

STRATEGIC PLAN

2004-2009

and
2004-05 Business Plan
& Budget Summary

About this Plan

This 5 year Strategic Plan and one year Business Plan outline the PIA vision and priorities. It is the second Plan published since the launch of PIA in July 2002. The Plan outlines Strategic Priorities to 2009 and Action Plans in each area for the current year. It is supported by complementary Division Plans.

STRATEGIC PLAN 2004-2009

Down to Business Message from the National President

PIA has taken major steps in recent years to transform itself from an inward looking guild into an outward looking institution, aware of Australia's role and potential in the global knowledge economy and which is in touch with the concerns and aspirations of ordinary members of the community.

The most tangible evidence of this shift is the Livable Communities policy launched in February 2004. This is not a self serving document, seeking advantage for our profession, but a demonstration of real leadership, offering the community and government well thought through strategies to move Australia rapidly onto a sustainable, triple bottom line focused footing.

In 2004, we aim to influence public opinion and governments so that a Sustainable Development Charter and Commission as envisaged in the plan is established with a 10 year program valued at \$10 billion is put in place to drive urban and regional development in the national interest.

The Institute is also acutely aware of the need to look after you as members, in terms of:

- proper recognition of your professional standing,
- your continuing professional development,
- your requirements for discourse and fellowship on planning issues,
- your material needs for information, and buying power, and
- your workplace requirements.

We have also brought out into the open the pressures which our development assessment planners are put under, pressures which sometimes amount to a toxic workplace. Following completion of the National Inquiry into Planning Employment and Education, we have set an agenda around issues of training, support and reform of the development assessment systems which offer the potential to dramatically improve the day to day working life of planners, and the recognition of the worth of planners.

STRATEGIC PLAN 2004-2009



PIA's VISION

The changing world in which we live demands more comprehensive and effective spatial planning solutions than ever before. Spatial planning extends well beyond statutory land use planning, putting the profession at the centre of multi-disciplinary debates about the communities in which we live, work and play. Allied spatially-related disciplines are now recognised as part of the planning profession including urban design, social planning, environment, transport and economic planning, and planning law, to name a few.

Vision Statement

To support the Australian planning profession and community in the creation of liveable communities, vibrant economies, sustainable places,

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STRATEGIC PLAN 2004-2009



About the Planning Institute of Australia

The Planning Institute of Australia (PIA)*, established in 1951, represents planners and the planning profession nationally. Constitutional change in July 2002, marked the beginning of a new era, with PIA widening its appeal through Chapters and Special Interest Groups to include allied disciplines, better reflecting the diversity of voices in planning.

While maintaining standards for professional membership, the new framework provides mechanisms for those with a wider view of planning and those with common interests to engage more directly with one another. These changes are underpinning growth in the PIA membership base of 3500 (15% in the past 2 years).

PIA is a nationally registered not-for-profit Association, with a federated structure governed by National Council, comprising the National President, representatives from Divisions in each state and territory, the Overseas Division, Chapters, Special Interest Groups and other (non-voting) Office Bearers, supported by National Office which provides Australia-wide services, coordination of PIA activity and national events.

Divisions are the “engine rooms” of the organisation, where issues are debated, professional interaction takes place and services are delivered. Chapters and Special Interest group events and professional development activities are primarily run locally through the Divisions, overseen and coordinated by Divisional Committees and administered by local staff.

The foundation Chapter of PIA is the Urban & Regional Planning Chapter. Three new Chapters were established in 2003-04 - Social Planning, Urban Design and Environmental Planning. The Young Planners Special Interest Group was joined in 2003-04 by the Local Government Special Interest Groups and a Consultant Planners Group.

Corporate membership is based on professional qualifications and experience, comprising three grades - Life Fellow, Fellow and

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Our
Identity

Who we are:

PIA is the peak body representing professions involved in planning Australia's cities, towns, regions and places. PIA is a not-for-profit Association delivering

Our
Mission
Statement

We exist to:

Serve the public interest of urban and regional communities
Promote the professional interests of our members
Establish and administer standards of professional competency
Develop and disseminate planning knowledge
Increase member knowledge through education, training and research

Our
Priorities

Our six equally important strategic

Policy & Agenda Setting
Member Services
Profile, Reputation & Influence
Organisational Change
Education & Professional Development
Operations & Financial Management

Our Key
Deliverables

Outcomes we will deliver:

Influence policy making at all levels of government
Increase member satisfaction and grow membership by 15% per annum
Develop public understanding of the importance of planning
Obtain positive results on issues confronting the profession
Create opportunities for professional discourse & networking

STRATEGIC PLAN 2004-2009

Operating Principles

Operations are based on the following

These principles reflect key elements of our governance documents - the PIA Constitution, By Laws, Rules and Codes of Membership, Education and Conduct:

- We place the highest value on our members and potential members, recognise them as our foundation and paramount in everything we do
- We operate at all times as an integrated, united and coordinated organisation through our federated structure
- We recognise Divisions as the “engine rooms” of member activity, as services must be relevant at the local level
- We coordinate our activity, distributing staff and resources to maximise financial efficiency, and effective member service delivery
- We protect professional standards through qualification, experience, and professional development requirements and via our Code of Conduct

Our Structure

The Strategic Plan is delivered through National Council, Divisions, Chapters & Special

The PIA structure is outlined above in the section entitled “About the Planning Institute of Australia”. More information can be found in key governance documents including the PIA Constitution, ByLaws and Division Rules. These can all be found on the web at the following addresses:

www.planning.org.au/membership/related/member_guidelines_082002.pdf
www.planning.org.au/membership.related/doc_codeofconduct_082.pdf

BUSINESS PLAN 2004-2005

About this Plan

This 2004-05 Business Plan guides the activity of the Planning Institute of Australia and is consistent with the direction set in the 2004-09 Strategic Plan (above).

The Business Plan reflects the organisational Strategic Priorities and sets out specific activities agreed by National Council and set in consultation with Division Presidents, which will be our focus for the twelve months from 1 July 2004.

Priorities and Action Plans are developed at a PIA strategic planning and budgeting Forum comprising National Councillors and Division Presidents which is held immediately prior to National Congress in March/April each year. Plans are set for the forthcoming financial year and budget parameters are also set at that time.

The six sections of the Plan reflect our six equally important strategic priorities, as outlined earlier in this document, and are consistent with our organisational objectives.

The success measures are specific, tangible outputs to be produced, or measurable targets to be achieved, by 30 June 2005, through the projects identified in the Business Plan.

Under each Strategic Priority area is an Action Plan which includes a number of clearly identifiable projects with a single National Councillor, Divisional Office Bearer or PIA staff member accountable for the outcome. Each project has a nominated completion date and a budget/resource allocation. The Consolidated PIA National Budget is a confidential compendium to this Plan.

BUSINESS PLAN 2004-2005

Liveable Communities: A National Agenda

The planning profession is dedicated to creating and enriching liveable communities. PIA, therefore, aims to generate constructive debate and bipartisan action on planning issues, recognising that land use patterns significantly impact a host of national aspirations for the environment, the economy and society.

Liveable Communities: A National Agenda was created by in 2002 and identified areas in which national action is needed to achieve sustainable development and healthy, prosperous, cohesive communities. Two years on, in February 2004, **Liveable Communities MkII** has been launched.

While this new policy document recognises important initiatives now underway, calls on the Australian Government to implement a robust, clear and comprehensive national framework for urban and regional development.

Liveable Communities MkII calls for a **Sustainable Development Charter** to articulate principles for sustainable urban and regional development and set out time-bound and measurable national targets for environmental, social and economic sustainability.

It calls for a significant commitment, **\$10 billion over 10 years**, partly funded through a productivity dividend resulting from more efficient settlement patterns, resource management, transport systems and development assessment, as well as resultant economic growth and taxation receipts. Existing programs and funding with related objectives might be folded into this new program.

Following initial payments to states, territories, and through them to

BUSINESS PLAN 2004-2005



Strategic Priority - Policy & Agenda Setting

OUTCOMES: To influence public opinion and policy making at all levels of government and achieve positive results on issues confronting or jeopardising the profession.

OWNER: Marcus Spiller (Committee: Chris Murray & CEO)
(NB - Costings do not include volunteer effort provided by President)

Action Plan	Who	When
Post-launch action on Liveable Communities: <ul style="list-style-type: none"> • Communication strategy/campaign • Member/Division/Chapter promotion & communiqué • Stakeholder & peak body support campaign & communiqué • Governments & Parliaments support campaign • Generate Corporate support (not funds) • Summit/call to action by PIA and eminent people 	President & CEO	July 2004
Suite of policies/actions to support Liveable Communities: <ul style="list-style-type: none"> • Policy position statements • Media strategy • Strategic partnerships 	President & CEO	Sept 04

Events

SUCCESS MEASURES:

- Documented support for Liveable Communities from stakeholders
- Issuing of a communiqué
- Suite of policies & statements by PIA
- Seek and influence new policy outcomes from YBE
- Policy inventory and deploy full PIA policy portfolio on web
- Endorsement of Liveable Communities by major political parties

Strategic Priority - Member Services

OUTCOME: Increase member satisfaction with PIA services and membership by 15% per annum through organic growth, Chapters and Special Interest Groups

OWNER: Claire Middleton (**Committee:** Kirsty Kelly, Peter

Action Plan	Who	When
Implement Overseas Division Strategic Plan	President Nat Office	June 05
Implement Young Planners SIG Strategic Plan	Convenor Nat Office	June 05
Implement LGPN SIG Strategic Plan (including Delfin Debates)	LGPN Convenor	June 05
Undertake bi-annual member survey	Nat Office	Aug & Feb
Direct mailings & member communication (inc sub run)	Nat Office	June 05
Support, promote & extend NBSA member benefits scheme	Nat Office	June 05
Establish a PIA Foundation for donations and bequests	Treasurer	June 05
Consultant Planner Website (for all Division with shared revenue)	Vice President	June 04
Employment Service & Website Maintenance (content & design)	Nat Office	ongoing
Promote membership to Govt/employers (by mail & direct)	Nat Office	Dec 04
Division to conduct membership drives	Divisions	04-05
E-news - 12 editions pa	Nat Office	04-05
Australian Planner - 4 editions pa (review in Dec '04)	Nat Office	04-05
National Conference(s) & Awards (inc PIA handbooks)	Nat Office	Apr 05

Membership Inquiries, Reporting & Database Nat Office 04-05

SUCCESS MEASURES:

- Grow membership by more than 15% in 2004-05
- Conduct member survey and modify communications/plan based on feedback

Strategic Priority – Profile, Reputation & Influence

OUTCOME: To raise the profile of and enhance the reputation of the profession as well as to influence planning policy, outcomes and planning issues confronting the profession and the community.

OWNER: Marcus Spiller (Committee: David Caddy, Kirsty Kelly, Gary Shiels & Kate Wagner)

Action Plan	Who	When
Develop and maintain PIA & planning marketing materials (conduct annual review & rewrite & extend suite)	Nat Office & Kirsty	04-05
Put national marketing protocol in place	CEO	July 04
Develop strategy for and build media profile, engagement, monitoring & member reporting systems	President & CEO	04-05
Develop strategy for and build community & stakeholder awareness of PIA & the profession	President & CEO	04-05
Review PIA Awards criteria, introduce national standards, build profile, sponsor relationships & revenue	Nat Office	April 04
Develop strategy for and build strategic alliances with other associations & bodies – eg develop joint submissions, conduct regular meetings, engage in joint lobbying	President & CEO	04-05
Develop government relations strategy and build PIA	President	04-05

SUCCESS MEASURES:

- Member satisfaction with PIA & planning
- Increased media coverage of PIA events
- PIA comment/opinion sought and published on all key planning issues
- Review and extend suite of marketing materials – PIA and planning profession
- Influence government policy debate & outcomes at all levels
- Establish “Leaders & Innovators” recognition program

Strategic Priority - Constitution & Organisational

OUTCOME: To broaden Chapters and Special Interest Groups in order to grow PIA membership, influence and to widen the discourse on planning issues.

OWNER: James Larmour Reid (Committee: Gary White, Gary Chisholm, David Gaddy, Peter Brown, Social Planning Chair)

Action Plan	Who	When
Develop & Implement Accreditation System - promote heavily to community as mark of quality	Owner	Dec 04
Review Chapter membership criteria (eg experience required) & modify Membership Code to simplify entry to PIA	Education Convenor	Dec 04
Constitution to link 200 Chapter members to NC vote	President	Nov 04
Representative of each Chapter on each Division Committee	Divisions	July 04
Representative of each SIG on each Division Committee	Divisions	July 04
Focus on growing Associate membership in lieu of establishing Planning Alliance	Divisions & Nat Off	July 05
Six Chapters to be operating by 30 June 2004-05	Chairs	June 05
Maintain & develop Chapter databases (members & non-members)	Nat Office	04-05
Implement Social Planning Chapter Strategic Plan	Chair	04-05
Implement Urban Design Chapter Strategic Plan	Chair	04-05
Develop plan for creating and launching Environment, Economic & Legal Chapters	President	04-05

&

SUCCESS MEASURES:

- Consultant Planning SIG established by July 05
- Accreditation system developed, implemented and promoted heavily to employers and community as mark of quality
- Six Chapters operational by June 05
- Membership Code and Chapter entry criteria simplified
- Chapter Strategic Plans developed or implemented

Strategic Priority - Education & Professional

OUTCOME: To provide leading edge forums for professional discourse and networking, foster careers in planning and support developments in planning education.

OWNER: Sue Holliday (ex-officio) & Arnis Siksna (Education Convenor) (Committee: David Caddy, James Larmour Reid, Michael

Action Plan	Who	When
Obtain resources & engage PIA Ed & Employ Officer	CEO	Aug 05
Establish Education Committee to implement Nat Inquiry	President	Aug 04
Lobby Commonwealth Depts of Immigration & Employment to obtain recognition of planning as an "occupation in demand"	CEO & Ed Officer	Jan 05
Lobby employer groups to support undergrad & post grad education, professional development & training for planners	Ed Officer	Jul 04
Work with state & territory govts to put cadetships in place	Ed Officer	Aug 04
Work with Unis to target students from rural/regional areas , states without planning schools & indigenous students	Convenor	Nov 04
Improve profile of geography/planning in secondary schools	Ed Officer	Nov 04
Work with state and local govt to find innovative ways to support/share planning resources in rural/regional areas	Ed Officer & ALGA	Nov 04
Encourage rural/regional councils to fund/support students	Ed Officer	Aug 04
Encourage flexible work conditions particularly in local govt	Ed Officer	Aug 04
Encourage related professions to train in planning (Arch/Eng)	Ed Officer	Jul 04
Monitor impact of fees on course take up thru visiting boards	Convenor	ongoing
Implement Certificate IV courses in each state/territory	Ed Officer	Jan 05
Review course Code of Recognition & accreditation of courses	Convenor	Jun 05
Develop mentor program for young graduates (via Divisions in consult with YPs)	Ed Officer	Aug 04
Support DAF objectives to improve planner workplace issues	CEO/Pres	Aug 04
Compulsory training in planning for Councillors & develop a planning-related Code of Conduct	CEO & LGPN	Jan 05
Encourage local govt to have employee assistance schemes	CEO/Ed	Jan 05
Review and update PIA Code of Conduct	Ed Off	Nov 04
Establish planners telephone "help line" (operated by senior planners/fellows)	Ed Off	Nov 04
2-yearly review of planner salaries (add to member survey)	Ed/CEO	Jun 06
Develop "practice notes" or technical help on web (see NZ quality planning site)	Nat Office	Jun 05
Review course content for urban design & generic skills (eg negotiation)	Convenor	July 04
Review & upgrade CPD systems/points/awards & content of events	Ed Off &	Jul 05

SUCCESS MEASURES:

Successfully implement National Inquiry recommendations

Strategic Priority – Operations & Financial Management

OUTCOME: Ensure PIA governance and operations are efficient and it is financially sound.

OWNER: Chris Murray (**Committee:** Michael Nustein, CEO, Max Fragar)

Action Plan	Who	When
Develop governance manual covering: <ul style="list-style-type: none"> • Constitution, By Laws, Model Rules • Respective roles of National & Divisions • Staff & office bearer roles & responsibilities • Delegations & authorisations • Operational protocols, procedures • Legislative framework 	Nat Office & Divisions	Dec 04
Produce national, divisional, chapter & SIG sponsorship database, prospectuses and protocols	Nat Office & Divisions	Aug 04
Grow sponsorship revenue	Nat Office & Divisions	June 05
Strengthen internal communication	Nat Office & Divisions	Ongoing
Annual National Council & Presidents Forum – April - for Strategic & business planning & budgeting for next year	President & Treasurer	April 05
Produce national & division operating surpluses of 5% to 10% of income	Treasurer & Divisions	June 05
National Office - purchase of premises & relocation	Treasurer, Pres, ACT & CEO	Sept 04
Ensure legally compliant	CEO	ongoing
Single national auditor – transition year in 04-05	CEO	Jun 04

Compliance with National Planning & Reporting 2003 2005

SUCCESS MEASURES:

- Delegations & authorisations & other protocols in place by Dec 04
- Sponsorship database, prospectuses to be in place by end April 04

WOULD YOU LIKE MORE INFORMATION?

PIA Internet Addresses and Contacts

Most of PIA's organisational arrangements are outlined in the Institute's Constitution and By-Laws which can be found on the web at: www.planning.org.au/about/constitution.ssi

There is also an article on PIA structure on the web at: www.planning.org.au/media/doc_campbell.pdf .

Membership Guidelines and Information can be found at: www.planning.org.au/membership/related/member_guidelines_082002.pdf .

Find our professional Code of Conduct at: www.planning.org.au/membership.related/doc_codeofconduct_082.pdf

National Councillors and Divisional Office Bearers as well as Secretariat Contacts can be located at: www.planning.org.au

If you would like any other information please write, email or telephone us on:

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