



CORPORATE GOVERNANCE MANUAL

Subject to change and updating

AUSTRALIAN INSTITUTE OF LANDSCAPE ARCHITECTS

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Australian Institute of Landscape Architects

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www.aila.org.au/governance

Introduction

The AILA National Governance Manual articulates the responsibilities of the National Council and its National Office and State Chapter employees.

New Councillors receive the following:

- The Governance Manual.
- The AILA Handbook: includes Company Constitution & operational guides.
- Strategic Planning Document.
- The Landscape Charter.
- Contact details of the other AILA National Council Members.
- Agenda papers for the former AILA National Council meeting.
- Copy of the most recent audited financial statements.

Some Terminology

The AILA (Australian Institute of Landscape Architects) also referred to as the Institute.

The AILA National Council – also referred to as Council or National Council

AILA State Chapter - or State Chapter, Refers to the membership within a particular state or territory.

AILA State Executive – or State Executive: the elected members of the Chapter appointed as the State Executive.

State President: Registered member elected by the State Chapter membership as the State Chapter President.

The Handbook

The Members Handbook provides guidelines on the policies and operations of the Australian Institute of Landscape Architects (AILA). It is published to assist members in their professional and membership capacities as well as providing broad information on Institute operations. It is issued to all registered members and is intended to function as a basic reference for their involvement in and relationship to their Institute.

In most areas the Handbook aims to provide an overview and general guidelines.

The Handbook is not a fixed set of rules but a gradually evolving set of guidelines, changing as the Institute grows and adapts to a changing environment.

Registered Landscape Architect

From July 2007, the term Registered Landscape Architect is the term to describe an AILA professionally recognised landscape architect.

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The term 'registered' member replaced the former nomenclature used to describe full AILA membership, 'Associate'. The term 'Corporate' Member was previously used to describe the combination of Fellows and Associates and is no longer to be used as a descriptor in the context of full membership.

The term 'Registered Landscape Architect' was previously used to describe those members who had been assessed for Registration. The previous Registration Scheme has now ceased to operate.

The Australian Institute of Landscape Architect (AILA)

The Australian Institute of Landscape Architects is a company (A.C.N. 008 531 851) registered with the Australian Securities Commission (ASIC) that covers its operation and protects its name and initials in each State.

The AILA is a non-profit professional institute formed to serve the mutual interests of its members and the wider profession throughout Australia.

The governance structure of the AILA is vested in the AILA National Council, which retains ultimate legal responsibility for the whole organisation (being the National Council, National Office, State Chapters and national and state committees) and provides leadership by setting goals, budgets, policies and performance targets.

The organisation of the AILA is based on a federal system with the National Council and eight state/territory Chapters. The AILA State Chapter Executives are committees of Council appointed to assist the profession, the Institute and its members within the State.

The State Executives provide a forum and focus for the activities of members, carry out the work of the Institute at State level and promote the aims and objects of the Institute.

The National Office, located in Canberra, is responsible for coordinating the delivery of membership services, implementation of National Council decisions and collaboration with the State Executives that serve AILA members at a local level.

Services include advocacy, education, continuing professional development, communications, and environment and community liaison.

Key programs are the AILA national and state web sites, Landmark (the National Council broadsheet) and state newsletters, national conferences, national and state awards and regular emailed communications.

The AILA advocates the interests of its members through membership of the International Federation of Landscape Architects (IFLA) and nationally through the Australian Council of Built Environment Design Professions (ACBEDP), which is an umbrella organisation representing architects, engineers, planners, quantity surveyors and landscape architects.

The National Council

The Council of the Institute is defined and its responsibilities set out in the Company Constitution. The Council acts as the Board of Directors. Council consists of ten members elected by the AILA registered membership. Councillors are elected for a two-year period and at least one Councillor must come from each State, the ACT and the NT.

Councillors have a duty to represent all Institute members to the best of their ability. They are seen as senior representatives of the Institute and of the profession of Landscape Architecture and their actions and statements will reflect upon both.

Councillors are not representatives of the State Chapters, State Executives or State members. Their duties as directors, as required by the Corporations Act 2001 ("Corporations Act"), demands that they act as individuals with primary responsibility to act only in the interests of the Institute as a whole. On a practical level, each Councillor will be a conduit of information, ideas and issues between AILA and the State membership, deciding matters in the "interests of AILA", not the interests of "their" State or Territory. Councillors are expected to regularly attend state chapter executive meetings and to be aware of State matters, to present these at Council meetings and to present national and Council matters to State Executives where appropriate.

Council generally meets twice a year and the National Executive at least twice more (the latter usually by telephone).

As necessary, committees are established for specific tasks. Members of these other committees are drawn from the membership as a whole and Councillors may act as either chairpersons or in a liaison role.

Council elects its own office bearers: The President, two Vice Presidents, a Secretary and a Treasurer, who form the Executive that ensures continuation of Council business between National Council meetings.

The normal day-to-day running and functioning of the Institute is the responsibility of the Chief Executive Officer.

The National Executive

The National Executive is a sub committee of National Council whose prime function is to assist the CEO through more frequent guidance on the implementation of National Council policy and Directions.

The Executive may at times be called on to debate decisions which under normal circumstances would eventually require a decision of the full National Council.

All such policy and legal commitments, once debated and decided on, must be also be referred back to the full National Council for ratification.

At all times, the Executive must be mindful that it remains a committee of the full National Council and as such must ensure that the responsibilities of the National Council are not threatened by making such decisions that could result in risk to the other National Councillors.

Under normal circumstances the above referral could be done by having the minutes of Executive ratified by the full National Council or by special telephone conferences to discuss particular recommendations from the National Executive.

Role of The AILA National Council

The role of the AILA National Council is to represent the AILA membership.

The responsibilities and powers of the AILA National Council are contained in the AILA Company Constitution.

Powers of the Council

Extracts from the Company Constitution (Refer #3 – Powers)

The Institute will have the power to do all things that may be incidental or conducive to the attainment of the objects of the Institute.

Generally to do all such acts, matters and things and to enter into and make such agreements as are incidental or conducive to the attainment of any of the objects of the Institute.

Aspirations

The National Council aspires to:

- Be an initiator of policy.
- Use the expertise of individual Council members to enhance the ability of the Council as a body.
- Respect individual views that may differ from the majority view.
- Inspire the Institute members through the establishment of policies, procedures and practices that reflect the Council's values and perspectives and directions.

Council Emphasis

The Council will govern with an emphasis on:

- Corporate governance.
- Fulfilling the Vision.
- Encouragement of diversity of opinions
- Speaking with one voice.
- Strategic leadership.
- Future directions.
- Proactive policy.
- Representing and understanding of the diversity of the profession of landscape architecture.

Reviewing Performance

The Council will review its own performance in respect of development of strategic goals.

This is done using an established proforma that is completed by each of the Councillors as well as by the CEO.

This is done annually in July/August. With the results assessed and discussed at the second Council meeting for the year.

Responsibilities and Duties of Councillors*

The AILA National Council, being the AILA's Board of Directors, is empowered to manage the affairs of the Institute. Councillors have legal duties and responsibilities that arise from the fiduciary nature of the relationship between Councillors and the company (the Institute).

Fiduciary Duty

National Councillors has the fiduciary duty to act with fidelity and trust, to act honestly, in good faith and to the best of their ability in the interests of the Institute. They must not allow conflicting interests or personal advantage to over-ride the interests of the Institute. National Councillors owe their duty to the membership as a whole, not to any individual member or Chapter of members.

In other words, State/Territory Councillors do not "represent" the interests of their State or Territory, but are a conduit between the Council and that membership.

Duty to Act Honestly

National Councillors should act honestly at all times in the exercise of their powers and in the discharge of their duties of office. The common law also requires Councillors to act with reasonable skill and in good faith.

Duty of Care and Diligence

National Councillors shall at all times exercise a reasonable degree of care and diligence in the exercise of their powers and the discharge of their duties. They must do so only believing in good faith on all the available information that the discharge of their power is in the interests of AILA and no-one else (see s.180, 181 and 182 of the Corporations Act), which "other interests" will include a subset of the membership, such as the membership of a State or Territory.

A Councillor who allows the Institute to commit actions which are outside the objects stated in its Company Constitution or who ignores duties or restrictions placed on them by the Constitution, could be deemed to be in breach of the duty of reasonable care and diligence.

Confidentiality.

Councillors are bound by a duty of confidentiality to the Institute. A Councillor may be held personally liable for any damage caused to the Institute by breaching this duty.

Conflict Of Interest & Conflict Of Duty

A Councillor must not allow a conflict of interest to compromise their position in the Institute.

Councillors must disclose at their first Council meeting any interests that they may have in contracts, proposed contracts, property, or in positions that may affect their position within the Institute. Failure to disclose is a breach of the Corporations Act.

Both the Corporations Act and the Common Law enable the Institute to recover from the Councillor any damage it may have sustained as a result of the Councillor entering into a contract or other arrangement where a conflict of interest exists.

Retrospective Duty

It is a requirement under law that a Councillor or former Councillor cannot make improper use of information gained by virtue of their position or former position on National Council.

Duties In Relation To The Accounts Of The Institute

Councillors are obliged to ensure the Institute keeps proper books of account and adequate records, that the Institute holds Annual General Meetings and lodges its annual return with the Australian Securities

Investment Commission (ASIC).

Councillors are required to assure themselves of the correctness of the profit and loss account and are to ensure that the Institute is solvent.

The National President

The AILA's National President is most responsible for the integrity of the governance process and the functioning of the Council, most specifically to oversee the flow of information between the management and Council and the Council and members.

This contrasts with the role of the CEO who is responsible for the functioning of the organisation, implementation of the Board's decisions and policies and the day to day conduct of the affairs of the AILA business.

Two main aspects to the President's role:

1. The President's role within the boardroom
2. The President's role outside the boardroom.

Within The Boardroom, The President shall:

- Be clear on what the Council has to achieve strategically.
- Provide strategic guidance to other Council Members.
- Ensure that Council acts in accordance with its own rules and applicable legislation and codes.
- Make Council meetings effective by ensuring that the Council:
 - Considers matters properly/carefully.
 - Comes to clear decisions promptly (i.e. that the decision is clear as to the intentions of the Council and recorded in the minutes).
 - Ensure that all Council Members have equal opportunity and input.
 - Ensure decisions of the Council are communicated to the CEO and are implemented properly and reported back to the Council.

Outside the boardroom, the President shall:

- Represent the AILA nationally in accordance with the letter and spirit of these corporate governance standards.
- Maintain a professional working relationship with the CEO.
- Work with the CEO to ensure the strategic objectives of the National Council are achieved and communications between the National Council, State Chapters and the CEO are maintained.
- Encourage all Council members and State Executives to actively strengthen AILA's image and reputation.

Without diminishing the responsibility of all other Councillors, the President is most responsible to provide leadership for the Institute and to ensure a focus of responsibility for the actions of the Institute, its officers and its employees. The duties are

- To be conversant with AILA's Aims, Objectives, Articles, Policies, activities and procedures.
- Accept initiating action and supporting roles in major issues with which the Institute is concerned.
- Act and speak on behalf of the AILA members in accordance with the national directions.
- Convene and chair meetings of Council, the Executive and Membership.
- Be an ex-officio member of Committees.
- Foster and maintain working relationships with associated organisations and Institutes.
- Work with and through the Australian Council Building Design Professions on appropriate issues.
- Maintain contact with the membership as a whole through direct communication with the Chapters and through reports in the Institute's newsletter and journal.
- Present an annual report on Council and Institute activities to the Annual General Meeting.
- In conjunction with the Treasurer, ensure that budgets are prepared and monitored.
- Liaise with the Committees established by Council.

Vice Presidents

Vice Presidents are responsible to provide 'second in command' leadership for the Institute. They accept the role and responsibilities of the President when requested by the President or when the President is unable to accept them. Their duties are to:

- Be conversant with the AILA's Aims, Objectives, Articles, Policies, Activities and procedures.
- Accept initiating and/or supporting roles as directed by Council or at the request of the President.
- Convene and chair meetings of Council, Executive, and Membership when the President is unable to do so.
- Convene and chair meetings of Committees as required.
- Undertake any other work or duties as requested by Council.
- Liaise with Committees and personnel as designated by Council.

Immediate Past President*

The Immediate Past President is an ex-officio member of Council and is responsible to ensure a degree of continuity from the previous Council and act as an adviser to the new Council. The duties are to:

- Attend meetings of Council and the Executive meetings during the first nine months of Council.
- Attend other meetings of Council and the Executive as requested by the Executive.
- Advise Council on matters related to procedures, policies and directions.
- Continue involvement with specific tasks approved by Council.
- Liaise with the President and Executive as requested or as necessary.

* An Immediate Past President may also continue in another elected role on Council, and therefore would not be restricted to being in an ex-officio role.

Secretary to Council

The Secretary is responsible to ensure the smooth functioning of Institute administrative matters and advise Council on administration procedures and matters.

The duties are to:

- Understand in detail the Institute's Memorandum, Articles, Policies, and administrative procedures.
- Liaise with Committee/personnel as designated by Council.
- Work closely with the President on relevant matters and provide secretarial assistance to the President as necessary.

The CEO carries out the following duties on behalf of the Secretary:

- Prepare Notices and Agendas for Council, Executive and General meetings.
- Record and produce minutes of all Council, Executive and General meetings.
- Maintain accurate records of Institute meetings and policies by way of minutes, policy books, etc.
- Be responsible for all correspondence made on behalf of Council.
- Monitor administrative procedures and advise Council about improvements.
- Prepare and circulate material to Councillors for up-date information.
- Prepare and circulate amended Handbook information annually or as directed by Council.
- Undertake any other work requested by Council.
- Ensure all ASIC records are properly maintained.

Treasurer

The Treasurer is responsible to administer the finances of the Institute and advise Council on all financial matters related to the Institute. The duties are to:

- Be conversant with the AILA's Aims, Objectives, Articles, Policies, Activities and procedures.
- Monitor Institute budgets.
- Be conversant with relevant provisions of the Companies Acts and ensure Institute compliance.
- Liaise closely with the National Office in all financial matters including the keeping of records.
- Present audited statements and other relevant information on finances to the Annual General and other General Meetings.
- Chair the Standing Committee on Finance.

The CEO carries out the following duties on behalf of the Treasurer:

- Prepare guidelines for administering finances of the Institute including its Standing Committees.
- Co-ordinate all national and state budgets.
- Prepare budgets and statements for finances as required for Council.
- Collate records and confer with the Auditor as necessary in the preparation of audited statements.
- Undertake any other work requested by Council.
- Liaise with other Committees, State Chapter Executives or personnel as designated by Council.
- Oversee the flow of financial information between management and the Council.

Chairpersons of Committees

A Councillor with oversight of any portfolio area needs to work closely with the CEO, as the normal day-to-day running of the Institute and the implementation of National Council directions and policies are handled by the CEO

The Councillor's duties are to:

- Be conversant with the AILA's Aims, Objectives, Articles, Policies, Activities and procedures.
- Originate and detail business for the Committee.

The CEO carries out the following duties on behalf of the Committees*:

- Receive correspondence related to the work of the Committee.
- Call meetings as necessary or undertake necessary correspondence with members to carry out the functions of the Committee.
- Maintain records of meetings, correspondence, etc.
- Issue statements.
- Prepare reports on the Committee activities to each meeting of Council.

* In some cases, the Committee Chair may carry out some of these duties.

Ordinary Councillors

All non-executive councillors are to accept roles and responsibilities as members of council as well as committee duties. Their duties are to include:

- Be conversant with the AILA's Aims, Objectives, Articles, Policies, Activities and procedures.
- Accept initiating and/or supporting roles in issues as directed by Council or at the request of the President.
- Accept a position on at least one of the council's standing committees.
- Convene and chair meetings of Committees if required.
- Undertake any other work or duties as requested by Council.
- Liaise with committees and personnel as designated by Council.
- Liaise with their relevant state Chapter executive and attend meetings of the state Chapter.

AILA State Executives

AILA State Chapter Executives (State Executives) are Committees of the AILA National Council. As such the State Executives are responsible to the Council, appointed to

1. Represent the profession, the Institute and its members within the State.
2. Provide a forum and focus for the activities of Chapter members
3. Carry out the work of the Institute at State and local level and to promote the aims and objects of the Institute.

State Executives are responsible to the National Council through a financial registered member of the Institute elected by the membership of the State Chapter as the State President. The AILA National Council has authority to appoint an interim State President pending Chapter elections or to remove an elected President and appoint a replacement.

All sub-committees and representatives appointed by the State Executive are responsible to the Chapter through their State Executive and subject to direction, delegation and replacement. That is, the State Executive has the delegated authority of National Council with respect to appointing and managing representatives and sub-committees.

All financial members within the State or other area as determined by Council are (informally considered to be) members of the State Chapter, together with any members who by reason of geographical location are approved to be associated with the Chapter. However, there is no formal, constitutional distinction between a member coming from one State or Territory than another.

The National Council shall resolve any dispute concerning State Chapter membership.

The State Chapter Executives, acting as a committees of National Council, are bound by the Company Constitution. With respect to the powers, the following are delegated from the National Council to State Chapters:

- Purchase of equipment and leasing or renting premises or equipment to values as determined by Council.
- Investing State Chapter funds and short-term investments of Institute funds (eg Conference/Talks proceeds) to values as determined by Council.
- Appointment of persons who are not Institute members to sub-committees or working Chapters, and removal of same, provided any payment for same is approved by Council.
- Generally to do all such acts, matters and things and to enter into and make such agreements as are incidental or conducive to the attainment of any of the objects of the Institute, providing the liability of the Institute does not exceed \$2,000 (for amounts above \$2,000 prior approval is to be sought from the National Council).

State Managers

On a day to day basis, the State Managers work directly to their State Chapter President and have the devolved managerial authority to implement and manage the affairs of the AILA State Chapter in accordance with agreed directions.

Importantly, the State Chapter and National Council look to the State Manager to provide leadership on behalf of the State Executive and to take initiatives in advocacy and in the promotion of AILA's policies and directions.

The State Chapter Managers are employees of the National Office and as such their employment and directions are overseen and guided by the CEO.

Statements on Behalf of The Institute

Public Statements in Accordance with Policy Statements, representations, and submissions on behalf of the Institute should be made only in accordance with adopted policies by the National President or, in the case of states, the appropriate State Chapter President.

In the latter case, a copy of all material released shall be forwarded immediately to the National Office.

In the case of public statements and press releases on behalf of the Institute by the National President, copies of such material shall be circulated to State Chapters for their information at the earliest convenient opportunity.

Where time is considered to be limiting, a State Chapter President may make statements, representations, and submissions on behalf of the President and the Institute, provided such material is restricted to matters covered by adopted National Policies.

In the absence of the President, the National Executive shall nominate an alternative spokesperson; in the absence of a State Chapter President, the Chapter executive shall nominate a spokesperson.

No statements, representations, or submissions shall be made on behalf of the Institute by any person other than the President, State Chapter Presidents, or spokespersons duly nominated as above.

All material released which relates to an existing policy shall quote that policy.

Urgent Statements in Accordance with Objects of the Institute

Where a National or State Policy has not been adopted, but where circumstances apparently require an immediate statement, representation, or submission on behalf of the Institute, such statements:

- May be made only by the President, relevant State Chapter President, or in their absence by duly nominated spokespersons.
- Must be based on, and specifically refer to, the objects of the Institute as defined in the Company Constitution.
- Must be submitted to National Council or to the relevant State Chapter for ratification at the earliest possible opportunity.

If continued statements are required in relation to the issue, the matter must be submitted as an Interim Policy as defined above. Material released or submitted by a State Chapter President on behalf of that Chapter shall be forwarded immediately to the National Office; and material released or submitted by the President shall be circulated to State Chapters for their information.

Other Urgent Statements

Where a matter appears to require an immediate response on behalf of the Institute but is not specifically covered by existing policies or the objects of the Institute, only the National President may make statements, representations, or submissions on behalf of the Institute, immediately following which both Council and State Chapters shall be notified of the matter and response.

Statement on Behalf of Committees

Public statements or representations to other organisations may be made by particular committee spokespersons at either National or State level providing the following guidelines are adopted:

- The statements do not purport to be on behalf of the Institute as a whole but specifically refer to that committee.
- The statements are in connection with relatively minor matters that are unlikely to be interpreted as Institute policies.
- The statements do not contravene existing policies.
- The committee has been properly established with published terms of reference, and the statement or representation is in accordance with such terms of reference.
- A copy of the material released is forwarded to the National Office (in the case of a National Committee) or to the relevant State Chapter (in case of a State Committee).

AILA Representatives to outside bodies

Members of the Institute are encouraged to represent the AILA to local, national and international committees and organisations.

The National Council/State Executive needs to approve all AILA representations well in advance of the appointment.

Once appointed, AILA representatives are encouraged to make statements, representations, and/or submissions to the media, to the public, and to organisations in line with and limited to their agreed brief.

It is incumbent on the representative to ensure that any statements or representations are in line with current policy, National Council directions as well as the Code of Professional Conduct.

All statements and articles should be signed by the author with a request for credit to be given in line with the terms of reference as agreed by the AILA. (eg AILA representative to IFLA)

It is incumbent upon members before submitting articles or making statements, representations, and/or submissions, to ensure that all relevant facts are ascertained and that all facts and statistics quoted are capable of being demonstrated to be substantially correct.

It is a requirement that all representatives keep the National Council/State Executive informed of all representations and statements.

AILA representatives are to report to National Council (via National Office) or State Executive regularly with updated reports on issues, statements and levels of participation.

AILA representatives should supply to the State Executive /National Office relevant news of interest to the AILA and/or the members.

AILA representatives should act as advocates for the AILA and its activities by ensuring other professions and organisations are notified of relevant activities such as AILA conferences and student competitions.

Important: National/International appointments are to be viewed as having fixed terms. The AILA National Council reviews the lists of national/international representative annually. All representatives are to inform National Council regularly of their representative roles and this will inform the National Council in its annual task of renewing any member's representative status.

Members' Statements Representations, Submissions & Articles

Members of the Institute are encouraged to make personal statements, representations, and/or submissions to the media, to the public, and to organisations provided that in doing so they do not breach the Code of Professional Conduct, and that they ensure as far as is reasonably possible that any such statement is specifically recorded as not necessarily being the views of the Institute.

All statements and articles should be signed by the author with a request for credit to be given.

The author may refer to the fact that he or she is a landscape architect and a member of the Institute, providing the category of membership is specified.

In every case it is incumbent upon members before submitting articles or making statements, representations, and/or submissions, to ensure that all relevant facts are ascertained and that all facts and statistics quoted are capable of being demonstrated to be substantially correct.

The Chief Executive Officer

The Role of the CEO *

The AILA's CEO duties and responsibilities are described in the CEO's Employment Contract.

This is subject to review and may be amended from time to time under the terms as stated in the contract.

The key responsibility of the CEO is the functioning of the organisation.

The CEO shall, subject to the direction and support of the National President and National Council, and with the assistance and support of the State Executives, and applying the resources of the AILA National Office and State Chapters, endeavour to ensure the following:

Business Management of AILA

- Implementation of the decisions and policies of the Council;
- Implementation of the Budget and budgetary management;
- Provide sound administration and management services.
- Ensure the effective running of the AILA and the National Office.
- Maintain the accounts of AILA and ensure financial reporting.
- Ensure the National Office and its programs operate within agreed budgets.
- Maintain AILA insurances, including oversees appropriate insurances for the State Chapters.
- Coordinate with State Chapters on financial and business matters.
- Ensure all legal responsibilities are met.
- Ensure National Councillors are informed of their responsibilities and duties.

Services to Members

- Maintain the data base of members
- Liaise with National Council and State Chapter Executives to identify and serve the needs of AILA members.
- Provide a central point of contact for enquiries from AILA members as well as the general public.
- Coordinate production of the Members newsletter (Landmark).
- Ensure effective communications to members on issues and news using the web site and electronic communiqués.
- Ensure updating of the AILA Web Site

Advocacy on behalf of AILA

- Assume primary responsibility for implementation of the AILA advocacy initiatives.
- Promote the profession of landscape architecture.
- Provide comment and information to the media in accordance with AILA policy and position statements on specific issues.
- Attend meetings with key stakeholders and decision makers including government ministers, senior bureaucrats, and community and industry leaders.
- Maintain liaison with other professional organizations and represent AILA on the Board of the Built Environment Design Professionals (BEDP).

AILA Sponsorship

- Identify and obtain appropriate sponsorship to assist the promotion of the profession of Landscape Architecture.
- Ensure sponsorship commitments are met.

Support to National Council and State Chapters

- Report regularly to the National Council in relation to all operational aspects of the National Office particularly in relation to financial performance, all legal compliance and reporting issues.
- Organise twice-yearly meetings of National Council and phone conference call meetings as required.
- Oversee the preparation of the Council's meeting agendas and the recording of the minutes.
- Oversee and assist State Chapter operations.

Executive Management of Council Programs

- Support the implementation of various policies and guidelines developed by the Institute.
- Working with outside consultants to continue to initiate increased national sponsorship for Council programs.
- Organise the AILA National Awards program including program development, management of entries and selection of the jury.
- Assist, through advice and coordination, State Chapters with their awards programs.
- Coordinate the AILA input to Landscape Architecture Australia.
- Coordinate other AILA publication initiatives.
- Working with and on behalf of the National Education Committee, coordinate and administer the AILA Education Policy and Accreditation procedures, including coordination of National and Local Accreditation Panels.
- Working with and on behalf of the Registration Committee, administer and coordinate the AILA's Registration procedures.
- Working with and on behalf of the Membership Committee, oversee and coordinate AILA Membership procedures and initiatives.
- Working with and on behalf of the Council National Conference committee, coordinate and administer the national conference, including the employment of consultants and conference organisers.
- Participation in AILA Committees

Committee & Role

National Council: Member (non-voting) & Co-ordinator

National Council Executive: Member (non-voting) & Co-ordinator

National Working Committees: A Member (non-voting) & Co-ordinator

State Chapters: Advisor, to attend State Executive meetings whenever possible.

Delegated Authority

Within the agreed policies and stated positions of the AILA National Council and at all times acting within the agreed budgets and in conjunction with relevant National Council committee convenors, the CEO has the delegated authority to carry out the following duties:

Business Management

- Manage AILA expenditure.
- Allocate resources within National Office in accordance with own discretion and budget limitations.
- The management of sponsorship and other sources of finances.
- Sign correspondence (documents with legal implications to be reviewed by President or delegated Council member).
- One of the signatories on cheques written on behalf of AILA.
- Employ National Office full time and/or casual staff.
- Sign contracts (both National and State) within limits as set by National Council.

Services to Members

- Maintain the membership database.
- Coordinate the production of Landmark and other publications coming out from the National Office.
- Coordinate web site information and electronic communications.
- Coordinate AILA's national programs and policy implementation, including publications, awards, competition guidelines, education and accreditation, and conferences and seminars.

Sponsorship

- Seek sponsorship and other sources of support for AILA's national and state programs and activities.

Advocacy

- Represent AILA at professional meetings and public forums.
- Liaise with key related groups and individuals and recommend appropriate actions.
- Oversee all media releases, expression of opinions and the issuing of policy statements to the media on behalf of the AILA.

Liaison and Representation

- Represent AILA on National BEDP.
- Represent and coordinate the interests of the AILA to allied agencies such as the Australian Landscape Foundation and the International Federation of Landscape Architects.
- Represent the interests of the AILA in dealings with other profession associations such as Engineers Australia, RAlA, and PIA.