

# Landscape Institute Business Plan and Budget 2021–2022

**Plus 2021-24  
rolling budget  
and forward look**





# Foreword and executive summary

We are publishing this business plan at an exciting and pivotal time in our Institute's 92-year history. It's a time of external challenge, arising from Brexit, the COVID-19 pandemic, and the twin crises of climate change and biodiversity loss. And it's a time of internal transformation, informed by the recommendations of the 2021 Independent Review published this February.

Our work as an Institute is based on the values of being caring and nurturing; creative and passionate; and socially and environmentally aware. We are now in the fourth year of delivering the goals set out in our 2018-23 Corporate Strategy:

1. Influence
2. Relevance
3. Inclusive Growth

Major developments in the past few years have served only to reaffirm the importance of these goals. The landscape industry needs to be a leading voice in tackling climate change, nature loss, declining health and wellbeing, and economic recovery. We need to become a welcoming professional home for creative and passionate people from all backgrounds. And we need to realise our part in creating inclusive, accessible places that celebrate the culture and diversity of all our communities.

Our 2021-22 business plan outlines a number of important initiatives that we aim to deliver in the coming business year. These include:

- Launching new routes to entry, helping grow our profession
- Continuing the evolution of our digital services with the launch of LI Connect, the continuation of our webinar and online CPD programme, and the development of a new Pathway to Chartership system
- Improving our governance structures and processes, helping our members, volunteers, and staff work better together
- Making the principles of equity, diversity, and inclusion central to everything we do, from our culture and internal operations to our policy work, guidance, and regulation
- Improving member engagement, with better principles and more efficient mechanisms to listen to and act on your direction
- Developing the policy and technical standards our sector needs to lead the response to climate change and the biodiversity emergencies
- Continuing to engage with and support leaders in the parks and green spaces sector
- Continuing to support new landscape apprenticeships, ensuring a more inclusive pipeline of new members

We look forward to working with you over the coming months to strengthen our Institute, consolidate our position, and ultimately, position ourselves to deliver the best possible solutions for people, place, and nature, now and in the future.

**Jane Findlay**, President

**Jane Swift**, Interim Chief Executive



---

# Contents

<b>1</b>	<b>Introduction</b>	4
1.1	Corporate Strategy 2018-23	4
1.2	2018-21: A period of change	4
<b>2</b>	<b>Today's environment and challenges for the future</b>	6
2.1	External challenges and opportunities	6
2.2	Internal challenges and opportunities	6
<b>3</b>	<b>2019-21 Member Satisfaction Survey</b>	7
3.1	Key findings	7
<b>4</b>	<b>Strategy 2018-2023</b>	8
<b>5</b>	<b>Business plan</b>	9
<b>6</b>	<b>Key activities to meet our strategic objectives of influence, relevance and inclusive growth</b>	10
6.1	Influence	10
6.2	Relevance	11
6.3	Inclusive growth	11
<b>7</b>	<b>Strategic programmes</b>	14
7.1	Independent Review	14
7.2	Entry standards project	14
7.3	Digital upgrade project	16
7.4	Parks and green spaces	16
<b>8</b>	<b>Financial overview</b>	18
8.1	Three-year budget	19
<b>9</b>	<b>Risks</b>	20
9.1	COVID-19, Brexit, and the external environment	20
9.2	Failure to smoothly deliver strategic projects	20
9.3	Failure to smoothly implement Independent Review recommendations	20
9.4	Staffing and key person risk	21



# 1

## Introduction

### 1.1 Corporate Strategy 2018-23

In 2018, the Landscape Institute (LI) launched our [2018-23 corporate strategy](#), outlining our mission, strategic vision, values, and goals for the coming five years.

#### 1.1.1 Mission

The LI 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.

We do this by promoting the art and science of landscape architecture: by fostering and disseminating knowledge, promoting research and education, and upholding the highest standards of landscape practice.

#### 1.1.2 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 architecture, landscape planning, landscape science, 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.

#### 1.1.3 Our values

The Institute will conduct itself in accordance with sound ethical and professional behaviours. In enabling its members to give trusted, authoritative and independent advice, we will work according to the following values of being:

- i. Caring and nurturing
- ii. Creative and passionate
- iii. Socially and environmentally aware

#### 1.1.4 Our three goals

- i. Influence
- ii. Relevance
- iii. Inclusive growth

### 1.2 2018-21: A period of change

Since the launch of our strategy, the LI has seen a considerable amount of change. 2020-21 was a particularly challenging year as we adapted to living and working through the COVID-19 crisis.

Fortunately, our digital investments allowed us to shift to remote working and online service delivery; although the need to move quickly was sometimes at the expense of sustainable working. We also took an important step in addressing long-standing cultural and structural issues at the LI when we commissioned an Independent Review in the second half of the year.



**COVID has had a significant impact on the art of the possible. The LI has adapted and delivered well despite the associated challenges.**

Comment from the 2020-21 LI Member Survey



---

2021-22 is year four of our five-year strategy. It will be our 'year of consolidation' as we focus on improving our operational and financial resilience in line with the Independent Review's recommendations, and delivering new entry standards that help ready the LI for sustainable growth in future years.

As an organisation, we want to:

- Continue to modernise and raise our profile in order to better deliver our mission to connect people, place and nature, both now and in the future.
- Consolidate our activities so that we become more coherent as an organisation.

- Enable members, volunteers and staff and to make a bigger contribution to the LI's work.
- Focus on delivering tangible outcomes in line with our strategy and charitable objectives, and providing the services that our members need and want.
- Remain proactive, collaborative and strategic in a changing environment.

Our 2021-22 Business Plan sets out the steps we will take to meet these objectives while operating in a resilient and sustainable way.



# 2

## Today's environment and challenges for the future

This is an exciting time for the LI. A renewed public interest in nature and green space gives our profession an opportunity to make a significant contribution to sustainable environmental, economic and social development.

On the other hand, the ongoing impacts of Brexit and COVID-19 will present challenges for the coming year.

The recent Independent Review will form the basis of an internal change programme this coming year. It highlights five key areas:

1. Improving the LI's ability to deliver its strategy
2. Improving leadership at both Board and executive level
3. Improving the environment for staff, volunteers and members – including strengthening regulatory processes to address poor member behaviour
4. Refining our governance arrangements
5. Improving resource and operational management

### 2.1 External challenges and opportunities

- The full effects of Brexit and COVID-19 are still emerging.
- The future availability of public and private funds for green infrastructure and landscape design and management services is uncertain.
- The LI needs to consolidate our position on big agenda items such as climate change and net zero, green recovery and green jobs, new national planning policies, biodiversity net gain, and the Environment Bill.
- As other allied professions also seek to diversify their offer, the LI must remain competitive.
- Many policymakers and key industry figures lack understanding about what landscape practitioners can offer.

- There remains an acute skills shortage across the landscape disciplines.
- We need to make the best use of digital technology to promote and offer services, such as online CPD and training, to our members.

### 2.2 Internal challenges and opportunities

- While most members embrace the LI's modernisation, some are resistant.
- There will continue to be some organisational uncertainty until our new permanent chief executive is in post later this year.
- For the size of the LI's membership, our governance structure is very complex.
- We have limited resources, and are highly dependent on attracting and retaining members to stay financially viable.
- More opportunities are available to us than we can reasonably pursue. We need to prioritise in order to operate within our means and deliver our strategic priorities.
- At the same time, there is considerable energy, passion, enthusiasm and knowledge across the LI that we could better capture and support.
- While we have been innovative in how we provide services to our members, for future financial resilience, we now need to consolidate and strengthen our newer income streams.
- Delivering an ambitious agenda during a challenging year has overstretched our executive and core staff team. We need to ensure a healthy balance between workloads and staff wellbeing, and address the internal weaknesses identified in the Independent Review.
- We still need to do more to become a more equitable, diverse and inclusive organisation and sector.





# 2019-21 Member Satisfaction Survey

The LI runs a Member Satisfaction Survey every two years. The Survey helps us understand our members' priorities, what we're doing well, and where we can improve. The findings help inform our planning and set our priorities.

The most recent Survey took place in early 2021. We had a high response rate (around 28%) that was broadly reflective of our member demographics.

## 3.1 Key findings

**Member satisfaction:** Overall engagement and satisfaction has increased from 54% to 64% in the past two years. A majority of members are happy with the service they receive; many cited our recent digital services as being of particular value.

**LI core functions:** Member satisfaction was down since 2019 on *'attracting the next generation of landscape professionals'*; all other areas were unchanged or had increased. Members were most satisfied with the LI's activities in *'growing the core skills of the profession through CPD'*, *'maintaining professional standards and qualifications'*, *'keeping members informed'*, and *'regulating professional conduct and practice'*.

**Recent strategic priorities:** Our digital innovations and climate work scored highest among members. We plan to continue this focus in 2021-22.

**LI services:** The services most used by members are CPD, webinars and technical guidance. Of our communications channels, the Journal, Vista newsletter and website were considered the most relevant. While around 31% of members appreciate a digital version of the Journal, 47% prefer print.

Of new service options, members most want to see us do (1) masterclasses on single topics, and (2) more regular briefings on policy and external affairs. Members also feel that the LI could better facilitate member-to-member networking.

**Financial:** 86% of members are either very likely or extremely likely to renew their membership in 2021. 39% think LI fees are good value for money, while 31% do not. Over 47% of members support increasing member fees across the board in exchange for bundling in more previously paid services as free member benefits.

**Working patterns and areas of practice:** 67% of LI members work in the private sector, and 15% in the public sector. 85% work to some extent in landscape design, while around 41% – a higher figure than anticipated – work in landscape construction or implementation. Just 8% of members offer any services in place management.

**Volunteering:** 28% of members indicated they had volunteered for the LI in previous two years. Of these, over half (51%) feel they have more to give. 18% feel they receive insufficient induction, and 18% feel undervalued for the time they give.

**Area of policy and technical focus for the future:** 'Climate change' was by far the most common thematic response, with over 30% of responses.



**LI Campus is a great opportunity to learn something new or get the opinion of other professionals, as well as a general understanding what's happening in the industry at the moment. The LI always informs its members about new or upcoming government guidance: white papers, biodiversity net gain, climate change action plans, housing legislation.**

Comment from the 2020-21 LI Member Survey



# 4

## Strategy 2018-2023

2021-22 is year four of the LI's five-year strategic plan. The plan is based on three strategic pillars – Influence, Relevance, and Inclusive Growth – all underpinned by 'digital-first' operations.



This plan is due to end in summer 2023. While we are progressing well against most of the outcomes, the challenge of COVID-19 has affected some areas and expected timeframes. As such, the LI will need to review and update our strategy after appointing a new chief executive.

To ensure wide ownership of the next iteration of the plan, we will undertake early and inclusive discussions with members, staff, volunteers and wider stakeholders about our direction for the next five years.





# 5

## Business plan

Our 2021-22 business plan focuses on addressing five priority areas linked to our Corporate Strategy:

1. Improve operational resilience to future-proof the Institute
2. Address new segments and improve our offer to grow our membership
3. Raise our profile to deliver growth and influence
4. Improve member engagement and satisfaction
5. Increase the number of landscape professionals with the right skills for a changing world

Underpinning all activities will be improved resilience in people, finance, digital, and governance.

This diagram shows the sub-priorities for each priority, mapped against our three strategic objectives of influence, relevance and inclusive growth.

	Improve operational resilience to future-proof the LI	Address new segments and improve our offer to grow the membership	Raise our profile to deliver growth and influence	Improve member engagement and satisfaction	Increase the number of landscape professionals with the right skills for a changing world
Influence	Achieve net zero by 2029		<ul style="list-style-type: none"> <li>Respond to the climate and biodiversity emergencies</li> <li>Influence relevant public policy and regulation</li> <li>Influence clients and industry on value of using landscape professionals</li> </ul>	Improve member and customer experience	
Relevance	<ul style="list-style-type: none"> <li>Implement Independent Review, new governance and regulation</li> <li>Embed new values and culture</li> </ul>	Launch new routes to entry from 2021/2			<ul style="list-style-type: none"> <li>Deliver quality membership pathway experience</li> <li>Expand CPD and training offer to meet changing needs</li> </ul>
Inclusive Growth	<ul style="list-style-type: none"> <li>Improve financial resilience</li> <li>Improve our 'Business as Usual'</li> </ul>	<ul style="list-style-type: none"> <li>Improve our offer to members and practices throughout their careers</li> <li>Grow membership numbers in target segments (parks; Reg Practices)</li> </ul>	Address EDI challenges in our sector	<ul style="list-style-type: none"> <li>Optimise member involvement in developing policy and standards</li> <li>Grow our evidence and insight base</li> <li>Improve the volunteering experience for members</li> </ul>	<ul style="list-style-type: none"> <li>Grow online CPD recording (mandatory by 2022/3)</li> <li>Equip employers to grow diverse pipeline</li> <li>Grow the capacity among landscape educators</li> </ul>



# 6

## Key activities to meet our strategic objectives of influence, relevance and inclusive growth

### 6.1 Influence

#### 6.1.1 Achieve net zero by 2029

We will monitor and report on our delivery under our [2020 climate and biodiversity action plan](#). We will seek to introduce UN Sustainable Development Goals as key performance indicators to promote sustainability in everything we do.

#### 6.1.2 Influence relevant public policy and regulation

We will deliver a policy programme aligned to our climate and biodiversity action plan, and will focus on influencing major public policies including the Environment Bill, planning reforms, and post-COVID green recovery. We will increase the number and quality of member briefings on policy and external affairs, and will also seek to further develop our strategic partnerships.

#### 6.1.3 Influence clients and industry on the value of using landscape professionals

We will continue to work to elevate the voice of the sector through industry forums, and promote our members' role in supporting wider public agendas such as sustainable drainage, active travel, and high street regeneration. We will increase our voice on sector-relevant third-party standards, and develop a case for GLVIA certification to ensure our members' professional expertise is valued.

#### 6.1.4 Improve member and customer experience

We will embed a continuous improvement culture throughout the LI to continue building member and customer satisfaction through 2021-22. Initiatives include improving our customer service processes and documentation, providing a simpler online Awards entry process with better support for online judging, and building on the success of last year's online Awards ceremony with an even better event this November.



**I see the LI as a very lively, proactive and inspiring organisation. Publicity wise, the past few years have been great, and I'm proud to be a part of the organisation. Everyone involved should be congratulated. The Institute has grown a lot in confidence and ideas. Well done.**

Comment from the 2020-21 LI Member Survey



---

## 6.2 Relevance

### 6.2.1 Implement independent review, new governance and regulation

We will continue to improve our governance and regulation, for example by reviewing our disciplinary regulations, implementing a complaints process to address member behaviour, creating whistleblowing and conflict of interest policies, implementing new ethical principles and a revised Code of Practice, and providing training for our Board, Council and officers.

### 6.2.2 Embed new values and culture

We will increase access to training and improve our planning and prioritisation processes to more closely link activities with our strategy and address workload concerns. We will champion collaboration between member working groups and the LI staff team. We will also begin reviewing the LI's operations to create a roadmap to sustainable deliverables and outputs.

### 6.2.3 Launch new routes to entry

This is vital for the LI's future growth into new sectors. We will launch new Pathway to Chartership and Pathway to Technician systems and assessment processes, as well as a set of 'Experienced' routes leading to corporate membership levels. (See **Section 7.2** for a detailed workplan.)

### 6.2.4 Deliver a quality membership pathway experience

In addition to launching new Pathway systems, we need to support candidates on our legacy system, which is nearing its end of life. Due to the risk of COVID, we will continue to offer online exams only in May and November, and will focus on improving the candidate and examiner experience.

### 6.2.5 Expand CPD and training offer to meet changing needs

We will continue our online training programme, with fortnightly webinars and online CPD conferences. We will focus on increasing the number of attendees from across the membership and include topics linked to the findings from the member survey. In response

to member feedback, we will introduce online masterclasses on key topics of interest. We will also link CPD and training content into the Journal, to work towards a holistic CPD offering.

## 6.3 Inclusive growth

### 6.3.1 Improve financial resilience

Around 70% of the LI's income is from member and registered practice fees. We will focus on protecting core revenue through improved collections processes and targeted membership marketing activities. We will also seek to increase our number of sponsors and put steps in place to grow and protect our many smaller income lines. Finally, we will begin to scope out opportunities to further diversify income lines for future years. (We will not focus on grant income until we are confident that we have the appropriate internal controls and processes in place to make this a success.)

### 6.3.2 Improve 'business as usual'

We will improve our financial processes and systems, including updating our accounting system, to enable better data-based decision making. We will improve our HR processes and begin implementing a 'continuous improvement' IT plan to keep our digital systems up to date. Across the organisation, we will improve our systems and processes and look for operational savings. We will also begin to investigate more sustainable processes, underpinned by UN Sustainable Development Goals.



**The LI has always had to punch above its weight against other professions, and this is difficult. Currently it is doing very well.**

Comment from the 2020-21 LI Member Survey



### **6.3.3 Improve our offer to members and practices throughout their careers**

We will focus on improving the customer journey for all members. We will update our registered practice scheme to better meet firms' business needs, and will continue our Registered Practice Breakfasts programme to provide insight and help shape future priorities. We will continue to support the High Street Task Force and will seek out new opportunities for competitions.

### **6.3.4 Grow membership numbers in target segments**

We will continue to welcome new Fellows through our invited route and will promote the new registered practice scheme and affiliate membership offer. We deepen our relationship with the parks sector, forging strategic project partnerships with key stakeholders to align standards and develop a sector-recognised educational programme for parks managers.

### **6.3.5 Address equity, diversity and inclusion (EDI) challenges in our sector**

We are strengthening the composition of our EDI working group and, together, reviewing and updating the LI's EDI action plan. We will ensure that all LI events, products and communications, including the Journal, reflect our EDI priorities.

### **6.3.6 Optimise member involvement in developing policy and standards**

In line with the recommendations in the Independent Review, we will improve the processes for member input into policy and standards development.

### **6.3.7 Grow our evidence and insight base**

We will launch the next edition of our Landscape Sector Survey (following our 2017-18 Talent and Skills Survey) to ensure our evidence base is robust and up-to-date, and help us diagnose wider sector issues and market failures. We will begin work towards a full research strategy, which will set a direction in future years for our own research ambitions, and provide a framework for better links between landscape academic research and professional practice and policy.

### **6.3.8 Improve the volunteering experience for members**

We will launch the new LI Connect platform to assist with member-to-member networking, and to capture a wider range of member views on policy and technical standards. We will also update our branch handbook to improve the volunteering experience for this key member group.

### **6.3.9 Grow online CPD recording (mandatory by 2022-23)**

We launched the online CPD recording system in July 2020, and it will be mandatory for members from July 2022. In preparation for this, we will run campaigns and other awareness activities to increase usage to at least 50% of members.



**I really value the vastly increased attention to equity and diversity. I thought digital delivery worked extremely well with the Awards ceremony this year, especially as it had not been done that way before... It's easier for me to be involved as a volunteer through digital channels. This works well for me in the pandemic and otherwise.**

Comment from the 2020-21 LI Member Survey



---

### **6.3.10 Equip employers to grow a diverse pipeline**

We will continue to support new Level 3 and Level 7 landscape apprenticeship schemes, and we will develop a suite of employer and apprenticeship support to encourage uptake. We will scope the feasibility and attractiveness of developing a Level 6 standard. We will also review our ChooseLandscape suite of activities – which COVID-19 forced us to pause in 2020-21 – and develop a longer-term plan to target the next generation of landscape professionals.

### **6.3.11 Grow capacity among landscape educators**

We will continue to expand our university accreditation by broadening our pool of accredited courses and providers. 2021-22 will also see a review of current accreditation processes to ensure they are robust, simple and consistent, and to bring them in line with our new entry standards programme.



---

**The LI is working hard to improve many things. One main challenge to the profession is recruitment; there are just not enough good candidates out there. Links between colleges and practices must be improved.**

Comment from the 2020-21 LI Member Survey



# 7 Strategic programmes

## 7.1 Independent Review

The Board of Trustees commissioned an Independent Review in 2020-21 in relation to a number of issues including governance, member behaviour, and ensuring that the LI was fit for the future. Completed towards the end of 2020, the review involved consultation with a wide range of individuals across the LI. The report and Board response was published on the LI website in February 2021.

### Progress to date and plans for 2021-22

The LI has set up an Independent Review Implementation Steering Group (IRISG), reporting to the Board of Trustees and meeting monthly. The Steering Group will oversee the activity of five working groups, each comprising LI members and staff and focused around one of five workstreams:

1. Improving the LI's ability to deliver its strategy
2. Improving leadership at both Board and executive level
3. Improving the environment for staff, volunteers and members – including strengthening regulatory processes to address poor member behaviour
4. Refining our governance arrangements
5. Improving resource and operational management

The working groups will focus on two key priorities:

1. Delivering an Early Action Programme in summer 2021 for priorities and 'quick wins'
2. Shaping and planning the two-year Main Change Programme

An initial budget of £50k has been set aside in 2021-22 to support the implementation of the Independent Review. It is expected that there will also be an impact on staff resource and time. This is a key initiative to support the consolidation and improvement of current systems and ways of working.

Regular updates will be provided to Board, staff and the membership during 2021-22.

## 7.2 Entry standards project

The entry standards project is a multi-year initiative to deliver a more inclusive, consistent and future-proof set of entry standards for the landscape profession. We will complete the project in the 2021-22 business year.



## Progress to date and plans for 2021-22

Work to date has focused around the following strategic objectives:

<p><b>Objective A</b> Produce a Competency Framework</p>	<p><a href="#">The LI published our new Competency Framework in December 2020</a>. The Framework includes core and additional competencies that afford candidates consistency and flexibility, and allow new competencies to be added, removed or updated as required.</p> <p>Membership entry requirements at Technician and Chartered level were published in December 2020, based on extensive consultation and research.</p>
<p><b>Objective B</b> Develop Membership entry standards that are fit for purpose in the 21st Century</p>	
<p><b>Objective C</b> Build entry processes that are relevant, flexible and can be easily administered</p>	
<p><b>Objective D</b> Preserve the identity of 'Chartered Landscape Architect' and set up new standards for 'Chartered Landscape Professionals' and potentially for others</p>	<p>The published membership entry requirements set out the competency requirements for the two pathways (and related designations) of Chartered Landscape Architect and Chartered Landscape Professional.</p>
<p><b>Objective E</b> Be transparent and objective and use market insight about existing roles and employer expectations</p>	<p>The new entry standards reflect the findings from previous LI research and from a formal two-stage consultation with members, potential members, and key stakeholders. Further consultation and user testing will be employed during the final implementation phase.</p>
<p><b>Objective F</b> Develop entry standards that are welcoming and inclusive to all landscape disciplines and a broad range of potential members</p>	<p>In addition to Chartered Landscape Architect and Chartered Landscape Professional, we are establishing competency requirements for Technician members that are inclusive of all landscape disciplines.</p> <p>We are also providing different routes into membership, both for those with existing experience and those just starting on their landscape career:</p> <ul style="list-style-type: none"> <li>• An experienced route to levels of corporate membership</li> <li>• An experienced route from Technician to Chartered membership</li> <li>• A Level 3 Landscape Technician Apprenticeship leading to Technician membership of the LI (the first apprentices began their studies on 4 May 2021 with the early adopter provider Capel Manor College)</li> <li>• A Level 7 Chartered Landscape Professional Apprenticeship leading to Chartered membership of the LI (currently awaiting funding allocation from government)</li> </ul>



The next step for the project is to implement the agreed Competency Framework and membership entry requirements. We will complete this work during the 2021-22 business year.

The key elements of the workplan for 2021-22 are:

- Prepare guidance for membership entry at Technician and Chartered grades (for all stakeholders: candidates, mentors, supervisors, examiners and employers)
- Finalise the funding for the Level 7 Apprenticeship standard
- Gain full government approval for the LI to become an end-point assessment organisation for apprenticeships
- Enact new processes for course accreditation
- Launch new Associate and Academic memberships
- Pilot new route for senior practitioners
- Launch new Pathways to Technician and Chartership for newly enrolling candidates

### 7.3 Digital upgrade project

The digital upgrade project is another multi-year initiative which we will complete in the 2021-22 business year. This project supports our 'digital-first' ambitions and sets the foundation for continued delivery of online services. Our investment to date in digital infrastructure made it possible for the LI to rapidly respond to COVID-19 in 2020-21: partly because we had appropriate systems in place, and partly because of a high level of digital skills on the LI staff team.

#### Progress to date and plans for 2021-22

To date, we have implemented a new CRM system (including marketing automation and email), a new member self-service portal **My.LI** (including updated member directory and case study directory), online CPD monitoring, a new training portal **LI Campus**, and better event management linked to CRM. The final work will be new Pathway systems to support the Entry Standards project (see **Section 7.2**), expected late in the financial year.

We are developing the new Pathway systems in-house. We plan to mitigate any associated delivery risk by bringing in external skills as needed.

### 7.4 Parks and green spaces

The parks sector is a high-opportunity segment for the LI. This initiative builds on work started in 2020-21 with an inaugural meeting of the Parks and Green Space Network, representing nearly 50 organisations.

We aim to provide a voice for parks and grow our presence in this sector. Our long-term goals are:

1. To provide strategic leadership for the sector by positively influencing government and other key stakeholders, ensuring parks are properly recognised within wider environmental, economic and social policy development and implementation.
2. To provide a professional home for parks professionals by building strong connections in the parks management community, employers and skills agencies, and developing tailored and recognised professional parks management qualifications that are attractive and accessible to the current and future generations of parks professionals.
3. To provide a hub of knowledge and expertise, working with others to facilitate the sharing of research and good practice in and across the sector.

“The Institute has made great progress with reaching out to other disciplines and associated areas, overhauling entry requirements, and developing apprenticeships.”

Comment from the 2020-21 LI Member Survey





---

### **Plans for 2021-22**

Our planned activities for 2021-22 include developing a programme of work with the Parks and Green Spaces Network Steering Group and Working Groups, developing a standards-based approach to improving parks and green spaces (including partnering with key organisations in the sector to develop a professional development programme for parks and green space managers), and, in partnership with sector leaders, developing further resources and collaboration tools. We are in active discussions with Green Flag Award, Natural England, Groundwork, Fields in Trust, Universities and others to deliver these activities.



---

**The LI does a sterling job of  
maintaining the standards of our  
profession and changing with  
the times.**



---

Comment from the 2020-21 LI Member Survey





## Financial overview

There will be an expected deficit of £181k during the 2021-22 business year, largely due to £159k in one-off costs related to the implementation of the Independent Review and the recruitment of a new CEO. Removing these one-off costs leaves an expected deficit of £22k.

The second and third years of the budget more accurately reflect the ongoing breakeven position, with steady growth and expected surpluses of £95k in Year 2 and £325k in Year 3.

The remainder of the designated investment in the entry standards and digital projects will be spent in 2021-22, enabling both of these projects to complete in the year. Associated member growth assumptions have been included in Years 2 and 3 member income.

We anticipate minimal income from parks in Year 1; some member growth in parks sector has been included in Years 2 and 3. Other future

income associated with the parks and green space activity (such as additional training income) has not been included, as this business case has not yet been fully developed. This will be scoped further in 2021-22 and included in next year's planning and budget. Free reserves for all three years will be within our three- to six-month reserve policy.

**Cash flow is stable for 2021-22, and builds up to a strong position for 2022-23 and 2023-24.**

This reflects the slight increase in membership fees to cover the universal accessibility of LI Campus and online CPD, membership growth, continuing revenue diversification, focus on costs, replacing consultants with permanent employees, and introducing key roles and apprenticeships to increase the capacity of the organisation and its succession planning.



## 8.1 Three-year budget

### Budget 2021-2024

	2021-22	2022-23	2023-24
	£	£	£
<b>INCOME</b>			
Membership fees	1,884,586	1,939,405	2,106,765
Sponsorship and events	267,000	357,200	392,220
Publications and advertising income	68,400	84,000	91,000
Other commercial income	115,000	217,000	268,000
Investment income	40,000	56,000	56,000
<b>Total Income</b>	<b>2,374,986</b>	<b>2,653,605</b>	<b>2,913,985</b>
<b>EXPENDITURE</b>			
Staff and related costs	1,558,968	1,475,903	1,494,861
Premises and office costs	246,592	312,900	338,900
Sponsorship and event costs	124,959	283,873	290,650
Membership and engagement costs	173,310	168,000	156,000
Consultants and professional fees	269,363	150,000	140,000
Governance costs	99,832	84,100	84,100
Finance charges	83,000	83,500	84,000
<b>Total Expenditure</b>	<b>2,556,024</b>	<b>2,558,276</b>	<b>2,588,511</b>
<b>Net Surplus/(Deficit)</b>	<b>(181,038)</b>	<b>95,329</b>	<b>325,474</b>

**Note: The budget year 21-22 includes one-off costs of £159,000.**





# Risks

This section outlines the most significant and immediate risks to successfully delivering this business plan, and appropriate mitigating actions.

## 9.1 COVID-19, Brexit, and the external environment

### 9.1.1 Risk

The impact of Brexit and COVID-19 on the UK economy are still uncertain. While progress with the vaccine rollout is promising, there is still significant risk of further waves of COVID-19 and renewed restrictions.

On the other hand, the UK Government's green policy initiatives and investment are likely to have a positive impact on the landscape sector. Economic factors potentially impact our member, sponsorship and advertising revenues.

### 9.1.2 Mitigation

We will continue to closely monitor this risk area and be nimble in our response. As in 2020-21, we will focus on diversifying revenue streams, protecting core member revenues, embracing low-cost online service delivery, and operating in a responsive and agile way.

## 9.2 Failure to smoothly deliver strategic projects

### 9.2.1 Risk

Two strategic projects, entry standards (section 7.2) and digital upgrades (section 7.3), are due to complete in the 2021-22 business year. Delivery is reliant on sufficient IT and project management resource within the LI staff team, and there is a risk of competing priorities reducing resource availability.

### 9.2.2 Mitigation

We have delayed the delivery date of the new Pathway to the fourth quarter, and have set aside a project budget for an external developer and business analyst to support our in-house resource. We have also reviewed project timelines to fit this work with competing projects.

## 9.3 Failure to smoothly implement Independent Review recommendations

### 9.3.1 Risk

Still in the planning phase, the Independent Review project necessitates a complex project governance structure to manage the five workstreams. Much of the work has yet to be scoped in detail, and there is risk of cost overrun. We are also not yet certain of the workload impact on staff team and how this could affect competing priorities.

Conversely, there is risk in not implementing the recommendations: for example, failure to improve governance structures will lead to continued slow decision-making; while failure to improve the environment for staff, volunteers and members will risk further complaints and stress.

### 9.3.2 Mitigation

As described in Section 7.1, we have set up an overarching Independent Review Implementation Steering Group (IRISG), reporting to the Board of Trustees and meeting monthly.



**I am in contact with LI staff and found their professionalism and willingness to help is brilliant. How the LI maintains its current good relationships with its members is heavily dependent on the number of staff, who need to be retained and made to feel valued.**

Comment from the 2020-21 LI Member Survey



---

## 9.4 Staffing and key person risk

### 9.4.1 Risk

The LI is at a challenging point in its modernisation programme. We still have much to do to improve our operations. We do not yet have the revenue base to increase staffing to quickly deliver these improvements, and the impact of COVID in 2020-21 delayed some work in key areas. Managing staff workload to deliver operational improvements this financial year will be challenging; and in addition, we expect to appoint a new chief executive in mid to late 2021.

With little redundancy in the staff team, there is a high risk of important work not being done – and of loss of corporate knowledge if key staff leave.

### 9.4.2 Mitigation

We are mitigating this risk through improved workload planning and prioritisation of improvement plans. We are also identifying and planning around key person risk. The Board, chief executive and senior leadership team are working closely together to manage this risk area.

