

ASSOCIATIONS

INFORMING ASSOCIATIONS AND CHARITIES IN AUSTRALIA, NEW ZEALAND AND ASIA



Association Awards™ and Associations Hall of Fame™ inductees announced



ADIA, AIMS & CLCQ awarded

plus CPA Australia in crisis

- ◆ CEO self-promotion criticised
- ◆ Governance structure and processes queried
- ◆ High pay for Board and senior management
- ◆ 7 of 12 Directors resign
- ◆ Regulator investigates
- ◆ 'Disruptive CEO' dismissed with \$4.9m payout



- ◆ Board Survey 2017: Increase in Board training budgets
- ◆ NSCA Foundation's road to stability
- ◆ The importance of good governance
- ◆ Board & CEO changes, including at AVA, AICD and RSL NSW





A NEW DIRECTION

E>ST BUILDING CENTRAL BUILDING WEST BUILDING



Our attention turns eastward to the second stage of our redevelopment, the East Building launch in August 2017. The fruition of the \$400 million investment will significantly increase capacity and enhance the versatility of the Centre across three distinct, but interconnected buildings along the Riverbank. The East Building replaces the original plenary building (home of the first Convention Centre in Australia in 1987) with a multi-purpose, state-of-the-art facility with plenary capacity of up to 3,500 seats. The redeveloped Centre is set in the heart of the Riverbank Precinct which is rapidly evolving to create a new hub for Adelaide, incorporating 'BioMed City' - health and medical research centres, educational institutions, sport and entertainment facilities. The East Building launch also marks the completion of the entire facility and heralds a 'new direction' and new possibilities for the Adelaide Convention Centre.

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An official supporting magazine of Asia-Pacific Federation of Association Organisations

SAVE THE DATE

**Associations Forum Membership Summit
Rydges Melbourne on Exhibition Street
9 October 2017.**



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CAB audit: Average Net Distribution 4,274 (Period ending March 2017)

Awards honour recipients and celebrate the achievements of the associations sector



Associations Forum was pleased to recently launch Association Awards™ and Associations Hall of Fame™. The associations sector flies under the radar and we do not celebrate our achievements enough and rarely together. This is partly because the sector generates

its own revenue and does not rely on government grants or public or philanthropic donations – and partly because we are too busy advancing our respective causes to seek acclaim.

At a sparkling dinner at Sydney's Doltone House on the first night of the Associations Forum National Conference held at ICC Sydney, three associations and five individuals were honoured and applauded by their peers for their outcomes and efforts.

We congratulate:

- ♦ Australian Dental Industry Association on being awarded Association of the Year™ and note the finalists: Community Broadcasting Association of Australia and Margaret River Busselton Tourism Association.
- ♦ Australasian Institute of Marine Surveyors on being awarded Association Turnaround of the Year™ and note the finalists: Australasian Corrosion Association and Australian Society of Archivists.

- ♦ Community Legal Centres Queensland on being awarded Association Achievement of the Year™ and note the finalist: Tourism Council Western Australia.

The Associations Hall of Fame™ inducted five worthy individuals; Garry Pearson from Australian Dental Association Victoria Branch, Janet Reynolds from Home Economics Institute of Australia, Julian Ledger from Youth Hostel Association, Peter Webster from Industry Capability Network and Wilhelm Harnisch from Master Builders Australia have assisted their associations for a combined 144 years of service.

Awards are a reminder that associations are communities of members and that healthy communities have systems of honour. Whether it is an awards program, giving honorary life membership to stalwart volunteers, scholarships in the name of founders or physical honour boards of past Presidents, associations must take time to reflect and highlight their internal champions.

John Peacock,

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CBIA rebrands

In May 2017, the Craft Beer Industry Association voted overwhelmingly in favour of removing large brewers from its membership and renaming it the Independent Brewers Association.

Membership will now be prohibited for brewers that are more than 20% owned by large brewers or other businesses that hold significant brewery holdings in Australia or overseas. Previously the association had allowed membership by companies such as Little Creatures, Malt Shovel and Mountain Goat, all of which are 100% owned by global brewing concerns.

“This is a great day for our association and for small, independent breweries in Australia. Our members face challenges in their businesses with issues such as taxation, market access and licencing that don't align with those of larger global organisations,” said Independent Brewers Association Chair, Peta Fielding. ◊

**INDEPENDENT
BREWERS
ASSOCIATION**

ASI acquires IVT

Advanced Solutions International (ASI), a leading global provider of software and services for associations and not-for-profits, has purchased the assets of Internet Vision Technologies (IVT), an Australian based highly respected software provider to more than 160 Australian associations and not-for-profits.

In joining forces, ASI will be able to deliver a broader range of products and services to IVT clients and other membership organisations and associations of all types and sizes. More organisations in the region will have access to the performance improvement and engagement best-practices ASI has gleaned from working with more than 4,000 clients around the world.

“IVT and ASI are a great fit - the two companies will be stronger together and can provide the very best solutions and services to the association and not-for-profit sector in Australia and New Zealand,” said Paul Ramsbottom, ASI Asia-Pacific's Managing Director. ◊

asi ADVANCED
SOLUTIONS
INTERNATIONAL

Chemistry Australia launch

Chemistry Australia has launched as the new face of Australia's AUD\$40 billion chemistry industry.

This marks the most significant change for the association in 22 years, following the formal transition from the Plastics and Chemicals Industries Association.

Chemistry Australia is the pre-eminent national body for one of the largest manufacturing sectors in the country. Members include manufacturers, importers and distributors, logistics and supply chain partners, raw material suppliers, fabricators and compounders, recyclers, research and academia, and service providers to the industry.

“We have a powerful story to share. The business of chemistry is at the nucleus of the Australian economy; it provides inputs that enable 109 of Australia's 111 industries,” said Chemistry Australia CEO, Samantha Read.

“Becoming Chemistry Australia recognises this central role. It allows us to start the conversation at a different point, focussed on the enabling and innovative qualities of chemistry through the economy, and its contribution to our everyday lives,” said Ms Read. The Chemistry Australia member network represents inputs into almost every value chain in Australia, including food and agriculture; advanced manufacturing, medical technologies and pharmaceuticals; and mining equipment, technology and services. ◊

**Chemistry
Australia**
The Business of Chemistry
Essential for Life

CVA merges with BIA

The Commercial Vessel Association of NSW

(CVA), which is the largest industry body for the commercial vessel sector and represents a range of commercial boating companies including private ferry operators, tourist boats and charter boat operators, has voted to merge with the Boating Industry Association (BIA).

The merger includes most of the 250 charter vessels and private ferries currently operating on Sydney Harbour. The CVA will become a new organisational division of the BIA along the lines of other divisions for marinas, boat builders, retailers and other industry sectors.

“The merger means that the BIA now represents the widest range of recreational and commercial vessels, at a time when the distinctions between the two sectors are being blurred by new forms of boat share, and the emphasis on boating tourism,” said Howard Glenn, BIA national CEO. ◊



ACIVA merges with MSIA

On 1 March 2017, the Medical Software Industry Association (MSIA) welcomed into the fold the

Aged Care IT Vendors Association (ACIVA). All 23 members of ACIVA, which represents organisations providing software and technical solutions to the aged and community care sectors, became members of MSIA which is the larger health sector counterpart. Members from both organisations and stakeholders have welcomed the merger with an aim of providing a united voice for the health and aged care IT sector in Australia. The ACIVA members have enjoyed MSIA events and MSIA has welcomed David Loiterton onto its Board to represent the aged care sector.

The MSIA has strong governance backed up by a great administration team, including Jessica Abbey as its Executive Officer and The Association Specialists for much of the backend work.

“It really has been a timely merger with the aged care IT roadmap being recently released. It means that the Departments of Health, Ageing and Human Services can deal with one strong united group to improve healthcare for all Australians,” said MSIA President, Emma Hossack. ◊



ADIA national office opened

The new national office of the Australian Dental Industry



Association, the peak business organisation representing dental product manufacturers and suppliers, was opened by the Minister for Small Business, the Hon. Michael McCormack MP, on 26 April 2017.

The new offices, located in the Sydney suburb of Alexandria, were purchased in order to accommodate a growing organisation and provide larger, light-filled meeting spaces for use not only by ADIA itself, but also its members. The office space is also available for use without charge by other associations in the medical technology and broader healthcare space.

“As part of ADIA’s new strategic plan we’re placing increased emphasis on providing member businesses with the tools that will help them to grow, create jobs and operate sustainably. The free use of these meeting facilities is just one way we are delivering upon this commitment,” said Troy Williams, ADIA Chief Executive Officer. ◊

ICCA 2016 world rankings

The International Congress and Convention Association (ICCA) has released its annual statistics on the number of rotational international meetings which took place in 2016.



Whilst in the country rankings Australia has dropped one place to 16th, with the USA retaining top ranking, Sydney has maintained its city ranking as first in Australia, having delivered 61 international association meetings in 2016. It was also ranked 10th in the Asia Pacific. Whilst Paris has reclaimed its top spot in the city rankings, with Vienna, Barcelona, Berlin and London following in the next four top spots, Singapore has again ranked first in the Asia Pacific, with 151 meetings, and has climbed from seventh to sixth in the world rankings. To be included, meetings must be organised by associations, must be held on a regular basis, have at least 50 delegates, and rotate between at least three countries. ◊

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

Do you want to **add value** to your association membership through one simple **app**?

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ACT charity changes

On 6 June 2017, the Australian Capital Territory's Legislative Assembly passed the Red Tape Reduction Legislation Amendment Bill, with the changes to come into effect on 1 July 2017.



The changes amend the Associations Incorporation Act 1991 and the Charitable Collections Act 2003 to exempt charities registered with the Australian Charities and Not-for-profits Commission from certain regulatory requirements in the ACT that are covered by Commonwealth regulation.

The amendments address duplication between the Commonwealth and ACT regulations, reduce administrative burden for charities and provide clarity on regulatory responsibilities for both the charities and the community.

Among other changes, ACT incorporated associations who are registered with the ACNC will be exempt from the accounts, audit and annual returns requirements under Part 5 of the Associations Incorporation Act 1991 (ACT) and would only need to provide annual reports to the ACNC. ◊

Commissioner Pascoe's term to end at ACNC

The inaugural Commissioner of the Australian Charities and Not-for-profits Commission (ACNC), Susan Pascoe AM, will finish her five-year contractual term on 30 September 2017.



With Ms Pascoe as the Commissioner, and with the support of the ACNC Advisory Board, the organisation has made a number of advancements including:

- ◊ Launching Australia's first ever publicly available online database of registered charities, the ACNC Charity Register - which has been searched over 1.7 million times
- ◊ Securing red tape reduction agreements across five states/territories - with more expected later this year
- ◊ Registering over 11,500 new charities - with charities reporting 94% satisfaction with the process
- ◊ Ensuring that only those organisations that comply with the ACNC Act and governance standards are able to maintain charity status through a proportional approach to compliance – with over 19,000 organisations revoked or removed from the Charity Register

"Susan's leadership, integrity and drive have seen the ACNC flourish in the face of sustained uncertainty. Under her leadership, the ACNC has not only survived – but thrived," said ACNC Advisory Board Chair, Tony Stuart.

The Australian government has commenced its recruitment process for a replacement Commissioner. It is anticipated that the new ACNC Commissioner will be appointed by 1 October 2017. ◊

Australian Made logo use



With new data showing that demand for Australian goods is on the rise, it is good news that associations representing Australian growers or manufacturers can access the Australian Made symbol to demonstrate support for local industry and offer a valuable resource to members.

The iconic green-and-gold Australian Made, Australian Grown (AMAG) kangaroo logo is Australia's only registered country-of-origin certification trade mark for the full range of Australian products and one of the best ways to get the 'Australian' message across.

The AMAG logo can only be used on products that are registered with the not-for-profit organisation, Australian Made. More than 2600 businesses are registered to use the AMAG logo, which can be found on some 20,000 products sold in Australia and around the world.

To become an Australian Made Campaign Associate, organisations must, among other requirements, be a member-based association, or grower group and actively promote the Australian Made, Australian Grown logo as a resource for members.

Campaign Associates receive:

- ◊ Promotion via the Australian Made Campaign website, newsletters, media, social media and marketing materials
- ◊ Access to information packs for members
- ◊ Access to signage and merchandise for use at events

To find out more about becoming a Campaign Associate, call 1800 350 520 or email info@australianmade.com.au ◊

Hundreds of charities revoked

The Australian Charities and Not-for-profits Commission




(ACNC) Commissioner Susan Pascoe AM warned more than 1,400 registered charities that failing to submit their outstanding Annual Information Statements would result in the loss of charity status. As a result, 700 charities have had their registration revoked, after failing to submit their annual reports two years running. Charities that have been revoked will have this published on their Charity Register listing, and will no longer be able to display the ACNC's Registered Charity Tick.

"Revoking charities that fail to meet their obligations is an important part of maintaining trust and confidence in the not-for-profit sector. The public need to be confident that the national regulator is only displaying eligible charities on the Charity Register," said Ms Pascoe. "Pleasingly, more than 700 charities that were initially at risk of revocation have submitted their outstanding statements and will continue to access Commonwealth charity tax concessions." ◊

AVA welcomes new President

Dr Paula Parker has become the national President of the Australian Veterinary Association (AVA), which represents close to 10,000 veterinarians and veterinary students.


Ms Parker, who is a senior emergency and critical care veterinarian in a multi-disciplinary specialist hospital on the Gold Coast in Queensland, is the youngest national President in the association's nearly 100-year history. "Paula is driven, accomplished, a good communicator and during her two years on the board has shown a passion for strong governance. I look forward to working with her as we continue to position the AVA and our members as the health and welfare leader in Australia's animal industries," said AVA's CEO, Graham Catt. 



Geoff Crouch named ATA Chair

The Australian Trucking Association (ATA) has elected Geoff Crouch as its new Chair, succeeding Noelene Watson.


Mr Crouch ended his term as President of ATA member association NatRoad in 2015 and is the Managing Director of Ron Crouch Transport. He has a deep understanding of the trucking industry both as an operator and at an association level.

"The trucking industry is made up of so many exceptional people, and I am excited to work with our state and territory member associations and all our sponsors to maintain and improve road safety, industry viability and professionalism," said Mr Crouch. 



First female QTA President

Julie Russell, of RB Russell Transport, has been elected President of the Queensland Trucking Association (QTA) for 2017-2018. She becomes the first female President of the QTA, replacing Ben Almond.

"We are extremely pleased that Julie's leadership is acknowledged with her election as our new President. RB Russell Transport have been long standing members of the association and have strong traditions at the QTA with her father Phil holding the position of President between 1990-1993," said QTA CEO, Gary Mahon. 



Australian Vignerons new Board

Australian Vignerons has elected the inaugural independent Board for the national advocacy body. The Board election was part of a suite of reforms that received unanimous endorsement from members at a special general meeting in September 2016.

"The new Board comprises individuals who have a wide array of skills from across the wine sector, including grape growing, viticulture, winemaking, wine marketing, research and development, biosecurity knowledge, and general wine business. This reflects the whole of industry focus of Australian Vignerons in working toward an improvement in profitability for its members, and the whole sector," said Independent Chair, Joanna Andrew. 



ADAVB appoints new President

Dr Susan Wise, a specialist periodontist, has been appointed as President of Australian Dental Association Victoria (ADAVB) for 2017-2018.

Dr Wise takes on the position following the completed term of Immediate Past President, Dr Andrew Pikas.


Dr Wise has a particular interest in oral health promotion, having served on the ADAVB Oral Health Committee since 2005 and chaired the committee from 2005 to 2009.

Dr Wise's additional leadership roles include serving on the ADAVB Executive for the past three years, Past President of the Australian Society of Periodontics Victorian Branch, secretary of the Victorian Womens' Dental Association and secretary of Korean Adoption Families. 



RSL NSW's new President

Former captain in the Australian Army, James Brown, has been elected as President of the beleaguered NSW division of the Returned and Services League of Australia, replacing former President John Haines.

Mr Brown, who is Malcolm Turnbull's son-in-law, is the research director of the United States Study Centre at the University of Sydney and has served in Iraq, the Solomon Islands and Afghanistan. Mr Brown has plans to revamp the RSL in light of the fraud and embezzlement allegations levied at it earlier this year and the sacking of the organisation's whistleblower CEO, Glenn Kolomeitz. 

ACC's new East Building

Australia's first purpose-built convention centre will soon be reborn as its newest with the Adelaide Convention Centre's new East Building set to open on 30 August. The East Building represents the final phase of a \$400 million redevelopment to create the country's most flexible meetings venue.

A defining feature of the new East Building is the installation of the world's largest rotating seating drums—two precision-built revolving auditoriums with seating for 320 people each. Set at the back of the Plenary, the drums can rotate 180 degrees in minutes to quickly reconfigure event space. The East Building also features hinged seating, along with fully operable walls.

For additional information, please visit www.adelaidecc.com.au



Perth's Rendezvous

With a \$100 million redevelopment of iconic Scarborough Beach in Western Australia due for completion in early 2018, TFE's Rendezvous Hotel Perth Scarborough is set to capitalise on its appeal as the perfect venue for residential conferences.

Situated just 15 minutes from Perth CBD, the hotel's 24 flexible venue spaces, complemented by 337 modern accommodation rooms, take advantage of what is an extraordinary setting, with the addition of sophisticated hotel facilities and a team of professional event planners. The revitalisation of Scarborough Beach will transform the area into a total destination; a vibrant hub of activity, with new elements including a beachfront dining precinct, a 50m outdoor beach pool and a BBQ area. For more information, contact +61 8 9340 5711 or email meet.scarborough@rendezvous-hotels.com



SMC Conference & Function Centre

SMC Conference & Function Centre, in Goulburn Street Sydney, is regarded as one of Sydney's most architecturally significant buildings and has recently completed a two-day photo shoot of all 16 spaces to make planning events at its unique venue even easier. Every room's dedicated page on the website has been updated with the new images and all Ground Floor and Level 1 spaces have a 360-degree image which can be scrolled left, right, up and down.

To assist even further towards the success of events, every room now features the digital concierge service. Whether it be bringing morning tea forward, adjusting the air conditioning or simply needing to talk to someone, immediate support is at hand.

For more information, visit www.smcfc.com.au



NCCC upgrades

The National Convention Centre Canberra (NCCC) is currently nearing completion of a AUD\$5.4 million refurbishment. Modern décor brings a contemporary feel to the Centre with installation of new carpet, foyer furniture and an upgrade of the reception area, conference office, washrooms and cloak facilities. The NCCC's new branding incorporates Canberra's warm autumn colours, which presents delegates and guests with an open and invitational feel. A substantial investment in new seating in the Royal Theatre and accompanying theatrettes will catapult NCCC's delegate and guest offerings, comfortably accommodating over 1500 delegates.

"This is a targeted effort to increase business events to Canberra, moving the National Convention Centre's offering from aesthetics to true experience. The destination is the heart of Australian Government and policy decision-making and timing is perfect with international flights now linking Canberra to Singapore and New Zealand, along with additional passenger traffic from Melbourne," says Mr Stephen Wood, General Manager.

To book your next association conference or event, go to nccc.com.au



Tasmania's 2020 win

Tasmania's growing reputation for hosting international business conferences has been boosted further with Hobart winning the bid for the **Asian Wave and Tidal Energy Conference Series 2020**. The conference is expected to attract more than 350 delegates and generate AUD\$1 million for the Tasmanian economy.

Business Events Tasmania partnered with Tasmanian Business Event Ambassador Professor Neil Bose, Principal of the Australian Maritime College and his colleague Associate Professor Irene Penesis, National Centre for Maritime Engineering and Hydrodynamics, to collaboratively bid to bring the event to Tasmania.

"Events such as this put Tasmania on the global stage and showcase Tasmania's leadership in the marine renewable energy industry sector and our world leading research institutes and universities," said CEO of Business Events Tasmania, Stuart Nettlefold.



Westpac's Chief Executive to Chair NZBA

Westpac New Zealand's Chief Executive David McLean has been elected Chair of the New Zealand Bankers' Association for 2017/18.

Westpac takes over the Chair role from ANZ, represented by its Chief Executive, David Hisco.

Established in 1891, NZBA is the voice of the banking industry. The association advocates on behalf of the industry in support of a successful banking system that benefits New Zealanders and the New Zealand economy.

"It's a privilege to be elected Chair and I am confident NZBA will continue to promote outcomes that support the industry, and ultimately all New Zealanders," said Mr McLean. 



ASAE's Annual Meeting in USA

Associations Forum is proudly supporting and attending the American Society of Association Executives Annual Meeting and Exposition to be held at the Metro Toronto Convention Centre in Toronto, Ontario, Canada on 12-15 August 2017.



The ASAE Annual Meeting & Exposition is where thousands of association professionals and industry partners gather to exchange time, resources, strategies, solutions, and more. Over three days of learning, growing, and finding inspiration, attendees are equipped with a year's worth of support in their daily responsibilities as leaders in the association industry. More information is available at www.asaeannualmeeting.org 

PCAAE 5th Associations Summit

On 22-23 November 2017, the Philippine Council of Associations and Association Executives will hold its annual flagship event, the 5th PCAAE Associations Summit (AS5), at the Philippine International Convention Centre in Manila. The event is expected to draw more than 200 association professionals locally and from overseas.



The two-day learning and networking event, themed 'Stronger Together', will feature local and international speakers who will share best practices in association governance, leadership and management as well as showcase outstanding initiatives in community, business, and human capital development.


See www.pcaae.org or e-mail inquiries@adfiap.org 

KLCC big event wins

The Kuala Lumpur Convention Centre (the Centre) has been the venue of choice for 10 high-profile international association clients to host their events between 2017 and 2020.




These include the International Federation of Library Associations and Institutions World Library and Information Congress 2018; 6th World Congress of Total Intravenous Anaesthesia and Target Controlled Infusion 2018; World Cancer Congress 2018; International Solid Waste Association World Congress 2018 and 62nd International Statistical Institute World Statistics Congress 2019, to name a few.

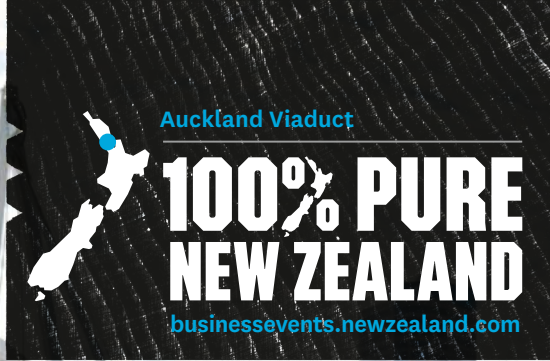
The second half of 2017 for the Centre is filled with various high-profile events including Asia Pacific Retailers Convention & Exhibition (APRCE) 2017 and the 11th Congress of The Asia-Pacific Vitreo-Retina Society 2017. These events are expected to attract over 500,000 delegates and visitors to the Centre. 

Queen's Birthday honours

Associations Forum congratulates the following recipients of 2017 Queen's Birthday honours:

- ◆ **Pamela Clark** - Officer of the Order of Australia for service to the dental profession. Ms Clark served as National President of the Australian Dental Industry Association between 2006-10.
- ◆ **The Honourable Robert Tickner** - Officer of the Order of Australia for service to the community through leadership roles. Mr Tickner was formerly Chief Executive Officer of the Australian Red Cross and was an Australian Labor Party cabinet minister.
- ◆ **Dr Katherine Woodthorpe** - Officer of the Order of Australia for service to business. Ms Woodthorpe was formerly Chief Executive Officer of Australian Private Equity and Venture Capital Association Ltd.
- ◆ **Elizabeth Carr** - Member of the Order of Australia for service to the community in the areas of health, aged care, education and social services. Ms Carr is currently Chairman and non-executive Director of a number of not-for-profit organisations.
- ◆ **Kosmas Sclavos** - Member of the Order of Australia for service to the pharmacy profession. Mr Sclavos was formerly National President of Pharmacy Guild of Australia.
- ◆ **Dr Deen Sanders** - Medal of the Order of Australia for service to public administration and professional standards. Mr Sanders is currently Chief Executive Officer of Professional Standards Authority. 





NEW ZEALAND



NEW ZEALAND DELIVERS CONFERENCES BEYOND EXPECTATION

Access the top academic and business minds in your field to share new perspectives. Network with its innovative people to leave a legacy beyond the event. Enjoy the 'can-do' attitude and warm hospitality that ensures a positive and inspiring environment. Explore its natural beauty and amazing range of attractions beyond the agenda, for a truly memorable event experience.

WHY NEW ZEALAND?

New Zealand's natural beauty is complemented by a talent for innovation and world-leading knowledge centres in a range of key industry sectors.

Hosting an event in New Zealand opens opportunities for knowledge exchange and gaining fresh perspectives and ideas. Create a legacy from your event by building networks across the Tasman for collaboration, joint research, innovation or investment. Add to that the potential to source and recruit more members, while increasing your organisation's profile and gaining international recognition, and the choice is easy.

The appeal of an 'offshore' event is balanced by New Zealand's ease of access and ease of doing business. Its stunning landscapes, unique culture and myriad attractions ensure high delegate attendance. With construction underway on the New Zealand International Convention Centre in Auckland, which can cater for conventions of 3,150 delegates and one-off events for 4,000, the country's conference infrastructure offers the facilities for events that are bigger and better than ever. This is supported by excellent accommodation options, superb food and beverage, and inspiring off-site options that combine to create an outstanding event experience.

KEY CONFERENCE LOCATIONS

“On both sides of the Tasman we agreed as a profession we have things we can learn from each other and have shared challenges to negotiate. By talking to each other we can all do it better.”

Phillipa Tocker, Executive Director for Museums Aotearoa, on the inaugural Museums Australasia event, Auckland.

AUCKLAND

‘City of Sails’ **Auckland** adds marine sector specialism to its tourism, food and beverage, IT, digital and construction expertise, and harbour cruises and island idling to its list of urban delights.

HAMILTON

Nestled on the banks of the Waikato River, **Hamilton** is host to the southern hemisphere’s largest agricultural event (Fieldays) and Australasia’s largest hospital campus (Waikato Hospital).

ROTORUA

Rotorua, home of Maori culture and a growing agro-adventure scene, boasts a fascinating landscape of hot springs and boiling mud pools and strengths in geological and tourism events.

WELLINGTON

Cosmopolitan **Wellington** is the country’s political centre and home to two-thirds of its associations - as well as the ‘Wellywood’ cluster of film and creative industries and a thriving ‘foodie’ scene.

CHRISTCHURCH

Post-earthquake **Christchurch** is a fascinating fusion of old ‘Garden City’ charm with modern art and cutting-edge urban design, construction and technology.

QUEENSTOWN

Queenstown is famous around the world for its iconic scenery, friendly people, golf courses, wineries and diverse range of outdoor activities.

DUNEDIN

Dunedin is home to New Zealand’s oldest university, with a student population that is making this former gold-mining town the ICT and medical technology powerhouse of the country.

ACCESSIBLE AND READY FOR BUSINESS

A trip to New Zealand is easier than ever, thanks to increased access. Nine airlines currently cross the Tasman, with direct flights linking New Zealand to Sydney, Melbourne, Brisbane, the Gold Coast, Perth, Adelaide and Canberra.

New Zealand’s main gateway, Auckland International Airport, is only three hours from the eastern seaboard of Australia - less time than it takes to travel to Australia’s west coast.

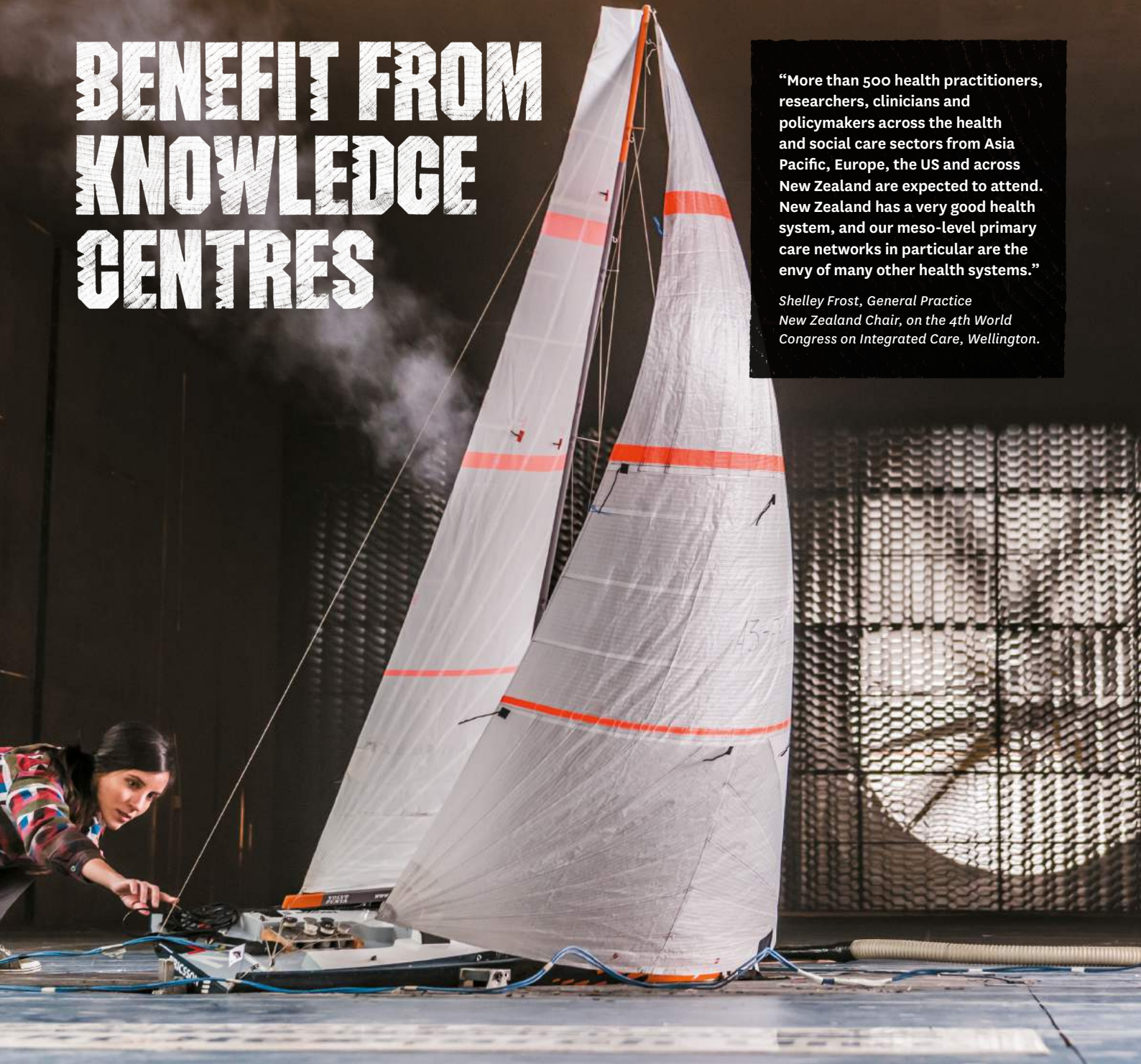
Christchurch, Wellington and Queenstown airports also offer direct flights to and from Australia.

For delegates from further afield, Auckland is an 11-hour flight from most Pacific Rim destinations, including Singapore, Tokyo and the west coast of the USA, while Christchurch International Airport also offers direct flights to several Asian destinations.

BENEFIT FROM KNOWLEDGE CENTRES

“More than 500 health practitioners, researchers, clinicians and policymakers across the health and social care sectors from Asia Pacific, Europe, the US and across New Zealand are expected to attend. New Zealand has a very good health system, and our meso-level primary care networks in particular are the envy of many other health systems.”

*Shelley Frost, General Practice
New Zealand Chair, on the 4th World
Congress on Integrated Care, Wellington.*



Quality content and education, high-level networking and access to innovators and thought-leaders are essential elements to a successful conference. New Zealand excels in a number of key industries:



Agribusiness: A world leader in milk, meat and wool production and export, with expertise in commercialising scientific research.



Aviation: Specialists across the aviation spectrum, from design and manufacture to airline operations, maintenance and training.



Earth Science: Local geology and tectonic activity demands high-calibre knowledge in environmental hazards and resource management.



Marine: Home to superior marine craftspeople and technologies, from design to advanced materials and construction.



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Tourism: A NZ\$24 billion industry with an emphasis on authentic experiences, from natural to cultural encounters.



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“There is an excitement in going offshore and there didn’t seem to be any downsides to taking the event to New Zealand. The cost was fairly similar to Australia, and in fact the accommodation was probably a little bit cheaper. In many cases it was easier to get to New Zealand than Western Australia and often cheaper, with less flying time.

“The Conference Assistance Programme is excellent. If you were doing it on your own you would have to get approval from the Board to fund all the trips, then have to tap into the local channels yourself. To have Tourism New Zealand do that for you reduces the amount of time you have to spend on organisation and for a not-for-profit like us it really helped that we didn’t have to put our hand in our pocket to get it off the ground. Tourism New Zealand made it really easy. The support we have received has just been phenomenal.”

Anne Veenstra, AHISA Business Manager, on the AHISA (Association of Heads of Independent Schools of Australia) 2017 Biennial Conference, taking place in Queenstown in September, 2017

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NSCA rises from crisis to stability and purpose

Despite an unprecedented disaster in its Victorian Division 28 years ago, NSCA Foundation is alive and well. In an interview with Associations editor Philippa Shelley Jones, Chairman Bernie Doyle tells how NSCA has survived and thrived and been resized.

The National Safety Council of Australia (NSCA) was founded in 1927 as a volunteer based federation of Australian state and territory bodies concerned largely with accident prevention. In 1989, the then separately incorporated NSCA Victorian Division suffered huge reputational and financial damage with the AUD\$296 million fraud perpetrated on it by NSCA Victoria Division CEO, John Freidrich. At that time, Bernie Doyle was a customer of the NSCA South Australia Division, using services but not involved in its governance. “I heard of the crisis in Victoria from the major newspaper and TV coverage of the fraud, but I didn’t really see it as having much impact on the South Australian body,” says Bernie.

A move onto the NSCA Board

In 1990, Bernie was asked to join the Board of the NSCA South Australian Division and in 1992 he became SA President. By this time the Australian states of Queensland, New South Wales, Victoria and Tasmania had merged to form a national body. South Australia, which had previously been uninterested in joining the merger, was approached in 1994 to reconsider. “The National President and I agreed to sit on each other’s Boards to better understand the mutual implications of any merger,” says Bernie. “I attended 48 Board meetings for the two bodies over a two-year period!”

South Australia agreed to become a part of the national body in 1997. “I was invited to sit on the national Board for a rotation and I never came off it! I’ve now been President for 15 years and counting,” says Bernie. In 2013, NSCA had a closer look at its strategy. “We were doing training and consulting but there were other organisations doing training and consulting better than us so we needed to ask ourselves the question ‘What does the future look like for NSCA?’” said Mr Doyle.

As a result, NSCA entered into negotiations with commercial entity Wesfarmers Limited for the sale of its training and consultancy operations so that NSCA could concentrate on being a membership body. Wesfarmers was keen to have a national footprint and NSCA wanted to keep its name. “We thrashed out what each of us wanted. The NSCA Foundation was to continue the membership entity, and Wesfarmers created a new NSCA entity to move the training and consulting operations to,” explains Bernie.

A restructure of operations

In 2014, the restructure of the organisation’s operations took place with the association keeping its existing ABN but transitioning to NSCA Foundation in name, which solidified its charity status. NSCA Foundation now concentrates on membership, its annual safety conference, publications and its well-regarded annual National Safety Awards of Excellence. It no longer owns assets and NSCA Foundation staff work from an office owned by Greencap, which is a Wesfarmers subsidiary.



Associations Forum’s Philippa Shelley Jones with Bernie Doyle from NSCA Foundation

“Wesfarmers support us so that we can concentrate on giving value to our members. We market their services and our members benefit from a discount on those services,” says Bernie. “We are stronger as a result of the restructure and the Board knows exactly what it needs to be looking for in the finances.”

Members of NSCA Foundation are mainly organisations such as the ASC, Sparke Helmore and Qantas. “We have thousands of members,” says Bernie. “Some join just to use the well recognised logo, others for a discount on the training, some want to be a part of the events, and there are those that value the fortnightly newsletter. We recognise and cater to all these interests.”

What the future holds

Bernie believes NSCA Foundation will continue to adapt and hence survive. “NSCA is a bit like a chameleon. Each CEO brings a fresh approach which is a good thing,” he says. “No one wants to become stale and irrelevant.” He sees the 1989 scandal with the Victorian Division as having had one positive outcome in that it was the catalyst for the Eastern Australian states to merge and re-examine the organisation’s mission.

Bernie Doyle is not one to sit still, despite being semi-retired and having done years of volunteering. His next challenge is as the incoming Secretary-General of Asia Pacific Occupational Safety and Health Organisation (APOSHO), of which the NSCA was one of five founding members in the early ‘70s. “My role is an honorary position which I will take up in September 2017 at the conference in Singapore. I want to spread the message of the importance of occupational health and safety through stronger Asian associations.”

Associations Forum congratulates Bernie Doyle on his dedication and achievements ◡



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CPA Australia suffers reputational and financial damage

Promotion focused on the CEO, a Board including former colleagues, loss-making subsidiaries and excessive pay attracted member and press criticism of CPA Australia. However, the reluctance by the Board to sack the CEO escalated the criticism into a crisis with extensive media coverage and major reputational damage.

CPA Australia is Australia's largest association of professionals with approximately 160,000 members and AUD\$91 million in net assets. Alex Malley was appointed as CEO of CPA Australia in 2009 after spending time as the association's President. In a move unique in contemporary association management, Mr Malley, rather than the CPA Australia designation, became the subject of promotion. The Board agreed to CPA Australia promoting Mr Malley's self-help book entitled *The Naked CEO* and paying for a television series on an Australian television network entitled *In Conversation with Alex Malley*.

In the marketing of Mr Malley's TV show and book, including advertisements at airports and in New York's Times Square, far from prominent attention was paid to the CPA brand. This expenditure, and CEO-focus promotion, attracted the ire of discontented members and drew scrutiny to the CEO and association.

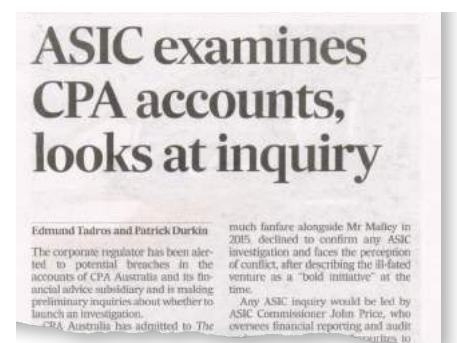


Australian Financial Review
2 June 2017

Criticism of governance structure, pay and disclosure

The governance structure of most associations is that members elect the Board of Directors and they in turn appoint the CEO. However, under the current CPA Australia Constitution, there is no direct election of Board Directors by members. CPA Australia's Representative Council elect the directors out of a shortlist of candidates chosen by the Nomination and Remuneration Committee. The Representative Council comprises those elected by the Divisional Councils and those appointed by the Board. The Representative Council is chaired by the CPA President, who also chairs the Nomination and Remuneration Committee. Further, three Presidents of CPA Australia during the tenure of Mr Malley were either former work colleagues from his time as a lecturer at Macquarie University (Richard Petty and Tyrone Carlin) or a former employee (Jim Dickson).

Publication of the level of pay of CPA Australia's leaders in the organisation's audited finances raised eyebrows when it was seen



Australian Financial Review 6 June 2017

that AUD\$5.5 million was allocated to the Board and three senior staff, an increase of 20% from 2015. It was disclosed that the President of the Board was paid AUD\$400,000 and the total Board remuneration was AUD \$3 million. Requests by members for a detailed breakdown of senior staff pay levels were denied for a number of months until it was revealed that Mr Malley was paid AUD\$1.79 million per annum and his two most senior managers approximately AUD\$900,000 per annum each. CPA Australia has since revealed that it did not declare more than AUD\$1.2 million in remuneration to directors of its foreign subsidiaries.



Australian Financial Review
5 June 2017

To add to its credibility problem, CPA Australia held the April 2017 Annual General Meeting in Singapore. This played out badly with its members and in the media; CPA Australia was criticised for extravagance and it was perceived that the body was trying to avoid scrutiny from the majority of members who were unable to attend the AGM in person. Scrutiny also resulted in attention being paid to CPA Australia's wholly owned loss-making subsidiary, CPA Australia Advice. This entity was shown to have cost around AUD\$5 million to set up, including Directors fees paid to Mr Malley and to people who were also being paid to sit on the CPA Australia Board. Yet it had less than 30 members.

Media interest intensified

Australian media played a significant role in highlighting the issues raised and amplifying the concerns of members. *The Australian Financial Review*, a major national newspaper, published a number of items critical of Mr Malley and, when the Board of Directors continued to support Mr Malley, criticism was then levelled at the Board.

Investigations were also conducted by another major newspaper, *The Australian*, as well as the ABC television network. The press examined the circumstances of Mr Malley's departure



Australian Financial Review
2 June 2017

from a previous role as a Macquarie University lecturer and on his extensive property asset portfolio. The problems increased with the news that the Professional Standards Councils may not be renewing CPA Australia's professional

standards scheme when the current scheme expires in October 2017. The scheme limits the liability of accountants in public practice and, if it is not approved, will expose some CPA members to significant liability from malpractice lawsuits. The Professional Standards Councils work to improve professional standards and protect consumers of professional services across Australia. There is a concern that CPA Australia may have compromised its ability to maintain the professional standards of its members by competing with its own members by establishing CPA Advice.



Australian Financial Review
9 June 2017

Excerpt from CPA Media Release 3 July 2017

CPA Australia releases independent review plan

CPA Australia today released the panel and full terms of reference for the Independent Review announced on 16 June.

Board Chair and President Jim Dickson announced the Independent Review panel had been expanded and the Terms of Reference broadened to include a comprehensive assessment of the governance of CPA Australia.

The Board is seizing the opportunity to undertake a fresh look at CPA Australia's governance regime, empowering the expert panel to engage with the membership to create a model to take CPA Australia into the next decade and beyond...

Mr Dickson said the review panel would assess a range of claims that had tarnished the reputation of CPA Australia.

"We cannot allow questions of governance to go unanswered. Members, staff and the Board all deserve a robust independent analysis of the questions and assertions that have been raised in recent times and CPA Australia eagerly awaits those findings," Mr Dickson said.

The review will also allow CPA Australia members to be actively involved in the evolution of the governance framework, so that it meets member expectations and is world class.

"The independent panel has the qualifications and experience to make an honest assessment and, with member input, help CPA Australia become a stronger and more transparent organisation.

"We have listened to members, and we invite everyone who cares about the future of the organisation and the profession to engage in this process to build a better CPA Australia."

Concerns have also been raised that CPA Australia may have breached the Corporations Act in a number of respects relating to its audited accounts and the disclosure of the pay of its directors.

7 of 12 on the Board resign

Despite being under intense pressure to resign, Mr Malley held firm and the Board, at least for a time, continued to support him in his CEO role. However, in May 2017, Directors began to desert the beleaguered body.

- ◆ On 30 May 2017, the Board Chair, Tyrone Carlin whose CPA pay appeared to conflict with his academic career, resigned and handed the Chair to his deputy, Jim Dickson.
- ◆ Two more resignations followed, with Richard Alston and lawyer, Kerry Ryan, resigning on 7 June 2017, reportedly after claims that their call for an independent Board review was ignored.
- ◆ A fourth director, David Spong, resigned on Friday 9 June, also citing the need for a review of CPA Australia's management.
- ◆ An emergency day-long Board meeting on Tuesday 13 June led to the resignation of three more directors - Jennifer Lang, Deborah Ong & Martin Hourigan.

The resignations of seven Directors meant the Board was left with only five of its original twelve Directors, below the minimum six directors required for a quorum.



Australian Financial Review
13 June 2017



Australian Financial Review 26 June 2017

The Board announced on 16 June 2017 that Mr Malley would retain his job. The statement said "As we have made clear in our annual report, at our AGM and in a range of member communications, CPA Australia is enjoying unprecedented success. In so many ways this is due to the leadership and vision of our chief executive." It added "It is critical that we continue to run our membership organisation successfully and Alex has full support to continue leading our team."



Australian Financial Review
17 - 18 June 2017

To placate the criticism, an independent governance review to be conducted by former chief of the defence force, Sir Angus Houston, and former Auditor-General Ian McPhee, was announced. Yet the move met with immediate criticism as both Angus Houston and Mr McPhee had been supportive of Mr Malley before the crisis so they were not seen as independent. Sir Angus Houston subsequently withdrew from the review citing the controversy about his appointment.

Dismissal of the CEO

However, criticism continued unabated and there was public airing of bullying allegations against Mr Malley. The Board finally dismissed Mr Malley on 23 June 2017, apparently after sustained pressure from Divisional Councils. The Board's statement to members via Chairman Jim Dickson said "CPA Australia advises that Mr Alex Malley is finishing in his role as chief executive, effective 23 June. At its meeting today, the Board decided to terminate Alex's contract in order to allow CPA Australia, CPA Australia staff and Alex to move forward. In the interests of full disclosure, CPA Australia has made a payment of AUD\$4.9 million in accordance with our obligations." The dismissal of Mr Malley does not end the unprecedented saga for CPA Australia. There is widespread criticism and anger at the payout amount to Mr Malley, and the many issues highlighted this year need to be investigated. Discontented members continue to call for all remaining Directors (Jim Dickson, Richard Petty, Michele Dolin, Sharon Portelli, Graeme Wade and Tim Youngberry) to be replaced. Without doubt, the CPA Australia story will be discussed for decades as a stark example of what a previously-respected association of professionals should not do. Whilst the over confident CEO convinced the association to promote him rather than the CPA designation, was paid a huge amount to do so, and lost money on a damaging subsidiary, the long-term focus may be on questionable governance by the Board, led for most of a decade by Mr Malley's colleague, Richard Petty. ☹



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Record attendance at AFNC 2017 in Sydney

Over 600 people gathered at the International Convention Centre Sydney on 17 and 18 July 2017 to attend the 12th annual Associations Forum National Conference.

Over 600 representatives from associations, charities, and business providers to the not-for-profit sector attended the 12th annual Associations Forum National Conference in Sydney on 17-18 July 2017. Attendees had the opportunity to participate in more than 35 educational sessions, workshops and learning labs over two days and hear from a line-up of over 80 speakers who are experts in their fields. They also connected with around 60 suppliers in the exhibition space and networked with colleagues during the various conference functions including a first-timers and solo attendees session, welcome drinks, a CEO networking breakfast, special interest group workshops and the conference dinner. Associations Forum, in partnership with Tourism New Zealand and New Zealand

International Convention Centre, also treated its Gold Members to an exclusive dinner at The Pavilion Restaurant in Sydney's Royal Botanic Gardens. The strong line-up of speakers included opening keynotes Anne Trimmer, Secretary General, Australian Medical Association, and Brian Seidler, Executive Director, Master Builders Association NSW. Ms Trimmer delivered an informative address on the AMA's political influence and the modernisation of its governance structure. She was followed by Mr Seidler's analysis of what the future holds for industry organisations such as the MBA NSW. The Conference Dinner was again a highlight for delegates. This year saw the presentation of the inaugural Association Awards™ and Associations Hall of Fame™ which proved to be a very popular addition to this year's program.

This year, for the first time, the conference also featured four Special Interest Group Workshops in the areas of Advocacy, Communications, Events and Membership which met for facilitated discussion on key challenges and as an opportunity to network over breakfast. Associations Forum would like to thank all of the exhibitors, speakers, sponsors and media partners for their support. A special thanks to our major sponsor International Convention Centre Sydney and supporting sponsors, Clade Solutions and Doltone House. *Save the date for the next Associations Forum National Conference, being held at the Gold Coast Convention and Exhibition Centre on 16-17 July 2018.*



One of the panel sessions at the conference



Attendees at the Opening Plenary



Associations Forum's General Manager, John Peacock, at the Opening Plenary



Prof Edathil Vijayan from Society for Biotechnologists India

“I just wanted to convey my congratulations and thanks to the team for a terrific two days at the Associations Forum Conference. The program was engaging, the networking was abundant, the venue was sparkling, and the hospitality was first class. It's been a few years since I attended my last Associations Forum conference and I look forward to attending again next year.”

Nello Marino, Chief Executive Officer, Australian Podiatry Council



(Left to right) John Peacock, Associations Forum; Kathy Nguyen, Associations Forum; Troy Williams, Australian Dental Industry Association; Tim Sheehy, Awards judge



(Left to right) Denys Correll, Associations Forum; President Capt Peter Murray, Australasian Institute of Marine Surveyors; Juliet Siefert, Awards judge; John Peacock, Associations Forum



(Left to right) John Peacock, Associations Forum; Cathy Baker, Community Legal Centres Queensland; Philippa Shelley Jones, Associations Forum; Stephen Harrison, Awards judge

Guests enjoying the Conference Dinner at Doltone House (Right)
Award recipients and inductees (Below)



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Julian Ledger (Youth Hostels Association)
Garry Pearson (Australian Dental Association Victorian Branch)
Janet Reynolds (Home Economics Institute of Australia)
Peter Webster (Industry Capability Network NSW)



Wilhelm Harnisch



Julian Ledger



Garry Pearson



Janet Reynolds



Peter Webster




Heidi Heming, Conventions and Incentives New Zealand, with Bruce English from The Red Carpet Experience

CEO lunches in 4 cities

Recent Associations Forum Member CEO Lunches have been well attended with interesting speakers canvassing some pertinent topics. At the Brisbane CEO Lunch on 16 May at the Brisbane Convention & Exhibition Centre, David Robertson from Independent Schools Queensland Ltd provided some interesting insights into the fundamentals of advocacy and how to influence the policy-makers.

On 17 May, Yvonne Butler who is CEO of the Australian Institute of Project Management (AIPM), spoke at the CEO Lunch at Mercure Sydney. She detailed how AIPM has transformed on a number of levels over the past two years to deliver increased member value and financial returns. At the National Convention Centre Canberra on 1 June, Executive Officer of Australian Primary Principals Association, Michael Nuttall, drew on his many years of experience in the area to explore the complexities of working with government.


Melbourne CEOs welcomed Andrew Peters at their lunch on 1 June at the Rendezvous Hotel. Mr Peters, who is Chief Executive Officer of Royal Australian and New Zealand College of Psychiatrists, discussed the important relationship between Board and CEO. 

Local associations and Asian Federations meet in Singapore

Associations Forum, which has been working with associations in Asia since 2009, ran two half-day workshops on 2 May 2017 at Singapore world-class Marina Bay Sands. The first workshop looked at structures and the fundamentals that associations need to have in place to operate effectively and efficiently. The second workshop covered what services and events are required to allow an association to achieve its purpose and serve members.

Delegates enjoyed the opportunity to interact with other local associations. "I found it to be very interesting, insightful and enjoyable. I would also like to express my thanks and appreciation to John Peacock, Kathy Nguyen and the team for the wonderful workshop," said Lawrence Liaw, Senior Manager, Container Depot and Logistics Association (Singapore).

Sands Expo® and Convention Centre is Singapore's largest and most versatile meeting space, featuring over 120,000 square metres of flexible space, 250 meeting rooms, Southeast Asia's largest ballroom and the capacity for 2,000 exhibition booths.

The next Associations Forum event scheduled at Marina Bay Sands is the Asian Federations Round Table. The meeting on Monday 16 October 2017 will cover structure, governance and legal matters relating to running an Asia-Pacific federation of associations or a pan-Asian association. More information is available from Lucia Mai by email to lucia@associations.net.au 



Melbourne CEOs hear from Andrew Peters over lunch at the Rendezvous Hotel

'Meet the Politicians' held


"Valuable insights, fantastic value."

This was just one of the glowing responses to Associations Forum's Meet the Politicians event held in Canberra in March 2017.

The subjects covered included what to do (and not to do) at a meeting with an MP, how the Press Gallery actually works and how to develop a public affairs strategy.

Approximately 40 association and NFP executives had the opportunity to meet key politicians, bureaucrats, media representatives and advocacy leaders, as well as attend educational sessions and explore Parliament House.

Associations Forum is grateful to Hon Craig Laundy MP, Gai Brodtmann MP, Senator Nick Xenaphon, Hon Kevin Andrews MP and Julie Owens MP who provided very practical advocacy advice and insights to delegates. Special thanks also goes to Catherine McGrath for her valuable assistance with organising and chairing the event.

Following the success of this inaugural event, Associations Forum is planning another 'Meet the Politicians' event in 2018. Members will be notified of more details as they become available. 



Associations Forum's Denys Correll with Senator Nick Xenaphon and Catherine McGrath



Educational session in a Committee Room at Parliament House in Canberra

Computer-based assessment

by Adrian Evans, Vice President - Australia & South East Asia at Pearson VUE



We live in a truly digital era where computers are present in every aspect of our lives and no modern workplace is complete without one. It is therefore natural that a tech-savvy generation of professionals would expect to be assessed via computer.

Computer-based testing (CBT) has been practised for almost two decades and we have witnessed a significant shift towards more modern assessment methods globally in the IT, education, transport, medical and finance sectors. But while CBT has been sweeping the world, the majority of exam owners in Australia are still using the 2,000-year-old method of pen-and-paper examinations – largely due to concerns about the cost involved. The sheer size of Australia means that it can seem cheaper to offer pen-and-paper based tests for groups of candidates in remote locations rather than upgrading to CBT. But it is important for test owners to conduct an apples-for-apples comparison to reveal the increased efficiencies and savings from which they could benefit.


The use of technology can transform all aspects of the assessment process – from registering for an exam to receiving results. It also affects security, which is important as breaches can cause costly reputational damage for the exam owner. There is no longer the need to spend time and money on physically transferring exam papers to the exam

hall – running the security risk of test papers being leaked – because electronic test papers are encrypted and uploaded to test centres shortly before the examination with CBT.

CBT provides a highly secure environment for testing, with ID checks, CCTV, live invigilation and a requirement for candidates to put their electronic devices in a locker prior to sitting the exam.

The logistics of pen-and-paper testing – people, time, shipping and logistics, project management and marking – are handled more efficiently via CBT. Other cost savings can be realised by utilising technology to facilitate the content development. This allows subject matter experts to create test paper content together online rather than spending time and money physically meeting each other.

The exam content itself can also be more innovative when delivered via CBT – offering the additional real-life question types including video and simulation, along with the standard multiple choice - and candidates receive their results promptly.

The medical and financial services sectors are already using CBT across Australia and, as increased efficiencies become apparent, test owners are catching up with the rest of the world by embracing technology in assessment. 



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Constitution review and Board governance training to assist associations

By John Peacock, Associations Forum

The experience of Associations Forum in reviewing constitutions and delivering training to scheduled Board meetings has resulted in improved rules for associations and more association Boards being aware of their role and legal responsibilities.

Before looking at some tips regarding governance training, we reflect on constitution reviews. As Associations Forum has reviewed hundreds of constitutions, here are some markers for good constitutions:

- ◊ Without being overly proscriptive, constitutions need to define membership so that appropriate supporters of the cause can join and vote. We are surprised that some constitutions have very open membership definitions that could lead to inappropriate people or organisations joining, gaining the right to vote and potentially taking control of the association.
- ◊ How a Board is comprised is crucial to the smooth running of an association. The results of Associations Forum's annual Board Survey indicate that participants believe the ideal size of a board of directors is 8 or 9 directors. Yet some Boards are larger and reading the constitution does not always give clarity regarding how directors are actually elected or appointed.
- ◊ Extraneous matters should not be in a constitution, e.g. membership fees and job descriptions. Those matters should be decided by the Board and not be locked into the constitution, as they are subject to change on a regular basis.
- ◊ The style of the constitution and the quality of its drafting makes a difference as well. Some constitutions are written or updated by well meaning volunteers who may not necessarily have the right skills to do so. The style and language used in constitutions should be contemporary.

Similar to the decision as to whether to renovate an existing property or build a brand new one, sometimes it is better to start all over again with a constitution. Start by working on the blueprint for the new structure, and only when it has been agreed upon by all parties, start building i.e. start writing the new constitution.

Governance training delivered to the Board is a specialty of Associations Forum. Combining the lessons from our constitution reviews and the common issues raised by Boards we train means that both services are improved.

Training association Boards is particularly rewarding because the directors, councillors or committee members believe in the cause represented and are not on the Board for financial gain or as a career stepping stone. There is often a stronger thirst for knowledge about governance when the profession or industry represented does not have participants who naturally learn about governance and structures as part of their daily role e.g. science-related clinicians or teachers. One of the heartening aspects of our governance training is that Board members nearly always understand their fiduciary and statutory duties to act in the best interests of the association and not self-interest. Some of our observations from the Board governance training sessions we have conducted include:

- ◊ Directors should know which laws apply to them so that they understand their responsibilities. It is also important to note the difference between the legal role of directors compared with the legal role of members, the latter being quite limited.
- ◊ There is a need to reinforce the distinction between governance and management - and to explain to Boards the need to set plans and not micromanage when they have a CEO.
- ◊ Boards dynamics and performance will change according to the directors and CEO at the time. Some Boards demonstrate leadership and others have dynamic CEOs who show initiative. Regardless of who the 'ideas person' is, significant new initiatives need to be agreed to by the Board.
- ◊ Too many Boards do not know the taxation status of their association or charity. This can have serious consequences, so taxation status must be addressed.
- ◊ It is advised that minutes of Board meetings should not be circulated beyond the Board. Whilst communication of key news and developments to members is important, circulating the Board minutes is not the appropriate news medium due to the confidential or commercially sensitive nature of Board discussions.

Overall, Australian associations are constantly improving with better constitutions and more Board training. When strong foundations are in place, the association is able to concentrate on delivering services to its members and advancing the cause of the association.

For information, contact Kathy Nguyen on +61 2 9904 8200 or kathy@associations.net.au



Membership Summit, Rydges Melbourne on Exhibition Street, 9 October 2017

Asian Federations Roundtable, Marina Bay Sands Singapore, 16 October 2017

CEO & Chair Symposium, Hotel Grand Chancellor Hobart, 1-2 February 2018

Associations Forum National Conference, Gold Coast Convention and Exhibition Centre, 16-17 July 2018

For more information visit www.associations.net.au

Associations Forum Board Survey released

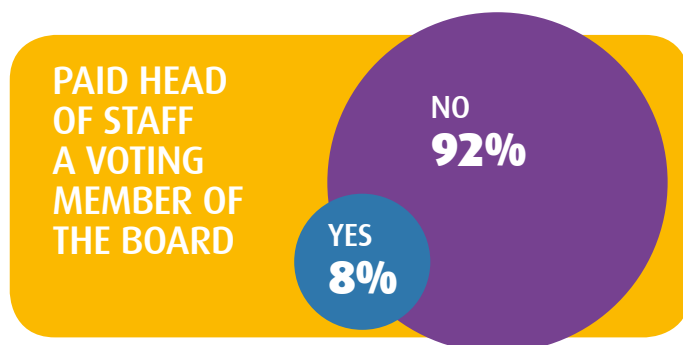
Kathy Nguyen, Manager Client Services of Associations Forum, analyses the results of the 2017 Associations Forum Board Survey in which 280 organisations took part.

Some interesting trends have been revealed in the 10 years during which Associations Forum has been conducting its annual survey into Board composition and governance. Some observations from this year include:

- whilst the average number of Directors on the Board has increased slightly to 10.43 compared with last year's average of 9.34, it still demonstrates the long term trend towards smaller Boards, with the ideal number of directors falling within the 7 to 10 range.

- the gender balance on Boards remains steady with 35% of directors being female.
- with 57% of organisations currently reviewing or having reviewed their constitution within the last 12 months, there is an encouraging trend towards improving governance structures which result from regular constitutional reviews.
- there is a continuation of the trend towards improving Board performance through increased budgets for Board training and performance reviews, with 49% of organisations allocating funding for directors' professional development.
- 14% of the organisations pay directors a fee other than expenses reimbursement.

The Board Survey Report 2017 has been sent free-of-charge to participating organisations. A copy of the Report is available for non-participants for a small charge by contacting Claire Bell on 02 9904 8200 or by email at membership@associations.net.au



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YHA members vote to complete mergers

On 21 June 2017, at an Extraordinary General Meeting, members of Youth Hostels Association (YHA) Western Australia were the last state to vote overwhelmingly in favour of merging with the national organisation.



YHA was first developed in Australia 78 years ago, being established on a state by state basis. The Boards of Directors started the process of merging into a single national entity 12 years ago.

“In the past the federated structure was entirely appropriate, however eight Boards and eight management teams become unwieldy, inefficient and unsustainable. YHA gives credit to John Peacock and Keith Roberts from **Associations Forum** who provided valuable assistance to facilitate meetings and draft documents for the first crucial merger,” said YHA Australia CEO, Julian Ledger. “Subsequently, YHA was able to economically manage in-house the mergers that followed using the methodology developed.”

YHA is a not-for-profit company limited by guarantee and with the completion of the merger project has 370 employees and a turnover of almost \$50M. ◡

ARAMA restructures

ARAMA National Ltd, which is a membership based professional body that represents the interests of people who are involved in accommodation management rights, is finally up and running after a lengthy gestation.



ARAMA decided to become a national body some time ago but had first to overcome a legacy of administrative complications. There were separate legal entities in the Australian states of Queensland and New South Wales plus a national entity which was also a Queensland incorporated association.

Step one was to merge both Queensland bodies into one new Queensland incorporated association. Complications with the regulators resulted in that being an unexpectedly drawn out process. Once finally merged, the next step was for the new body to convert to a company limited by guarantee allowing it to act freely across Australia. That process has finally been completed and ARAMA National Ltd is fully functional. Steps are well in hand for the ARAMA body in NSW to merge with it in the coming weeks.

“For various external reasons, the administration processes in Queensland and with ASIC turned out to be quite a challenge. I am just grateful that our consultant, Keith Roberts from **Associations Forum**, had the patience and knowledge to guide us to a successful outcome. Now that is behind us we are focusing on growing the membership,” said ARAMA CEO, Trevor Rawnsley. ◡

AusIMM Planning Day

“We are clear, united and focused on our future direction.”

This was the reflection of Stephen Durkin, the new CEO of Australasian Institute of Mining and Metallurgy (AusIMM), after the organisation’s annual strategic planning day and Mr Durkin’s first Board meeting. The day started with two expert presentations, one on digital transformation and the other on diversity. Following this the Board developed a programme to deliver greater value to AusIMM members. AusIMM’s future direction will be underpinned by a focus on digital engagement and building a stronger external profile for AusIMM members through connections with industry, universities, government, kindred bodies and the media. This is to support its leadership role as the trusted voice for all professionals working in the minerals industry. The planning day was led by President Colin Moorhead and facilitated by **Associations Forum**. ◡



The Board of Australasian Institute of Mining and Metallurgy

New management for AIME 2019

The Asia-Pacific Incentives and Meetings Expo (AIME) is set for a make-over with the announcement of its new exhibition and event management supplier, Talk2 Media and Events, commencing in 2019.



“We recognise that after 25 years it is important for AIME to continually evolve to meet the changing demands of exhibitors, hosted buyers and industry. We’re looking forward to the new opportunities this partnership presents for the event and those who attend,” said Karen Bolinger, CEO of Melbourne Convention Bureau. Talk2 Media and Events was created in early 2016 and its senior team has over 60 years’ collective experience running more than 300 shows across both trade and consumer portfolios. They have approximately 30 staff in their Melbourne headquarters. “We applaud and thank Reed Exhibitions for their vital contribution to AIME over the past 15 years. Under Reed’s management AIME has become the largest event of its kind in the Asia-Pacific region,” said Ms Bolinger. ◡

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AICD CEO John Brogden steps down



In May 2017, **JOHN BROGDEN** resigned as CEO of the Australian Institute of Company Directors (AICD) after the return of his depression. The AICD's Chief Financial Officer, Rachel Gatehouse, is Acting CEO while a search is undertaken for Mr Brogden's replacement.

Mr Brogden had been Managing Director and CEO of AICD since January 2015 and is also Chairman of Lifeline Australia and UrbanGrowth NSW.

"As CEO, John has driven the creation and initiation of a number of important policy and member service developments... In particular John has been effective in increasing membership and raising AICD's advocacy profile," said AICD Chairman, Elizabeth Proust. ◡

AIST's CEO change



The Australian Institute of Superannuation Trustees (AIST) appointed **EVA SCHEERLINCK** as its new Chief Executive Officer in March 2017, replacing Tom Garcia who stepped down after nearly five years in the role.

In addition to past roles at AIST, Ms Scheerlinck has previous experience heading up professional associations, including six years as CEO of the Australian Lawyers Alliance.

"Eva is highly-respected across the superannuation industry and beyond for her significant contribution to key policy and governance debates, including her dedication to improving retirement outcomes for low income earners and disadvantaged groups – such as Indigenous Australians," said AIST President, David Smith. ◡

Engineers Australia welcomes new CEO



Peak professional body Engineers Australia has announced **PETER MCINTYRE** as its new CEO.

Mr McIntyre is an electrical engineer with significant experience across the energy sector, including as the former Managing Director of TransGrid.

His experience as a professional engineer, not-for-profit Board Director and energy sector executive in leading progressive business change processes, will bring a unique perspective to Engineers Australia's role as a peak professional body.

"As an experienced CEO, Mr McIntyre brings a wealth of leadership and governance experience gained across a career spanning both corporate and not-for-profit roles," said John McIntosh, National President of Engineers Australia. ◡

Optometry Australia's new CEO



Experienced executive, **LYN BRODIE**, commenced in June 2017 as CEO of Australia's peak professional body for optometrists, Optometry Australia.

Ms Brodie has worked as a Ministerial Advisor within the Australian Government and has held a number of key executive positions. She has also been a non-executive director and worked on a number of committees in the not-for-profit and philanthropic sectors.

"Ms Brodie has extensive experience in business strategy development and funding diversification as well as first-hand insights into government liaison and legislation planning," said Optometry Australia's President, Andrew Hogan. ◡

New leader for CA ANZ



Chartered Accountants Australia and New Zealand has appointed **RICK ELLIS** as the organisation's new Chief Executive Officer, replacing Lee White who served as CEO since 2011.

Mr Ellis was formerly the CEO of the National Museum of New Zealand Te Papa Tongarewa in Wellington. His career spans over 30 years including tenure as Group Executive Telstra Media and CEO of Television New Zealand.

"The profession is in a time of significant change. Rick brings many skills based on years of international experience to this task. We are really excited to attract someone of Rick's reputation and calibre to our organisation," said CA ANZ Chairman, Murray Jack. ◡

Dial Before You Dig's new CEO



The Association of Australian Dial Before You Dig Services Limited has appointed **STUART BURDACK** as its new Chief Executive Officer.

Mr Burdack is an experienced CEO having held this role at both rural and metropolitan local governments.

He has a wealth of knowledge and experience in infrastructure development, governance, leadership and engagement with a broad range of stakeholders.

Mr Burdack's most recent role as CEO was at the Nillumbik Council on the Melbourne urban fringe.

"I am committed to ensuring the continued reliability and growth of service provision and the universal acknowledgement of Dial Before You Dig as a leader in the provision of programs, policy and services to protect essential utilities infrastructure," said Mr Burdack. ◡

Durkin new CEO at AusIMM



The Australasian Institute of Mining and Metallurgy (AusIMM), the peak body for professionals in the Australasian minerals sector, has appointed **STEPHEN DURKIN** as its new Chief Executive Officer.

Mr Durkin, who was most recently Chief Executive of Engineers Australia, brings extensive experience in business and association management to his new role, and possesses highly-regarded skills in government, media and community relations.

“I look forward to working with the Institute’s progressive and action-focused Board as we lead the AusIMM into a new era of recognition and support for minerals professionals,” said Mr Durkin. ◡

Turner to lead Cancer Council ACT



Cancer Council ACT has appointed **SANDRA TURNER** as the organisation’s new Chief Executive Officer, succeeding Joan Bartlett who retired after leading the organisation for almost two decades.

Ms Turner is a skilled senior leader with a strong background in health and has worked as CEO for national organisation Australia Medic Alert Foundation and, most recently, with Girl Guides SA. “We are confident that Ms Turner will lead Cancer Council ACT in the right direction as we continue the fight against cancer, and work towards reducing the incidence and impact of cancer, specifically in the ACT community,” said Cancer Council ACT President, Christine Brill. ◡

New CEO for ADAVB



The Australian Dental Association Victorian Branch (ADAVB) has appointed its new CEO, Clinical Associate Professor **MATTHEW HOPCRAFT**, following the retirement from the role of Garry Pearson, the ADA’s longest serving Branch CEO.

Clinical A/Prof Hopcraft is a dental public health expert who has worked in both public and private dental practices in metropolitan and rural locations. He has over 20 years’ experience in a broad range of fields including administration, teaching, research and clinical practice. Clinical A/Prof Hopcraft has also served 12 years on the ADAVB Council, including a term as President in 2011/12 and two years on ADA Inc. Federal Council. ◡

CFO becomes CEO of ADA NSW



In January 2017, **STES STENGOS** was appointed Chief Executive Officer of Australian Dental Association (ADA) NSW after working as the body’s Chief Financial Officer for more than two years.

Mr Stengos, who is a Chartered Accountant, has extensive experience in financial management, governance and strategy, and has held leadership roles within a range of organisations, including NFP, government and private companies.

“The Board and the ADA NSW team, under the leadership of Stes, are committed to enhancing our mission with the support and involvement of our members,” said ADA NSW President, Dr Sabrina Manickam. ◡

RACDS appoints new CEO



The Royal Australasian College of Dental Surgeons (RACDS) has appointed **DR KAREN LUXFORD**, who has more than 20 years of experience in executive leadership, as its new Chief Executive Officer.

Dr Luxford has held a range of senior executive leadership roles in health including General Manager of the National Breast and Ovarian Cancer Centre. She joins RACDS from the Clinical Excellence Commission where she was Executive Director. “Dr Luxford’s leadership will energise the RACDS and contribute to the ongoing growth of the College, its profile and membership,” said RACDS President, Dr Patrick Russo. ◡

NTCA’s Chief Executive resigns



TRACEY HAYES, Chief Executive Officer of the Northern Territory Cattlemen’s Association (NTCA), has decided not to renew her contract, and will step down from the role and the association in September 2017.

Ms Hayes became the first female to lead the NTCA during its 33-year history and has decided to devote more time to her family after three years in the role of CEO. ◡

MA CEO to step down



Mission Australia’s Chief Executive Officer, **CATHERINE YEOMANS**, has advised her intention to step down from her full-time CEO role at the end of 2017 to spend more time with her family.

Ms Yeomans joined Mission Australia in July 2011 and was appointed CEO in February 2014.

“With the 2,800-strong Mission Australia team, Catherine has strengthened MA’s highly-committed and engaged culture, developed a professional and motivated management team, and built a sound and sustainable financial foundation,” said Chairman Ken Dean.

SAVE THE DATE

Associations Forum National Conference 2018
will be held at Gold Coast Convention and
Exhibition Centre on 16 -17 July 2018.

Australian leads UK and EU associations

The former CEO of Self Storage Association of Australasia, Rennie Schafer, gives a personal account of his move to the UK and the quirks of dealing with associations in Europe.



Five years ago, I was in the Margaret River with my wife, and I get a phone call from an ex Board member. He tells me that the CEO of the UK Self Storage Association had resigned and that I would be perfect to take on that role. My initial reaction was, why would I leave this to work in the UK? But 9 months later, after being flown to London for an interview and the long process of gaining a working visa, I started work in Europe. After renewing my initial 3 year contract, I am still here and loving the experience. My role is the CEO of both the UK Self Storage Association and the Federation of European Self Storage Associations. We have members in 23 countries who speak 21 different languages.

The challenges of cultural differences

As we are a self-regulated industry, one of the pillars of our membership offerings is legal support and a standard self storage contract. Those of you who may be frustrated about dealing with a range of local or state governments in Australia should try dealing with European legislators. It is not just the language barrier but the cultural differences, attitudes to business, and society that impact how the association delivers its services and sells membership. You cannot simply take a document or training module developed in Germany, translate it and the marketing material into Italian and roll it out in Italy. Even translation is a challenge as, unless you have a local who understands the industry, translating the document will be understood by the members, but the nuances will not be right so they will know it has been translated. Particularly in the southern and eastern European countries, there is a lot of parochialism and businesses want to be serviced by a local association. This is why the federated system works well in Europe, with local associations delivering local programmes but largely governed by an overriding European body that drives the overall direction.

The other difference I see in Europe from Australia is the level of networking between associations. While there are association networks like Associations Forum, they are not as well attended and there is a lack of quality events for senior managers like the CEO & Chairs Symposium in Australia. Many of the networks are also more focused on charities than industry associations. So, while I have created some great relationships with other associations, it has taken more work as there seems to be a bit more reluctance to share ideas. I also see a lot more small niche industry associations in Europe which essentially compete with larger whole of industry groups.

The advantages of being Australian

Being an Australian working in Europe definitely has its advantages, particularly in a pan-European association. Australian business people are widely respected for their “can do attitude” and ability to communicate with a broad range of people. We have none of the 1000s of years of historical baggage that the European countries have with each other. We can cut through the class barriers in the UK for example. There is less of an expectation in regards to language fluency coming from Australia and people are generally more tolerant of minor cultural indiscretions you might make.

I am really enjoying my time in Europe. It has certainly been challenging at times but the basic fundamentals of good association management are the same here as in Australia and, I would expect, the world over. I get to travel to amazing places as everything is so close (from an Australian point of view), and really experience the history, the food and the culture. But I do miss those long beaches, rolling surf and definitely the sunshine. ☺

Advice to my 25 year old self...

“Embrace the opportunities, people and experiences you are forwarded and don’t sweat the small stuff. Create a great team who “get it” and enjoy the ride together. Ensure that trust, respect, performance and fun are embedded in the organisation through your leadership and influence. Create the vision and pathway but be flexible and responsive as things change. Celebrate the successes and be resilient through the challenges. Keep it in perspective and ensure that family and friends are primary in it all. Continue to develop, reflect and be challenged through the journey and importantly, stay a “good man” and be healthy.”

Matthew Fisher, CEO, Chiropractors Association of Australia National Ltd



“As a 25-year old, I couldn’t have imagined becoming a CEO before I turned 40. But looking back, I’m quite glad I didn’t have forewarning on how challenging that journey would be! If we knew what obstacles were lurking ahead we’d probably think them too great and chicken out. But once we’re in them, we always summon the strength to forge our way through to the other side – which is precisely where we need to be to create real and positive change for ourselves and those around us. So I’d tell my 25-year old self, if what you’re doing is utterly terrifying, you’re on the right track!”

Dominique Lamb, CEO, National Retail Association



TESTIMONIALS 2017

“Thank you for your recent discussion with the AASW Board. You impressed us all as a person with deep knowledge of the governance, dynamics and operations of not-for-profit associations.”

Prof Karen Healy AM, President,
Australian Association of Social Workers

“It was an incredibly useful planning session and thank you for helping us through it. I left the meeting feeling extremely positive about what we currently do and what we will do. I was thrilled with how the Directors were focused and how they all participated. They were very happy with how the session went and with the final product.”

Jill Brookfield, Executive Officer,
Association of Accredited Certifiers

“I must also congratulate Kathy Nguyen and staff at Associations Forum for strong guidance and support to the steering group during the process. It has been a very valuable experience to work with such a professional team.”

Prof Raymond Chan, President,
Cancer Nurses Society of Australia

“I attended the morning session and found it to be very interesting, insightful and enjoyable. I would like to express my thanks and appreciation to John Peacock, Kathy Nguyen and the team for the wonderful workshop.”

Lawrence Liaw, Senior Manager,
Container Depot and Logistics Association (Singapore)

“Dear Denys, We have had two Councillors provide feedback that you were very knowledgeable, and it helped to clarify what kind of structure we have, and how we would like to move forward. You were also very approachable and answered questions honestly and sincerely. Many thanks again for making the time to do the presentation for our National Association.”

Tan Nguyen, President,
Australian Dental and Oral Health Therapists' Association

“Thank you so much for your presentation on Saturday. The new Directors, and the old ones, appreciated your work with our strategic plan and outlining the past difficulties. During our budget deliberations, I put forward to the Board the suggestion of upgrading our membership to receive further benefits from Associations Forum. The Board Directors view our membership of Association Forum as a worthwhile and valued relationship.”

Sandy Amooore, President,
Australian School Library Association Inc

“Dear Denys, I wanted to thank you for yesterday's training. I found it invaluable and you have given me much food for thought.”

Carmen Olsen, Executive Officer,
Consulting Surveyors Victoria

“Thank you for the review of SAPPA's Constitution and the comments you have provided. I appreciate the time you have given this and I have found your suggestions enlightening and interesting.”

Bernice Brady, Business Manager,
South Australian Primary Principals Association

“Just a quick note to say how pleased I am with the plan we made on the weekend. Thank you so much for your care and attention and for helping to steer us in the right direction. It's very much appreciated.”

Karen Fitt, President,
Australian Hand Therapy Association Inc

“Thanks Kathy for all your support and guidance. It was very pleasing to see such unanimous support at the AGM. Working with yourself and Associations Forum was a wonderful experience that has set CNSA on an exciting path.”

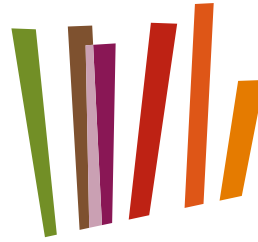
Sandy McKiernan, Past President,
Cancer Nurses Society of Australia

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