

2025/26 Business Plan

Rob Hughes, CEO



**Landscape
Institute**
Inspiring great places

A Refreshed Corporate Strategy

- A refreshed Corporate Strategy, setting a clear, confident direction for the LI and its members will be published late June.
- All business activities for 2025/26 contribute to the LI's three Strategic Outcomes – **Essential / Expert / Inclusive**, set out in the Corporate Strategy.
- In this Business Plan, the LI is committing to:
 - Increasing our **influence** as we work towards landscape expertise being recognised as essential by partners and decision-makers
 - Strengthening our **education** offer as part of supporting our members to be expert
 - Strengthening our **membership** as we generate and support a trusted and inclusive community of professionals
 - Strengthening **organisational effectiveness** to ensure a strong and sustainable organisation is in place to achieve the above.

Refreshed Vision and Purpose in Corporate Strategy

Our Vision

A world with enriching, resilient landscapes where people and nature flourish.

Our Purpose

Through the art and science of landscape design, planning and management we deliver wellbeing, sustainability and delight, by enhancing and connecting people, place and nature.

Business Plan for 2025/26

**Strategic Outcome 1
Essential**

**Strategic Outcome 2
Expert**

**Strategic Outcome 3
Inclusive**

The Corporate Strategy Strategic outcomes above underpin and provide guidance, direction and accountability for the 2025-26 business plan development areas below.

25-26 Business area: Increased Influence

Example of Increased Influence 25-26 activity:
Develop and deliver advocacy plans to influence policy priorities

Example of Increased Influence 25-26 activity:
Review and embed action to address Climate and Biodiversity Crisis

25-26 Business Area Strengthen Education Offer

Example of Strengthened Education Offer 25-26 activity:
Draft and deliver Careers Strategy

Example of Strengthened Education Offer 25-26 activity:
Review and refresh our activity in EDI

25-26 Business area: Strengthened Membership

Example of Strengthened Membership 25-26 activity:
Deliver recommendations from Landscape and Carbon report

Example of Strengthened Membership 25-26 activity:
Draft and deliver Member Development strategy

25-26 Business area: Organisational Effectiveness

Example of Organisational Effectiveness 25-26 activity:
Implementation and embedding of New Ways of Working

Example of Organisational Effectiveness 25-26 activity:
Digital Transformation and improved member communication and engagement

Business Area 2025/26: Increased Influence



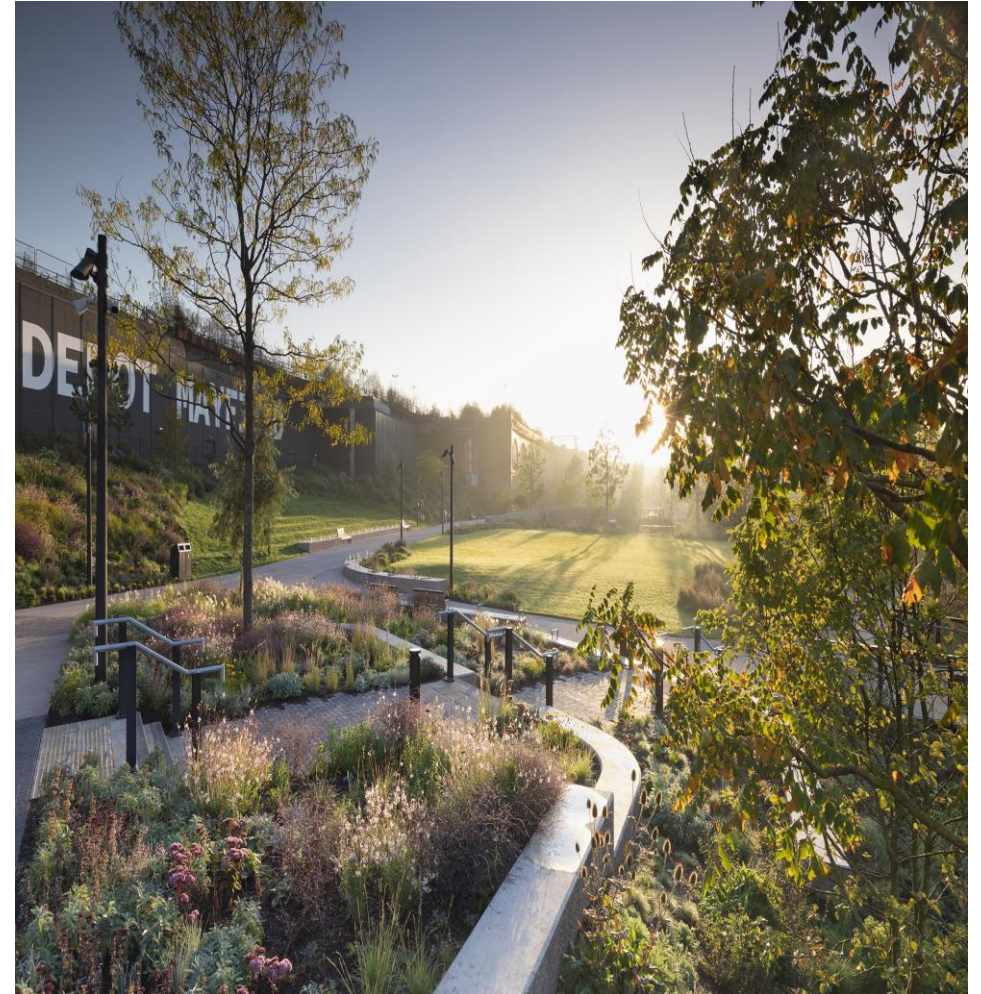
Activity under this area includes:

- A more focused, proactive approach to policy influencing based on focused policy priorities and plans covering all 4 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
 - Landscape Led Development Briefing
- A refreshed brand and website to improve our reputation and visibility. Presence at external events.
- Member-led work through new Standing Committees - Knowledge & Practice and Policy & Public Affairs
- Updated technical guidance for members (this contributes to Strengthened Membership Business Area as well).

Business Area 2025/26: Strengthened Education Offer

Activity under this area includes:

- A more strategic approach to education and careers, supported by the new committee.
- Work with universities to help build the business case for existing & new landscape courses, and support student recruitment.
- A 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



Business Area 2025/26: Strengthened Membership



Activity under this area includes:

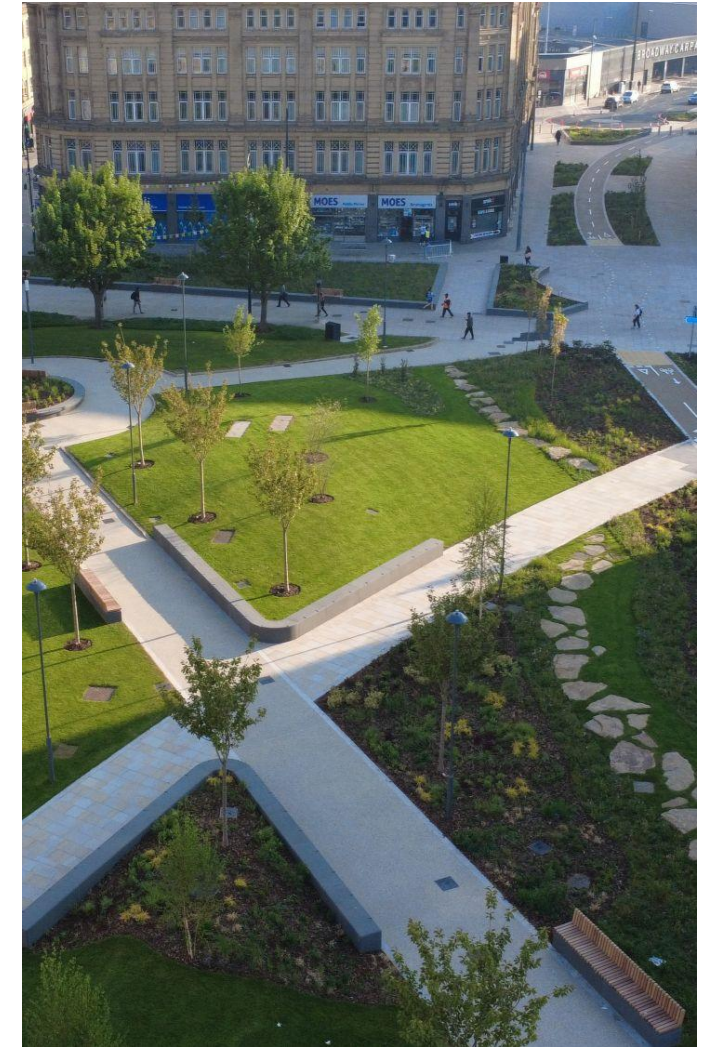
- Deliver a refreshed member value proposition, and volunteer strategy
- Support and develop branches – building on the first phase of the Branch Review
- Providing an improved member experience, unlocked through the digital transformation programme with a specific focus on the Pathway to Chartership
- 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

Business Area 2025/26: Organisational Effectiveness

A strong and sustainable organisation is vital to the achievement of strategic outcomes and business objectives. To achieve this, work will focus on strengthening financial stability and diversifying income streams; ensuring effective governance process and procedures are in place with evidence-based decision making and the digital home is integrated across the LI and membership.

Activity under this area includes:

- **Embedding New Ways of Working:** putting members at the heart of the LI through strengthening relationship with Council, embedding the new Standing Committees and task and finish groups and ensuring alignment and engagement with Branches. Improving communications to build member engagement .
- **Digital Transformation:** launching the LI's new customer relationship management systems, website and portal and implementing and embedding this into the LI and across the membership
- **Financial sustainability:** continuous monitoring of expenditure and income with a focus on diversifying income streams
- **People strategy:** recruiting and retaining an expert staff team focused on delivery of the business plan.



How you can support the delivery of the business plan

What you can do

Volunteer for Task & Finish Groups (advertised on website and in Vista)

Spread the word about LI events and activities via social media etc.

Complete the Member Satisfaction Survey when it is published in July

Apply to join a Standing Committee (advertised on website and in Vista) or get involved with your Branch

Highlight the importance of a landscape-led approach to external partners

Attend LI events

Invite LI staff to events and site visits



How it helps

Use your experience and expertise to help deliver on key areas, making sure effective guidance and support is available to all members

Help more members find out about how the LI is supporting them and help increase the LI's external influence

Have your say on how the LI supports you, and help shape our future work

Help set the priorities and direction for the LI, leading on key areas of work

Help ensure that landscape is recognised as essential by decision makers

Gain valuable knowledge to contribute to your own continuing professional development and practice

Help the LI team maintain up-to-date insight into landscape practice, so that we can better support your needs