

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute

Report and financial statements

31 March 2020

The Landscape Institute

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For the year ended 31 March 2020

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The Landscape Institute

Reference and administrative details

For the year ended 31 March 2019

Royal Charter number RC000767

Charity number 1073396

(England and Wales)

Charity number SC047057

(Scotland)

Registered office and operational address 85 Tottenham Court Road
London W1T 4TQ
United Kingdom

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

Adam White	President until 30 June 2020 Immediate past President from 1 July 2020
Jane Findlay	President Elect until 30 June 2020 President from 1 July 2020
Merrick Denton Thompson	Immediate past President until 30 June 2019
Helen Tranter	Vice President until 30 June 2019
Steve Morgan	Treasurer from 22 October 2019 until 22 September 2020
Carolyn Göhler	Honorary Treasurer until 30 June 2019 Vice President from 1 July 2019
James Lord	Honorary Secretary until 30 June 2019
Romy Rawlings	Honorary Secretary from 1 July 2019 until June 2020
Michelle Bolger	Until 31 January 2020
Kate Bailey	
Marc van Grieken	
Niall Williams	
Phyllis Starkey	Until 24 November 2019
James Smyllie	
Simon Green	Until 31 May 2020
Wei Yang	
Christine House	From 6 February 2020

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Reference and administrative details

For the year ended 31 March 2019

Principal staff	Daniel Cook Amina Waters Ben Brown Andrew Morris Jane Debois Antonella Adamus	Chief Executive Chief Operating Officer Head of Policy and Influencing Commercial Director Head of Professional Regulation Head of Standards, Education and Engagement
Bankers	NatWest Bank PO Box 2162 20 Dean Street London W1A 1SX	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Solicitors	Russell Cooke 2 Putney Hill London SW15 6AB	
Auditors	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House 108-114 Golden Lane London EC1Y 0TL	

The Landscape Institute

Report of the trustees

For the year ended 31 March 2020

The Board of Trustees present their annual report and the financial statements of the Landscape Institute for the year ended 31 March 2020. Reference and administrative information on pages 2 to 3 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 2019 to March 2020. The trustees report the success of each key activity and the benefits the Institute has brought to its members, the landscape profession and the wider public. The review also helps the Trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

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

The Institute's main activities and beneficiaries are described below. All its charitable activities focus on protecting, conserving and enhancing the natural and built environment for the benefit of the public by promoting the arts and sciences of landscape architecture and its several applications; fostering and encouraging the dissemination of knowledge relating to landscape architecture and the promotion of research and education therein; and establishing, upholding and advancing the standards of education, qualification, competence and conduct of those who practise landscape architecture as a profession. All of the activities undertaken by the Institute's activities in pursuit of these charitable objects are undertaken in the public benefit.

The Landscape Institute is constituted under Royal Charter dated 1 September 1997, updated in 2008 and 2016. The main objects of the Institute are:

To protect, conserve and enhance the natural and built environment for the benefit of the public by promoting the arts and sciences of Landscape Architecture and its several applications and for that purpose to foster and encourage the dissemination of knowledge relating to Landscape Architecture and the promotion of research and education therein, and in particular to establish, uphold and advance the standards of education, qualification, competence and conduct of those who practise Landscape Architecture as a profession, and to determine standards and criteria for education training and experience.

Achievements and performance

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

Our mission

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

Our strategic vision

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

Our values

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

Our goals

1. *Influence*
2. *Relevance*
3. *Inclusive Growth*

The year under review was the second 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 quite strong despite challenges with staffing in the first half and the impact of COVID-19 during the final few weeks on event and recruitment income. We made significant progress towards achieving our strategic goals. In particular:

- **Climate and biodiversity:** We made significant inroads into raising the profile of landscape when we were one of the first professional bodies to declare a climate and biodiversity emergency in June 2019; we also sought to encourage our global peak body IFLA to also declare in September in Oslo. This was followed up by recruiting an expert climate and biodiversity panel, delivering our Jellicoe lecture on 'Landscapes in Crisis' and further supported by a dedicated issue of the Journal and an ongoing programme of activity in line with our declaration.
- **Professional education:** We continued improving our programme of professional training events throughout the country, covering a wide range of topics relevant to the profession, such as digital integration and transformation, the new NPPF, human skills and biosecurity. In recognition of the high quality of our events, MHCLG commissioned us to run a dedicated CPD day for parks managers.
- **Inclusive Growth:** We made important progress towards broadening the profession, agreeing new grades of membership, developing standards for landscape apprenticeships and engaging landscape and parks managers to inform our work. Major progress was made towards defining the new competency framework, ready to consult our membership in order to support the launch of new routes into the profession during the second half of 2021.
- **Resilience:** We set the foundations for continued financial resilience through expanding our sponsorship offering, bringing Journal advertising in-house and putting more focus on business development opportunities such as the High Streets Task Force and sourcing MHCLG funding.

During the first half of the year, we had a range of staffing challenges. This included significant absences among our management team which impacted performance across Policy and Membership, and we revised our mid-year budget accordingly, reducing our forecast operational surplus of around £95,000 to around £75,000. Through close cost management and a focus on growing revenues, we still achieved this operational surplus despite the impact of COVID-19 on the last quarter, when we had to postpone an event and suffered a dramatic fall in recruitment income, and despite producing five, rather than four, editions of the Journal in the year.

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 show charitable income and expenditure in the same categories in our financial statements.

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

1i. Promote the value and importance of the relationship between people, place and nature

This year was the LI's 90th Anniversary and we used this opportunity to celebrate the connection between people, place and nature as widely and inclusively as possible.

- Our two-day 'Festival of Ideas' in June attracted a broad mix of people of all ages to a series of insightful short talks around landscape topics and guided site visits around the Olympic Park, as well as a member-only party.
- A number of the branches ran local LI90 events as part of extra funding provided to celebrate the achievements of the profession. These included South West (a focus on community engagement and co-design CPD-style workshops), Scotland (a celebration of 50 years of "Design with Nature" by Ian McHarg), South East (a visit to the rewilded Knepp Estate). This ensured that the celebrations reached an audience across the UK.
- Most significantly from the point of view of raising profile, our President, Adam White, and his business partner, Andree Davies, created a show garden at Chelsea Flower Show in conjunction with the Duchess of Cambridge.
- We held a major event to mark our 90th anniversary at the RHS Chelsea Show with kindred organisations, leaders of the profession, LI Board and past LI Presidents.

The LI, in shifting to a more sustainable operation, has reduced the frequency of its major conferences. In 2019, rather than compete with their event, we provided operational support to the Norwegian Institute of Landscape Architects (NLA) who hosted the IFLA World Congress in Oslo and also celebrated their 90th birthday. President Adam White and CEO Dan Cook joined leaders from across the membership and wider LI network to provide content, workshops and panels sessions. The LI also promoted its #chooselandscape campaign to an international audience. The LI also led sessions at the IFLA World Council meeting with regard to new ethical standards, demonstrating our leadership among landscape associations globally.

We finished our anniversary year on a high when Sir David Attenborough spoke at our 90th Anniversary LI Awards. The LI Awards 2019 were our most successful and innovative to date. We launched two new open categories – Landscape Legacy Award and Landscape Innovation Award – to celebrate the organisations and innovative work which build the relationship between people place and nature. We had more than 750 attendees across all fields of landscape practice and delivered a low-carbon event within budget, while attracting a very high level of sponsorship, with all categories sponsored. As a result of the success of the event, many sponsors immediately made commitments to sponsor the 2020 Awards.

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

We continued to work to increase member satisfaction, including identifying opportunities for our members, both individual and Practices. To this end, we are part of the successful 'High Streets Task Force' consortium which will open up opportunities for qualifying members be involved in high streets regeneration projects in England from mid 2020, and demonstrate the value of the work our members do for the next four years of its operation.

In April, Scotland's Landscape Alliance held its official launch event in Edinburgh with over 90 individuals representing 65 organisations with an interest and involvement in landscape design, management and stewardship in Scotland.

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The Alliance has been coordinated by Landscape Institute Scotland (LIS), the Scottish branch of the LI, in partnership with the National Trust for Scotland (NTS). It responds to the need for more joined-up thinking to embed landscape approaches to policy-making and delivery.

The LI President, Adam White, has played an active role in raising the profile of the sector and of the work of landscape professionals by representing the LI at a range of national and international industry events, particularly those focused on climate emergency and awards. Highlights include:

- Society of Garden Design Spring Conference
- Chelsea Flower Show (show garden)
- London Festival of Architecture Opening Party
- LDA Design 40th Celebration
- RHS Hampton Court Flower Show
- Housing Design Awards (presented Award)
- IFLA Congress and Conference Oslo
- Judging Panel at International Design Competition to develop a green vision for low line
- An Evening with Al Gore Climate Reality Project (meet and dinner)
- Keynote Speaker – Smart Parks event: Embracing technology in Green Space management, usage and interaction.
- World Urban Parks Congress (Russia)
- Northern Design Awards
- BALI Awards
- Green Plan It Challenge, Salford University
- Ornamental roundtable stakeholder Workshop RHS Garden, Wisley
- Palmstead Soft Landscape Workshop
- RTPI Parliamentary Reception
- SGD Awards Reception and Dinner
- Launch of the Design Principles for National Infrastructure
- Pro Landscape Business Awards
- Plant Health and Biosecurity Conference
- Futurebuild: TDAG Breakfast and speaker
- APL Awards
- Design Council's Parliamentary Birthday event (Houses of Parliament)
- BCU Earth Summit (speaker)

We have continued to improve our quarterly journal 'Landscape' through the year, with a broad mix of themes and contributors which demonstrate the value and breadth of the profession and link to key issues. We have received excellent feedback on each edition and actively promote articles of wider interest across all our communications channels, reaching an audience which is many times that of our membership.

1iii. Lead debates on matters of public interest

Over the course of the past year the policy team has responded to a dynamic policy environment in the context of an unexpected General Election in December 2019 and ongoing uncertainty created by Brexit. The team also experienced significant staff turnover during the year, and so was not able to fulfil all of its priorities. Its focus was to ensure that the Institute was represented in the core policy debates in our area, to respond to Brexit-related risks, to keep our membership informed, and to bring forward the LI's climate and biodiversity work.

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The LI took a leadership position among UK professional bodies when, in June 2019, it was one of the first to declare a Climate and Biodiversity Emergency. Following this, in October we appointed a new Climate and Biodiversity Emergency Response Panel to examine ways that the LI and its members could make a positive contribution towards national climate change targets and international obligations. Our final Action Plan was published in May 2020.

In addition to our ‘business as usual’ work, some other highlights of the past year have been:

- Following our campaign to gain evidence from employers in December 2018, the Landscape Institute was successful in reaching its goal to have Landscape Architecture listed on the UK Governments Skills Shortage List of occupations in May 2019.
- In advance of the December 2019 General Election, we published a “12 Key Asks” document, to ensure that the incoming government understands the Institute’s core policy goals.
- Working with the Environmental Policy Forum to ensure our key asks are represented in the Environment Bill. We also responded to the component policies within the Bill, including biodiversity net gain, environmental governance post-EU (across all four nations) and new protections for street trees – amongst others.
- Including the Landscape Institute in the recommendations of the Committee on Climate Change’s Risk Assessment report 2019
- Responding to the proposals for a new post-EU agri-environment policy through government consultations (in all nations) and submitting written evidence to the Public Committee on the Agriculture Bill.
- Contributing to the ‘Building Better Building Beautiful’ Commission, and supporting the development of design principles for the West Midlands Combined Authority, the National Infrastructure Commission, and others.
- Responding to the Scottish National Planning Framework (NPF4) and Scottish Planning Policy call for ideas, and the Wales National Development Framework (NDF), ensuring that it promoted landscape policies.
- Working with the Welsh Government on establishing a Placemaking Wales Charter, working through engagement workshops and ensuring the wording was fit for purpose
- Responding to the Northern Ireland Environment Strategy

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 continued our 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 until we launch new grades of membership in mid 2021. 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.

This project is increasingly important in light of the COVID-19 crisis. In an uncertain economic environment, having new grades of membership available will broaden the potential pool of LI members – and thus income – in future years.

We are also supporting our members in developing the skills required to adapt to the future. Our Human Skills CPD day this year focussed on those ‘soft skills’ that the modern practitioner requires and the Journal also features regular sections on CPD training and events as well as updates on policy and technical matters. We continue to deliver a programme of up to date and relevant technical information to members and other landscape professionals.

2ii. Increase access to and provision of landscape education

This year, we built on our success from the previous year in the provision of a wider professional development (CPD) programme around the UK. We ran four CPD events in the year around the country; a fifth one, scheduled for March, had to be postponed due to COVID-19. Our CPD events were:

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- Healthy Plants, Healthy Places: Embedding biosecurity in landscape projects (June 2019, London) attracted around 145 attendees, plus 111 on livestream
- The Human Element: Essential people skills for the landscape practitioner (October 2019, Birmingham) attracted around 90 attendees, plus 76 on livestream
- The NPPF: Landscape Planning in Practice (November 2019, Leicester) attracted around 90 attendees, plus 31 on livestream
- Digital Integration and Transformation (January 2020, Bristol) attracted around 100 attendees, plus 36 on livestream

The quality of our CPD offering is also being recognised across the sector; not only are we growing sponsorship revenue (an indication of sponsor satisfaction) but we were approached by MHCLG to run an event on their behalf to address the needs of parks managers, ('Empowering parks for the 21st Century', which attracted 120 attendees, with a further waitlist of 102 and 172 on livestream).

While we have made great improvements to content and event quality this year, we have further work to do to improve our event marketing and expand our audience reach beyond the LI membership, particularly on livestreams.

We recorded the livestream from all events and made these videos available on a new online learning platform, LI Campus, launched in April 2020, which offers 'high quality educational videos for landscape professionals everywhere'.

We have worked with employers and educators to develop standard for landscape apprenticeships this year. During 2020, we expect final approvals for both a new Level 3 and Level 7 Landscape Apprenticeship in England.

We have supported UCL as a new accredited course and have been in active discussion with universities in Northern Ireland & Newcastle to encourage new courses for accreditation. We also introduced a new annual LI education workshop in February 2020 to better support and engage our accredited courses.

2iii. Horizon scan and future proof the Institute

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

- Adoption of new cloud-based telephony system, to support remote working
- Completed the move of all LI systems to cloud-based options, to support remote working
- An updated case study directory
- Improved member self-service through MyLI online portal

The investment in remote working support meant that the LI could move quickly when the COVID-19 crisis became apparent. We sent all staff team to work from home in mid March, with minimal disruption to member services, and we were very quickly able to replace face to face interactions with online alternatives.

We also moved to new serviced offices in Tottenham Court Road in December 2019. Compared with a traditional lease option, the new offices provide more flexibility to change with the LI's needs in the future.

We faced some challenges in digital delivery due to the office move, which had originally been planned for January 2020. Unfortunately the old premises in Grays Inn Road were sold and the new landlord started building works in September 2019 which meant that we needed to bring our move date forward and change the delivery schedule for two products, LI Campus and LI Connect from September to first quarter 2020. These projects were then delayed due to COVID-19; LI Campus was delivered in April 2020 and LI Connect has been delayed until summer 2020.

Our work on the new entry standards is an important step in future-proofing the Institute, as is our policy and influencing work to ensure that the interests of our members and the sector are considered in government plans.

3. Grow and be more inclusive as an organisation

3i. Be a role model through our actions

We are midway through our Governance Review, which aims to streamline the governance and decision-making across the Landscape Institute.

We have also drafted a new LI Code of Practice and the first ever set of global ethical principles for the landscape profession in collaboration with IFLA. Consultation and approval will be sought from members in 2020/21.

We are proud of our response to the COVID-19 crisis. We paused all in-person activities ahead of the government lockdown and provided guidance to members as soon as we feasibly could. Our investment in digital systems meant that we could quickly move to remote working while still maintaining services to members and we have had good feedback from members on our response.

We have continued to invest in staff skills development to meet our team's development needs and made steps towards operating in a more 'low-carbon' way, such as running more meetings online rather than in person, updating our travel policy to discourage flying, and introducing vegetarian catering as the default at our events.

We have maintained stringent cost controls on our activities this year, which have counterbalanced the reduction in sponsorship and events income in the last quarter due to COVID-19. That said, we did not meet some of our income growth targets in Registered Practice and Membership Growth, due to extended staff illness in the membership development team which prevented us from delivering key initiatives: an updated Registered Practice scheme, updated value propositions for some member grades and membership growth campaigns. We will focus on addressing this in 2020/21.

3ii. Broaden the profession

We continued to attract new members to the Institute and we have strong membership retention. Total (net) member numbers increased by 119 to a total of 5745 in the year. We have also established regular College of Fellows meetings and through this group have started to encourage more LI members to seek Fellowship, although this is proving challenging to implement as our Fellowship processes were not designed for the number of candidates which we have been putting forward. We have also sought to invite senior practitioner specialists from a broad range of landscape fields that are underrepresented in the profession today to LI membership to ensure we can support our new entry standards system from next year.

We continued to promote our #ChooseLandscape campaign to attract young people to the profession. We have developed a range of #ChooseLandscape branded items (brochures, postcards, stickers, t-shirts) which have proved very popular, with branches, practices and individual members using them at events and career activities. We promoted #ChooseLandscape at the IFLA World Congress to a wide range of international practitioners. Our original business plan for the year included refreshing the Ambassador for Landscape programme but we were unable to deliver this due to staffing challenges.

Our 2019 AGM agreed to rename our Licentiate grade Associate and to create a new Technician grade of membership. We are currently awaiting Privy Council approval for these changes.

3iii. Be more inclusive through the way we operate

We partnered with University of East London to present an event in October 2020 to promote BAME role models in the profession. We also encouraged the establishment of a network for our LGBT+ members Rainbow places working with CIEEM, IPM & Design Council.

We continue to deepen our relationships with our strategic partners Institute of Place Management (IPM) and National Association of Areas of Outstanding Natural Beauty (NAAONB).

We have partnered with IPM to be part of the consortium which successfully bid for the High Streets Task Force, and made some categories of the LI Awards open to members of these partner bodies. We have also set up closer working relationships, including cross-promoting events and opportunities.

Challenges we faced in the year

This year continued to be a period of major change for the Institute and for the staff team. Overall, the staff team embraced the change and initiated many new ways of working to meet a faster-paced and digital-first environment. We have improved our sponsorship offers and commercial capabilities, attracted external funding, moved offices, launched online-only Awards, achieved membership growth, gained much positive profile through our climate change work and made important progress on key projects such as entry standards and the governance review.

However, we faced serious challenges due to the extended illness of a senior staff member and high staff turnover in the Policy and Influencing team. With little excess capacity across the team, we had to re-prioritise projects and were not able to deliver on two important pieces of our annual plan – implementing a new influencing policy and further increasing the rate of member growth, especially among our Practice members. The senior team had an especially heavy workload through the second half of the year to deliver what we did and mitigate the impact of these resource challenges. While we are proud of what we delivered through the year, many things were necessarily done at too fast a pace and with too few resources; this is unsustainable for the future.

The COVID-19 crisis was also a major challenge during the last few weeks of the year. While we were able to respond quickly to it, we had to postpone a planned CPD event (impacting year-end revenues) and the additional support given to members to help them in this difficult period added a large amount of extra workload and stress across the staff team.

In relation to these challenges, as well as from feedback from our new annual employee survey we will be focused around improving internal communication and planning, greater attention to employee development opportunities and working in partnership with LI Members toward creating new shared Values and Culture across the organisation. We will also be reallocating workload where needed and looking for activities which can be done later, or not at all, during 2020/21.

Governance

Corporate Strategy 2018-2023

The Board formally adopted a new five year corporate strategy, developed by a strategy working group (chaired by Independent Trustee Jim Smyllie and comprised of members, Advisory Council, Board and 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 conducting a review of our governance arrangements which, subject to Board approval, we expect to be completed in the 2020/21 financial year. 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.

Accountability and responsibility

We have continued work to define and set out accountabilities and responsibilities using a RACI (Responsible, Accountable, Consult, Inform) framework to ensure clear understanding of roles and responsibilities among members, staff, Board, Advisory Council and Standing Committees. We believe that this will improve our decision making and organisational effectiveness.

Financial performance

Our three-year business plan for the period 2019-2022 includes significant investment from reserves in our Digital First strategy and modernisation of our entry standards framework. Including the costs of these investments, we planned our expenditure to exceed income by £107,801 during 2019-20.

We were on target to achieve this throughout the year, but our income was depleted in the final month, due to a CPD event that we had to cancel, and a sudden fall in recruitment advertising income, as a consequence of COVID-19. As a result, our expenditure exceeded income by £151,922 (a variance of £44,121). There was a further loss in value of our investments of £105,792 following market turmoil in late February and into March. Our total net expenditure, and reduction in funds for the year was therefore £257,714.

Designated funds reduced by £114,562 and restricted funds reduced by £850. Our general fund reduced by £142,302, from £579,476 to £437,174, which represents 2.15 months' worth of unrestricted expenditure. We indicated in our Trustees Annual Report last year that we expected our general fund to reduce below the lower limit of three months of expenditure in the first year of our business plan and increase again by the end of the period of the plan.

The Institute is monitoring closely the effects of COVID-19 on our financial position and closely managing costs while we ascertain the likely revenue impacts. However, we were in a healthy financial position before the crisis, while the continued investment in our digital first strategy, particularly the launch of LI Campus, has enabled us to move swiftly and quickly to the provision of online services to members.

Investment Policy

The Institute seeks to produce the best financial return within an acceptable level of risk. With an initial 3 to 5 year investment horizon a medium level of risk is acceptable. The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, 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 performance of our investments exceeded our objectives. The investments in Cazenove returned 12.5% net of fees in 2019 (full calendar year) and 3.4% in 2020 (calendar YTD to November). The performance of our investments in CCLA were 4.97% in 2020 (to 30 September) and 10.06% net annualised return over 3 years to 30 September 2020.

The Trustees will review our investment policy in the coming months in the light of the impact of COVID-19.

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 downturn in our income levels, and in order to be able to cover one-off expenditure deemed necessary for investment in the Institute's future. Our total reserves at the year-end were £1,886,280 of which £10,306 were restricted funds and £1,438,800 were designated funds. At the end of the financial year our general fund (free reserve) of £437,175, represented 2.15 months of unrestricted expenditure.

Our business plan for the period 2019 to 2022 committed us to further necessary investment in the future growth of the Institute, particularly in the area of modernising our entry standards in order to offer a professional home for landscape professionals that we are not currently able to represent. During this period, we anticipate that our free reserve (general fund) will reduce temporarily below our lower policy limit of three months unrestricted expenditure, and recover by the end of the business plan period.

Principal risks and uncertainties

The Board has a Finance and Risk Committee that keeps organisational risks under review. A risk register is held by the organisation and the Finance and Risk Committee report annually to the Board on changes to the register and any particular risks the Board should be aware of. In the coming year the Board and Advisory Council will jointly consider the risks that we will face in the period covered by our Business Plan, and beyond.

The most serious risk currently is the potential impact of the COVID-19 crisis on the economy and on the business activities of our members and partners, especially our sponsors. Government policies to respond to the crisis, such as income support schemes, and return to work/lockdown guidance impact the Landscape Institute both directly and indirectly. We have been closely monitoring the situation and have put plans in place to be able to rapidly respond to this changing environment. Some of the initiatives we have introduced in the 2020/21 financial year are:

- Introduced a policy of no face-to-face activities or events until at least 31 December 2020 (significantly reducing the costs of events and of volunteer/staff travel)
- Replaced all in-person events with online equivalents, and launched new online services such as weekly webinars to attract new sponsor revenues.
- Replacing in-person exams with online alternatives
- Introduced quarterly re-forecasting and improved budget and cashflow management to closely monitor our financial position and enable us to respond more quickly to changing circumstances

Plans for the Future

2020-2021 will be another year of transformation for the Landscape Institute. In addition to closely monitoring the impact of COVID-19, and adapting our plans accordingly, our business plan for 2020-21 includes the following:

- Continue our policy and influencing work to address the Climate and Biodiversity Emergency, including a commitment to achieving Net Zero by 2029 (the LI's 100th anniversary)
- Update the Awards categories to attract a wider range of entries from across the profession, and launch our first-ever online Awards ceremony
- Actively participate in the High Streets Task Force, initially through recruiting 40 expert members to join the expert register available to assist towns and cities around England
- Updating our entry standards to be more inclusive of all professional landscape disciplines, in readiness for launching new P2C (Pathway to Chartership) and P2T (Pathway to Technician Grade) systems in 2021
- Launching LI Campus, our online learning platform, in April 2020, and developing content partnerships through the year
- Launching online CPD monitoring to members on 1 July 2020
- Launching a new online engagement space to member groups "LI Connect" in early 2021
- Continuing to improve our training offer through online-only options such as weekly webinars, online CPD or other online events, enabling us to address a wider audience.
- Build business resilience through growing our sponsorship offer and pipeline, with a range of new products suited to online delivery
- Build business resilience through pursuing grant funding and other new commercial opportunities, such as competitions.
- Protect (and grow) core member revenues through improved customer service (including flexible payment options) and redesigned propositions for Affiliates and Registered Practices.
- Getting ready to implement a new governance structure
- Develop new ethical principles for the landscape profession globally with IFLA and agree a new LI Code of Practice
- Work with the board of Parks Alliance toward integrating its activities within the LI, creating new partnerships and ensuring a professional home for parks practitioners.
- Improve the diversity and inclusion across the profession by focusing on recruiting more LI Ambassadors from BAME and other under-represented backgrounds

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 conducted induction training for new trustees and for new members of Advisory 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 Landscape Institute

Report of the trustees

For the year ended 31 March 2020

The trustees delegate the day-to-day operations of the Institute to the chief executive officer and other principal staff set out on page 3, and monitor performance against an agreed operational plan at intervals throughout each year.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts.

Remuneration policy for key management personnel

Remuneration of the chief executive officer is set by the Board of Trustees, with regard to industry benchmarks, performance and financial resources. The remuneration of all other staff is set by the chief executive officer, using the same criteria.

Statement of responsibilities of the trustees

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

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

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

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

Auditor

Sayer Vincent LLP was re-appointed as Institute's auditors during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report was approved by the trustees on 5 January 2021 and signed on their behalf by



Jane Findlay
President

Independent auditor's report

To the members of

The Landscape Institute

Opinion

We have audited the financial statements of The Landscape Institute ('the charity') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's affairs as at 31 March 2020 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.

Sayer Vincent LLP

6 January 2021

Sayer Vincent LLP, Statutory Auditor

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

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

Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31 March 2020

	Note	2020			2019		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	223,261	-	223,261	264,236	-	264,236
Build resilience and confidence	2b	298,036	-	298,036	283,240	-	283,240
Growth and inclusivity	2c	1,697,638	20,000	1,717,638	1,653,998	-	1,653,998
Investment income		58,146	-	58,146	56,721	-	56,721
Other income	3	16,377	-	16,377	12,121	-	12,121
Total income		2,293,458	20,000	2,313,458	2,270,316	-	2,270,316
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		849,490	-	849,490	753,987	-	753,987
Build resilience and confidence		982,386	-	982,386	683,839	-	683,839
Growth and inclusivity		612,654	20,850	633,504	849,198	1,500	850,698
Total expenditure	4	2,444,530	20,850	2,465,380	2,287,024	1,500	2,288,524
Net incoming/(outgoing) resources before transfers		(151,072)	(850)	(151,922)	(16,708)	(1,500)	(18,208)
Gross transfers between funds	17	-	-	-	-	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		(151,072)	(850)	(151,922)	(16,708)	(1,500)	(18,208)
Net gain/(loss) on investments		(105,792)	-	(105,792)	59,017	-	59,017
Net income/(expenditure) for the year and net movement in funds	5	(256,864)	(850)	(257,714)	42,309	(1,500)	40,809
Reconciliation of funds							
Total funds brought forward		2,132,838	11,156	2,143,994	2,090,529	12,656	2,103,185
Total funds carried forward	17	1,875,974	10,306	1,886,280	2,132,838	11,156	2,143,994

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

Landscape Institute

Balance sheets

31 March 2020

	Note	The group		The Institute	
		2020	2019	2020	2019
		£	£	£	£
Fixed assets					
Tangible assets	10	83,178	149,318	83,178	149,318
Investments	11	1,431,453	1,537,245	1,431,460	1,537,252
		<u>1,514,631</u>	<u>1,686,563</u>	<u>1,514,638</u>	<u>1,686,570</u>
Current assets					
Debtors	14	156,311	148,201	89,383	125,505
Short term deposits		295,436	-	295,436	-
Cash at bank and in hand		509,392	879,004	371,167	781,314
		<u>961,139</u>	<u>1,027,205</u>	<u>755,986</u>	<u>906,819</u>
Liabilities					
Creditors: amounts due within one year	15	589,490	569,774	384,344	449,395
Net current assets		<u>371,649</u>	<u>457,431</u>	<u>371,642</u>	<u>457,424</u>
Net assets	16	<u>1,886,280</u>	<u>2,143,994</u>	<u>1,886,280</u>	<u>2,143,994</u>
Funds	17				
Restricted income funds		10,306	11,156	10,306	11,156
Unrestricted income funds					
Designated funds		1,438,800	1,553,362	1,438,800	1,553,362
General funds		437,174	579,476	437,174	579,476
Total Unrestricted income funds		<u>1,875,974</u>	<u>2,132,838</u>	<u>1,875,974</u>	<u>2,132,838</u>
Total funds		<u>1,886,280</u>	<u>2,143,994</u>	<u>1,886,280</u>	<u>2,143,994</u>

Approved by the trustees on 5 January 2021 and signed on their behalf by



Jane Findlay – President

Landscape Institute

Consolidated statement of cash flows

For the year ended 31 March 2020

	Note	2020 £	£	2019 £	£
Net cash provided by / (used in) operating activities	18		(132,322)		(187,417)
Cash flows from investing activities:					
Dividends, interest and rents from investments		58,146		56,721	
Proceeds from the sale of fixed assets		-		-	
Purchase of fixed assets		-		(139,518)	
Purchase of investments		(295,436)		-	
Net cash provided by / (used in) investing activities			(237,290)		(82,797)
Change in cash and cash equivalents in the year			(369,612)		(270,214)
Cash and cash equivalents at the beginning of the year			879,004		1,149,218
Cash and cash equivalents at the end of the year			509,392		879,004

1 Accounting policies

a) Statutory information

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

b) Basis of Preparation

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

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

Assets and reserves are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

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

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

c) Public benefit entity

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

d) Going concern

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

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

1 Accounting policies (continued)

e) Income

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

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

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

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

h) Expenditure and irrecoverable VAT

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

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

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

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

j) Operating leases

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

k) Tangible fixed assets

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

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

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

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

l) Investments

(i) Listed investments

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

(ii) Investment in subsidiary

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

m) Short term deposits

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

n) Cash at bank and in hand

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

1 Accounting policies (continued)

o) Debtors

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

p) Creditors and provisions

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

The Institute only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

q) Pensions

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

r) Financial instruments

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

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2020

2 Income from charitable activities

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Member conference	-	-	-	-	102,643	102,643
High Street Task Force	-	20,300	20,300	-	-	-
Awards, Competitions, LI90 events	-	202,961	202,961	-	161,593	161,593
a Sub-total for Raise the Profile of Landscape and Place	-	223,261	223,261	-	264,236	264,236
Examination and Pathway fees	-	126,462	126,462	-	119,400	119,400
Branch event income	-	15,587	15,587	-	13,215	13,215
University accreditation fees	-	11,800	11,800	-	14,600	14,600
Journal advertising	-	55,997	55,997	-	38,802	38,802
Publication sales and royalties	-	17,577	17,577	-	17,959	17,959
Income from training activities	-	70,613	70,613	-	79,264	79,264
b Sub-total for Building Resilience and Confidence	-	298,036	298,036	-	283,240	283,240
Member subscriptions	-	1,367,464	1,367,464	-	1,308,318	1,308,318
Practice fees	-	176,764	176,764	-	179,896	179,896
Grant income	20,000	-	20,000	-	-	-
Website advertising	-	153,409	153,409	-	165,784	165,784
c Sub-total for Growth and Inclusivity	20,000	1,697,638	1,717,638	-	1,653,998	1,653,998
Total Income from charitable activities	20,000	2,218,935	2,238,935	-	2,201,474	2,201,474

3 Other income

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Insurance commission	-	15,884	15,884	-	11,921	11,921
Other income	-	493	493	-	200	200
	-	16,377	16,377	-	12,121	12,121

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2020

4a Analysis of expenditure (current year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	<u>2020 Total</u>
	£	£	£	£	£	£
Staff costs (note 6)	369,645	322,664	273,270	104,681	160,789	1,231,048
Branch and member group activities	1,940	52,792	-	-	-	54,732
Direct member communications	16,015	163,683	-	-	15,000	194,698
Information costs	250	58	58,544	-	95,962	154,815
Pathway examinations and supervision	-	74,598	-	-	-	74,598
Event and Conference costs	2,586	48,506	15,943	17,939	4,742	89,717
Awards, competition and LI90 costs	164,029	-	-	-	-	164,029
Consultants and other direct costs	20,933	64,586	19,531	23,327	34,220	162,597
Legal & professional	-	-	-	21,574	5,492	27,066
Depreciation	-	-	63,293	-	2,847	66,140
Committee and Leadership expenses	5,846	21,344	2,001	19,364	10,355	58,910
Premises costs	-	-	1,761	-	130,686	132,447
Other costs	-	-	850	-	53,734	54,584
	581,243	748,232	435,194	186,885	513,826	2,465,380
Support costs	177,464	154,909	131,196	50,257	(513,826)	-
Governance costs	90,783	79,245	67,114	(237,142)	-	-
Total expenditure 2020	849,490	982,386	633,504	-	-	2,465,380

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2020

4b Analysis of expenditure (prior year)

	Raise the profile of landscape and place with the public and decision makers	Build the resilience and confidence of the Landscape Profession	Grow and be more inclusive as an organisation	Governance Costs	Support Costs	<u>2019 Total</u>
	£	£	£	£	£	£
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
	<u>532,939</u>	<u>529,747</u>	<u>531,918</u>	<u>168,436</u>	<u>525,484</u>	<u>2,288,524</u>
Support costs	149,969	104,543	216,275	54,697	(525,484)	-
Governance costs	71,079	49,549	102,505	(223,133)	-	-
	<u>753,987</u>	<u>683,839</u>	<u>850,698</u>	<u>-</u>	<u>-</u>	<u>2,288,524</u>

5 Net income/(expenditure) for the year

This is stated after charging

	2020 £	2019 £
Depreciation	66,140	50,618
Trustees' expenses	10,078	20,368
Auditors' remuneration (net of VAT):		
● Audit	11,500	11,300
● Other services	850	710
Operating lease rentals:		
● Property	70,473	43,848
● Office equipment	<u>12,789</u>	<u>12,764</u>

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

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	911,829	732,058
Social security costs	94,881	78,590
Employer's contribution to defined contribution pension schemes	119,035	84,411
Other staff related costs including travel and agency staff	<u>105,302</u>	<u>133,411</u>
	<u><u>1,231,048</u></u>	<u><u>1,028,471</u></u>

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

	2020 No.	2019 No.
£75,000 – £80,000	1	
£90,000 – £100,000	1	
£100,000 – £109,999	–	–
£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 £450,981 (2019: £364,192).

One Trustee, Adam White, received a salary from the Charity of £27,883, plus National Insurance and pension payments of £5,719. No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2019: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustee (2019: none), received remuneration in respect of professional services provided, totalling £nil (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £10,078 (2019: £20,368) incurred by 14 trustees (2019: 13) 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:

	2020 No.	2019 No.
Raise the profile of Landscape and Place	6.7	5.1
Build the resilience and confidence of the profession	8.0	4.0
Inclusive Growth	5.6	6.1
Support	2.0	2.0
Governance	2.2	1.6
	<u>24.5</u>	<u>18.8</u>

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	275,501	300,823
Additions in year	–	–	–	–
Less: disposals during the year	(10,694)	–	–	(10,694)
At the end of the year	<u>–</u>	<u>14,628</u>	<u>275,501</u>	<u>290,129</u>
Depreciation				
At the start of the year	10,694	10,093	130,718	151,505
Charge for the year	–	2,847	63,293	66,140
Less: depreciation on disposals	(10,694)	–	–	(10,694)
At the end of the year	<u>–</u>	<u>12,940</u>	<u>194,011</u>	<u>206,951</u>
Net book value				
At the end of the year	<u>–</u>	<u>1,688</u>	<u>81,490</u>	<u>83,178</u>
At the start of the year	<u>–</u>	<u>4,535</u>	<u>144,783</u>	<u>149,318</u>

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	
	2020	2019	2020	2019
	£	£	£	£
Listed Investments				
Fair value at the start of the year	1,537,245	1,478,228	1,537,245	1,478,228
Net gain/(loss) on change in fair value	(105,792)	59,017	(105,792)	59,017
Fair value of listed investments at the end of the year	1,431,453	1,537,245	1,431,453	1,537,245
Investment in subsidiary undertkaing	-	-	7	7
Total investments	1,431,453	1,537,245	1,431,460	1,537,252
Investments comprise				
	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
UK Common investment funds	1,431,453	1,537,245	1,431,453	1,537,245
Unlisted shares in UK registered companies	-	-	-	7
	1,431,453	1,537,245	1,431,453	1,537,252

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:

	2020 £	2019 £
Turnover	670,493	736,528
Cost of sales	<u>(478,134)</u>	<u>(508,562)</u>
Gross profit	192,359	227,966
Administrative expenses	<u>(125,537)</u>	<u>(130,243)</u>
Profit on ordinary activities before taxation	66,822	97,723
Taxation on profit on ordinary activities	-	-
Profit for financial year	<u>66,822</u>	<u>97,723</u>
Retained earnings		
Retained earnings brought forward	-	-
Profit for the financial year	66,822	97,723
Distribution to parent entity	<u>(66,822)</u>	<u>(97,723)</u>
Retained earnings carried forward	<u>-</u>	<u>-</u>
The aggregate of the assets, liabilities and funds was:		
Assets	211,726	125,758
Liabilities	<u>(211,719)</u>	<u>(125,751)</u>
Funds	<u>7</u>	<u>7</u>

During the year, the institute recharged the subsidiary management and overhead costs of £125,537 (2019: £130,242).

13 Parent charity

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

	2020 £	2019 £
Gross income	1,709,786	1,533,788
Results for the year	<u>(218,744)</u>	<u>(115,933)</u>

14 Debtors

	The group		The Institute	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	36,394	57,072	2,310	29,004
Due from group undertakings	–	–	6,573	5,372
Sundry debtors	12,169	1,357	4,127	1,357
Prepayments	107,748	89,772	76,373	89,772
	156,311	148,201	89,383	125,505

15 Creditors: amounts due within one year

	The group		The Institute	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	89,033	93,437	61,254	89,278
Due to group undertakings	–	–	–	–
Deferred income (please see below)	393,638	354,039	226,571	257,511
Taxation and social security	26,763	25,677	26,763	25,677
VAT creditor	32,650	22,968	22,350	9,776
Other creditors	24,101	14,757	24,101	14,757
Accruals	23,305	58,896	23,305	52,396
	589,490	569,774	384,344	449,395

Deferred income comprises:

Membership fees received in advance	192,719	206,265	192,719	206,265
Registered practice fees in advance	131,567	87,428	–	–
Examination fees in advance	25,752	31,246	25,752	31,246
Competition and other income in advance	43,600	29,100	8,100	20,000
	393,638	354,039	226,571	257,511

All 2019 Deferred Income was released in the financial year.

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	Total funds
Tangible fixed assets	–	83,178	–	83,178
Investments	–	1,270,946	160,507	1,431,453
Net current assets	10,306	84,676	276,668	371,649
Net assets at the end of the year	10,306	1,438,800	437,175	1,886,280

16b Prior 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

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	6,156	-	(850)	-	5,306
21st Century Park Manager Skills Playground Project	-	20,000	(20,000)	-	-
	5,000	-	-	-	5,000
Total restricted funds	11,156	20,000	(20,850)	-	10,306
Unrestricted funds:					
<i>Designated funds:</i>					
Fixed assets funds	149,318	-	(66,140)	-	83,178
Branch funds	34,750	-	-	4,925	39,675
Entry Standards Modernisation Fund	30,000	-	-	-	30,000
LI90 Celebrations Fund	15,000	-	(15,000)	-	-
Policy Development Fund	15,000	-	-	-	15,000
Property Fund	1,309,294	45,725	(84,073)	-	1,270,946
<i>Total designated funds</i>	<i>1,553,362</i>	<i>45,725</i>	<i>(165,213)</i>	<i>4,925</i>	<i>1,438,800</i>
General funds	579,476	2,247,732	(2,385,109)	(4,925)	437,174
<i>Total general funds</i>	<i>579,476</i>	<i>2,247,732</i>	<i>(2,385,109)</i>	<i>(4,925)</i>	<i>437,174</i>
Total unrestricted funds	2,132,838	2,293,457	(2,550,322)	-	1,875,974
Total funds	2,143,994	2,313,457	(2,571,172)	-	1,886,280

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	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	-	(50,618)	139,518	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>91,599</i>	<i>(81,208)</i>	<i>188,536</i>	<i>1,553,362</i>
General funds	736,094	2,237,734	(2,205,816)	(188,536)	579,476
<i>Total general funds</i>	<i>736,094</i>	<i>2,237,734</i>	<i>(2,205,816)</i>	<i>(188,536)</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

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 21st Century Park Manager Skills fund was provided by the Ministry of Housing, Communities and Local Government to deliver a training event for Park Managers in September 2019. The event was recorded and made available for livestream, and the content hosted on the Landscape Institute's website.

The Playground Project is an educational competition where primary schools in the London Borough of Tower Hamlets are matched with a landscape architect to re-design an aspect of their playground through partaking in design-based activities. 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 and 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.

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 was set aside to provide branches during 2019, the Institute's 90th Anniversary year, with funding to run events throughout the country to celebrate the achievements of the profession, and help to position the profession for success over the decade ahead.

The policy development fund is set aside to provide our new larger policy and influencing team with resources to help make a greater impact more quickly.

The Property fund comprises net proceeds of the sale of the Institute's former investment property. The Board agreed to invest the fund for a period of three to five years in accordance with the Institute's Investment Policy, described in the Trustees' report.

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

	2020 £	2019 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(257,714)	40,809
Depreciation charges	66,140	50,618
(Gains)/losses on investments	105,792	(59,017)
Dividends, interest and rent from investments	(58,146)	(56,721)
(Increase)/decrease in debtors	(8,110)	(4,521)
Increase/(decrease) in creditors	19,716	(158,585)
	<hr/>	<hr/>
Net cash provided by / (used in) operating activities	(132,322)	(187,417)
	<hr/> <hr/>	<hr/> <hr/>

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	
	2020	2019	2020	2019
	£	£	£	£
Less than 1 year	110,238	43,848	110,238	43,848
1 – 5 years	183,730	-	183,730	-
	293,968	43,848	293,968	43,848

20 Contingent liabilities

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

21 Legal status of the Institute

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