

Royal Charter number: RC000767

Charity number (England and Wales): 1073396

Charity number (Scotland): SC047057

The Landscape Institute

Report and financial statements

31 March 2021

The Landscape Institute

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For the year ended 31 March 2021

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The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

Royal Charter number RC000767

Charity number 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:

Jane Findlay	President until 30 June 2022 Immediate Past President from 1 July 2022
Adam White	President until 30 June 2022 Immediate past President from 1 July 2020
Brodie McAllister	President Elect until 30 June 2022 President from 1 July 2022
Noel Farrer	Vice president from 1 July 2021
Carolin Göhler	Vice President until 30 June 2021 Acting Honorary Treasurer – from 6 October 2020 to 30 June 2021
Mathew Haslam	Treasurer -from 1 July 2021
Steve Morgan	Treasurer – until 22 September 2020
Dr Keren Jones	Honorary Secretary -from January 2021
Niall Williams	Elected Non-Chartered member
Christine House	Chair – Education & Membership Committee
Kate Bailey	Chair – Policy & Communications Committee
Marc van Grieken	Chair – Technical Committee
Jane Clarke	Independent Trustee -from 18 March 2021
Marc Norden	Independent Trustee -from 18 March 2021
James Smyllie	Independent Trustee
Dr Wei Yang	Independent Trustee

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Report of the trustees

For the year ended 31 March 2021

Principal staff	Sue Morgan	Chief Executive Officer -from September 2021
	Jane Swift	Interim CEO – February-August 2021
	Daniel Cook	Chief Executive Officer -until April 2021
	Amina Waters	Chief Operating Officer – until June 2021
	Donna Lawrence	Interim Head of Finance-from June 2021
	Walter Tan	Interim Head of Finance – until June 2021
	Ben Brown	Head of Policy & Insight
	Andrew Morris	Commercial Director
	Gideon Opaluwa	Head of Professional Regulation from March 2021
	Janet Debois	Head of Professional Regulation until February 2021
	Antonella Adamus	Head of Standards, Education &Engagement

Bankers	NatWest Bank	CAF Bank Ltd
	PO Box 2162	25 Kings Hill Avenue
	20 Dean Street	Kings Hill
	London	West Malling
	W1A 1SX	Kent
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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 2021

The Board of Trustees present their annual report and the financial statements of the Landscape Institute for the year ended 31 March 2021. Reference and administrative information on pages 2 to 3 form part of this report. The financial statements comply with current statutory requirements, the Institute's governing documents and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS102.

Objects, purposes and aims

The trustees review the aims, objectives and activities of the Institute each year. This report looks at what the Institute has achieved and the outcomes of its work within the twelve months from April 2020 to March 2021. The trustees report the success of each key activity and the benefits the Institute has brought to its members, the landscape profession and the wider public. The review also helps the Trustees ensure the Institute's aims, objectives and activities remained focused on its stated purposes.

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

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

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

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

Achievements and performance

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

Our mission

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

Our strategic vision

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

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Our values

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

Our goals

1. Influence
2. Relevance
3. Inclusive Growth

The year under review was the third year of the Corporate Strategy, and our business plan for the year set out our planned progress towards the strategic goals. The Board monitors progress at each meeting, following performance indicators set out in the plan.

We are proud of the LI's performance during this very challenging and turbulent year. Thanks to our earlier investments in digital and the high digital capabilities of the staff team, we quickly moved to a remote working environment in response to COVID lockdowns and were able to continue delivering most member services with minimal disruption. This was much appreciated by members, who cited it as a key reason for member satisfaction increasing from 54% in 2019 to 63% in our 2021 Member Satisfaction Survey.

While we continued our progress against our 5-year strategy, some of our plans had to change in response to the 'once-in-a-lifetime' pandemic. We maintained tight cost controls on our operations through the year and sought opportunities to refresh elements of our offering, such as sponsorship packages and delayed payment options for members, to ensure the financial resilience of the LI once the pandemic is over. Member numbers continued to grow, albeit more slowly than in previous years, and member retention remained high.

There were significant challenges in staff workload through the first half of the year, much of it due to COVID. We took a cautious approach to recruitment and delayed hiring some roles until late in the year, despite many areas facing higher workload as we pivoted the organisation to meet the challenges of the rapidly-changing environment. We had new joiners in the second half in Regulation, Policy, Standards and Education, Membership Operations, Finance Management, Marketing – giving us much-needed capacity to deliver our business plan and to make operational improvements. We had a change in leadership when our CEO decided to leave the organisation after 5 years. After a successful recruitment process, the Board appointed Sue Morgan as the Institute's new Chief Executive, an experienced senior executive who has worked across several sectors of the Landscape profession.

In particular we are grateful to all our staff and volunteers supported by other members for the extraordinary work put in for the Institute to weather the pandemic well – it was a team effort of which we are proud and profusely thank everyone involved.

The Board commissioned an Independent Review in the second half of the year to address some long-standing problems impacting the effective functioning of the LI. The findings from this were published in February 2021 and a Board-sponsored programme has been set up to implement the recommendations from 2021/22.

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Report of the trustees

For the year ended 31 March 2021

Some key activities during the year include:

Inclusive growth:

- We updated the Awards categories and received a record number of entries, high sponsorship levels and our first-ever online Awards ceremony had over 1000 attendees.
- Launched online CPD monitoring to members on 1 July 2020 and improved our training offer through online-only options such as weekly webinars, online CPD and other online events, reaching a larger audience than ever before.
- The annual Jellicoe lecture focused on issues of equality, diversity and inclusion across the landscape sector and was extremely well received.
- The Institute declared its intention to offer a professional home for parks and green spaces and commenced integration with The Parks Alliance (TPA) in December 2020, and this was concluded post year end. We relaunched the Parks & Green Spaces Network during the year. We set the foundations for future inclusive growth through deepening our relationships with key stakeholders in the sector such as Building with Nature, Green Flag and Natural England.

Relevance:

- We made significant progress in our entry standards project, with the new competency framework, which is more inclusive of all professional landscape disciplines, being published in December 2020. This sets us up for launching new routes to entry including a new Technician membership grade from 2021.
- We also launched our first training partnership to give members access to professional skills training and announced a partnership with the BIM Alliance.
- In response to the pandemic, we replaced our face-to-face Pathway to Chartership exams with an online option. We launched LI Campus, our online learning platform, in April 2020 (right at the start of the pandemic), and developed content partnerships through the year. Our international design competition, 'Transforming the Urban Landscape' and the 'Highgate design competition' both attracted wide media coverage.

Influence:

- Amidst a busy and uncertain public policy environment still shaped by Brexit, we delivered a range of reactive and proactive policy work across our main priorities: green-blue infrastructure, planning reforms, environmental regulation, rural land management, business and skills.
- We made major progress against our 2019 climate emergency declaration, by publishing our Climate and Biodiversity Action Plan in May, including a commitment to achieving net zero by 2029 (the LI's 100th anniversary). Our Greener Recovery policy report and parks supplement was published in September 2020, generating extensive media coverage and public discussion.
- Our Landscape for 2030 report was published in March 2021, as an update to our 2008 climate change position statement.
- We actively participated in the high-profile High Streets Task Force, initially through recruiting 40 expert members to join the expert register available to assist towns and cities around England.

Business resilience:

- This was a key focus during the year to mitigate the impact of COVID on the LI's future operations. We built business resilience through further diversifying our income with initiatives such as growing our sponsorship offer and pipeline, with a range of new products suited to online delivery and the launch of a new competition product.
- We protected core member revenues through improved customer service and processes (including flexible payment options) and updating our propositions for Affiliates and Registered Practices, which will be marketed in 2021.

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- We made good progress on addressing the needs of the parks and green spaces sector through potential partnerships with key brands and the integration of the Parks Alliance.
- The Independent Review identified five main areas for further operational improvements and implementation planning has started to deliver on the recommendations.

Once again, much of what was achieved was made possible by the support of our many volunteers who hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, organise events and promote the profession. We are supported by more than 800 volunteers, and while difficult to quantify, we believe that the annual value of this voluntary contribution is over £1m. The Board of Trustees would like to thank everyone (volunteers, members, and staff) who has contributed to the success of the year and helped the Institute in fulfilling its mission to protect and enhance the environment and to create thriving communities through the design and management of inspirational places. No other professional body brings together environmental analysis, spatial planning, design and site management. This unique mix enables members of the Landscape Institute to offer design and management solutions which are environmentally-led, sustainable, and enhance the quality of human life and nature.

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

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

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

Our profile-raising activities this year were necessarily curtailed by the impact of COVID lockdowns and the need to move away from face to face activities to online. Most of the in-person activities that we had originally planned for the year had to be cancelled or delayed, or replaced with online alternatives.

That said, we did have significant success with launching redesigned Awards categories which are more closely aligned to promoting the relationship between people, place and nature. The new Awards proved to be very popular, with a record number of entries and all categories being sponsored. We also delivered our first ever online Awards ceremony, which received excellent feedback from participants and achieved an audience of over 1000 from all areas of landscape practice. As a result of the success of the event, many sponsors immediately made commitments to sponsor the 2021 Awards.

We also continued invest our efforts in improving the quarterly journal 'Landscape' through the year, with a broad mix of themes and contributors which demonstrate the value and breadth of the profession and link to key topical issues, such as bringing nature into the city, greener recovery, food and land use, transforming the high street and lighting. This year, we improved the digital experience of the Journal and actively promoted the content across all our communications channels, reaching an audience many times the size of our membership. To reduce costs, we published two editions as 'digital-only' and will be running campaigns in 2021 to encourage more members to take up this option instead of receiving a print edition.

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

We continued to work to increase member satisfaction, including identifying opportunities for our members, both individual and Practices. We recruited 43 members to be part of the 'High Streets Task Force' consortium which opens up opportunities for qualifying members be involved in high streets regeneration projects in England and demonstrates the value of the work our members do for the next four years of its operation.

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In November, we launched a successful international ideas competition on 'Transforming the urban landscape' which achieved widespread coverage in UK and global media, and had over 160 entries from around the world. We also ran a two-stage competition on behalf of Highgate Cemetery, which was featured in mainstream media and further highlighted the importance of the profession's work.

Our March publication 'Landscape for 2030' highlights the central role that landscape practice can play in tackling climate change, with eleven case studies showcasing on-the-ground interventions that landscape professionals have already delivered.

Despite the challenges of lockdown, the LI Presidents Adam White and Jane Findlay, played an active role in raising the profile of the sector and of the work of landscape professionals by representing the LI at a number of online industry events and meetings, particularly those focused on climate change, the needs of the parks sector and awards. Highlights include:

- Supporting the LI's climate change agenda through meetings with UK Business Council for Sustainable Development, and speaking opportunities at events including panel discussion on 'Collaborating to Enable Climate Change' at GreenBlue Urban's 'Festival of Ideas'
- Speaking at the LI's events focused on climate change and equality, diversity and inclusion, including CPD days and the Jellicoe lecture
- Promoting the LI's work on Greener Recovery, to bodies such as Construction Industry Council (CIC)
- Presenting on the work of the LI's to the Defra-group landscape network
- Promoting the profession to the next generation, through speaking opportunities with students at Manchester Metropolitan University and Birmingham City University on the role of the landscape architect
- Engaging with other bodies in the sector through speaking at the Institute of Chartered Foresters' 'Trees, People and the Built Environment' event and joint events with the Royal Town Planning Institute (RTPI).
- Speaking at the Green Building Congress 2021, run by the Indian Society of Landscape Architects (ISOLA) and the Designing with Nature in Town and City conference, run by the Academy of Urbanism.
- Chairing panel on health and wellbeing at Futurescape 2020, the UK's largest landscaping event.
- Speaking at the Birmingham Architectural Association (BAA) Resilience Series.

1iii. Lead debates on matters of public interest

Over the course of the year the policy team has responded to a dynamic policy environment in the context of ongoing uncertainty created by COVID and Brexit. In 2020-21, we appointed a part-time Scotland-based Policy and Partnerships Manager in October to better support that nation, and brought the existing Policy Manager consultant role in-house. The team's focus was to re-establish a robust policy function after a period of staff turnover, ensure that the Institute was represented in the core policy debates in our area, to respond to risks and opportunities arising from the dynamic regulatory environment, to keep our membership informed, and to bring forward the LI's climate and biodiversity work.

We have continued implementing our Climate and Biodiversity Action Plan, which was published in May 2020 and supported by a launch webinar. This report committed the LI to a range of activities, across all functions, including to step up its advocacy and policy work in this area, and to support the sector in accessing the tools, networks, and content to elevate their work in addressing climate change and biodiversity loss.

Our Greener Recovery policy report and parks supplement was published in September, and launched with a panel session at our Climate CPD day, generating extensive media coverage and public discussion.

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For the year ended 31 March 2021

The Parks supplement report, specifically for parks and green spaces, represents the beginning of our integration of parks policy issues into the LI. This Greener Recovery work will provide the basis of our ongoing influencing, most notably at upcoming Spending Reviews. The LI also collaborated with the Environmental Policy Forum and the National Planning Forum on two separate essay collections, and a summary of our Green Recovery work appeared in both.

In March we published 'Landscape for 2030', an update of our 2008 position statement, which highlights the central role that landscape practice can play in both mitigating and adapting to climate change, including eleven case studies showcasing on-the-ground interventions that landscape professionals have already delivered.

In addition to our climate work, the Institute continued to engage in policy issues which affect landscape, keeping our members briefed, and ensuring that our sector has a voice in matters of public importance. The policy priorities during 2020-21 have included:

- Responding to the 'once-in-a-generation' English planning reforms, including the National Model Design Code and outcomes from the Building Better Building Beautiful Commission, as well as the NPF4 in Scotland;
- Responding to the environmental governance and regulatory reforms stemming from Brexit, including the proposals for a new Office of Environmental Protection;
- Reviewing the post-Brexit reforms to immigration and mutual recognition of professional qualifications through the EU Free Trade Agreement;
- Responding to wider planning deregulation reforms, such as the new permitted development rights;
- Responding to the England Tree Strategy and raising the role of landscape professionals in mass afforestation efforts;
- Continuing work on the post-Brexit environmental land management policy, including influencing the Agriculture Bill and the design of new ELMs schemes in UK nation;
- Responding to national Scottish Government strategies on land use and infrastructure investment.

We have continued to work closely with partners on our climate action, as well as our day-to-day policy work. Our main government partners are Defra, MHCLG, the devolved administrations, and their arms-length bodies. Our work with Natural England this year has been especially productive. We continue to engage in networks like the Green Infrastructure Partnership, the Environmental Policy Forum, and the Construction Industry Council, as well as policy-specific groups such as the SuDS Leadership Group or the Plant Health Alliance.

We have supported or endorsed a number of partner initiatives, such as work by TCPA on green space stewardship or the UK Green Building Council's report on nature-based solutions. We hold a number of seats on the Construction Industry Council, and are leading a workstream (ethics/conduct) under their climate change working group.

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

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

Despite the challenges of COVID, we continued to build on our success in previous years in providing a wider professional development programme.

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We replaced our planned in-person CPD days with multi-day online conferences. Covering important topics such as 'Bringing Nature into the city', 'Tackling the Climate and Biodiversity Emergencies' and 'Place Health and Wellbeing', these featured high-profile speakers, including senior politicians. We also launched a weekly webinar programme in April which enabled us to address single topics in the form of 'lunchtime learning'. These online services proved very popular with members and non-members alike, with over 10,000 attendees, significantly expanding our audience over previous years.

We are also supporting our members in developing the skills required to adapt to the future. In November 2020, we launched a training partnership with Firestarter Academy to offer business skills training to members and we will seek out similar opportunities in the future. In March we announced a formal affiliation with the UK Building Information Modelling (BIM) Alliance, to assist with the development of coredigital skills among the membership.

We made significant improvements to our CPD monitoring when we launched online CPD monitoring in July. This change enables us to easily track and report on member CPD progress and will be mandatory from July 2022.

The Journal includes regular sections on CPD training and events as well as updates on policy and technical matters. We continue to deliver a programme of up to date and relevant technical information to members and other landscape professionals.

2ii. Increase access to and provision of landscape education

As set out in section above, our digital training delivery significantly increased the accessibility of landscape education. The quality of our CPD and training offering continues to be recognised across the sector as evidenced by high satisfaction scores and growth in take-up.

We also launched a new LI Campus video learning platform in April 2020, with an introductory free 12 months subscription for members. Around 38% of the membership took this offer up and we continued to develop the library of content through the year, with all recordings from our webinars and online CPD days being added to it. Campus is recognised as a unique offering in the sector and has attracted significant interest from sponsors and partners, as well as members.

We have continued to work with employers and educators to develop the standard for landscape apprenticeships. The Level 3 and Level 7 Apprenticeships in England have been approved and we expect to become operational with these from 2021.

The new Head of Education was appointed in December 2020 and a full programme of activities to further this strategic goal is planned for 2021.

2iii. Horizon scan and future proof the Institute

The move to digital delivery which happened in 2020 as a response to COVID was an important step in future-proofing the LI. We proved that we were able to continue providing services with minimal disruption, and we took the opportunity provided by enforced remote working to test some new concepts, such as webinars and training partnerships, which had been on the roadmap for launch in future years.

We successfully ran online AGMs and Board/Committee meetings and trained the Branches to deliver online events and webinars to their local networks.

Moving to online delivery provides significant cost and carbon savings and, in light of our commitment to be 'net zero by 2029', will become the default way of working for many activities in the future.

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

We are deepening our partnerships with key organisations in the parks and green spaces sector to support future growth in this important area.

3. Grow and be more inclusive as an organisation

3i. Be a role model through our actions

We are proud of our response to the COVID crisis. We were able to quickly move to online delivery of services and trained our Branches on this so they could continue to run member networking and other events. Our guidance to members on safe working during lockdown restrictions was received very positively. Our move to lower-carbon digital delivery sets us up as a role model for the future.

We continued to lead the sector in our response to the Climate and Biodiversity Emergencies, when we declared a target of achieving net zero by 2029, supported by our policy work in this area and our online-only working practices.

We continued our work in improving Equality, Diversity and Inclusion across the sector and our Action Plan was approved by Board in December.

We are finalising a new LI Code of Practice and the first ever set of global ethical principles for the landscape profession in collaboration with IFLA and the International Ethical Standards Coalition.

3ii. Broaden the profession

Despite the pandemic, we attracted new members to the Institute and we continue to have strong membership retention. Total (net) member numbers increased by 141 to a total of 5877 in the year. We ran a series of Registered Practice breakfasts and around 100 representatives were engaged by our President & CEO to gain insights from our registered employers.

After extensive consultation and research, we published our new Competency Framework in December 2020. This will form the basis of new routes to entry which will be launched in 2021 and will enable us to attract the skills and experience of Landscape Professionals who may not currently consider that the Landscape Institute was their natural professional home. In an uncertain economic environment, having new grades of membership available will broaden the potential pool of LI members – and thus income – in future years.

We have improved our processes for inviting new members to CMLI and FLI grades, with the aim of inviting senior practitioner specialists from a broad range of landscape fields that are underrepresented in the profession today to LI membership to ensure we can support our new entry standards system from 2021.

Due to staff workload, competing priorities and the limitations of lockdown, we paused many activities on our #ChooseLandscape careers campaign to attract young people to the profession. We plan to reactivate this during 2021.

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3iii. Be more inclusive through the way we operate

This year, we made significant inroads into our EDI Action Plan which was approved by Board in December. We plan to finalise and publish our Anti-Racism policy in early 2021. We are an active member of an EDI steering group for the built environment, 'Supporting Diversity and Inclusion Roundtable', run by the GLA and includes representation from other sector bodies such as RIBA, RTPI, CIOB, ICE, RICS. Our 2020 Jellicoe lecture, 'Diversifying a Profession – An Opportunity for Change' focused on how to best foster a diverse and inclusive landscape profession.

We also built on our earlier work with Rainbow Places, the cross-industry LGBT+ allies networking group for landscape, place, and environment professionals, and hosted its first virtual event in September, with a follow up panel discussion in February to mark LGBT+ History Month. We are committed to working with CIEEM, IPM & Design Council in supporting Rainbow Places and will help grow the forum through including it in our LI Connect online networking platform.

We made some of the categories of the Awards open to members of our strategic partners Institute of Place Management (IPM) and National Association of Areas of Outstanding Natural Beauty (NAAONB). We also partnered with Building with Nature to launch a dedicated Award for their certificate holders.

We have begun setting up more formal cross-promotional relationships with other organisations in the sector to bring more events and opportunities to our members.

Challenges we faced in the year

The year 2020 was a very challenging for the Institute and for the staff team. COVID had a significant impact, as it forced an unprecedented pace of change and reprioritisation of planned activities. We made the decision early on not to furlough staff and to instead change our operations to continue to meet the needs of members and, wherever possible, protect member numbers and non-membership revenue streams so that we would emerge from the pandemic a more resilient organisation.

While we were overall successful in this, it added to staff workload at a time of high personal stress and we had several stress-related absences. We had to maintain tight cost controls during the first lockdown period, so we delayed hiring of pre-approved roles until the second half of the year when we also filled some important resource gaps with contract roles. Staff workload meant that some activities initially planned for 2020 have had to be delayed into 2021.

We faced challenges in smoothly delivering online Pathway to Chartership (P2C) exams (to replace in-person exam sessions) due to limited examiner availability and the increased administration needs for running more frequent exam sessions.

As expected, the uncertain economic environment due to COVID impacted some income streams. Our recruitment jobs board income, which is closely linked to recruitment activity in the sector, was significantly down for the first three quarters of the year, as was Journal advertising, due to advertisers moving their spend to alternative products such as online events sponsorships. Our focus on member retention meant that we did not have a particularly high number of members leave during the year but we did have around twice the normal level of concessionary membership rates. The final quarter of the year did show a recovery in many areas and we expect this to continue through 2021.

The Board commissioned an Independent Review in November 2020 to address some long-standing issues which needed resolution for the LI to successfully complete its modernisation strategy.

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The Independent Review report was published in January 2021 and made recommendations under five sections:

1. Improving the LI's ability to deliver its strategy
2. Leadership
3. Improving the environment for staff, volunteers and members
4. Adjusting existing governance arrangements
5. Improve resource and operational management

We had a significant change in leadership when, after being in role for five years, the LI's CEO, Dan Cook, decided that it was time to hand over to a new CEO to undertake the next major phase of consolidation and operational delivery required to complete the LI's transformation journey. An interim CEO, Jane Swift, was engaged in February and the recruitment process for a new CEO was commenced in April 2021, and concluded with the appointment of Sue Morgan, an experienced senior executive. Sue joined the LI on 1 September 2021. We would like to express our thanks to Jane Swift for her oversight during the interim period.

Governance

Corporate Strategy 2018-2023

The Board in 2018 formally adopted a new five year corporate strategy, developed by a strategy working group (chaired by Independent Trustee Jim Smyllie and comprised of members, Advisory Council, Board and staff and consulted with the wider membership prior to finalisation).

Our strategic objectives are to:

- Raise the political and public profile of landscape and place
- Build the resilience and confidence of the landscape profession
- Grow and be more inclusive as an organisation.

Our business plans over the 5 year period are focused on the achievement of these objectives.

Charity Governance Code

The trustees have been conducting a review of our governance arrangements which, subject to Board approval, we originally expected to be completed in the 2020/21 financial year. This was paused pending the results of the Independent Review, which includes relevant recommendations under 'Adjusting existing governance arrangements'.

We are generally compliant with the principles of the Code, and intend adopting the Charity Governance Code formally upon completion of our review.

Accountability and responsibility

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

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Financial performance

The 2020/21 period was overshadowed by the impact of the global COVID-19 pandemic. In light of the rapidly changing environment, we re-budgeted based on three scenarios of potential economic impact and the 'mid-case' scenario, which took into account the likely duration of remote working, lockdowns and broader economic impact, was signed off by Board.

Under this budget, our expenditure was planned to exceed income by £31,157 during 2020/21, due largely to likely decreases in sponsorship, advertising and events income, although our costs were also forecast to reduce significantly due to reduction in in-person events and travel. During the year, we reforecast quarterly to take into account the changing external environment.

Our quick shift to online service delivery and our focus on member retention largely protected our membership and sponsorship income through the year and we tightly controlled costs in most areas. However, we had significant one-off costs during the second half of the year associated with the Independent Review and we ended the year with our expenditure exceeding income by £136,740.

The value of our investments recovered during the year, increasing in value by £284,872 to £1,716,325.

Designated funds increased by £288,439 and restricted funds reduced by £5,000. Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund reduced by £135,307, from £437,174 to £301,867 which represents two months of unrestricted expenditure.

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

Investment Policy

The Institute seeks to produce the best financial return within an acceptable level of risk. With an initial 3 to 5-year investment horizon a medium level of risk is acceptable. The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term (note this has been lowered from 4% previously anticipated, net of expenses. This will allow for meeting the primary objective of maintaining the real value of the funds in the long term whilst permitting some moderate expenditure on an on-going basis. The Institute adopts a total return approach to investment, generating the investment return from income and capital gains or losses. Returns from investment, which may fluctuate, may be applied to meeting either regular or exceptional expenditure, but it is not anticipated that they will represent a significant portion of the Institute's total incoming resources.

Our investment pooled investments with Cazenove and CCLA bounce back from initial impact of COVID-19 in the earlier months of last year. Both portfolios had an annualised total return for the financial year in excess of their comparator benchmark; Cazenove total return after fees was 24.7% and CCLA 23.1%. The dividend income of £63,199 for the year exceeded budget in excess of £45,000. The short-term deposits holding had an average return across the total holdings of 0.6%.

The Trustees having reviewed the investment policy have agreed to divest a portion of the Cazenove Charity Multi-Asset Charity Fund to improve the diversification of the portfolio.

The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

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

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

Reserves policy

The Board of Trustees set operating budgets each year in order to maintain sufficient free reserves to cover between three and six months of operational expenditure. We maintain this level of free reserves in order to be able to manage a significant downturn in our income levels, and in order to be able to cover one-off expenditure deemed necessary for investment in the Institute's future. Our total unrestricted reserves at the year-end were £2,010,920; £1,727,239 were designated funds. At the end of the financial year our general fund (free reserve) of £301,867 represented two months of unrestricted expenditure.

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

Principal risks and uncertainties

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

The most serious risk currently is the combined impact of the COVID-19 crisis and Brexit on the UK economy, especially during the first half of the 2021/22 financial year as government support schemes (such as furlough) are ramped down and the effects of the Brexit deal become clearer. While the current vaccine rollout progress is promising, there is still significant risk of COVID 'further waves', further restrictions. On the other hand, the UK government's 'Build Back Greener' and other policy initiatives and investment are likely to have a positive impact on the landscape sector. Economic factors potentially impact our member, sponsorship and advertising revenues. We have been closely monitoring the situation and, based on our experience in 2020/21, have the capacity to rapidly respond to this changing environment. We are maintaining a policy of limited to no face-to-face activities for much of the 2021/22 financial year and will continue to provide services online by default, to keep costs low, to mitigate risk and to reduce our carbon footprint.

The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

Two strategic projects, digital upgrade and entry standards, are due to complete in 2021/22. Key deliverables in the year will enable the LI to grow its membership in new segments/areas of practice from 2022/23. Delays to these projects will delay the return on the investment in these projects. We are mitigating delivery risk through careful project management but there is little spare staff capacity in the event of significant unexpected changes.

The Independent Review implementation is still in planning phase and it will necessarily have quite a complex project governance structure to manage the five workstreams. Much of the work has not been scoped in detail yet so we are also uncertain of the workload impact on staff team and how this could affect competing priorities. On the other hand, there is risk in not implementing the recommendations. Foreexample, failure to improve governance structures will lead to continued slow decision-making; failure to improve the environment for staff, volunteers and members will risk further complaints and stress.

However, it is expected that a significant part of the recommendations would be completed by 21/22 financial year.

Plans for the Future

Our 2021-24 business plan focuses on five priorities linked to our five-year strategy:

1. Improving the LI's operational resilience and future-proofing our organisation
2. Growing our membership by addressing new member segments and improving our offer to new and existing members
3. Raising our profile to deliver growth and influence
4. Improving member engagement and satisfaction
5. Increasing the number of landscape professionals, and equipping them with the skills needed to thrive in a changing world.

We have a number of important initiatives that we aim to deliver in the 2021/22 business year. These include:

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

The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

Structure, governance and management

Under the provisions of its Royal Charter, the Landscape Institute has a Board of Trustees which meets at least four times per year, and an Advisory Council which meets three times per year. The Institute has a wholly-owned subsidiary, Landscape Services Limited, by nature of common control, which is registered in England and Wales. Its activities serve to generate income for the furtherance of the Institute's charitable objectives.

In early 2020, the decision was made to acquire The Parks Alliance (TPA) and transfer ownership to the LI in order for the TPA to act as a vehicle to facilitate the LI's work and expansion in the Parks sector. The acquisition took place in December 2020, and the necessary governance changes were executed post year end. The LI now has controlling powers over The Parks Alliance as a limited legal entity, to remove/appoint board members and also control the finances and operations of the company. The net assets of the company are immaterial and for this reason, they are not consolidated with the LI at year end. The only remaining net asset was a bank balance of £400 and this was transferred post year end, and will be treated as restricted funds within the LI. The effective date of the acquisition will be 1 April 2021.

The Institute has up to thirteen trustees. Six are directly elected by the membership of the Institute and seven are appointed by the Institute's elected Advisory Council. Four of the appointed trustees are not members of the Institute and as Independent Trustees have been selected because of relevant expertise of benefit to the organisation and its management. All trustees, whether directly elected or appointed by Advisory Council, commit themselves to working to a job description and to acting within the governing documents of the Landscape Institute. We conducted a refresher training for trustees and for members of Advisory in November 2020. Ongoing governance support was provided year-round to members of the Board and Advisory Council to enable them discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations. It is planned that Trustees and relevant persons within our governance structure would be provided with appropriate training in the areas identified under the Independent Review Report Recommendations.

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

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

Remuneration policy for key management personnel

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

Statement of responsibilities of the trustees

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent

The Landscape Institute

Report of the trustees

For the year ended 31 March 2021

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

Auditor

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

The trustees' annual report was approved by the trustees on 23 November 2021 and signed on 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 'parent charity') for the year ended 31 March 2021 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Charities Act 2011 and of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Independent Auditor's Report

To the members of

The Landscape Institute

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

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

Independent Auditor's Report

To the members of

The Landscape Institute

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

Capability of the audit in detecting irregularities

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

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

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

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

Independent Auditor's Report

To the members of

The Landscape Institute

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005, section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date:

Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31 March 2021

	Note	2021			2020		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Charitable activities							
Raise the profile of Landscape and Place	2a	190,747	-	190,747	223,261	-	223,261
Build resilience and confidence	2b	303,581	-	303,581	298,036	-	298,036
Growth and inclusivity	2c	1,637,526	-	1,637,526	1,697,638	20,000	1,717,638
Investment income		63,199	-	63,199	58,146	-	58,146
Other income	3	19,762	-	19,762	16,377	-	16,377
Total income		2,214,815	-	2,214,815	2,293,458	20,000	2,313,458
Expenditure on:							
Charitable activities							
Raise the profile of Landscape and Place		738,195	-	738,195	849,490	-	849,490
Build resilience and confidence		859,174	-	859,174	982,386	-	982,386
Growth and inclusivity		754,186	-	754,186	612,654	20,850	633,504
Total expenditure	4	2,351,555	-	2,351,555	2,444,530	20,850	2,465,380
Net incoming/(outgoing) resources before transfers		(136,740)	-	(136,740)	(151,072)	(850)	(151,922)
Gross transfers between funds	17	5,000	(5,000)	-	-	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		(131,740)	(5,000)	(136,740)	(151,072)	(850)	(151,922)
Net gain/(loss) on investments		284,872	-	284,872	(105,792)	-	(105,792)
Net income/(expenditure) for the year and net movement in funds	5	153,132	(5,000)	148,132	(256,864)	(850)	(257,714)
Reconciliation of funds							
Total funds brought forward		1,875,974	10,306	1,886,280	2,132,838	11,156	2,143,994
Total funds carried forward	17	2,029,106	5,306	2,034,412	1,875,974	10,306	1,886,280

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

Landscape Institute

Balance sheets

as at 31 March 2021

	Note	The group		The Institute	
		2021	2020	2021	2020
		£	£	£	£
Fixed assets					
Tangible assets	10	18,196	83,178	18,196	83,178
Investments	11	1,716,325	1,431,453	1,716,332	1,431,460
		<u>1,734,521</u>	<u>1,514,631</u>	<u>1,734,528</u>	<u>1,514,638</u>
Current assets					
Debtors	14	290,081	156,311	372,044	89,383
Short term deposits		297,152	295,436	297,152	295,436
Cash at bank and in hand		385,019	509,392	133,865	371,167
		<u>972,252</u>	<u>961,139</u>	<u>803,061</u>	<u>755,986</u>
Liabilities					
Creditors: amounts due within one year	15	672,361	589,490	503,177	384,344
Net current assets		<u>299,891</u>	<u>371,649</u>	<u>299,884</u>	<u>371,642</u>
Net assets	16	<u>2,034,412</u>	<u>1,886,280</u>	<u>2,034,412</u>	<u>1,886,280</u>
Funds	17				
Restricted income funds		5,306	10,306	5,306	10,306
Unrestricted income funds					
Designated funds		1,727,239	1,438,800	1,727,239	1,438,800
General funds		301,867	437,174	301,867	437,174
Total Unrestricted income funds		<u>2,029,106</u>	<u>1,875,974</u>	<u>2,029,106</u>	<u>1,875,974</u>
Total funds		<u>2,034,412</u>	<u>1,886,280</u>	<u>2,034,412</u>	<u>1,886,280</u>

Approved by the trustees on 23 November 2021 and signed on their behalf by

Jane Findlay – President

Landscape Institute

Consolidated statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Net cash provided by / (used in) operating activities	18		(185,856)		(132,322)
Cash flows from investing activities:					
Dividends, interest and rents from investments		63,199		58,146	
Interest rolled over on short term deposits		(1,716)		-	
Purchase of investments		-		(295,436)	
Net cash provided by / (used in) investing activities			61,483		(237,290)
Change in cash and cash equivalents in the year			(124,373)		(369,612)
Cash and cash equivalents at the beginning of the year			509,392		879,004
Cash and cash equivalents at the end of the year			385,019		509,392

1 Accounting policies

a) Statutory information

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

b) Basis of Preparation

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

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

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

These financial statements consolidate the results of the Institute and its wholly-owned subsidiary Landscape Services Limited on a line by line basis. Transactions and balances between the Institute and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes to the accounts. A separate statement of financial activities, or income and expenditure account, for the Institute itself is not presented but the parent-only results are summarised in note 13 and the subsidiary results are provided in note 12. The Parks Alliance financial information has not been consolidated due to the immaterial nature of their net assets. The effective date of acquisition is 1 April 2021.

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

c) Public benefit entity

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

d) Going concern

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

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

1 Accounting policies (continued)

e) Income

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

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

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

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

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

f) Interest receivable

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

g) Fund accounting

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

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

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

h) Expenditure and irrecoverable VAT

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

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

Irrecoverable VAT is charged in full to support costs.

1 Accounting policies (continued)

i) Allocation of support and governance costs

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

j) Operating leases

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

k) Tangible fixed assets

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

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

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

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

l) Investments

(i) Listed investments

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

(ii) Investment in subsidiary

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

m) Short term deposits

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

n) Cash at bank and in hand

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

1 Accounting policies (continued)

o) Debtors

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

p) Creditors and provisions

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

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

q) Pensions

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

r) Financial instruments

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

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

2 Income from charitable activities

	Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
High Street Task Force	-	26,425	26,425	-	20,300	20,300
Awards, Competitions, LI90 events	-	164,322	164,322	-	202,961	202,961
a Sub-total for Raise the Profile of Landscape and Place	-	190,747	190,747	-	223,261	223,261
Examination and Pathway fees	-	93,252	93,252	-	126,462	126,462
Branch event income	-	7,410	7,410	-	15,587	15,587
University accreditation fees	-	39,366	39,366	-	11,800	11,800
Journal advertising	-	44,059	44,059	-	55,997	55,997
Publication sales and royalties	-	12,038	12,038	-	17,577	17,577
Income from training activities	-	107,456	107,456	-	70,613	70,613
b Sub-total for Building Resilience and Confidence	-	303,581	303,581	-	298,036	298,036
Member subscriptions	-	1,367,283	1,367,283	-	1,367,464	1,367,464
Practice fees	-	188,422	188,422	-	176,764	176,764
Grant income	-	500	500	20,000	-	20,000
Website advertising	-	81,321	81,321	-	153,409	153,409
c Sub-total for Growth and Inclusivity	-	1,637,526	1,637,526	20,000	1,697,638	1,717,638
Total Income from charitable activities	-	2,131,854	2,131,854	20,000	2,218,935	2,238,935

3 Other income

	Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
Insurance commission	-	17,027	17,027	-	15,884	15,884
Other income	-	2,735	2,735	-	493	493
	-	19,762	19,762	-	16,377	16,377

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

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>2021 Total</u>
	£	£	£	£	£	£
Staff costs (note 6)	308,819	317,465	399,369	128,946	248,868	1,403,467
Branch and member group activities	–	19,841	–	–	–	19,841
Direct member communications	2,318	102,255	–	–	28,747	133,320
Information costs	–	10,200	18,880	–	70,313	99,393
Pathway examinations and supervision	–	28,245	–	–	–	28,245
Event and Conference costs	22,123	–	–	–	–	22,123
Awards and competition costs	44,619	12,572	–	–	10,901	68,092
Consultants and other direct costs	17,195	53,985	–	104,931	7,365	183,476
Legal & professional	385	9,410	–	54,425	21,654	85,874
Depreciation	–	–	63,293	–	1,689	64,982
Committee and Leadership expenses	–	–	–	34,266	–	34,266
Premises costs	–	–	–	–	128,007	128,007
Other costs	–	996	14,586	–	64,887	80,469
	<u>395,459</u>	<u>554,969</u>	<u>496,128</u>	<u>322,568</u>	<u>582,431</u>	<u>2,351,555</u>
Support costs	198,027	174,729	151,431	58,244	(582,431)	
Governance costs	144,709	129,476	106,627	(380,812)	–	–
Total expenditure 2021	<u>738,195</u>	<u>859,174</u>	<u>754,186</u>	<u>–</u>	<u>–</u>	<u>2,351,555</u>

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

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>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 and competition costs	164,029	-	-	-	-	164,029
Consultants and other direct costs	20,933	64,586	19,531	23,327	34,220	162,597
Legal & professional	-	-	-	21,574	5,492	27,066
Depreciation	-	-	63,293	-	2,847	66,140
Committee and Leadership expenses	5,846	21,344	2,001	19,364	10,355	58,910
Premises costs	-	-	1,761	-	130,686	132,447
Other costs	-	-	850	-	53,734	54,584
	581,243	748,232	435,194	186,885	513,826	2,465,380
Support costs	177,464	154,909	131,196	50,257	(513,826)	-
Governance costs	90,783	79,245	67,114	(237,142)	-	-
Total expenditure 2020	849,490	982,386	633,504	-	-	2,465,380

5 Net income/(expenditure) for the year

This is stated after charging

	2021	2020
	£	£
Depreciation	64,982	66,140
Trustees' expenses	–	10,078
Auditors' remuneration (net of VAT):		
● Audit	19,350	11,500
● Other services	870	850
Operating lease rentals:		
● Property	111,353	107,750
● Office equipment	6,952	12,789
	<u>111,353</u>	<u>107,750</u>
	<u>6,952</u>	<u>12,789</u>

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

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	1,006,358	961,427
Redundancy and termination costs	75,331	–
Social security costs	102,428	94,881
Employer's contribution to defined contribution pension schemes	66,905	69,437
Other staff related costs including travel and agency staff	152,445	105,302
	<u>1,403,467</u>	<u>1,231,049</u>

The redundancy and termination costs accrued at the balance date and paid post year end amounted to £65,000.

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

	2021	2020
	No.	No.
£60,000 – £69,999	1	–
£70,000 – £80,000	–	1
£80,000 – £90,000	1	–
£90,000 – £100,000	–	1
£180,000 –£190,000	1	–
	<u>1</u>	<u>–</u>

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £584,098 (2020: £450,981).

Two Trustees, Jane Findlay, incoming President and outgoing President, Adam White received combined honorarium from the charity of £28,984, plus national insurance and pension payments of £4,509. No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2020: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustee (2020: nil), received remuneration in respect of professional services provided, totalling £nil (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020:£10,958) incurred by nil trustees (2020:14) relating to attendance at meetings of the trustees, meetings with members and external representation of the Institute.

7 Staff numbers

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

	2021 No.	2020 No.
Raise the profile of Landscape and Place	7.0	6.7
Build the resilience and confidence of the profession	8.8	8.0
Inclusive Growth	5.2	5.6
Support	2.2	2.0
Governance	2.4	2.2
	<u>25.6</u>	<u>24.5</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	-	14,628	275,501	290,129
Additions in year	-	-	-	-
Less: disposals during the year	-	-	-	-
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	-	12,940	194,011	206,951
Charge for the year	-	1,688	63,294	64,982
Less: depreciation on disposals	-	-	-	-
At the end of the year	<u>-</u>	<u>14,628</u>	<u>257,305</u>	<u>271,933</u>
Net book value				
At the end of the year	<u>-</u>	<u>-</u>	<u>18,196</u>	<u>18,196</u>
At the start of the year	<u>-</u>	<u>1,688</u>	<u>81,490</u>	<u>83,178</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.

12 Subsidiary Undertaking

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

	2021 £	2020 £
Turnover	595,605	670,493
Cost of sales	<u>(338,273)</u>	<u>(478,134)</u>
Gross profit	257,332	192,359
Administrative expenses	<u>(99,476)</u>	<u>(125,537)</u>
Profit on ordinary activities before taxation	157,856	66,822
Taxation on profit on ordinary activities	-	-
Profit for financial year	<u>157,856</u>	<u>66,822</u>
Retained earnings		
Retained earnings brought forward	-	-
Profit for the financial year	157,856	66,822
Distribution to parent entity	<u>(157,856)</u>	<u>(66,822)</u>
Retained earnings carried forward	<u>-</u>	<u>-</u>
The aggregate of the assets, liabilities and funds was:		
Assets	345,974	211,726
Liabilities	<u>(345,967)</u>	<u>(211,719)</u>
Funds	<u>7</u>	<u>7</u>

During the year, the institute recharged the subsidiary management and overhead costs of £93,887 (2020 £125,537).

13 Parent charity

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

	2021 £	2020 £
Gross income	1,872,320	1,835,324
Results for the year	<u>(136,738)</u>	<u>(151,922)</u>

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

14 Debtors

	The group		The Institute	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	115,400	36,394	53,561	2,310
Due from group undertakings	-	-	186,512	6,573
Sundry debtors	49,096	12,169	49,096	4,127
Prepayments and accrued income	125,585	107,748	82,875	76,373
	290,081	156,311	372,044	89,383

15 Creditors: amounts due within one year

	The group		The Institute	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	58,198	89,033	49,444	61,254
Due to group undertakings	-	-	-	-
Deferred income (please see below)	383,845	393,638	247,644	226,571
Taxation and social security	30,012	26,763	30,012	26,763
VAT creditor	32,149	32,650	10,170	22,350
Other creditors	59,184	24,101	59,183	24,101
Accruals	108,973	23,305	106,724	23,305
	672,361	589,490	503,177	384,344

Deferred income comprises:

Membership fees received in advance	224,092	192,719	224,092	192,719
Registered practice fees in advance	136,201	131,567	-	-
Examination fees in advance	23,552	25,752	23,552	25,752
Competition and other income in advance	-	43,600	-	8,100
	383,845	393,638	247,644	226,571

All 2020 Deferred Income was released in the financial year.

16a Current year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	Total funds
Tangible fixed assets	-	18,196	-	18,196
Investments	-	1,555,818	160,507	1,716,325
Net current assets	5,306	153,225	141,360	299,891
Net assets at the end of the year	5,306	1,727,239	301,867	2,034,412

16b Prior year analysis of group net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	83,178	-	83,178
Investments	-	1,270,946	160,507	1,431,453
Net current assets	10,306	84,676	276,667	371,649
Net assets at the end of the year	10,306	1,438,800	437,174	1,886,280

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

17a Current year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	5,306	-	-	-	5,306
21st Century Park Manager Skills Playground Project	-	-	-	-	-
	5,000	-	-	(5,000)	-
Total restricted funds	10,306	-	-	(5,000)	5,306
Unrestricted funds:					
<i>Designated funds:</i>					
Fixed assets funds	83,178	-	(64,982)	-	18,196
Branch funds	39,676	-	-	(5,076)	34,600
#ChooseLandscape	-	-	-	-	-
Entry Standards Modernisation Fund	30,000	-	(74,980)	154,300	109,320
LI90 Celebrations Fund	-	-	-	-	-
Policy Development Fund	15,000	-	(5,695)	-	9,305
Property Fund	1,270,946	284,872	-	-	1,555,818
<i>Total designated funds</i>	<i>1,438,800</i>	<i>284,872</i>	<i>(145,657)</i>	<i>149,224</i>	<i>1,727,239</i>
General funds	437,174	2,214,815	(2,205,898)	(144,224)	301,867
<i>Total general funds</i>	<i>437,174</i>	<i>2,214,815</i>	<i>(2,205,898)</i>	<i>(144,224)</i>	<i>301,867</i>
Total unrestricted funds	1,875,974	2,499,687	(2,351,555)	-	2,029,106
Total funds	1,886,280	2,499,687	(2,351,555)	-	2,034,412

17b Prior year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Travel award	6,156	-	(850)	-	5,306
21st Century Park Manager Skills 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
#ChooseLandscape	-	-	-	-	-
Entry Standards Modernisation Fund	30,000	-	-	-	30,000
LI90 Celebrations Fund	15,000	-	(15,000)	-	-
Policy Development Fund	15,000	-	-	-	15,000
Property Fund	1,309,294	45,725	(84,072)	-	1,270,947
<i>Total designated funds</i>	<i>1,553,362</i>	<i>45,725</i>	<i>(165,212)</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	(2,550,321)	-	1,875,974
Total funds	2,143,994	2,313,457	(2,571,171)	-	1,886,280

17 Movement in funds – descriptions of funds**General funds**

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and

Purposes of restricted funds

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

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

The Playground Project is an educational competition where primary schools in the London Borough of Tower Hamlets are matched with a landscape architect to re-design an aspect of their playground through partaking in design-based activities. Seven schools took part in the project and funding was provided by the Canary Wharf Group. The general fund dispense the winning prize of £5,000 in prior year hence the transfer back to the fund.

Purposes of designated funds

The net value of fixed assets is reflected in a designated fund.

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

The entry standards modernisation fund was designated for major investment in our future growth over two years. The fund had an additional £227,500 approved in 2018. The designated fund spend is not transparent in accounts to date and hence a transfer of £154,300 has been made from the general fund to reflect the designated fund remaining at the start of the year. The project is being led by a Special Projects manager with the support of an external consultant.

LI90 celebrations fund was set aside to provide branches during 2019, the Institute's 90th Anniversary year, with funding to run events throughout the country to celebrate the achievements of the profession, and help to position the profession for success over the decade ahead.

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

The Property fund comprises net proceeds of the sale of the Institute's former investment property. The Board agreed to invest the fund for a period of three to five years in accordance with the Institute's Investment Policy, described in the Trustees' report. Investment income net of investment fees is applied to the general funds. Revaluations at year end are applied to the property fund.

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

	2021 £	2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	148,132	(257,714)
Depreciation charges	64,982	66,140
(Gains)/losses on investments	(284,872)	105,792
Dividends, interest from investments	(63,199)	(58,146)
(Increase)/decrease in debtors	(133,770)	(8,110)
Increase/(decrease) in creditors	82,871	19,716
	<hr/>	<hr/>
Net cash provided by / (used in) operating activities	(185,856)	(132,322)
	<hr/> <hr/>	<hr/> <hr/>

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2021

19 Operating lease commitments

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

	The group		The Institute	
	2021 £	2020 £	2021 £	2020 £
Within 1 year	120,887	118,108	120,887	118,108
2 – 5 years	81,267	202,154	81,267	202,154
	202,154	320,262	202,154	320,262

20 Contingent liabilities

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

21 Legal status of the Institute

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