Landscape Institute
People, place and nature

# Report from the Board of Trustees Meeting held on 10 March 2026

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| **Chair:** | Carolin Göhler (CG) President |
| **Trustees:** | Ruth Holmes Vice President<br>Matthew Bradbury (MB) Hon Treasurer<br>Mark Smeeden (MS) Hon Secretary, MPSC Chair<br>Tamanna Parwani (TP) Non-Chartered Trustee<br>Jane Clarke (JC) Independent Trustee<br>Marc Norden (MN) Independent Trustee<br>Jane Findlay (JF) Interim KPC Chair (Observer) |
| **LI Staff:** | Rob Hughes (RH) CEO<br>Rowena Lovell (RL) Board Secretary<br>Jonathan Ellis (JE) Director Membership & Professional Standards<br>Belinda Gordon (BG) Director Policy & Public Affairs<br>Steve Randall (SR) Head of Finance<br>Emma Wood (EW) Governance & Regulation Manager<br>Yvonne Matthews (YM) Executive Assistant |
| **Apologies:** | Saira Ali (SA) President Elect, Helen Oldfield (HO) Independent Trustee Ian Phillips (IP) PPAC Chair |

## Key points from the meeting

- The 2026/27 budget was approved with continued progress toward financial stability being noted.
- A new events strategy was approved: national conferences every 2-3 years, with increased focus on regional branch-led events to better serve members locally.
- Working Together Framework and Member Behaviour Policy were approved to support the new Code of Conduct, establishing clearer processes for managing behaviour across staff, volunteers, and members.
- Scheme of Delegated Authority was updated to reflect the new section related to Standing Committee authority, enhanced oversight by the Board for significant decisions and new Financial Delegated Authority.
- Digital Home continues rollout with CPD module launching soon after some delays due to data quality issues and staff training needs.
- Branch review to take a more fundamental approach, questioning the core purpose of branches rather than just structural adjustments.
- LI-100 centenary planning to begin with detailed planning to be integrated into business strategy and update to the Summer Board meeting.

The meeting being quorate 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 22 January 2026 as an accurate record of discussions of the Board and any matters arising from that meeting not detailed already on the agenda.

## 1. MERL partnership and archive relationship

Discussions are underway with MERL in relation to the LI archive. There is potential for a stronger partnership moving forward particularly re: LI100 and grant funding.

## 2. Financial update and year-end forecast

- Reported operational surplus at end of January which is ahead of the budgeted position.
- Investment value has been hit by Middle East crisis.
- Result has been achieved through cost control, forecasting discipline, and stronger commercial oversight.
- Priorities include maintaining financial stability, growing commercial and membership income.

Board concluded:

- Strong operational performance this year after turning round the previous deficits.
- Investment volatility remains a concern.
- Financial discipline and controls significantly improved.

## 3. Conference and events strategy

The Board approved

- The requirement to develop a 5-year events plan by Autumn 2026 to include costings, fundraising, and partnership working considerations.
- National conferences to be held every 2 years.
- Increased focus on regional branch-led events with template developed by the LI team to support this.
- The events plan for 2026/27 approved as recommended by Finance & Risk Committee.
- Graduation and Jellicoe Lecture to be combined for efficiency.

## 4. Digital Home Project (Kestrel) update

Key points noted:

- CPD module launching soon to all members.
- Events module targeting May launch after transition from Eventbrite.
- Pathway development and testing scheduled for April/May.
- Data quality work critical and underway with Lighthouse IT partner.
- Foundation stones in place despite challenges although still a way to go.

## 5. Business plan performance update 2025/26

Key points noted:

- Significant progress across all four business plan areas.
- Foundational work positions organisation for growth.
- Next year's business plan will include 1-3 year programme.
- Some areas need strengthening, particularly cross-team cohesiveness.
- Education team to be asked to present update at next board meeting.

## 6. Governance Committee update

Key points noted:

- Branch review to take more fundamental approach questioning purpose, not just structure.
- New Working Together Framework has emphasis on building a positive culture.
- Standing committee chairs meeting to be scheduled after new chairs appointed.

## 7. Working Together Framework and Member Behaviour Policy

- The Membership and Professional Standards Committee is working on developing a new Code of Conduct which once in place will apply to staff, volunteers, and members. Each though will have different policies for managing behaviour.
- The Board approved a new Working Together Framework and Member Behaviour Policy in preparation for this on the proviso that Council are happy with what is being proposed. Any changes proposed to be brought back to Board.
- The new framework will sit within the People, Culture and Change Committee and HR, emphasising positive culture as starting point.
- A new Member Behaviour Policy outlines clear process for addressing unacceptable behaviour.

## 8. Scheme of Delegated Authority review

The Board approved the delegated authority for Standing Committees and Financial Delegated Authority including the engagement of chairs of the standing committees in relevant expenditure decisions.

## 9. Fellowship and Chartership awards

The Board approved Fellowship to:

- Marie McLeish Project Manager Climate Adaptation Lead, National Trust
- Alison Galbraith Co-owner and Director The terra firma Consultancy Ltd
- Ujwala Fernandes Regional Director AtkinsRéalis

New CMLIs:

| **First name** | **Surname** | **Mentor** | **Employer** (* LI Registered Practice) |
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| **Via Pathway to Chartership** | | | |
| Tirthankar | Chakraborty | Graham Bailey | Bond Bryan Architects Ltd. |

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| Rebecca | Croxson | Kirsty Dumelow | FPCR* |
| Luke | Gilmore | Barry Craig | Amey* |
| Kathryn | Green | Tom Heaton | Pegasus Group* |
| Malgorzata | Gudel | Ros Southern | Southern Green* |
| Jessie | Jones | Ben Connolley | Environmental Dimension Partnership Ltd* |
| Natalia | Kazmierska | Kathryn Smith | Jacobs* |
| Kwanghyun | Ku | Jennifer Berry | James Blake Associates Ltd* |
| Oliver | Loomes | Phillip Porter | Planit-IE* |
| Lillian | Savage | Paula Downard | ACD Environmental* |
| Yue | Shao | Lee Parks | Terra Firma Landscape* |
| Matt | Soar | Martin Hunter | Robert Bray Associates* |
| Klara | Sokolova | Michelle Bolger | Michelle Bolger Expert Landscape Consultancy* |
| Elena-Laura | Strimbeanu | Steve Knott | Jacobs Engineering Inc.* |
| Adam | Taylor | Andrew Nicholson | Camlins* |
| Kong Ho | Wong | Sara Moriggia | Ove Arup & Partners* |
| Hallam | Woodhouse | Robin Hutchinson | Macgregor Smith Ltd.* |
| Guang | Yang | Benoit Fabre | Arup* |

The Board also noted:

- An update from recent Council meeting and details available on the website.
- International engagement is important for the LI and members and the LI's relationship with IFLA is being reviewed to ensure it delivers benefits for both parties.
- Plans are to get underway around LI-100 Centenary planning and how members can engage in that to follow.