



Australian Institute of
Landscape Architects

STRATEGY 2018-2022

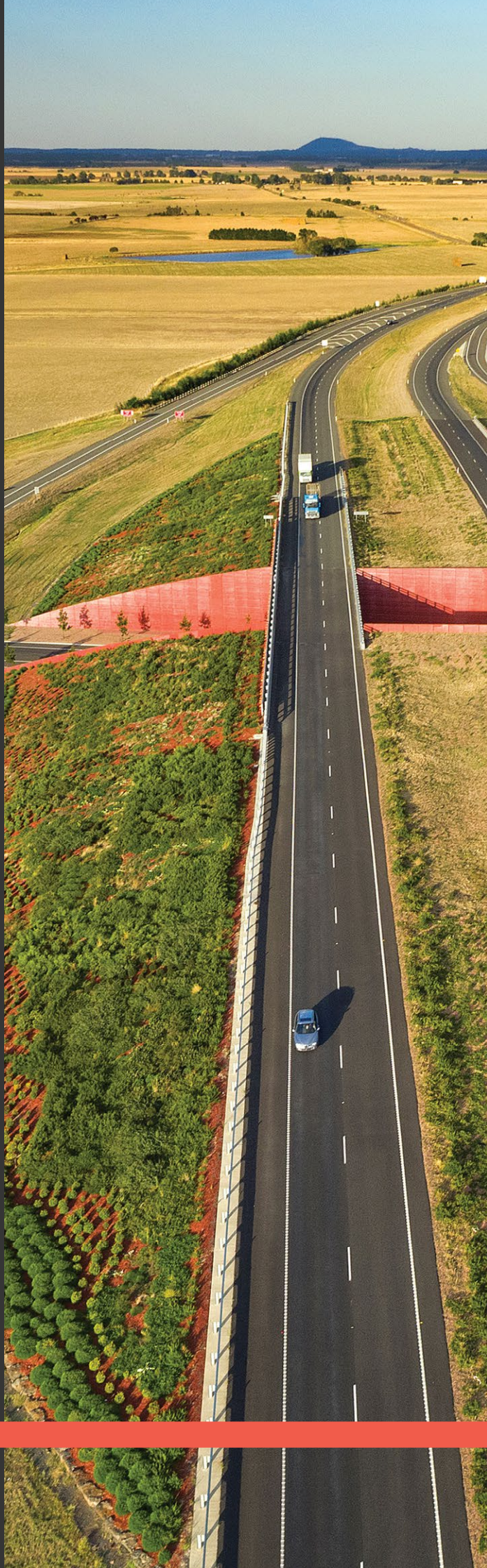


In 2015, the Australian Institute of Landscape Architects (AILA) launched a strategy which focused on the four key pillars:

1. Membership
2. Profile
3. Advocacy and
4. Sustainability.

In the first half of 2018, the Strategy was reviewed and extended to 2022. Much of the initial plan that was set in 2015 has now been achieved so there was a need to revise activities and respond to a changing industry and a changing AILA.

AILA is now a dynamic body of 3600 members. AILA's role is to serve the mutual interests of our members and the profession. To do so, we strongly advocate for: quality design and planning of outdoor spaces; healthy communities; and considered stewardship of the landscape. With our members, we anticipate and progress leading positions on issues of concern in landscape architecture. Alongside government and allied professionals, we endeavour to improve the design, planning and management of the natural and built environment. We also provide our members with advocacy, training, recognition and a forum to share knowledge, ideas and action.



Key Challenges & Opportunities

AILA is at a pivotal point in its evolution. Our future is bright; the ambitions of our members strong and focused. It is imperative that the strengths gained through recent growth in membership and revenue are used to advance members' ambitions for the organisation. As we press onwards into the next five years, with a foundation built in the first phase of the strategic plan, we have revised the AILA Strategy for 2018-2022. With this shared vision, we will steer a forward-looking agenda that goes towards our aspirations for AILA to sustain people and place. In reframing the AILA Strategy 2018-2022, it is important that we appreciate the setting in which we operate and the challenges and opportunities this poses to achieving our ambitions.



3600
MEMBERS

External

CHALLENGES

1

Landscape architecture has a low public profile. Few people understand how we are shaping Australia's future.

2

Our influence has been growing but Landscape architects continue to have limited capacity to influence policy and legislative change.

3

Enrolments in university landscape architecture courses from local students are low, resulting in funding cuts to programs unless they have been able to capitalise on a growing international student demand.

4

Professional associations are changing and with them member expectations for services, engagement and accountability.

5

The International Federation of Landscape Architects (IFLA) is evolving its leadership, influence and a strategy for advancing the interests of the profession.

OPPORTUNITIES

1

Green Infrastructure is becoming recognised in government policy and planning documentation.

2

AILA is poised to address the community's growing awareness of the built environment and the value of open spaces.

3

Members are skilled in addressing the interrelationships between human health and healthy environments.

4

Community engagement in planning and design processes is growing, with new technology at the core.

5

Landscape architecture's profile is advancing globally.

6

Landscape architects is becoming the point of reference for city development at all levels of government.

CHALLENGES

1

AILA's capacity to deliver quality member services and strategic innovation is limited by its resources.

2

Our membership needs to be reinvigorated and reengaged to contribute to AILA committees and activities so we capitalise on the strategic change in the organisation.

3

Our membership is diverse with differing expectations of what AILA needs to deliver on their behalf.

4

Our national staff has had a high turnover and there is a need to consolidate programs.

5

We need to consolidate programs to ensure that the financial viability of AILA is more consistent.

6

Succession planning needs to be core business to ensure the renewal of committees and contributors.

OPPORTUNITIES

1

The potential of our passionate membership is there to be grasped.

2

There is a momentum for continued transformation of AILA in support of members and the profession.

3

Core principles for AILA and the profession should be at the heart of our thinking and actions.

4

We must reap the capacity of our membership to advance a stronger advocacy platform.

5

We need to secure the best value we can from our skilled and motivated staff.

6

Our policies, services, practices and quality systems must continue to comprehensively address the business of our 21st century organisation.

7

AILA's governance and constitutional reform process gives the organisation a platform to launch from.

8

We have a knowledgeable and well-connected volunteer membership that can be motivated and reengaged to contribute to the best advantage of AILA.

Organisational

Strategy 2018-2022

The AILA Strategy 2018-2022 is structured around four pillars of action:



1

Growing the
MEMBERSHIP BASE.



2

BUILDING THE PROFILE
of the profession.



3

ADVOCATING
to government.




4

Ensuring a
SUSTAINABLE AILA.

MCKENZIE FALLS GORGE TRAIL
HANSEN PARTNERSHIP
IMAGE: ANDREW LLOYD



A photograph of a rocky riverbank. In the foreground, a metal grate walkway extends from the left towards the center. The river flows through a narrow channel between large, layered rock formations. The rocks are covered in moss and some small plants. A text overlay is positioned in the upper left quadrant of the image.

These pillars reflect the challenges and opportunities of our operating environment and respond to AILA's strengths and weaknesses previously defined by members. The pillars are consistent with the plan launched in 2015 and have been deemed appropriate to be retained through the review of Strategy 2015-2020 which was conducted by the AILA Board and supported of the State and Territory Chapter Executives.



Membership growth

TARGETS:

- retain 90% of our membership
- increase our membership to 4250 by 2022
- deliver programs of value to current members and aspiring landscape architects.

AILA maintained a steady growth in membership for 50 years. Membership numbers continue to grow with the expansion of new categories and great promotion and activity. The challenges now are to retain the members we have by recognising and delivering on their needs; and to attract new candidates by understanding and providing what they are looking for.

Growth in membership is constrained by the number of qualified landscape architects in the pool of candidates. To achieve our target, the membership needs to be broadened beyond our base of Registered Landscape Architects.

THINGS AILA WILL DO

Retain 90% of our members

- Involve members in the development of meaningful policies and programs through participation in standing committees, taskforces and working groups
- Ensuring transparency in decision making
- Executing good governance, including a comprehensive Board review every two years
- Stimulating members to aspire to positions of leadership in the profession and our organisation
- Continue to refine, assess and communicate a valuable membership offering.

Restructure and grow the membership base

- Broaden the membership base by creating new membership pathways that enable participation by non-registered Landscape Architects, targeting of graduate and promotion to international prospective members
- Review and enhance a rigorous registration process for those seeking a registered status.

Expand AILA fresh

- We will invest in AILA Fresh through programs targeted to the needs of emerging landscape architects, the future leaders of the profession.

Promote high school membership

- AILA will develop compelling programs aimed at inspiring high school students to embrace landscape architecture as a career.

Enhance our continuing professional development program

- We will develop a national policy and framework for the delivery of high quality, accessible CPD Programs
- We will draw on existing CPD opportunities provided by allied associations and invest in the delivery of our own high quality, online, CPD
- We will mentor and support State Chapters in the delivery and alignment of CPD.

Provide strong support to practices

- We will identify and develop a suite of supporting services to assist landscape architects with their practice.

Generate a robust accreditation program

- AILA will work in collaboration with the universities to develop an accreditation program that generates high calibre graduates.

Deliver inspiring member communications

- AILA will deliver relevant and inspiring content through improved member communications and our website
- AILA will review it's digital assets and develop a communication strategy.

Deliver programs that grow, educate and inspire the profession

- Undertake a Gender Equity study and develop relevant intervening initiatives and programs guided by member engagement and evidence
- Work in collaboration with Aboriginal and Torres Strait Islander Peoples to deliver initiatives that educate members on respect, culture and reconciliation.



Building the profile of the profession

TARGETS:

- growth in the industry
- greater enrolments in university landscape architecture programs
- enhanced profile of the profession in the general and industry media.

There is significant opportunity to expand the influence of AILA by enhancing the profile of the profession. Government, industry, stakeholders and the community all need to understand the contributions we make to the places we work. This will be achieved where we enter the media debate about matters affecting the built and natural environment in an effective manner. As we do, our influence will grow and so too will the numbers of people seeking to become landscape architects through study at our universities.

THINGS AILA WILL DO

Shape inspired national public relations and communications campaigns

- AILA will develop an execute a National Communications Strategy that creates a positive perception of landscape architecture by demonstrating the success of our work.

Orchestrate an Annual Festival of Landscape Architecture

- Draw on AILA's message platform on current issues but be specifically framed around its own communication strategy
- Offer a rich program that is attractive to members and engages with stakeholders and other built environment professionals
- Deliver high quality professional development
- Incorporate fringe events
- Engage with sponsors to support the event and its messages.

Conduct a community park campaign

- Encourage communities, councils and school participation in the design, planning and construction of a local park

- Celebrate the finalists and winners in each state at the festival of landscape architecture during a public event
- Be formulated around a campaign specific communications strategy
- Engage with other built environment professions and AILA's sponsorship partners to deliver specialist input and financial and material support
- Involve university programs and students.

Revise the National Awards Program

- AILA will review and revise the national awards program to ensure it rewards excellence and can be celebrated in a manner readily profiled in the media
- AILA will develop a national awards program to profile individuals in the profession and recognise excellence.

Conduct a high school awareness campaign

- AILA will develop and execute a national campaign to attract high school students to landscape architecture as a career.



Advocating to Government

TARGETS:

- successful advocacy around issues of concern
- government recognition of the value of well-planned and designed landscapes.

AILA has invested significant resources in the development of national policies across a range of areas. AILA continues to refine and maximise the influence it has on Green Infrastructure decision making. The next step is to extend the scope and influence of this good work through advocacy for its inclusion in government policy, legislation and funding programs. At the same time, we must assign resources to the development of new policies and advocate on behalf of our ideas through government engagement, expanded media profiling and participation in public debates.

THINGS AILA WILL DO

Refine and expand our position platform

- AILA will continue to work through its committee processes to review and develop our positions on issues of concern
- Our advocacy will be supported by completing position statements that are relevant and required for AILA each year
- Reinvigorate the National Advocacy Committee through the formulation of an Advocacy and Government Engagement Strategy
- We will support research by facilitating a process of sharing and dissemination of its findings through our National Education Committee and through CPD
- We will hold an annual University Summit to highlight the contributions of members to the examination of critical issues in the natural and built environment.

Lobby government

- AILA will make submissions to national and state governments on issues of concern to the profession and its members
- We will continue our dialogue with national and state Ministers, Shadow Ministers and Heads of Agencies
- We will develop resources and strategy to support members to lobby government and build capability of our leaders and influencers
- We will represent landscape architecture in cooperative professional bodies and bring together related organisations to achieve common goals

- We will lobby government about legislating the registration of landscape architects
- We will work with the appropriate government authorities to create an award for landscape architects
- We will maintain its engagement with the Parliamentary Group for Better Cities.

Participate in public forums on issues of concern

- AILA will promote the inclusion of green infrastructure and built environment concerns into government policies through active participation in the Australian Sustainable Built Environment Council (ASBEC)
- We will reinvigorate and grow the influence of the Living Cities Alliance
- We will establish and roll out a 'Friends of AILA' communication list to aid the dissemination of critical information about the profession.

Ensuring a Sustainable AILA

TARGET:

- maintain a stable financial platform
- provide solid governance
- develop strong policies and procedures.

AILA's operating environment is complex – corporate legislation, financial management and human resources policies affect our ability to succeed as a member services body. AILA has been through a period of significant change over the last five years and it is important that the positive change is retained and consolidated. It is essential that we continue to formulate improved processes and policies to support the organisation's growth and to deliver on our mission to support people and place.

THINGS AILA WILL DO

Meet our legal requirements as a corporation

- AILA will meet industry benchmarks for financial performance and reporting under the guidance of the Board, our staff and the Finance, Risk and Audit Committee
- We will instigate delivery of the policies and procedures needed to be an outstanding member-based organisation.

Maintain a sound financial footing to support our programs

- AILA will deliver the constitutional and governance reforms needed to increase membership and revenue growth
- We will achieve a base target of \$450,000 per annum from national corporate sponsors and generate diversified revenue streams
- Our Council (board) will evaluate the risks to our financial performance, through the support of the Financial, Risk and Audit Panel and take the necessary measures to mitigate and/or eliminate uncertainties
- We will review AILA's policies and procedures to ensure the organisations financial stability.

Support and develop our staff

- AILA will initiate sound staffing structures to meet the objectives of the organisation while empowering our staff to achieve their own life goals.



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