

Connecting People, Place and Nature: **Corporate Strategy 2025-30**





Landscape:

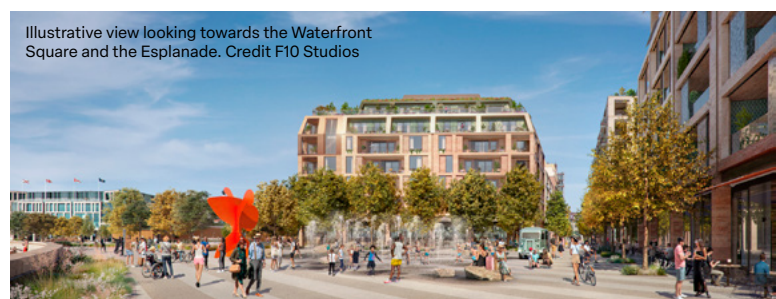
land, old English, meaning ‘home territory’ or a place where people belong.

scape, from the German *schaffen* and old English *scapan*, meaning to create or make.

“Our connection and understanding of the landscapes around us is deep, in a time of significant change and opportunity. There’s never been a more crucial moment for landscape professionals, including landscape architects, to use their expertise and passion to ensure a landscape-led approach is implemented and that landscapes are resilient, enhanced and protected — for people, for place, and for nature.”



Carolin Göhler FLI
President



Introduction



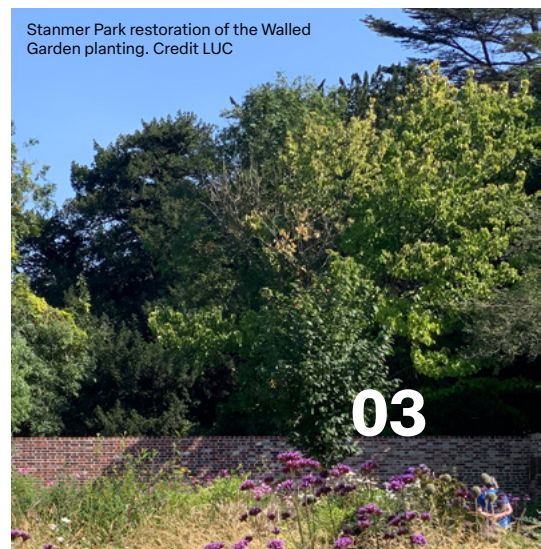
As the Landscape Institute approaches its centenary in 2029, we are changing to ensure we are fit for the future and addressing the challenges and opportunities that our society faces. This Corporate Strategy sets out how we will build on our long history of creating positive change for people, place and nature, to evolve and deliver under our Royal Charter over the years ahead. Clearly setting out the outcomes that we will achieve in the run up to our centenary, this strategy will be reviewed – and refreshed if necessary – during its lifetime to reflect the changing context.

The Landscape Institute is a charity and the chartered body for the landscape profession. Here to champion the importance of sustainable landscapes and the essential role that landscape professionals play in addressing urgent societal needs from housing to health, the Landscape Institute's aim is to protect, conserve and enhance the natural and built environment for public benefit.

Members steer and inform our work, based on their deep landscape expertise. They are at the heart of delivering this strategy, working with staff and partner organisations to deliver our vital purpose - for people, place and nature.

A handwritten signature in black ink, reading "Rob Hughes".

Rob Hughes,
CEO



Vision & Purpose

Our vision

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

Landscape professionals play a vital role in creating this world.

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.





Societal challenges

The coming years will bring sizeable environmental and societal challenges to the UK and the wider world. The impacts of the climate crisis are already being felt as extreme weather conditions adversely affect our homes and economy. A shortage of housing means that many people cannot afford to buy a home. Community cohesion is lacking, loneliness is on the rise and health inequalities are growing. Much of our infrastructure is out of date and – most concerningly of all – natural habitats continue to rapidly decline. Our economy, environment, communities, health and wellbeing are all being affected.

But with challenges come opportunities. By addressing climate change, we can positively shift how we live in ways that will enhance our health and communities, and through building the homes and infrastructure we need in the most sustainable way possible, we can help restore nature and increase our connection with it.

In taking a landscape-led approach to these challenges, our members make rich connections between issues and collaborate with other disciplines and communities to develop ways of addressing them in efficient, effective ways. New housing developments, for example, can be planned to work with the existing soil, trees and water to create communities that restore nature, provide access to green space and reduce flooding. Renewable energy infrastructure can be located sensitively and communities engaged so public support is secured. Precious rural landscapes, parks and gardens can be designed and managed to mitigate climate change and its impacts and support people's health and wellbeing.

We all feel a deep affinity for our landscapes, especially the look and feel of our local areas. The landscape profession has a track record of responding to challenges in an integrated and collaborative way to deliver places that work for people and nature. Against a backdrop of significant change and opportunity, there has never been a more important time for landscape professionals to ensure that landscapes are enhanced and safeguarded – for people, place and nature.



Warners Fields. Credit Dandara Living

What landscape is



Landscape is everywhere – from gardens, parklands and countryside to urban and developed areas, rural lands and high streets. It can be defined as an area whose character results from the interaction of natural and human factors¹ and as an integrating framework that brings together natural, human and perceptual attributes². It is the infrastructure on which everything depends.

Our landscapes have been shaped by people and nature working together, and the deep connection we feel to them is a part of who we all are culturally. Landscape is the setting in which social, environmental and economic pressures may be managed and tensions reconciled.

The Role of Landscape Professionals



¹ Definition of Landscape under European Landscape Convention, 2009. A Council of Europe Convention signed by the UK. Separate from EU therefore unaffected by Brexit and UK remains a signatory

² European Landscape Convention Part 2: Integrating the intent of the ELC into plans, policies and strategies. Natural England Guidance written by Land Use Consultants, 2009

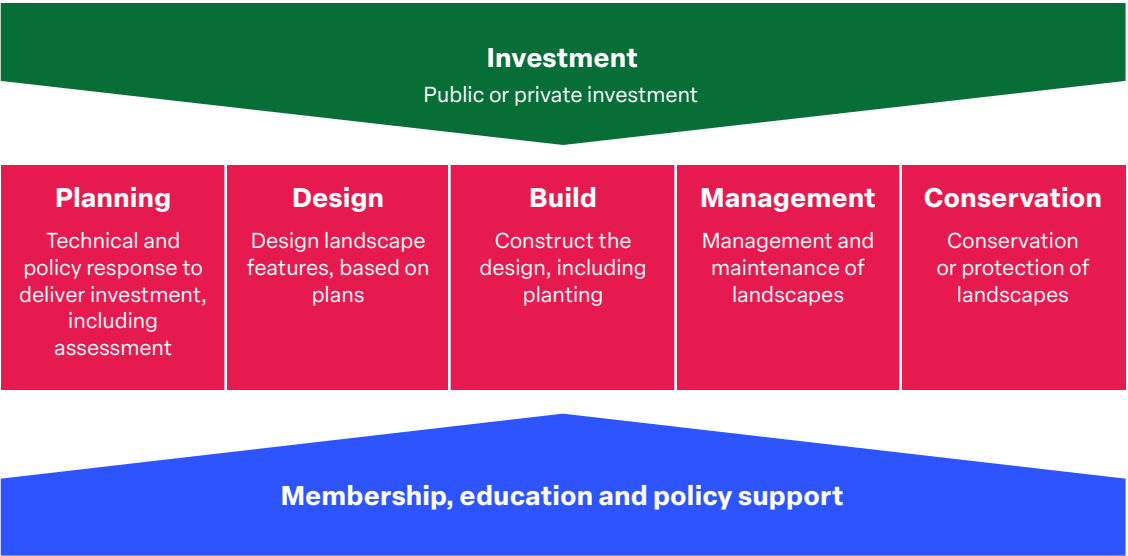
Who we are and what we offer

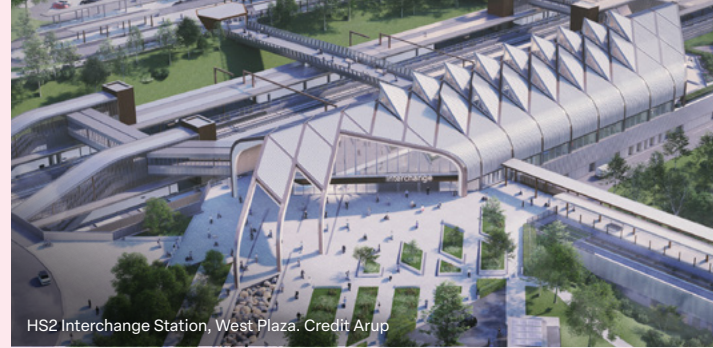
Landscape professionals play an essential role in shaping the environments where we live, study, work, and socialise, ensuring they are beautiful, functional and resilient.

The Landscape Institute is the professional home for all landscape professionals, including landscape architects, landscape scientists, landscape historians, landscape archaeologists, landscape planners, garden and landscape designers, landscape engineers, landscape ecologists, garden and landscape plant specialists, garden and landscape managers and urban designers.

Our members design, plan, deliver, develop and advise on maintaining thriving places for the enjoyment and benefit of people and nature. They work in complex situations, bringing together different elements and expertise to deliver successful plans and designs that integrate physical, natural and human systems.

Using creativity, a deep understanding of bio-physical processes and strong technical and scientific knowledge, they create and manage beautiful, functional and future-proofed places - from private gardens to National Parks, in both rural and urban settings. They design new landscapes, care for existing and historic ones, and use both natural and built elements to better shape the land and our experience.





Landscape Institute members include the following professionals:

Landscape Architect, Landscape Designer, LVIA Specialist, Sustainability Manager, Landscape Planner, Landscape Technician, Landscape Ecologist, Design Manager, Environmental Consultant, Research Fellow, Director of Urbanism, Studio Manager, Practice Manager, Head of Parks, Planning Manager, Landscape Lecturer and Ecologist, Landscape Assistant, Environmental Scientist, BIM Manager, Land Surveyor, Seascape Planner, Natural Environment Assistant, Green Infrastructure Consultant, Heritage Director, Park Manager, Mapping specialist, Arboriculturalist and many more...



“There is no greater multifaceted investment than landscape-led green infrastructure to provide positive outcomes for people, place and nature when operating at strategic scale.”



James Scott

Group Director of Strategy and Planning,
Urban & Civic



Our Royal Charter gives the Landscape Institute a unique role in setting, upholding, and delivering the standards and quality of the landscape professions — spanning policymaking, planning, design, implementation and land management. Chartered Membership of the Landscape Institute (CMLI and FLI) is a globally recognised mark of excellence, awarded only to those who meet the highest standards in landscape education and practice.

Upholding high professional standards is key to delivering quality outcomes, building public confidence, both for landscape architects and other landscape professionals. The Landscape Institute sets standards through entry routes and creating specialist learning such as Technician Membership (TMLI) and Apprenticeships. We have a commitment to Continuing Professional Development, lifelong learning, and guidance for members, with a competency framework that underpins professional standards and educational programmes.

“Landscape Architecture” - all aspects of the science, planning, design, implementation and management of landscapes and their environment in urban and rural areas and the assessment, conservation, development, creation and sustainability of landscapes with a view to promoting landscapes which are aesthetically pleasing, functional and ecologically and biologically healthy and which when required are able to accommodate the built environment in all its forms.”

Landscape Institute Royal Charter

Professional context

This is a pivotal moment for the landscape profession. Rising demand combined with some significant headwinds will challenge the future growth of the profession.

Across the four nations of the UK, governments are delivering major housing, regeneration and infrastructure programmes. As these are rolled out and environmental challenges grow, the demand for innovative, sustainable and lasting design solutions has never been higher.

However, the profession's long-term growth is currently at risk. We are facing real recruitment pressures, with workforce data showing a contraction in available talent, compounded by the immigration cap curtailing the influx of skilled professionals from abroad. These pressures tighten the talent pool and challenge firms to maintain the high level of innovation required to meet evolving market needs. The resulting competitive environment highlights the urgent need for proactive workforce development strategies in the years ahead.

Higher education institutions are also under very real pressure, impacting the pipeline of future professionals who will create better environments and landscapes for all. Fiscal constraints within higher education are putting a lot of strain on how we train the next generation of landscape professionals. Without action, a larger skills gap becomes a very real possibility, at a time when fresh ideas and innovative thinking are needed the most. How the Landscape Institute will help the sector address these issues is set out below.

“Leading with landscape is transformative. The changes to Bradford city centre’s landscapes are already having a huge impact on footfall, economics, and how people are using and engaging with the space.”



Richard Hollinson

Assistant Director of Planning Transportation
and Highways, Bradford City Council

Strand Aldwych, St Clement Danes, LDA Design



Strand Aldwych, St Clement Danes. Credit LDA Design

Before



Strand Aldwych, St Clement Danes. Credit LDA Design

After

“Investment in landscape is a no brainer in terms of the value it offers. Why wouldn’t you do it?”



Roger Madelin CBE
Joint Head of Canada Water - British Land

Barrow Island, Barrow in Furness, Farrer-Huxley



Before



After

“This is a defining moment for our profession and for the places and communities we serve. We must lead with creativity, courage, and care, protecting the beauty of our heritage while shaping hopeful, inclusive landscapes for the future.”



Saira Ali FLI

Team Leader, Bradford Metropolitan District Council
Landscape Design and Conservation Team



Essential

1

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

Landscape professionals know the positive impacts they can have on people, place and nature, through their role in planning, managing, designing and maintaining landscapes. We will work to ensure that this expertise is understood by others whose work impacts landscapes. This includes policy makers and influencers, the private sector such as landowners, developers and infrastructure organisations, and public and third sector bodies that manage and influence landscapes.

We will raise awareness of landscapes and the work of landscape professionals by focusing on issues where our members have strong expertise and where we can make the biggest impact. We will work at national level, across all four UK nations and also regionally, locally and internationally. We will work in partnership with other organisations that share our goals.

What success looks like:

We will know we are achieving this outcome when the policy and wider environment ensures landscapes are valued, enhanced and delivered for people, place and nature. This will look like:

- tangible changes in government policy that benefit landscapes;
- our messages are reaching larger and more influential audiences through meetings, events, social and conventional media;
- our members are used more and earlier in the full range of activities that impact landscapes by the private and public sector; and
- there is greater recognition of landscape issues and the Landscape Institute amongst local, national and international decision makers and partners.



Expert

2

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 ensure that the landscape profession thrives by adapting to the evolving demands of today's world while upholding the highest professional standards. That means growing the support that we provide to members of today and of tomorrow.

We will support professionals at every career stage with access to exclusive resources, professional development opportunities, and a strong, inter-connected community united by shared values and purpose.

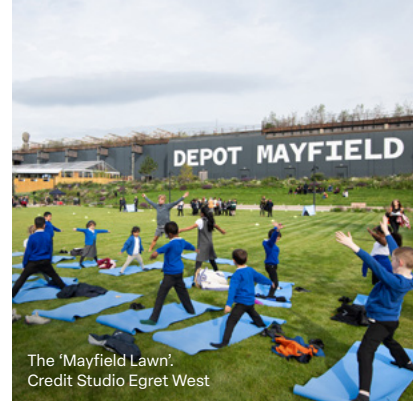
We will stay at the forefront of technical excellence, provide up-to-date guidance, and will further integrate a clear competency framework to set the standard across the profession, raise its profile and reinforce its role in shaping better places for all.

Attracting the next generation of landscape professionals is a priority. By promoting landscape as a rewarding, meaningful career, we will open the doors to a more diverse future workforce. To counter challenges and embrace new opportunities, we must grow and diversify the pathways into the landscape profession. This means attracting a wider range of talent to meet growing demand by working with higher education and industry partners to expand available landscape courses and promote alternative routes into the profession such as apprenticeships. This will help keep the profession dynamic, inclusive and sustainable for the future.

We will know we are achieving this outcome when landscape professionals at all stages of their career feel supported in delivering consistently high quality work to create, protect and enhance landscapes, in particular:

- our technical guidance and training is high quality, up-to-date and being used; and
- the educational routes to becoming a landscape professional offer the capacity, quality and range needed to meet needs now and in the future.

Inclusive



The 'Mayfield Lawn'.
Credit Studio Egret West

3

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

We are representative of and for our members. A diverse and inclusive professional membership is central to delivering approaches that will enhance landscapes, achieve our charitable objectives and drive the future of the sector.

Our New Ways of Working programme brings members into the heart of everything we do. We continue to embed this approach, making sure members are more involved across all areas of the Landscape Institute's work. Our governance structures will ensure we better understand member views and work together to deliver our three Strategic Outcomes, helping us to meet our public interest role as a self-regulating profession in a changing world. Defining our impact through a stronger stance on new standards and renewed guidance will make us more accountable, valued and effective. It will allow the membership to lead in shaping the broader sector and what and how it delivers for people, place and nature.

A confident and ambitious Landscape Institute will influence the external agenda and shape landscape-led outcomes through partnership, policy and public affairs activity. The Landscape Institute will deliver outcomes for people, place, and nature, working with partners to drive the sector's response to social challenges, the climate emergency, and the biodiversity crisis.

We will know we are achieving this outcome when the Landscape Institute is at the heart of a positive, inclusive community of landscape professionals. For example:

- Our members and volunteers are increasingly confident in the support and representation we provide,
- The profession and our membership are growing, and
- The profession and our membership are diverse and more reflective of UK society.

Strategic Outcomes



The joint delivery of these outcomes will result in success and growth for the landscape profession and opportunities for members, registered practices and for the Landscape Institute, facilitating the protection, conservation and enhancement of the natural and built environment for public benefit.



Maximising value from built development:

Taking a landscape-led approach to built development delivers value through a wide range of benefits, such as:

- Economic growth and placemaking.
- Long-term value.
- Environmental.
- Community cohesion and crime reduction.







Our Values

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

Our Values are a set of guiding beliefs that help us function together and shape the way staff, volunteers and members deliver this Strategy. They define not only how staff conduct their work but also the desired culture and behaviours that we expect from our members, partners and community.

We are Innovative

We learn from our successes and failures, demonstrating our desire for improvement.

We are Inclusive

We believe relationships are built on inclusion that build connections amongst members and staff.

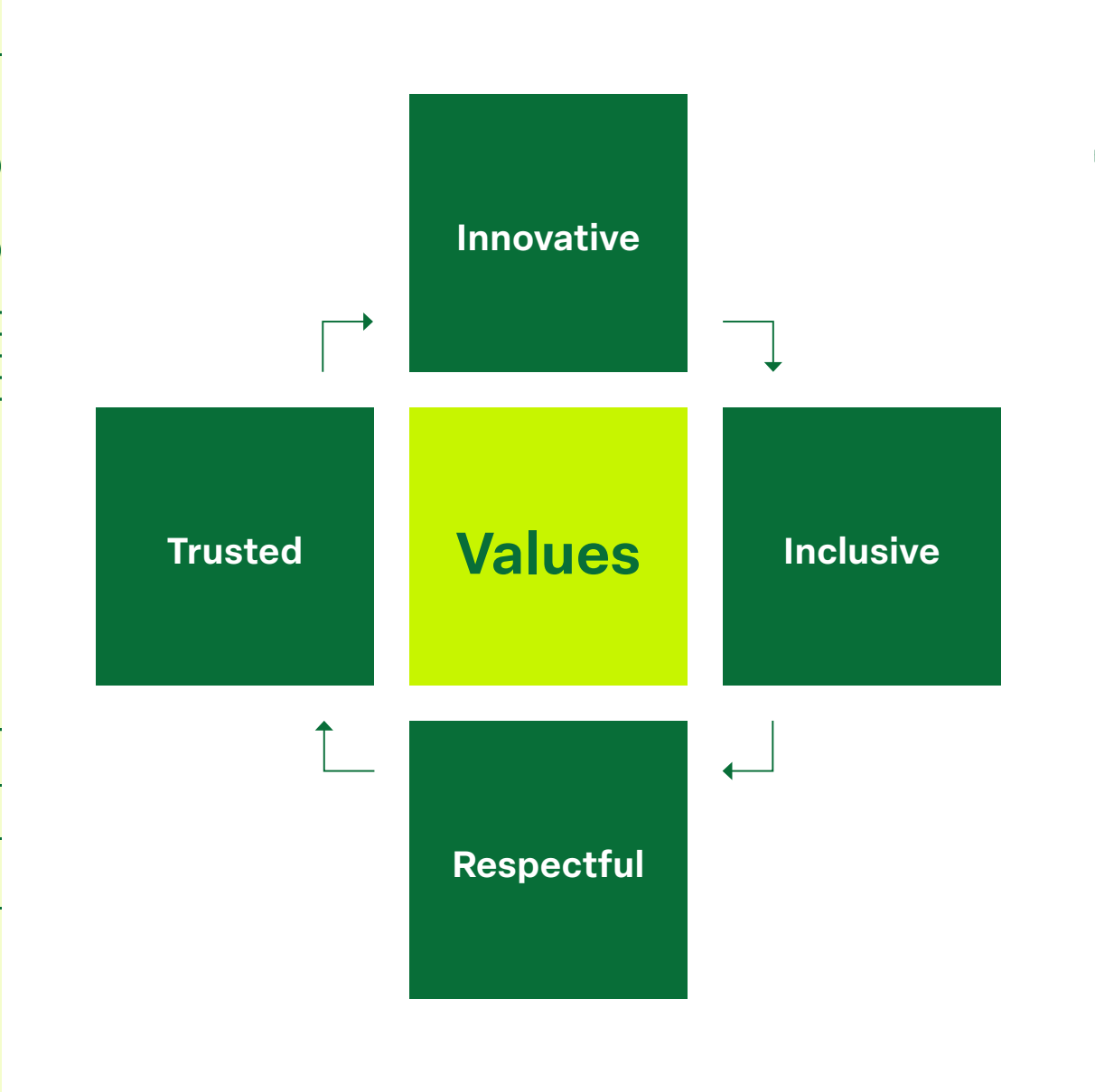
We are Respectful

We treat everyone with dignity and worth. We acknowledge the unique contributions that individuals make to the Landscape Institute.

We are Trusted

We take ownership of our actions to help foster a culture of trust and improve staff and membership morale.

Staff, members and volunteers will work together collaboratively and professionally, to deliver these.



Cross cutting enablers of delivery:

Enabling functions

The Landscape Institute's internal functions will support and be focused on the achievement of the 3 Strategic Outcomes. For example:

- Our culture and engagement work will focus on:
 - Putting people first, they shape the Landscape Institute and are at the heart of decisions.
 - Clarifying how our governance structure engages all in decision-making.
 - Defining and promoting two-way engagement with members and branches.
 - Ensuring that we meet our public interest role as a self-regulating profession.
- Marketing, communications and events activity will grow our visibility and influence through clear messages, aligned content across channels, presence at external events, Landscape Institute-led events that support members, and effective engagement with media.
- Financial management will continue to align financial objectives with the Strategic Outcomes, ensuring that the Landscape Institute remains financially sustainable and drives growth to execute the strategy.
- We will ensure our Royal Charter is applied through robust governance policies and procedures and clarity in decision-making. This empowers individuals, committees and working groups to deliver the Strategic Outcomes.





Enabling Issues

There are two issues which need to be addressed across all our work if we are to achieve our Strategic Outcomes and deliver our Purpose:

- Climate and Biodiversity - Tackling climate change and reversing biodiversity loss are vital to achieving our Vision. To make this happen, we need to ensure landscape professionals have the right skills and support, with climate and nature fully embedded into all that we do. By addressing these challenges, we also create wider benefits including a stronger economy, a growing workforce, and healthier, more resilient communities.

The Landscape Institute was one of the first professional bodies to declare a climate emergency. We launched a Climate and Biodiversity Plan in May 2020. Under this Corporate Strategy we will renew and re-embed action on climate and biodiversity across our work, ensuring we focus where we can have the biggest real-world impact.

- Equity, Diversity and Inclusion – Growing the size and impact of the landscape profession requires us to take positive action to open up the profession to those who might experience disadvantage and exclusion. Not only will this enhance the profession's appeal, encouraging more people to consider a career in landscape and helping to address gaps in the workforce, but will also help to ensure that the profession represents all communities. While much of the work of landscape professionals delivers benefits for the wider public, promoting equality, diversity and inclusion is not something that happens without conscious effort or in isolation – it must be integral to the Strategic Outcomes, a thread running through everything that the Landscape Institute, and its members, do.



Working together to deliver:

Member-led

Members are at the heart of delivering this Strategy, with staff and members collaborating and harnessing their professional expertise to ensure the outcomes are achieved. Members drive our work and inform our policy and guidance through a number of routes – from elected leadership positions on our Council or Board, through one of our Standing Committees, by responding to consultations and surveys, or supporting the International Federation of Landscape Architects (IFLA) worldwide.

Working in partnership

We will work with partners across the private and public sectors and civil society to deliver our Strategic Outcomes. With constrained resources, delivery requires us to work efficiently with other organisations, sharing expertise, insight and resource where we have a common goal.





Aerial view looking over the Play Yard. Credit Jarrell Goh



St. Michael's Church riverside walk, flood wall and public gardens. Credit Atkins

“Landscape professionals are problem solvers, visionaries, and stewards of the environment. They play a critical role in shaping a future where people and nature thrive together.”



Adam White FLI, PPLI

How we will measure and report

Our progress in delivering this Strategy, and the annual Business Plans that outline work to implement it, will be measured through clear success criteria supported by a number of indicators relating to each Strategic Outcome and the Landscape Institute's organisational effectiveness. Measurement and attribution of impact will be easier in some areas (e.g. membership satisfaction), than others (e.g. policy influence or staff culture).

We will report against these indicators in our annual report and at our Annual General Meeting.





University of Hull, Westfield Court Promenade, LUC



University of Hull, Westfield Court. Credit LUC

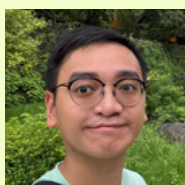
Before



University of Hull, Westfield Court, Promenade. Credit LUC

After

“Every challenge brings opportunity. By tackling climate change, reversing biodiversity loss and taking a landscape-led approach, we have the chance to reshape how we live: improving our health, strengthening communities, and building the homes we need in ways that restore nature and deepen our connection to it.”



Marko Yau
Student member



Read our briefing

A landscape-led approach
to development

Landscape Institute

85 Tottenham Court Road
London W1T 4TQ

Royal Charter number: RC000767
Charity number (England and Wales): 1073396
Charity number (Scotland): SC047057

June 2025

Cover image:
Claremont Park © John Sturrock