of our code of conduct in line with the IES Coalition, working jointly with IFLA

### Raise the profile of the profession

Deliver LI90 celebrations

Deliver LI Awards with new open categories

Make more impact externally (evidenced by press uptake or policy changes)

Build influence at a local level through Branches & interest groups

### 3. Increase the number of landscape professionals with the right skills for a changing world

Deliver quality P2C programme to candidates

Maintain P2C platform and improve underlying processes to improve satisfaction

Deliver 2019/20 Graduation ceremony and exams

Expand CPD offering with more locations and more delivery options

Deliver programme of 5 CPD events across the UK to 1000 in-person and livestream attendees

Launch LI Live video platform and grow to 250 users in Year 1

Trial new formats and content (eg 3 x masterclasses; business skills)

Grow pipeline of new students and apprentices

Start the review of university accreditation scheme in early 2020

Launch new Ambassador programme in 2019

Expand reach of #ChooseLandcape through Branches & partners

## 4. Grow the membership to admit at least 250 new chartered members pa & 100 extra Reg Practices by FY2021/22

Improve our offer to members throughout their career

Update individual member offering

Update Registered Practice offering

Launch onboarding & lifecycle management programme

Improve engagement with landscape employers

Grow membership numbers

Attract more Landscape Managers to LI

Upgrade campaigns to increase numbers of Fellows by 50 and CMLI by 180

Increase # of Registered Practice members by 30

Increase member engagement & satisfaction

Deliver more relevant, effective and engaging comms to address Member Survey findings

Embed new service delivery / customer service to address Member Survey findings

# 5. LI 4.0 - Be agile and innovative in the way we do things, to better serve members and stakeholders

Embed digital ways of working for LI staff

Get all staff confident with CRM and digital systems

Introduce reporting and dashboards across the LI

Move more services online

Launch online CPD trial in H2 2019

Expand My LI services and drive uptake

Do BAU better

Semi-automate member renewals

Integrate Branch activities with LI

Define new CPD model and monitoring

Office move in Q4

Launch Talent & Salary Survey 2019 in Q3

Embed new business planning & tracking

Improve Governance

Plan and start implementing Governance review

Effective delivery of governance events (AGM, Elections, Board & Council)

# 2019/20 Budget

# 3 Year Financial Outlook and Budget

Our 2019/20 budget and estimates for 2020/21 and 2021/22 are shown here. We expect an operational surplus of around £95.5k, but an overall deficit of around £107.8k after investments from reserves for the Digital Project and Entry Standards Project.

This is the first time we have prepared a three year budget estimate; years 2 and 3 are provided as indication only.

In estimating 2020/21 and 2021/22 we have made the following assumptions:

- Future membership growth is dependent on Competency Framework / Entry Standards rollout
- Extra people have been recruited to help delivery in Year 1 but more in years 2 & 3 will be needed to support growth
- Some major projects from 2018/19 to be continued in 2019/20 include:
  - Entry standards
  - Digital
  - #chooselandscape
- Extra funds have been made available as a one off for branches for LI90 celebrations & related activity

See next page for further business planning assumptions

	Year 1: 2019-20	Year 2: 2020-21	Year 3: 2021-22
	£	£	£
<b>INCOME</b>			
Membership subscriptions	1,368,247	1,444,527	1,554,672
Registered Practice fees	186,148	194,618	209,457
Pathway and accreditation	171,674	174,000	198,164
Commercial income	615,600	809,790	924,545
Grant and external project funding	50,000	100,000	200,000
Other income	39,000	42,000	44,000
<b>TOTAL INCOME</b>	<b>2,430,669</b>	<b>2,764,935</b>	<b>3,130,838</b>
<b>EXPENDITURE</b>			
Salaries, training and development	1,135,807	1,224,702	1,349,570
Staff travel and other staff related costs	55,350	65,000	72,000
Committee, volunteer and leadership expenses	90,750	90,750	90,750
Premises and office costs	198,174	210,563	219,702
Costs of commercial and project activity	271,650	388,800	496,020
Membership support and communication	265,100	280,000	305,000
Funding for member groups	55,000	80,000	90,000
Research and consultants	166,000	190,000	210,000
Governance costs	97,300	103,500	113,500
<b>TOTAL EXPENDITURE</b>	<b>2,335,131</b>	<b>2,633,315</b>	<b>2,946,542</b>
<b>OPERATIONAL SURPLUS</b>	<b>95,538</b>	<b>131,620</b>	<b>184,296</b>
<b>LESS: INVESTMENT FROM RESERVES</b>			
Digital project	( 93,838 )	( 75,702 )	( 30,525 )
Competancy/Entry Standards	( 109,500 )	( 118,000 )	
<b>(DEFICIT)/SURPLUS for the year</b>	<b>( 107,801 )</b>	<b>( 62,082 )</b>	<b>153,771</b>



# Business Planning Assumptions

We have used the following assumptions in our business plan:

- 2.1% inflation forecasts (membership fees, salary & costs)
- Membership growth limited for next 2 years - with significant growth possible after new membership entry rules & systems in place.
- Further growth can be achieved once apprenticeships start to deliver additional candidates from 2022 onwards
- There are possible downside risks from year 2 (2020/21) related to Brexit & potential economic deterioration - we will maintain a watching brief on these and plan appropriately.
- We have made cautious projections on recruitment, advertising & sponsorship as a result of economic uncertainty due to Brexit
- We will be moving offices in 2019/20. FRC Sub-Committee will decide approach before June board to enable summer search
- The Entry Standards project to updating our entry standards, processes & membership systems is estimated at up to £220k over next 2 years