

Strategic Plan for South African Council for the Landscape Architectural Profession 2011-2014

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SACLAP STRATEGIC PLAN 2011/14



Institute for Landscape Architects of South Africa Awards of Excellence 2005 Presidential Award: Freedom Park, Isivivane by Newtown Landscape Architects

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1. INTRODUCTION

This Strategic Plan is prepared to give direction South African Council for the Landscape Architectural Profession (SACLAP) to meet its responsibilities as set out in the Landscape Architectural Profession Act, Act No 45 of 2000 (referred to as the Act hereafter). Furthermore it has been established that such a plan may be utilised by the SACLAP in motivating for funding to bring about the growth and transformation of the profession as a whole.

The SACLAP develops strategic objectives that aid it in moving forward to ensure growth and governance of the profession. These objectives are re-visited on an annual basis to ensure that the latest requirements are met and that new challenges are appropriately addressed. The intention is that certain objectives will be extrapolated on an annual basis to inform the Business Plan for a particular year.

“There is significant growth in demand for landscape architecture services across the board,” said Nancy C. Somerville, executive vice president and CEO of the American Society of Landscape Architects (ASLA). “The traditional market sectors - residential, parks and recreation, planning, commercial - have remained extremely strong. In addition, landscape architects are looked to as leaders in security design, stormwater management, environmental mitigation and green roofs. The profession is gaining visibility, and increased salaries are an indication of that....U.S. News & World Report cites landscape architect as one of the top careers for the coming years.”

www.chiff.com/a/career-landscape-architect.htm

“The years ahead promise new developments and challenges to the ever-broadening profession. With environmental concerns becoming increasingly important, landscape architects are being called upon to bring their expertise to the table to help solve complex problems. Rural concerns are attracting landscape architects to farmland preservation, small town revitalization, landscape preservation, and energy resource development and conservation. Advances in computer technology have opened the field of computerized design, and land reclamation has become a major area of work for members of the profession.

Furthermore, the future also promises increase cooperation among landscape architects and other design professionals. As interest in the profession continues to grow, students are studying of the profession in increasing numbers...

During the past decades, landscape architects have responded to the increased demand and professional responsibilities with new skills and expertise. More and more businesses appreciate the profession and the value that it brings to a project. The public praises the balance achieved between the built and natural environments.

The profession of landscape architecture continues to evolve as it meets the challenges of a society interested in improving the quality of life and the wisdom with which mankind uses the land in many ways, landscape architects are shaping the future.”

www.gardenvisit.com/landscape_architecture/landscape_debate/asla_american_association_landscape_architects#ixzz15S0TiWaT

The SACLAP has completed a desktop study identifying the reasons why the profession is not growing in South Africa on par with the rest of the world and is being used to inform this document. The report is available upon request. The profession is moving towards the holistic understanding of green infrastructure design and planning, environmental and urban ecology, and dealing with the environmental challenges of global warming, population growth, water scarcity, waste disposal and renewable energies.

2. BACKGROUND

2.1 MISSION

SACLAP strives to establish, direct, sustain and ensure a high level of professional responsibilities and ethical conduct within the art and science of the landscape architectural profession with honesty, dignity and integrity that is in the broad interest of the public in terms of the cultural, environmental and economic context of South Africa, keeping health, safety and welfare of the community foremost in mind.

2.2 VISION

Serving the public by ensuring that professionals provide services that are based on sound planning principles for a sustainable built and natural environments, keeping health, safety and welfare of the community foremost in mind.

2.3 PURPOSE

The purpose of SACLAP is directly quoted from the Landscape Architectural Profession Act, Act No 45 of 2000:

To provide for the establishment of a juristic person to be known as the South African Council for the Landscape Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the landscape architectural profession; to provide for the regulation of the relationship between the South African Council for the Landscape Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.

2.4 FUNCTIONS, POWERS AND DUTIES OF COUNCIL

The Act, prescribes the functions, powers and duties of the Council, which can be summarized broadly as follows:

1. Appointment of Registrar and staff members of Council;
2. Administrative aspects relating to:
 - a. Maintaining a database of registered professionals and candidates
 - b. Remuneration of Council staff
 - c. Co-ordination and record keeping of meetings
 - d. Publishing documentation relating to the landscape architectural profession and related matters.

3. Fees and charges:

- a. Application and registration fees
- b. Annual fees
- c. Examination fees
- d. Fees payable for an appeal
- e. Fees payable for education fund
- f. Exemption from any of the fees
- g. Gazetting of guideline fees in terms of the registration categories for registered professional and candidate persons

4. Education:

- a. Accreditation of Institutions
- b. Determining competency standards for the purpose of registration
- c. Establishment of mechanisms for registered persons to gain recognition of qualifications and professional status in other countries
- d. Liaise with the relevant National standards body with the view to establishing a standards generating body in terms of these regulations
- e. Recognise or withdraw the recognition of any examinations contemplated by the registration of professionals (Section 19)
- f. Enter into an agreement with any person or body of persons, within or outside the Republic, with regard to the recognition of any examination or qualification for the purposes of this Act,
- g. Give advice to or render assistance to any educational institution, voluntary association or examining body with regard to educational facilities for and the training and education of registered professional persons and candidates,
- h. Determine, after consultation with the voluntary associations and registered persons, conditions relating to and the nature and extent of continuing education and training

5. Registration of professionals:

- a. Setting the registration criteria, requirements, standards and procedures for registration in the various categories
- b. Establish and uphold the conditions pertaining to the cancellation of registration
- c. Establish and implement the renewal of registration for registered persons in various categories
- d. Setting out of the grievance procedure against registration process and the facilitation of such a process

6. Investigation of charge of improper conduct

7. General powers:

- a. Make decisions relating to property
- b. Decide upon the manner in which contracts must be entered into on behalf of the Council;
- c. Perform any service within its competence
- d. Determine the requirements with which a voluntary association must comply to qualify for recognition by Council

- e. Advise the Minister / CBE on matters relating to the landscape architectural profession
- f. Encourage and undertake research into matters relating to the landscape architectural profession
- g. Take any steps considered necessary for the protection of the public in terms of their dealings with registered persons for the maintenance of the integrity and enhancement of the status of the landscape architectural profession.
- h. Identify the type of landscape architectural work which may be performed by persons registered in any of the categories
- i. Establishment of rules relating to the conduct of Council as well as registered professional persons
- j. As and when necessary appoint a disciplinary tribunal

3. METHODOLOGY

This Strategic Plan was prepared by evaluating what progress SACLAP has made to date regarding its mandate and to identify the outstanding actions required to be undertaken by the Council. The national imperatives of government were also taken into account in addressing aspects such as skills and transformation. A stakeholder meeting was set up with ILASA (the only Voluntary Association to SACLAP at this time) and key industry persons to ensure that the issues affecting the profession can be addressed holistically.

A strengths, weaknesses, opportunities and threats (SWOT) analysis of the current SACLAP structures was undertaken and presented at the session to confirm the aspects that Council is to address. The stakeholders elaborated on certain of the issues.

The mandates and powers as set out in the Act were also reviewed in terms of the operations of SACLAP. The shortfalls were identified as part of this process and addressed in the strategic planning of SACLAP.

Furthermore knowledge and understanding of the current climate of the Built Environment and the profession of landscape architecture as it is being practised is used to establish other needs that the Strategic Plan should address.

4. ANALYSIS STAGE

4.1 SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> • The Act • Young Council with enthusiasm with more contemporary outlook • Dedicated Registrar in place • Diversity in the skills base of landscape architectural professionals 	<ul style="list-style-type: none"> • Increasing demand for services of LA professionals • Increasing registration categories • Increasing number of VA's • Increasing international alliances • "Environmental / going green" climate in the country • Implementation of the IDOW
Weaknesses	Threats
<ul style="list-style-type: none"> • Registrar is in place but has no support staff • Does not have a dedicated office • Imbalance in terms of years of experience in the profession • Operate on an entirely voluntary basis • Financial constraints • Small in number in terms of candidates and professionals • Lack of progress on certain mandates • Few administrative structures in place • Transformation is not taking place quick enough • Limited number of Voluntary Associations • Continuity of leadership • Perception of SACLAP being a top down organisation • Lack of understanding of the role of SACLAP • Limited opportunities for marketing 	<ul style="list-style-type: none"> • Consolidation of all the Councils • LA professionals no longer recognised due to low numbers • Transformation is not taking place quick enough • Not sufficiently meeting our mandate • Continuity of administrative processes • Landscape architectural professionals branching into other fields • Substitutability of the work of a LA professional • Lack of demand due to lack of value of the profession • Acknowledgement of the profession by public sector

4.2 STATUS QUO ANALYSIS OF INDIVIDUAL COMMITTEES OF SACLAP BASED ON THE MANDATES

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
EDUCATION				
<i>Accreditation Visits</i>	<p>Have kept accreditation of major Institutions (UP & UCT) up to date.</p> <p>Have identified institutions that require accreditation and awaiting invitation as per procedure.</p> <p>Reviewed and revised accreditation policies, procedure and documentation to streamline process.</p> <p>Increased number of institutions to be accredited is exhausting the insufficient resources presently held by SACLAP.</p> <p>Accessibility to institutions for accreditation challenging with institutions being misinformed and undergoing curriculum changes.</p> <p>International agreements on recognition of qualifications is to be addressed as more and more persons with foreign qualifications wish to register.</p> <p>Most of the Institutions that would provide suitable candidates for registration in the lower categories have not been accredited.</p>	<p>To ensure transformation of the profession of Landscape Architecture.</p> <p>To ensure that suitably skilled and experienced individuals can enter into the workplace.</p> <p>Mandate from Council of the Built Environment (CBE) and Council for Higher Education (CHE).</p>	<p>Following policies have been ratified:</p> <ul style="list-style-type: none"> • Education Standards • Accreditation Policy • Accreditation Procedures • Self Evaluation Report Format for Institutions seeking accreditation. <p>Establish policies and procedures around international agreements.</p>	<p>Number of Institutions that can be visited in 1 year are limited.</p> <p>Lack of CETA funding to undertake training of accreditation panel.</p> <p>To find the resources (capacity as well as funding) within the profession to assist the Education Committee of SACLAP to undertake this mandate of Council.</p> <p>Accessing funding to assist the SACLAP as well as the Institutions to be accredited.</p> <p>Expanded registration categories would require more courses and programs to be accredited.</p>

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
<p><i>International recognition of SA qualifications and vice versa</i></p>	<p>This may assist in increasing the number of professionals practicing in this country.</p> <p>More of the younger South African qualified individuals may (and are) leaving the country to work abroad.</p> <p>Individuals that have worked abroad can bring valuable experience into the profession on their return.</p> <p>International relations could provide insight into problems that are currently being faced by the profession and possibly even provide solutions of how to address the issue.</p>			<p>It is anticipated that this could be quite costly as there will come a point in the process where a meeting with all the international stakeholders around the table will become necessary.</p>

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
REGISTRATION				
<i>Candidates</i>	<p>Significant number of potential persons to register as candidates provided that the industry is made aware of the registration categories as well as the benefits of registration.</p> <p>Opportunity within the profession to extend the registration categories.</p> <p>Suitable mentors for candidates remains an important component of the candidacy period. Mentors are limited.</p> <p>Overall low numbers result in limited funds that can be obtained from registration of candidates.</p> <p>Candidates remain in the candidacy phase for quite some time due to personal constraints.</p>	To increase the skills base of the built environment professionals.	<p>Registration criteria for various routes to registration have been set but require review to ensure transformation and no barriers to entry.</p> <p>Candidates with foreign qualifications is to be resolved.</p> <p>Expanded registration categories are to be addressed.</p>	<p>Not all Institutions that offer education (academic component) required for the registration of the lower categories have been accredited by SACLAP.</p> <p>Expanded categories of registration would require further courses and programs to be accredited.</p>

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
<i>Registered professionals and database of registered professionals</i>	<p>Low overhead cost in terms of administration and disciplinary hearings at this stage.</p> <p>Significant number of potential persons to register in existing as well as new categories.</p> <p>Awareness program is needed to bring about greater registration in the profession particularly in lower categories.</p> <p>Transformation has to be addressed.</p> <p>Limited intake opportunities in terms of numbers exist at tertiary institutions.</p> <p>Difficult to encourage students that leave certain Institutions with a 3-year degree to register as candidates and to study further.</p>		Policies are in place but the assessment and evaluation criteria are to be addressed.	<p>Not all Institutions that offer education required for the registration of the lower categories has been accredited by SACLAP.</p> <p>Institutional knowledge is lost with each new Council despite succession attempts.</p> <p><i>Administration is a challenging at times with no full time employees of Council.</i></p>
<i>Core competencies</i>	<p>Reviewed and ratified for the landscape architectural categories that are in place at present.</p> <p>Core competencies are to be addressed for extended registration categories.</p>	To ensure a minimum skills base of registered professionals that is acceptable for sustainable practise within the built environment.	Core competencies appropriate to each registration category.	Continual process of revision based on education outcomes and desired outcome of candidacy phase.
<i>Registration criteria for all categories of professional registration</i>	Individuals are actively registering in three of the four legislated categories namely: professional landscape architect ,professional landscape technologist and professional landscape technician.	To increase the skills base of the built environment professionals.	<p>Registration criteria on in place and evaluated from time to time.</p> <p>Need to develop criteria for expanded categories.</p>	Succession planning for the Registration Committee is difficult as this is an onerous committee to participate in.

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
<i>Assessment Criteria</i>	Limited number of professionals that have experience in assessment and evaluation.	Ensure that there are no barriers to entry and bring about transformation.	Robust criteria that is not prejudiced. Need to be reviewed regularly to ensure objectives of competent professionals are met.	Numerous scenarios within each category of registration that is to be addressed and evaluated on an individual basis without setting a problematic precedent down the line.
<i>Appeals based on registration process outcomes</i>	Few such appeals have been lodged previously. Process in place to address this issue.	Fair opportunity to have your case evaluated by neutral parties.	Robust policy that sets out a proper procedure.	Ensuring that persons assisting in this process are of professional stature and credible in their standing.
PROFESSIONAL PRACTICE				
<i>Identification of Work</i>	Documentation is nearing completion. Brings about a mechanism where misrepresentation can be addressed.	To ensure that suitably qualified and experienced professionals undertake work within the built environment.	Document that information regulation.	Implications of this document for the profession are not necessarily understood, as it has not been in place before.
<i>Professional documents</i>	Provides protection to the public and the profession in terms of codes of conduct where if a breach occurs a disciplinary process can be undertaken. Provides guidance to the profession in terms of acceptable professional practice behaviour.	Protection of the public.	Serves more to inform that to regulate.	Key aspect of a professional's daily conduct and the power thereof in terms of the protection of the public is not understood and utilised.
<i>Disciplinary processes</i>	No official complaints have been lodged with SACLAP relating to misconduct or any other disciplinary matter.		Robust procedure that is in line with the law. Procedure that gives an objective outcome.	Limited number of registered professionals that would have the experience and skills in dealing with such an event.

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
<i>Continued Professional Development</i>	<p>A CPD system has been developed and is operational.</p> <p>First 5 year cycle has been completed with a 98% compliance by registered professionals.</p> <p>Resourcing to evaluate the CPD submissions is limited.</p>	To ensure that professionals remain abreast of latest industry developments and professional development. Thereby an informed skills base.	CPD policy is to be aligned with that of the CBE and reviewed in terms of process run to date i.e. lessons learnt are to be addressed.	<p>Limited number of resources to assess the documents returned.</p> <p>Communication with registered person in terms of each submission is a cumbersome task.</p> <p>Clear understanding by VA's of their mandate and roles and responsibilities versus that of the Council.</p>
<i>Voluntary Associations</i>	<p>Framework for registration as a Voluntary Association is in place but is to be amended due to the expanded registration categories.</p> <p>SACLAP has one registered Voluntary Association</p>	<p>To ensure that there are bodies in place from which new Councils can be elected.</p> <p>Assists in the development of skills.</p> <p>Advises and provides input on policy direction for the profession.</p>	Policy that enables bodies to register.	Lack of resources to drive the process from not only an administrative perspective but also awareness.
FINANCE				
<i>Generation of revenue through registration fees</i>	<p>SACLAP has a low number of candidates and professionals that contribute to the overall funding of the Council.</p> <p>SACLAP has received funding from the CBE in the last year to assist with attaining objectives set in the business plan.</p>		Sound practise regarding the charging of fees has been put in place.	<p>Costs to candidates and professionals may be of such a nature that it is not affordable.</p> <p>More monies and resources are required to carry out the mandate of the SACLAP in terms of the Act.</p>
<i>Professional fees</i>	<p>SACLAP last promulgated fees in 2011.</p> <p>A guideline has been established regarding protocols for professional practise when it comes to fees.</p>	Guideline against which maximum fees may be charged.	Meet the requirement in the Act of gazetting annually.	Fee determination is based on other professional Councils versus what is appropriate to the landscape architectural profession.

Aspect	Opportunities & Constraints	National Imperative	Policy Outcomes	Strategic Issues & Challenges
<p><i>Budget, Business Plan and Annual Reporting</i></p>	<p>An annual report is prepared, audited and submitted each year.</p> <p>Business Plan is prepared each year.</p> <p>An indicative budget to guide spending is prepared each year.</p>	<p>Ensure that monies of the Council are appropriately utilised.</p>	<p>Meeting the requirements of the Act and other legislations.</p>	

4.3 STATUS QUO OF MEETING THE MANDATES AS PER THE ACT

SACLAP undertakes quarterly reporting on mandates of the Council and provides the information to the CBE. This table assesses the progress of Council based on the reporting requirements. The action items that need to be taken that have not been undertaken previously are in bold below.

Mandate	Committee	Activities
Safety Health & Environment	Professional Practice	<ul style="list-style-type: none"> No action taken regarding this at this stage Develop a document around this specific to the landscape architectural profession.
International Recognition of profession	Professional Practice / Education / Registration	<ul style="list-style-type: none"> No active response to this at this stage Identify the possible international institutions for educational linkage purposes Reciprocal recognition of education systems outcomes leading to recognition of qualifications Develop policy for each institution/organisation in alignment with CBE framework Administer the process of recognising individuals SACLAP is to participate in the internal forums such as IFLA
Accreditation	Education	<ul style="list-style-type: none"> Procedures and criteria are in place Accreditation visits are undertaken as necessary Accreditation status is verified from time to time A link is to be established between the core competencies required and the education outcomes Ensure MOU is in place with CHE (CBE to assist)

Mandate	Committee	Activities
Registration	Registration	<ul style="list-style-type: none"> • Maintaining the register & associated reporting • Registration criteria and competency • Gazette necessary documentation • Prescribed application forms • Determining of titles • Determine associated registration fees in conjunction with Finance committee • Assessment of applications for candidacy • Procedure for Registering of candidates is in place • Assessment and evaluation of candidacy documentation prior to writing the examinations • Council examinations are held annually for Landscape Architects and Landscape Technologists • Landscape Technician registration requirements, criteria and process currently under review. • Registration by review Interviews when required are held during the course of the year • Issuing of registration certificates • Appeal process if candidate is aggrieved by outcome of evaluation process • Tracking of candidates in terms of meeting registration requirements needs to be more supportive • Mentorship in terms of roles of mentor as well as access to mentors is to be addressed • Recognition of prior learning – not sufficiently in place • Prescribe rules where necessary • Awareness creation regarding benefits/need to register is to be prepared • Put a structure into place to accommodate the skills pipeline requirement
Disciplinary and Appeals	Professional Practice	<ul style="list-style-type: none"> • Amendment to the Code of Conduct is in progress • Disciplinary process is in progress • Gazette necessary documentation • Put in place investigation committee as per the Act • Administer disciplinary process to ensure legal compliance
Recognition of VA	Professional Practice	<ul style="list-style-type: none"> • Current policy is to be amended to be more inclusive – i.e. reviewed criteria and requirements • Gazette necessary documentation • Administer VA registration process • Issue certificates confirming VA registration

Mandate	Committee	Activities
Continuing Professional Development	Professional Practice	<ul style="list-style-type: none"> • Audit CPD points submitted • Communication with registered persons • Amend the current policy that is in place • Gazette necessary documentation • Resolve accreditation of courses/activities • Issue compliance certificate i.e. re-registration
Professional Guideline Fee	Finance	<ul style="list-style-type: none"> • Annually amend the guideline fees for gazetting • Advises on the charging of professional fees in relation to scope of work / services • Do some research into the “accuracy” of the fees (in conjunction with CBE fees committee)
Recognition of new categories	Registration / Education	<ul style="list-style-type: none"> • Develop new categories as a priority in conjunction with stakeholders • Set up the requirements and criteria for each category • Set up the evaluation processes
Identification of Work	Professional Practice	<ul style="list-style-type: none"> • Draft policy in place • Amend policy to include overlaps between profession • Assist in preparation of draft regulations • Establish IDOW for the new registration categories • Gazette necessary documentation
Standard Generating Body	Education	<ul style="list-style-type: none"> • Await CBE guidance

4.4 MEETING THE 'ADMINISTRATIVE / OPERATIONAL' REQUIREMENTS

The action items that need to be taken that have not been undertaken previously are in bold below.

It is to be noted that currently SACLAP employs the services of an association management company to provide administrative assistance. This includes aspects such as: keeping a database that forms the register, basic bookkeeping, hosting and updating the website. A small office is also rented for the Registrar. This office is used to store the documents of SACLAP, has a telephone and a computer for use by the Registrar.

Functions	Activities
Registrar	<ul style="list-style-type: none"> • Appointment contract • Performance agreement - Gazette necessary document once draft is approved • Delegated authority is to be resolved • Facilitate process of the nomination of the new Council in line with the Act and Policy document. • Council member code of conduct to be signed and kept updated • Record keeping particularly of financial and registration documentation • Reporting: <ul style="list-style-type: none"> • Council of SACLAP • CBE • DPW • Internal administrative functions <ul style="list-style-type: none"> • Oversee financial management • Communication with those on register • Deal with HR issues • Meetings of Council & its committees • Data base management of candidates and professionals • Updating of website

Functions	Activities
<i>Financial management</i>	<ul style="list-style-type: none"> • Monthly bookkeeping • Guideline on Council member remuneration • Track income and expenses on a monthly basis • Invoicing annually of registered professionals and candidates on ad hoc basis • CBE levy reconciliation and paying over thereof • Oversee Investments • Fundraising for SACLAP • Prepare audited financial statements • Prepare and submit Annual report to minister • Set up process for Procurement of service providers
<i>Promotion of the profession</i>	<ul style="list-style-type: none"> • Creating awareness of the profession • Create awareness of accredited institutions • Develop marketing strategy – needs to be expanded and implemented on a non ad hoc basis • Develop marketing material - needs to be expanded in conjunction with ILASA • Participate at appropriate events
<i>Research</i>	<ul style="list-style-type: none"> • Identify research topics that can be taken up by students • Forge collaborations with research institutions to try to expand research in the landscape architectural field
<i>Equitable access</i>	<ul style="list-style-type: none"> • Establish and / or identify Bursaries • Assistance to candidates that require mentoring/financial assistance • Access to learnership positions • Access to courses to augment skills and professional development shortfalls
<i>Pubic relations</i>	<ul style="list-style-type: none"> • Branding / corporate image • Communication with stakeholders • Engagement with stakeholders • Website • Newsletter • Road show • Participation in events • Media forums • Press releases

Functions	Activities
<p><i>Internal Processes</i></p>	<ul style="list-style-type: none"> • Establish communication channels between Council and support staff • Establish Human Resources type policies • Ensure optimal IT infrastructure to carry out administrative functions – currently not required due to utilisation of secretariat facilities • Quality management system is to be put into place • Define functions of the role players relating to Organogram • Management review process is to be put in place

4.5 REGISTRATION STATUS

The current status of the register of candidates and professionals is indicated in summary format below.

Existing Registration categories racial and demographic status as at end of March 2011	Gender		Race			
	Male	Female	Black	White	Asian	Coloured
Professional Landscape Architect	71	52		123		
<i>Candidate Landscape Architect</i>	13	21	1	28	2	3
Professional Landscape Technologist	1	4		4	1	
<i>Candidate Landscape Technologist</i>	6	9	3	12		
Professional Landscape Technician						
<i>Candidate Landscape Technician</i>	2	3		3	2	
Professional Landscape Assistant						
<i>Candidate Landscape Assistant</i>						
Total	94	88	4	170	5	3

Please refer to Annexure 1 which sets out the projected increase in registered persons and candidates as well as the anticipated increase in numbers resulting from the establishment of new registration categories.

5. STRATEGIC OBJECTIVES

The strategic objectives are set out per the SACLAP committee that would be responsible for the realisation of the strategic objective. In so doing it is hoped that the functions, roles and responsibilities of each Committee are clearly identified.

5.1 PROGRAMME IMPLEMENTATION

The program implementation is based on the mandates as per the quarterly reporting template of the CBE for ease of reference.

Note: The Target Dates are based on the Financial Year end of SACLAP, which is in line with that of Treasury:

April 2011 – March 2012

April 2012 – March 2013

April 2013 – March 2014

April 2014 – March 2015

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
<i>Safety Health & Environment</i>	Professional Practice	Develop a document around this specific to the landscape architectural profession	Greater awareness of SHE requirements & importance thereof	20 000.00	Appoint a specialist service provider	Dec 2012
		Review of all SHE documentation	Mechanism for review within each Council term	9 000.00	New Council is appointed but succession in committee is in place	Mar 2014

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
<i>International Recognition of profession</i>	Professional Practice / Education / Registration	Identify the possible international bodies such as IFLA as well as institutions	List to follow up International recognition of profession	5 000.00	Give indication of how many international bodies there are	Dec 2011
		Develop policy for reciprocal recognition	Criteria of acceptance of professional recognition	35 000.00	International bodies have requirements and criteria in place that can be adapted for SA use	Mar 2013
		Administer the process of recognizing foreign qualifications	Increase in registered professionals from abroad Easier access for Landscape Architectural professionals to gain experience overseas	6 000.00 per annum		On-going once in place
		Participate on appropriate international forums	Keep abreast of international education trends	35 000.00 per annum	Funding for this has been found.	On-going
<i>Accreditation</i>	Education	Procedures and criteria	Amended policy documents	25 000.00	All role players come to party. Consensus Engagement in process by CHE Acceptance by CHE	Sept 2011
		Ensure MOU is in place with CHE	Enables accreditation visits	0.00	Acceptance by CHE	Sept 2011
		Accreditation visits to confirm accreditation status	Better accessibility for candidates to register and move through the candidacy phase	35 000 per annum	Institutions are expected to participate and meet criteria Institutions are expected to carry a portion of the cost	On-going – see annual programme attached
		Review of all accreditation documentation	Mechanism for review within each Council term	20 000.00	New Council is appointed but succession in committee is in place	Mar 2014

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
Registration	Registration	Amendment process to Registration criteria and competency for existing categories	Concise and streamlined process	15 000.00	Identified stakeholders participate	Sept 2011
		Gazette necessary documentation	Meeting legal requirement	8 000.00		Sept 2011
		Prescribe application forms and rules	Rules are to be put in place to "activate" policies	0.00	DPW confirm that this is a requirement	Sept 2011
		Recognition of prior learning to be augmented	Route from all registration categories upwards: LA Assistant to LA Techni LA Tech to LA Techno LA Techno to LA	5 000.00	Identified stakeholders participate	Sept 2011
		Awareness creation campaign for new and existing categories	Greater candidacy uptake	18 000.00 per annum	Funding is found for this	On going
		Review of all registration related documentation	Mechanism for review within each Council term	15 000.00	New Council is appointed but succession in committee is in place	Mar 2014
		Accommodation of the skills pipeline into SACLAP structure (pilot)	More registered professionals	35 000.00 per annum	Proposal is accepted as it currently stands	Mar 2012
		Tracking of candidates	Ensure candidates move through the system at a desirable speed	0.00	Resources available to assist with this time consuming task.	Dec 2011 and on-going
		Mentorship	Identify mentors for candidates that cannot do it themselves Candidates capable of moving through system more easily	0.00	Resources available to assist with this time consuming task.	Dec 2011 and on-going

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
<i>Disciplinary and Appeals</i>	Professional Practice	Amendment to the code of conduct is in progress	Rigorous disciplinary base	10 000.00	Public participation process has been completed and comments included	Sept 2011
		Draft disciplinary process is in progress	Rigorous disciplinary process	15 000.00	Public participation process has been completed and comments included	Sept 2011
		Gazette necessary documentation	Meet legal requirement	8 000.00		Sept 2011
		Put in place investigation committee	Meeting requirement in terms of Act	0.00		Sept 2011
		Review of all disciplinary related documentation	Mechanism for review within each Council term	10 000.00	New Council is appointed but succession in committee is in place	Mar 2014
		Administer disciplinary process		0.00	Allowance assuming complaints are received	On-going
<i>Recognition of VA</i>	Professional Practice	Current policy is to be amended to be more inclusive	Meeting requirements that new registration categories bring about	0.00		End 2012
		Gazette necessary documentation	Meeting legal requirement	2000.00		Early 2012
		Review of all VA policy	Mechanism for review within each Council term	10 000.00	New Council is appointed but succession in committee is in place	Mar 2014
		Recognise more VA's	Enhances transformation and democracy	0.00		On-going
		Issue recognition certificates		0.00 per annum	As and when VA's apply and or require renewal	On-going

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
Continuing Professional Development	Professional Practice	Amend the current policy that is in place	Streamlined process and alignment with CBE	10 000.00	Public participation process has been completed and comments included	Sept 2011
		Gazette necessary documentation	Meet legal requirement	5 000.00	Public participation process has been completed and comments included	Sept 2011
		Resolve accreditation of courses/activities	CPD credits more credible	0.00	Inputs from VA has been received	Jun 2011
		Review of CPD policy	Mechanism for review within each Council term	6 000.00	New Council is appointed but succession in committee is in place Next 5 year cycle for most professionals is in May 2015	Sept 2015
		Audit CPD points submitted and Communication with registered persons	CPD compliance checked Improved adherence and understanding of process	60 000.00 per annum		On-going
		Issue compliance certificate i.e. re-registration	Ensures professionals are keeping up with latest industry trends therefore skill level is enhanced Improved quality of work output	20 000 per annum	Certificates will be issued.	End of each person's 5 year cycle

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
<i>Professional Guideline Fee</i>	Finance	Annually amend the guideline fees for gazetting	Legal requirement	3 000.00 per annum		Annually
		Do some research into the "accuracy" of the fees		5 000.00		Sept 2012
		Review professional practice protocol and fees guideline document in relation to scope of work / services	Better understanding of scope of work/services and what public can expect	8 000.00	Assume that new registration categories will be in place	Sept 2012
<i>Recognition of new categories</i>	Registration / Education	Develop new categories as a priority	Increased number of professionals Enhanced transformation	6 000.00	Assume all stakeholders will participate actively	Dec 2011
		Set up the registration requirements and criteria	Sets base for registration	45 000.00	Assume all stakeholders will participate actively	Dec 2011
		Set up the registration processes	Process to register persons by	15 000.00	Assume all stakeholders will participate actively	Dec 2011
		Gazette the necessary documentation	Meeting legal requirement	8 000.00		Mar 2012
		Review of registration documentation relating to "new" categories	Mechanism for review within each Council term	20 000.00	New Council is appointed but succession in committee is in place	Mar 2014
		Follow administrative process required	Ensures movement through the system	0.00 per annum		On-going

Mandate	Program	Project / Activities	Expected Outcomes/ Deliverables/ Measurement	Resources / Budget	Assumptions	Target Date
<i>Identification of Work</i>	Professional Practice	Draft policy in place	Finalised document including overlaps	15 000.00	Input is received from other professionals CBE has provided guidance as to finalisation of document.	Jun 2011
		Assist in preparation of draft regulations		5 000.00	Working together with CBE legal team	Jun 2011
		Amend as registration categories expand		150 000.00		Mar 2013
		Gazette necessary documentation	Meeting legal requirement	10 000.00		Mar 2013
		Review of landscape architectural profession IDOW	Mechanism for review within each Council term	12 000.00	New Council is appointed but succession in committee is in place	Mar 2014
<i>Standard Generating Body</i>	Education					

6. OPERATIONAL DEVELOPMENT

In order to address the proposed growth of the Council the human resource element will also have to be expanded accordingly. In terms of the meeting the anticipated strategic growth objectives, the following expansion in terms of operational staff is proposed:

April 2011 – March 2012

Registrar
Part time Personal Assistant
Secretariat function by VDW

April 2012 – March 2013

Registrar
Full time Personal Assistant (also secretarial function)

Part time Financial Person
Part time Professional Practice Person
Full time registration and CPD person

April 2013 – March 2014

Registrar
Personal Assistant (also secretarial function)

Full time Financial Person
Part time Professional Practice Person
Full time registration and CPD person
Full time assistant to the registration & CPD person

7. BUDGET FOR THE YEAR 2011 - 2014

The budget for the day-to-day operation of SACLAP for the year starting on 1 April 2011 to 31 March 2014 is attached in Annexure 1.

It should be noted that the cost associated for the projects and programmes identified in Section 5 have been included as a lump sum figure and the assumption is made that these monies will be largely provided for through mechanisms of CBE or as directly allocated to SACLAP by Treasury.

8. CONCLUSION

By going through a process of reviewing the state of current Council affairs, a Strategic Plan has been established that is quite rigorous and robust and which clearly sets out the way forward in order to ensure that SACLAP continues to function effectively and efficiently in a manner that serves the public and registered persons better.

It is evident that in terms of the anticipated expenditure associated with the proposed activities, and the proposed budget that there is a significant shortfall of available funds. SACLAP looks to the CBE and to Government to provide financial assistance so that the Council can fulfil its legal obligations and mandates.

**ANNEXURE 1:
ANTICIPATED INCOME
APRIL 2011 - MARCH 2012**

	April 2011 - March 2012			April 2013 - March 2013			April 2013 - March 2014			April 2014 - March 2015		
	quantity	rate	sub-total per annum	quantity	rate	sub-total per annum	quantity	rate	sub-total per annum	quantity	rate	sub-total per annum
Landscape Architecture Stream												
Professional Landscape Architects	123	2,200.00	270,600.00	135	2,420.00	327,426.00	149	2,662.00	396,185.46	164	2,928.20	479,384.41
Professional Landscpe Technologists	5	1,800.00	9,000.00	6	1,980.00	10,890.00	6	2,178.00	13,176.90	7	2,395.80	15,944.05
Professional Landscape Technicians	2	1,400.00	2,800.00	3	1,540.00	4,620.00	3	1,694.00	5,082.00	3	1,863.40	5,590.20
Professional Landscape Assistants	-	1,200.00	-	1	1,320.00	1,320.00	1	1,452.00	1,452.00	1	1,597.20	1,597.20
<i>Candidate Landscape Architects</i>	34	600.00	20,400.00	37	660.00	24,684.00	41	726.00	29,867.64	45	798.60	36,139.84
<i>Candidate Landscpe Technologists</i>	15	550.00	8,250.00	17	605.00	9,982.50	18	665.50	12,078.83	20	732.05	14,615.38
<i>Candidate Landscape Technicians</i>	2	500.00	1,000.00	5	550.00	2,750.00	5	605.00	3,025.00	5	665.50	3,327.50
<i>Candidate Landscape Assistants</i>	-	450.00	-	3	495.00	1,485.00	3	544.50	1,633.50	3	598.95	1,796.85
Landscape Construction Management Stream - stakeholder engagement will confirm categories, numbers are an estimate												
Professional Landscape Contractor Stream				20	2,420.00	48,400.00	22	2,662.00	58,564.00	24	2,928.20	70,862.44
Candidate Landscape Contractor Stream				10	660.00	6,600.00	11	726.00	7,986.00	12	798.60	9,663.06
Horticultural Stream - stakeholder engagement will confirm categories, numbers are an estimate												
Professional Category 1				15	2,420.00	36,300.00	17	2,662.00	43,923.00	18	2,928.20	53,146.83
Professional Category 2				55	1,980.00	108,900.00	61	2,178.00	131,769.00	67	2,395.80	159,440.49
Professional Category 3				12	1,540.00	18,480.00	3	1,694.00	5,082.00	3	1,863.40	5,590.20
Professional Category 4				8	1,320.00	10,560.00	1	1,452.00	1,452.00	1	1,597.20	1,597.20
<i>Candidate Category 1</i>				8	660.00	5,280.00	9	726.00	6,388.80	10	798.60	7,730.45
<i>Candidate Category 2</i>				15	605.00	9,075.00	17	665.50	10,980.75	18	732.05	13,286.71
<i>Candidate Category 3</i>				4	550.00	2,200.00	5	605.00	3,025.00	5	665.50	3,327.50
<i>Candidate Category 4</i>				2	495.00	990.00	3	544.50	1,633.50	3	598.95	1,796.85
Investment												
30 day notice account			300,000.00			330,000.00			363,000.00			399,300.00
Fund raising												
Events & Sponsorship			50,000.00			55,000.00			60,500.00			66,550.00
			662,050.00			1,014,942.50			1,156,805.38			1,350,687.15

**ANNEXURE 2:
ANTICIPATED EXPENSES
APRIL 2011 - MARCH 2012**

NOTE: Detailed breakdown is available on request as it is based on the mandates of Council

	April 2011 - March 2012	April 2012 - March 2013	April 2013 - March 2014	April 2014 - March 2015
Nomination procedure	-	53,000.00	177,450.02	-
Council meetings	196,662.00	222,828.20	351,491.80	373,474.73
Appointment of registrar and stall members of Council	940,200.00	1,483,020.00	2,054,322.00	2,259,754.20
Administrative powers of Council	78,000.00	423,200.00	644,760.00	682,836.00
Powers of Council with regard to registration	13,575.00	62,200.25	32,803.40	39,572.33
Powers of Council with regard to education in landscape architecture	68,000.00	38,500.00	85,000.00	113,500.00
General powers of Council	72,000.00	79,200.00	87,120.00	95,832.00
Funds of council and keeping and auditing of accounts	75,000.00	82,500.00	90,750.00	99,825.00
Committees of council	309,000.00	339,900.00	373,890.00	411,279.00
Registration	261,450.00	337,860.00	369,135.50	422,249.20
Renewal of registration - CPD	62,000.00	68,200.00	75,020.00	165,044.00
Investigation of charge of improper conduct - estimate	62,000.00	68,200.00	75,020.00	82,522.00
Charge of improper conduct - estimate	10,000.00	11,000.00	12,100.00	13,310.00
Appointment of disciplinary tribunal - estimate	2,500.00			
Disciplinary hearing - estimate	305,000.00	335,500.00	369,050.00	405,955.00
Proceedings after hearing - estimate	15,000.00	16,500.00	18,150.00	19,965.00
Appeal against decision of disciplinary tribunal - estimate	350,000.00	385,000.00	423,500.00	465,850.00
Professional fees	3,500.00	38,850.00	4,235.00	4,658.50
Rules	35,000.00	38,500.00	42,350.00	46,585.00
TOTAL	2,858,887.00	4,083,958.45	5,286,147.72	5,702,211.96

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