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Plumbing New Heights

*Master Plumbers NSW's
Paul Naylor on
running a training school
for apprentices*

ASSOCIATION CHANGES

Aged and Community Services Australia

The Benevolent Society

International Special Events Society

Arthritis and Osteoporosis Victoria

The Wilderness Society

Australasian Lymphology Association

Veterinary Nurses Council of Australia

Australian College of Perioperative Nurses

- ◆ Board Survey 2016: Ideal Board size stable at 8.3
- ◆ How single entities are faring post restructure
- ◆ AF National Conference 2016
- ◆ Major UK and US accounting bodies to integrate operations





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SAVE THE DATE!
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Centre, Sydney



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CAB audit: Average Net Distribution 4,873 (Period ending March 2016)

Lessons for associations from Brexit



The decision by the majority of the UK population in June 2016 to withdraw the nation from the European Union is an interesting matter when considered from the perspective of associations.

The United Kingdom is a sovereign nation, not an association. People must choose to join an association, whereas most members of the UK public are citizens as a fact of birth. The European Union is a federated association that sovereign nations can choose to join or leave.

The EU started as the European Coal and Steel Community in 1951 as a free trade zone. It was subsequently called the European Economic Community in 1973 when UK joined, and became the European Union in 1993 with some power over its member national governments.

UK electors voted to ratify joining in 1975 and to leave in 2016.

The voting citizens of England, Wales, Scotland, Northern Ireland and Gibraltar were effectively asked whether the £13,000,000,000 annual membership fee was worthwhile for 1 vote out of 28 member nations in a supranational body.

Arguments for staying included that the UK had a say in the collective decisions of the EU, that the free trade zone assisted British and Northern Irish businesses, plus it allowed for Britons to work and live in other parts of the EU.

Arguments to leave included that membership resulted in laws being imposed and that there was no mechanism to hold the unelected EU decision makers to account, hence sovereignty of the democratic UK government was lost.

UK voters decided to take back control over the running of the UK, apparently mainly because of lack of immigration authority. A fully independent UK will likely seek ease of travel and access to European markets, but without being a member of the EU, plus pursue other global trading and leadership opportunities.

Although the UK is a nation and not an association, the 650 members of the House of Commons could be seen as equivalent to the Board of Directors. Prime Minister David Cameron, in effect the Chair of the Board, courageously chose to put EU membership to a vote of 'UK members', although it was not necessary to do so.

There are lessons for associations from Brexit. Key points include:

- ♦ the need for value for money for membership fees paid
- ♦ federation administration should impress with decisions made
- ♦ don't take over the decision-making rights of members
- ♦ members may not agree with the Board. ◯

John Peacock, General Manager, Associations Forum Pty Ltd
jpeacock@nfp.net.au

Tony Stuart Chair of ACNC Advisory Board

Tony Stuart, the former group CEO of National Roads and Motorists Association and former CEO Sydney Airports Corporation, has been appointed as the new Chair of the Advisory Board of the Australian Charities and Not-for-profits Commission (ACNC). He was one of three new members appointed when the tenure of the inaugural ACNC Advisory Board came to an end on 14 May 2016.



Mr Stuart is a current member of the Prime Minister's Community Business Partnership and is also involved in a range of community activities including membership on the national Board of the Starlight Children's Foundation, the executive of the Committee for Sydney and the Board of Directors of the Business Council of Co-operatives and Mutuals. ◊

NSW President of PCA

The Property Council has appointed Louise Mason, who is AMP Capital's Chief Operating Officer - Property, as its NSW President.



Ms Mason has over 25 years' experience in the property industry and steps into the shoes of Mirvac's Head of Cities and Urban Renewal, David Rolls, after his three years in the role.

"It's an exciting time to take the helm, with NSW and Sydney on the cusp of a new era of prosperity if we continue to make the right policy choices. I want to continue mobilising our members and increase advocacy resources to prove how crucial property is to building jobs, prosperity and strong communities," said Ms Mason. ◊

Board appointments for ALIA

In May 2016, Patricia Genat moved into the role of President of the Australian Library & Information Association for a one year term, taking over from John Shipp.



Ms Genat, who is Director of ALS Library Services Pty Ltd, started her career as a teacher librarian and has 15 years management experience within the Australian and New Zealand book industry, including publishing, distribution and online services.

Ms Genat is joined by Vice-President (President-elect) Vicki McDonald. Ms McDonald is Executive Director Library & Information Services and Dixson Librarian - State Library of New South Wales. ◊

Chair of New Zealand Bankers' Association

A NZ Bank New Zealand CEO, David Hisco, has been elected Chair of the New Zealand Bankers' Association (NZBA) for 2016/17.



Established in 1891, the NZBA has 15 members, all of which are banks registered under the Reserve Bank of New Zealand Act 1989. Its governing body is its Council, comprising the Chief Executive of each member bank. "The NZBA provides a forum for member banks to work together on non-competitive industry issues, which include helping to maintain the balance between workable regulation and economic growth," said NZBA's acting Chief Executive Antony Buick-Constable. ◊

Smith Family Chair change

The Smith Family's Chairman, James Millar AM, has stepped down after five years of service to Australia's leading children's education charity, with Smith Family Director Christine Bartlett appointed to take up the role.



"My decision to stand down as Chairman is based on my belief that organisations, particularly those in the not-for-profit sector, benefit from Chair rotation and gain from the energy that a new Chairman brings. The Smith Family will have this in Christine Bartlett as Chairman," said Mr Millar. ◊

Ania Hampton new AIRAH President

Ania Hampton has been named the first female President in the 95-year history of the Australian Institute of Refrigeration, Air Conditioning and Heating (AIRAH).



Ms Hampton, who is the Director of Edefice, her own engineering practice, takes over from Nathan Groenhout who served three years in the national leadership role. "While Ania will put her own unique stamp on the role, I know that she will continue to enhance our member value. I believe she has a great strength in connecting to people across our membership," said Mr Groenhout. ◊

Have you held a Strategic Planning Day recently?

Contact Associations Forum's **Kathy Nguyen** who can arrange meeting facilitation and planning: kathy@associations.net.au

Mango Industry's new Chairman

Greg McMahon has taken over the role of Australian Mango Industry Association (AMIA) Chairman, replacing Gavin Scurr who held the position for four years.



Mr MacMahon has been involved in horticultural production for a large portion of his career and was appointed to AMIA as a Director in 2015, representing the interests of growers in Southern Western Australia, South Australia and Victoria.

Mr Scurr will remain on the AMIA Board for another three years as Director, representing the Northern Territory and northern Western Australia. ◊

CINZ appoints independent Chair

Management and leadership consultant Tony Gardner has been appointed independent Chair of the Conventions and Incentives New Zealand (CINZ) Board.



He replaces John Duncan who retires as independent Chair after 13 years in the role. Mr Gardner has over 20 years' multi-channel marketing and 14 years' management and executive leadership experience. "Tony has significant industry association governance experience, and his strong digital background is an asset to his new role as independent Board Chair," said CINZ Chief Executive Sue Sullivan. ◊

New President of IAPCO

Jan Tonkin, Managing Director of New Zealand's The Conference Company, is the new President of the International Association of Professional Congress Organisers (IAPCO), taking over from outgoing President Michel Neijmann for a two-year term. Headquartered in the UK, IAPCO is the industry body dedicated to continuing education, development and quality standards in the management of meetings. "As well as profiling IAPCO to organisations, venues and bureaux in Asia-Pacific, I'm looking forward to profiling the strength of the Asia-Pacific industry, and the extraordinary work being done in this region, to the rest of the world," said Ms Tonkin. ◊



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MEA award hat-trick for ASHM

The Conference and Events Division at Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine (ASHM) has won the national award for Best In-house Meeting Management for the third year in a row. The awards were given by Meetings and Events Australia at their national conference in Melbourne in April 2016.

“We are delighted by this award. I am so proud of the team and all of ASHM as well as our great suppliers for supporting us every day,” said Nadine Giatras, Conference and Events Division Manager.

ASHM's Conference and Events Division manages ASHM's three internal conferences, including the Australasian HIV & AIDS Conference, the Australasian Viral Hepatitis Conference and the Australasian Sexual Health Conference. The team also provides cost effective, high quality conference and event management services to other organisations in the association and government sector. 




Online training academy for surveyors

The Australian Institute of Quantity Surveyors (AIQS) has recently launched the AIQS Academy, an initiative engendered



out of the realisation that there were few formal continuing professional development (CPD) offerings within the market that were Quantity Surveyor specific.


The AIQS Academy is an online training portal available to all professionals within the Quantity Surveying (and associated) fields to enable professionals to easily complete CPD points at their own pace. There are currently over 50 topics available, with more to come by the end of 2016. For more information, visit www.aiqsacademy.com 

Aged Care Peak Body restructure

Aged and Community Services Australia (ACSA), previously a federated body, is in the final stages of restructuring into a new single entity representing the not-for-profit aged and community services sector.



The new organisation, which has already commenced operations as a national entity and is to be known in the interim as New ACSA, will involve the winding up of the state entities in the next few months and the creation of six new divisions. Members of the SA/NT and WA state associations have approved resolutions to undertake a legal transition into New ACSA with NSW/ACT and Tasmania to vote soon.

CEO, Adjunct Professor John Kelly, has also stepped aside to allow a new CEO to take the reins of New ACSA, which will bring together over 70 staff nationally under one management structure. “The organisation would be looking for a CEO who can deliver this next part of the development through being a strong and effective voice for its members, building a national profile, providing drive and direction to policy development and membership services and leading the development of a cohesive and highly functioning national team,” said ACSA President, Paul Sadler. 


Accounting joint venture to represent 600,000 members

UK based Chartered Institute of Management Accountants (CIMA) had previously formed a joint venture with American Institute of Certified Practising Accountants (AICPA) to establish the Chartered Global Management Accountant designation.

Member voting has now concluded on a proposal to create a new accounting association that will integrate the operations of both CIMA and AICPA and represent the entire accounting profession, while preserving the membership bodies of both organisations. Membership fees paid to AICPA and CIMA respectively will result in automatic dual membership of both that organisation and the new international association.

The creation of the new association is designed to maximise employability, skills and recognition. With in excess of 600,000 members represented jointly, it is anticipated that advocacy capability will be increased, international reach will be dramatically expanded and industry proactivity will be maximised.


“Today's business world faces a future of unparalleled opportunities but huge uncertainty.

For our members to lead the response to changing market demands we must be stronger and more nimble,” said Myriam Madden, CIMA President. 

Restructure of Benevolent Society

The Benevolent Society, Australia's first and longest running charity, has announced a restructure designed to position it better for future strategic opportunities and improve its service delivery.

“The new organisational structure will deliver on The Benevolent Society's next three-year strategic plan. We have over 1000 staff working in 55 locations across NSW and Queensland. Our operational revenue was \$97.7 million in 2015 and we plan to double that by 2019,” said Chief Executive, Jo Toohey. The new structure, which includes executive changes, has been designed to ensure that the Society has the right leadership and capability over the next three years to focus on supporting its service delivery and strategic operations.

“While some growth is expected to come organically, we will be actively seeking merger, acquisition and partnership opportunities,” said Ms Toohey. 



Name change for events group

Global organisation the International Special Events Society has changed its name to the International Live Events Association (ILEA).



The name change reflects the now fully global nature of the association and the more relevant term of 'live' used by its members to describe the wide range of events delivered.

"The change from 'Society' to 'Association' is equally as important - it is the crux of what ILEA is about. We're more than a 'Society', we're a close-knit 'Association' of like-minded people working together through trust and commitment to purpose," said International President, Jodi Collen. ☺

ICCA 2015 world rankings released

The International Congress and Convention Association (ICCA) has released its annual statistics on the number of rotational international meetings which took place in 2015.



Whilst in the country rankings, Australia has dropped two places to 15th, with USA retaining top ranking and Republic of Korea climbing a massive five places to 13th, Sydney has maintained its city ranking as 1st in Australia, 7th in the Asia-Pacific and 25th in the world. Melbourne came in at 49th in the world, hosting 54 meetings in 2015, and 12th in the Asia-Pacific. Whilst Berlin has climbed three places to come in as the top ranking city worldwide, Singapore has again ranked 1st in the Asia-Pacific and seventh in the world with 156 meetings, followed by Seoul with 117 meetings. ☺

Associations Forum Financial Benchmarking

Financial resources are often scarce for associations.

- *Are you utilising your financial capital effectively and efficiently in providing member value?*
- *How does your expenditure compare with similar associations?*
- *How much should you retain in prudential reserves?*
 - *Are you solvent?*
- *Do you know the cost/benefit of your various activities?*

Associations Forum's Financial Benchmarking project is designed to compare the financial details of industry and professional associations, highlighting specific performance criteria. Results of the benchmarking survey provide a guide for Boards and management in addressing critical areas such as solvency, reserves and major expense categories.

Associations Forum strongly encourages associations to look at the profitability or costs of their major activities and member services, often referred to as 'activity based costing'. Whilst we would like to capture and benchmark more of this type of information, our survey to date suggests that a minority of associations actually track profitability in this way.

For more information regarding participation in this project, please contact **Ron Switzer** on **0419 249 887** or email **ron@associations.net.au**

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ARMA celebrates big birthdays

This year, Association of Rotational Moulders Australasia (ARMA) will have been representing the rotational moulding sector in Australasia for 40 years, CEO Leisa Donlan will be serving her 20th year in the role, and Deputy Executive Officer Michelle Lorenzo also celebrates 10 years with the organisation. ARMA was formed in November 1976 and its first technical meeting was held in April 1979 in Sydney. In 1996 came the appointment of Leisa Donlan as Chief Executive Officer. In 2006 Leisa Donlan was joined by Michelle Lorenzo to form the core team of ARMA, who continue to expand their services and provide leadership to the industry along with a huge contribution from Board members and other volunteers. ARMA now employs five staff and several consultants in various roles. 



Another successful Associations Forum National Conference

“Another great AFNC. Very useful topics and panel discussions. Thank you for putting together a very informative program.”


Karyn Prior, Executive Officer, Australian Catholic Primary Principals Association

Arthritis and Osteoporosis Victoria rebranded

MOVE muscle, bone & joint health is the dynamic new voice of Arthritis and Osteoporosis Victoria.



According to MOVE, the new name better captures the role and scope of the organisation - which is not limited by geographical borders or specific conditions. The new brand reflects a positive message to encourage all people to be physically active and 'move' for their physical and mental wellbeing.

MOVE provides opportunities for connecting consumers, health professionals, researchers and other stakeholders across the community. Muscle, bone and joint conditions affect one in three Australians, are the largest single cost category in Australian hospitals, and the leading cause of disability for people with more than one long term health condition. MOVE will continue to provide, share and expand expert knowledge about muscle, bone and joint conditions through research, education and training, information, policy, advocacy and support services. More information is available at move.org.au. 



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Streamlining The Wilderness Society

The Wilderness Society anticipates completion by September 2016 of a three stage streamlining of its structure.



The Wilderness Society was burdened with dual national bodies that split activities between The Wilderness Society Inc and The Wilderness Society Australia Inc. Stage One streamlined the Board of The Wilderness Society Australia Inc. Stage Two transferred The Wilderness Society Inc from an incorporated association to The Wilderness Society, a company limited by guarantee. Stage Three is merging The Wilderness Society Australia Inc and The Wilderness Society Ltd.

The Wilderness Society Australia's Manager, Christine Zangari, and The Wilderness Society's Director of Operations, Matt Brennan, with the assistance of Associations Forum's Keith Roberts, have piloted the restructure through The Wilderness Society's democratic approvals processes. "As predicted, The Wilderness Society's vital environmental work is already gaining from improved focus and efficiency," said Ms Zangari. ◊

AUSTRALIAN INSTITUTE of COMPANY DIRECTORS

AICD Company Directors Course

Associations Forum is delighted to be partnering with the Australian Institute of Company Directors in offering the Company Directors Course.

The 5 day Company Directors Course will equip association and charity directors, Board members and senior executives with a greater understanding of directors' duties and responsibilities, and improving Board performance and decision-making.

AICD Company Directors Course

Date: Monday 31 October - Friday 1 November 2016

Location: AICD Member Lounge -
Level 1, 20 Bond Street, Sydney

Visit <http://associations.net.au/events/>
or call **Christian Capper** on **02 9904 8200** for more information
and to enquire about the course.



What could you achieve with more time?



Federations that became single entity associations: how are they faring?

By John Peacock, *Associations Forum*

*Since my 1999 article, entitled *The Case for Single Entity Associations*, *Associations Forum* has advised many associations on the issue of restructuring from a federation of state and territory associations into a single entity. We have assisted associations in small and large ways, from brief realistic commentary to managing the whole project to a successful outcome. This article looks at the current situation from the viewpoint of associations that have merged.*

YHA

The 2010 merger of YHA (originally Youth Hostels Association) entities in New South Wales and Queensland also brought along the Australian territories of ACT and NT. Victorian and South Australian bodies have since joined the fold.

Former YHA NSW CEO Julian Ledger became the YHA Ltd boss, hence ensuring management continuity. The transition Board of twelve is now down to nine, with six elected and three appointed. There is a limit of five years before a former employee can nominate to the Board.

Julian Ledger says that the association is able to focus more on ensuring the Board has the right skills mix. "We do appropriate governance training and there is an increasingly stringent requirement on potential candidates for the Board to have appropriate knowledge, skills and experience," says Mr Ledger.

"A significant thing about the restructure was that as soon as the restructured Board came together following the 2010 merger, all state tensions disappeared and this benefit has continued."

Occupational Therapy Australia

Allied health profession association, Occupational Therapy Australia, restructured in 2010 to amalgamate the separate entities in Australia's central and eastern states. It is headquartered in the city of Melbourne and has staff in five offices across the country. CEO Rachel Norris says that the state offices are important for the hands-on delivery of local member services. "It is a good structure to have central functions that do not need to be duplicated plus to have customized local event delivery and advocacy," says Ms Norris.

"This major restructure was absolutely the right thing to do," says Ms Norris. "Our current task six years on is to refine governance and structures through our Constitution and By-laws. We have been working throughout this year with Associations Forum on a consultation and drafting process that will give us an even better set of rules and procedures."

"Throughout the restructure, it has been key to ensure that members receive and can access core services across the country. It has been important to take people with us on the ongoing journey of 'being' and 'operating' as a national organisation. This takes time - members value-add to the discussions so it is so worth the effort," says Ms Norris.

Dental Hygienists Association of Australia

An association that changed recently and swiftly is the Dental Hygienists Association of Australia. The amalgamation process was finalised within two years of the idea being raised. Dr Melissa Hayes, President of Dental Hygienists Association of Australia, says it has been a clear success.

"DHAA has strengthened its financial position and membership services as a result of our organisational restructure," says Dr Hayes. "The key to the success was constant communication and collaboration with the membership, to ensure they supported this change. The specialist support from Associations Forum ensured that due process was followed and that there was a smooth transition."

Australian College of Midwives

Australian College of Midwives CEO, Ann Kinnear, says that the restructure into one from nine associations has been an excellent change on a number of levels. The association, headquartered in Canberra, also has paid staff in an office in Sydney and Adelaide, with members and volunteers from around Australia.

"The main advantage has been consistent messaging and positioning. Advocacy is a key component of achieving our mission to represent our member midwives and the profession. Being a national body has improved our status and standing in the eyes of stakeholders and government," says Ms Kinnear.

"As well, it has resulted in greater collaboration between the central operations and our valued branches. Things take a few years to settle down, but members are already benefiting from greater impact, consistency of service, and costs savings from unnecessary duplication of governance, compliance and reporting."

Importance of good change processes

The clear message in this article is that change is worthwhile. However, Associations Forum sees a number of associations who get the change process wrong. Careful planning of, and experience in, the way to tackle the major project of restructuring an association from a federation of state bodies into a unified national organisation is critical.

We welcome questions from any associations that are considering going down the path of restructure, a process that will lead to clear benefits for members. ☺

AFNC 2016 successfully held in Melbourne


Over 400 representatives from associations, charities, and business providers to the not-for-profit sector attended the 11th annual Associations Forum National Conference in Melbourne on 4-5 July 2016. Attendees had the opportunity to participate in more than 30 educational sessions and learning labs, meet over 55 suppliers in the exhibition space, and network with colleagues during the various conference functions including a first-timers and solo attendees session, welcome drinks, a CEO networking breakfast and the conference dinner. Associations Forum Gold Members were also invited to take part in an exclusive dinner hosted by Melbourne Convention Bureau and Atlantic Group.

The two-day conference featured a strong line-up of speakers including opening keynote John Brogden, Managing Director & CEO of Australian Institute of Company Directors. Mr Brogden detailed AICD's journey and was then joined by panellists Prue Willsford, CEO of the Australian & New Zealand Institute of Insurance & Finance, and Steve Knott, CEO of the Australian Mines and Metals Association, for a discussion of the association landscape, their personal learnings and the challenges facing associations and charities today.

The Conference Dinner was once again one of the highlights for delegates. This year, thanks to dinner speaker sponsor ICMI Speakers

& Entertainers Bureau, delegates were treated to an insight into the experiences of the impressive former Chief Commissioner of Victoria Police, Christine Nixon.


The conference concluded with a topical Political Panel discussion, held just three days after the Federal Election. The Australian's Troy Bramston facilitated an engaging dialogue with Andrew Giles MP and Senator James Paterson on the outcome of the election and what it means for associations.

Associations Forum would like to thank all of the exhibitors, speakers, sponsors and media partners for their support. A special thanks to our Major and Gold sponsors: Melbourne Convention and Exhibition Centre, Melbourne Convention Bureau, Pearson VUE and Starwood Hotels and Resorts. 



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Professor Ian Jacobs, President and Vice-Chancellor, University of New South Wales, Australia and Business Events Sydney (BESydney) Ambassador partnered with BESydney and RANZCOG to successfully secure FIGO World Congress of Gynecology and Obstetrics 2021, bringing the world's best to Sydney.



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MALAYSIA CONTINUES TO PROVE ITS STRENGTH IN HOSTING INTERNATIONAL MEDICAL CONGRESSES

The latest bid win of the 18th Congress of Asian Society for Vascular Surgery (ASVS 2017) which will take place in Kuala Lumpur in November 2017, is a strong testament of Malaysia's capability in the medical, healthcare, research and education industry. In fact, Malaysia has been applauded as the strong contender in those fields, being ranked as the third best out of 24 countries by an American publication, the International Living, in 2014.

THE INDUSTRY EXPERT – MADE IN MALAYSIA

The winning of bid for ASVS 2017 was initiated and spearheaded by one of the Kesatria 1Malaysia's ambassador, Professor Dr. Hanafiah bin Harunarashid – a well-known consultant vascular and endovascular surgeon. Professor Dr. Hanafiah bin Harunarashid was recently conferred as the first Malaysian and the youngest recipient to receive the prestigious International Surgical Award for 2015 at the Royal College of Surgeons Edinburgh, Scotland.



**Professor Dr. Hanafiah
Harunarashid**

He has played an instrumental role in winning bid for the hosting of the ASVS 2017 and generating leads for two international specialist medical conferences; the International Surgical Week (ISW) 2020 and Annual Meeting of the Asian Society for Cardiovascular Surgery (ASCVS 2018).

Malaysia is no stranger to hosting international medical conferences. Kuala Lumpur has been the host city to the 2014 ASEAN Federation of Cardiology Congress (AFCC), and the International Meeting on Advanced Spine Technique 2015 (IMAST 2015).

This year, Malaysia will be hosting the Asian and Oceanian Congress of Neurology (18th – 21st August), Community Based Rehabilitation (CBR) World Congress (26th – 28th September) and Congress of Asia Pacific Association of Allergy, Asthma, and Clinical Immunology (17th – 20th October).

EXCELLENCE IN HEALTHCARE – MALAYSIA HAS IT ALL

Malaysia has been the preferred destination for medical education and research as well as healthcare treatment due to the highly qualified medical specialists, high technology medical devices, international credentialed safety and quality services, low exchange rates, and the affordable medical cost around the regions.



*Lung Health Plenary Session during the 43rd
Union World Conference 2012*

The country's diversity and rich cultural traditions, together with a peaceful and politically stable environment, good climate, friendly and English-speaking population are among other factors that have made Malaysia popular.

KESATRIA 1MALAYSIA PROGRAMME

The Malaysia Convention & Exhibition Bureau (MyCEB), an agency under the Ministry of Tourism and Culture Malaysia first launched the Kesatria 1Malaysia programme in 2012 to help develop the business events industry, which is one of Malaysia's key economic growth sectors as identified by the Economic Transformation Programme (ETP) roadmap.

The programme encourages leaders of key industry sectors, who have previously hosted large scale international events to voluntarily assist in identifying and engaging other potential local hosts to bid and for and stage international conventions. The Kesatria Malaysia's appointed leaders role is to promote the benefits of hosting international conventions to their industry peers.

To date, through Kesatria programme, Malaysia has successfully secured 29 international conventions attracting 49,000 delegates and generating an economic impact of USD 112 million.



For enquiries, please contact
Malaysia Convention & Exhibition
Bureau (MyCEB)

HO YOKE PING
General Manager – Business Events
sales@myceb.com.my
www.myceb.com.my

Paul Naylor: Building an enduring association from apprenticeship to retirement

A walk through the massive Western Sydney premises of the Master Plumbers Association of NSW reveals why it deserves its designation as a 'College of Excellence'.

An historic meeting one night in 1895 laid the foundations for what was to evolve into Australia's first plumbing trade association, the Master Plumbers Association of NSW. The association has become one of the strongest specialist contracting organisations in the building and construction industries.

Paul Naylor is Chief Executive Officer of the MPA Group NSW, which was formed to provide a holistic framework for the operation of the individual entities under the MPA banner in NSW – Master Plumbers Association, Master Plumbers Apprentices Ltd (MPAL) and MPA Training.

Whilst Mr Naylor's background holds him in good stead for the association's function of lobbying on behalf of its membership, it is the establishment and operation of the training arm of the group of which he is most satisfied. He was instrumental in obtaining funding of AUD\$2.4 million to assist Master Plumbers Association of NSW (MPA NSW) in the purchase of a site to establish the Master Plumbers Skills Centre as a Registered Training Organisation. Significantly, it is the only association-owned college delivering trade training to the plumbing industry in NSW.

A progressive training college

On offer at the Skills Centre is the training of apprentices, through various pathways, to obtain their Certificate III level qualification allowing them to work for an employer, and Certificate IV post apprenticeship training to qualify for the issue of a plumbing contractors licence in NSW. Introduced in 2016 is a Cadetship in Plumbing Engineering, which is a full time career pathway allowing the completion of a qualification in 3 years rather than 4 with a guaranteed job as part of the training.

"We provide the full 'cradle-to-grave' experience. Apprentices can join us for trade training while they are still at school, gain all their qualifications with us and, once they are fully qualified contractors, they then come back to us as members to source their own apprentices. It's very satisfying because we're fostering the constant regeneration and positive skill cycle of the industry," says Mr Naylor.

Mr Naylor has a long history of involvement with associations, particularly in the areas of fair work practice and training. Originally trained as a mapping surveyor, he developed an early interest in industrial relations, spending a number of years during the 1980s in influential roles with the Public Service Association of NSW.

Following almost a decade of self-employment as a licensed private contractor in joinery, a licence which he still holds, Mr Naylor was appointed as Executive Director of Health Services Association of NSW

where he represented the interests of seventeen Area Health Services Boards and co-authored, with NSW Health, a Better Practice Guide on Corporate Governance in Health.

Appointed fourteen years ago as General Manager of MPA NSW and CEO of the MPA Group, Mr Naylor has continued to forge new territory in an industry he is passionate about. "When the only training option for plumbers was government-run TAFE, it was limiting. It was a bit of a monopoly and it was losing its way as well. We created another avenue for training and, by introducing some competition, did a good deed for the plumbing industry as a whole," says Mr Naylor.

Investing in the future

Building on 121 years in the industry, MPA NSW (which is officially known as the Master Plumbers & Mechanical Contractors Association of NSW) is a trade that is taking care of its own education. "We are an industry investing in our own future. We know what our destiny looks like in terms of the quality we want to provide to the sector and we are shaping our offerings to fit," says Mr Naylor.

There are between 140-160 apprentices in training at the MPA NSW Skills Centre at any one time and 40-50 new enrolments each year. There is a 90% completion rate for MPA NSW apprentices compared to a less than 60% completion rate in the construction industry generally. "This is because we offer our apprentices a solid career path and there is a lot of value attached to what we offer and the standards we set," says Mr Naylor.

The training at MPA NSW is very hands-on. As well as the theory undertaken in the classrooms, the Auburn premises include a massive warehouse complete with all the facilities required for the apprentices to hone their newly learned skills. There is a two-storey structure comprising 16 full bathrooms so that each class member can do a complete fit-out on his or her own. There are also comprehensive roof and below ground drainage set-ups together with fire hydrant and gasfitting training equipment.

So successful is the MPA NSW's specialist skills centre that there are plans well underway to acquire a larger training centre. Having already bought and sold two properties to accommodate its growing needs in the past, the organisation is close to securing a 6,000 square metre site elsewhere in western Sydney.

"At the moment we have a large enough floor space but we are spread over two buildings. What we are seeking is one building which has industrial zoning but where the office space is larger than the warehouse space," says Mr Naylor.



Assisting indigenous communities

Mr Naylor is particularly pleased with an initiative undertaken in June last year in the remote Aboriginal community of Bourke in outback New South Wales. In partnership with NSW Department of Fair Trading, plumbing health checks were conducted, and minor repairs carried out, for Aboriginal housing providers and their tenants. As well as providing the remote communities with a better understanding of their plumbing and drainage systems so that potentially expensive repairs and health problems could be avoided, the plumbing industry banded together to donate a large amount of the plumbing product used in the program.

“We took two first-year indigenous apprentices who very much enjoyed helping to improve the quality of plumbing installations in Bourke. We visited 60 houses, 35 of which needed minor repairs which we were able to do on the spot,” said Mr Naylor.

The plumbing health check program took place again in June this year in the indigenous communities of the Wentworth district where three MPA NSW apprentices checked approximately 100 houses.

Once again I found it extremely rewarding and was so impressed at the rapid response rate of the plumbing industry in not only donating materials but leaving extra materials for future work. It’s why I’m proud of my industry and the apprentices we’re sending into it.”

“I am very impressed with MPA’s successful development of its own entry level training program and facilities to meet the high standards expected of members,” says John Peacock, General Manager of Associations Forum. “Whilst the Australian technical and further education sector does a good job, we believe that an association directly offering training will be well received by the plumbing trade.” ◊

“We provide the full ‘cradle-to-grave’ experience. Apprentices can join us for trade training while they are still at school, gain all their qualifications with us and, once they are fully qualified contractors, they then come back to us as members to source their own apprentices.”

Australasian Lymphology Association governance review

Associations Forum member, Australasian Lymphology Association (ALA), is the peak professional organisation promoting best practice in lymphoedema management, research and education in Australasia and was formally incorporated in 2000. Since then, the constitution had been amended several times but had not undergone a major review.



In early 2015, the Board identified the need to do a major review of the association's governance arrangements to bring it in line with contemporary governance principles and enlisted the help of Associations Forum.

The review included development of a new constitution, by-laws, Board charter and terms of reference for the new Advisory Forum.

The new constitution was approved by a unanimous vote at the AGM in May 2016. The areas of change include:

- ◇ change in Board composition to enable members to nominate for election as a director generally rather than for a specific portfolio
- ◇ the option for the Board to appoint a director based on skills required
- ◇ introduction of staggered rotational elections
- ◇ introduction of maximum terms for directors
- ◇ office bearers to be elected by the Board from amongst their number, rather than elected by the members
- ◇ membership fees to be set by the Board, rather than the members at a general meeting. ◁

“The ALA Board was very pleased with the work undertaken by Associations Forum. The whole process occurred in an extremely professional and effective manner. We felt very supported throughout. Kathy and John were very responsive to our questions and were happy to speak to our members out of business hours via teleconferencing. The new constitution was not only endorsed unanimously at our AGM but loudly applauded!!”

Gemma Arnold, President, Australasian Lymphology Association

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VNCA updates governance and operations

Over the past 2-3 years, long standing Associations Forum Bronze member, Veterinary Nurses Council of Australia (VNCA), has been reviewing its business and strategic plans.



It identified that, in order to remain a strong and viable organisation, changes needed to occur in how the VNCA operates. The first change was to contract Association Professionals in order to improve the functionality and efficiency of the VNCA office and operations. The second change was to review VNCA's governance arrangements, including updating the constitution with the assistance of Associations Forum. The updated constitution was approved by members at the AGM in April 2016.

The main constitutional changes are:

- ◆ clarification that the Board is the governing body and not the Council which is to be renamed Advisory Forum;
- ◆ a change in Board composition to enable members to nominate for election as a director generally rather than for a specific office;
- ◆ the option for the Board to appoint directors based on skills required;
- ◆ introduction of staggered rotational elections;
- ◆ the President to be elected by the Board from amongst their number, rather than elected by the members;
- ◆ removal of the role of Treasurer; and
- ◆ operational aspects of State Divisions moved to by-laws. ◯

“The Board recognised that while there are many changes that can be made as to how the VNCA functions and what it does, nothing could progress unless the foundations were reviewed. The new governance structure provides the strong foundations from which we can grow the organisation and continue to better service our members. We greatly appreciated the advice and assistance of Associations Forum and Associations Professionals in this process.”

Helen Power, Past President, Veterinary Nurses Council of Australia



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The 'CPR' guide for creating on-demand video content

If time and energy is to be invested into presenting a 45-60 minute webinar or webcast then you want its lifespan to be as long as possible. You also want to cater to as many as possible, especially those who are unable to attend in a live capacity.

Netflix, Freeview, STAN are all examples of the increase in our expectations when it comes to on-demand content.

If you are currently hosting your own webinars or webcasts, here are some tips for making the most out of your content:

'C' is for Creation

When filming a live webinar or webcast, always consider your on-demand audience. Be careful when using phrases such as 'Good Morning' or 'Happy Friday' – you don't want to alienate those members who might not be watching your content in the morning or on a Friday. If you are advertising future events, a slide used within your Powerpoint presentation can then be deleted once the event has concluded; this way your content has no expiry date.

'P' is for Promotion

You have created your content, so make sure the world sees it. Once your event is hosted, consider writing a summary of what was discussed in the event and outlining key points. *Tip: words + video = shareable content.*

Social media options such as Facebook, LinkedIn and Twitter, are perfect for video content. Including links with your email signature is also another beneficial option.

'R' is for Recycling

When it comes to content creation, it can become difficult to invent something entirely new each time.

Most educational webinars and webcasts hover around the 45-60 minute mark, which presents the opportunity of recycling the content into bite-sized chunks.

60 minutes of video = six ten minute videos = easy viewing.

For more information, contact Sara Gonzalez at

www.redbackconferencing.com.au



FIGO World Congress win for Sydney

Sydney has won the right to host the 2021 International Federation of Gynecology and Obstetrics (FIGO) World Congress, the world's largest and most important obstetrics and gynaecology conference which last came to Australia in 1967.

The event win, worth \$26 million in direct expenditure to New South Wales, was announced by Minister for Tourism, Trade and Major Events, Stuart Ayres and Business Events Sydney CEO, Lyn Lewis-Smith.

It was the culmination of 16 years of international campaigning, beating competition from India, Japan, Singapore and South Korea, and working with the Royal Australian and New Zealand College of Obstetricians and Gynaecologists.

"We are delighted that Sydney – a city of great stature and innovation – will host our 2021 Congress, and look forward to providing our attendees with an enriching and stimulating congress experience," said Professor Hamid Rushwan, FIGO Chief Executive.

FIGO 2021, which will bring an expected 7000 delegates to Sydney for five days, will be held at International Convention Centre Sydney.



Stuart Ayres announcing event win

Adelaide reels in Fisheries 2020

Adelaide, South Australia has been named as the host city for the 8th World Fisheries Congress (WFC) 2020 which more than 1500 delegates are expected to attend.

Held every four years, the WFC aims to advance and promote international developments and cooperation in fisheries science, conservation and management.

"The sciences, innovation and sustainable practices employed by the Australian fishing industry have led to it being recognised globally and we're thrilled via this win to be able to showcase South Australia's industry and our enviably clean environment on which it is built," said Adelaide Convention Bureau CEO, Damien Kitto.



SAVE THE DATE!
CEO & Chair Symposium
Date: 2 - 3 February 2017
Venue: Stamford Plaza, Brisbane

Leverage the (big) data you have to grow & delight your members

Your association's data isn't just for data miners. The data you have stored in your AMS software—information you've gathered from members about their interests, their jobs, and their lives—can make a world of difference in how you generate attention with the members you have and how you steadily increase membership.

Once you see big data as an opportunity for your organisation, you'll be able to mine years of member data to discover the message members have been telling you all along, but you couldn't see clearly until now.

A full understanding of big data comes from:

- ◇ understanding what you can do with member data
- ◇ getting reliable data about members and partners
- ◇ using big data effectively
- ◇ being aware of what data can and can't do

Targeting the right people will make your offer more attractive to the targeted member and you can predict higher uptake rates since the content is relevant. We can also expect higher rates of success and engagement with the offer (lower bounce rates and mid-offer drop offs), making the investment in running the program more cost-effective over time.

You can also use your data to predict member behaviour. Say you've been collecting data for some time now and you're starting to see patterns in what the data is telling you: December is always a slow month for new membership, invoices are mostly re-issued in June or October coinciding with tax season, national conference tickets have the highest sales three weeks out from the conference date, and donors always engage with fundraising information after two separate email communications.

Download the eBook to discover the advantages of big data, how to use it effectively, and what it will and won't do for your association.

<http://pages.aptify.com/big-data-ebook> 



Association Forum Keynote Lunches

The Hon. Matthew Guy MP - 10 August 2016, Melbourne

Andrew Barr MLA - 1 September 2016, Canberra

The Hon. Bob Carr - 13 September 2016, Sydney

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PCAAE 4th Associations Summit

On 23-24 November 2016, the Philippine Council of Associations and Association Executives will hold its annual flagship event, the 4th PCAA Associations Summit (AS4), at the Philippine International Convention Centre in Manila.



“The theme for this year’s conference is ‘Race to Innovation,’” said Octavio ‘Bobby’ Peralta, who was PCAA’s founding Chairman and is now its President and CEO. “We are in an age of disruption and associations must innovate to deliver products and services that matter to their members.”

Association practitioners and experts from the Philippines and abroad will discuss how to optimise board and governance systems and structures, how to improve internal culture and efficiency, and how to accelerate progress and focus on sustainability into the future.

PCAAE seeks expressions of interest from Australian associations willing to share their experiences at AS4 on the following topic areas:

- ◇ global trends in association governance
- ◇ driving innovations in membership, recruitment, retention and engagement
- ◇ innovation strategies through product, service and experience
- ◇ innovating association engagement for millennials

No speakers fees or travel reimbursements are available, but accommodation, meals and ground transportation in Manila will be arranged - plus a warm Philippines welcome.

For more information, contact **John Peacock** at Associations Forum: jpeacock@nfp.net.au or **02 9904 8200**.

Surveyors bring millions to Christchurch

Two major surveying events in one month delivered \$2.8 million in business to Christchurch, New Zealand, underlining the city’s reputation as a leader in building and spatial innovation.

More than 1,200 surveyors from all over the world met in May for a five-day working conference hosted by the New Zealand Institute of Surveyors, delivering an estimated \$2.1 million to the city. That same month, Christchurch hosted more than 450 delegates at the Pacific Association of Quantity Surveyors Congress, worth another \$750,000 to the city over five days.

“Christchurch is proving a fertile learning ground for land and building professionals, who are looking to the city for new techniques and knowledge,” said Christchurch and Canterbury Convention Bureau manager, Caroline Blanchfield.



Malaysian collaboration

In the highly competitive global business tourism and major events market,



Malaysia Convention & Exhibition Bureau (MyCEB) and Malaysia Airlines Berhad (MAB), have joined forces by entering into a Strategic Partnership Agreement.

The one-year partnership in collaborative sales and marketing is geared towards branding and promoting Malaysia as a preferred destination for business events, and further upholds the Ministry of Tourism and Culture’s target of achieving 36 million in tourist arrivals by 2020.

“This collaborative arrangement is certainly a win-win situation for both parties as it leverages on each other’s inherent strengths and helps reinforce Malaysia’s business tourism brand as well as ensure a competitive edge in bidding for the hosting of international business events in the country,” said MyCEB Chief Executive Officer, Datuk Zulkefli Hj Sharif.

New law in China impacts foreign NGOs

Chinese lawmakers passed a controversial law on 28 April 2016 that will require foreign-based non-profit organisations (NGOs) to be vetted by Chinese police and sponsored by a Chinese partner organisation before they conduct any operations in China.



The law will take effect from 1 January 2017 and it is estimated that more than 7,000 foreign NGOs will be affected. According to media reports, the law does not clearly define foreign NGOs, but it is likely to cover foreign charities and trade associations. The onerous and overly burdensome registration process will likely lead a broad range of organisations that have been active in China to rethink their involvement.

China isn’t alone in its attempt to tighten control on NGOs. In July 2015, the Cambodian parliament approved controversial draft legislation that will give it the ability to disband these organisations if their activities jeopardize “peace, stability, and public order or harm the national security, national unity, culture, and traditions of Cambodian society.” Earlier in 2015, Egypt clamped down on NGOs as part of a push to eliminate dissent in the country.

ASAE’s Annual Meeting in USA

Associations Forum is proudly supporting and attending ASAE’s Annual Meeting and Exposition which is being held at Salt Palace Convention Centre, Salt Lake City, Utah, USA on 13-16 August 2016.

The Annual Meeting, billed as ‘Give a Little, Get a Lot More’, features thought leaders and innovators coming to share expertise and industry partners getting to know association needs.

More information is available at www.asaeannualmeeting.org or by contacting **Christian Capper** at Associations Forum on **02 9904 8200** or by email at christian@associations.net.au



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New CEO for ADPA



The Australian Dental Prosthetists Association (ADPA) has welcomed **JEREMY IRVINE** as its new CEO.

Mr Irvine joins ADPA following senior industry association leadership roles in education, employment, and health. He was formerly a political adviser and

ministerial speechwriter in Australia and New Zealand.

“Jeremy’s background and energy will enable ADPA to continue to enhance relationships with our dental industry partners, training institutes, government departments and key stakeholders,” said newly-elected ADPA National President, John Rompotis. ◡

Leadership change at ACCI



The Australian Chamber of Commerce and Industry has appointed **JAMES PEARSON** to the position of Chief Executive Officer, replacing former CEO Kate Carnell AO.

Mr Pearson has held executive positions with

Chevron Australia, the Australian Petroleum Production & Exploration Association and the Department of Foreign Affairs & Trade.

“As a senior executive with Shell Australia and, previously, Chief Executive of the Chamber of Commerce and Industry Western Australia, he has represented business at the highest level and understands the needs of members,” said Australian Chamber President, Terry Wetherall. ◡

Fitness Australia’s new CEO



Fitness Australia, the peak fitness industry association, has a new CEO in **BILL MOORE**.

Mr Moore has an extensive background in the fitness industry, more recently being responsible for the development and successful running of the Michelle

Bridges Group of Companies.

He has been involved at all levels of the fitness industry, from personal trainer through to owning health clubs and fitness business consultancies, and brings a high level of experience and expertise in business development, operations and brand development. ◡

CEO change at Rural Doctors



The Rural Doctors Association of Australia (RDAA) has appointed **PETA RUTHERFORD** as its new CEO.

Ms Rutherford has over 20 years’ experience in the health sector.

“She has a very strong understanding of rural health,

hospital and primary care services, and the important role they play not only in health service provision in rural communities but also in the training of future rural doctors,” said RDAA President, Dr Ewen McPhee. Ms Rutherford replaces outgoing CEO, Jenny Johnson, who was in the role for more than 5 years. ◡

Tim Costello now Chief Advocate



After 13 years heading World Vision Australia, high profile CEO **TIM COSTELLO** will take up a new executive role as Chief Advocate for the organisation later this year.

“Tim has brought extraordinary vision, compassion

and a burning sense of justice to his role as CEO of World Vision Australia. He has been tireless in standing up for the world’s most vulnerable people and giving a voice to the voiceless,” said World Vision Australia Chairman, George Savvides.

“This is a natural transition which will allow me to continue my passion for the work of World Vision while assisting the organisation to move forward under a new CEO,” said Mr Costello. ◡

New EO for MSIA



The Board of Medical Software Industry Association (MSIA) has welcomed **JESSICA ABBEY** as its new Executive Officer.

Ms Abbey has a strong background in association management and business development through her

many years with The Association Specialists. Having worked with a number of medical associations in different capacities, Ms Abbey brings a wealth of knowledge and experience to MSIA and is looking forward to implementing the Board’s strategic vision. ◡

Michelle Blicavs leaves IAP2



Chief Executive Officer of International Association for Public Participation Australasia (IAP2), **MICHELLE BLICAVS**, has stepped down from her role with a new CEO to commence in early 2017.

“During her time as Chief Executive Officer, Michelle

has been a tireless advocate for the engagement practice as well as the membership organisation. We are in a healthy financial position thanks to her drive and management. She has also made significant progress in many areas including growth in membership and the groundwork for accreditation,” said IAP2 Chair, Leanne Hartill. ◡

UDIA (WA) has new CEO



ALLISON HAILES has been appointed as the new Chief Executive Officer for the Urban Development Institute of Australia (UDIA) in Western Australia.

Ms Hailes has over 20 years experience in intergovernmental relations, association management,


policy development and advocacy, most recently as Executive Manager of Planning and Community Development at the WA Local Government Association.

“I look forward to building on the great work that has been undertaken over the last four decades and cementing UDIA’s position as a thought leader in urban development,” said Ms Hailes. ◡

Catholic Mission appointment



FR BRIAN LUCAS has returned to Sydney after 13 years in Canberra where he was General Secretary of the Australian Catholic Bishops Conference. He has been appointed by the Vatican Congregation for the Evangelisation of Peoples as National Director of Catholic Mission, the Catholic Church's overseas mission aid agency which is part of the network of 160 national branches of the Pontifical Mission Societies.

Fr Lucas has spent 25 years in church administration and has wide experience in not-for-profit governance and charity law. He is a co-author of the Church Administration Handbook. 

Aged care leadership changes



Leading Age Services Australia (LASA) has appointed **SEAN ROONEY** as its inaugural Chief Executive Officer of the unified national organisation.

Mr Rooney, a former CEO of the Australian Medicare Local Alliance, has previously held executive roles at the CSIRO and in public, private, and not-for-profit organisations. He takes over from Patrick Reid, who has been CEO of LASA's national office for the past three years.



National Seniors Chief Executive Officer, **MICHAEL O'NEIL**, has stepped down after 10 years at the helm. "Mr O'Neill has been an outstanding lobbyist for older Australians with both government and big business," said National Seniors Chairman, David Carvosso.

"He started with National Seniors in 2006, promising to stay for five years. We are fortunate that he has stayed in the job for nearly a decade." 

Changes at CWA of NSW



The Country Women's Association (CWA) of NSW has appointed **DANICA LEYS** as its new CEO following the retirement of Executive Officer Donna Wilkins. Previously Policy Director at Australia's largest farm lobby group, Ms Leys has experience across both rural and not-for-profit sectors.

"With Danica's diverse experience, broad professional network within both industry and government sectors as well as history dealing with the next generation of rural Australians, we are confident she will help us achieve the organisation's strategic objectives," said CWA President, Tanya Cameron. 

IPAA NSW's new CEO



MADELEINE CULBERT has been appointed as Institute of Public Administration Australia (IPAA) NSW Chief Executive Officer, commencing in July 2016 for a period of two years.

Ms Culbert brings a strong understanding of IPAA having been a member for 18 years. She has a deep understanding of the NSW public sector and a commitment to delivering public good. As part of her role, Ms Culbert will continue to implement IPAA's strong strategic vision and work to grow an even stronger and more sustainable association.

Former CEO John Carnegie will continue as IPAA National Executive Director. 

SAVE THE DATE!

Associations Forum National Conference 2017
International Convention Centre, Sydney
17-18 July 2017

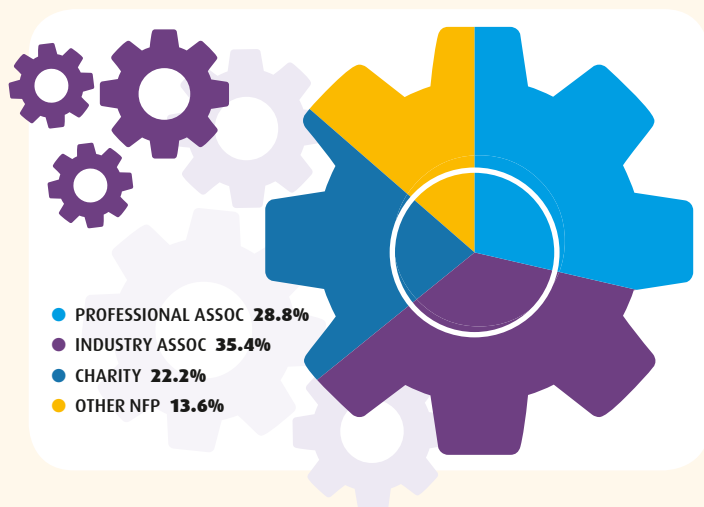
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Associations Forum Board Survey 2016

KATHY NGUYEN, Manager Client Services of Associations Forum, analyses the results of the 2016 Associations Forum Board Survey in which approximately 200 organisations took part.

Type of organisation



Method of incorporation

Company limited by guarantee: 49.1%
 Incorporated association: 46.7%
 Other: 4.2%

Organisation structure

National (single entity): 50.9%
 Federated organisation: 20.3%
 State/Territory organisation: 28.8%

Number of Directors/Ideal number of Directors

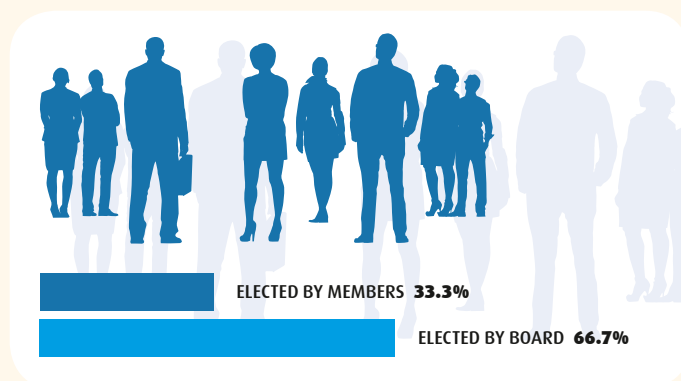
The average number of Directors on the Board has increased slightly to 9.34 compared with last year's average of 9.17 but still close to the average ideal Board size of 8.28.

In addition to those elected, Boards appoint an average of 1.6 Directors from outside the membership.

Similarly to the 2014 and 2015 figures, the associations surveyed had a Board made up of 66% male and 34% female directors.

Method of election of President/Chair

The results below are consistent with 2015 and support Associations Forum's recommendation that those with the requisite knowledge of a candidate's suitability for the role should be the ones to elect the President/Chair.



18% of organisations have an independent Chair.

Terms of office for a President or Director

Average term of office:

President: 2.2 years

Director: 2.8 years

Associations Forum recommends having term limits on the position of President/Chair locked into the constitution to allow ordered transition from one leader to the next.

Number of Board meetings per year

Face-to-Face

State associations: 8.25

Federations: 5.57

National structures: 3.77

Teleconferences

State associations: 0.23

Federations: 1.6

National structures: 2.27

Number of Directors/Ideal number of Directors

	2009	2010	2011	2012	2013	2014	2015	2016
Average Board size	11.6	9.6	10	10.2	10.1	9.5	9.2	9.3
Ideal Board size	8.4	8	8.6	8.5	8.4	8.1	8.3	8.3

Fees for Presidents/Chairs and Directors

REIMBURSEMENT
OF BOARD MEMBERS
FOR EXPENSES
74% YES
26% NO

PAYMENT OF A FEE
OTHER THAN EXPENSES
REIMBURSEMENT
14%

12.5%
PAY PRESIDENT
A FEE

12.5%
PAY DIRECTOR
A FEE

\$\$\$\$\$\$\$\$ MEDIAN PRESIDENT FEE **\$15,000** AVERAGE **\$42,414**

\$\$\$ MEDIAN DIRECTOR FEE **\$5,000** AVERAGE **\$7,025**

The average fee paid to a President reflects that some well-paid professions/industries pay their President an amount to compensate for loss of earnings. Those better paid Presidents are likely to act in that role in a near full-time capacity due to advocacy commitments.

Directors' governance training and budget

Funding for directors' professional development: **55%**

Board governance training once per year: **29%**

Board governance training once in two years: **13%**

Board governance training once in three years: **11%**

No governance training conducted: **21%**

Governance training as needed/with new Directors: **26%**

Board performance

45% undertake Board evaluation or performance review

Constitutional review

Constantly: **41%**

Every two years: **16%**

Every three years: **17%**

Every four years: **15%**

Not reviewed in past five years: **11%**

Head of staff

Organisations with paid head of staff: **95%**

PAID HEAD OF STAFF
A VOTING MEMBER
OF THE BOARD

NO
89%

YES
11%

Treasurer/Finance, Audit and Risk Committee



For those who have a Finance, Audit and Risk Committee, there is an average of **3.8 members on the committee.**

ACORN's path to a new constitution and membership growth



Australian College of Perioperative Nurses (ACORN) is the largest specialty nursing college in Australia. Executive Officer, Wendy Rowland, tells of a successful ride over the past 8 months towards new governance and increased membership growth.

Constitutional change

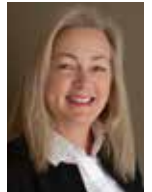
Having begun the process through Associations Forum in September 2015, the Board of Directors of Australian College of Perioperative Nurses (ACORN) and its Executive Officer, Wendy Rowland, are delighted to now have a change of name and a new constitution.

“Commencing with a detailed review of ACORN’s existing but outdated constitution, Associations Forum’s Denys Correll and Kathy Nguyen facilitated a full-day workshop with the ACORN Board and local association Presidents to identify and document areas for improvement and proposed changes,” explains Ms Rowland. “They then developed an overview document providing an outline of the reasons for change, key dates, composition of the new constitution, current rules, proposed changes, explanatory comments and proposed transitional arrangements.” This document was emailed to the 4200 ACORN members whose feedback was collated by Associations Forum into a table and individually responded to by the Board. Associations Forum contacted some of the members by telephone and, in some instances, met with state and territory association committees to discuss concerns. “Associations Forum then drafted a new constitution which we emailed to all members. There were only minor changes because of all the earlier consultation. The final document was sent out with a notice of Annual General Meeting and, at that AGM, both special resolutions were carried,” says Ms Rowland.

The resolutions covered a change of name from Australian College of Operating Room Nurses Limited to Australian College of Perioperative Nurses Limited and an adoption of the new constitution.

On yet another progressive note for ACORN, a partnership established last year has been a driving force behind membership growth.

“The ACORN Board is very grateful to Kathy Nguyen, Denys Correll and Associations Forum General Manager, John Peacock, for their expertise, guidance and support during this process. With their help, this seemingly impossible task was found to be surprisingly simple,” says Ms Rowland.



Growth Strategy

“We’re always keen to work with the university sector to ensure undergraduate and post-graduate education is underpinned by our best practice standards. We entered into a partnership with the University of Tasmania whereby they provide full scholarships for a selection of Postgraduate Nursing specialisation courses for ACORN members and, in return, ACORN provides expertise in reviewing course content,” explains Ms Rowland.

Many of the students who subsequently enrolled in the specialisation courses, such as perioperative nursing or anaesthetics and recovery-room nursing, were not members prior to applying for scholarships. There are strategies in place to ensure their experience with ACORN will be exceptional and that they will continue to engage and remain a member after course completion.

“In the 2015-2016 financial year, ACORN increased membership from 3850 to 4250, a 10.4 per cent increase in twelve months. Whilst ACORN has been driving membership through other strategies including engagement of our young nurses, this partnership has certainly been a significant driving force,” says Ms Rowland. “ACORN’s vision is for Australian patients to receive the safest, highest quality perioperative care in the world. ACORN is actively seeking additional partnerships with other Universities across Australia as a priority strategy to achieve this.”

Associations Forum Governance Training

In less than two hours, Associations Forum can introduce a Board to the basics of good governance. Training aims to make directors safe in their role as custodians of their association. Invariably, in every session directors find ways in which they can improve their governance practices.

Recent training for Associations Forum Silver or Gold members includes:

- ◇ Gastroenterological Society of Australia
- ◇ Wounds Australia
- ◇ Wine Industry Suppliers Australia
- ◇ Municipal Works Operations Association
- ◇ Royal Australian Chemical Institute
- ◇ Australian Window Association.

“Denys, thank you once again for providing us with a most informative session. We are most grateful to you for taking the time and come and speak with us in providing guidance on our journey.” Kylie Sandy-Hodgetts, Deputy Chair, Wounds Australia

Associations Forum has expanded its membership offerings, with extra benefits available for Silver or Gold Membership.



16 Reasons to Join

BRONZE MEMBERSHIP \$660

All member benefits from 1 to 6 are included.

SILVER MEMBERSHIP \$1,320

All member benefits from 1 to 6 are included PLUS your choice of 1 extra member benefit from 7 to 16.

GOLD MEMBERSHIP \$1,980

All benefits from 1 to 6 are included PLUS your choice of 2 extra member benefits from 7 to 16.

1 ASSOCIATIONS MAGAZINE, E-NEWS AND ONLINE JOBS BOARD

Our close connection with associations and charities means that our print magazine, *Associations*, contains relevant and leading edge news and information. Volunteers, Directors, CEOs and staff gain valuable governance and structural news, plus managers learn from newsworthy operational items. *Associations* is supplemented by timely e-newsletters and a popular online jobs board.

2 FREE MEMBER MEETINGS AND EVENT DISCOUNTS

All staff and Directors of Associations Forum members receive substantial discounts on our leading edge conferences, seminars, workshops and keynote luncheons. In addition, face-to-face sharing of information and knowledge occurs at the many Member Meetings, CEO Luncheons and Special Interest Group meetings run by Associations Forum. We also provide webinars to broaden the reach of our training.

3 ASSOCIATION BENCHMARKING SURVEYS

Associations Forum undertakes comprehensive and practical surveys every year. The results are used by the associations and charities sector as standard reference points. Surveys include Board and Governance Survey, Membership Retention and Member Services Survey, plus Publications and Communication Survey. The Associations Salary Survey is available free to members that participate.

4 POLICY AND ADVOCACY

Associations Forum takes an active role in policy matters and advocacy. We have presented submissions to the Australian Senate, Productivity Commission and Royal Commission on sector matters, and joined alliances where the impact of government proposals would have an overall adverse effect on our members and the not-for-profit sector.

5 MEMBER ADVICE HELPLINE AND RESOURCES

Running an association or charity can be a complex task. The special circumstances of membership-based and cause-driven organisations mean that having a reliable and knowledgeable source of advice is a must. Associations Forum has many years of practical experience to share that has resulted in relevant resources and documents to assist not-for-profit managers and directors.

6 LOCAL NETWORKS AND INTERNATIONAL CONNECTIONS

The many association, charity, regulator and corporate supplier connections of Associations Forum increase member knowledge of governance and operations. Sharing and networking happens at local functions, our national conferences and through international delegations and the annual USA Study Tour, visiting a key American city plus attending the world's largest associations event.

SILVER CHOOSE  AND GOLD CHOOSE  FROM:

7 CONSTITUTION REVIEW

This review will highlight matters for consideration by associations regarding constitution content, governance structure and board composition.

8 FINANCIAL BENCHMARKING

Participating associations are able to receive financial indicators and key ratios compared to other associations.

9 BOARD ROLES AND RESPONSIBILITIES PRESENTATION

Boards and committees will gain greater understanding of their roles as well as the responsibilities of being a director or committee member.

10 BOARD/CEO RELATIONSHIPS PRESENTATION

Associations able to employ a CEO benefit from learning about important matters in this key relationship.

11 ASSOCIATION STRUCTURES PRESENTATION

Various structures for associations impact on achieving goals, including the pro's and con's of federations of states compared with single entities.

12 FINANCIAL FUNDAMENTALS PRESENTATION

Associations benefit from this presentation explaining finance fundamentals and key concepts such as accounting principles, processes, budgeting and reporting.

13 MEMBERSHIP ESSENTIALS PRESENTATION

Practical tips on recruiting and retaining members and how to effectively demonstrate the value of membership.

14 EVENTS AND SPONSORSHIP PRESENTATION

Events are at the core of most associations, and this presentation covers the key success factors when running events.

15 STATE OF THE SECTOR PRESENTATION

Better outcomes occur when associations understand the sector's context, scale, diversity and importance to society.

16 AD HOC GOVERNANCE ADVICE

90 minutes advice is available to assist associations on particular matters impacting on their governance.

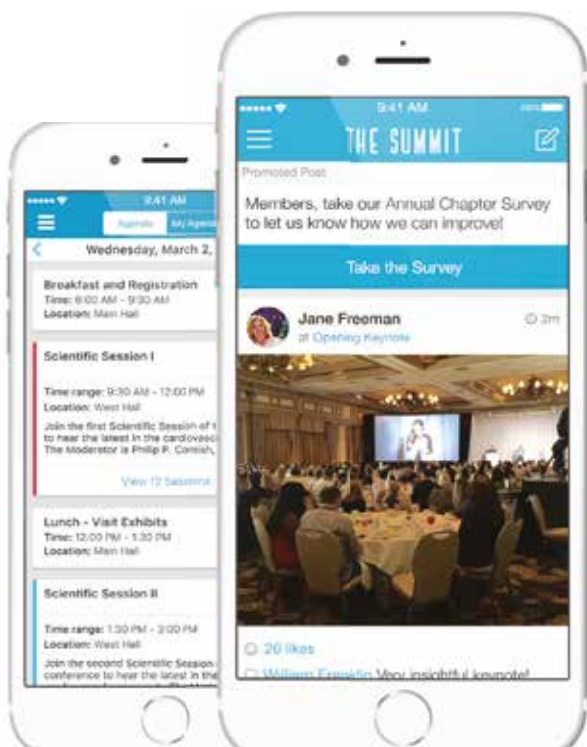
All presentations are 90 minutes duration, usually held at your board or staff meetings. Please note that travel time and expenses may be charged for presentations in certain locations. Member benefit offerings available until 31 December 2016. All prices include GST. Please visit www.associations.net.au for more information. Extra member benefits are available for purchase.

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