Landscape Institute
People, place and nature

Report from the Board of Trustees Meeting held on 9 June 2026

Chair:	Carolin Göhler (CG) President
Trustees:	Saira Ali (SA) President Elect Ruth Holmes (RLWH) Vice President (except 14.00-14.30) Matthew Bradbury (MB) Hon Treasurer Emma McNamara (EM) EEC Chair Graham Lee (GL) KPC Chair (until 14.00) Ian Phillips (IP) PPAC Chair Jane Clarke (JC) Independent Trustee Marc Norden (MN) Independent Trustee Helen Oldfield (HO) Independent Trustee
LI Staff:	Rob Hughes (RH) CEO Rowena Lovell (RL) Board Secretary Jonathan Ellis (JE) Director Membership & Professional Standards Yvonne Matthews (YM) PA to CEO & President Joe Thomas (JT) Head of Finance Emma Wood (EW) Governance & Regulation Manager
Guest/s:	Jane Findlay (JF) GC Chair, Margaret Johnson (MJ) Head of HR & OD
Apologies:	Mark Smeeden (MS) Hon Secretary, MPSC Chair
Not present	Tamanna Pawarni

Key points from the meeting

1. Regulation 23

The current wording of Regulation 23 relates to historical financial record keeping practice. Accounting records as referenced in the Regulations no longer exist. Current practice is for monthly management accounts to be produced and reviewed by FRC then reported to the Board at each meeting. In addition, the 'Annual Report & Financial Statements' are published every year.

The Management accounts are in constant state of change and update and as an internal document there is no requirement to share them. The Board agreed changes to Regulation 23 as follows:

23. ACCOUNTS AND ANNUAL REPORTS

23.1 The Board shall cause to be kept management accounts in respect of the Institute which are sufficient to show and explain, at all times, with reasonable accuracy, ~~all~~ the Institute's financial transactions and current financial position. The management accounts shall be preserved for at least six years from the end of the financial year to which they relate and shall always be open to the inspection of the Trustees.

23.2 The financial year of the Institute shall end on the 31 March in each year or such other date in each year as the Board shall determine.

23.3 The accounts and annual reports of the Institute complying with such requirements as to their form and content as may be prescribed by law shall be prepared each year to the financial year end date and having been approved by the Board and examined and found to be correct by an auditor or auditors shall subject to the requirements of current law be laid before the next Annual General Meeting.

2. Finance Update

The financial statements for the year ending on 31 March 29026 show a strong position with significant progress from the previous deficit positions. This has been driven by strong discipline over cost.

It will be important to maintain this momentum and drive growth in income.

3. Business Planning 2026-2029

The Board approved the framework for the 2026 – 2029 business plan that will connects the Corporate Strategy with specific activities and outcomes delivered through to 2029.

The business plan framework mirrors the 3 strategic outcomes plus one related to the LI sustainability and growth: Essential; Expert, Inclusive and Leadership.

The Business Planning has been based on Theory of Change (detailed in Appendix 1) that sets the vision of the corporate strategy and the long-term ambition; outcomes and beneficiaries and the aim for activities in the business plan to deliver outcomes for beneficiaries. It also details the assumptions we are making in developing activity and the monitoring and evidence required.

4. Governance Update

- Significant reforms have been delivered, which are significant achievements.
- It is no longer about what are we need to change but how well we are embedding it with ongoing monitoring and review. Governance measures need to be embedded into everyday practice.
- We are moving from governance design into implementation and embedding. The committee has identified that the current governance framework is a barrier to progress, preventing necessary changes including paying members for services.
- The Board agreed that we need to now explore what would be required to undertake a full review of governance documentation including By-Laws. Considering risk and cost benefits analysis.

5. People Update

- As reported to the Council, the Appointment & Selection Committee determined that no candidates were suitable from this round and recommended the recruitment be refreshed and launched again.
- Vice President Ruth Holmes will cover the role of Chair of the Board until a new Chair recruited.
- It is hugely important for the LI to find the right candidate for its first Chair of the Board. The Committee are applauded for their bravery in not actually choosing one of the candidates as that was a harder choice.

6. Membership Items

- Members have not been able to access the online CPD system whilst the LI transitions to the new digital home. As a result, the Membership & Professional Standards Standing Committee recommended to the Board that it would be very unfair for them to be called in for monitoring.

  The Board agreed not to undertake a formal review of the usual 3% of member CPD records for the 2025/26 CPD year. Instead to analyse the proportion of all members with an active CPD record on MyLI in the autumn of 2026.
- The Board noted the progress the Education & Careers Strategy delivery and the upcoming detailed update due to be delivered at next Council.
- The Board agreed the recommendation from the Education & Careers Committee to discontinue its partnership with Capel Manor College but to continue the development of alternative apprenticeship provision with other providers.
- It was also noted that Colleges are increasingly requesting that experts deliver occasional lectures or workshops unpaid and this is not a sustainable business plan or fair on those providing their expertise.

7. Policy and Technical update

The Board received updates on policy and technical matters including:

- The Government's proposals for a Single Constructions Regulator.
- The Government's proposals to replace Environmental Impact Assessments with Environmental Outcome Reports. Noting that the LI is monitoring EORs, which could threaten the role of landscape assessments (GLVIA) in the planning system.
- The LI beginning of the process for the the review of Technical Guidance Note 06/19 on Visual Representation of Development Proposals.

These items will also be discussed at Council meeting in July.

8. Other items

The Board noted**:**

- The update from the April Council meeting
- The SGLD application is moving to Stage 2 at which point formal representations can be made. It is not possible to know how long that process will take.

Finally, the Board noted sincere thanks and gratitude to Carolin for her leadership over the past few years as this was her final Board meeting as Chair and President. Her clarity, vision and energy has made a significant contribution over the past 3 years. She has guided us to a position of greater stability, modernisation, improved governance, stronger relationships with Council, a new Corporate Strategy, positive culture, and strong financial performance.

In response Carolin emphasised that these achievements were the result of teamwork across the Board, staff, and senior leadership team. She highlighted the importance of the governance and internal improvements made during her tenure, which have strengthened the Institute and laid foundations for future leadership and the centenary celebrations. She thanked colleagues for their support and contributions, expressed pride in what had been achieved together, and encouraged continued progress in the years ahead.