

# Connect People, Place and Nature



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Landscape Institute

**Landscape  
Institute**  
Inspiring great places



**Landscape architects create great places. They work with the built and natural environment to create innovative and wildlife friendly habitats and spaces, and sustainable infrastructure to create health, wellbeing and environmental outcomes, helping communities to thrive.**

**Landscape professionals can deal with a wide range of landscapes, from urban to rural spaces and mountain tops to beaches. Because of this, the profession relies on individuals to draw on knowledge of design, technical skills, management, ecology, problem solving and innovation across multiple projects and tasks.**





# 2023/24 Business Plan 'New Ways of Working' for the LI

This is the Landscape Institute's (LI) Business Plan covering the period of April 2023 – March 2024.

It is titled 'New Ways of Working' which is the start of a more collaborative and inclusive LI.

We're focused on a future that is not driven by individual groups – whether the board, staff, members, or volunteers – but by their combined strength and unity of vision.

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Rob Hughes, Acting CEO





# Our Vision

**Our vision is to be agile, innovative and responsive to help members and communities deliver more sustainable methods for living and working.**

We are a professional home for all landscape practitioners, that includes scientists, landscape planners, architects, managers and urban designers. In addition, we seek to provide support for landscape practitioners through different means. The Annual General Meeting (AGM) is one of multiple ways in which we get together to reflect on the support we are providing.

We want to be a relevant, expert and trusted professional body that develops its members.

Furthermore, we also want to take an inclusive approach to transform, maintain, conserve and enhance landscape and places.

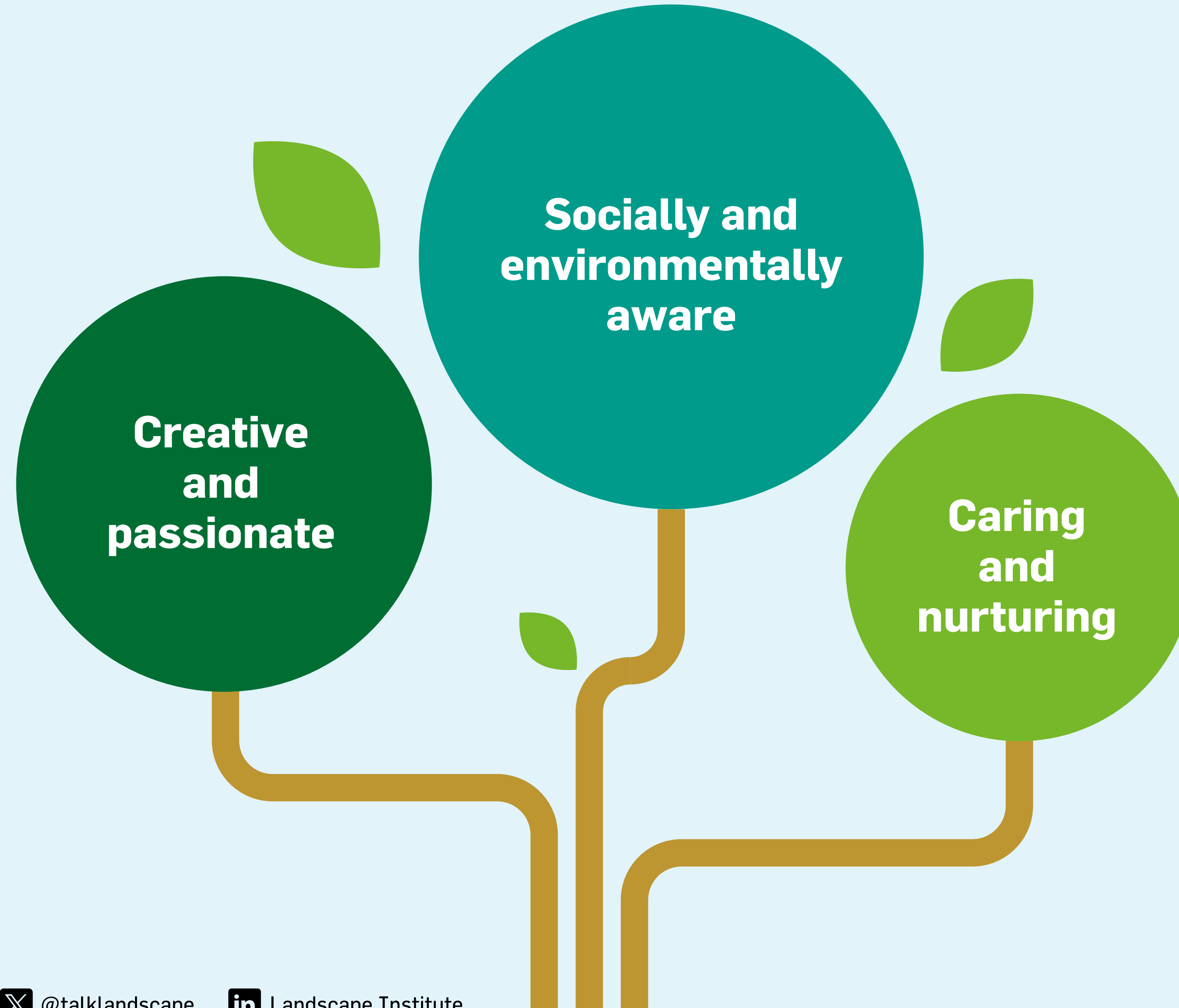




# Our Values

The Institute will conduct itself in accordance with sound ethical and professional behaviours.

In enabling its members to give trusted, authoritative and independent advice we will work according to the following values:





**Our Mission** is to lead and inspire the profession to deliver for the benefit of People, Place & Nature for today and for future generations.





# For this mission, we want to lead and inspire the profession for **all landscape practitioners.**



As a membership association focusing on landscape architecture, we lead as an advocate and provide services to help architects protect, conserve and enhance the natural and built environment for people, place and nature.

We seek to represent the landscape profession, helping it to advance in any way we can.

This organisation also provides opportunity for us to promote the profession on behalf of all landscape practitioners. Events such as the Awards and Graduation Ceremony help us to raise the profile of the profession and extend our outreach.



# At a critical time for nature and climate, the LI's role in **championing the work of its members** across sectors to create inclusive, healthy, sustainable places, is needed more than ever.



As the LI looks ahead, it does so with a clear and coherent strategy. We will build a positive and forward-looking agenda that draws on our membership strengths and puts the members and the LI back in the spotlight.

This is a transition year with an Acting CEO, with strategic aims remaining focused on **INFLUENCE, RELEVANCE** and **INCLUSIVE GROWTH** – raising the profile of landscape and place with the public and decision makers, building the resilience, confidence and relevance of the landscape profession and growing and being more inclusive as an organisation.

The foundations to the 2023/24 Business Plan and delivery are Membership, Systems and People – all critical to the success of the LI.

Our key focus for 2023/24 will be building discipline and capability around finance and sustainability.



**Our key focus for 2023/24 will be building discipline and capability around finance and sustainability. Policy, membership and education will be key drivers for our success.**





Moving forward to a more **inclusive and future-orientated strategy**, focused on current corporate strategic themes of influence, relevance and inclusive growth.

Remaining focused on our **membership-led, people-focused and systems-based foundations** within the 2023/24 Business Plan and delivery.







As a team, our focus is on building a positive and forward-looking agenda that builds on the strengths of our members and puts them at the heart of everything we do.



# 2023 Membership Survey

Members were surveyed in Spring 2023

**957**  
completed the survey

**17%**  
response rate

**11**  
members took part in a focus group

The top **5 key findings** from the survey were:

Overall satisfaction is **39%**, down from 64% in 2021.

**55%** of respondents agreed that the LI performed well keeping members informed about relevant news.

**42%** believe the LI is taking action on climate change and biodiversity loss.

**38%** felt the LI had done well on updating entry standards.

Only **21%** agreed that the LI is performing well at attracting the next generation of professionals.

LI's strategic aims:

**Membership, People and Systems** informed by 2023 Member Survey feedback.



# We asked, you said – continually listening to members



This Business Plan is based on being business and customer responsive. It is formed in direct response to independent and member feedback:

- **Strategic Review 1:** the Brown Review in 2021 detailed a set of recommendations for the LI across strategy, leadership, working environment, governance, and operational delivery. Since then, the Board and LI staff have been working hard – despite a challenging environment pertaining to staff resource, rising costs of operation, Covid and Brexit – to implement a programme of collaborative change, and new ways of working.
- **Strategic Review 2:** Central to this 2023-24 Business Plan alongside the Brown (Independent) Review, is a recent Centre for Governance and Scrutiny (CfGS) report and member survey feedback. These activities in turn are informing future-oriented initiatives such as the 2024-2029 Corporate Strategy and digital transformational work.

- **Strategic Review 3:** Crowe U.K were also engaged in March 2021 to provide assurance in four key areas including the LI’s finance improvement plan, general financial systems, branch bank accounts and IT development and projects.

Membership feedback also underpins the 2023/24 Business Plan. In January 2023 the LI undertook a substantial Membership Survey and undertook several Roadshows in 2022.

The LI will be engaging in active stakeholder engagement throughout 2023/24 including visits to devolved nations as well as a programme of research activity including focus groups with key LI audiences.

## Continually listening to members

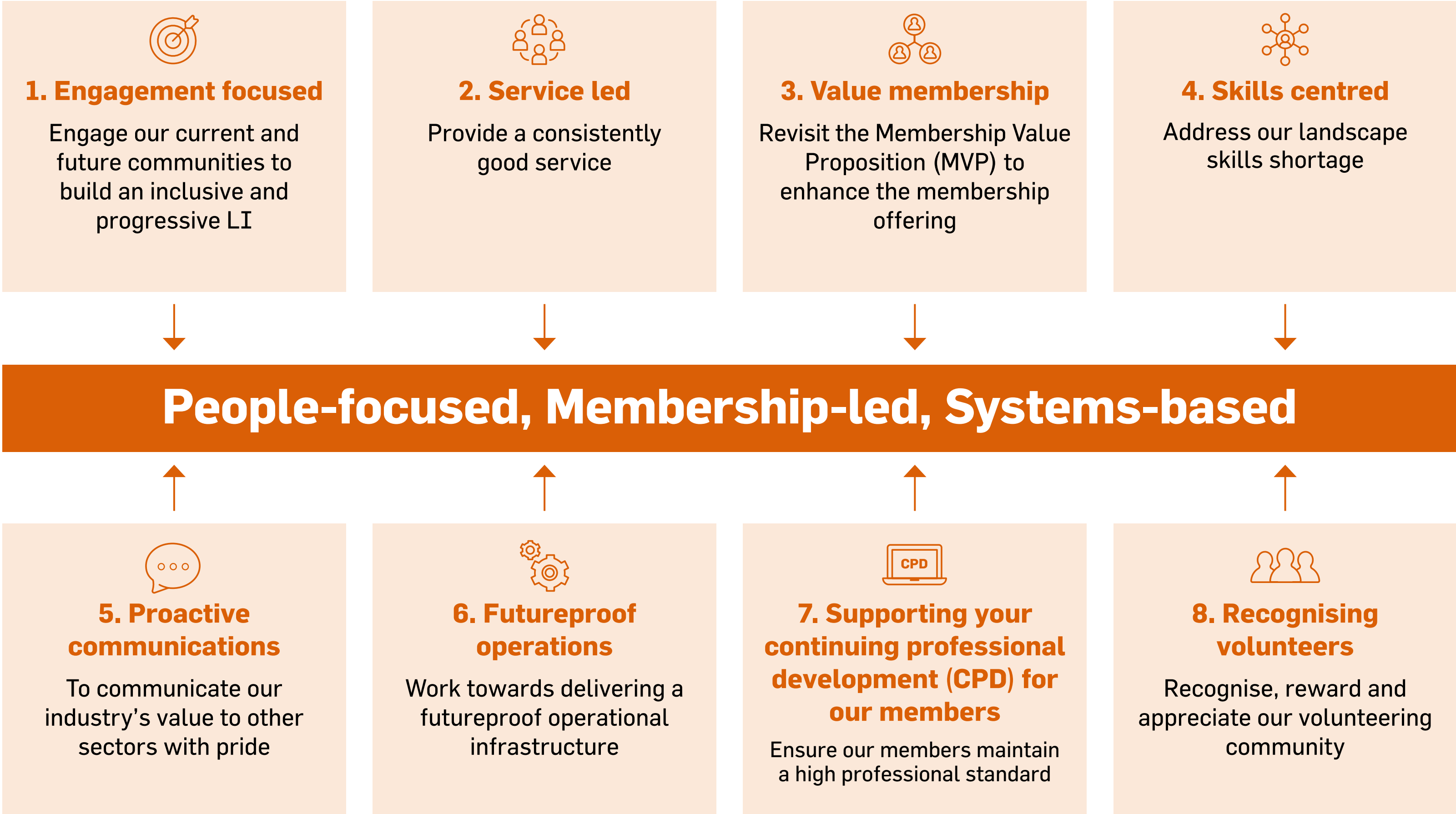
<b>Survey / Events</b> <ul style="list-style-type: none"><li>– Spring 2023 Membership Survey</li><li>– Events feedback</li></ul>	<b>Independent reviews</b> <ul style="list-style-type: none"><li>– Strategic Review 1: Brown (Independent) Review report (2021)</li><li>– Strategic Review 2: Centre for Governance and Scrutiny (CfGS) report (2023)</li><li>– Strategic Review 3: Crowe (Financial Internal Controls) Report (2021)</li></ul>
<b>Stakeholder visits</b> <ul style="list-style-type: none"><li>– Northern Ireland Visit (Oct 2023)</li></ul>	
<b>Focus groups / Research</b> <ul style="list-style-type: none"><li>– Fellowship Focus Group (FLI) (Sep 2023)</li><li>– Research Programme 2023/24</li></ul>	



# Eight new Membership Pledges

In response to the feedback gathered in the member survey, the LI has committed to 8 membership pledges.

These 8 membership pledges have guided and now underpin this 2023/24 business plan.

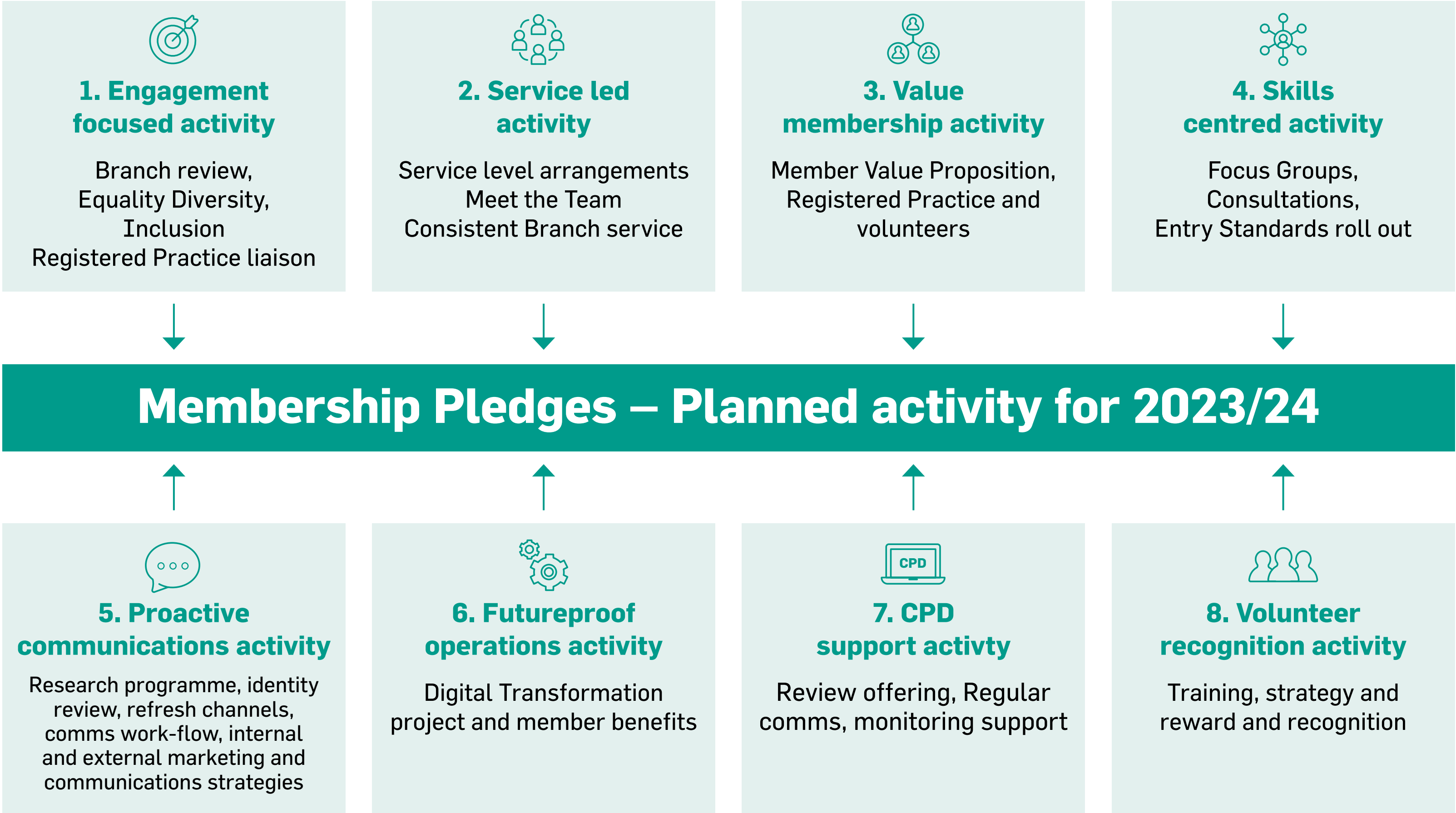




# Membership Pledges

## – Planned activity for 2023/24

We are committed to meeting our 8 Membership Pledges through key business activity in 2023/24.



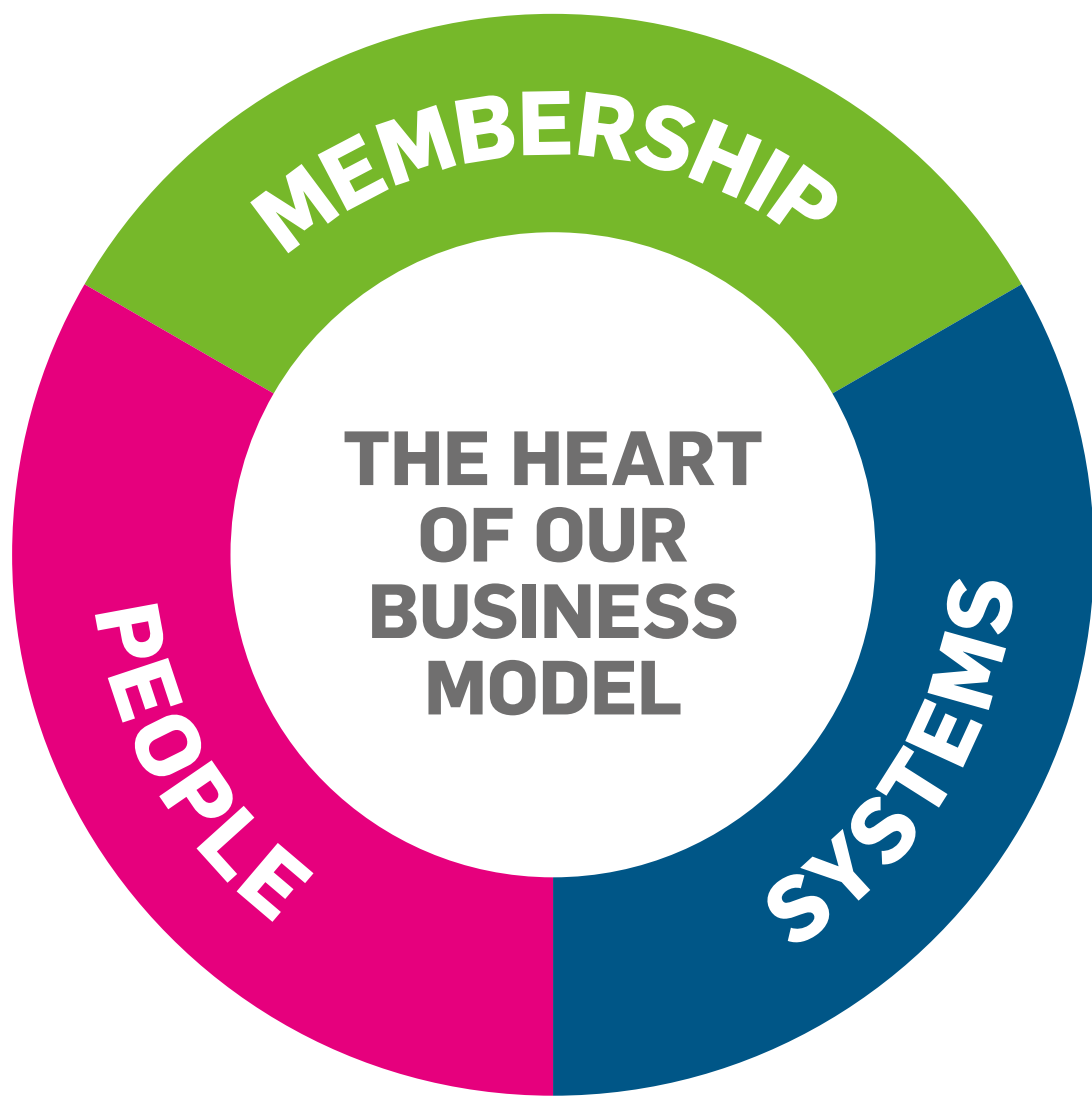


# A Business Plan focused on prioritisation, delivery and return on investment

Our approach to creating this Business Plan for 2023/24 focused on being resilient and the critical objectives that need to be addressed and actioned by the end of 2023/24.

We will look to empower the LI to focus on what needs to be done.


All business priorities needed to be aligned with the three LI strategic themes:



1. Membership

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


In 23/24 we will build on the consultation we have conducted with our members through the UK campaign and satisfaction surveys to drive membership engagement and deliver a more collaborative programme.



2. People

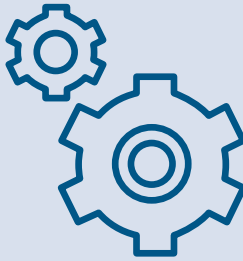
We will re-value, enhance and stabilise our organisation model to meet the needs of our Members, LI team, partners, and stakeholders.

In 23/24 we will focus on staff engagement, retention and development with the aim of making the LI an inspiring place to work. We will refresh, improve and implement new operational systems and processes to enhance staff and member experience and satisfaction, creating an agile, effective and efficient operation, driven by high-performing teams.



3. Systems

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





# 2023/24 Core Business Delivery

In 2023/24, the LI will have an absolute focus on core business delivery to meet its fundamental obligations as a membership body and will ensure it is process driven and sustainable as a business.

The focus in core business delivery is on the continual improvement of our key processes and to provide transformation in our digital offering.

We are a service-led organisation and therefore we have a large number of annual Business as Usual activities to deliver for 2023/24.

**Examples of core delivery include:**

- Implementation of assessment cycle
- Membership engagement
- Delivering LI governance cycle
- Annual events programme
- Continual Professional Development (CPD) provision
- Consultation responses
- Re-accreditation process
- Budgeting/business forecasting
- Board reporting
- Equality, Diversity and Inclusion (ED&I) monitoring
- Human Resources (HR) and finance compliance
- Stakeholder management
- LI committee support
- Entry Standards



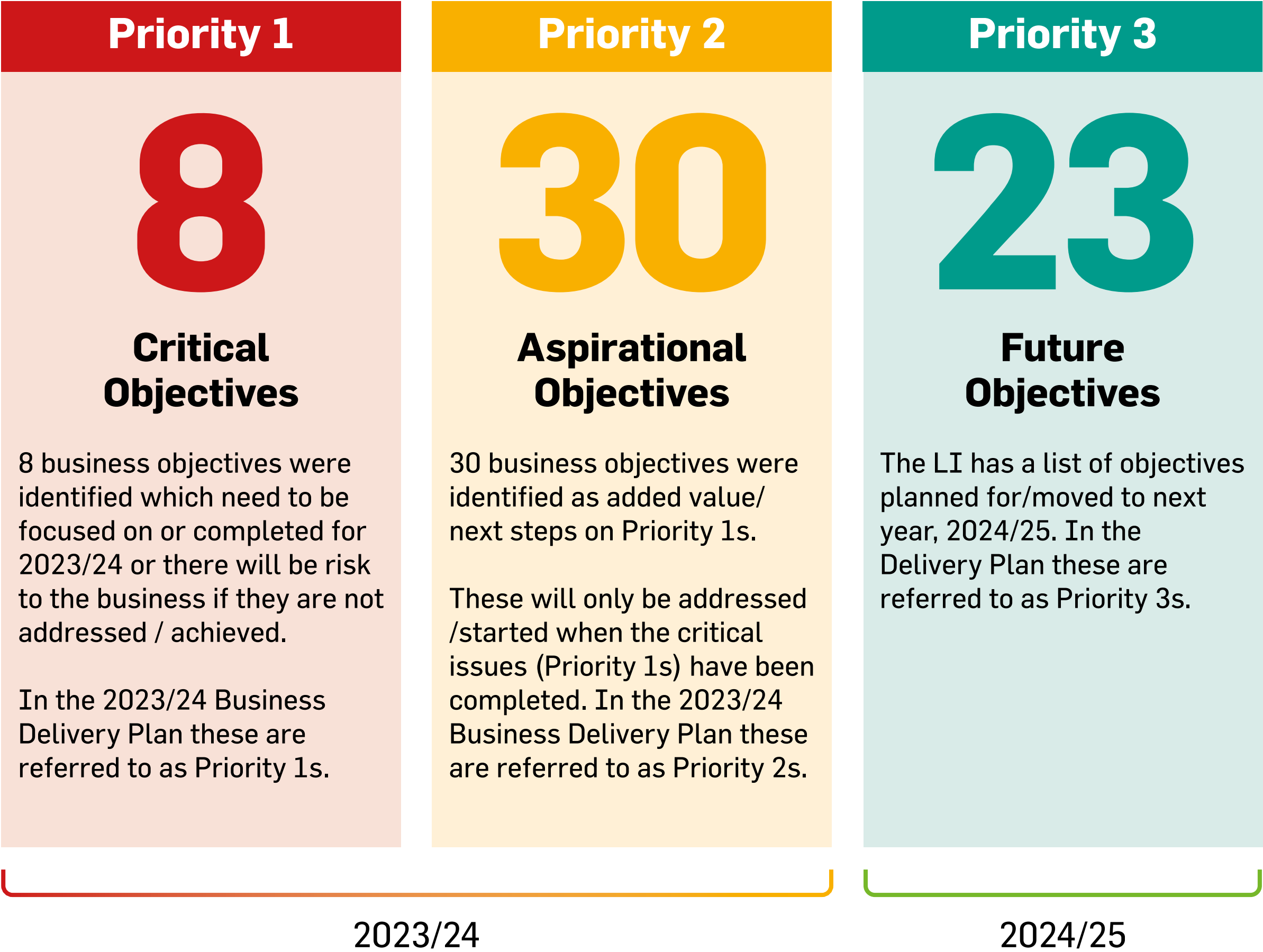


# A Business Plan based on prioritisation

For 2023/24 the LI undertook a Horizon scanning 360-degree approach to establishing an LI business objectives list which could then be prioritised to those that require focus and commitment for either 2023/24 or 2024/25.

The aim of the process was to prioritise the right projects and opportunities that will build a strong foundation and a future-proofed organisation. This meant focusing on a mix of responsive items alongside proactive and developmental agendas that are important for membership. All of the business objectives were clustered into three groups of criticality.

The LI will use this prioritisation template as part of its 2024/25 business planning process.



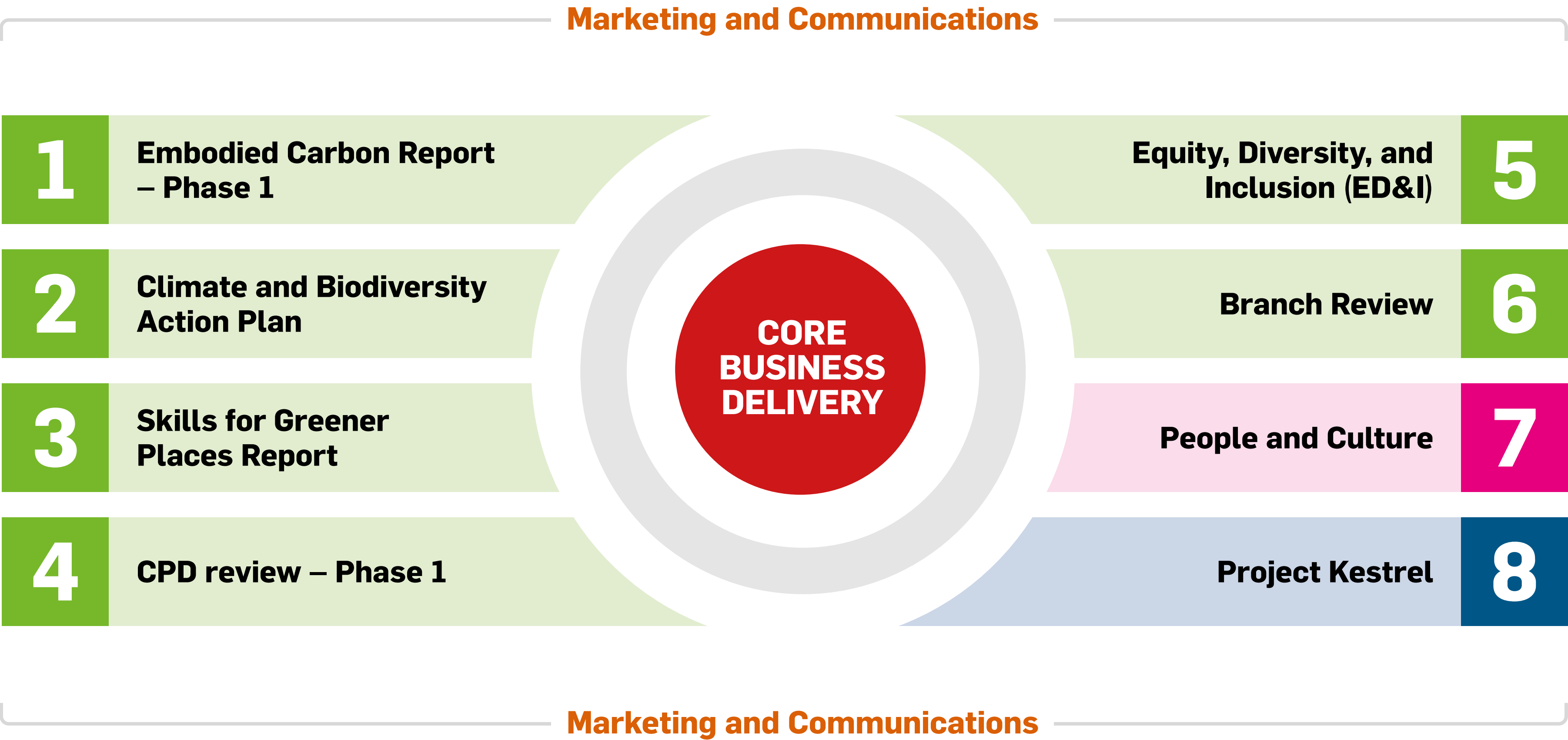


# Priority 1

## 8 LI Critical Objectives for 2023/24

The LI has committed to 8 key business objectives. These 8 objectives are critical to the success of the LI. These objectives will need to be sufficiently in progress or completed for 2023/24 before any of the aspirational objectives can be focused on.

These business objectives are being monitored against a set of KPIs to recognise progress and any barriers to success.





# Priority 1

## 8 LI Critical Objectives for 2023/24

The first 6 of these 8 objectives are focused on the **Membership** strategic aim:

1. Embodied Carbon Report – Phase 1
2. Climate and Biodiversity Action Plan
3. Skills for Greener Places Report: Continuing to engage with and support leaders in the parks and green spaces sector
4. CPD review – Phase 1: to review the CPD policy and consult members on potential changes
5. Equity, Diversity, and Inclusion (ED&I): the golden thread, from our culture and internal operations to our policy work, guidance and regulation
6. Branch Review: Improving member engagement, with better principles and more efficient mechanisms to listen to and act on members' direction

7. There is one business objective specifically focused on the **People** strategic aim:

– People and Culture – Implementation of a People, Culture and Change Committee / Competency behavioural & values framework in place

8. The last LI business objective is called Project Kestrel and is **Systems** focused. It will look to transform the efficiency and experience of working with the LI for all and in particular, how we connect with everyone in an ecosystem, while providing a seamless customer experience.

This programme of work will provide the LI with an IT infrastructure and a new way of working fit for its members, staff and stakeholders, and provide maximum integration across systems and functionalities. The LI will be investing in a new Customer Relationship Management (CRM) system and website, to enable a more accessible member self-service (e.g. onboarding, renewals, events booking and CPD management).

Effective communications will unlock greater value for our staff, members and volunteers. **Marketing and Communications** will be the enabler for the LI in 2023/24 to drive positive behaviours to support the delivery of our strategic objectives – driving better results for the members, teams and the LI, enhancing collaboration, engagement, morale, satisfaction and productivity.

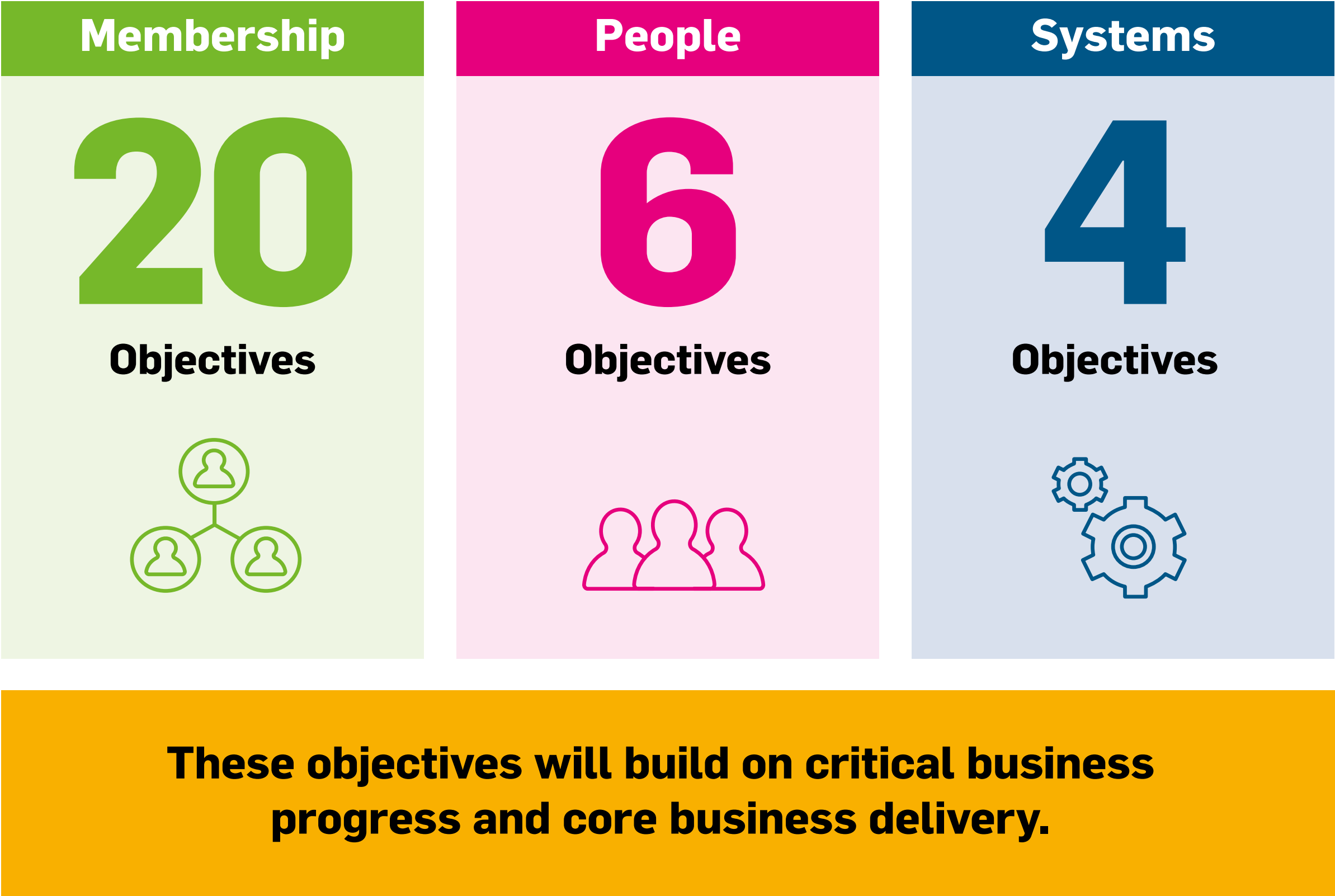


# Priority 2

## 30 Aspirational Objectives for 2023/24

The LI has identified 30 objectives which are currently aspirational objectives for 2023/24 and will be addressed only on completion/ progress of the LI's critical business objectives.

Each team is focused on core business delivery and critical business objectives and will actively look to see how they can focus/address their aspirational objectives for this year or plan them for next year.





# Priority 3

## Future Objectives for 2024/25

When identifying business objectives for 2023/24, the LI also identified 23 objectives which are to be considered and confirmed for 2024/25.

17 of these 23 objectives are focused on the Membership strategic aim, 2 under People and 4 under Systems.





# Business reporting for transparency 2023/24

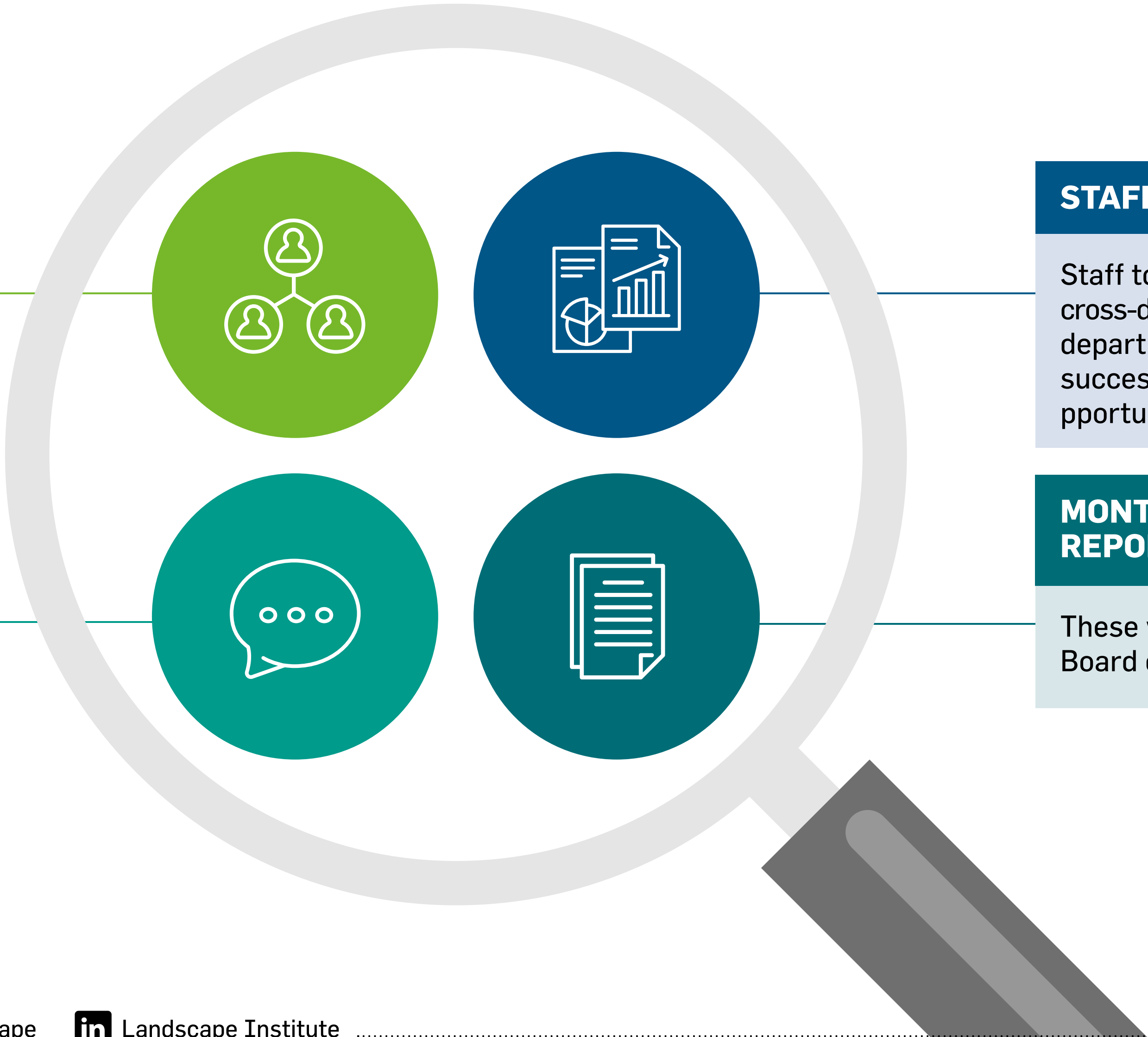
The following reporting systems will be implemented for 2023/24 at the LI:

**MEMBERSHIP UPDATES**

Members will be updated on our progress through direct emails and newsletters.

**SLT MONTHLY BOARD UPDATES**

The Senior Leadership Team will provide monthly department updates to the Board of Trustees on risks, key variables in their business objectives and KPIs which may impact business progress.



**STAFF KPI REPORTS**

Staff to start reporting internally cross-departmentally on their departments KPIs, highlighting successes, challenges and opportunities.

**MONTHLY MANAGEMENT REPORTS (FINANCE)**

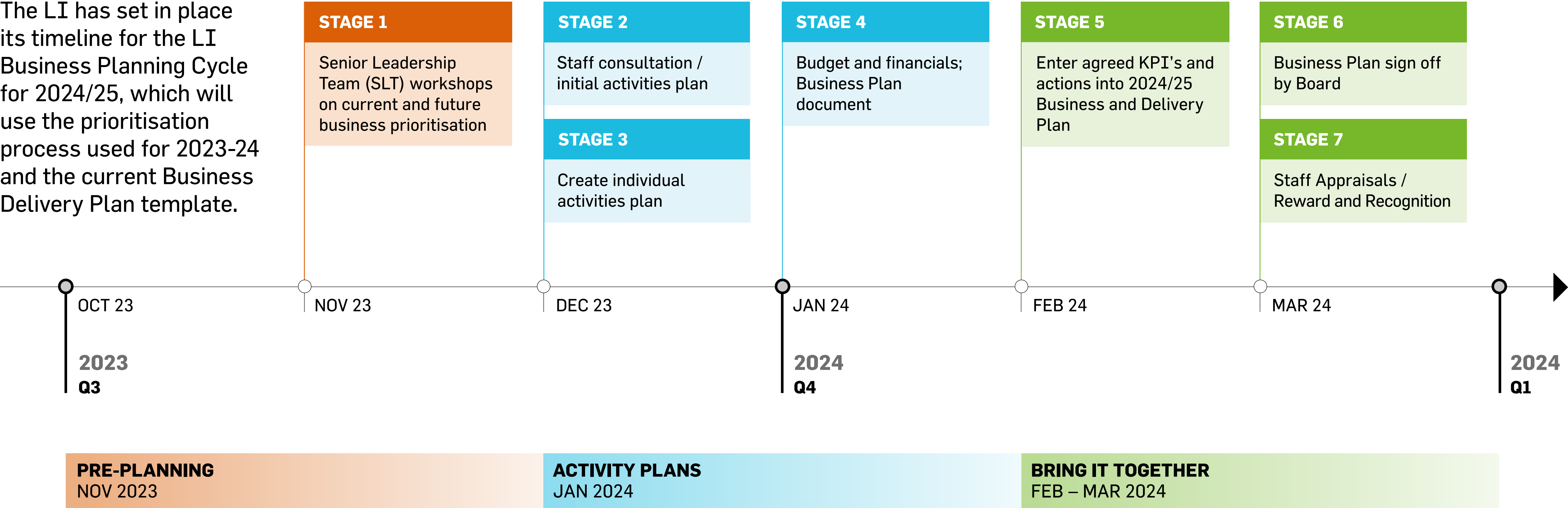
These will be provided to the Board of Trustees.



# LI Business Planning Cycle

## 2024/25 – Back on track

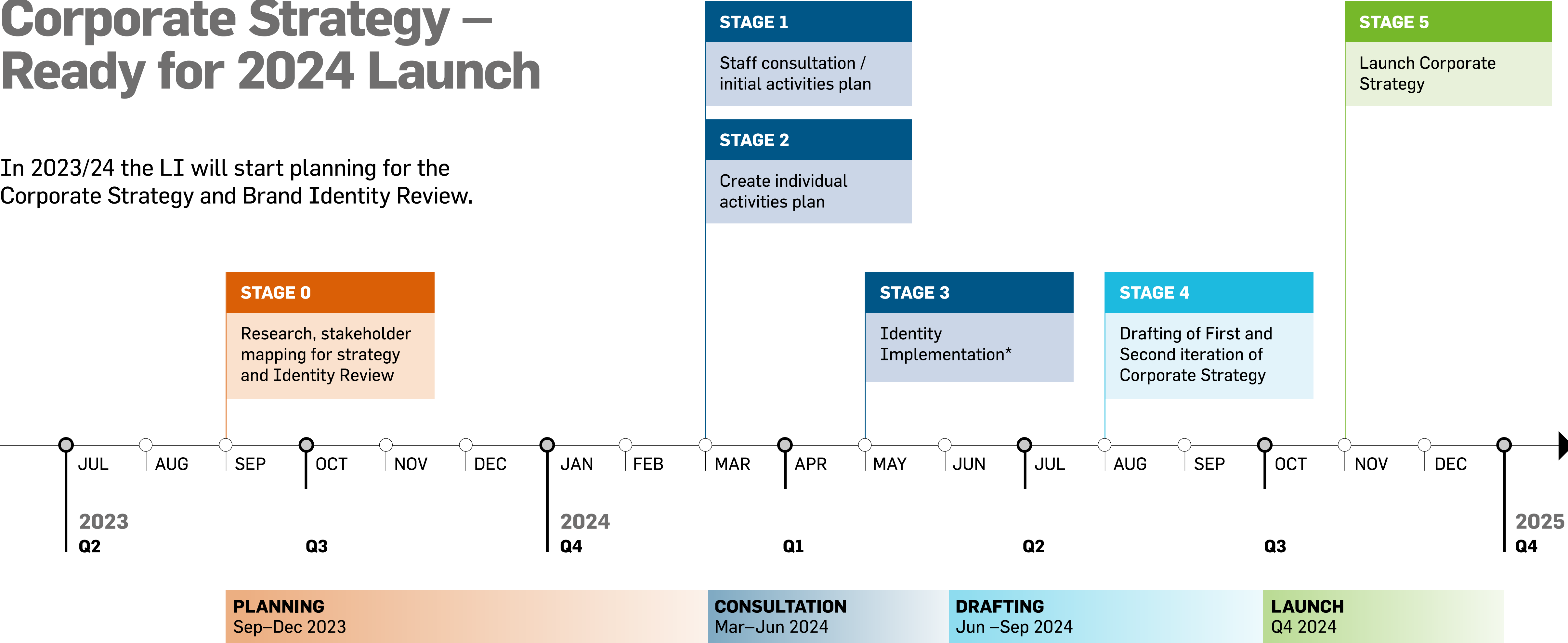
The LI has set in place its timeline for the LI Business Planning Cycle for 2024/25, which will use the prioritisation process used for 2023-24 and the current Business Delivery Plan template.





# Corporate Strategy – Ready for 2024 Launch

In 2023/24 the LI will start planning for the Corporate Strategy and Brand Identity Review.



\* The **Identity Implementation** will take between 3-4 months, including consultation and sign-off. Implementation will start in May 2024 (to align with the commencement of the draft Corporate Strategy.) The review will also align with the LI's Volunteer Strategy and Branch Review.



# Governance and Risk Management

The LI is appointing a new LI Board Secretary to help drive through the Centre for Governance and Scrutiny (CfGS) recommendations and will also be responsible for the Risk Register.

The LI also has a new Governance Committee to ensure that it has best practice governance arrangements and ways of working in place.






# ‘New Ways of Working’ for the LI

## Summary:

- 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
- Building partnerships with other institutions and organisations
- Provide the tools and resources to our members for outreach activities





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