

Landscape Institute AGM 2023

Any member that wants to vote during the meeting please have your email notice with your vote link to hand.

If you can't find it, you can go to:
www.mi-vote.com/secure/landscapeinstitute

Voting in the AGM will open at the start of the meeting and close at a time declared by the Chair.

Please note this AGM will be recorded.

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Welcome

Carolyn Göhler FLI

President Elect / Acting President



Agenda

1. Welcoming address from Carolin Göhler
FLI, President Elect/Acting President
2. To approve minutes of 2022 AGM
3. Report from Rob Hughes, CEO
4. Presentation from Mat Haslam FLI,
Honorary Treasurer
5. To receive Trustees' Report and Annual
Accounts
6. To approve appointment of the LI auditors
7. Presentation from Carolin Göhler
8. Q&A



Motion

AGM 2022 minutes

To approve the minutes of the Annual General Meeting
held 13 December 2022

CEO Report

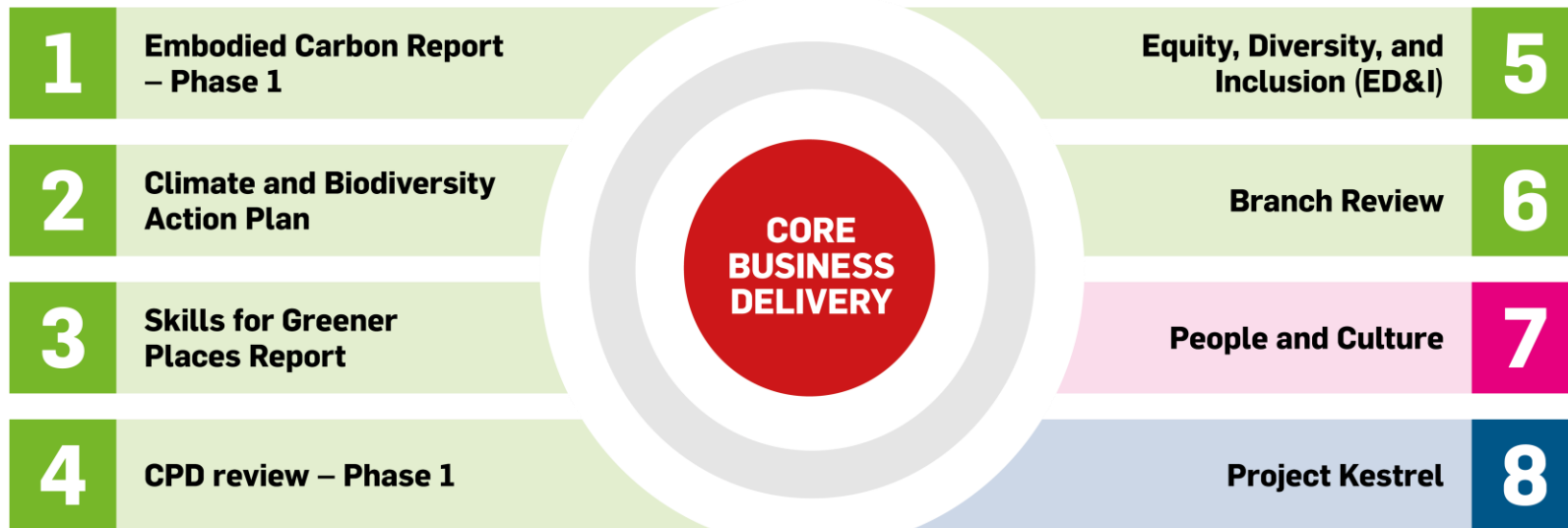
Rob Hughes - Chief Executive Officer

What we aim to do



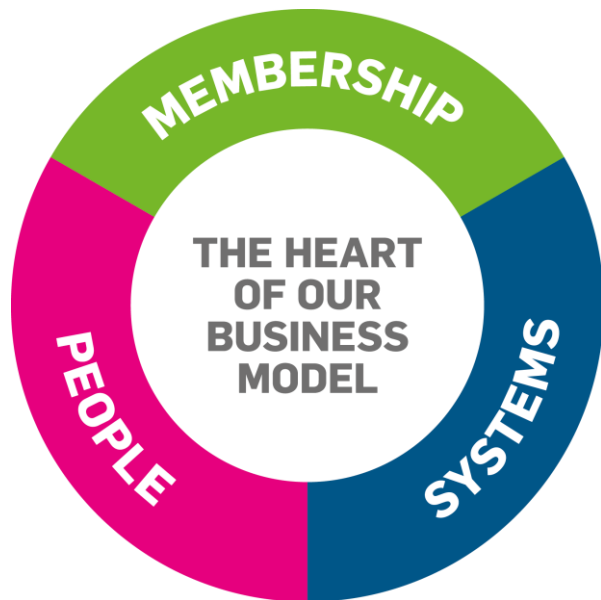
Priority 1 – Critical objectives 2023/24

Marketing and Communications



Marketing and Communications

Year of discovery, transition & stability



1. Membership

We will enhance our value proposition for existing and new members to deliver our objectives and future-proof our organisation.



2. People

We will re-value, enhance and stabilise our organisation model to meet the needs of our members, LI team, partners and stakeholders.

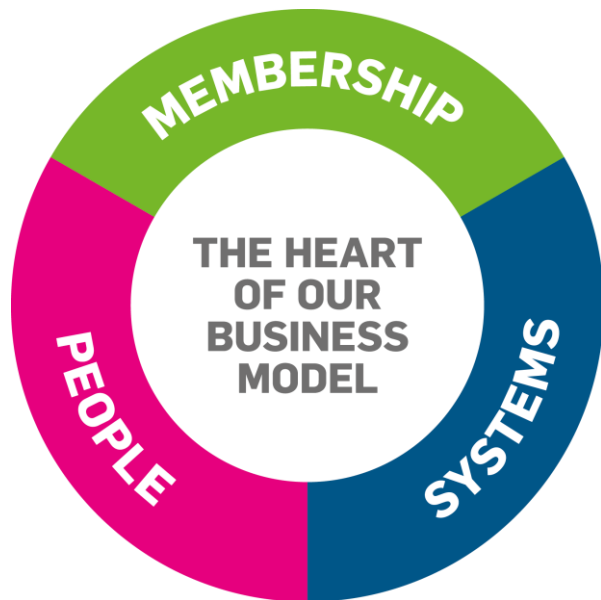


3. Systems

We will refresh, improve and implement new operational systems and processes to enhance staff and member experience staff and satisfaction, creating an agile, effective and efficient operation, driven by high-performing teams.



Engaging with our membership



Continually listening to members

Survey / Events

- Spring 2023 Membership Survey
- Events feedback

Stakeholder visits

- Northern Ireland Visit (Oct 2023)

Focus groups / Research

- Fellowship Focus Group (FLI) (Sep 2023)
- Research Programme 2023/24

Independent reviews

- Strategic Review 1: Brown (Independent) Review report (2021)
- Strategic Review 2: Centre for Governance and Scrutiny (CfGS) report (2023)
- Strategic Review 3: Crowe (Financial Internal Controls) Report (2021)

Eight membership pledges



1. Engagement focused

Engage our current and future communities to build an inclusive and progressive LI



2. Service led

Provide a consistently good service



3. Value membership

Revisit the Membership Value Proposition (MVP) to enhance the membership offering



4. Skills centred

Address our landscape skills shortage



People-focused, Membership-led, Systems-based



5. Proactive communications

To communicate our industry's value to other sectors with pride



6. Futureproof operations

Work towards delivering a futureproof operational infrastructure



7. Supporting your continuing professional development (CPD) for our members

Ensure our members maintain a high professional standard



8. Recognising volunteers

Recognise, reward and appreciate our volunteering community

Our achievements this year

Progress against our strategy in the 2022-23 financial year



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Achievements

- Responses to policy consultations
- Reports: Skills for Greener Places and Safer Spaces
- Stabilised workforce and filled key roles
- People, Culture, Change Committee
- New Ways of Working Programme
- 5 Level 3 Landscape Technician Apprenticeships
- EDI partnerships and joint events
- LI Awards 2023
- 15 CPD events and 9 UK roadshows



Opportunities, strengths & challenges

Challenge of
financial
constraints &
limited
resources

Stable and
committed
SLT

Cultural shift

New
frameworks

Project Kestrel

Build discipline

Looking ahead 2024-25

Implementation Year



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2024-25 Business Plan – 5 Priority areas*



* LI's strategic aims in 2023-24, Membership, Systems and People will transition into 5 priority areas in 2024-25

2024-25 business plan – 12 critical areas of focus

1. A robust focus on Core Business Delivery	7. Be financially stable by 2025
2. Increasing membership satisfaction from 39% to 52% and beyond	8. Setting baseline for Net Zero target by 2029 and pathway
3. Launch of new Corporate Strategy and Brand Identity in 2024	9. Climate & Biodiversity Action Plan – evidence of activity against each action
4. Project Kestrel/Digital Transformation by March 2025	10. Maximising education opportunities
5. General Election - scheduled no later than Jan 25	11. Implementation of CfGS recommendations - New Ways of Working
6. Landscape and Carbon – undertake next phase of the action plan	12. Rerun of the Skills Survey – Publish December 2024

These are the ‘absolutes’ for 2024-25 and will frame all business objectives for 2024-25

Communities

- Culture and behaviours
- Membership growth and retention
- CPD, learning, development
- Diversity, Equity and Inclusion
- Greater engagement
- Two-way communication with members and all other stakeholders
- Building a positive volunteer experience



Trustees' report and 2023 annual accounts

Mathew Haslam FLI - Honorary Treasurer



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Rebuilding financial resilience – background

- Increased rigour in the Financial Management/procedures and performance of the LI by ensuring accurate financial records are kept, any financial risks and potential problems are identified and addressed quickly
- On track to return to surpluses by 2025
- Timely investment in systems, people and members will mean future surpluses will be larger than anticipated
- Modernising LI Governance to ensure current in outlook
- To ensure healthy reserves and finances by the 100th Anniversary in 2029
- Diversifying income to be less reliant on membership subscriptions
- Push to grow sponsorship, advertising, and recruitment
- Develop new and enhance existing income streams
- Discipline over expenditure, including staffing, consultants and support costs
- Reviewed the reserves, cash and market investment positions ensuring our funds are working in the best interests of the organisation and to support the required improvements in systems and returns on assets
- Everyday priority of delivery of Kestrel to transform our services, meeting members priorities and changing the way members and staff work together

Financial performance highlights – Current situation



Clean audit report and no significant unadjusted items.



Income at £2.6m is 7% higher than prior year 2021/2.



Expenditure at £2.9m is 16% higher than 2021/2. Investment in people, systems and members will show returns going forward moving into surplus for 2025/6 financial year, on track.



Operating deficit at (£309k) is £43k higher than budget (£266k deficit). This was planned for, with increasing costs for planned services and growth strategy.



The profits from Landscape Services Limited, the trading subsidiary increased from £205k in 2021/2 to £230k in 2022/3.



Due to operating deficits and loss on investments due to unstable global markets, the total funds decreased from £2.1m to £1.6m.

Whilst the Board is not resting on its laurels, please be aware that we consider this to be an achievement while suffering in a tough financial environment as have other comparable membership bodies.

Areas of focus for the year ahead

- Keeping on track to reduce deficits and move to surplus in 2025/6 and healthy reserves in future years.
- Carrying forward on 2022/3, financial discipline to transform the LI to extend member value and be fit for purpose for a new generation (people, systems, members).
- Increased investment in Education, LI Academy, Green Skills, Public Policy.
- Improving existing non-member income streams, i.e. Job recruitment website, advertising, sponsorship.
- Diversifying income into new areas, i.e. the revamped annual conference and awards ceremony.
- Making greater use of Landscape Services Limited, the trading subsidiary for business development and fiscal advantage.
- Expenditure reduction, development of existing staff, reduce dependency on consultants and better use of office space and IT infrastructure.
- Continue to be aware of inflationary pressures on expenditure, cost of living pressures and unstable investment markets.

Motion

Trustees' Report and Accounts

To receive the Trustees' Report and Annual Accounts of the Landscape Institute for the financial year ended 31st March 2023

Motion

LI Auditors

To appoint Moore Kingston Smith as the Landscape Institute's new auditors starting the year ending 31st March 2024

Report from President Elect / Acting President

Carolyn Göhler FLI



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HortWeek

Carolyn Göhler becomes president-elect of the LI

7 September 2023



Carolyn Gühler has over 35 years' experience as a chartered landscape architect and horticulturalist, and over ten years' experience as a CEO in the charity sector.

Lf Life – President-elect

A champion for landscape architecture

As Carolin Göhler becomes President-elect, she sets out her vision and chooses some of her favourite landscapes

When I take on the role of the Landscape Institute's President, I will look to be an ambassador for our profession – promoting knowledge and skills, highlight our work in creating quality green spaces and working landscapes that showcase our industry. I will also be happy to emphasise the importance of our work in creating tranquil spaces to relax that contribute to everyone's wellbeing, and to

I believe the Presidency is about landscape and our profession, and it is a privilege to represent and to celebrate our collective achievements. Perhaps never before has the value we can bring to all aspects of life been so important, whether this is creating imaginative green spaces that are better for communities, or in my view the wider support for the health and wellbeing of both people and nature. Almost every day we have

apprentice at an herbaceous perennial nursery gave me an early insight into horticulture and the diversity of both native and cultivated plants. This was shaped further through encouragement by many inspirational professionals during my career, helping me to gain not only confidence but also expertise for design ideas and best management of a wide range of landscapes. I am a wholehearted supporter of the apprenticeship that

11. Exploring Cartoon's Unintended Social and Economic Impacts

111ifo - Docident-alert



[Home](#) / [Blog](#) / **The vital role of landscape in construction**

The vital role of landscape in construction

Posted: 2nd January 2024



Carolyn Göhler FLI
President-Elect
Landscape Institute

Landscape connects people, place and nature. This puts the landscape profession front and centre alongside colleagues from a range of disciplines across the construction sector. The collective goal is to deliver the built, natural and infrastructure environments which the country needs, and at a time of climate emergency and housing crisis, cross-sector collaboration is the key to meeting the health and wellbeing needs of communities nationwide.

Making an IMPACT

The new president-elect of the Landscape Institute, Carolin Göhler, sets the scene

for an exciting year ahead

As the Landscape Institute (LI) looks ahead to another year of connecting people, places and nature, we do so in full knowledge that 2014 will be a critically important year for the landscape professions and related industries. Our role as connectors, strategists and storytellers will remain essential in our collective ambition to impact the biggest challenges facing society. *— Peter Brindley*

to public health and wellbeing, and the sustained management of land alongside housing, agriculture, infrastructure, heritage, and more.

The UK's ongoing political inconsistency, and its impact on policy and investor sentiment, has had an unsettling effect on its members' businesses and project planning.

Despite these challenges, the U.S. looks at with confidence that we are building from



strong traditions. Our recent 30th anniversary awards spotlighted the incredible work of our members and gives us great inspiration in our quest to

Addressing the combined emergencies around climate, biodiversity and health requires our priority. As we move through 2010 and beyond, our focus will be on building an inclusive, progressive institute, with policy, management, communication and

...pressing
...combined
...ties around
...biodiversity
...ity remains
...priority."

will guide us as we launch a digital operational reinvention and a new five-year corporate strategy. We look forward to reporting on our ongoing collaboration with our collective carbon in the landscape sector, as well as with Natural England on green infrastructure standards, and ongoing collaboration with the sector's other professional institutions, leading the 'Adaptation and Resilience' workstream as part

that legislation on sustainable drainage systems and SOG (Sustainability Net 6

will finally be rolled out. These are vital steps towards more sustainable development, but we









Team that has transformed city spaces wins national awards

22nd November 2023

LOCAL GOVERNMENT



A shared vision for the Landscape Institute

-  Promoting and championing the profession
-  Education - training routes
-  Climate change & resilience needs
-  Transforming the LI - fit for governance
-  Balanced approach as resources are limited
-  Closer operational reporting & working relationship
-  Branches – two-way engagement
-  New Corporate Strategy

New ways of working

- Provide a louder voice for Landscape
- Treasure our members
- Work more efficiently and respect the work of others
- Advance our profession for current and future generations
- Build partnerships with other institutions and organisations
- Provide the tools and resources to our members for outreach activities



Q&A



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Landscape Institute AGM 2023

A photograph of a park with wooden benches and a historic building in the background. In the foreground, a man and a woman are sitting on a bench, looking towards the right. The park is filled with green plants and yellow daffodils. In the background, there is a large, ornate building with many windows and arches. Other people are sitting on benches further back.

Thank you for attending

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