

## Strategic Plan 2009

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Adopted 27 March 2009

### ***Mission***

The Australian Institute of Architects exists to:

advance the interests of members, their professional standards and contemporary practice, and

expand and advocate the value of architects and architecture to the sustainable growth of our community, economy and culture.

### ***Vision***

Starting with the perspective of our stakeholders as paramount, we will create an Institute that members value being part of, in partnership with organisations that are strong and aligned with our vision. Our substantial and effective public policy on architecture and the built environment will influence governments, and the community will understand and value the leadership given by the architectural profession.

Internally, we will have management systems and processes that meet our needs and effective communication with our stakeholders. We will be respected as an exemplar employer and for the highest standards of governance.

The Institute will be known as an innovative, learning organisation, which acknowledges its presence and responsibility in a global context. We will secure the future of the architectural profession through continuous knowledge development and transfer and ensure that members are committed to life-long learning.

Financially, we will have the strength to lead, providing effective and transparent financial planning and reporting to ensure accountability to our stakeholders.

### ***Values***

The Australian Institute of Architects values:

- > Creativity and Innovation
- > Ethical Behaviour
- > Accountability
- > Environmental Sustainability
- > Social and Cultural Responsibility
- > Effective Communication
- > Education, Research and Knowledge
- > Recognition of Achievement



## Outcomes and Objectives

### Stakeholder perspective

Outcomes	Objectives
S1 Membership of the Institute is valued	S1.1 To deliver and promote the Institute's value proposition to members and prospective members S1.2 To deliver and promote inspiring and relevant services and events to members S1.3 To recognise members' contributions and achievements S1.4 To structure membership appropriate to all career stages
S2 Partners are strong and aligned with the Institute	S2.1 To collaborate with subsidiaries, relevant corporations and industry stakeholders to achieve a quality and sustainable built environment
S3 Public policy on architecture and the built environment is substantial and effective	S3.1 To influence government and the community to recognise and deliver quality architecture and a sustainable built environment
S4 The community values architects as leading professionals	S4.1 To educate the community about the role and value of architects S4.2 To promote the architect's contribution through design to culture and quality of life

### Internal processes perspective

Outcomes	Objectives
P1 Systems and processes meet Institute needs	P1.1 To continually improve the coordination and effectiveness of resources, operating systems and processes
P2 Effective communications	P2.1 To deliver relevant communications to members and stakeholders in a timely manner P2.2 To effectively respond to input and feedback from members and stakeholders
P3 Exemplar employer	P3.1 To attract, engage and retain the best people P3.2 To establish best practice in human resource management, and physical and operational environments
P4 Exemplary governance	P4.1 To encourage and facilitate members engagement in policy-making P4.2 To implement best practice in governance

## *Outcomes and Objectives (continued)*

### Learning and growth perspective

Outcomes	Objectives
L1 Future of the profession is secured through knowledge development and transfer	L1.1 To influence and contribute to the development of architectural education and industry research L1.2 To develop a dynamic knowledge base for the benefit of members and the profession
L2 Members are committed to life-long learning	L2.1 To require members to maintain and improve their competency through continuing professional development
L3 The Institute acknowledges its presence and responsibility in a global context	L3.1 To foster links and collaborate with overseas architectural organisations L3.2 To promote Australian architecture internationally
L4 The Institute is an innovative, learning organisation	L4.1 To develop organisational skills and resources to lead change and achieve the strategic vision

### Financial perspective

Outcomes	Objectives
F1 Financial strength to lead	F1.1 To grow the value of net assets to achieve economic sustainability F1.2 To achieve a balanced operational budget aligned to strategic priorities
F2 Effective financial planning and reporting	F2.1 To implement a rolling forecasting cycle F2.2 To facilitate management through timely, transparent and effective financial reporting and analysis



# Strategy Map 2009

**Mission** Advancing members' interests and standards. Advocating the value of architects and architecture.

## Stakeholder Perspective

### Members

**Membership is valued**

- Deliver value proposition
- Inspiring, relevant services/events
- Member recognition
- Structured membership

### Partners

**Partners are strong and aligned with the Institute**

- Collaborate with subsidiaries, corporate partners & industry stakeholders

### Community

**Substantial and effective public policy**

**Architects valued as leading professionals**

- Influence government & community
- Educate community on the role of architects
- Promote value of architecture

## Internal Processes

### Systems

**Systems and processes meet Institute needs**

- Continually improve

**Effective communications**

- Deliver timely and relevant communications
- Be responsive to members

**Exemplar employer**

- Best talent
- HR best practice

**Exemplary governance**

- Members engaged in policy-making
- Best practice in governance

## Learning and Growth

### Members

**Future secured through knowledge development**

- Contribute to architectural education and research
- Develop knowledge base

**Members committed to life-long learning**

- Mandatory CPD

**Global presence and responsibility acknowledged**

- Collaborate overseas
- Promote Australian architecture overseas

### Organisation

**Innovative learning organisation**

- Continually develop capability to lead change

## Financial Perspective

### Organisational value

**Financial strength to lead**

- Grow net assets
- Balanced operational budget aligned to strategic priorities

### Organisational processes

**Effective financial planning and reporting**

- Rolling forecasting cycle
- Timely, transparent and effective reporting