Report from the Chair of the Board of Trustees meeting held 10 June 2025

Trustees Present	**Staff and guests in attendance**
Carolin Göhler (CG) - Chair/President Noel Farrer (NF) - Vice President Mat Haslam (MH) – Hon Treasurer Mark Smeeden (MS) – Hon Secretary and chair of Members and Professional Standards Committee Adam Barker (AB) - Non-Chartered Trustee Chris House (CH) - Education & Careers Committee Chair Ian Phillips (IP) - Policy & Public Affairs Committee Chair Jane Clarke (JC) - Independent Trustee Marc Norden (MN) - Independent Trustee Helen Oldfield (HO) - Independent Trustee **Observer:** Jane Findlay (JF) - Knowledge & Practice Committee Interim Chair	Rob Hughes (RH) - CEO Rowena Lovell (RL) - Board Secretary Jonathan Ellis (JE) - Director Membership & Professional Standards Belinda Gordon (BG) - Director Policy & Public Affairs Steve Randall (SR) - Head of Finance Emma Wood (EW) - Governance & Regulation Manager **Guests** Matthew Bradbury (MB) - Incoming Hon Treasurer Tamanna Parwani (TP) - Incoming Non-Chartered Trustee

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The meeting was quorate, and no apologies were noted. A warm welcome was extended to the incoming new Trustees Matthew Bradbury and Tamanna Parwani who joined the meeting as guests.

This was also the last Board meeting for Noel Farrer Vice President, Mathew Haslam Hon Treasurer and Adam Barker non-chartered Trustee as their terms of office close on 30 June 2025. The Board expressed sincere thanks for all their commitment, expertise and advice over the last few years which has driven the LI forward and bring about the change that is needed.

The start of the meeting focused on the following areas of business:

- Ensuring no Trustees had any potential conflicts of interest to declare in relation to the items on the agenda for discussion.
- Agreeing the minutes of the meeting held on 23 April as an accurate record of discussions of the Board.
- An update on the results of the 2025 elections.

1. Corporate Strategy

The Board approved the final Corporate Strategy to be published on 25 June 2025.

2. Delivery of the Strategy: Future Role and Strategic Focus of the LI

The Board began the discussions to consider how the new strategic outcomes will be shaping the work of the LI and business plans moving forward and looking at four areas to start with:

Q1. How does the LI define our role and the role of our members to grow our influence:

Discussions considered the need to articulate our USP and strengths in the built environment/landscape sector and then look at how to utilise those to build credibility and momentum.

- Noting though that it will be important to ensure the value of a generalist with a broad range of skills is recognised and not lost.
- Focus more on our audience and communications on outputs aligned to what our audience wants.
- Work and focus to build confidence both with the members of the LI skills and professionalism and also the confidence of members their skillset.
- Training for members around project management skills would help to build that confidence.

Q2. Growing awareness and building a pipeline for membership

It will be important to maximise the opportunity to engage the wider community in the landscape profession and the benefits it offers for communities as this will also be a pipeline to grow future membership.

Need to look at how to grow the membership revenue to offer a wider audience for events and engagement as well as increase public awareness of the landscape profession as a career option or solution to some of their challenges.

- Focus on enabling members to influence – for instance providing marketing information to members to help them sell the profession and in doing so grow profession and the membership.
- Support the educational institutions in their outreach and promotion as a mutual promotion and growth programme.
- Ensure broad range of event types and approaches to meet audience need.
- Leadership and Management techniques.
- How we work on the ground will be critical. With the new mayoral combined authorities, everything is becoming much more devolved, much more local. As part of the branch review must consider how we're going to work, improving engagement at ground level.
- Open focus group for university Heads of Departments /Courses.
- Look at educational requirements considering that a two-year post-grad is not an attractive option in terms of both costs and time.

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- Trend of large numbers taking architecture as first degree and then landscape as post grad. They could be a target audience as these are very popular courses with high dropout rate.
- Need to learn lessons from past failures such as the approach to parks and accept that these are long term projects.
- Digital learning: e-modules to provide specialist learning would offer a potential business opportunity.
- Growing market within agricultural sector particularly rewilding diversification opportunities.

Q3. Effective collaboration and partnership:

Need to build effective collaboration between Board, CEO and staff team, Council and Standing Committees to drive and gain better commitment to long-term working plans and methodologies.

Consider and prioritise the external bodies we should be looking to partner with for maximum impact.

- It will be essential to consider the capacity of the staff team as there is a risk of over reliance on volunteers to ensure success
- Internal delivery and communication needs development
- Ambassador programme has potential for relaunch and refined approach
- The Standing Committee Chairs group will aid cross committee communication and collaboration.

Q4. Success:

What would success look like in relation to our 3 strategic outcomes (Essential, Expert, Inclusive) and what do we need to be measuring / monitoring to gauge our progress in delivering these.

This element to be wrapped into the KPI's question as it looks at success and the measures and objectives that we have as an organisation

3. CEO Update

The Board noted an update an update from Rob Hughes, CEO on the 2025-26 Business Plan and that:

- All business activity for 2025-26 must contribute and be directly aligned to the LI's strategic outcomes: Essential, Expert, Inclusive.
- All business activity needs to consider or adopt a strong project management approach to provide collective oversight of shared objective and enable clarity around accountability and dependencies.
- In moving to a project approach SLT are conscious that all staff get a work life balance, so we commit to supporting staff in managing boundaries. We recognise boundaries look different to all of us, and our personal circumstances are all different.

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Each business activity is outlined under these business areas links to and reflects the Corporate Strategy.

Influence

- A more focused, proactive approach to policy influencing based on focused policy priorities and plans covering all four nations.
- The formulation of a clear narrative and messages about the essential role of landscape professionals and the value of landscape through the LI Corporate Strategy and the additional document on landscape-led development.
- Member-led work through new Standing Committees: Knowledge & Practice and Policy & Public Affairs.
- Refreshed brand and website to improve our reputation and visibility. Presence at priority events such as UKREiiF.
- Work to update technical guidance for members.

Education

- A more strategic approach to education and careers, supported by the new committee.
- Work with universities to help build the business case for existing and new landscape courses and support student recruitment.
- Refreshed approach to careers, including a review of Choose Landscape resources.
- Review approach to recognition of landscape courses.
- Ensure quality in the delivery of the Level 3 apprenticeship and seek new providers.
- Secure a provider for Level 7 apprenticeship.
- To initiate a review and update of the Competency Framework.
- Complete the re-accreditation of LI courses in 2026.
- Develop our approach to equality and diversity in the landscape profession.

Membership

- Deliver a refreshed member value proposition.
- Support and develop branches and build on the first phase of the Branch Review.
- Providing an improved member experience, unlocked through the digital transformation programme with a specific focus on the Pathway to Chartership.
- Secure membership growth.
- Improved member engagement and volunteer offer - expanding opportunities for members to get involved and recognising contributions.
- Provide updated technical guidance for members.
- Deliver impactful webinars and masterclasses that meet member needs.
- Deliver efficient assessments for membership grades incl. Chartership – enabled by the digital transformation.

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Organisation effectiveness

- New Ways of Working
  - Strengthening relationship with Council
  - Embedding the new Standing Committee structure
  - Ensuring alignment with branches
- Digital Transformation
  - Launching the LI's new customer relationship management systems, website and portal in September 2025
  - Commencing the first year of implementation
- Culture Programme
  - Improving internal communications
  - Creating a 'great place to work' culture and building frameworks
- Financial sustainability
  - Monitoring and reviewing commercial income to ensure the Landscape Services Limited supports the charity with its trading activities
  - Strong and defined approach to 2025/26 income with exploration for new income

Strategic Key Performance Indicators (KPIs)

The Board agreed that a maximum of 10 KPIs are required to track progress against the strategy over the next 5 to 10 years which will then be reported on in the annual Trustees Report which will be:

- Related to the 3 strategic outcomes as well as to the performance of the LI.
- Overarching, strategic and indicators of quality outcomes, not process.
- Based on what we can measure now - can always add/update in future - able to build a time series.
- Realistic and focused on the things the LI can control / influence.

Board discussions agreed the following to be explored further:

KPI: Expert

Landscape professionals of today and tomorrow work to the highest professional standards, with the expert skills and knowledge needed to design, plan, and manage landscapes that enhance quality of life

We will know we are achieving this outcome if our technical guidance and training is high quality, up-to-date and being used; if the educational routes to becoming a landscape professional offer the capacity, quality and range needed to meet needs

Indicators

- Increase in numbers of Associate Members and those on pathway
- Increase in proportion of members with an active CPD record

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- Increase in engagement with CPD events at both LI and branch. It was also considered whether a further measure around the mandatory requirement for CPD and how we measure its quality and impact.

KPI: Inclusive

The Landscape Institute defines and nurtures an inclusive, trusted community of professionals that lead positive change now and for the future

We will know we are achieving this outcome when our members and volunteers are increasingly satisfied with the support and representation we provide, when our membership is growing, and when it becomes more diverse and reflective of UK society

Indicators

- A growth in member recruitment and retention
- A diversity of backgrounds, experience and expertise in LI volunteers both at application stage and appointment.

KPI: Essential

Landscape-led approaches are recognised as essential to deliver sustainable solutions to societal needs

We will know we are achieving this outcome if tangible changes in government policy that benefit landscapes are achieved; if our messages are reaching larger and more influential audiences through meetings, events, social and conventional media; if our members are used more and earlier in the full range of activities that impacts landscapes by the private and public sector; and if there is greater recognition of landscape issues and the LI amongst local, national and international decision makers and partners.

Indicators

- Social media engagement rates
- Quality and number of influential partnerships
- Number of meetings with Ministers and government officials and invitations to the table.

Project Kestrel Update

The Board noted an update on Project Kestrel and discussions highlighted that system users input is going to be really important and is to be progressed.

4. Report from Finance & Risk Committee

- The Board received the minutes from the Finance and Risk Committee held on 20 May 2025.
- The Board noted the MMR for the year ended 31 March 2025 and that there has been a real turnaround. It hasn't been an easy and a lot of discipline and control has been required but the picture this month is incredibly positive and incredibly good news.

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5. Report from Governance Committee

- The Board received the minutes of the Governance Committee meeting held on 23 April 2025.

The Board discussed and approved the following as recommended by the Committee

- An interim update to the Disciplinary Regulations recognising that a more substantive review with potential By-Law changes will be taken forward later in the year.
- Interim changes to the Governance Committee terms of reference noting that a more substantive review is due this year.
- The new Privacy Policy in principle subject to the required edits and confirmation of legal review

6. Report from People, Culture & Change Committee

- The Board received the minutes of the PCCC meeting held 13 May 2025.

7. Report from Council Meeting 8 April 2025

- The Board noted the draft minutes from the Council meeting held on 8 April 2025 and that a report is shared with members as soon as possible after Council meetings

The next meeting dates will be 23-24 September 2025 as a joint meeting between Board and Council and then the next Board meeting will be 9 October 2025.

Carolin Göhler

Chair of the Board / President, The Landscape Institute

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