

PIA's Story

For 75 years, PIA has championed the planning profession: building knowledge, supporting members, and advancing planning to shape better communities across Australia. In recent years, PIA has strengthened its financial position, modernised our governance, and navigated significant organisational change alongside the disruption of the global pandemic. This period strengthened our foundations and resilience, but it also required a strong inward focus.

As we emerge from that phase, PIA is stepping forward with renewed ambition. We are revitalising our advocacy, expanding professional development, improving our systems and building a stronger national presence. PIA is increasingly visible in conversations about the future of Australia's cities and regions, working to influence policy and deliver greater value for members and the profession.

Looking ahead, the challenges are significant. Australia faces a housing crisis, the accelerating impacts of climate change, and a growing demand for planners. Planners help Australia manage growth, deliver housing, respond to climate change and shape thriving communities. These challenges highlight the essential role of planning and the need for a strong professional voice.

PIA2040 sets our direction for the years ahead. It positions PIA to champion planning, develop planners and connect the profession. Through this work, we will ensure planning is recognised as essential to Australia's future and that planners are trusted leaders in shaping great places and thriving communities.

How we deliver

PIA2040 sets the long-term direction for the Institute and serves as our Corporate Strategic Plan. To translate this vision into tangible outcomes:

The CEO prepares a rolling three-year Operational Plan and Budget, identifying the priority actions and resources required to deliver PIA2040.

The Operational Plan and Budget are developed with input from the Finance, Audit and Risk Management Committee (FARM) and endorsed annually by the Board.

Progress is reported annually to members through PIA's Annual Review.

Together, these create a clear line of sight between our long-term ambitions and our yearly actions. PIA2040 will be reviewed every five years to refresh our Priority Initiatives and ensure continued relevance and impact - keeping PIA future-focused and outcomes-driven.

Strategic Plan

PIA/2040



RESPECT FOR COUNTRY

PIA acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country, whose connection to land, waters and sky continues unbroken. We commit to advancing Planning with Country across our profession and elevating First Nations knowledge, leadership and practice as essential to shaping Australia's future. Respect for Country will guide our work, so that planning honours culture, strengthens communities, and creates great places for generations to come.

Vision Great places and thriving communities, shaped by planning and planners

Purpose The home of Australia's planning profession

Strategy Statement PIA is the bold and trusted voice for planning: advancing excellence, driving innovation and elevating the role of planners in shaping Australia's future.

<p>Our goals</p>	 <p>CHAMPION PLANNING PIA champions and advocates for planners and planning, ensuring the profession's role, impact and value are recognised and respected.</p>	 <p>DEVELOP PLANNERS PIA develops planners at every career stage through education, professional development and professional standards, strengthening capability and practice.</p>	 <p>CONNECT THE PROFESSION PIA connects planners through an inclusive community that fosters belonging and a shared professional identity.</p>
<p>Our focus</p>	<ul style="list-style-type: none"> ▪ Put planning at the heart of Australia's future. We will influence major policy decisions through leadership and advocacy, ensuring planning is recognised as essential to addressing Australia's biggest challenges. ▪ Champion contemporary planning systems. We will advocate for system reform and advance thought leadership that modernises planning, strengthens trust and enables planning systems to deliver outcomes in the public interest. ▪ Elevate the value of planning. We will build understanding and confidence in planning through clear, evidence-based storytelling that demonstrates how planning improves places and lives. 	<ul style="list-style-type: none"> ▪ Strengthen the foundations of the profession. We will sustain high quality university programs through accreditation, uphold the Code of Professional Conduct, and maintain the standards that underpin trust in planners. ▪ Upskill planners at every career stage. We will deliver high quality learning, mentorship and professional development that strengthens practice, deepens expertise and supports career progression. ▪ Prepare planners for the future. We will help the profession anticipate and respond to emerging challenges, technologies and changing community expectations by fostering adaptability, foresight and leadership. 	<ul style="list-style-type: none"> ▪ Build the community of planners. We will convene a vibrant, inclusive community that connects planners across regions, career stages and practice areas. ▪ Deliver experiences that make membership meaningful and valued. We will ensure members feel connected, supported and engaged through high quality events and networks. ▪ Celebrate excellence and impact. We will showcase the positive contribution planners make to communities and elevate examples of outstanding practice.
<p>Key initiatives to 2030</p>	<ul style="list-style-type: none"> ▪ Demonstrating the value of planning (including through Built on Planning) ▪ Strengthening PIA's policy influence (Advocacy Framework priorities) 	<ul style="list-style-type: none"> ▪ Expanding professional capability (Professional Development Strategy) ▪ Supporting the pipeline of future planners (Become a Planner) ▪ Advancing future planning practice (PlanTech, Planning with Country) 	<ul style="list-style-type: none"> ▪ Delivering a stronger member value proposition (MVP actions)
<p>Our enablers</p>	<ul style="list-style-type: none"> ▪ Good governance: clear and accountable leadership that upholds integrity, builds confidence and strengthens trust in the Institute. ▪ Great culture: a collaborative, ambitious organisation where staff and volunteers grow, contribute and thrive together. ▪ Active membership: a diverse, engaged and growing membership who are shaping and advancing the profession. ▪ Sustainable finance: strong, diversified income that underpins stability and fuels long-term impact. ▪ One PIA: a shared purpose and a united voice. 		

Success measures	What success looks like	How we'll know	Indicators
	Planning is recognised and valued	Improved sentiment about planning and planners from decision-makers	Planning Sentiment Index (to be developed)
	PIA's voice is influential	PIA brings solutions to the table and influences government policy	Ministerial and departmental engagement frequency, Policy influence instances (PIA recommendations reflected in policy, legislation or programs).
	Learning and events are vibrant, relevant and thriving.	Growth in the reach and financial sustainability of events and learning	Event and CPD attendance, Learning and events revenue & CPD compliance rates
	The profession is connected and confident	Members feel part of a connected professional community	Member belonging and professional identity (survey measure) & Member engagement across key touchpoints (events, communications, volunteering)
	Members are engaged and growing	Membership is growing and the perception of PIA is positive	Total membership numbers, Member perception survey results