



## **AILA Advocacy Submission and Representations Policy**

*This policy (v2) was endorsed in December 2016.*

### **1. INTRODUCTION**

This policy describes the principles and operation for development, approval and releasing of Advocacy material by the Australian Institute of Landscape Architects (AILA).

### **2. AIMS**

This policy aims to outline the process to staff and members charged with developing and executing advocacy material and campaigns on behalf of AILA. The detailed aims include:

- ensuring a transparent, collaborative and respectful approach to advocacy;
- ensuring a consistent approach in terms of language, branding and messaging;
- manage conflicts of interest;
- create a process that reduces risks associated with advocacy;
- ensure that the National Advocacy Committee, Board and staff are aware of issues and able to leverage off material being created;
- ensure delegations of authority are formally documented and transparent to AILA members and other stakeholders; and
- encourage members to discuss and promote the profession and the work of Landscape Architects.

### **3. DEVELOPMENT & DELIVERY OF NATIONAL ADVOCACY**

#### **3.1 Role of the Board in Advocacy**

AILA's Board is charged with identifying the major annual areas of focus regarding advocacy. This includes the following:

- develop AILA's long term strategy regarding Advocacy to suit the challenges and opportunities of the profession and specific external influences;
- identify opportunities and clear objectives to influence Commonwealth legislation, policy and funding; and
- identify opportunities, articulate clear objectives and develop statements to influence the agenda at significant political times such as elections, new Government or key ministerial portfolio announcements and budget releases.

#### **3.2 The National Advocacy Committee**

AILA's National Advocacy Committee (NAC) takes a lead role in coordinating the development of advocacy material. This includes, but is not limited to:

- National Position Statements;
- National Policies;
- responses to Commonwealth Government matters;
- assist the Board to develop AILA's long term strategy regarding Advocacy to suit challenges and opportunities facing the profession;
- establish regular review of existing policy positions to reflect best practice thinking; and

- provide guidance and support to state groups regarding issues of local advocacy, appropriate to established policy positions.

The National Advocacy Committee operates under terms of reference (Appendix A) that clearly articulates the role and purpose of the committee, its makeup and reporting structures.

In developing material for the purposes of advocating to Government, AILA operates with the following guide:

- consultation is key, provide members with the opportunity to contribute to the development of submission before they are drafted wherever possible;
- use research to support principles, personal opinions and party political positions to be avoided;
- reference wherever possible AILA's agreed position statements;
- issue a draft to the membership for comment prior to submitting wherever possible;
- respond to the issues with principles and policy positions, don't re-design places (i.e. identify issues and concerns rather than generating alternative design solutions or preferred aesthetics); and
- all submissions need approval from the National President and where possible approval from the Chair of the NAC.

### **3.3 Role of the CEO in Advocacy**

The CEO has been delegated on behalf of the Board to take a lead role in advocating on behalf of the profession. The role of the CEO is to support publishing and promoting of the agreed positions developed by the NAC and broader membership and includes the following:

- developing relationships with Ministers and Shadow Ministers offices across the relevant portfolios;
- promoting position statements, research and international innovations to above mentioned offices;
- identifying opportunities for AILA to respond to Government submissions and papers and assist the NAC to develop responses, and publishing;
- create opportunities for AILA's position statements and submissions to obtain media coverage;
- report and communicate to the membership and the Board on advocacy outcomes; and
- provide strategic support to State President's to assist the promotion of relevant policy and position statements to state governments.

The AILA National office provides a useful conduit to share information/submissions and ensure a consistent approach to terminology, brand and communication. The role of the National office is not to stifle advocacy at the state level, but to enhance and provide support. The National office will make every effort to be responsive and supportive in their approach to engaging with chapters in local advocacy activities. Where appropriate, the preference is for State based representation to be made on State based issues, but where conflicts of interest prevent this delegation should be made to the National President or CEO.

### **3.4 Member's role in Advocacy**

All members should feel supported in promoting advocacy efforts within their own networks and industry circles. Members are empowered to use AILA's position statements and reference them in developing or advocating on behalf of the profession. All position statements are available to members. Members should utilise personal opportunities in the media to advocate on behalf of the profession. Any member advocacy efforts are not to be presented as an official position of AILA without the endorsement of the National President or CEO.

## 4. DEVELOPMENT & DELIVERY OF STATE/LOCAL ADVOCACY

### 4.1 State Advocacy Committees/State Executives

Each State and Territory should take an active role in developing and delivering a local advocacy agenda. It is recommended that a State-based Advocacy committee is created locally to identify opportunities, develop content for and execute local advocacy initiatives in the form of an Advocacy Matrix as shown below. This includes, but is not limited to:

1. develop an annual list of major projects or projects of state significance;
2. shortlist this to a top 10, and identify the 3 top trending issues among the projects and refer to relevant position statements or if no position statement existing notify NAC to commence its development. Submit to NAC in February each year;
3. identify the relevant Position Statements to inform advocacy activities or where none exists, identify gaps and inform the National Advocacy Committee; and
4. review conflicts of interest and identify who will lead advocacy on each issue – refer to AILA’s conflict of interest guide, where the State President or members of the State Advocacy Committee or Executive are conflicted and unable to undertake Advocacy activities, the National President or CEO will advocate on behalf of AILA.

#### Example: State Chapter Advocacy Matrix (Major Projects)

No	Project	Issues	Relevant Position Statements	Conflict	Who	Potential Partners
1	Light Rail Project A	1. Urban amenity 2. Tree loss 3. Urban heat island	<ul style="list-style-type: none"> <li>• Light Rail Transit</li> <li>• Cooling Cities</li> <li>• Green Infrastructure</li> </ul>	No	State President	PIA AIA
2	Major Urban Park Renewal B	1. Commercialisation of open space 2. LA not on project team 3. Community Consultation/Engagement	<ul style="list-style-type: none"> <li>• Position statement needed</li> <li>• LA’s in Project Briefs (draft)</li> <li>• None</li> </ul>	Yes	National President/CEO	None
3	•					

Additionally the State Advocacy Committee/Executive should:

- tailor, adapt or add to AILA’s national advocacy position statements to suit the challenges and opportunities regarding the profession and specific external influences at the State level;
- identify opportunities and clear objectives to influence State legislation, policy and funding;
- identify opportunities and clear objectives/statements to influence the agenda around significant political periods such as election, new Governments and budget time;
- develop a State-based Advocacy plan;
- develop responses to State and local Government initiatives; and
- provide recommendations to the NAC for the development of National Position Statements.

The State Advocacy Committee operates under separate terms of reference (currently being developed) that clearly articulates the role and purpose of the committee, its makeup and reporting structures.

In developing material for the purposes of advocating to Government, AILA locally operates with the following guide:

- consult with Local LA’s involved on the project to understand the issues and background;

- consult members providing the opportunity to contribute and review advocacy statements before they are issued wherever possible;
- use research and evidence to support principles, personal opinions should be avoided;
- reference wherever possible AILA's agreed position statements;
- issue a draft to the membership for comment prior to submitting wherever possible; and
- respond with principles, don't re-design – (ie. identify issues and concerns rather than generating alternative design solutions or preferred aesthetics).

All submissions will need approval from the State and National President prior to submitting to ensure a consistent approach in terms of language, branding and messaging.

#### **4.2 Role of the State President in Advocacy**

The State President has been delegated by the Board to take a lead role in advocating on behalf of the profession on local matters. This includes, but is not limited to:

- commenting publicly on matters regarding public policy, funding and legislation (noting that the State President may choose to delegate the role of public spokesperson to another);
- driving the State Executive to lead the development of the State Advocacy plan and State Chapter Advocacy Matrix (Major Projects);
- identifying conflicts of interest arising and where identified delegating to the National President or CEO; and
- reviewing and approving State-based advocacy submissions.

Where appropriate, the preference is for State based representation to be made on State based issues, but where conflicts of interest prevent this delegation should be made to the National President or National CEO.

In undertaking this role, the State President will commit to:

- representing the organisation in the best interest of the membership and AILA Strategic aims and policies;
- contributing with the delegated authority to speak as a Landscape Architect representing the organisation;
- upholding the values of the organisation in engagement and representation;
- never operate in the position for personal gain or allow personal interest to influence the outcome;
- ensure that the process for obtaining content regarding advocacy is as transparent and collaborative as possible and includes drafts being provided to the membership for comment prior to release, where possible;
- engage widely with the Board, the CEO or relevant National/State Committees if additional information is required;
- ensure that the Board and the CEO are informed of any areas of content or process that may have a negative impact on the membership or organisation;
- ensure that matters that may involve current members are handled sensitively and appropriately;
- submit a written report twice a year on advocacy activities to the Board, and brief Council face to face should the opportunity arise. The report could be integrated with general State Presidents Report on activities within the state (see Appendix B); and
- ensure that a member be contacted specifically if involved in a project included in a submission and advised that a submission is being prepared.

#### **4.3 Role of the State Manager/delegated staff member in Advocacy**

The role of the State Manager is to support the publishing and promoting of the agreed positions developed and includes the following:

- facilitate the development and communication of the State Advocacy plan and State Chapter Advocacy Matrix (Major Projects),
- coordinate submissions with the State Advocacy Committee and National President/CEO,
- develop relationships with Ministers and Shadow Ministers offices across the relevant portfolios,
- promote position statements, research and local initiatives to above mentioned offices,
- identify opportunities for AILA to respond to Government submissions and papers and assist the State Advocacy Committee, to develop responses, and publish,
- create opportunities for AILA's position statements and submissions to obtain media coverage, and
- report and communicate to the local membership and National Office on advocacy outcomes.

## **Appendix A**            **AILA National Advocacy Committee** *Policy priorities & advocacy of them*

*Advocacy is a political process by an individual or group which aims to influence public-policy and resource allocation decisions within political, economic, and social systems and institutions.*

### **Terms of Reference, as ratified by the Board August 2014\_v2**

#### Background

AILA and its membership is a key leader in shaping the development of sustainable places in Australia. It must have sound policy and a robust evidence base to support its agenda. AILA strives for greater clarity in our policy and in our approach to advocacy – policies that clearly advance AILA’s vision and mission and an advocacy voice that is a powerful reflection of our brand and our target audiences.

This Terms of Reference (ToR) for the National Advocacy Committee (NAC) advance this intention by defining the role of the NAC and the AILA membership in developing a new framework for AILA’s policies, for advocacy in the public arena, and reporting progress.

#### Purpose of the National Advocacy Committee

To advise the Board on matters of policy and its implementation to advance AILA members as leaders in sustaining people and place through design, planning, policy and management.

#### Objectives of AILA’s policies

1. To establish AILA in a leadership role on matters of relevance to the organisation.
2. To provide the intellectual base for advocacy to AILA’s target audiences.
3. To address member’s needs for support in the advancement of our shared ideals as landscape architects.

#### Role of the National Advocacy Committee

The primary mechanism for advice to the Board is through two key documents:

- National Policy Framework; and
- National Advocacy Plan.

It is the role of the NAC to prepare these documents, for the consideration of, and as directed by, the Board.

In addition, the NAC is to conduct an annual review of and report to the Board on:

- these ToR and the responsibilities of committee members and any working groups;
- existing and new policies for priority and consistency with Board directions, members views and other strategic documents; and
- progress of the National Advocacy Plan and prepare its Annual Advocacy Annexe that details the desired outcomes for the following year and the proposed activities to achieve them.

In undertaking this, the following strategies are to guide the NAC and AILA membership.

### **Agree a National Policy Framework**

*Strategy 1.* Review the existing policy statements for their currency with membership views and organisational priorities.

*Strategy 2.* Develop a framework for how policies should be developed, which issues should be pursued and how the organisation approves and advocates for agreed policies.

*Strategy 3.* Agree the format and composition of policies ensuring alignment with brand communications principles.

### **Develop a National Advocacy Plan**

*Strategy 4.* Canvas the membership to identify and prioritise policy areas that require policy development and advocacy over the next three years.

*Strategy 5.* Identify expert working groups (including members and non-members) to develop priority policies.

*Strategy 6.* Develop an engagement plan to target audiences for policy advancement (government, industry allied professions).

### **Implement the National Advocacy Plan**

*Strategy 7.* Identify qualified members to advocate on behalf of AILA on policy matters or to act as sounding boards for advocacy efforts of AILA administration.

*Strategy 8.* Encourage and support relationships with target audiences (attend meetings/conferences, membership in stakeholder groups, conduct of conferences, and identification of products in support of policy objectives).

*Strategy 9.* Respond to matters of priority policy interest as they arise (i.e. address calls for public comment, government or industry reports).

*Strategy 10.* Monitor current events to determine relevance to organisation and the potential need to adjust priorities.

*Strategy 11.* Support State groups in their advocacy around local issues.

### **National Advocacy Committee Membership**

The Board will appoint the committee members from receiving expressions of interest from members to fulfil the following:

- a minimum of one Board member;
- 8 - 12 members (including the Board member) + CEO (non-voting);
- term of appointment of two years, with the possibility of an extension (for another 2 year term);
- ideally all AILA membership categories will be represented on the committee;
- the Chair to be elected by the Committee and ratified by the Board; and
- The NAC secretariat is to be provided by an AILA Staff member.

A quorum for every meeting of the NAC is 5 members including one Board member + the CEO, noting however that the CEO may choose to delegate attendance to a national staff member.

The NAC can co-opt AILA members with particular expertise to participate in working groups on an as needs basis to focus on specific activities. All working groups to report back monthly to the NAC.

#### Accountability

The following is the quality control approach for the work of the NAC:

- all NAC work is to be adopted by the Board prior to any public release;
- when adopted as an AILA policy or plan, the Board delegates delivery / implementation to the NAC and the State Executives;
- the NAC members must seek Board approval (through the CEO) prior to issuing or releasing policy or advocacy statements;
- the NAC members are to provide to AILA Secretariat documentation of the activities undertaken on behalf of the NAC, within one week of the activity, to contribute to the NAC member reports for each NAC meeting; and
- NAC to provide a written report to the Board (via the secretariat) on work undertaken, at least two weeks prior to every Board face-to-face meeting (3-4 times per year).

#### Meetings and records

To facilitate its work the NAC is to hold:

- a one day workshop of the NAC convened at the Festival of Landscape Architecture (the annual national conference);
- eight teleconferences as set by the NAC chair with secretariat; and
- each member must attend at least six meetings to remain on the committee.

The meeting schedules and agendas are to be set by the secretariat together with Chair. The records of all teleconferences and face-to-face meetings are to contain only decisions, recommendations and actions. The outcomes of the NAC work are to be collated and circulated by the secretariat for each meeting. Drafts will be circulated to members prior to being finalised, issued and logged.



## **Appendix B            Template - State Presidents Report to the AILA Board**

### *Example*

*In line with this policy, State Presidents are to submit a written report twice a year on advocacy activities to the Board, and brief Council face to face should the opportunity arise. The below is the preferred template and heading structure for this report.*

### **State President Report to the AILA Board**

**State:**

**President submitting this report:**

**Period of time that this report covers:**

**Date submitted to the AILA Board:**

#### **Introduction**

<Insert general comments if any >

#### **1.        Building the profile of the profession:**

<insert any state activities relevant to this goal, refer to AILA Strategy if you need any prompts>

- High Schools

#### **2.        Advocating to Government:**

<insert any state activities relevant to this goal, refer to AILA Strategy if you need any prompts>

These could include

- lobby government
- refine and expand our policy platform
- participate in public forums on issues of concern
- lodge submissions on specific issues

#### **3.        Membership Growth**

<insert any state activities relevant to this goal, refer to AILA Strategy if you need any prompts>

#### **4.        Ensuring a sustainable AILA**

<insert any state activities relevant to this goal, refer to AILA Strategy if you need any prompts>

- staff
- sponsorship

#### **5.        Any miscellaneous**