Proposed Committee Structure for the Australian Institute of Architects

Australian Institute of Architects

We advance architecture together

Prepared by
Committee Review Working Group

Issued
21 October 2025

The Australian Institute of Architects acknowledges First Nations peoples as the traditional custodians of the lands, waters, and skies of the continent now called Australia. We express our gratitude to their elders and knowledge holders whose wisdom, actions and knowledge have kept culture alive.

We recognise First Nations peoples as the first architects and builders. We appreciate their continuing work on Country from pre-invasion times to contemporary First Nations architects, and respect their rights to continue to care for Country.

Scope of Review

- Review all National, State, and International Committees
- Assess purpose, need for new or discontinued committees
- Examine Terms of Reference and committee relationships
- Evaluate infrastructure supporting committees.
- Report to National Council by November 2025 with recommendations to the Board in December with a view to implementation in 2026.

Agenda

- Committee Review Working Group
- Consultation and Engagement
- Proposed New Committee Structure
- Executive Support
- Information Repository
- Next Steps

Presenters

- Cameron Bruhn - RAIA CEO
- Justin O'Neill – National Councillor / Chair Committee Review Working Group
- Elizabeth Carpenter – NSW Chapter President / Committee Review Working Group
- Emma Moore – General Manager, People, Culture and Community
- Eva Scheerlinck – Head of National Council, Policy and Advocacy

Questions

- Please put any additional questions into the Chat and we will respond after the event
- This presentation will be available on the RAIA Website

Working Group Members and Roles

Presenters

- Justin O’Neill – Chair, Elected National Councillor, QLD
- Elizabeth Carpenter – NSW Chapter President
- Candice Halliday - EmAGN President Elect, NSW
- Kym Muir – National Committee Chair, WA Chapter Council
- Nick Bourns - Forum Chair, VIC Chapter Council

01

Consultation and Engagement

Consultation and Engagement Process

60+

Hours

24+

Groups

COMMITTEES REPORTING TO NATIONAL COUNCIL

- NCASC – National Climate Action Sustainability Committee
- Practice
- GEDI – Gender, Equity, Diversity and Impact
- Heritage
- Education
- NEAC – National Enabling Architecture Committee
- EmAGN – Emerging Architects Network
- SONA – Student Organised Network for Architecture
- FNAC - First Nations Advisory Committee

PRESIDENTS AND EXECUTIVE DIRECTORS

- NSW / ACT/ QLD / TAS / NT / WA / SA / INT / VIC

CHAPTER COUNCILS

- Through Presidents

OTHER COMMITTEES

- National Honours Working Group
- National Residential Sustainability Advisory Group
- First Nations Advisory Group
- National Contracts Committee
- Acumen Content Review Panel
- Queensland Regional Committees

EXTERNAL TO RAIA

- Property Council of Australia – NSW Division
- Green Building Council Australia

INTERNATIONAL INSTITUTES

- UIA – Union of International Architects
- RAIC – Architectural Institute of Canada
- Singapore Institute of Architects
- Commonwealth Association of Architects
- New Zealand Institute of Architects
- RIBA Royal Institute of British Architects

Current Committee Structure

NSW	QLD	VIC	TAS	INT	SA	WA	NT	ACT	NAT	CEO
COMMITTEES										
Heritage	Heritage	Heritage	Heritage		Heritage	Heritage		Heritage	Heritage	
Practice	Practice		Practice of		Practice	Practice		Practice	Practice	
Honours	Honours	Honours	Awards and Honours	Honours	Honours	Honours		Awards and Honours	Honours	
GET (Sits with committees)	Quiddich	Gender Equity and Diversity			Gender Equity and Diversity	Gender Equity and Diversity			GEDI	
Regional	Regional Affairs	Regional								
	Climate Action and Sustainabilty	Sustainable Architecture	Sustainability			Sustainability Task Force		Climate Action and Sustainabilty	NCASC	
Public Programs	Education	Education	Education		Education	Education		Education	Education	
Editorial		Editorial								
		Enabling Architecture	CPD		Regenerative Design	Enabling Architecture			Enabling Architecture	
Built Environment		Housing					Housing Advocacy	Housing		National Conference
		Senior Counsellor			ArchiEd	Urban Design				Venice Biennale

Current Committee Structure

NSW	QLD	VIC	TAS	INT	SA	WA	NT	ACT	NAT	CEO
NETWORKS										
Emagn	Emagn	Emagn	Emagn	Emagn	Emagn	Emagn	Emagn	Emagn	Emagn	
Emagn Newcastle										
SONA	SONA	SONA		SONA		SONA	SONA	SONA	SONA	
FORUMS										
Small		Small								
Medium		Medium	Practice Practice Launceston							
Large		Large								

Current Committee Structure

NSW	QLD	VIC	TAS	INT	SA	WA	NT	ACT	NAT	CEO
WORKING GROUPS										
Honours	Climate and Resilience		Significant Architecture	Governance + Leadership	Creative Industries Collaboration	Housing Policy	Aboriginal Housing	First Nations Advocacy	Acumen Content Review	First Nations Advisory
Awards	Working Life		Open House	Awards + CPD	Culture and Strategy			Planning (Inactive)	Contracts	
	Regulation of Profession and Building		Women in Architecture	Membership + Growth + Engagement				Policy (Inactive)		
	Members and Committees			Advocacy + Industry						
	Current Affairs			Influence + Funding						
	Regional Chairs			Financial Sustainability						

Consultation Findings

Across all consultations, stakeholders agree the Institute's committee structure must:

- be reimagined to amplify member impact,
- simplify communication between Chapters and Committees
- prioritise Institute-wide benefits over local silos.

Four overarching themes emerged:

Clear Mandates and Governance

Capability and Leadership

Communication and Knowledge Management

Institutional Alignment and Culture

Clear Mandates and Governance

- Align **Terms of Reference** for all committees.
- **Define** deliverables, expectations, and reporting.
- Set **diversity** targets.
- Define **Regional**, **Emagn** and **SONA** representation
- Establish **guidelines** for tenure, succession planning and issue-escalation processes.
- Align **priorities** between National Council / Committees and Chapter Council / Committees
- **Standardise** nomination, voting, and accountability processes.
- **Clarify** appointment of Chairs and review cycles.

Capability and Leadership

- Embed specialist seats in **National Council**
- Create an accessible roster of **technical advisors**.
- Define **Chair competencies** and provide training.
- Use **Co-Chair** model and ensure smooth transitions.
- Hold **biannual** meetings for Chairs to **align priorities**.

Communication and Knowledge Management

- Establish a **two-way communications framework** - emails, newsletters, digital platforms, Chapter Town Halls, National Conference channels.
- **Celebrate** committee achievements publicly
- Implement secure, centralised **document management system**
- Publish an **Institute-wide calendar** of meetings, events, and milestones to optimise member time.

Institutional Alignment and Culture

- Map **clear reporting lines** between National Council, National Committees, Chapter Councils and Chapter Committees.
- **Link** committee outputs explicitly to the Institute's **advocacy and policy** agenda.
- Define and resource the Executive Director's role in Chapter operations.
- Institute a simple, **action-oriented minutes** protocol.
- Enforce a **Code of Professionalism** ensuring confidentiality, respect and psychological safety.
- Leverage Arch Media and align with external bodies (e.g. ABCB) to **strengthen outreach and influence**.

02

Proposed New Structure

Principles

- The Chapters are the Institute's Engine Room
- **Value** every member's volunteer time
- Leverage the existing member structures into a new **collaborative ecosystem**
- Make this ecosystem **transparent** and **highly consultative**
- Focus all Institute activities around agreed **Advocacy** and **Policy** goals
- Create an **annual rhythm** of planning and action to achieve these goals
- Build pathways for **enhancing feedback loops** between Members, Chapter Councils and National Council
- Create an effective **information storage system**
- **Clarify expectations** of all committees and their members and reinforce these expectations through the election and induction process

Main Moves

- Make **members central** to the structure
- Create **4 Policy and Advocacy Streams** as the structure's backbone – Local / Learning / Practice / Culture
- Create a **Fixed National** Committee Structure supported by a nimble and **targeted Chapter** Committee Structure
- Merge some committees; create Regional and AI/Tech Innovation Committees
- **Standardise** Terms of Reference
- **Annual** Strategic and Business Plan Reviews

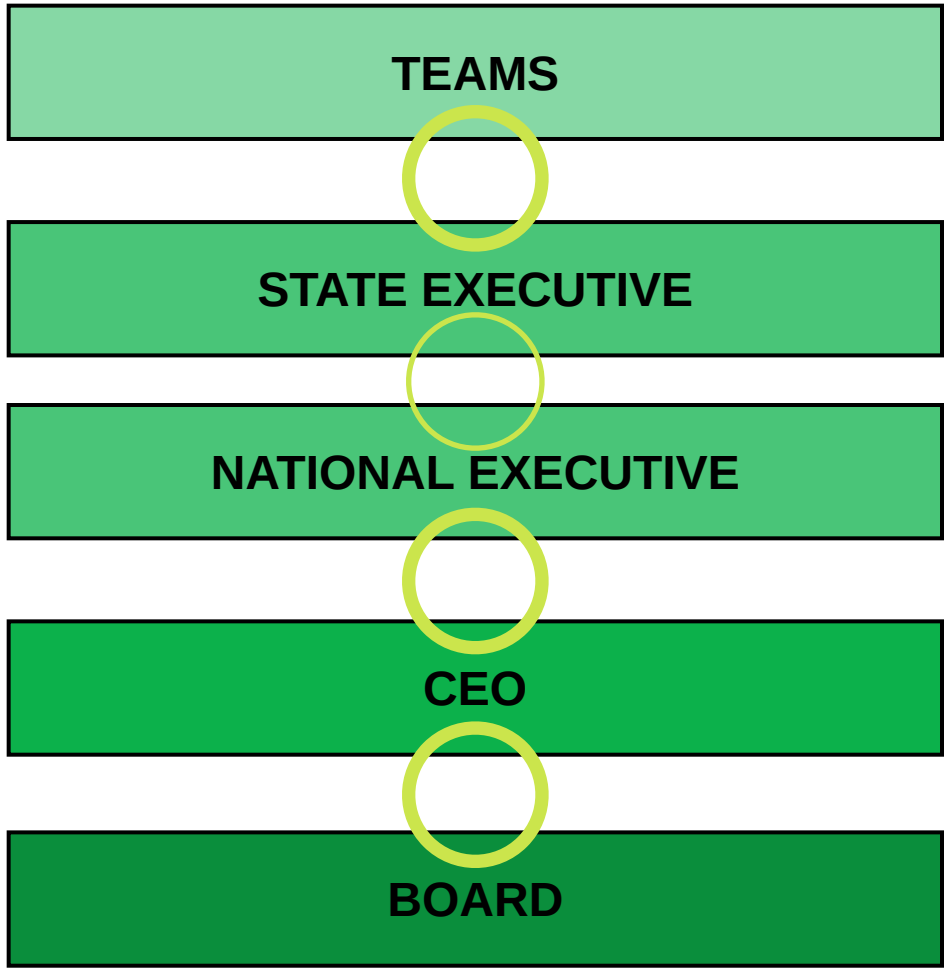
LOCAL | **LEARNING** | **PRACTICE** | **CULTURE**

Main Moves

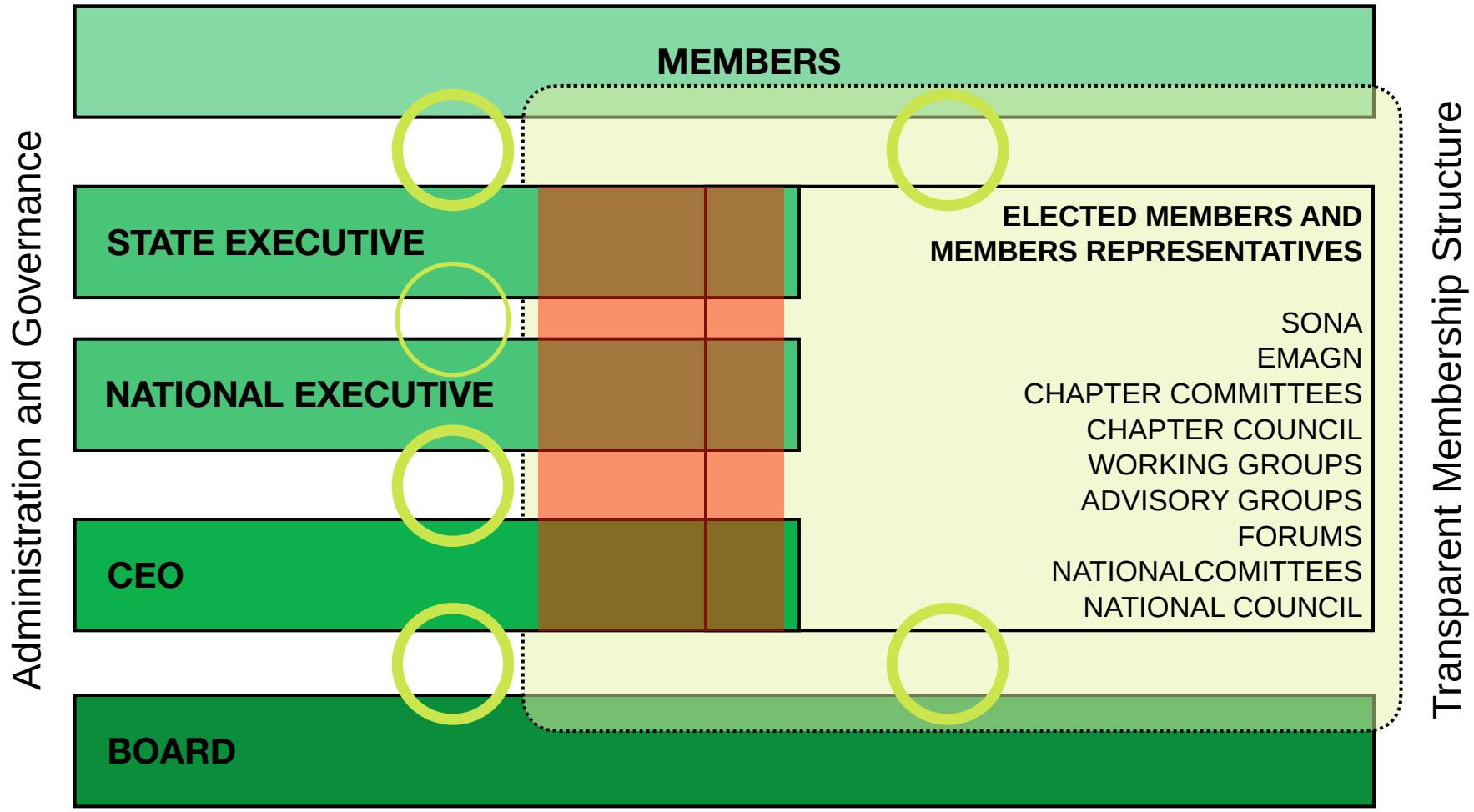
- **Define** the role of Chapter Presidents as Local Issues Advocates
- Redefine the role of **National Councillors as Advocates** for Learning Practice and Culture Streams
- Define the role of the Executive and Staff in **supporting** Committees
- Define authorities, responsibilities and decision tree
- Hold Advocacy Stream meetings between Chapter Presidents, National Councillors and National Committee Chairs to monitor planned deliverables
- Create **Information Repository System**

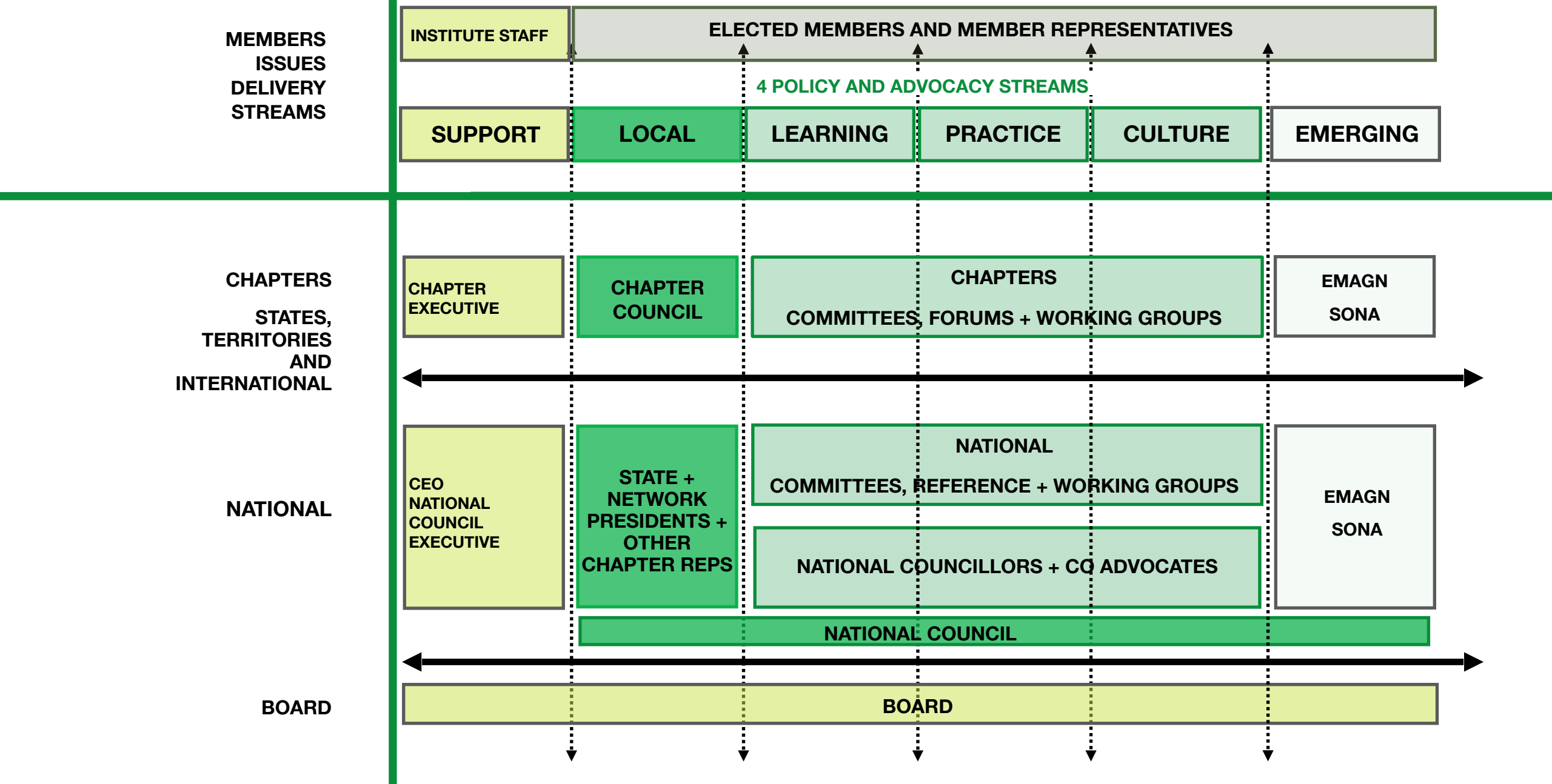
LOCAL | **LEARNING** | **PRACTICE** | **CULTURE**

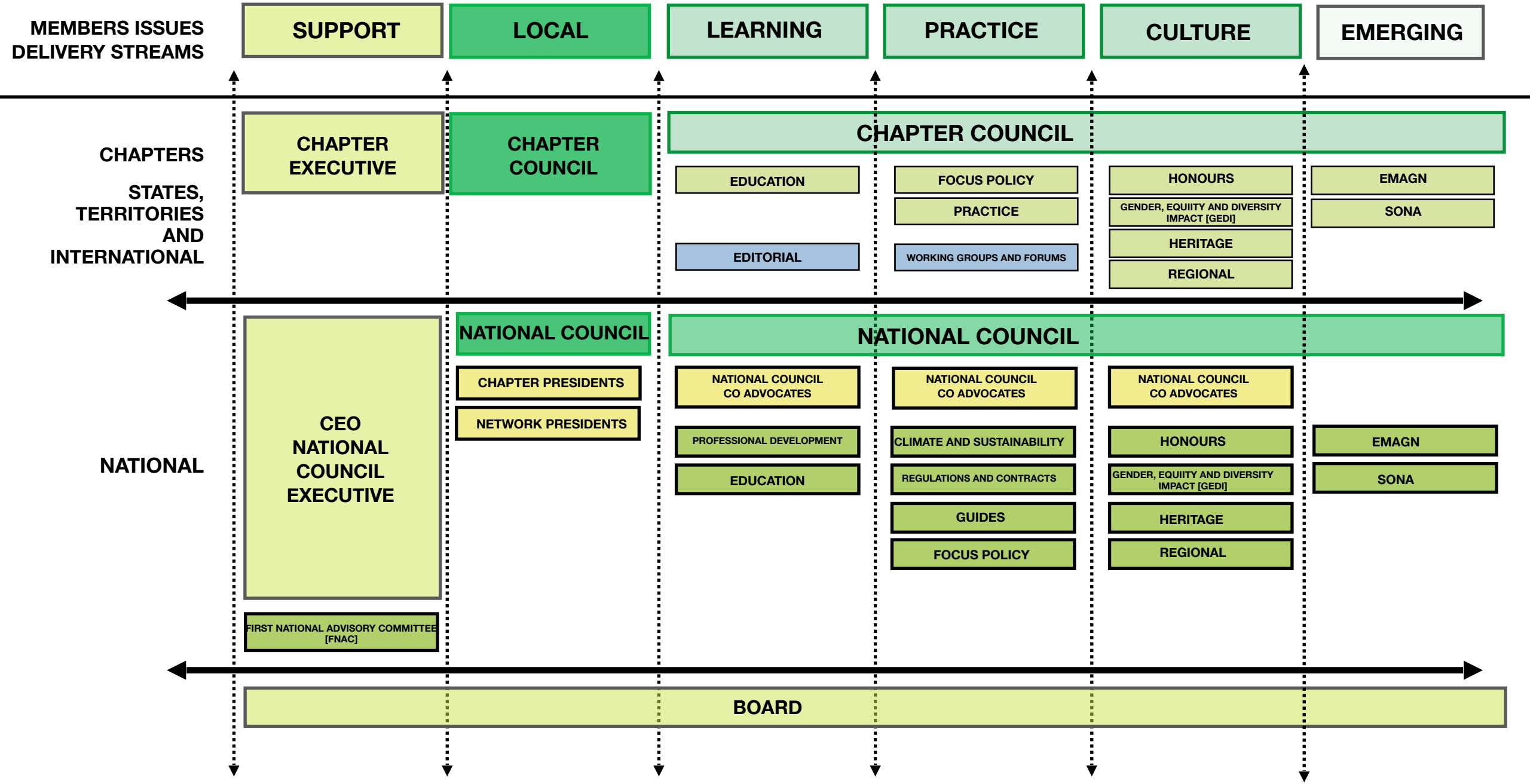
Standard Company Structure



Member Focused Structure

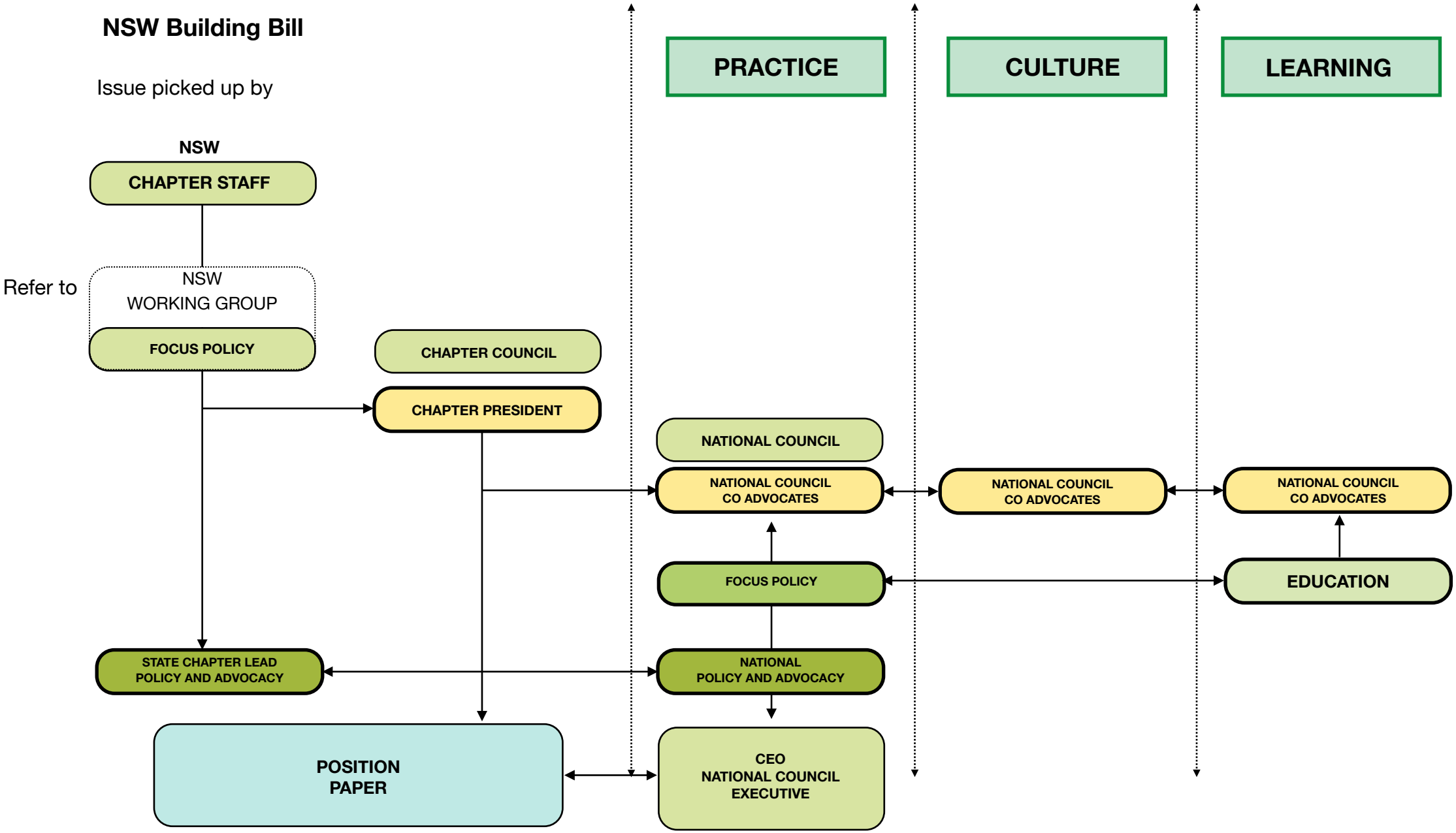



MEMBERS
ISSUES
DELIVERY
STREAMS
INSTITUTE STAFF
ELECTED MEMBERS AND MEMBER REPRESENTATIVES
4 POLICY AND ADVOCACY STREAMS
SUPPORT
LOCAL
LEARNING
PRACTICE
CULTURE
EMERGING
CHAPTERS
STATES, TERRITORIES AND INTERNATIONAL
CHAPTER EXECUTIVE
CHAPTER COUNCIL
CHAPTERS
COMMITTEES, FORUMS + WORKING GROUPS
EMAGN
SONA
NATIONAL
CEO
NATIONAL COUNCIL EXECUTIVE
STATE + NETWORK PRESIDENTS + OTHER CHAPTER REPS
NATIONAL
COMMITTEES, REFERENCE + WORKING GROUPS
NATIONAL COUNCILLORS + CO ADVOCATES
EMAGN
SONA
NATIONAL COUNCIL
BOARD
BOARD


MEMBERS ISSUES DELIVERY STREAMS
SUPPORT
LOCAL
LEARNING
PRACTICE
CULTURE
EMERGING
CHAPTERS
STATES, TERRITORIES AND INTERNATIONAL
CHAPTER EXECUTIVE
CHAPTER COUNCIL
CHAPTER COUNCIL
EDUCATION
FOCUS POLICY
HONOURS
EMAGN
PRACTICE
GENDER, EQUIITY AND DIVERSITY IMPACT [GEDI]
SONA
EDITORIAL
WORKING GROUPS AND FORUMS
HERITAGE
REGIONAL
NATIONAL
CEO NATIONAL COUNCIL EXECUTIVE
NATIONAL COUNCIL
NATIONAL COUNCIL
CHAPTER PRESIDENTS
NETWORK PRESIDENTS
NATIONAL COUNCIL CO ADVOCATES
NATIONAL COUNCIL CO ADVOCATES
NATIONAL COUNCIL CO ADVOCATES
PROFESSIONAL DEVELOPMENT
CLIMATE AND SUSTAINABILITY
HONOURS
EMAGN
EDUCATION
REGULATIONS AND CONTRACTS
GENDER, EQUIITY AND DIVERSITY IMPACT [GEDI]
SONA
GUIDES
HERITAGE
FOCUS POLICY
REGIONAL
FIRST NATIONAL ADVISORY COMMITTEE [FNAC]
BOARD

NSW Building Bill

Issue picked up by



Terms of Reference

- **ToR Template** for committees, provided as editable PDF
- **Prefilled standard sections** – common items
- **Editable areas** for committee purpose and outcomes
- Reference existing RAIA policies to **avoid duplication**.

Terms of Reference Common Items

- **Term & Process**: Define service length and onboarding.
- **Eligibility**: State membership criteria and diversity goals.
- **Activities**: Outline committee activities and alignment.
- **Meetings & Reporting**: Set meeting frequency and reporting protocols.
- **Staff Relationship**: Clarify staff support and escalation.
- **Conflict Resolution**: Outline dispute processes.
- **Financial Management**: Explain budgeting and oversight.
- **Obligations**: List member obligations.
- **Review**: State review schedule.
- **Governance Policies**: Reference relevant policies and ensure member agreement

Terms of Reference Editable Items

- **Introduction & Purpose**: State purpose, objectives, and alignment.
- **Key Pillars**: Identify strategic pillars and their influence.
- **Values**: List core values and their impact.
- **Deliverables**: Define outputs and reporting expectations.
- **Operations**: Detail relationships, communication, and reporting.
- **Roles**: List committee roles, responsibilities, and representation.

03

Executive Support

A three-way partnership for success:

Committee Members – your expertise, member perspective and volunteer energy drive committee work

National Council Co-Advocate – your champion at National Council who advocates for your needs and initiatives

Staff member – your operational partner providing resources, guidance and implementation support

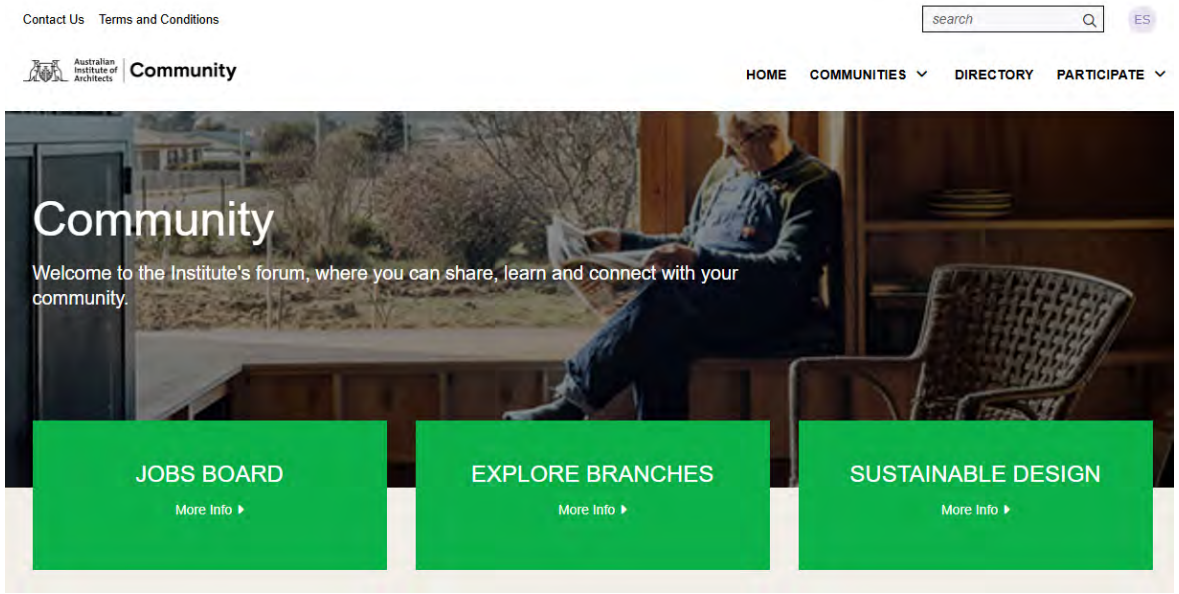
Dedicated advocates and operational partners to help turn your committee's vision into reality

Your staff partner

- Operational feasibility guidance
- Budget development support
- Cross-committee coordination
- AI and system support conduit
- Day-to-day implementation partner

04

Information Repository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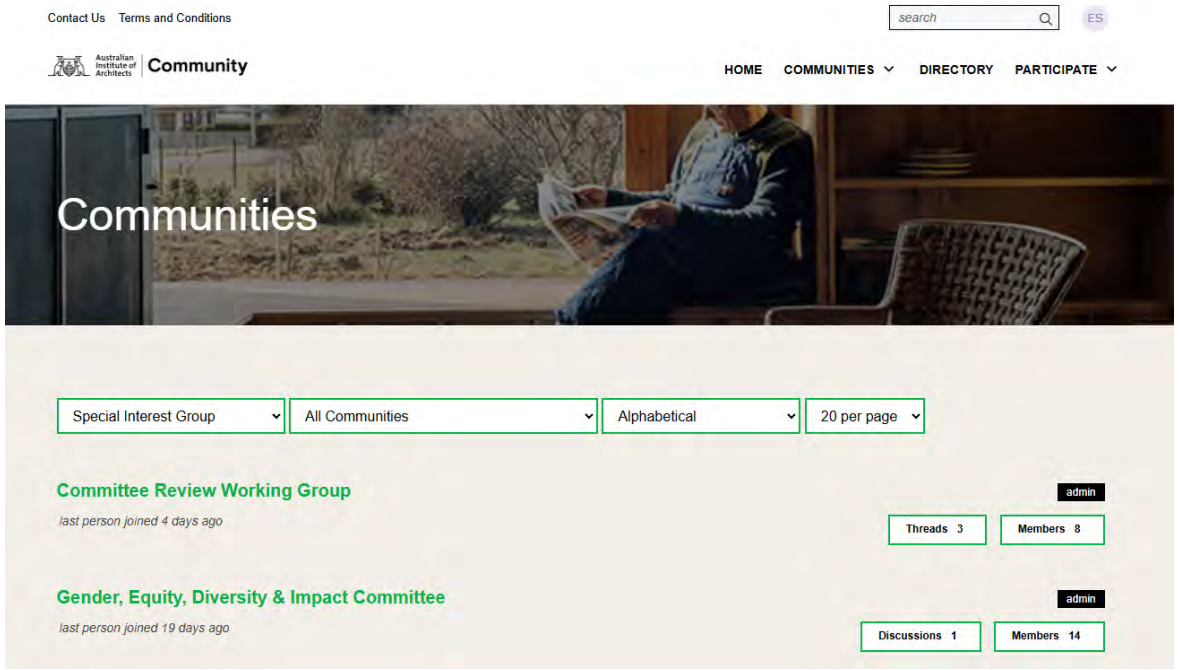
HOME COMMUNITIES DIRECTORY PARTICIPATE
Community
Welcome to the Institute's forum, where you can share, learn and connect with your community.
JOBS BOARD
More Info
EXPLORE BRANCHES
More Info
SUSTAINABLE DESIGN
More Info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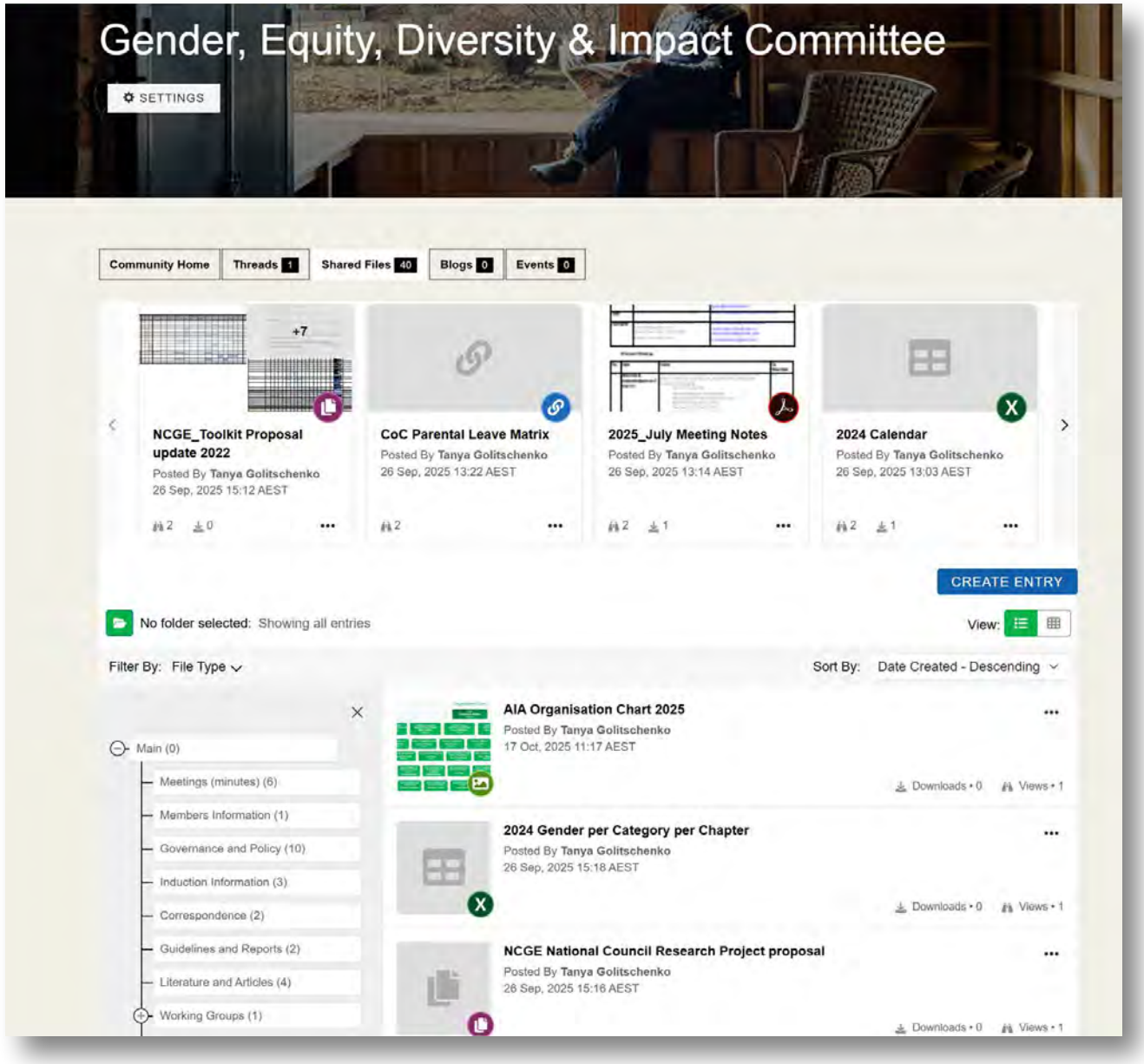
Australian Institute of Architects | Community
HOME COMMUNITIES DIRECTORY PARTICIPATE
Communities
Special Interest Group
All Communities
Alphabetical
20 per page
Committee Review Working Group
last person joined 4 days ago
admin
Threads 3
Members 8
Gender, Equity, Diversity & Impact Committee
last person joined 19 days ago
admin
Discussions 1
Members 14

Sample GEDI


Gender, Equity, Diversity & Impact Committee
SETTINGS
Community Home
Threads 1
Shared Files 40
Blogs 0
Events 0
+7
NCGE_Toolkit Proposal update 2022
Posted By Tanya Golitschenko
26 Sep, 2025 15:12 AEST
CoC Parental Leave Matrix
Posted By Tanya Golitschenko
26 Sep, 2025 13:22 AEST
2025_July Meeting Notes
Posted By Tanya Golitschenko
26 Sep, 2025 13:14 AEST
2024 Calendar
Posted By Tanya Golitschenko
26 Sep, 2025 13:03 AEST
CREATE ENTRY
No folder selected: Showing all entries
View:
Filter By: File Type
Sort By: Date Created - Descending
Main (0)
Meetings (minutes) (6)
Members Information (1)
Governance and Policy (10)
Induction Information (3)
Correspondence (2)
Guidelines and Reports (2)
Literature and Articles (4)
Working Groups (1)
AIA Organisation Chart 2025
Posted By Tanya Golitschenko
17 Oct, 2025 11:17 AEST
Downloads • 0
Views • 1
2024 Gender per Category per Chapter
Posted By Tanya Golitschenko
26 Sep, 2025 15:18 AEST
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Views • 1
NCGE National Council Research Project proposal
Posted By Tanya Golitschenko
26 Sep, 2025 15:16 AEST
Downloads • 0
Views • 1

05

Next Steps

Program

- **21/10** – Member Lean-in
- **28/10** – Member feedback requested
- **30/10** – Member feedback compiled
- **03/11** – Final Committee Report issued inclusive of Member feedback
- **05 - 06/11** – National Council Final meeting for year in Canberra - Ratification of Committee Restructure
- **06/11** – Nominations for Council elections issued
- **December** - Board Review
- **2026** – Implementation of new Committee structure led by National Council. If endorsed, the National Councillors will be charged with leading the Policy and Advocacy Stream implementation
- **September 2026** – Review of updated Committee structure

Thank you

Australian Institute of Architects

Justin, Elizabeth, Candice, Kym and Nick supported by Eva and Eloise