



ADVANCING BUILT ENVIRONMENT
COST PROFESSIONALS

AIQS CHAPTER COUNCIL OPERATING GUIDELINES

JULY 2025

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The Chapter Council Operating Guidelines must be read in conjunction with the Institute's Constitution and By-Laws. All Chapter Councillors are expected to be familiar with the Institute's rules.

1. CHAPTER COUNCILLOR ROLES & RESPONSIBILITIES

All Chapter Councillors must sign the AIQS Confidentiality Agreement and Conflict of Interest statement upon nomination to their role in order to be eligible for election and appointment.

Chapter Councillors are expected to owe the same duties to the Institute as a formally appointed director.

These duties include:

- The duty to prevent insolvent trading
- The duty to exercise care and skill
- The duty to act in good faith in the interests of the company as a whole
- The duty to exercise their power as a director for a proper purpose
- The duty not to gain an advantage for themselves or someone else or cause detriment to the company by improper use of their position; and
- The duty to disclose any material personal interest they may have in a matter that relates to the affairs of a company.

They must also:

- act with reasonable care and diligence
- act in good faith in the corporation's best interests and for a proper purpose
- not misuse corporate opportunities; and
- not misuse confidential information.

Chapter Councillors must:

- always act in good faith in the best interests of the company
- act honestly and make decisions for a proper purpose
- not abuse their position or seek to profit personally from it
- not use the company's information for personal gain or in a way that could harm the company
- avoid conflicts of interest whenever possible, and disclose all conflicts if they exist
- act diligently and with reasonable skill and care
- perform their role to the best of their ability based on their knowledge and experience
- familiarise themselves with the company and its activities
- monitor the company's financial and commercial performance
- ensure they comply with their duty not to trade while insolvent.

All AIQS Officers, Chapter Councillors, Branch Officers, and staff should have an understanding of, and are subject to the AIQS Privacy Policy and the Commonwealth Privacy Act 1988.

This applies to all information relating to members and the administration, management, and operation of the AIQS, including but not limited to:

- membership details and records
- APC Panel interview results and considerations
- membership applications
- skilled migration qualification assessments
- Code of Conduct complaints, investigations and findings unless officially declared by the AIQS Board of Directors
- financial and commercial in confidence information
- Chapter Council meetings including Branch meetings unless approved otherwise by the appropriate AIQS authority at each level i.e., the Board of Directors, Chapter Council and Branch Committee
- AIQS Committee, Task Force or Working Party meetings and workings.

Chapter Councillors are responsible for identifying and implementing initiatives associated with achieving AIQS strategic goals. In this regard Chapter Councillors will typically be assigned (by the Chapter President) to at least one of the AIQS Strategic Goals.

Members are not appointed to represent the views of any particular stakeholder or interest group, even though a specific organisation or group may have nominated them.

Chapters are required to establish an annual Operating Plan and Budget with measurable initiatives which satisfy the goals established within the Institute's strategic plan. Any allocation of financial contribution will be subject to the satisfactory submission of the annual Operating Plan and Budget.

1.1 President

The President is the principal elected officer of the Chapter and shall preside at all meetings of the chapter and shall be an ex-officio member of all committees. The President shall conduct all business meetings in accordance with the Institute's By-Laws. As the Chapter's chief elected officer, the President **shall be responsible for all chapter business**. The President shall ensure that decisions and resolutions of the Chapter Council are delegated and carried out, and that all required correspondence and reports are transmitted to the Institute's Head Office on a timely basis.

The President's specific accountabilities include:

- Driving Chapter based strategic initiatives in support of the Institute's Strategic Plan
- Overseeing development of Chapter Operating Plan
- Being the primary point of contact between the Chapter and Head Office
- Promote the Institute and the Quantity Surveying profession adhering to the policies and principles of the Institute including:
 - Branding Principles outlined in the Style Guide
 - Policy on speaking with the Media
 - Statements of position from the Institute
 - Privacy Policy
- Liaising with local and state/territory government representatives advocating the benefits of engaging a Certified Quantity Surveyor
- Representing the AIQS at events and engagements within the chapter's jurisdiction in preference to any competing organisation. Where a Chapter President is undertaking an activity (or has been engaged to undertake an activity) for another organisation (on any matter relating to construction - excluding their employing company), there must be an acknowledgement that they are undertaking that activity as an AIQS Chapter President
- Be knowledgeable about and aware of all the business conducted by the Chapter Council
- Oversight of all Chapter events in adherence with AIQS Event Management Policy
- Determines the agenda for all Chapter Council meetings and the Annual Chapter Meeting
- Act as AIQS spokesperson with respect to Chapter specific issues (in accordance with the AIQS Communications Policy)
- Attending National Meetings and providing Chapter Reports to the Board and Head Office as required
- Facilitate Chapter responses to all government enquiries and requests for submissions (Cth and State & Territory) and ensure responses are timely and reflect the Institute's position
- Respond to AIQS Director's and Head Office inquiries in a timely manner.

Government Liaison

Chapter Presidents will appoint Chapter Councillors to engage with differing government agencies on behalf of the AIQS, who will provide feedback to the next Chapter Council meeting. Meetings with government agencies should ideally include the Chapter President and at least one other Chapter Councillor. Chapter Councils should develop agenda (in consultation with the relevant government agency) and distribute these to other Chapter Presidents, along with meeting outcomes.

Media Relations

All media requests are to be managed by the AIQS Communications and Marketing Manager who may consult with the relevant external PR firm in a timely manner.

With the exception of the National President and CEO, where there is a direct/indirect approach, without prior engagement of the AIQS Communications and Marketing Manager, by a media outlet to any AIQS member or Head Office staff, the person contacted must not engage with the media nor make any comments. The person must contact the AIQS Communications and Marketing Manager immediately on 02 8234 4000, or marketing@aiqs.com.au, with details of the request including any contact details provided by the media.

When dealing with media relating to a specific state/territory, the AIQS Communications and Marketing Manager will request input from the relevant Chapter President.

For more detail, refer to the AIQS Communication Policy and Guidelines document available upon request via emailing marketing@aiqs.com.au.

1.2 Vice-President

The Chapter Vice President should be prepared to assume the office of President or temporarily act in that position at any time. The Vice President should be familiar with the duties and responsibilities of the President, and of the other elected officers and committee members. The Vice-President also holds responsibility as Chair of the Membership Committee, unless otherwise reallocated by the Chapter. Refer below for the Membership Committee responsibilities.

1.3 Treasurer

The Treasurer acts as the finance manager of the Chapter, and as such is responsible for:

- Preparation of the annual budget and financial forecasts to meet the Institute's Strategic Plan
- Approval of expenses of the council within agreed budget
- Maintaining all Chapter related financial records
- Chapter Credit Card reconciliations
- Monthly Finance Report to be tabled at Chapter Council meetings
- Review accounts provided by the Head Office for accuracy
- Completion of other Finance/Accounting related duties
- Handling/deposits of any cheques, cash, etc.

1.4 Secretary

The Secretary is a vital part of a smooth-running chapter. This officer should work closely with the Chapter President and other officers, maintaining good communication by sending out information to chapter members in a timely fashion, and having responsibility for the organisational aspects of the Chapter.

As Secretary, you may have some of the following duties:

- Attend all meetings and keep accurate minutes; distribute the minutes soon after each meeting
- Be responsible for all chapter correspondence (request, draft, proof member correspondence Head Office to distribute)

- Consider working with other officers to prepare a chapter newsletter
- Coordinate the Chapter Council Meetings and other meetings including the Chapter AGM
- Coordinate the votes by the members regarding matters presented at the AGM.

1.5 Board of Directors Representative/s

The AIQS Board of Directors is established through the AIQS Constitution and is responsible for establishing the AIQS;

- Purpose and Strategy
- Risk – Recognition and Management
- Organisational Performance
- Board Effectiveness
- Integrity and Accountability
- Organisation Building
- Culture and Ethics
- Engagement

In addition, directors are responsible for communicating Chapter Council matters to the Board and the outcomes of Board and Board Executive meetings to Chapter Councils.

Further information on the Board and Board Executive role and responsibilities can be found in the AIQS Board of Directors and Governance Guidelines, AIQS Board Charter, and AIQS Board Executive Charter.

1.6 Chapter Councillors

Chapter Councillors will be required to:

- Attend Chapter Council meetings, at least by phone
- Participate in Chapter Council deliberations and votes
- Participate on Chapter Sub-committees or Working Groups as appointed by the Chapter President
- Show independent judgement when voting
- Be informed about organisational activities
- Assist in keeping contact details up to date (with Head Office) for those members who change jobs or location, particularly around renewal time
- Rely on trustworthy sources of information
- Fulfil these obligations honestly, in good faith, and with the care of an ordinarily prudent person
- Comply with AIQS Constitution, By-Laws, Guidelines, Policies and all relevant legislation.

2. CHAPTER COUNCIL MEETINGS

The proceedings of Chapter Council meetings will be in accordance with By-Law 41, which is as follows:

- a) Frequency of Chapter Council Meeting - Chapter Council shall meet as often as the business of the Chapter shall require but not less frequently than once in every two months.
- b) The agenda for each Chapter Council meeting shall be focused on matters relating to achieving the AIQS strategic goals, utilising the template at Addendum A.
- c) Quorum of Chapter Council Meeting - Four members of a Chapter Council shall constitute a quorum.
- d) Convening a Chapter Council Meeting - The Secretary shall on the request of the President or three members of a Chapter Council convene a meeting of the Chapter.
- e) Notice of Chapter Council Meeting - Short Notice of a Chapter Council meeting may be given, provided the majority of the Chapter Council is in agreement. The accidental omission to give notice to or the non-

receipt of notice of a meeting by any member of the Chapter Council shall not invalidate the proceedings at any meeting.

- f) Chairman of Chapter Council Meeting - The President shall preside at all meetings of Chapter Council and will perform all duties commonly pertaining to that office provided that in the absence of the Chapter President the Chapter Vice-president shall preside and in the absence of both Chapter President and Chapter Vice-President, the remaining members present shall choose one of their number to be Chair of the meeting.
- g) Voting at Chapter Council - At all meetings of a Chapter Council each member of such Council personally present shall have one vote and in the event of any equality of votes the Chapter President shall be entitled to an additional casting vote. If any two members personally present shall so require the voting shall be by secret ballot. There shall be no proxies.
- h) Proceedings Confidential - The Proceedings of a Chapter Council and of any Chapter Sub-Committee shall be confidential at the discretion of the Chapter Council.
- i) Powers of a Chapter Council - The management and control of the business and funds of a Chapter shall be vested in the Chapter Council and the Chapter shall be authorised to exercise all the powers authorities and discretions of the Chapter except such as under the By Laws are expressly directed to be exercised by the Chapter at Annual Chapter Meetings.
- j) Minutes of Chapter Council - The Chapter Council shall cause Minutes or other records to be kept for the following:
 - (i) Appointments of officers and of members of the Chapter Council and of all Sub-committees.
 - (ii) The proceedings of all meetings of the Chapter Council and of Sub-Committees appointed by the Council.

A copy of the Minutes of every Chapter Council meeting shall be forwarded to the Chief Executive Officer of the Institute within fourteen days of the holding of such meeting.

3. ANNUAL CHAPTER MEETING

The proceedings of the Annual Chapter meetings will be in accordance with By-Law 35, which is as follows:

- a) Annual Chapter Meetings of each Chapter shall be held once each year at such a place and such time no later than 28 days prior to the Institute's Annual General Meeting as the Chapter Council may determine.
- b) The business of an Annual Chapter Meeting of a Chapter shall be to receive and consider reports of the Chapter Council including financial statements, and to transact any other business which ought to be transacted at an Annual Chapter Meeting including any business which is brought under consideration by a report of the Chapter Council.

The President should utilise the template Running Agenda at Addendum B for the Annual Chapter Meeting.

4. CHAPTER SUB-COMITTEES

As a minimum, the Chapter should appoint subcommittee leaders that are responsible for:

4.1 Membership

The Membership Chair is responsible for:

- The chapter membership initiatives associated with the AIQS Membership Strategic Goal
- The chapter Diversity, Equity & Inclusion initiatives associated with the DE&I Strategic Goal
- Chairing the Chapter Membership Sub-committee in accordance with the Membership Sub-Committee Operating Guidelines.

- Presenting member related discussions at the Chapter meeting, including review of member applications and elevations
- Coordinate all member related enquiries from the Head Office
- Coordinating membership procedures and ensuring that APC interviews are scheduled and completed within 3-4 weeks of notification that an applicant is ready for their interview
- Ensuring that APC interview reports are completed and set back to Head Office within 5 days of an applicant's APC interview.
- Recruiting new members to AIQS and encourage for CQS applications from existing and new Voting members
- Supporting head office at renewal period, to ensure all members that have yet to pay their subscription fees are contacted in relation to membership
- Member related recognition, length of service, etc
- Represent AIQS at member drives (career expos etc).

It is to be noted that the Application Fee that is charged for each membership application is an administration fee. AIQS does not charge an APC Fee for those undertaking the Assessment of Professional Competence (APC) Interview.

Refer to the latest AIQS Membership Entry & Advancement Policy for further information.

4.2 Quantity Surveying Emerging Professionals (QSEP)

The QSEP Chair is responsible for representing the specific needs of quantity surveying professionals within the first 10 years of their career in the industry. Duties may include:

- Coordinate/ arrange QSEP specific CPD, networking and social events in accordance with AIQS Event Management Policy
- Coordinate networking, encourage connections, share industry information, and promote events with QSEP members through approved AIQS social media channels
- Promotion of the QS profession to young people (students) by attending careers day, information sharing, university visits, etc
- Attending and contributing to national QSEP representative meetings as required
- QSEP Chair (or representative) to engage with each scholarship recipient at least twice per year.

Refer to the AIQS Quantity Surveying Emerging Professionals Operating Guidelines for more information.

4.3 Events

The Events Chair is responsible for:

- Working with AIQS Education & Events Manager to arrange relevant CPD sessions and networking events for the Chapter including:
 - Sourcing topics and speakers
 - Sourcing suitable dates in consultation with AIQS event calendar
 - Sourcing venue and catering, if required
 - Sourcing appropriate sponsorship
 - On the day attendee and speaker liaison
 - Recording attendance at CPD events
- Notifying Head Office to place the event on the AIQS website for registration
- Working with Head Office on marketing schedule to notify Chapter members

- Providing attendance records and feedback to Head Office post-event
- Completion of Event Health and Safety procedures.

4.4 Education

The Education Chair is responsible for:

- Acting as a local conduit between the Accredited University(s), AIQS Education & Events Manager and the Chapter Council
- In conjunction with the Membership Representative and QSEP Group, participate at university events to promote AIQS membership and the quantity surveying profession.
- Sourcing potential sessional lecturers in consultation with the relevant university(s)
- Providing feedback to the AIQS Education & Events Manager with respect to matters associated with course content and structure raised by the university
- Advocating alongside AIQS Education & Events Manager for increased quantity surveying content within the accredited courses.
- Working with AIQS Education & Events Manager on engagement strategy for High Schools and Career Advisors to promote profession and entry into related degrees
- Promoting AIQS Scholarship for students applying into accredited degrees
- Representing AIQS at promotional education events, career expos, etc.

The Education Chair should not provide commentary in relation to University Course Accreditation matters. All matters pertaining to University Course Accreditation and course content should be referred to the AIQS Education & Events Manager.

4.5 Standards

Where possible a Standards Chair should be appointed for each of the following sectors (Building, Resources, Civil Infrastructure, Utilities). Each Chair will be responsible for managing their sub-committee in accordance with the relevant Operating Guidelines.

The various Standards sub-Committees shall work in consultation with other chapter sub-committees on matters of mutual interest (such as the Events sub-Committee).

4.6 New Branch of a Chapter

Prior to establishment of a Branch within a Chapter, a detailed business case must be submitted to the Board at least six weeks prior to the next scheduled Board meeting. The Board will consider the business case and decide whether to proceed with the formation of a new Branch.

Should a Chapter wish to establish a new Branch, there must be a minimum of 50 Voting members in the geographic region to be established as a Branch.

The business case must include the following information, where applicable:

- A detailed budget covering 5 years of operation
- The break-even point of operation (should be within 3 years of operation)
- Information about the proposed legal entity type and its associated regulatory requirements (for example, minimum number of Directors, is the entity type a subsidiary or a branch, should there be an employee, etc)
- The upfront cost of establishment of the legal entity and any associated legal costs
- Cost of annual maintenance of the legal entity (licensing, insurance, compliance, etc)

- Any compliance reporting and its associated costs
- Cost of a physical/virtual office
- The tax implications (whether it will be tax-exempt, thresholds, etc)
- The associated costs of a Branch Leader for travel, accommodation, etc
- The associated costs of setting up a bank account if required (including legal costs)
- List of existing tertiary courses relevant to quantity surveying within that location
- List of government agencies and/or stakeholders within that location.

5. CHAPTER OPERATING PLANS & BUDGETS

Chapter Councils are required to develop an annual Operating Plan and Budget (Refer Addendums C & D respectively) to illustrate how the Chapter's yearly initiatives (events and CPD) align with the Institute's Strategic Plan.

The annual operating plan and budget (for the financial year 1 July to 30 June) will need to be finalised and lodged with the CEO by the end of April each year for approval by the Board of Directors at its May meeting, prior to the start of the next financial year. The budget will present revenue and expense projections for the financial year and an estimate of cash flow needs, showing the timing of revenue and expenses. Chapter budgets must include details of any projected income and expenditure, as well as business cases where expenditure on any one item is greater than \$10k (Refer Addendum C).

While events should be budgeted to either breakeven or generate a cash surplus, there is provision for the inclusion of events which are "Loss Leaders". Where a particular event (for example, a social event) is budgeted to run at a loss, the Chapter will need to make up the shortfall through other Chapter-run events and/or sponsorship within the financial year.

It will be important to ensure that at the end of each financial year each Chapter's financial results reflect a surplus or breakeven.

Refer to AIQS Event Management Policy for event budget template.

5.1 Supporting Documents

All Chapter Councillors should also be aware of the policies, regulations, guidelines, procedures and information outlined in the following documents which are available via emailing marketing@aiqs.com.au:

- Constitution and By-Laws
- Membership Entry & Advancement Policy
- Code of Conduct
- AIQS Policies & Procedures Manual
- AIQS Style Guide
- AIQS Event Management Policy
- AIQS Corporate Partnership, Sponsorship, and Advertising Policy
- Continuing Professional Development (CPD) Policy
- Quantity Surveying Emerging Professionals Operating Guidelines

6. EFFECTIVE DATE

This Policy is effective from 1 July 2025.

ADDENDUM A – CHAPTER COUNCIL MEETING AGENDA

Date:	
Time:	
Location:	

Chapter Councillors:		

Attendees:		

ITEM	TOPIC	By	Time
1	Opening & Welcome		
1.1	Apologies		
1.2	Conflict of Interest <i>Any direct or indirect conflict of interests at a meeting of Chapter Councillors shall be disclosed and recorded.</i>		
2	Presidents Report		
2.1	Presidents Report		
2.2	Chapter Council Action Items		
3	Discussion & Noting Items		
3.1	Governance structure that is agile and supportive		
3.1a	Approve previous Chapter Council Meeting Minutes		
3.1b	Income & Expenditure Statement		
3.1c	Operating Plan & Budget status		
3.2	Robust membership base reflecting depth and breadth of the industry		
3.2a	Membership Report (numbers, outstanding APC's, etc)		
3.3	Leading a profession that is diverse and inclusive		
3.3a			
3.4	Driving industry standards and technology innovation		
3.4a			
3.5	Pre-eminent brand in the industry		
3.5a			

Addendum A – Chapter Council Meeting Agenda Template

ITEM	TOPIC	By	Time
3.6	Forefront of education		
3.6a	CPD Report		
4	Other Business		
MEETING CLOSE			

ADDENDUM		

ADDENDUM B – ANNUAL CHAPTER MEETING RUNNING AGENDA

1A	WELCOME
P	Extend a welcome to the members present and any special guests in attendance including Life Fellows (to be advised on arrival).
1B	PRESENT
P	Request Members to register their attendance on the Attendance Register at the Registration Desk.
P	Ensure a quorum of 10 Voting Members is present.
P	If quorum is not present, the Voting members, present after one half hour has passed shall constitute a quorum if the number is more than one Voting member.
1C	APOLOGIES
P / SEC	Request the Secretary to announce any apologies received and request apologies from the floor.
2	CONFIRMATION OF PREVIOUS MINUTES
P	Request a motion that “the Minutes of the Annual General Meeting, held on ...<insert Date> be accepted as a true and correct record”. ... /.....
3	ANNOUNCEMENT OF CHAPTER COUNCIL COMMITTEE MEMBERS
4	VOTING PROCEDURE (Where a matter is included on the Notice of Business which requires a vote of the members). Otherwise NOT APPLICABLE
5	REPORT OF CHAPTER COUNCIL ON EVENTS OF THE LAST FINANCIAL YEAR, FINANCE STATEMENT, & OTHER RELEVANT MATTERS
P	To report to the members before a motion is put.
P	Request a motion to “receive the report of the Chapter Council, the Finance Statements and other relevant matters in respect of the 12-month period ending 30 June <insert year>”. /
6	CONSIDERATION OF MOTIONS AS INDICATED IN THE NOTICE OF MEETING OTHERWISE NOT APPLICABLE
7	ANNOUNCEMENT OF VOTING OUTCOMES OTHERWISE NOT APPLICABLE
8	CLOSE OF MEETING
P	Closing Remarks Formally close the Meeting
A	OPEN ORDINARY CHAPTER COUNCIL MEETING
B	ELECTION OF OFFICE BEARERS
SEC	Chapter Council Members to elect from their numbers the Office Bearers. If two or more Chapter Councillors nominate for the same office, a secret ballot may be carried out by the Chapter Councillors physically present. Announcement nominations of Office Bearers for <insert year>:

Addendum B – Annual Chapter Meeting Running Agenda Template

	President: – <insert name> Vice President: – <insert name> Secretary: – <insert name> Treasurer – <insert name>
	Chapter Council Members to elect from their numbers the subcommittee representatives. • Membership • QSEP • Education • Events

ADDENDUM C – OPERATING PLAN

The Operating Plan should provide details of activities in support of one or more of the Institute’s Strategic Goals. Specific details for each event should be subsequently provided using the template from Addendum C above.

The Institute’s Strategic Goals for the 2020-25 are as follows:

- a) Be recognised as the pre-eminent brand in the industry.
- b) Be at the forefront of education for the profession.
- c) Drive industry standards and technology innovation.
- d) Lead a profession which is diverse and inclusive.
- e) Have a robust membership base reflecting the depth and breadth of the industry.

To achieve these, the Institute will require a governance structure that is agile and supportive.

Strategic Goal	Operating Plan Event \ Initiative(s)	Event Type (e.g. Social, CPD, Council Meeting, YQS Meeting, Membership Induction etc)
Be recognised as the pre-eminent brand in the industry.		
Be at the forefront of education for the profession.		
Drive industry standards and technology innovation.		
Lead a profession which is diverse and inclusive.		
Have a robust membership base reflecting the depth and breadth of the industry.		

ADDENDUM D – ANNUAL BUDGET

AIQS CHAPTER (including Branch) BUDGET Standard Form													
CHAPTER LOCATION	July Budget	August Budget	September Budget	October Budget	November Budget	December Budget	January Budget	February Budget	March Budget	April Budget	May Budget	June Budget	Total Budget
July (YEAR, XXXX) through 30th June (YEAR, XXXX)													
Income													
<i>(Basic details of each Planned event required)</i>													
CPD Events													0.00
CPD Sponsorship													0.00
YQS Events													0.00
Social Events													0.00
Sporting Events													0.00
Event Sponsorship													0.00
Conference													0.00
Other/Miscellaneous Income													0.00
Total Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expenses													
Chapter ACM Event													0.00
Chapter Meetings - Flights													0.00
Chapter Meetings - Venue Expenses.													0.00
Chapter Meetings - Accommodation													0.00
Chapter Meetings - Meals													0.00
Chapter Meetings - Taxis													0.00
Chapter Meetings - Other Expenses													0.00
Steering Committee Meetings													0.00
Scholarships, Prizes, Awards & Certificates													0.00
Member Induction Events													0.00
CPD Events													0.00
YQS Meetings													0.00
YQS Social Events													0.00
Sporting Events													0.00
Chapter Subscriptions													0.00
Sponsorship													0.00
Other Chapter Expenses													0.00
Marketing/Admin													0.00
Total Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NET RESULT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00