

ASSOCIATIONS

INFORMING ASSOCIATIONS AND CHARITIES IN AUSTRALIA, NEW ZEALAND AND ASIA

Professionalising the Philippines

*Octavio 'Bobby' Peralta's
efforts to champion associations*

FEATURE ARTICLES

The Greyhound Debate

How the NRMA is Unique

Examining the Order of Australia

Associations in Asia

Towards Good Constitutions



- ◆ AF's Keynote Lunch with Bob Carr
- ◆ Legal changes in NSW, SA and federally
- ◆ Member Retention & Services Survey and inaugural AF Events Survey
- ◆ Strategic alliance for CA ANZ and ACCA



TESTIMONIALS 2016

“Associations Forum gave us the advice that we needed, they helped us change our processes and the way we did things, and created a charter and governance model that sets us up for the future. Without their help, we would not be in the position we are today.”

Arno Brok, Chief Executive Officer,
Australian Information Security Organisation

“I would like to indicate our sincere appreciation and to acknowledge Associations Forum for the integral role in which you all played in the success of this project. The ACORN Board is very grateful to each of you for your guidance, expertise and support during this process. With your assistance, this seemingly impossible task was surprisingly simple.”

Wendy Rowland, Executive Officer,
Australian College of Perioperative Nurses

“We have appreciated the strategic and detailed guidance of Associations Forum throughout this process. Quite frankly, we could not have done it without Keith Robert’s help.”

Trevor Rawnsley, Chief Executive Officer,
Australian Resident Accommodation Managers Association

“Associations Forum was very good to work with – they were knowledgeable and professional in their approach, and very timely with their responses. With their support throughout the process, we were able to confidently put the changes to our members at our AGM, who unanimously passed all the amendments that were proposed. We would certainly work with Associations Forum again and would not hesitate in recommending their services.”

Wendy Rush, General Manager,
Australian Association for the Teaching of English

“I highly recommend other organisations to connect with Associations Forum who are able to provide expert training and direction to be effective and transparent in all aspects of operating a company. Our Silver Membership has already rewarded us with insight and confidence in functioning as a sustainable business to the benefit of our membership.”

Margo Asimus, Past President,
Wounds Australia

“Associations Forum came up with solutions that provided excellent, modern and flexible governance while maintaining the values and character of ACPSEM that are at the heart of our membership. They took the time to address the concerns of our members.”

Geoff Barbaro, General Manager,
Australasian College of Physical Scientists & Engineers in Medicine

“The value of being able to discuss unification options with other Associations Forum members, together with the support and understanding of Associations Forum throughout the fairly long and drawn-out process, was important when developing the model that eventually brought success to ADPA’s unification efforts.”

Cindy Tilbrook, Chief Executive Officer,
Australian Dental Prosthetists Association Ltd

“The Professional Teachers’ Council NSW has enjoyed a long relationship with Associations Forum and over that time has received very timely professional advice to inform our governance and financial systems and processes. Special events hosted by Associations Forum including networking lunches and excellent conferences, have also helped support our association.”

David Browne, Executive Officer,
Professional Teachers’ Council NSW

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SAVE THE DATE!
CEO & Chairs Symposium
2 - 3 February 2017
Associations Forum
National Conference
17 - 18 July 2017



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Associations Forum Pty Ltd
PO Box 810, Artarmon NSW 1570 Australia
P: +61 2 9904 8200 F: +61 2 9411 8585
www.associations.net.au

http://twitter.com/assocforumau

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Editor: Philippa Shelley Jones
philippa@associations.net.au

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ASSOCIATIONS FORUM

General Manager John Peacock

Manager - Client Services Kathy Nguyen

Manager - Client Services Denys Correll

Member Services Manager Carol James

Corporate Relationship Manager

Emily Ramsay

Communications & Marketing Manager

Philippa Shelley Jones

Projects Manager Christian Capper

Events Manager Veronica Zaghoul

Member Engagement Manager Claire Bell

Finance & Admin Officer Lynn Liang

Member Services Officer Rachelle Doko

Membership Officer Lucia Mai

Administration Assistant Lucy Lu



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

Engage with members to advance associations



Members of an association can be passive or active; the former do nothing other than joining and renewing, whereas the latter are the volunteers who do things to help the association.

How does an association change neutral members into active volunteers? The answer is member engagement.

What is engagement? It is the method, frequency, and style that the association uses to contact the members via email, phone or in person. Two-way engagement is preferable. When the association rings them, members are honoured. When an association visits, members are thrilled!

It may not be realistic to visit each member. If making a phone call is not feasible, then a personalised email is needed. It should not be an email where the association is seen trying to sell extra services or a conference registration. It should be along the lines of "Thank you for joining – is there anything in particular that we can do to help you?" The most important window for contact is within the first year of membership. New members must be made to feel part of the community that is an association. If your systems and resources allow it to be done easily, sending a welcome pack and a letter in the post is a nice idea. Remember, people choose to join, have made the effort and paid the money – so be appreciative!

Another important requirement for membership engagement is to ensure that all association staff engage regularly with members - and not just by sending out emails promoting events and services. Having the right staff who have the time to do this is also vital. Remember that renewing a member is much easier and cheaper than signing up a new one, so don't let go of the ones that you have! A less obvious requirement for good member engagement is a membership database that has a "customer relationship management" (CRM) system built in. Associations need to know which members they have had contact with, when, why and through what means. This data allows associations to do analysis and to track and correct instances where the association has not engaged enough with members. Member engagement is not a passing trend or a new fad. It is at the core of successful associations, and always will be. The extra factor that highlights successful member engagement in associations is the recognition of its importance and a determination to make it a core part of the culture. ☺

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

Reporting changes for SA charities

Reporting requirements for South Australian charities will be streamlined under changes to legislation that will commence in early 2017.



Government of South Australia
Attorney-General's Department

Charities that are registered with both South Australia's Consumer and Business Services (CBS) and the Australian Charities and Not-for-profits Commission (ACNC) will only need to submit information to the ACNC. However, charities will still be required to lodge their financial statements for the statement period stipulated on their most recent licence with CBS following notification to CBS of their intention to act as a collector in South Australia.

Prescribed incorporated associations registered with the ACNC will still be regulated under the Associations Incorporation Act but will not be required to lodge periodic returns under this Act with CBS if certain information has been provided to the ACNC.

More information can be found at

http://www.cbs.sa.gov.au/assets/LAR/charities/Charities_Bulletin-August_2016.pdf

Proposed changes to NSW Lotteries and Art Unions Act 1901

Important changes are being considered by the NSW Government to the Lotteries and Art Unions Act 1901 which may impact on associations' fund raising activities.

Whilst the suggested Cutting of Red Tape for Community Fundraisers has been welcomed, there are some consequences in the suggested model which will impact on net profits for associations conducting raffles. Raffles are being deemed as "games of chance" and as such the proposed model is determining the value of prizes as at least 20% of estimated gross proceeds.

A Discussion paper was circulated and submissions received by the NSW Government.

However, it has been decided not to proceed with the proposed changes at this time.

For more information, visit <https://www.liquorandgaming.justice.nsw.gov.au>



Definition of 'charity'

The Australian Charities & Not-for-profits Commission (ACNC) has prepared a paper surveying the existing definitions of charity across Australia and discussing the implications of moving to a new model whereby there would be a single definition of charity.

The terms 'charity', 'charitable purpose' and 'charitable status' currently occur in 172 pieces of Commonwealth, State and Territory legislation, in addition to the common law definitions.

The ACNC's paper also assesses the impact of the proposed model on the charities themselves, the Australian community, and the relevant local, state, territory and federal government agencies engaged in charity regulation.

"The ACNC has prepared this paper to promote the reduction of unnecessary regulatory obligations – which is an Object of the ACNC Act," said ACNC Assistant Commissioner, David Locke. "We will continue to work with our colleagues in the Commonwealth Government, and state and territory regulators, to find red tape reduction opportunities."

The ACNC's paper can be downloaded at www.acnc.gov.au



Changes to the NSW associations laws

The Associations Incorporation Regulation 2016



(the Regulation), made under the Associations Incorporation Act 2009 (the Act), has been approved and commenced operation on 1 September 2016.

A few refinements have been made to the Regulation following public consultation over a 3 year period. Together, changes to the Act and the new Regulation will assist associations comply with the legislative requirements and improve governance.

The changes, which will affect both existing associations and the registration process for new associations in NSW, include:

- ♦ increasing flexibility through the use of technology-neutral language;
- ♦ clarifying that a returning officer can be a member or non-member of the association;
- ♦ amendments to the model constitution: these changes will automatically apply to all associations that have adopted the model constitution;
- ♦ a new provision for keeping financial records and minutes of meetings electronically and providing that financial records be kept for at least 5 years;
- ♦ the official address of an association will now be an address in NSW where the public officer can generally be found;
- ♦ allowing for electronic ballots if this is permitted under an association's constitution;
- ♦ clarifying the duties and liabilities of committee members; and
- ♦ removing the need to reserve a name before lodging an application to register an association or change an association's name.

Comprehensive details about the changes can be found at

<http://www.fairtrading.nsw.gov.au>

Future Economy Forum established

Late in 2015, a new group was established to promote growth in the five key job-creating industries over the next few decades. The Future Economy Forum's founding members are the Tourism & Transport Forum Australia, the National Farmers Federation, the International Education Association of Australia, the Financial Services Council and the Australian Services Roundtable. The Forum represent sectors that directly employ about 1.7 million Australians and has been established to work with government to ensure these key sectors are able to grow and provide strong employment opportunities in the future, especially in the rising industries of tourism, agribusiness, financial services, international education and IT.

"As we transition from a mining economy to a services economy, our message to the Prime Minister and other political leaders is that we have the skills, expertise and flexibility to build stronger, more innovative industries and create thousands of new jobs in our transforming economy," said Margy Osmond, CEO of the Tourism & Transport Forum Australia. ☺



Margy Osmond, CEO,
Tourism & Transport
Forum Australia

Australian grape growers vote for change

In September 2016, the members of Wine Grape Growers Australia (WGGA) voted unanimously in favour of accepting a new Constitution, which will mean that WGGA will now trade as "Australian Vignerons".



The new name, encompassing both growing and making wine, is intended to reflect a holistic approach to the changing wine community. Other changes will include the election of an independent, skills-based Board, and a change to the membership structure. The current Executive Committee of WGGA will become the interim Board of Australian Vignerons.

Sources of income for WGGA have been depleting due to reduced support from member contributions; a reflection of the current challenging trading conditions in the wine industry. WGGA was faced with a choice to either change, or perish.

"This is not the end of a period of hard work - it is the start of it," said WGGA Executive Director, Andrew Weeks. "We have support in-principle, but now we need to ensure financial support from those who intend to be members of this re-focused national grower body". ☺

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New national swim body formed

A new swim school industry peak body has been formed, the Australian Swim Schools Association (ASSA), with Ross Gage as its CEO.

Mr Gage's company, Aussie Aquatics, had handled the management of the Swim Australia brand, owned by the Australian Swim Coaches & Teachers Association, from 1998 until December last year.

Mr Gage says that it had become apparent that the swim school sector of the industry had evolved to the point where it needed its own, solely swim-school-focused peak industry body.


ASSA states its mission is to drive and evolve the swim school industry towards a uniform standard of world's best practice. 



Australian Newsagents Federation rebrand

The Australian Newsagents' Federation has undergone a rebrand of its company identity, trading under the name Australian Lottery and Newsagents' Association (ALNA) from 1 August 2016.

The inclusion of the word 'Lottery' within the trading name is in recognition that Lotteries have been entrenched within a majority of ALNA's members' retail businesses for many years.

For ALNA's Board, members and staff there has been no material change. ALNA is the only lottery and newsagent association with Australian Consumer and Competition Commission authorisation to represent its members nationally. 




Visit <https://youtu.be/bTJYsTon0jE>

to see former Chief Executive Officer of Australian Lottery and Newsagents' Association, Alf Maccioni, in discussion with Associations Forum's John Peacock on ALNA's expansion of services, restructure to a national body and rebranding.

Restructure of RWCTG

Based in Sydney's east, Randwick Waverley Community Transport Group (RWCTG) has converted from an incorporated association to a company limited by guarantee.

In announcing the successful completion of the change, Ben Whitehorn, RWCTG Manager, said "The change opens up growth opportunities and, as a charity, simplifies RWCTG's regulatory processes. We are thankful to Keith Roberts from Associations Forum for invaluable guidance in navigating the sometimes tricky administrative processes with our Members, NSW OFT, ASIC, ATO and ACNC." 



ACCA and CA ANZ landmark alliance

In June 2016, ACCA, the Association of Chartered Certified Accountants, and CA ANZ, the Chartered Accountants Australia and New Zealand, announced a strategic alliance which will add value to members locally and globally.

The alliance brings together the resources of the largest global professional accountancy body with one of the world's pre-eminent chartered accountancy bodies, enabling both organisations to strengthen their reach, relevance and resources for members. By sharing expertise across geographies and sectors, the alliance will ultimately create a stronger voice on behalf of its 788,000 current and next generation professional accountants, comprising 308,000 members and 480,000 students across 181 countries.

"As the largest global professional accountancy body we represent the interests of members from around the world, and how we can deliver value to and for them. CA ANZ is a natural partner for ACCA, sharing our commitment to upholding the highest ethical, professional and technical standards. We believe this alliance will increase the value we can provide members and strengthens our position to achieve our shared goals, navigating both the challenges and opportunities that we receive as a profession, and that our members encounter on a day-to-day basis," said Alexandra Chin, ACCA's President.

"We are delighted to be progressing this alliance that allows continued growth and success of two highly regarded brands across the world. The alliance will advance the cause of our members, the businesses they serve and the profession at large," said Darren Scammell, CA ANZ President.

The Alliance will:

- ♦ Increase the profile of both brands worldwide through their combined and unrivalled network of global offices, and enhanced support to members and other stakeholders
- ♦ Work on initiatives for the overall development and benefit of the profession and business world including joint research and events
- ♦ Provide access to resources, tools and educational products
- ♦ Provide an opportunity for dual membership of both bodies. ACCA members resident in Australia and New Zealand will be invited to apply for CA membership and CA ANZ members will be invited to apply for ACCA membership, subject to meeting the eligibility criteria of the other body
- ♦ Promote a strong proposition for accounting technicians globally to further widen access to the profession 

Think Ahead 



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SALARY SURVEY 2017

THANK YOU to those who participated in Associations Forum's Salary Survey 2017. The results are now being analysed by our partners in the survey, Wentworth Advantage, and the results will be presented at our CEO & Chair Symposium in Queensland on 2-3 February 2017. We will also be including a summary of the results in the April 2017 edition of "Associations".

Chairman for Mission Australia

Mission Australia has announced Ken Dean as its new Chairman, commencing in November 2016. He replaces Ewen Crouch who has served as Chairman of Mission Australia since 2009 and as a Director for 21 years.

Mr Dean is the former Chief Executive Officer of Shell Financial Services and worked with Shell both in Australia and internationally for more than 30 years. "I look forward to engaging with staff, volunteers and clients throughout our services, and with supporters, governments and regulators as we work together to develop Mission Australia in ways that make a real, lasting and positive impact on individuals and communities," said Mr Dean.



Board changes for EEAA

The Exhibition and Event Association of Australasia (EEAA) has welcomed a new Board. Spiro Anemogiannis, Managing Director of Informa Australia, has succeeded long-serving Board Member Domenic Genua as EEAA's new President, while Brian Thomas, Managing Director of Reed Exhibitions Australia, has stepped up to the role of Vice-President. "With our new President coming from such an outstanding event and business background, we look forward to his global perspective and commercial focus to help steer the Association's work and build on positioning the power of exhibitions even more strongly in the marketing world," said EEAA Chief Executive, Joyce DiMascio.



AAA: representing 8,000,000 members

The Australian Automobile Association (AAA) is the peak organisation for Australia's motoring clubs. It advocates in the Federal Parliament on behalf of the RACT, RACV, NRMA, RACQ, AANT, RAC (WA) and RAA (SA) and their 8,000,000 members. Established in 1924, the AAA advances the interests of all road users across Australia to ensure land transport networks are safe and sustainable, and that the cost of and access to transport is fair. The AAA's Board is drawn from the Presidents and CEOs of the motoring club members.



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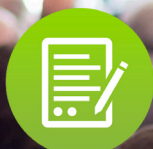
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BCEC #1 in the world

Brisbane Convention & Exhibition Centre (BCEC) was named as the World's Best Convention Centre at the July 2016 Annual



General Assembly of the International Association of Congress Centres (AIPC) in Nantes, France.

The AEG Ogden managed venue has previously been ranked among the world's top three convention centres by AIPC on three separate occasions. The prestigious award has previously been won by centres in leading global cities such as London and Vancouver.

"It is a great honour for the dedicated and passionate AEG Ogden team that has operated the venue for the past 21 years. These awards are an international benchmark for industry excellence," said BCEC General Manager, Bob O'Keefe. 

New Vibe for TFE Hotels

TFE Hotels, which operates 70 hotels around Australia, New Zealand and Europe under six brands, is set to unveil the new look Vibe Hotel Rushcutters Bay, Sydney before Christmas. With its newly refurbished rooms and refreshed



rooftop pool area, the reinvigorated hotel will also offer an exciting new drink and dine concept, Storehouse on The Park, offering all-day bar deli dining, with delicious rotisserie chickens, creative cocktails and local craft beers, and fresh organic produce.

TFE Hotels has announced plans to operate 16 new hotels in Australia and overseas within the next five years, including new Adina Apartment Hotels in Germany and in Fremantle, Western Australia, Brisbane's Queens Wharf, Sydney's Australia Square, as well as new Vibe Hotels in North Sydney and Hobart, and a new Travelodge Hotel at Sydney Airport. 

Welcome to YCG

YCG, a professional services firm renowned for providing quality accounting, auditing and advisory solutions to the not-for-profit sector, has joined Associations Forum as a corporate supporter.



Recently, YCG was announced as a finalist in the prestigious Accountants Daily Australian Accounting Awards in a number of categories including Boutique Firm of the Year, Firm of the Year, Fast-Growing Firm of the Year and Community Engagement Program of the Year.

YCG also supports the not-for-profit sector via its own Foundation and in September raised over AUD\$25,000 in a walkathon fundraising initiative for the Children's Medical Research Institute.

For more information, visit www.ycg.com.au or email Simon Joyce simon@ycg.com.au 

New Australian Events Centre


Scheduled to open on 17 November 2016, the AUD\$70 million Australian

PETER ROWLAND

Events Centre at the newly developed Essendon Fields complex will become Melbourne's latest destination for product launches, corporate functions, showcases and exhibitions.

Experienced hospitality and event specialists, Peter Rowland Catering, are managing the Australian Events Centre, bringing their expertise for innovative management to clients seeking large-scale event venues and endless incentive ideas.

Meeting planners booking and holding an event by 30 June 2017 will go into the draw to win one of four creative prizes. For full details and competition conditions, please visit <http://www.peterrowland.com.au/australian-events-centre-offer>

For sales enquiries, please contact Peter Rowland Catering on 61 3 9027 9000. 

Business Events Victoria

In July 2016, Business Events Victoria launched the 10th edition of the annual Regional Victoria Planner's Guide which is the 'go to' publication for all things business events in regional Victoria.



Featuring one of regional Victoria's newest venues on the cover, the Ulumbarra Theatre in Bendigo, the guide captures the true diversity of regional Victoria's beautiful destinations and venues.

"Whether you are looking for a venue to cater for your small boardroom retreat or a destination that can host 1000 delegates, the guide is often the first reference resource for event organisers," said Chris Porter, Executive Officer of Business Events Victoria.

Email info@businesseventsvictoria.com for a free copy. 


Sharp increase in Gold Coast conference wins

Gold Coast Business Events has had its most successful year on record with a 46 per cent increase in the value of conferences and corporate meetings won for the city.



The Gold Coast Business Events team secured almost AUD\$71 million in conferences for the twelve months to 30 June 2016. In the previous financial year, bid wins of AUD\$48 million were recorded by the division of Gold Coast Tourism.

"What has become increasingly visible is the emerging sophistication of our cultural scene, fine food and wine and limitless diversity of offsite venue options," said Gold Coast Business Events Director, Anna Case.

Contact: Amanda Turner – Communications Executive on 07 5584 6255, 0467 157 002 or amanda.turner@gctourism.com 

Big Data is the Ultimate Opportunity



Your association's data isn't just for data miners. The data you have stored in your CRM 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. Here's how:

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

What You Can Do With Member Data

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 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.

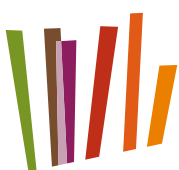
Armed with this knowledge, how will your association seize the opportunity to better manage periods of slow growth or take advantage of periods of high volume and predictable demand?

Our latest eBook shows how to leverage the data you already have to predict membership growth and delight your members every day.

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Try something new; try New Zealand

New Zealand isn't a 'new' destination to most Australians, but a raft of new events infrastructure ensures it is worth a fresh look for association organisers. New access routes, new convention centres, and the ability to reach new members and make new connections make New Zealand an increasingly attractive option for business events.

2019 is set to be a big year for New Zealand, with three brand-new convention centres opening. The New Zealand International Convention Centre will offer the conference capacity the country has been missing, with the ability to host 4,000 people for one-off events and seat 2,850 in its plenary theatre. Located in the heart of Auckland city, event organisers will be able to tap into New Zealand's largest knowledge ecosystem, incorporating academic institutions, business headquarters and a burgeoning innovation precinct.

Also expected to open mid-2019, the Wellington Convention Centre and Movie Museum will host a purpose-built convention centre hosting up to 2,250 theatre-style alongside an international movie museum, playing to the strengths of the capital city's 'Wellywood' creative, digital and cinematic industries.

Meanwhile, revitalisation plans in Christchurch include a brand-new, riverside Convention Centre precinct, featuring new, 1,400-delegate facilities. The traditional 'Garden City' has been carving out a reputation for urban development, earth sciences and innovative construction technology post-earthquake, and the venue will be at the forefront of the city's cutting-edge design when it opens in 2019.

New access routes are also increasing the appeal of New Zealand. Direct flights depart from Sydney, Melbourne, Brisbane, the Gold Coast, Perth, Adelaide and Cairns, with a new route linking capitals and association hubs Canberra and Wellington from September 2016. Flights from Australia's eastern seaboard to Auckland International Airport take only three hours, meaning a trip across the Tasman can often be a quicker and more cost-effective option than flying across Australia to meet. Additional routes to the USA, South America, China, Singapore and Vietnam are further widening New Zealand's appeal to regional and international associations.

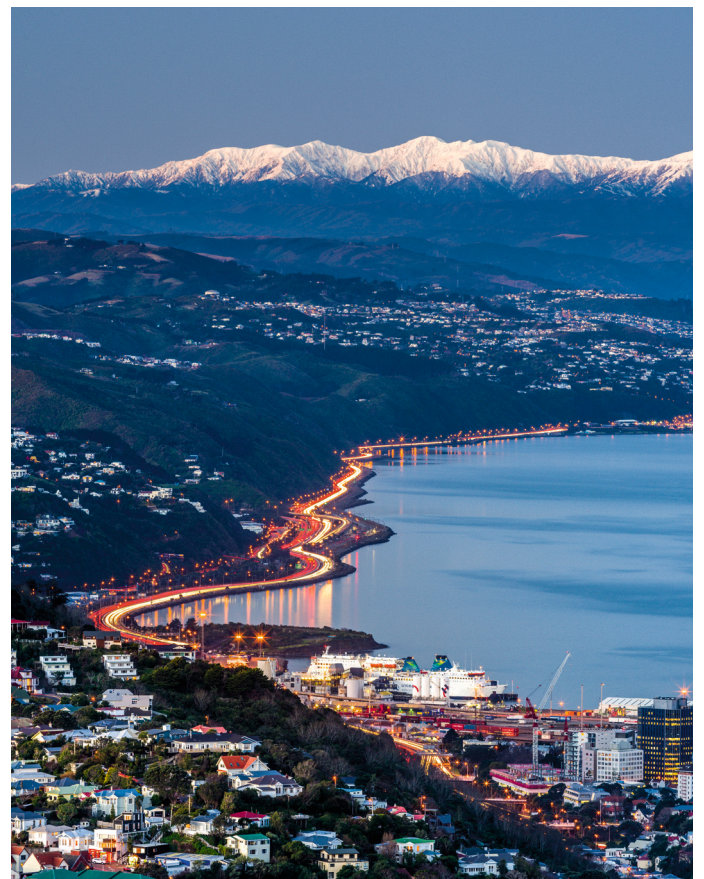


100% PURE NEW ZEALAND

New Zealand's stunning natural beauty, inspiring activities and unique Maori culture deliver for delegates who want something different, providing variety to revitalise event programmes and increase attendance. But taking your event offshore also provides opportunities to build new relationships for collaboration, joint research, innovation or investment. Organisations looking for new ideas, new speakers and new networks may find them across the Tasman.

Tourism New Zealand's Business Events team provides support and advice to make that happen. Tourism New Zealand offers strategic funding and marketing support for events that bring more than 200 inbound participants to New Zealand. This ranges from funding and coordinating bespoke site visits, to preparing a financial feasibility study, assistance with bid documents, and strategic marketing materials to boost delegate attendance. Additionally, its free Business Events Toolkit will provide the resources to help you deliver your best-ever event. It's time to try something new. Take your next event beyond convention; take it to New Zealand.

Visit www.businessevents.newzealand.com to find out more. 





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Towards better association constitutions



By John Peacock and Kathy Nguyen, Associations Forum

Constitutions are crucial documents. Significantly, they define who the members of the association are and the process by which the association elects its leadership.

Associations Forum reviews dozens of constitutions each year. From this experience, we know the importance of good governance documents. From time to time, we're surprised at how bad a constitution can be. Whilst such circumstances are rare, these exceptions prove the rule that a good constitution is paramount in successful outcomes for an association.

Legislation

The law of the nation or state in which the association is incorporated overrides what is said in the constitution.

Constitutions need to be crafted to fit into the legal requirements and stipulations of the Act under which they are established.

Members

Associations have members who are their key stakeholders. We do not believe that members are the 'owners' of the association, because ownership implies that something can be sold and bought. This is not the case with membership.

Constitutions need to define what voting rights members have. This is important because, if constitutional change is required, it should be clear who has the right to vote on such changes. If members have the right to elect directors, this should also be clearly expressed in the constitution.

General Meetings of Members

General Meetings of members are an inherent part of the governance process of associations. This is the opportunity members have to vote to change the constitution and also the Board of Directors. It is also the pinnacle of the compliance cycle where the Board of Directors, being accountable to members, must report to the members on specific matters. General Meetings are an uncontroversial part of the constitution, but they are important. Constitutions must clearly state the processes regarding a General Meeting, many of which will be guided by the relevant law.

Boards of Directors

A fundamental governance principle is that members elect the Board of Directors which is responsible for the governance of the association. When funds permit, the Board of Directors appoints a CEO to manage the association following the directions set out in the strategic plan. Therefore, constitutions need to explain clearly how many people will be elected to the Board of Directors and the process by which this happens.

Mistakes in the worst constitutions

Some of the worst constitutions read by Associations Forum are those that confuse the distinct roles of members, the Board of Directors and management. The major flaw in these documents is often that a Board meeting is seen as being the same as a General Meeting of members. The role of these meetings, the responsibilities of attendees and the processes are all different.

Other matters

Regarding CEO and management, our suggestion is that they are not mentioned in the constitution. CEOs are not part of the official governance structure of an association, hence their appointment and duties should not be included in a constitution which is about governance.

One further point is that using model rules or sample constitutions is often not appropriate for an association. Associations have different membership arrangements and different preferences about how their Board of Directors will be appointed or elected, therefore model rules may result in a less than ideal governing document.


Changing your constitution

Associations Forum is regularly engaged in the project management and drafting of a new constitution of an association. As you will understand from this article, constitutions are vital, and sensible changes are often required. Therefore, the change process needs to be done correctly and seriously, or else there is an elevated risk of the changes not being accepted by the membership.

Our suggestions include:

- ♦ getting the best balance between undue haste and unnecessarily long timeframes that sap momentum
- ♦ having the right members involved in the process at the right time
- ♦ using different styles of documentation at different stages
- ♦ respectful and open consultation throughout the change process.

Conclusion

Associations Forum's mission is "bringing associations together to boost performance". We believe that performance and delivering member benefits will come when the right structures and rules of governance are in place. Unless your association has an excellent constitution, which means that the rules of governance are in the background as annual or reserve powers, your association will not be able to fulfill its core mission. We welcome the opportunity to review your association's constitution and to work with your association to develop an improved document that will be approved by the members voting at a General Meeting. Please contact Kathy Nguyen on 02 9904 8200 or kathy@associations.net.au 

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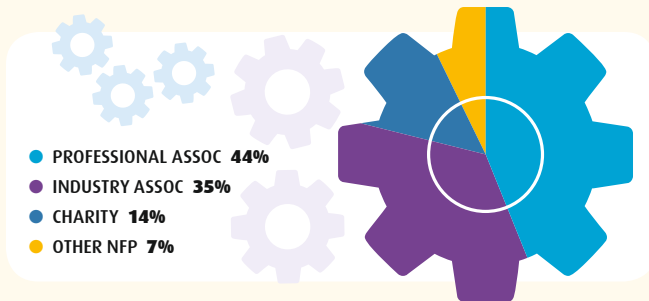
Member Retention & Services Survey 2016

Associations Forum appreciates the time taken by those organisations who participated in the ninth Member Retention & Services Survey which was conducted over three weeks in July and August 2016.

Participants have received a copy of the Report which, amongst other interesting findings, confirms the trend towards the core service offering to members of electronic newsletters over printed newsletters. There is also evidence of increased value being placed on the provision of educational and networking opportunities.

Membership retention rates were slightly down on the 2014 figures for all of the participating organisations, with charities dropping the most to an 83.57% retention rate.

A copy of the Report is available for a small fee for non-participants by emailing Claire Bell at membership@associations.net.au



Events Survey 2016

In the first half of 2016, Associations Forum ran its inaugural survey of the event habits and trends of its members. As associations are considered to be the second largest sector of the meetings industry, this information will be of interest to both the associations and meetings sectors.

The survey examined a number of questions, including the events that associations are running, how and where events are being run, factors influencing the decision-making processes and the trends within the association events sector. The trends show that delegate numbers to major events have been increasing since 2014. However, associations are still working hard to capture their membership, with almost two thirds citing that less than half their membership attends their major event. A majority of associations are rotating their major event, however convention bureaux are still being under-utilised with over half of the survey participants never having utilised the services provided by the convention bureaux. Participants and Corporate Partners have received a copy of the Report.

Non-participants can request a copy of the Report (available for a small fee) by emailing Rachelle Doko at rachelle@associations.net.au



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Octavio 'Bobby' Peralta: Professionalising associations in the Philippines and beyond

PCAAE's Bobby Peralta works tirelessly to raise the profile of association executives in his home country of the Philippines in order for them to gain the professional status and knowledge afforded to them in the western world.

The long history of freedom to associate in the Philippines has meant that it has an abundance of associations and now it has a champion for associations: **Octavio 'Bobby' Peralta**.

After studying mechanical engineering at university and completing a post-graduate management course, Bobby worked as a lending officer in a public development bank for 15 years before finding himself thrust forward to manage the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) in 1991.

ADFIAP is the focal point of 104 development banks and other financial institutions engaged in financing sustainable development in 40 countries and territories in the Asia-Pacific region. Bobby heads a team of twelve staff as the association's Chief Executive Officer, known as the Secretary General. He is also the Secretary General of the World Federation of Development Finance Institutions, the umbrella organisation of 328 development banks in 154 countries in Africa, Asia-Pacific, Latin America and the Middle East.

Learning on the job

In the Philippines, most associations and membership organisations are governed by elected volunteers that constitute a Board of Trustees. People who find themselves working in an association are usually there as a retirement job or by accident. Bobby fell into the latter category 25 years ago.

Bobby had to learn about managing an association on the job. "I was clueless on how to manage an association and I couldn't find any training programs or publications in the Philippines on association management," says Bobby. After joining the 90-year old American Society of Association Executives, which has more than 21,000 members in over 50 countries worldwide, Bobby was able to take advantage of the organisation's certified association executive program and equip himself on professional association governance and management.

"Managing an association isn't easy," says Bobby. "Each association is like a mini-democracy, with members as the citizens who have voting powers and who elect their leaders and try to influence policy-making."

After building up a global network of association contacts and gaining years of association management experience, Bobby began to focus intently on his long-held goal to further professionalise association governance and management in his country. Bobby has long held aspirations of giving back to the association community that has been a source of living, knowledge and friends. "I firmly believe that associations

play a vital role in nation-building, through providing specialised education programs, setting industry standards and guidelines, helping government in policy formation to improve production efficiency and exports, and serving the economic, social and environmental needs of a diverse constituency in urban and rural areas," says Bobby.

With a population of more than 100 million, a faster growth rate than any other East Asian country and an educated English-speaking workforce, the timing was right for the Philippines. "My country was keen to grow the domestic and international meetings industry, and associations were integral to this. In 2010, I met with the General Manager of the Philippine International Convention Centre and the Tourism Promotions Board of the Philippines' head of the Meetings, Incentives, Conferences and Events department. Both shared my interest in developing the associations sector" says Bobby.

Establishing the PCAA

In October 2013, after several more meetings and the generous support of friends who funded the legal documentation, what was then called the Philippine Council for the Advancement of Association Executives (PCAAE) was founded and registered as a non-profit organisation with the Philippine Securities and Exchange Commission.

PCAAE was established with a practical working team:

- ♦ ADFIAP acted as PCAA secretariat
- ♦ Tourism Promotions Board provided financial support
- ♦ Philippine International Convention Centre offered its modern conference facilities for use

"A spark can light a fire – one idea can certainly come into fruition if a group of like-minded and passionate individuals and institutions come together, support one another, and make it work," says Bobby.

On 20 November 2013, at the 1st Association Executives Summit held at the Philippine International Convention Centre in Manila, PCAA was officially launched with over 200 founding members from 72 associations and member organisations nationwide.

Bobby was the founding Chairman and is currently the President & CEO. Although maintaining the acronym, PCAA has been renamed the Philippine Council of Associations and Association Executives in recognition of an evolving focus on staying relevant. "Young associations like PCAA must adapt and react quickly to realities. We are promoting an increasingly delineated structure between governance and management – it has to be about the association itself as well as the executives within it," says Bobby.

“I always say that I am a mechanical engineer by background, a development banker by trade and an association professional by chance.”



PCAAE is a network of professionals and institutions that manage and help sustain associations and other non-profit membership organisations involved in business, trade, philanthropic, scientific, medical, educational, technical, social welfare, agricultural and related activities. It provides opportunities for the exchange of expertise, experiences and opinions through meetings, communications, education and publications for non-profit organisation management professionals.

In his travels, Bobby met John Peacock from Associations Forum who shared his passion for assisting associations and their managers. Associations Forum was founded in 2004 and has provided training and done presentations on association management on three occasions in Manila.

“Bobby is a person who takes initiative and gets things done.

His dedication to developing associations in the Philippines is impressive, and his vision for other nations to do the same is tremendous”, says John Peacock.

Bobby says the potential for sharing of best practices is great.

As the umbrella group, PCAAE can also provide a venue for fledgling associations to learn basic skills in managing the association, like publishing a newsletter, writing a news release, planning corporate social responsibility projects or even performing backroom operations like accounting, budgeting and auditing.

An umbrella organisation for association bodies

Bobby is not one to sit still and dwell on his achievements. He travels extensively to further the mission of PCAAE and his dream of having an umbrella organisation for association bodies. There are few national

organisations in the pan-Pacific region to date so this will be a long road; even China and South Korea are only just beginning to form national associations.

At the inaugural American Society of Association Executives’ Great Ideas Asia-Pacific Conference in Hong Kong in 2015, Bobby initiated the formation of the Asia-Pacific Federation of Association Organisations comprised of PCAAE and similar institutions in South Korea and Australia, with Associations Forum being a founding member. He is also spreading the word in the Middle East, Malaysia, Singapore, Japan and India, encouraging those regions to set up their own national umbrella organisations. “PCAAE is acting, in essence, as the initial Asia-Pacific Federation of Association Organisations secretariat by virtue of being the initiator whilst American Society of Association Executives serves as the older big sister/brother,” explains Bobby.

His wife affectionately calls him the ‘Association Man’ and it’s not hard to see why – this is a man who lives, eats and breathes associations. Bobby thinks that PCAAE and Asia-Pacific Federation of Association Organisations have a lot to teach the world about being and staying relevant. “To be relevant means being able to answer the question - why do you do what you do? If you can answer this basic question in one phrase, live it and focus on it, then being relevant and having a lasting relevance will be crystal clear to you,” says Bobby.

Bobby is very welcoming to associations from other nations who are keen to work with PCAAE. “Our Associations Summit is held annually in November, and we are honoured to have international presenters,” says Bobby. “As well as sharing your knowledge and learning about associations here, you will see what an ideal destination the Philippines is for conferences and events.”

Let There Be Light

Ayers Rock Resort is hosting its most ambitious event, Field of Light, adding extra sparkle to any event.

Delegates can delve into the experiential artwork in a number of different ways, with a special Field of Light sunrise experience with inclusions such as hot tea/coffee and pastries to enjoy on arrival at an exclusive dune top, followed by a walk through the Field of Light while a guide provides insights and background to the installation. After sunrise, delegates are invited to an outdoor dining site adjacent to the Field of Light to extend their sunrise experience and choose from either a light breakfast of bacon and eggs or a freshly cooked buffet breakfast.

In addition to Field of Light, delegates can enjoy other unique experiences, including camel rides over the red sand dunes, Indigenous cultural experiences and guided tours around the base of Uluru.

The Uluru Meeting Place, Ayers Rock Resort's conference centre, has won two consecutive Australian Tourism Awards in the Business Events category, in recognition of its state-of-the-art facilities and range of unique dining and touring options. The conference complex itself includes two main conference spaces which can host 306 delegates

and 420 delegates respectively with theatre style seating. The rooms can be sub-divided with acoustically rated walls, or opened up to become one common space for exhibitions or trade shows. A light-filled pre-function area adds more flexibility to the complex while an outdoor amphitheatre can host up to 350 guests. Advanced audio-visual equipment is seamlessly integrated throughout.

With easy access from all east coast capital cities, Ayers Rock Resort encompasses a diverse offering of accommodation, from 5-star Sails in the Desert through to the authentic 3.5-star Outback Pioneer Hotel. This diverse offering ensures all conference markets are accommodated. Outside the Resort's four hotels lies a collection of resort and community style facilities that add depth to a delegate's overall conference experience.

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CEO lunches in 4 cities

The past few months have seen some well attended Associations Forum CEO Lunches, with interesting speakers canvassing some pertinent topics.

At the Canberra CEO Lunch on 7 June 2016 at the National Convention Centre, Carol Bennett from Alzheimers Australia provided some interesting insights into how, as Chief Executive Officer, she has guided her organisation through change in an ever-changing landscape.

On 23 August 2016, John Roydhouse who is CEO of the Institute of Public Works Engineering Australasia (IPWEA) NSW, spoke at the Sydney CEO Lunch at Doltone House on 'Strategic Directions to Effect Industry Leadership'. His insightful talk detailed his journey to bring IPWEA NSW to a position of influence despite facing numerous hurdles along the way.

At the Brisbane Convention & Exhibition Centre on 24 August 2016, Chief Executive Officer of the Mater Foundation, Nigel Harris, engaged in an interactive discussion with Brisbane member CEOs and Presidents on his insights into maintaining relevance, drawing on his 20 years of experience in the area.

Melbourne CEOs welcomed Tricia Hughes at their lunch on 6 September 2016 at the Rendezvous Hotel. Ms Hughes, who is Chief Executive Officer of Australian Association of Massage Therapists, discussed the importance of emotional intelligence in leadership. ◊

“John [Roydhouse] was very generous with his insight on how to turn around a difficult situation with the Board”

Marilena Salvo, Senior Executive Officer, Australasian Society for Infectious Diseases

“The discussions at lunch gave me some great ideas and also showed me that the things I struggle with are no different to others”

Dianne Giblin, CEO, Australian Council of State School Organisations



USA and Korea events

On 13-16 August 2016, Associations Forum's Christian Capper attended the American Society of Association Executives' Annual Meeting & Exposition held in Salt Lake City, Utah, USA. Themed 'Give a Little, Get a Lot More', the meeting was opened by twin brothers and NASA astronauts Captains Mark and Scott Kelly. A wide variety of education sessions from thought leaders and innovators ranged in duration from 15 to 90 minutes and catered for all levels of experience.

The next ASAE Annual Meeting & Exposition will be held in Toronto, Canada on 12-15 August 2017, whilst the next ASAE Global Association Management Conference for the Asia Pacific will be held in Seoul, South Korea, on 22-25 March 2017.

Professor Bob Carr addresses associations

On 13 September 2016, association executives and Board members dined at Sheraton on the Park with Professor the Honourable Bob Carr, former Australian Foreign Minister, former Premier of NSW and current Director of the Australia-China Relations Institute. Delegates at the second Associations Forum Keynote Lunch had the opportunity to network over drinks and were treated to a two-course meal. Professor Carr, who was introduced by Institute of Internal Auditors CEO, Peter Jones, enlightened the audience with his thoughts on:

- ◊ the need for associations to 'create a story' in order to achieve desired outcomes with politicians
- ◊ the growing middle class in China
- ◊ the U.S. election

This was followed by an informative Q & A session with the delegates. "In 14 years' time, China will have a middle class with 850 million more people in it than they have today. This is the first relationship we have in the history of this country that has been fundamentally different. Our biggest economic relationship is with a country run by a single party that has a different language," said the former Foreign Minister. ◊

“Professor Carr is an articulate speaker, very engaging, strong credibility, generous with his time.”

Dr Don Perlgut, CEO, Community Colleges Australia

“Great speaker with a world view of particular relevance to Australian not-for-profit organisations”

Kevin Evans, CEO, National Parks Association of NSW



Peter Jones, CEO, Institute of Internal Auditors and Professor Bob Carr

Avoiding trouble with social media




Social media is a great way to connect with colleagues and promote a business; however it is now more important than ever to understand and avoid risks involved with being online.

Poorly considered social media posts can, and do, attract claims of defamation and unprofessional conduct.

Tips for safe social media use

- 1 You have an obligation to act appropriately at all times, even when you make comments outside your professional role.
- 2 Think carefully before making comments online about anyone as those comments may be perceived differently by others.
- 3 The rules governing privacy equally apply to social media, including discussions within a private online forum.
- 4 Schedule time for updating online content and responding to comments. Avoid typing your responses on the run to reduce the risk of posting inaccurate or misleading information.
- 5 Know when to take a discussion off-line and when to refer an issue to someone else.
- 6 When recommending online content to clients or colleagues, only refer them to specific sites or articles that you are satisfied meet professional standards.
- 7 Think carefully about the implications of engaging with clients on social media; professional boundaries can be easily blurred.
- 8 Avoid falling victim to identity theft or breaching your professional boundaries by limiting the amount of personal information you make available through social media.
- 9 Maintain secure access to all social media accounts. Don't share your login details or allow other people to post any comments or your behalf.
- 10 All businesses should have a simple, plain language Social Media Policy setting out the boundaries for appropriate use.

For more expert insights to the risks that you or your members face, simply visit RiskHQ.com.au – Guild Insurance's free risk management portal, or call 1800 810 213 to speak to an insurance specialist. 

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Associations Advancing in Asia



By John Peacock, Associations Forum

It is human nature for people to associate with each other, and hence we have associations, which can include both individuals and organisations as members. Associations are strongest in Western nations, and Asian nations with Western historical connections have stronger associations sectors than other Asian countries. Hence, associations are most widely established and understood in Malaysia, Hong Kong, Singapore and the Philippines.

During six years of giving association client consulting advice, and running association training events in Asia since 2009, Associations Forum has been pleased to see growth in the sector – and an increasing sense of awareness that it is actually a sector supported by a profession. Malaysia is the leading Asian nation for association training, with MyCEB's Association Dialogue and Malaysia Association Next events running since 2012, followed closely by the Philippines where the Philippine Council for the Advancement of Association Executives has been running its Association Executives Summit every year since 2013. As part of the outreach programme, the American Society of Association Executives ran its inaugural Great Ideas conference in Hong Kong in 2015, following up with a second conference in 2016.

So what is the state of the associations sector in Asia? It has huge potential, but is in its infancy at this stage. One of the issues is legislation under which associations are established. The various Societies Acts and Companies Acts under which associations incorporate need updating,

and the related regulations and bureaucracies need to facilitate smooth and easy registration compliance, with a hands-off approach.

The governance of associations within an Asian nation is challenged by the poor understanding of the principles of governance where a Board of Directors (or similarly named body) sets the strategic direction and delegates the running of the organisation to a CEO and staff.

Too many Boards of associations in Asia believe that their role is to make all the decisions, and that the role of a CEO is a senior administrative position only.

Further, the level of sophistication of governing documents and compliance leaves much to be desired. In our consultancy work in 2015, Associations Forum saw one Asia-Pacific regional association use the wrong constitution, not follow the compliance regulations of the nation in which they were incorporated and not having the correct people officially recorded as Directors.

The growth in democracy in Asian nations has been a force for economic success and social cohesion. Fortunately, democracies allow opportunities for associations because of the right to associate and because democracies do not wish to control all aspects of their nation. Asian associations will go through a few decades of catching up with the Western world regarding associations, but they will certainly succeed when the vision and skills to improve the associations sector flourish. ◊

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Anyone can nominate someone for an award in the Order of Australia and nominations come directly from the community. Appointments can recognise contributions at local, national or international levels. Nominations are considered by the Council for the Order of Australia, an independent body which makes recommendations directly to the Governor-General. You can obtain a nomination form from the Governor-General's website at www.gg.gov.au/australian-honours-and-awards/nominations-forms. Further information about Australian honours is available at www.itsanhonour.gov.au

Awards in the Order of Australia are announced twice a year, on Australia Day, 26 January and The Queen's Birthday in June.

Nominations are confidential and include an outline of how the nominee has made a significant contribution. If you need assistance completing the nomination form, you can contact Government House on 1800 552 275 or email honours@gg.gov.au

An Associations Forum member who was awarded a Medal of the Order of Australia is Kristina Vesk OAM. Ms Vesk, Chief Executive Officer of the Cat Protection Society of NSW, received an OAM on 26 January 2016 for service to animal welfare organisations. Of the process Ms Vesk says: "Well, actually I did nothing and knew nothing until I received the envelope from Government House. It was a genuine and joyous surprise for me and I was particularly pleased for our feline friends. Much more than a personal achievement, I felt the award reflected the intrinsic value of animal welfare work, and most certainly it was earned by our whole Cat Protection community."

If you know someone like Ms Vesk, please nominate them for an Order of Australia. Encourage others in your community to do so as well to celebrate Australian achievements in the associations and charities sector. 

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Re-defining a mutual at the biggest one of all – the NRMA



Associations Forum's Philippa Shelley Jones talks to Nick Mowat, Company Secretary of National Roads & Motorists' Association Ltd, about what drives Australia's largest mutual.

What is unique about the NRMA and its mutuality?

Unlike publicly listed companies which create value through the issue of shares and the payment of dividends - share value, what drives Australia's largest mutual is something fundamentally unique to its mutual brand – the concept of 'shared value'.

The NRMA has a membership base of 2.4 million members. However, with investments across a raft of businesses, our products and services reach out to almost five million people in Australia and New Zealand. In addition to serving our members and customers, the organisation also plays a key role in strengthening the communities in which it operates. The three spheres in which the NRMA operates, 'business', 'social' and 'member', are all interlinked and it is within the intersection of the three spheres where that shared value is created. This focus is what makes the organisation so unique and is the key to our mutuality.

How has the demutualisation of NRMA changed the way you work?

The insurance arm of the NRMA split from the mutual 16 years ago and became Insurance Australia Group (IAG), even though NRMA Insurance still shares the brand with the NRMA.

Since that time, the NRMA has sought to reinvest its profitability back in to services that benefit our members and the community. In addition to our legendary roadside assistance, the organisation has diversified our customer offerings to include car servicing and car rentals, travel and hotels.

Today, the NRMA has set itself the goal to 'Keep People Moving'. The business has adopted a new strategy that is designed to ensure that we are at the heart of people's mobility needs by focusing on the car, the journey and the destination.

Technology and innovation has also meant the mobility industry in Australia is changing dramatically. The NRMA strategy is designed to ensure that we benefit from, and are not consumed by, this enormous change.

What does good governance look like at the NRMA?

The NRMA has introduced a best practice model of governance, however it wasn't always the case. Many corporate law students will recognise a great deal of case law developed around NRMA case studies on 'what not to do'. Such was the state of NRMA's governance around the time of demutualisation.

Of particular interest to scholars were examples of cherry-picking proxies at meetings and of law suits and disagreements between different Board factions, often played out on the front pages of the nation's papers.

The NRMA had to modernise its business and clean up its governance. Tough decisions were made that ultimately turned the business, and its governance around. These included key changes to the NRMA constitution, such as the removal of factions and 'group tickets' at Board elections by introducing a system of regional representation of Directors, each Director representing a geographical region. Twelve year limits for Directors were also introduced, together with regular independent reviews of Board performance and effectiveness, and the 'appointment' of a specialist Director to complement skills already on the Board.

What does the future hold for NRMA's governance?

The NRMA's mutuality is strong. Involving 2.4 million members, our Board election is larger than the elections of most Australian states and attracts interest from a very wide array of candidates willing to seek election to the Board. This demonstrates the high levels of ownership and activation of our members, however it also presents challenges for the Governance team in managing such a large project.

The NRMA is today looking to further strengthen its governance through additional changes to our constitution while safeguarding the rights of our members.

The opportunity to appoint one specialist Director to our Board has resulted in Rachel Botsman joining the NRMA. Rachel is an international business leader, academic and thought leader in the sharing economy. The relevance of her skills to the future of the NRMA is obvious with the disruptive effects of the sharing economy on travel, transport and accommodation.

We want to enhance our governance even further by allowing a total of three Directors to be appointed by the other Directors on our Board. NRMA's members are currently considering an amendment to the constitution to allow for this to happen. Their unique skillset will complement the skills already on our Board which are brought by the six member-elected Directors.

These changes, which will ensure the NRMA and its leadership keep up with the pace of change around it, will also ensure that members still vote for the majority of the Board, because being a mutual is as fundamental to where we want to be in the future as it is to where we have come from in the past. ◊

Greyhound association fights for industry survival

By Philippa Shelley Jones, *Associations Forum*

Recent months have seen the power of an association to mobilise support and wield political clout in the Australian state of New South Wales.

On 16 June 2016, the Honourable Michael McHugh AC QC provided his report on the Special Commission of Inquiry into the Greyhound Racing Industry in NSW. The report found evidence of systemic dog cruelty in the industry, including greyhound killings and live baiting. The NSW Government responded with an unexpected announcement to ban the industry from 1 July 2017. The industry involves 15,000 participants and employs thousands more.

NSW Greyhound Breeders Owners and Trainers Association Ltd (NSW GBOTA) was staggered at the lack of consultation. "Our industry deserved to be given an opportunity to continue our reform journey, supported by a regulatory and animal welfare framework that ensures our industry meets best practice ethical and sustainability standards," said NSW GBOTA Chief Executive Officer, Brenton Scott.

A major consequence of the decision was that it rendered Greyhound Racing NSW (GRNSW), the peak body empowered by the Greyhound Racing Act 2009, unable to defend industry stakeholders in any way. In effect, GRNSW was under NSW Government instruction to assist with an orderly closure of the greyhound industry.

NSW GBOTA, as the lead advocacy group for participants, had to move quickly. Within days, the association together with the independent greyhound clubs and other stakeholders, had formed the NSW Greyhound Racing Industry Alliance. In his letter to participants on 21 July 2016, Mr Scott said "The entire industry is acting as one. One voice - one vision."


The Alliance commenced its action plan with a Rebuttal of the McHugh Report, outlining why the report was flawed and why any decision

based on it was improper. It also engaged experienced political strategists

and communications specialists to reach and influence politicians, and media and campaign specialists to work with the media at every level. The Alliance also engaged directly with local communities across NSW, local Chambers of Commerce and numerous other associations, to understand the extended implications of closing down the industry. The Alliance's efforts, along with major media coverage that was supportive of offering the industry a second chance, worked. In a major backflip, the NSW Government announced a reversal of the ban on 11 October 2016, agreeing to repeal the legislation prohibiting greyhound racing whilst establishing a framework that would ensure the greyhound industry met best practice standards with regard to animal welfare standards and industry regulation.

"The involvement of NSW GBOTA has been vital to the work of the Alliance. We have acted on behalf of our members in the most progressive way possible. It just shows what an association can achieve for its members when the stakes are high," said Mr Scott.

"The real work begins now. The NSW greyhound industry must be a world leader in its regulatory framework, with zero tolerance for any form of animal cruelty and a commitment to remain connected to reasonable community expectations," said Mr. Scott.

Supporting the ban which was ultimately reversed was Australia's major animal welfare association, the Royal Society for the Prevention of Cruelty to Animals (RSPCA) NSW. Chief Executive, Steve Coleman, said "We are disappointed that the courageous decision by the NSW Government was reversed. The cruelty to the greyhounds borne out of the Special Commission of Inquiry justified the banning and RSPCA NSW is frustrated by the government's backflip." 



FREE TRIAL

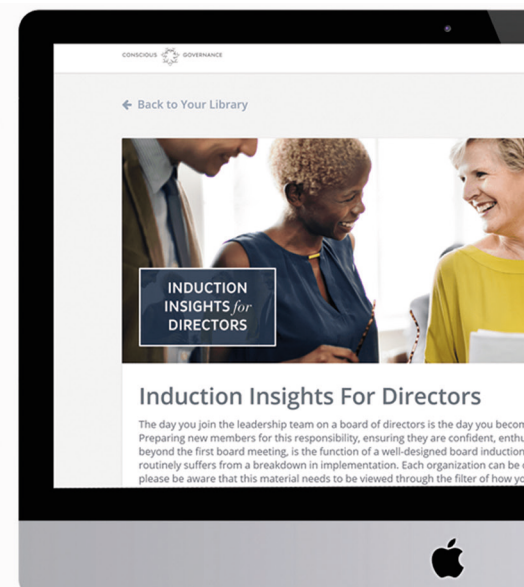
Are New Directors Joining Your Board?

Does your Board induction program strategically prepare new Directors for their Board responsibility, ensuring they are confident, enthusiastic and ready for the challenges that lay beyond the first Board meeting?

"Induction Insights for Directors" is a video companion designed to provide your Directors with strategic insights on how best to leverage your existing induction materials. Hundreds of Boards have started using this program as an integral part of their induction and ongoing Board professional development.

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Or contact robert@consciousgovernance.com
PH: 03 9509 9529



New CEO for Vision 2020



Vision 2020 Australia has appointed **CARLA NORTHAM** as CEO, replacing outgoing CEO, Jennifer Gersbeck. Ms Northam joins the organisation after nearly five years as CEO of national peak body Family Day Care Australia, where she significantly

grew the organisation's profile and membership.

"Ms Northam's track record as a leader of a large peak body, her expansive career in management and understanding of advocacy is impressive," said Vision 2020 Australia Chair, Amanda Vanstone. ◊

Change at helm of Cancer Council NSW



Cancer Council NSW has appointed **JEFF MITCHELL** as its new Chief Executive Officer, replacing Jim L'Estrange. Mr Mitchell brings to Cancer Council NSW over 35 years of commercial experience, principally in banking and finance.

"Jeff is a great leader and brings extensive commercial experience to the role, as well as an obvious passion and empathy for the work and ambitions of Cancer Council NSW," said Mark Phillips, Chairman of Cancer Council NSW. ◊

REIV CEO steps down



After 16 years of service, **ENZO RAIMONDO** has left his role as Chief Executive Officer of the Real Estate Institute of Victoria (REIV) to take up another opportunity in the property industry.

Under Mr Raimondo's leadership, the REIV has strengthened its profile and expanded its suite of membership services and products.

Former REIV President, Geoff White, has stepped into the CEO position on an interim basis. "We look forward to the future and the next stage in REIV's growth," said Mr White. "We are seeking to build further as an organisation that consistently delivers, to the highest level, on behalf of members statewide." ◊

Sport NSW's new CEO



In May 2016, **DARREN SIMPSON** commenced as the new Chief Executive Officer of Sport NSW, taking over from Cheryl Battaerd who spent two and a half years in the role.

Mr Simpson has worked in the sport, exercise or recreation industries for 20 years and joins Sport NSW from AFL (NSW/ACT) where he was State Manager for Football Operations. Prior to that he was the Chief Operating Officer of Greyhound Racing NSW. ◊

CEO change for World Vision



In November 2016, **CLAIRE ROGERS** will succeed long-serving CEO, Tim Costello, as Chief Executive of World Vision Australia, the country's largest international development and humanitarian relief agency.

Ms Rogers is currently Head of Digital Banking Australia at ANZ, has been Chair of Ridley Theological College for the past eight years and is World Vision Australia's first female CEO.

"The Board has deliberately sought out a modern, experienced digital change agent with a strong social commitment and proven track record to lead the growth in World Vision's engagement with the next generation of its Australian supporters," said Chairman of World Vision Australia, George Savvides. ◊

Leadership change at ASFA



The Association of Superannuation Funds of Australia (ASFA) has appointed **DR MARTIN FAHY** to the role of Chief Executive Officer, effective 1 November 2016. He succeeds Pauline Vamos who stepped down in July 2016 after nine years as CEO of ASFA.

Dr Fahy was formerly a partner in management consultancy at KPMG and, from 2007 to 2011, was CEO at Financial Services Institute of Australasia.

"Martin has a deep understanding of the issues and challenges facing the superannuation industry and will bring the considered, evidence based policy insights that can help shape the long term success of superannuation in Australia," said ASFA Chair, Dr Michael Easson. ◊

CEO change at Irrigation Australia



Irrigation Australia Ltd has appointed **BRYAN WARD** as its new CEO. Mr Ward, who took up the position in mid-March 2016, moved to the association after an extended period as General Manager of Think Water and has held senior positions in both

the meat and dairy industries.

"Under Bryan, Irrigation Australia Ltd has begun a program of further improving its member services," said Chairman, Andrew Ogden. "We are confident that we have the right person at the helm to take the organisation to a new level of performance and efficiency." ◊

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

Vale Monica Persson



Audiology Australia suffered a tragic loss in July 2016 with the passing of former CEO **MONICA PERSSON**.

Appointed as Audiology Australia's first Executive Manager in November 2001, Ms Persson was committed to the professional development of members to ensure the highest standards of audiological care. "In 2006, she became our first Chief Executive Officer and, in that role, was a strong advocate for Audiology Australia to government, industry, educational and professional sectors. Every member today enjoys the benefits from her many contributions to our organisation," said Bob Cowan, Director and a Past President of Audiology Australia. ◡

Changes at Direct Selling



In its fourth appointment in almost 50 years, **GILLIAN STAPLETON** is the new Executive Director of Direct Selling Australia (DSA). Ms Stapleton assumes DSA's leadership with the direct selling industry set for a growing presence in Australian retailing.

Ms Stapleton joined a home based direct selling business in the United Kingdom and later led the organisation's expansion to Australia in a corporate role. Since then she has been Chief Executive of a network marketing and party plan business and most recently in a non-government organisation. Ms Stapleton has previously served as a member of DSA's Board. ◡

Seniors lobby announces new CEO



The consumer lobby for older Australians, National Seniors, has appointed **DAGMAR PARSONS** as its Chief Executive Officer, replacing Michael O'Neill who was in the role for 10 years.

A mechanical engineer with an MBA, Ms Parsons comes to the organisation with an impressive 20-year career in the mining and petrochemical industries.

To support the organisation's advocacy activities and to ensure its long term sustainability, Ms Parsons will grow National Seniors' commercial operations.

"It is vital that this 40-year-old organisation is not only relevant but sustainable into the future," said Chairman, David Carvosso. ◡

Tony Stuart joins UNICEF as CEO



TONY STUART, former Group CEO of the NRMA and former CEO of Sydney Airports Corporation, has been appointed CEO of UNICEF Australia.

Mr Stuart was also appointed this year as Chair of the Advisory Board of the Australian Charities and Not-for-profits Commission. "Tony joins UNICEF Australia at an exciting and important time. Whilst UNICEF Australia has grown considerably over recent years, so too has our ambition to do even more to stand up for the rights of children throughout the world," said UNICEF Australia President, John Stewart ◡

Other sector changes

PADDY O'SULLIVAN - appointed CEO of Australian Hotels Association Victoria

MIKE HARRIS - appointed President of Australian Organisation for Quality Queensland

BRETT WILLIAMSON - stepping down as CEO of Volunteering Australia (1 December 2016)

MIKAELA STAFRACE - appointed CEO of Kidney Health Australia

JULIE BABINEAU - appointed CEO of Odyssey House McGrath Foundation

GREG GRIFFITH - appointed CEO of Family Business Australia

SUSI TEGAN - stepped down as Chief Executive of Medical Technology Association of Australia

JANE SYDENHAM-CLARKE - appointed Chief Executive of Freemasons Victoria

ADAM JOY - appointed CEO of Australian Lottery and Newsagents' Association

DAVID TEMPLEMAN - appointed CEO of Australian Council of Deans of Education

ANDREW SMITH - appointed General Manager of Scouts NSW

DAMIAN PAULL - appointed CEO of Franchise Council of Australia

JOHN KELLY - appointed CEO of National Heart Foundation

STAVROS YALLOURIDIS - appointed CEO of Motor Traders Association of NSW ◡

Financial Benchmarking 2015 Survey Results

Associations Forum's Financial Benchmarking Survey has recently concluded for 2015 and participants have received their unique reports. The financial results from the survey were analysed and the de-identified findings compared to other participating associations to assess productivity and efficiency.

Please consider participating in the 2016 survey which is in the process of being launched. Silver and Gold members have the option of choosing Financial Benchmarking as one of their free member benefits.

Jacqui Reed leads CREATE Foundation to help children in care



Jacqui Reed is a leader with purpose, committed to improving the lives of children and young people who are removed from their families



Since 2007, Jacqui Reed has been Chief Executive of CREATE Foundation, a national consumer organisation established in 1999 to

provide an independent voice for children and young people in out-of-home care. CREATE is unique in that only a handful of organisations in the world are expressly established to advocate on behalf of children and young people in care.

CREATE's mantra – To Connect, To Empower, To Change – embodies all that they do.

CREATE assists in reducing the sense of isolation that young people often feel when they enter care, and its empowerment

programs are aimed at building their self-confidence. CREATE uses the key messages it receives from young people to build an evidence base used to change the care system through consultation, training, conducting and promoting research, and providing policy advice to government and throughout the sector.

In order to drive strategies for positive change, Ms Reed has completed research at an international level to identify the success factors for young people transitioning from care. She has also appeared before the Royal Commission into Institutional Responses to Child Sexual Abuse, taken part in ministerial round tables, and was a founding member of the National Framework Implementation

Working Group that shaped the National Standards in Out-of-Home Care.

Ms Reed's earlier career included work in child protection, out-of-home care, family services and community work. "I firmly believe that children and young people, given the right opportunities, have the capacity to transcend their adversity and reach their full potential," says Ms Reed.

A Director of the CREATE Board, and member of the Leadership Committee, Ms Reed is a regular public speaker on behalf of the organisation. She actively uses the media to promote CREATE's policy agenda and has appeared on Lateline and in the ABC documentary "Behind Closed Doors".

www.create.org.au

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Like any great meal, a great event is all about the ingredients.

By mixing iconic Melbourne venues with 5-star restaurant quality food and service, EPICURE can help you create your next great event. No matter what the occasion, EPICURE has the facilities and venue to suit your needs. Whether it's an annual conference, workshop or development day for 10 guests or more than 1000, the EPICURE team can provide an amazing experience to suit.

For over 135 years, Melbourne Town Hall has been at the heart of monumental events which have shaped the city. The Main Hall is now regarded as Melbourne's premier gala dining space, with soaring ceilings and grand chandeliers. It is the perfect backdrop for banquets serving up to 700 people. It can also accommodate 2000 guests for larger seminars and its smaller rooms are ideal for workshops or meetings.

ZINC at Federation Square holds prime position along the banks of the Yarra River, with floor-to-ceiling windows providing a fantastic outlook in the heart of the city. Opening in 2002 with the Federation Square launch, ZINC fast established itself as a modern and contemporary Melbourne venue and continues to provide excellent event experiences today. On 4 July 2016, ZINC proudly hosted the annual Associations Forum National Conference dinner, following which guests praised the restaurant quality service they had received.

Ask any Victorian and they'll be aware of the Melbourne Cricket Ground's reputation as the home of sport. But the venue is so much more than Australia's best sporting stadium. With its distinctive setting and 29 event spaces, it is perfectly suited to host any conference, workshop or dining event. The venue features state-of-the-art technological capabilities that can enhance your next event, including free WiFi and in-built audio visual equipment.

As heritage buildings built to last, the Hawthorn Arts Centre and The Centre Ivanhoe house excellent facilities and fine catering located in Melbourne's inner suburbs. Journey through both venues to experience a real sense of history and community.

With food being an important part of any event, EPICURE provides seasonal, fresh and sustainable food using the best local produce available. With a variety of venues and packages on offer, the friendly EPICURE team is happy to discuss your event requirements and provide suggestions on which venue space is best suited to meet your needs.

Contact EPICURE now to further discuss your events calendar.

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ZINC Federation Square • The Centre Ivanhoe • Melbourne Town Hall • Hawthorn Arts Centre • Melbourne Cricket Ground



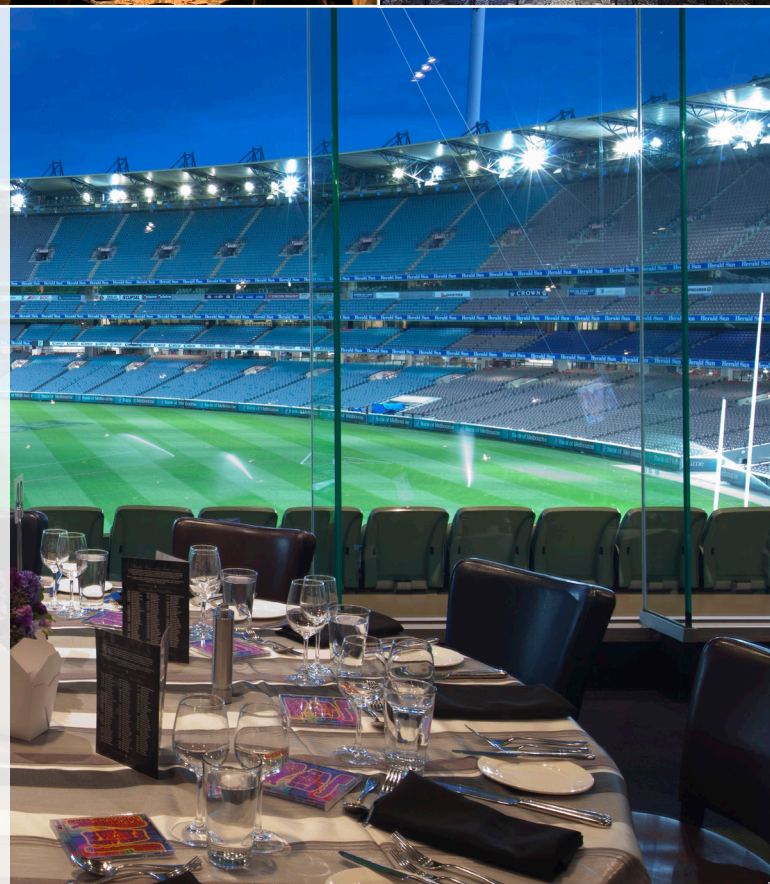
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With the Centre at its heart, delegates will witness firsthand Adelaide's revolutionary transformation arising from the significant investment in developing world-class innovation hubs for medical and health research, advanced manufacturing, biotechnology, food technology and education.

This means delegates can join some of the world's best minds in these sectors, who are now calling Adelaide home, and benefit from an infectious new energy which will inspire, encourage creative thinking,

and nurture new ideas.

The Adelaide Convention Centre sits, both physically and intellectually, at the heart of this thriving ecosystem within the Riverbank Precinct, adjacent to the South Australian Health and

Biomedical Precinct – the largest in the Southern hemisphere, and within close proximity to three internationally recognised universities.

The Centre is able to connect you with these institutions, their researchers and academics, along with the organisations at the nearby Thebarton Technology Precinct and Tonsley – a new advanced manufacturing and education precinct.

Adelaide Convention Centre Chief Executive, Alec Gilbert, said "the Centre is actively assisting visiting delegates to

connect with local thought leaders, innovative industry and research bodies and academics to conduct site tours, share ideas and gain access to key speakers."

"This approach is about enriching the conference experience for delegates both within the Centre and the city itself."

For information contact:
Simon Burgess
Director Conference and Exhibitions Sales
Telephone: +61 8 8210 6677
Email: simon.burgess@avmc.com.au
www.adelaidecc.com.au



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