

**Royal Charter number: RC000767**

**Charity number (England and Wales): 1073396**

**Charity number (Scotland): SC047057**

# **The Landscape Institute**

## **Annual Report of the Trustees**

**For the Year Ending 31 March 2023**

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## Introduction

The Trustees of the Landscape Institute (LI) are pleased to present their annual report and the financial statements of the Landscape Institute for the year ending 31 March 2023. The Trustees confirm that the Report and Financial Statements comply with current statutory requirements of the Institute's governing documents and the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard (FRS102) the Charities Act, the Charities and Trustee Investment (Scotland) Act 2005 and applicable accounting standards.

## Commentary from the Acting Chief Executive

*Robert Hughes*

The challenges we as a country faced in 2022/23 are well documented.

The impacts of the pandemic were still playing out, the war in Ukraine was ramping up and the confidence in our global economies was shaken. Over the year, many of us were affected by high inflation and significant cost-of-living increases and as a charity we also felt the effects and suffered from post-pandemic staff shortages. The extreme summer heat and the floods across the globe added to the uncertainties leading to supply chain issues and made us all reflect hard on what our future will look like.

We are living in a rapidly changing world and the changes we have seen over the past three or four years have fundamentally altered the way we live and work. The commercial and social landscape have altered, and we must adapt to these changes, or we risk stagnation and further decline.

Tackling climate harm is more important than ever and our priority continues to be to demonstrate the vital role we as a profession have to play in addressing the major issues facing society of:

- Climate change,
- The loss of nature,
- Building a sustainable future,
- The importance of landscape and,
- Creating beautiful, inclusive places for the health and wellbeing of us all.

Our other focus in 2022/23 was on stability, building resilience and financial sustainability, and modernising our services to ensure we are in the strongest possible position to deliver what our members need to thrive in a changing world, to champion and be the voice of landscape professionals and to use it to influence policy and shape the future of our profession and the places where we live.

We also made progress with understanding those challenges and how we need to change to futureproof the Institute. Our road show was designed to reconnect with members and registered practices after the pandemic and ensure we put members priorities and needs at the heart of our future strategy.

It was clear that the highest priority for the sector, and therefore for the Institute, is addressing the workforce and skills shortages identified in our Skills for Greener Places Research report which was published in December 2022.

In taking stock it became clear that the Institute was overdue a rationalisation and that we needed to upgrade our IT infrastructure to build a robust digital home making it easier for members to engage with us in new ways and enable us to maximise our investment in members, volunteers and staff alike. In the modern world people expect seamless digital journeys and the Institute needs to provide this for its members.

The organisation's current staffing structure has seen significant assessment and redesign in the first 6 months of this year. In addition, we have adopted tighter cost control and higher levels of financial transparency both of which I consider essential to the delivery of our strategy.

We must define and embed a new community and culture that enables a partnership of members and staff to work together to deliver our strategy and ensure we can get back to and beyond, a surplus financial position within the next strategy period.

The LI has continued its commitment to its partnerships with the Architects Benevolent Society and Perennial. Through this we can support a range of charitable and hardship services, providing advice and support to members who need it.

They are important partners to us and provide free and confidential advice, support, and financial assistance to people of all ages working in, or retired from, our sector.

We have also continued our strong working relationships with BALI and SGD through awards collaboration and agreed marketing and public relations work. We will continue to generate and promote strong working relationships with industry / sector partners to promote and further the aims of the LI and the sector.

As I approach the end of my first year at the LI, I am hugely optimistic about the opportunity before us. I see a highly professional and engaged membership community, the vast majority of which are united in a desire to move standards upwards and address the landscape challenges of the times.

In closing, I want to give a special thank you to the staff who represent one of our biggest assets and a very special thank you to all of our volunteers, including Board, Advisory Council, Branch, Committee members and others. We are indebted to for their commitment during these uncertain times.

## Trustees Report

### What we do

#### Objectives, purpose and aims

The Landscape Institute is constituted under Royal Charter dated 01 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.*

#### Mission

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.

#### 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.

As a self-regulating professional body, we will continue to build public confidence by upholding the highest standards of conduct, and challenging conduct or behaviours that fall below the standard that members and the public should expect of a professional Institute.

#### Values

We aim to be:

- Caring and nurturing;
- creative and passionate; and
- socially and environmentally aware.

What we do

- We INFLUENCE by promoting good landscape policy and practice
- We aim to be RELEVANT to our members and for the long-term common good

- Our priority is to champion INCLUSIVE GROWTH to meet the workforce requirements of our profession.

## Corporate Strategy 2018-2023

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 2022 to March 2023. 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 year under review is the final-year of the Corporate Strategy. Our business plan for the year set out our planned progress towards our strategic goals. The Finance & Risk Committee monitored progress at each meeting, following key performance indicators set out in the plan and updated the Board.

## Context

The global outlook has been pessimistic, and the UK economy has been no exception in facing significant challenges. The social, political and commercial impacts of the COVID pandemic, Brexit and the war in Ukraine have been extraordinary and are still being played out. They have clearly presented real ongoing challenges for the sector and the Institute. Such extraordinary times have had significant impacts and we have accumulated financial impacts that present financial challenges.

The Membership and charities sectors saw the start of a significant and persistently challenging environment in 2022/23. The cost-of-living crisis, rising interest rates, reduced/uncertain business activity and the continued impact of the COVID pandemic have all contributed negatively to key performance indicators, around Finance, HR, Membership and Commercial activities.

## 2022/23 Challenges for the Landscape Institute

2022/23 was a very difficult year and those challenges are likely to be ongoing for a number of years.

For the Landscape Institute the poor performance of previous technology platforms exacerbated the impact of the tough external climate.

In addition, the year saw significant retention and recruitment issues with key staff leaving at all levels of the business. Recruitment in a very candidate weighted market was difficult and has contributed negatively to business continuity and operational progress. These factors contributed to low membership satisfaction scores and a lack of clarity around business and financial performance.

The financial year 2022/23 was a period of consolidation, implementation and transition. We recognised that further work was required to ensure our digital platforms were fit for purpose and implemented detailed discovery around our IT infrastructure, procedures and systems to enable a significant shift in digital capability and people effectiveness to better equip the Institute for the future. The recommendations in the Brown Review provided the framework, and the process will continue into the new financial year as business as usual.

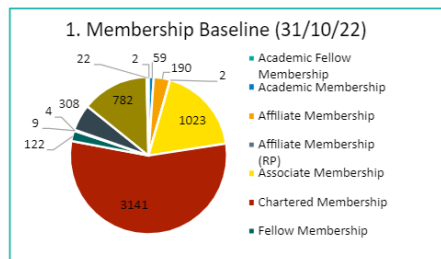
One of the Institute's core functions is to lead learning, by educating, training and maintaining advanced professional standards. As a self-regulatory professional body, the Institute must uphold its values and vision as a trusted professional body with members demonstrating the skills, knowledge and professional behaviours expected of the profession. The ramifications of the whistle-blowing case overseen by the Institute's Whistle-blowing Champion, Independent Trustee Jane Clarke, have continued to have a significant and detrimental impact.

## Achievements

Volunteers are at the heart of our organisation. They hold governance roles, manage branch activities, contribute to committees, mentor, supervise and examine candidates for Chartership, Technician and Fellowship. Much of what was achieved in the last year was made possible by these volunteers. The Board of Trustees would like to thank everyone who has contributed to its work in 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.

## An overview

### Membership 2022/23



Retained individual members 21/22	Retained individual members 22/23
5779	5816



Phone call reasons for leaving table



For personal reasons	2
I have decided to change career	7
I have now retired	8
My membership didn't meet my needs	1
Other	12
Email response - no reason given	2
Conduct case	1
Cost of living crisis	2
No longer in business	1

## Team in place

And ready to start today



#### 4 X POLICY CONSULTATION RESPONSES TO UK

Landscapes Review to Defra (Apr 22)  
BNG Regs to Defra Apr 22  
Mental Health and Wellbeing to DHSC (Jul 22)  
NPPF to DHLUC (Mar 23)



#### 1 X SUBMISSION TO UK SELECT COMMITTEES

Public Parks LUHC Committee (Jun 22)



#### 4 X POLICY CONSULTATION RESPONSES TO SCOTTISH GOVERNMENT

Future National Parks (Dec 22)  
Vision for Scottish Agriculture (Dec 22)  
Scottish Biodiversity Strategy (Sept 22)  
Permitted Development Rights (Aug 22)



#### SKILLS FOR GREENER PLACES REPORT

Creating Safer Spaces Report (White Paper with Marshalls Oct 22)

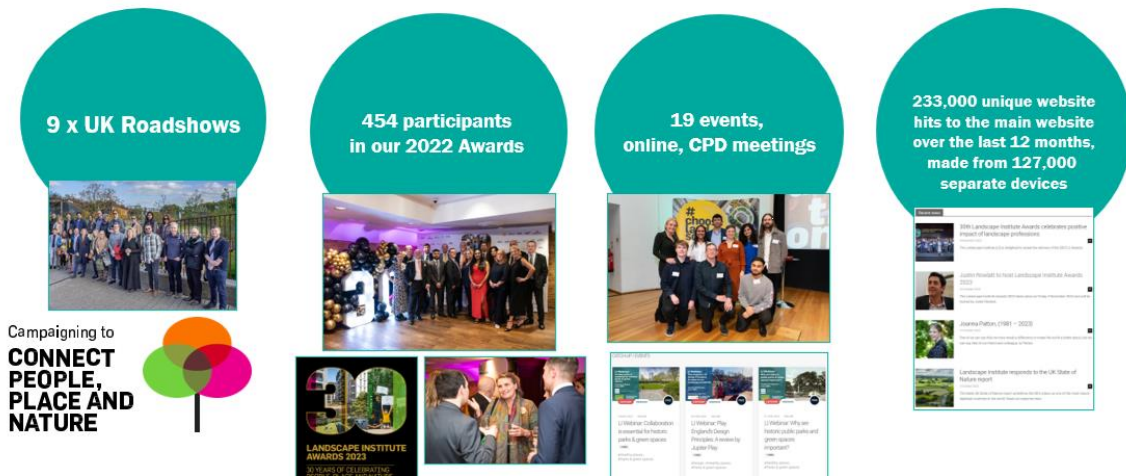


#### 2 x Briefings delivered on behalf of DLUHC

Levelling Up Parks Presentation to 100 Recipient Local Authorities (Sept 22)



## Marketing, Communications and Events outputs 2022/2023



## ED&I achievements



## Looking Forward to 2023/24

The loss of the permanent CEO, Sue Morgan and the stepping up of a new Acting CEO Robert Hughes, resulted in the re-assessment and structuring of the organisation in response to the challenges we face.

Our Acting Chief Executive Officer, Robert Hughes brought a breadth of commercial experience and knowledge to the role, with an extensive commercial career in the Education and Technology sectors at Senior executive and Director level.

A strong back to basics strategy focused on People, Membership and Systems is creating the framework for a more stable and capable organisation with significant additional savings in 2023/24.

A strategic focus on rebuilding confidence, culture and strong leadership has mitigated some of the workforce issues. Key roles and responsibilities within the senior leadership team have been reimaged and distributed to avoid single-point loading and build positive collaborative team working within a renewed work culture.

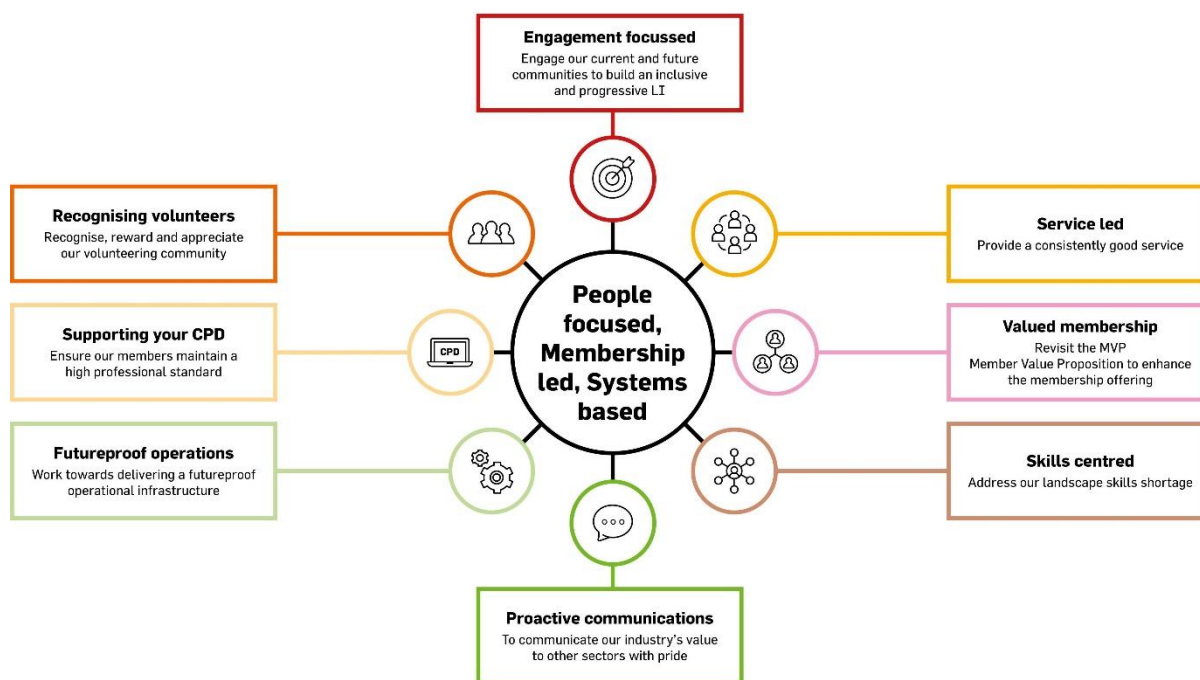
The appointment of an interim Director of Finance, Joe Thomas, with considerable experience within similar organisations has resulted in significant remedial activity around poor legacy financial structures and processes and alignment with an internal audit report prepared by Crowe LLP – one of the recommendations of the Brown Review. In addition, our interim Head of Human Resources & Organisation Development, Margaret Johnson, has permanently embedded the Institute commitment to staff welfare and development and again aligns with the Brown Review recommendations.

Our continued drive to improve the working environment for staff, volunteers, and members, led to the appointment of one new member of the senior leadership team, which is the Head of Education & Careers. A permanent Head of Marketing, Communications and Events has also been recruited and Interim Heads of Commercial and Policy and have all been backfilled. We are grateful to all our staff for their resilience and commitment in the face of uncertainty and change.

In recognising that the delivery of the Brown Review recommendations stalled in 2022/23 in the face of difficult trading conditions and business continuity issues from poor staff retention rates, we are focusing on bringing these foundation elements back on track and aligning them within our core objectives. This is now incorporated in our “New Ways of Working” programme. These are some of the strong foundations required before the new corporate strategy is defined in 2024/25.

As we move forward to plan the next cycle of the corporate strategy in 2024/25, the structure of the organisation will be aligned with our developing core needs, as well as addressing operational infrastructure reform and inefficiencies through the digital transformation project.

The greatest strength of a membership body lies in its members. We must nourish and develop the connectivity and knowledge of our community for it to flourish. The membership survey was clear in its direction, and we have adopted a strategy, through 8 pledges (see below) that seeks to redefine and rebuild around the strength of the community. This must be through a reinvigorated and empowered branch network that gives a voice to all members so that we can be representative of the diverse and inclusive community so well represented at the 2023 awards.



Much work has been done to examine this over the past 12 months, both internally and independently and it is clear that accelerated shifts in social practices and the pandemic have led to significant and persistent change. Professionals, who are subject to higher commercial pressures in their active career working phase, are now less inclined and have less free time to devote large blocks of voluntary time, given selflessly, to help support and motivate a professional body. Digital change has now reached the point that it drives our daily expectations around information availability and service delivery and underpins our social and professional communication, which are now on demand, slick and almost invisible. These two crucial factors are key to understanding our strategy options for the future if we are to deliver a modern membership home for landscape professionals.

There is a third, very positive and significant factor to consider and this is the need for Landscape professionals, now and in the future. There will be a need like never before for Landscape professionals if we are to meet the challenge of climate change. The LI's Green Skills Report from 2022 highlights the huge gap that presents itself and the opportunity for the growth and influence of the membership is significant. The Report states "The landscape discipline's generational shift from aesthetic to multi-functional, the historic demands of climate change and biodiversity, the rising salience of landscape within the public realm, and the potential positioning of landscape at the centre of a coalition of allied disciplines offer an opportunity for the industry to reposition itself as a fundamental asset to the UK economy. Landscape practitioners are perceived as having the holistic skillset required to deliver real change in the way the UK is designed and developed."

Our challenge in the coming year is to meet these key drivers head on and look to build a positive and engaged professional community that meets the needs and desires of a new generation, allowing them to solve the significant landscape challenges we face.

We have a digital partner in OOMI who will help us build a Digital home. In researching a digital home for our membership, we have sought to build the foundations for bottom-up communication, both formal and informal to ensure that we have inclusive and diverse community feedback that can effectively inform and drive strategy and allow the debating and dissemination of best practice. It is our belief that the reinvigoration of the branches is key and, correctly implemented, a Digital Home can reconnect the members to a motivated and committed centralised LI membership body. The strength of a wide and motivated membership must be focused to guide all in our collective response to the climate emergency. We must be united and clear in our response to the climate and nature emergencies, building on the strength of a wide and motivated membership.

## Financial performance

The 2022/23 financial year found us facing many challenges, including the long aftermath of the pandemic. Most of our activities were on-line, the staff team working remotely with increasingly more visits to the office as needed.

We have ended the year with an operating deficit of (£309k), which was slightly higher than expected, but close to the original budget.

Expenditure had increased by £395k compared to 2021/22. This increase was due to increase in costs over all areas, with no specific items of note, due to a general increase in activities.

Staff related costs were comparable to the prior year at £1,456k, although temporary staff and consultants were £32k higher than the previous year.

There was also a loss on investments of (£117k), impacted from volatile and uncertain markets. This created a total deficit for the year of (£426k)

Unrestricted funds decreased by £426k to £1,631k. Disclosure notes 17 to the accounts provide an overview of the uses of these funds. Our general fund reduced by £77k from £259k to £182k which represents less than two months of operating expenditure.

The Board recognises that this is not a sustainable financial model and has been working closely with the Acting Chief Executive to consider different options for managing the position over the coming years with the aim to return to healthy surpluses and to rebuild our reserves position.

Our focus in 2022/23 was on stability, building resilience and financial sustainability and modernising our services to ensure we are in the strongest possible position to deliver what members need to thrive in this changing world, to champion and be the voice of landscape professionals, and to use it to influence policy and shape the future of our profession and the places where we live. The Institute and the profession have an important role to play, which will lead to a financially stronger institute.

Tackling climate harm is more important than ever and unlike ever before there will be a need for Landscape professionals if we are to meet the challenge of climate change. The LI's Green Skills Report (December 2022) highlighted the huge gap that presents itself and the opportunity for the growth and influence of the membership is significant by demonstrating the vital role we as a profession have to play in addressing the major issues facing society of climate change, the loss of nature, building a sustainable future, raising the importance of landscape, and creating beautiful, inclusive places for the health and wellbeing of us all.

As a membership body we are behind the curve in the adoption of a Digital home (as opposed to a physical home) which delivers on member expectations of how they can interact with their professional body and with each other. This will be our key priority for 2023/24 having started to scope and tender for new IT infrastructure in 2022/23.

These changing priorities have led to the Board streamlining its investment, holding more in cash and agreeing to re-designate our Property Fund as a Strategic Development Fund to invest in our new digital home.

Your Board is clear from the detailed financial review and forecasting work it has undertaken that now is the time to invest in the potential of the Institute and profession, and its vital role for the future to ensure we have a modern membership home for landscape professionals which can meet member expectations and deliver our wider public benefit of addressing the major issues facing society of climate change, the loss of nature and building a sustainable future; and the importance of landscape and creating beautiful, inclusive places for the health and wellbeing of us all.

We have a huge opportunity but recognise we also have a tough two years ahead before returning to healthy surpluses and rebuilding our reserves position and to be the modern membership home for landscape professionals that members have a right to expect.

## Investment policy

The investment objective is to generate a total return of inflation (measured by CPI) plus 3.5% per annum over the medium term, net of expenses. This will achieve the primary objective of maintaining the real value of the funds over 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.

The trustees have taken account of the Charity Commission's investment guidance. 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 monitor the implementation of this policy by asking investment managers to report regularly on their performance and their engagement and voting activities.

We are committed to an annual review with our investment managers. This helps us ensure that they are in keeping with the underlying values held by the Institute, given the diverse nature of the portfolios, but also to be alerted to benchmarks and circumstances which may impact on them such as the recent market upheaval.

## 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

Our business plans have committed us to further necessary investment in the future growth of the Institute, particularly in the need to improve the internal operations, Human Resources, Finance, IT systems and processes and Business Planning. The increase in necessary costs has dented reserves during the year.

Our total unrestricted reserves at the year-end were £1,631k. This can be further broken between designated funds amounting to £1,449k and general fund (free reserve) of £182k.

The Free Reserves Policy was amended during the year to a more risk-based approach. The Policy at year-end gives a Free Reserves target of £550k, which we are significantly below. However, there remains £1m in the "Strategic Development" designated fund that ensures the financial viability of the Institute and supports the going concern position.

## Principal risks and uncertainties

The Trustees regularly review the strategic risks that may result in a change in our strategic direction or threaten the successful delivery of our business priorities and update the risk register accordingly. The risk register is a standing item on the Board of Trustees meeting agenda when the Trustees also monitor the management controls and actions in place to mitigate the risks. The register is also reviewed by the Finance & Risk Committee. The degree of risk is measured by considering likelihood and impact.

The principal key risks on the risk register are:

- The UK economic outlook and the risk of global recession and unrest impacts on our ability to weather a continuous period of uncertainty/high inflation
- Our commitment to deliver fundamental change to the organisational and governance culture of the LI continues to impact on business delivery
- We do not operate in a sustainable manner in line with our objectives and values.
- The IT transformation programme fails to deliver the promised outcomes
- Business as usual is impacted by the challenges that arise under a change management process while we improve the operating infrastructure
- We experience significant business delivery impacts due to skill shortages/lack of staff continuity
- We lose territory to other professions by not preparing our members for the future
- We are not seen as a thought leader/influencer and our priority work does not influence policy makers/meet the needs of our members
- We continue to rely too strongly on our membership subscriptions and are not successful in diversifying our income sources.

We will be reviewing our risk management framework in 2023/24.



## Reference and administrative details

### For the year ended 31 March 2023

<b>Royal Charter number</b>	RC000767
<b>Charity number (England and Wales)</b>	1073396
<b>Charity number (Scotland)</b>	SC047057
<b>Registered office and operational address</b>	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:

Carolyn Göhler	President Elect/ Acting President from July 2023
Jane Findlay	President until June 2022 Immediate past President from July 2022 until June 2023
Brodie McAlister	President Elect until June 2022
Noel Farrer	Vice President to September 2022 Vice President / Acting President September 2022 – June 2023 Vice President from July 2023
Mathew Haslam	Honorary Treasurer
Dr Keren Jones	Honorary Secretary until May 2023
Mark Smeeden	Honorary Secretary from July 2023
Adam Barker	Non-Chartered Trustee
Christine House	Chair – Education & Membership Committee
Kate Bailey	Chair – Policy & Communications Committee until August 2022
Marc van Grieken	Chair – Technical Committee until 13 March 2023
Jane Clarke	Independent Trustee
Marc Norden	Independent Trustee
James Smyllie	Independent Trustee until November 2022
Dr Wei Yang	Independent Trustee until June 2022
Deborah Nagan	Independent Trustee from November 2022
Penelope McNeile	Independent Trustee from November 2022



## Principal staff

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

Sue Morgan	Chief Executive Officer until June 2023
Robert Hughes	Acting Chief Executive from June 2023 Interim Commercial Director from October 2022 until June 2023
Andrew Morris	Commercial Director until November 2022
Gideon Opaluwa	Head of Governance & Regulation until April 2023
Craig Thompson	Interim Head of Governance & Regulations from April 2023 until June 2023
Antonella Adamus	Head of Standards, Education & Engagement until September 2022
John O'Keeffe	Head of Education and Careers from March 2023
Ben Brown	Head of Policy & Insight until January 2023
Jackie Sharp	Interim Head of Policy & Technical from January 2023
Neelam Sheemar	Head of Marketing and Communications from May 2022
Naomi Taylor	Head of Membership Services and Acting Commercial Director from August 2023
Donna Lawrence	Interim Head of Finance until April 2023
Joseph Thomas	Interim Director of Finance from April 2023
Michael Lu	Head of Human Resources & Organisation Development until September 2022
Harmander Mangtani	Head of Human Resources & Organisation Development from October 2022 until January 2023

<b>Bankers</b>	NatWest Bank PO Box 2162 20 Dean Street London W1A 1SX	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
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<b>Solicitors</b>	Russell Cooke 2 Putney Hill London SW15 6AB
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<b>Auditors</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House 108-114 Golden Lane London EC1Y 0TL
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## 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 Institute in order for the TPA to act as a vehicle to facilitate the Institute's work and expansion in the Parks sector. The effective date of the acquisition was 1st April 2021. In September 2021, the Board agreed that The Parks Alliance Company is made dormant as an entity, whilst activities around Parks carried forwards within the current Institute's charity structure as highlighted above. The company is to remain dormant during the 2023-2028 strategy planning period at which point the status of the company will be revisited.

### Board of Trustees

The Board of Trustees is accountable to the Charity Commission for the effective running of the Institute.

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 are Independent Trustees, they are selected because of relevant expertise and to fill skills gaps identified from Board skills analysis, to benefit the organisation and its management. All trustees, whether directly elected or appointed by Advisory Council, sign up to a Trustees' Code of Conduct, commit themselves to working to a role description and to acting within the governing documents of the Landscape Institute. We conduct an annual induction/training for trustees. Ongoing governance support was provided year-round to members of the Board and Advisory Council to enable them to discharge their functions effectively. This typically includes guidance on the LI's Royal Charter, By-Laws and Regulations.

Trustees give their time voluntarily. Any expenses reclaimed from the Institute are set out in note 6 to the accounts. A discretionary stipend provision is available for the office of the President subject to obtaining the requisite approval from the Charity Commission.

### Board Committees

There are a number of Committees set up by the Board to advise them on priority activities including Finance & Risk, Education and Membership, Public Policy Development and Technical Guidance.

## Chief Executive

The trustees delegate the day-to-day operations of the Institute to the Chief Executive Officer and other principal staff set out on page 16 and monitor performance against an agreed operational plan at intervals throughout each year.

## Advisory Council

The Advisory Council plays an important role in monitoring the fulfilment by the Institute of its objectives as set out in the Charter and supporting the adopted business plan each year. They provide a wider member representation within the LI governance structure and a vital member input into future plans of the Institute through its joint sessions with the Board. This involves holding the Board to account by reviewing performance, accounts, corporate plans and business plans, and maintaining the governance cycle for a healthy turnover of Board/Council positions. They also comment on proposals from the Board on the alteration of the Institute's Regulations. They are also responsible if necessary for removing members of the Board in accordance with the procedures set out in the Regulations. This is all reflected in the Advisory Council's Terms of Reference.

## Branches

We have 12 branches with 9 in England and 1 in each of the devolved nations of Northern Ireland, Scotland, and Wales. They play an important role in providing representation for members and delivering professional development events, talks and seminars, workshops covering LI's Chartership route ('Pathway to Chartership'), support to LI members at a country or regional level and numerous social events. They also support the LI on consultation responses to policy issues and promote the profession to a range of audiences. Each branch has a representative on the LI's Advisory Council and works to support the delivery of the Corporate Plan.

## Volunteers

Local members in the countries and regions volunteer to work on national and regional committees.

## 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 reviewed annually based on a recommendation from the Chief Executive and approval by the Board of Trustees.

## Statement of responsibilities of the trustees

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

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

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

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

The trustees' annual report was approved by the trustees on 13<sup>th</sup> December and signed on their behalf by



**Carolin Gohler, Acting President/Chair of the Board of Trustees**

## 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 2023 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2023 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

### 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 have 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 of 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 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 requires 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 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 group and the parent 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 group or the parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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.

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 out 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 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 meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the 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 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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: 13 December 2023

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



The Landscape Institute

Consolidated Statement of Financial Activities

For the year ended 31st March 2023

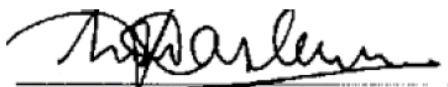
	Note	2023			2022		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
<b>Income from:</b>							
Charitable activities							
Raise the profile of Landscape and Place	2a	284,996	–	<b>284,996</b>	164,501	–	164,501
Build resilience and confidence	2b	341,993	–	<b>341,993</b>	340,776	–	340,776
Growth and inclusivity	2c	1,889,185	–	<b>1,889,185</b>	1,843,142	–	1,843,142
Investment income		61,622	–	<b>61,622</b>	62,479	–	62,479
Other income	3	18,446	–	<b>18,446</b>	20,025	390	20,415
<b>Total income</b>		<b>2,596,242</b>	<b>–</b>	<b>2,596,242</b>	<b>2,430,923</b>	<b>390</b>	<b>2,431,313</b>
<b>Expenditure on:</b>							
Charitable activities							
Raise the profile of Landscape and Place		1,033,322	–	<b>1,033,322</b>	800,117	–	800,117
Build resilience and confidence		1,063,031	–	<b>1,063,031</b>	961,380	–	961,380
Growth and inclusivity		809,185	–	<b>809,185</b>	749,257	–	749,257
<b>Total expenditure</b>	4a	<b>2,905,538</b>	<b>–</b>	<b>2,905,538</b>	<b>2,510,754</b>	<b>–</b>	<b>2,510,754</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>(309,296)</b>	<b>–</b>	<b>(309,296)</b>	<b>(79,831)</b>	<b>390</b>	<b>(79,441)</b>
Gross transfers between funds	17a	390	(390)	–	–	–	–
<b>Net incoming/(outgoing) resources before other recognised gains and losses</b>		<b>(308,906)</b>	<b>(390)</b>	<b>(309,296)</b>	<b>(79,831)</b>	<b>390</b>	<b>(79,441)</b>
<b>Net gain/(loss) on investments</b>		<b>(117,000)</b>	<b>–</b>	<b>(117,000)</b>	<b>107,172</b>	<b>–</b>	<b>107,172</b>
<b>Net income/(expenditure) for the year and net movement in funds</b>	5	<b>(425,906)</b>	<b>(390)</b>	<b>(426,296)</b>	<b>27,341</b>	<b>390</b>	<b>27,731</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		2,056,447	5,696	<b>2,062,143</b>	2,029,106	5,306	2,034,412
<b>Total funds carried forward</b>	17a	<b>1,630,541</b>	<b>5,306</b>	<b>1,635,847</b>	<b>2,056,447</b>	<b>5,696</b>	<b>2,062,143</b>

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.

As at 31st March 2023

	Note	The group		The Institute	
		2023 £	2022 £	2023 £	2022 £
<b>Fixed assets</b>					
Tangible assets	10	1,125	–	1,125	–
Investments	11	1,706,497	1,823,497	1,706,504	1,823,504
		<u>1,707,622</u>	<u>1,823,497</u>	<u>1,707,629</u>	<u>1,823,504</u>
<b>Current assets</b>					
Debtors	14	176,149	297,283	211,861	345,246
Short term deposits		214,112	211,897	214,112	211,897
Cash at bank and in hand		282,658	529,948	86,646	308,920
		<u>672,919</u>	<u>1,039,128</u>	<u>512,619</u>	<u>866,062</u>
<b>Liabilities</b>					
Creditors: amounts due within one year	15	744,694	800,482	584,401	627,423
<b>Net current (liabilities)/ assets</b>		<u>(71,775)</u>	<u>238,646</u>	<u>(71,782)</u>	<u>238,639</u>
<b>Net assets</b>	16a	<u>1,635,847</u>	<u>2,062,143</u>	<u>1,635,847</u>	<u>2,062,143</u>
<b>Funds</b>	17				
Restricted income funds		5,306	5,696	5,306	5,696
Unrestricted income funds					
Designated Funds		1,448,665	1,797,186	1,448,665	1,797,186
General funds		181,876	259,261	181,876	259,261
Total Unrestricted income funds		<u>1,630,541</u>	<u>2,056,447</u>	<u>1,630,541</u>	<u>2,056,447</u>
<b>Total funds</b>		<u>1,635,847</u>	<u>2,062,143</u>	<u>1,635,847</u>	<u>2,062,143</u>

Approved by the Trustees on 13th December 2023 and signed on their behalf by:



Mathew Haslam, Honorary Treasurer

Consolidated statement of cash flows

For the year ended 31st March 2023

	Note	2023 £	£	2022 £	£
<b>Net cash provided by operating activities</b>	18		<b>(305,430)</b>		<b>(2,806)</b>
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		<b>61,622</b>		62,479	
Purchase of fixed assets		<b>(1,266)</b>		–	
Interest rolled over on short term deposits		<b>(2,216)</b>		(744)	
<b>Net cash provided by / (used in) investing activities</b>			<b>58,140</b>		<b>61,735</b>
<b>Change in cash and cash equivalents in the year</b>			<b>(247,290)</b>		<b>58,929</b>
Cash and cash equivalents at the beginning of the year			<b>529,948</b>		385,019
Reclassification from short term deposits			–		86,000
<b>Cash and cash equivalents at the end of the year</b>			<b>282,658</b>		<b>529,948</b>

**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.

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

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.

The Trustees acknowledge that as at 31st March 2023 there is a net current liability, however they are confident of the going concern position due to the robust cash-flow and general reserves.

**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.

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.

**p) 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.

**q) 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.

The Landscape Institute

Notes to the financial statements

For the year ended 31st March 2023

2 Income from charitable activities

	Restricted £	Unrestricted £	2023 Total £	Restricted £	Unrestricted £	2022 Total £
High Street Task Force	–	20,728	20,728	–	6,650	6,650
Awards and Competitions events	–	264,268	264,268	–	157,851	157,851
<b>a Sub-total for Raise the Profile of Landscape and Place</b>	–	284,996	284,996	–	164,501	164,501
Examination and Pathway fees	–	164,252	164,252	–	105,356	105,356
Branch event income	–	10,337	10,337	–	1,291	1,291
University accreditation fees	–	36,018	36,018	–	33,665	33,665
Journal advertising	–	36,850	36,850	–	51,800	51,800
Publication sales and royalties	–	18,716	18,716	–	15,165	15,165
Income from training activities	–	75,820	75,820	–	133,499	133,499
<b>b Sub-total for Building Resilience and Confidence</b>	–	341,993	341,993	–	340,776	340,776
Member subscriptions	–	1,526,812	1,526,812	–	1,480,816	1,480,816
Practice fees	–	192,563	192,563	–	179,073	179,073
Grant income	–	21,088	21,088	–	2,500	2,500
Website advertising	–	148,722	148,722	–	180,753	180,753
<b>c Sub-total for Growth and Inclusivity</b>	–	1,889,185	1,889,185	–	1,843,142	1,843,142
<b>Total Income from charitable activities</b>	–	2,516,174	2,516,174	–	2,348,419	2,348,419
<b>3 Other income</b>						
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Insurance commission	–	14,741	14,741	–	18,178	18,178
Other income	–	3,705	3,705	390	1,847	2,237
	–	18,446	18,446	390	20,025	20,415



Landscape Institute

Notes to the financial statements

For the year ended 31st March 2023

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	2023 Total	2022 Total
	£	£	£	£	£	£	£
Staff costs (note 6)	325,268	335,637	399,865	123,464	272,235	1,456,469	1,477,504
Direct members communications	24,098	116,645	4,329	–	10,786	155,858	145,530
Branch and member group activities	–	21,347	–	–	–	21,347	25,259
Awards and Competitions	88,501	6,500	15,606	–	–	110,607	184,781
Information costs	33,061	11,182	60,635	–	70,452	175,330	–
Pathway examinations and supervision	–	45,606	–	–	–	45,606	36,788
Event and Conference costs	106,968	–	–	–	–	106,968	7,721
Consultants and other direct costs	44,095	47,900	13,348	23,880	95,104	224,326	143,337
Legal & professional	–	89,474	3,769	20,005	49,659	162,907	177,784
Depreciation	–	–	–	–	142	142	18,196
Committee and Leadership expenses	–	–	–	17,525	–	17,525	46,467
Premises costs	–	–	–	–	161,909	161,909	132,214
Other costs	–	24,505	–	–	242,038	266,543	115,172
	621,990	698,797	497,551	184,873	902,327	2,905,538	2,510,754
Support costs	306,791	270,698	234,604	90,234	(902,327)		–
Governance costs	104,541	93,536	77,030	(275,107)	–	–	–
<b>Total expenditure 2023</b>	<b>1,033,322</b>	<b>1,063,031</b>	<b>809,185</b>	<b>–</b>	<b>–</b>	<b>2,905,538</b>	<b>2,510,754</b>

Landscape Institute

Notes to the financial statements

For the year ended 31 March 2022

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	<b>2022 Total</b>
	£	£	£	£	£	£
Staff costs (note 6)	324,239	334,499	379,630	185,700	253,436	<b>1,477,504</b>
Branch and member group activities	–	25,259	–	–	–	<b>25,259</b>
Direct member communications	32,446	95,897	–	10,672	6,515	<b>145,530</b>
Awards and Competitions	–	17,895	48,440	–	56,000	<b>122,335</b>
Pathway examinations and supervision	–	36,788	–	–	–	<b>36,788</b>
Event and Conference costs	–	7,721	–	–	–	<b>7,721</b>
Awards and competition costs	55,886	1,184	2,442	1,376	1,558	<b>62,446</b>
Consultants and other direct costs	44,092	47,900	13,348	23,880	14,117	<b>143,337</b>
Legal & professional	–	89,474	3,769	36,100	48,441	<b>177,784</b>
Depreciation	–	–	18,196	0	–	<b>18,196</b>
Committee and Leadership expenses	–	–	–	46,467	–	<b>46,467</b>
Premises costs	–	–	–	–	132,214	<b>132,214</b>
Other costs	–	–	24,651	–	90,522	<b>115,173</b>
	<b>456,663</b>	<b>656,617</b>	<b>490,476</b>	<b>304,195</b>	<b>602,803</b>	<b>2,510,754</b>
Support costs	204,953	180,841	156,728	60,281	(602,803)	–
Governance costs	138,501	123,922	102,053	(364,476)	–	–
<b>Total expenditure 2022</b>	<b>800,117</b>	<b>961,380</b>	<b>749,257</b>	<b>–</b>	<b>–</b>	<b>2,510,754</b>

## 5 Net income/(expenditure) for the year

This is stated after charging

	2023 £	2022 £
Depreciation	142	18,186
Trustee's expenses	5,953	9,503
Auditors' remuneration (net of VAT):		
• Audit	14,200	18,350
• Other services	5,950	13,320
Operating lease rentals:		
• Property	131,616	114,312
• Office equipment	2,896	6,952

## 6

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,031,114	1,016,430
Redundancy and termination costs	4,249	–
Social security costs	102,241	106,642
Employers contributions to defined contribution pension scheme	60,129	59,457
Other staff related costs including travel and agency staff	258,736	294,975
	<u>1,456,469</u>	<u>1,477,504</u>

The redundancy and termination costs accrued at the balance date and paid post year end amounted to nil (2022: nil)

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

	2023 No.	2022 No.
£60,000 – £69,999	–	2
£70,000 – £80,000	–	–
£80,001 – £90,000	–	–
£90,001 – £100,000	1	–

The total employee benefits including employer's National Insurance, pension contributions and termination costs of the key management personnel were £448,927 (2022: £582,702).

Jane Findlay, President, received combined honorarium from the charity of £6,934 (2022: £27,734; present and past president) plus national insurance and pension payments of £701 (2022: £3,716; as before). No other Trustees were paid and no other Trustees received any other benefits from employment with the Institute in the year (2022: nil). The payment of this salary is in accordance with clause 9.1(b) of our Royal Charter.

During the year, no trustees (2022: 1), received remuneration in respect of professional services provided (2022: £4,715). Related party income transactions with Hardscape Ltd, a company which the Honorary Treasurer, Mathew Haslam is a director, amounted £26,880.

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £5,953 (2022: £9,053) incurred by 4 trustees (2022: 3) 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:

	2023 No.	2022 No.
Raise the profile of Landscape and Place	9	7
Build the resilience and confidence of the profession	9	8
Inclusive Growth	5	5
Support	2	2
Governance	2	3
	<u>27</u>	<u>25</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 £
<b>Cost</b>				
At the start of the year	–	14,628	275,501	290,129
Additions in year	–	1,266	–	1,266
Less: disposals during the year	–	(9,689)	–	(9,689)
At the end of the year	<u>–</u>	<u>6,205</u>	<u>275,501</u>	<u>281,706</u>
<b>Depreciation</b>				
At the start of the year	–	14,628	275,501	290,129
Disposals	–	(9,689)	–	(9,689)
Charge for the year	<u>–</u>	<u>142</u>	<u>–</u>	<u>142</u>
At the end of the year	<u>–</u>	<u>5,080</u>	<u>275,501</u>	<u>280,582</u>
<b>Net book value</b>				
At the end of the year	<u>–</u>	<u>1,125</u>	<u>–</u>	<u>1,125</u>
At the start of the year	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>

The tangible fixed assets of the Institute are the same as those of the group and, therefore, have not been stated separately.

All of the above assets are used for charitable purposes.

11 Investments

	The group		The Institute	
	2023	2022	2023	2022
	£	£	£	£
<b>Listed Investments</b>				
Fair value at the start of the year	1,823,497	1,716,325	1,823,497	1,716,325
Net gain/(loss) on change in fair value	(117,000)	107,172	(117,000)	107,172
Fair value of listed investments at the end of the year	1,706,497	1,823,497	1,706,497	1,823,497
Investment in subsidiary undertaking	–	–	7	7
Total investments	1,706,497	1,823,497	1,706,504	1,823,504
Investments comprise				
	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
UK Common investment funds	1,706,497	1,823,497	1,706,497	1,823,497
Unlisted shares in UK registered companies	–	–	7	7
	1,706,497	1,823,497	1,706,504	1,823,504

## 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:

	2023 £	2022 £
Turnover	695,343	691,172
Cost of sales	(283,320)	(352,110)
<b>Gross profit</b>	<b>412,023</b>	<b>339,062</b>
Administrative expenses	(182,083)	(134,307)
<b>Profit on ordinary activities before taxation</b>	<b>229,940</b>	<b>204,755</b>
Taxation on profit on ordinary activities	–	–
<b>Profit for financial year</b>	<b>229,940</b>	<b>204,755</b>
<b>Retained earnings</b>		
Retained earnings brought forward	–	–
Profit for the financial year	229,940	204,755
Distribution to parent entity	(229,940)	(204,755)
<b>Retained earnings carried forward</b>	<b>–</b>	<b>–</b>
The aggregate of the assets, liabilities and funds was:		
Assets	244,669	345,974
Liabilities	(244,662)	(345,967)
Funds	7	7

During the year, the institute recharged the subsidiary management and overhead costs of £140k (2022: £129k)

## 13 Parent charity

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

	2023 £	2022 £
Gross income	1,900,899	2,073,856
Results for the year	(656,236)	(79,440)

# The Landscape Institute

## Notes to the financial statements

For the year ended 31st March 2023

### 14 Debtors

	The group		The Institute	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	28,070	135,748	9,711	75,401
Due from group undertakings	–	–	84,369	142,579
Awards and Competitions	–	18,422	–	18,422
Office Rent Deposit	18,380	–	18,373	–
VAT Debtor	7,701	–	7,701	–
Prepayments and accrued income	121,998	143,113	91,707	108,844
	<b>176,149</b>	<b>297,283</b>	<b>211,861</b>	<b>345,246</b>

### 15 Creditors: amounts due within one year

	The group		The Institute	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	183,595	119,309	183,361	118,730
Deferred income (please see below)	467,431	467,023	307,372	304,645
Taxation and social security	29,639	26,851	29,639	26,851
VAT creditor	–	8,916	–	–
Other creditors	19,961	56,411	19,961	56,195
Accruals	44,068	121,972	44,068	121,002
	<b>744,694</b>	<b>800,482</b>	<b>584,401</b>	<b>627,423</b>

Deferred income comprises:

Membership fees received in advance	261,406	251,639	261,405	251,639
Registered practice fees in advance	160,059	137,276	–	–
Examination fees in advance	30,959	53,007	30,960	53,007
Accreditation Fees	15,007	–	15,007	–
Competition and other income in advance	–	25,101	–	–
	<b>467,431</b>	<b>467,023</b>	<b>307,372</b>	<b>304,646</b>

All 2022 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	–	1,125	–	1,125
Investments	–	1,447,540	258,957	1,706,497
Net current assets	5,306	–	(77,081)	(71,775)
<b>Net assets at the end of the year</b>	<b>5,306</b>	<b>1,448,665</b>	<b>181,876</b>	<b>1,635,847</b>

### 16b Prior year analysis of group net assets between funds

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	–	–	–	–
Investments	–	1,702,115	121,382	1,823,497
Net current assets	5,696	95,071	137,880	238,647
<b>Net assets at the end of the year</b>	<b>5,696</b>	<b>1,797,186</b>	<b>259,262</b>	<b>2,062,144</b>

# The Landscape Institute

## Notes to the financial statements

For the year ended 31st March 2023

### 17a Current year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Travel award	5,306	-	-	-	5,306
The Parks Alliance	390	-	-	(390)	-
<b>Total restricted funds</b>	<b>5,696</b>	<b>-</b>	<b>-</b>	<b>(390)</b>	<b>5,306</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Fixed assets funds	-	-	-	-	-
Branch funds	33,489	-	-	(11,108)	22,381
Entry Standards Modernisation Fund	52,277	-	-	(52,277)	-
Policy Development Fund	9,305	-	-	(9,305)	-
Project Kestrel	-	-	-	400,000	400,000
Strategic Development	1,702,115	-	-	(675,831)	1,026,284
<i>Total designated funds</i>	<i>1,797,186</i>	<i>-</i>	<i>-</i>	<i>(348,521)</i>	<i>1,448,665</i>
General funds	259,261	2,596,242	(3,022,538)	348,911	181,876
<i>Total general funds</i>	<i>259,261</i>	<i>2,596,242</i>	<i>(3,022,538)</i>	<i>348,911</i>	<i>181,876</i>
<b>Total unrestricted funds</b>	<b>2,056,447</b>	<b>2,596,242</b>	<b>(3,022,538)</b>		<b>1,630,541</b>
<b>Total funds</b>	<b>2,062,143</b>	<b>2,596,242</b>	<b>(3,022,538)</b>		<b>1,635,847</b>

### 17b Prior year movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Travel award	5,306	-	-	-	5,306
The Parks Alliance	-	390	-	-	390
<b>Total restricted funds</b>	<b>5,306</b>	<b>390</b>	<b>-</b>	<b>-</b>	<b>5,696</b>
<b>Unrestricted funds:</b>					
<i>Designated funds:</i>					
Fixed assets funds	18,196	-	(18,196)	-	-
Branch funds	34,600	-	-	(1,111)	33,489
Entry Standards Modernisation Fund	109,320	-	(57,043)	-	52,277
Policy Development Fund	9,305	-	-	-	9,305
Property Fund	1,555,818	107,172	-	39,125	1,702,115
<i>Total designated funds</i>	<i>1,727,239</i>	<i>107,172</i>	<i>(75,239)</i>	<i>38,014</i>	<i>1,797,186</i>
General funds	301,867	2,430,923	(2,435,515)	(38,014)	259,261
<i>Total general funds</i>	<i>301,867</i>	<i>2,430,923</i>	<i>(2,435,515)</i>	<i>(38,014)</i>	<i>259,261</i>
<b>Total unrestricted funds</b>	<b>2,029,106</b>	<b>2,538,095</b>	<b>(2,510,754)</b>	<b>-</b>	<b>2,056,447</b>
<b>Total funds</b>	<b>2,034,412</b>	<b>2,538,485</b>	<b>(2,510,754)</b>	<b>-</b>	<b>2,062,143</b>

#### General funds

General Funds are funds available for the purposes of the Institute to be spent as the Board of Trustees sees fit within the stated objectives of the charity. The Board of Trustees are free to set priorities and decide how and when to spend these funds, and they are not earmarked in any way.



## 17 Movement in funds – descriptions of funds

### Purposes of restricted funds

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

### Purposes of designated funds

The net value of fixed assets is reflected in a designated fund. There was no transfer at year end as all assets are fully depreciated.

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. During the year work continued with new routes to entry. Work continued on the apprentice scheme, notable Level 7; a pilot scheme was launched before the year end for the experienced Technician Member. Improvement to the Pathway Chartership and its link to the new competency framework is delayed due to IT challenges.

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 Strategic Development fund comprises net proceeds of the sale of the Institute's former investment property. It is to support the future strategy of the Institute. 80% of dividend income and 20% of the movement on revaluation is allocated to the general fund.

The Project Kestrel Fund is monies set aside to support the development of a new CRM system and improved websites, to enhance the member experience and efficiencies of our internal processes.

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

	2023 £	2022 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(426,296)</b>	<b>27,731</b>
Depreciation charges	142	18,195
Losses/ (gains) on investments	117,000	(107,172)
Dividends, interest from investments	(61,622)	(62,479)
(Increase)/decrease in debtors	121,134	(7,202)
Increase/(decrease) in creditors	(55,788)	128,121
<b>Net cash provided by / (used in) operating activities</b>	<b>(305,430)</b>	<b>(2,806)</b>

## The Landscape Institute

### Notes to the financial statements

#### For the year ended 31st March 2023

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#### 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	
	2023 £	2022 £	2023 £	2022 £
Within 1 year	<b>128,760</b>	122,953	<b>128,760</b>	120,887
2 – 5 years	<b>96,570</b>	210,800	<b>96,570</b>	81,267
	<b><u>225,330</u></b>	<u>333,753</u>	<b><u>225,330</u></b>	<u>202,154</u>

#### 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, Charity Commission number 1073396 and Scottish Charity Regulator number SC047057, and incorporated by Royal Charter, registration number RC000767.