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- ◆ Results of Membership and Services Survey 2017





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SAVE THE DATE!

**Associations Forum
CEO & Chair Symposium
1 - 2 February 2018**

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Reflections on 50 editions of Associations



When *Associations Forum News* was launched in June 2004, we would have been hoping to reach at least five editions, so it is with great pleasure that Associations Forum sees the publication of our 50th edition in November 2017.

Associations are an integral part of the freedom to associate in a democracy, yet they are unsung heroes quietly dedicating themselves to advancing their particular industry, profession or cause. There are hundreds of thousands of associations in Australia, New Zealand, Singapore, Malaysia, the Philippines, Hong Kong and other Asia-Pacific nations, yet only one magazine to record their successes and achievements – and occasionally failures and scandals.

The stories about how associations are growing and achieving outcomes deserve to be told. The vast majority of associations generate their own income from members and suppliers and use this money to employ staff who run events and activities to advance the relevant cause. Governments do not fund most associations and this allows independence for associations to educate, advocate, set standards and expand opportunities.

The feedback we have received from the first *Associations Forum News* and then the new look *Associations* magazine launched in April 2010 has been amazing. Association staff and board directors appreciate the unique opportunity to learn from other associations and be inspired.

Thanks go to a number of people, including our talented writers such as our current editor Philippa Shelley Jones, behind-the-scenes contributors such as Craig Sutton and Bobbi Mahlab, our dedicated advertisers, and the many associations who have been willing to be featured in stories small and large. My personal thanks also go to my late parents, Russell and Helen Peacock, who were avid readers and always supportive in the early days.

Associations Forum is proud of the role we play in developing the extraordinary association sector. *Associations* magazine is a leading and inspiring example of living our mission of “bringing associations together to boost performance”.

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

SAVE THE DATE

**Associations Forum National Conference
16 - 17 July 2018**

50th Sydney International Boat Show

From 3-7 August 2017, the Sydney International Boat Show (SIBS) was held at the International Convention Centre Sydney. The event celebrated its 50th edition, also returning fully to Darling Harbour. Occupying all the exhibition space at the new ICC, it was the largest consumer show to be held at the spectacular new venue.



In 1967, the National Marine Association of NSW, the precursor to the Boating Industry Association (BIA) of NSW, decided that it no longer wanted boats to be displayed to the public as part of the Sydney Motor Show. As a result, the first SIBS was held at the Sydney Showground at Moore Park in July 1968. It took up five pavilions and admission was 50 cents for adults and 20 cents for children.

As well as an entertaining showcase to the public of the benefits of boating as a leisure pastime, the show also became an opportunity for local manufacturers and suppliers, by giving them the forum to see and compare new products. SIBS is now recognised as one of the leading boat shows in the world and is proud to host many world-premieres of new boats and marine products.

The show has had a number of changes in venue over the years, moving in 1989 to Darling Harbour where record crowds attended. At its peak in 2004, 93,501 visitors attended and the BIA had to turn away 60 disappointed exhibitors. The Global Financial Crisis and the demolition of the Sydney Convention & Exhibition Centre proved to be a challenge for the event, but an interim facility at Glebe Island kept it afloat, albeit with lower attendances, until its new Darling Harbour home was ready. In 2017, over 63,000 visitors attended the 50th edition of the show, returning to visitor numbers like those in 2012. The event attracted over 245 exhibitors and more than 900 boats were on display, from the smallest kayak to a 40m superyacht.

"The association had a clear vision of what the industry wanted and needed, and set its sights on achieving it. This 50th show has been years in the planning, and our attitude was that nothing could be left to chance. Planning and attention to detail was paramount," said BIA CEO, Howard Glenn.



50 year celebrations for AFL Townsville Umpires Association

On 16 September 2017, the AFL Townsville Umpires Association (AFLTUA) celebrated half a century's worth of



tireless work at its Presentation Night at Rydges Southbank Townsville in Queensland. The festivities attracted past and current Townsville AFL umpires from across Australia.

"We can't believe it's been 50 years," said AFLTUA President, Darren Abercrombie. "Over the 50 years we've had more than 300 umpires and nine honorary life members, so we wanted to celebrate all their achievements and also pay tribute to all the hard work done by everyone over those years."



Ed Brown, Life Member, Darren Abercrombie, President

VVCAA celebrates 50th anniversary

In September 2017, around 200 Chevrolet owners from Western Australia, Victoria, South Australia, NSW, Queensland and America descended on Gunnedah when the Veteran and Vintage Chevrolet Association of Australia celebrated its 50th anniversary.



Events over the six days included a display of more than 80 vintage vehicles from 1914 to the 1980s, a series of breakfasts, lunches and presentation dinners, and tours of local sites and properties.

"It shows the quality with which they built these cars that they are still running after 100 years," said Sydney member, Mr Malone.



50 years for Margaret River wine


It is 50 years since Perth cardiologist Dr Tom Cullity first planted commercial vines in the Margaret River wine region on his land at Vasse Felix, Margaret River's founding wine estate in Western Australia. The planting was in response to a paper published in the mid-1960s by Dr John Gladstone, an agronomist with the Western Australian Department of Agriculture, identifying the area around Margaret River as

a suitable location for a premium wine region.

Dr Gladstone wrote:

"... I believe Margaret


River will with time become one of the world's great wine regions." The rest is history.

There are a number of events over the course of the year to celebrate this 50th anniversary milestone from masterclass styled tastings to a gala dinner and auction. 



Margaret River winery representatives at the Margaret River Wine 50th Anniversary Dinner, 6 September, Bentley Restaurant & Bar in Sydney

Direct Selling turns 50

Direct Selling Australia recently celebrated its 50th anniversary with its conference theme of "Disruption: It's Time to Turn it Up". Leading by example, the association highlighted the challenges that lie ahead for the industry in this time of change and the emergence of the entrepreneurial consumer. With a focus on staying relevant, improving the consumer experience and sustainability of a channel that has long served independent contractors, Gillian Stapleton, Executive Director of the association, challenged the members to take a close look at their business when she presented the results of a market analysis conducted by the association. 



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WISA event success

In 2016, Wine Industry Suppliers Australia Inc (WISA) reinvented and launched its previous WISA Supplier of the Year Awards as the Wine Industry IMPACT Awards to make the event more industry inclusive, accessible and newsworthy. As a result, WISA saw a 52% increase in partnership contributions to the event and doubled its previous audience to 300 guests. The 2017 event in October saw an additional 16% increase in partnership contributions and had sold out by August with an additional 33% increase in guest numbers to 400. “It is a positive sign for the wine industry as a whole, with growing optimism in the trade at all levels along the value chain,” said WISA Executive Officer, Matthew Moate. “Our success in this area shows that new event ideas are often well received as people continue to look for new avenues to create connections and to share.”



Vet TV launched

The Australian Veterinary Association (AVA) and Association Media have launched Vet TV. The program provides a unique look into the veterinary industry through a series of interviews with leading veterinary professionals and industry experts. With a mix of news reports and sponsored editorial profiles, the program explores a range of topics from veterinary business to pet ownership.



“Vets are involved in a range of areas including research, public health, pet medicine, protecting our borders and disease surveillance, just to name a few. Through Vet TV, we can now give people some insight into the profession and the role of veterinarians,” said AVA CEO, Graham Catt.

The program will now form part of an extensive communications campaign to reach and engage with the broader community, industry leaders, organisations, writers, bloggers and journalists. The program is also designed to be a valuable resource for AVA members.

“Our sincerest wishes from the Australian Veterinary Association on your 50th edition. We look forward to continuing our relationship with you!”

Changes at ADMA

Over the past year, the Association for Data-driven Marketing & Advertising (ADMA) has acquired and established three additional associations representing essential aspects of data-driven business and communications:



- ♦ Digital + Technology (D+T) Collective – digital and technology
- ♦ Institute of Analytics Professionals of Australia (IAPA) – analytics and data science
- ♦ Data Governance Australia – data use and governance

Each association has a common thread of data and the customer, but with its own core focus, objectives and member communities that champion their association goals.

On 24 August 2017, ADMA announced an organisational restructure that will see all four of its existing associations and education arm operate under a broader business network known as the Australian Alliance for Data Leadership (AADL).

ADMA members benefit from the broader network’s reach into every area of business. The new AADL network incorporates over 1,000 Australian companies and 50,000 individuals across the four associations. Under the new network, each association retains its current Board to ensure full representation of the industry.

“The new structure will put all four associations on a level-playing field and ensures that they can work collaboratively on data-driven issues and extend out to other areas of business. This will also allow the associations to benefit from a shared services model to ensure maximum efficiency and member value,” said Jodie Sangster, CEO of AADL.

The new AADL Board will comprise the Chair of each of ADMA, IAPA and D+T Collective as well as four new appointees.

Associations Forum is pleased to have been involved in advising on the restructure and reorganisation of ADMA and its sister associations.

Fitness Australia awarded

Fitness Australia received the Peak Industry Association Award




for excellence in communication and marketing in the leisure industry in Australia and New Zealand, with the presentation of the second Australasian Leisure Management Communication and Marketing Awards in Sydney on 24th August 2017. “I’m thrilled about Fitness Australia receiving this recognition for progressive, consistent and credible marketing and communications,” said Bill Moore, CEO of Fitness Australia. “With so many marketing and communication messages for people to absorb these days, being a stand-out in this area is a big achievement. It’s important to us to be sharing relevant information not only to our members, but about our members to government, and the community.”

Karen Bolinger new AACB President

The Association of Australian Convention Bureaux (AACB) has announced the election of Karen Bolinger, CEO of the Melbourne Convention Bureau, as its new President. She takes over from Lyn Lewis-Smith, CEO of Business Events Sydney, who served as AACB President for 4 years.



"I am looking forward to a productive year, with one of the first actions being to revisit the strategic plan with a view to the future model of the business events industry in Australia," said Ms Bolinger. "AACB has a powerful voice in advocating for industry, stakeholders and partners who benefit from the sector, as well as influencing government to raise the profile of this vital economic driver for Australia."

The Board also appointed Michael Matthews, CEO of the Canberra Convention Bureau as Treasurer, and Damien Kitto, CEO of the Adelaide Convention Bureau as Vice President. 

AIIA's next National President

The Australian Institute of International Affairs (AIIA) has announced Allan Gyngell AO as its next National President, replacing Kim Beazley AC. Mr Gyngell is an honorary professor in the Australian National University's College of Asia and the Pacific, and author of the recently published *Fear of Abandonment: Australia in the World since 1942*. Previous roles have included Director-General of the Office of National Assessments, founding Executive Director of the Lowy Institute for International Policy, and senior advisor (International) to Prime Minister Paul Keating. He held diplomatic postings in Washington, Singapore and Rangoon. "Allan Gyngell will provide invaluable insight and leadership for the AIIA at a time when its core mission—to promote understanding of international affairs—is becoming more important than ever," said Mr Beazley. 




Leadership change at AdelaideCC

After 12 years at the helm, Adelaide Convention Centre (ACC) Chief Executive, Alec Gilbert, will hand over management of the Centre to Simon Burgess, who has held the position of Director Convention & Exhibition Sales at ACC for more than five years.



Alec Gilbert and Simon Burgess

"With the redevelopment now complete it is time to reflect on my own future. We have built a world-class team and a world-class facility and it is time to head in a new direction under new leadership," said Mr Gilbert. "It will be a sad day when Alec hands over the baton, but Simon is well equipped to be successful in his new role given he's learnt from the very best in the business in Alec," said Adelaide Venue Management Board Chair, Bill Spurr. 

New Chair for Business Events Sydney

Business Events Sydney has appointed Bruce Baird AM as its new Chair, effective 1 September 2017. Mr Baird replaces Col Hughes, who had a 15-year association with the organisation. "Bruce has had a distinguished career spanning government, industry and not-for-profit sectors. A skilled operator and experienced board member, he will provide a unique perspective on supporting our efforts to secure global events," said CEO, Lyn Lewis-Smith. Mr Baird served as Member for the Australian electoral division of Cook in New South Wales for close to a decade, a seat now held by Federal Treasurer Scott Morrison. He previously held roles as New South Wales Minister for Transport, Tourism, Roads and for Sydney's Olympic Bid. 



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- Major Corporations

Conference platform VMSearch

A new online platform VMSearch has been launched by the experienced conference team from VMS Event & Conference Logistics.



The platform will assist conference organisers across Australia and the Asia Pacific by allowing them to search, source and review the best price and most appropriate venue for their upcoming conference. Major hotel chains including Accor, Hyatt, Marriott Hotels and Rydges have already signed up as partners.

The Hon. Scott Morrison MP, Member for Cook and Federal Treasurer, has been briefed about the event platform. "Successfully run conferences and events are a key element of our economy and it's very positive to see VMS drawing on their experience to meet the needs of a changing marketplace," he said.

www.vmsconferences.com.au

ACC's East Building opened

On 30 August 2017, South Australian Premier, the Hon. Jay Weatherill, officially opened the final element of the \$397 million redevelopment of the Adelaide Convention Centre.



Hundreds of invited guests attended the official launch party and witnessed first-hand the flexibility and versatility of the state-of-the-art 3000sqm Plenary Hall, featuring the world's largest rotating seating platforms. The Centre has already secured 95 conference events between now and 2020.

"Our investment in the expansion and renewal of the Adelaide Convention Centre is expected to bring an extra \$1.92 billion into the State's economy over the next 25 years," said Mr Weatherill.



"Happy 50th edition ASSOCIATIONS! Congratulations on this special milestone – it's a pleasure working with your team. Here's to the next 50! With best wishes from Alec Gilbert and the Adelaide Convention Centre team."

Upgrades at Sydney Boulevard Hotel

The Sydney Boulevard Hotel, which is part of the Bayview Hotel Group, is currently making some improvements to its hotel rooms and the Grand Ballroom.



These include new carpet, TVs, audio visual and free premium high speed Wi-Fi. The large rooms are 32 square metres and above, with sensational views of Sydney Harbour or the city skyline. Located near Hyde Park, the hotel also offers a sundeck, gymnasium, sauna, 11 conference rooms, 24 hour services, car parking, and the nearby Metro Supermarket.

"The hotel was last refurbished in 2007 and we are excited by the changes. The rooms look brighter and more welcoming for our guests. Our Premium High Speed Wi-Fi has been getting amazing feedback from all our guests," said Business Development Manager, Brett Power.

Mercure's Eve's Bar

"Dark accents give off a New York vibe, curated cocktails take you on a wonderful adventure from sitting beside James Bond to a Mexican Cantina, and a tempting menu feeds the soul."



This is the product of a recent refurbishment and menu rejuvenation in Mercure Sydney's ground floor bar – Eve's Bar. Eve's Bar has been transformed into a haven for the after-work drinks crowd, with live music every Friday and daily happy hours. Patrons can enjoy an amazing cocktail or locally brewed craft beer in a laid back and fun environment. On the menu is a wide range of handcrafted burgers, share plates, loaded fries, and plenty of takeaway options. Not only has Eve's Bar been reworked, but it now offers a very viable option for those looking for somewhere modern to drink and eat next to Central Station.

BEVictoria's 2017/18 Planner Guide released

Business Events Victoria has recently released the 11th edition of the Regional Victoria Planner's Guide. The Guide has been distributed to event planners around the country. Supported by the Victorian Government, the guide is one of a kind in Australia, showcasing regional conferencing venues and destinations across the state.



The 2017/18 guide has been revamped to make it even easier to discover regional Victoria's diverse range of conference facilities and accommodation, and also visually transport event organisers to the state's lush rainforests and waterfalls, spectacular coastlines and uniquely historic towns. The rich and refreshing tapestry of natural landscapes, wildlife and unique experiences brought to life in this guide will serve as a valuable and handy resource for anyone planning their next business event. info@businesseventsvictoria.com



ADELAIDE CONVENTION CENTRE

A CITY IN TRANSFORMATION A CENTRE TRANSFORMED

Following a \$397 million investment, the Adelaide Convention Centre is Australia's newest, most versatile and technologically advanced venue. Comprising three distinct yet seamlessly integrated buildings, the Centre is the pinnacle of innovation and flexibility. The new East Building, launched in August 2017, features a state-of-the-art Plenary which can be subdivided into more than 15 different configurations.

The Centre is positioned at the heart of the Riverbank Precinct, which is in the midst of a multi-billion-dollar rejuvenation, and sits adjacent to BioMed City – the largest life and health sciences cluster in the Southern Hemisphere. The Riverbank is where the city's cultural, sporting, education, medical, conference and entertainment zones merge, making Adelaide Australia's best connected business events district.



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Association advertising campaigns work

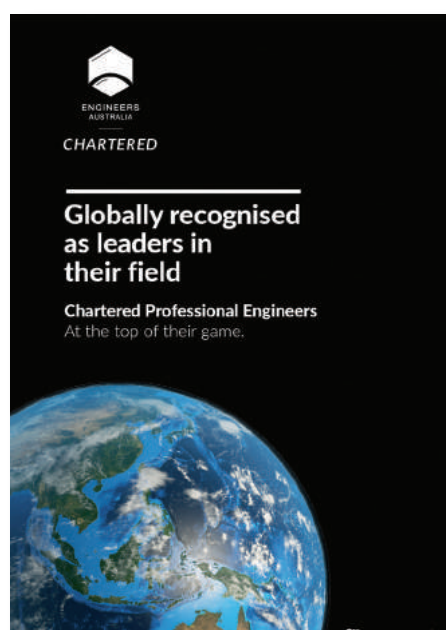
Associations are increasingly harnessing the power of the mainstream media and engaging in high visibility marketing campaigns to influence brand awareness and support advocacy strategies.

Engineers Australia: Chartered 'Global' Campaign

Engineers Australia is Australia's principal engineering association, serving and representing around 100,000 professionals at every level, across all fields of practice. It is committed to advancing engineering and the professional development of its members. Over the last two years, Engineers Australia has been utilising national newspapers and airport display and lounge advertising to promote its Chartered brand, with the Chartered credential signifying that an engineer is recognised globally, by the community, industry and government, as a Chartered Professional. Engineers Australia specifically chose nationally distributed newspapers The Australian Financial Review and The Australian, mixed with airport billboard and lounge advertising, to target key stakeholders within industry and government. "One of our strategies with the Canberra airport was to increase exposure during parliamentary sitting dates so we could

increase our visibility to politicians and also key industry stakeholders in the area at that time," said Justine Romanis who is National Manager, Brand at Engineers Australia. "We also insert our member magazine 'create' into the airport lounges at these times, which promotes our profession and also includes our chartered advertising messages." The response from members has been very positive. Industry bodies have also been supportive and keen to get involved, including Chartered Accountants Australia & New Zealand which represents over 100,000 members in Australia, New Zealand and overseas, and whose chartered designation denotes an accountant qualified to offer the full range of accountancy services privately and to the public. "One of our creative executions was seen by Chartered Accountants ANZ which prompted contact and discussions on how we could collaborate on different levels moving forward," said Ms Romanis. "Given how well our marketing strategy has been working with members, industry and government, we see no reason not to continue with it in the future to see where it takes us."

social media activity and strategic Canberra activity. It is part of a long-term strategy for the college, intended to have an impact on a national scale and to reach multiple stakeholders and influencers. "The response has been overwhelmingly positive. Our members report that they feel supported and well represented by the RACGP. Our brand awareness has grown significantly, which has increased our ability to deliver strong messages and advocacy on a national scale," said CEO, Zena Burgess.



RACGP: 'Specialist in Life' Campaign

The Royal Australian College of General Practitioners (RACGP) is well regarded as the peak medical body for general practice and the leading voice for GPs and patients. It advocates passionately on behalf of members and their patients to improve general practice through its vision of Healthy Profession, Healthy Australia.

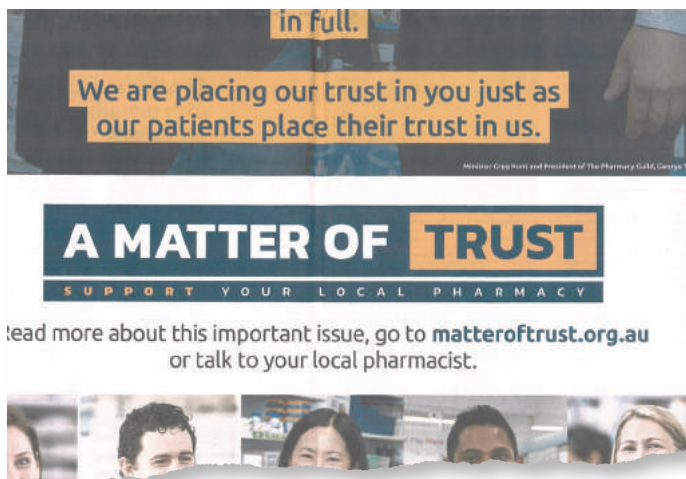
The organisation has been building a program of public awareness over the past three years and is positioning GPs as specialists in general practice through the 'Specialist in Life' campaign and communications activities. The program includes full-page advertising in national newspapers such as The Australian and also television, radio and cinema advertising, outdoor advertising, digital and



Pharmacy Guild: 'A Matter of Trust' Campaign

A different and similarly effective approach to advertising was taken earlier this year by the Pharmacy Guild of Australia. The association, which is the national peak body representing community pharmacy, took out a one-off full-page advertisement in The Australian on 28 February 2017 with the sole purpose of targeting government stakeholders.

"It is rare for the Guild to take out a full-page advertisement in a national newspaper," said Greg Turnbull, who is the Guild's Communications Advisor. "Our approach to



make it clear we were looking to him to deliver on what we saw as the Government's commitment to community pharmacy," said Mr Turnbull. "For us it was a matter of trust which needed to be honoured. So our advertisement, which was published intentionally on a Parliamentary Sitting Day, was by way of a friendly reminder."

The Guild received considerable positive feedback on the advertisement from its members. "Our members look to the Guild to manage our advocacy with the most important stakeholder for community pharmacies, namely the Federal Government, through the Pharmaceutical Benefits Scheme," explained Mr Turnbull. Politicians whom the Guild had contact with that week were also aware of the ad. The Guild had sent the Minister a copy of the ad as a courtesy before it was published so that he was not surprised by its appearance. The result was effective. "Our issue with the Government was resolved as part of a package of measures announced in the May 2017 Federal Budget. And everyone lives to fight another day."

"Congratulations to ASSOCIATIONS on its 50th edition. The journal serves members of Associations Forum extremely well through news items, practical advice on association management issues, and interviews with leaders in the industry. In an age of media disruption and convergence, it's great to see a quality publication staying the course."

George Tambassis, National President, The Pharmacy Guild of Australia

advocacy is generally to try to stay under the radar and to take solutions to government, not just problems."

The thinking behind the ad followed the change of Federal Health Minister, from Sussan Ley to Greg Hunt, in early 2017. At that time, the Guild was in discussion with the Federal Government in relation to community pharmacy remuneration and its five-year Community Pharmacy Agreement which was signed with the Government in 2015. "As we commenced negotiations with the new Minister, Mr Hunt, we decided to publicly congratulate him on his appointment, and to

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Constitutional changes for CNSA

Following member approval in June 2017, Cancer Nurses Society of Australia (CNSA)



has converted from an incorporated association to a company limited by guarantee and has a new constitution in line with modern governance practice.

CNSA was incorporated in 1998 in the Australian Capital Territory. Over the years CNSA has undergone significant growth, with membership now over 1,000 and increased sophistication in operating structures, including CNSA staffing and financial management. CNSA therefore recognised the need for a major review of its governance structure and constitution.

One of the major changes is the move from a large representational board to a smaller generally elected board. A generally elected board allows appropriately skilled individuals to be elected regardless of which state or territory they come from. There is also provision for the appointment of external directors.

"This is an important milestone in the evolution of CNSA. The Board is grateful to the members and the Constitution Steering Group for their feedback and work over the past couple of years. We also thank Associations Forum for their valuable guidance during the process," said President, Raymond Chan. ☺

SSAA changes rules

At its AGM on 31 August 2017, a special resolution was passed by Self Storage



Association of Australasia (SSAA) to adopt a new Constitution. This followed a review of the Constitution, undertaken with the assistance of Associations Forum, which identified certain deficiencies and a lack of clarity in both the drafting and operation of its provisions.

As a result of the review, the Board proposed that the document be replaced to ensure compliance with the SSAA's status as a not-for-profit company limited by guarantee and to address a number of drafting issues. The replacement Constitution sets out the essential provisions applying to the SSAA in a more logical way. The specific provisions that are unique and integral to SSAA's structure have been retained.

The new Constitution introduces staggered rotation/retirement of directors to allow for better continuity and succession. A maximum period that a person may serve as director was also introduced. Also amended are the provisions dealing with appointment of the Chair which were previously unclear and inconsistent in their operation.

"The Board recognised that the Constitution needed updating to address ambiguities and to ensure it was consistent with law and contemporary governance practice. We appreciate the assistance of the Constitution Committee and Associations Forum in the process," said CEO, Susan Phillips. ☺

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Anita Hobson-Powell ESSA CEO



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Better through experience.



Membership and Services Survey 2017 released

Associations Forum appreciates the time taken by those organisations who participated in the tenth Membership and Services Survey (previously called Member Retention & Services Survey) which was conducted over two weeks in September 2017. Participants have received a copy of the Report which, amongst other interesting findings, confirms electronic newsletters as the most common core service offered to members, closely followed by policy and lobbying. Only 18% of the participating organisations now produce a printed newsletter which is consistent with the rapid decline reflected in previous surveys.

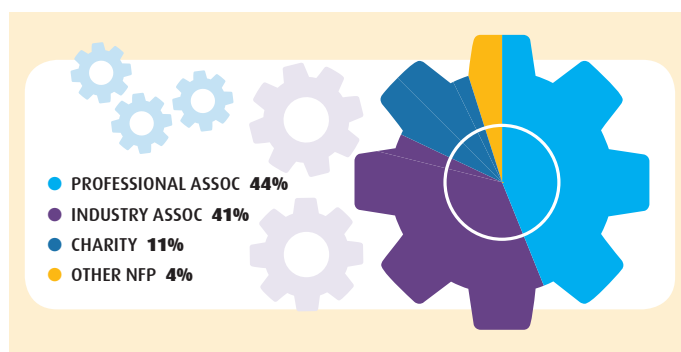
Conferences continue to be the most common service offered to members at additional cost and ongoing education/CPD stays as the most popular service.

Membership retention rates were down slightly on the 2016 figures for the professional or industry associations who participated.

However charities increased to an 89% retention rate.

A new question asked in this year's survey about staffing revealed that 63% of respondents have between 0-10 full-time equivalent staff members.

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



SALARY SURVEY 2018

Thank you to those who participated in Associations Forum's Salary Survey 2018. The results are now being analysed by our partners in the survey, Wentworth Advantage, and the results will be presented at our CEO & Chair Symposium in Hobart, Tasmania on 1-2 February 2018. We will also be including a summary of the results in the April 2018 edition of "Associations".

CUTTING-EDGE CONFERENCING
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American, Canadian and Australian association organisations meet in Toronto

In August 2017, the American Society of Association Executives, the world's largest organisation for the associations sector, held its annual meeting in Toronto in the neighbouring nation of Canada. This event was a special opportunity for leaders of three major association organisations to meet.

The American Society of Association Executives Annual Meeting is the major association gathering every year. Approximately 4,500 attendees met at the August 2017 meeting. This was an ideal chance for CEOs of three of the largest association organisations - **Tracy Folkes Hanson**, Chief Executive of Canadian Society of Association Executives, **John H Graham IV**, Chief Executive of American Society of Association Executives, and **John Peacock**, General Manager of Associations Forum - to confer on matters of mutual interest.

Canadian associations represented across local networks

Canadian Society of Association Executives (CSAE) assists associations across Canada. Tracy Folkes Hanson, CEO, says CSAE is proud to deliver on its mission expressed as "To develop excellence in not-for-profit leadership".

Ms Folkes Hanson explains the operations of CSAE. "We have been in operation since 1951. Our headquarters are in Toronto, and we have local networks in Vancouver, Edmonton, Winnipeg, Ottawa, Montreal and Halifax. Membership of CSAE exceeds 3,000 and comprises both association and business representatives. Some of CSAE's more unusual members include Alberta Sugar Beet Growers, Helicopter Association of Canada, and The Canadian Urethane Foam Contractors Association Inc. "Essentially, we are all about meeting the needs of association professionals and the business members who provide vital products and services to support the sector," says Ms Folkes Hanson.

Freedom to associate as a core American value

American Society of Association Executives (ASAE) was founded in 1920 and has a membership of 39,000 association executives and industry partners representing 7,400 organisations.

CEO, John H. Graham IV, emphasised the importance of his group for the associations movement. "We provide education, community, advocacy, and resources for people who work in the association industry. We advocate for the profession, the right to petition and lobby the government, the first amendment rights for all citizens, and other issues impacting associations," says Mr Graham.

Individual members cover the full spectrum of association size and causes, from IEEE and Project Management Institute, to smaller but

equally important organisations such as Adoption Exchange Association, American Art Therapy Association, Flexible Packaging Association and Wild Blueberry Commission.

Expanding association knowledge to northern neighbours

Associations Forum is the newest of the three organisations, commencing operations in 2004. It is based in Sydney, Australia and conducts events across Australia and in the Asia-Pacific region.

Associations Forum General Manager, John Peacock, is pleased with their contribution to the associations sector over the past thirteen years. "With 500 association entities as members, we provide information, education and advice to association board and management," says Mr Peacock. Associations Forum publishes Associations magazine, holds the largest association governance and management conference in the Asia-Pacific and conducts many other activities to assist associations through their CEOs, staff and Boards.

Meeting of the minds


As the CEO in office for the longest, and representing the largest association, John Graham emphasises the need for collaboration between association organisations.

"Everything we do, from the time we get up until we go to bed, is influenced by associations, and our members' work impacts not only the US but the global community too," said Mr Graham. "We were pleased to hold our Annual Meeting in Canada and to welcome many of Tracy's and John's members as delegates. Internationally, ASAE has been active in assisting the development of association organisations in Africa and Asia."

Tracy Folkes Hanson says associations have much in common, hence similar bodies need to share ideas and directions. "In a world undergoing major change through communications and technological advances, associations need to be alert to the opportunities and challenges. We can learn from each other in this regard," says Ms Folkes Hanson.

From its southern hemisphere base and proximity to Asia-Pacific, Associations Forum is aware of the value to associations in Asia of its programs and initiatives.

"The associations sector is strong in Australia and New Zealand and we are pleased to play our part in training for associations in Asia, particularly in Singapore, Malaysia and the Philippines" says Mr Peacock.



“The people - our members, our team, our partners - they are what get me out of bed in the morning.”

Tracy Folkes Hanson

An evolving landscape

John Graham discussed ASAE's multi-year strategy to move from a traditional membership model to an engagement model. "With its hybrid membership model, it is able to engage a larger portion of the association professionals working in associations. ASAE's strategy is to engage them in career development activities as well as learning opportunities through its new learning platform, ASAE Learning Online," said Mr Graham.

"Therefore, by focusing on career and online learning, we believe we can get them involved in ASAE in areas where younger professionals are going to be most interested and at price points they can afford. It is an evolving strategy, but we are confident we are on the right track," Mr Graham explained.

Tracy Folkes Hanson supported John Graham's comments. She added that, in terms of moving forward, the CSAE Board and local network leaders propose to capitalise on new leadership being in place to develop a longer-term strategic direction.

"Staying relevant and connected is key – that's what is behind the success of CSAE's long standing history and continued growth as the Canadian association of associations," says Ms Folkes Hanson. "We need to ensure that the Society is meeting and exceeding the needs of its membership and the broader not-for-profit sector."

John Peacock said that the operations of associations in Western nations and collaboration through association organisations such as ASAE, CSAE and Associations Forum was a good role model across the globe.

"All our organisations have been impressed by the leadership of Bobby Peralta in initiating the Asia-Pacific Federation of Association Organisations and by Jeffers Miruka for founding the African Society of Association Executives," said Mr Peacock. "John, Tracy and I share the belief that proper volunteer motivations and quality management and governance need to be constantly reinforced to ensure a successful associations sector and an enviable reputation," he said.

Inspiration from the members

In her time as CEO, Tracy Folkes Hanson has been completely won over by the CSAE community. "The people - our members, our team, our partners - they are what get me out of bed in the morning. It is amazing to see the camaraderie, collaboration, and willingness to make a difference," she says.


John Graham is proud to have led ASAE through a period of rapid technological growth and increasing member and stakeholder expectations. "From a personal standpoint, I'm inspired by our members every day. They work hard to not only provide education and resources for their members, but to advocate on issues that are critical to their industry," says Mr Graham.

John Peacock is honoured to work for an organisation that has helped to make genuine improvement to association governance, management and operations. "The freedom to associate means that an amazing range of professions, industries, sports, topics and interests covered by an association are able to exist. The energy they show and the commitment and skills brought to bear for the cause, and hence the community, is motivating indeed," says Mr Peacock.

Association gatherings on the horizon

Work is well and truly underway on each of the organisations' next major conferences early in 2018, bringing together association staff, Boards and sector suppliers to network, learn and collaborate.

ASAE has its eye firmly on its next Great Ideas Conference themed 'From Table to Able' to be held on 11-13 March 2018 in Colorado whilst CSAE is concentrating on its Symposiums for Chief Staff and Chief Elected Officers in Toronto on 26-27 February and Vancouver on 1-2 March.

Also focused on Heads of Staff and Boards is Associations Forum's next major get-together, its annual CEO & Chair Symposium, to be held in Hobart, Tasmania, on 1-2 February. 

Reflections & Milestones

In June 2004, *Associations Forum News* as a 12-page black and white newsletter. Nearly six years later, the popular and practical publication was relaunched and rebranded *ASSOCIATIONS*, with Edition 23 being a 24-page full-colour magazine.



Despite the substantial rise in the use of electronic communications over the past thirteen years of *Associations Forum News* dissemination, the hard copy magazine has maintained its popularity and distribution continues to climb.



Sue Woodward: Edition 1 cover story

Sue Woodward, then an academic at University of Melbourne, and her report on not-for-profit regulation, was the cover story for the first edition of ASSOCIATIONS in June 2004, then known as Associations Forum News. Associations Forum's Philippa Shelley Jones asked Sue about developments in the subsequent thirteen years.



1 What has been your involvement in the not-for-profit space since Edition 1 of ASSOCIATIONS?

Since I wrote the 2004 report I have had three different roles. I have researched grant applications, worked within government in the start-up of the ACNC and am now with Justice Connect, a sector based service that supports Australia's 600,000 not-for-profit community groups with legal information, education and advice.

Justice Connect's not-for-profit Law service helps with more than 1,700 enquiries each year and our free resources now cover the full range of legal issues.

2 Your 2004 report A Better Framework: Reforming not-for-profit regulation recommended reforms and encouraged debate within the sector. To what extent was that achieved?

Australia now has an independent specialist charities regulator with a regulatory approach tailored to the sector. The Australian Charities

and Non-profit Commission (ACNC) has helped improve public trust and confidence, especially with its work on establishing an accurate, free online and easily accessible register to locate core information about a charity.

A second recommendation implemented involved the establishment of a sector-based service to support small to medium not-for-profits with free/low cost support services such as legal, financial, HR and mediation. Not-for-profit Law service meets the first of these needs. There are now more than 300,000 unique views of its Information Hub annually, and thousands of small groups have received pro bono legal advice since its inception in 2007.

3 How has regulation of the sector improved since 2004?

We have reporting that is useful and used – data reported to the ACNC has been given back to the sector, helping the sector to use its own data to inform planning and advocacy. The Australian Charities Reports, and sub-sector reports for example about small charities, are gold!

4 Have you since written further material in this area and what has it achieved?

I have written a lot of submissions, mainly about the establishment of an Australian national charity regulator. In many of those submissions it has been necessary to say 'Please think about the ramifications for the NFP sector and not just business.' I have also argued for policy changes to help fix the current state-based fundraising laws. That is a battle still to be won. At least there now seems to be a consensus among the states that the current laws are ineffective and the Australian Consumer Law is the more viable path to a modern, nationally consistent and principles based regime.

5 In your view, what still needs to be done in terms of NFP regulation?

I think the main way to reduce red tape, while preserving donor protections, is to repeal state based fundraising laws and regulations. A research report commissioned by the ACNC found that \$15.8 million was wasted each year in this red tape. Given that charities are only 10% of the overall not-for-profit sector this is massive. This barrier and cost wouldn't be tolerated by the business sector. There are a range of other issues that we are working on – for example, what is the best legal structure to support Australia's burgeoning social enterprise sector. We think it is likely to be a hybrid between the existing for-profit and not-for-profit structures.

6 Do you think that the legal nature of NFPs has become more or less complicated? What, if anything, still needs to change?

I think many people don't appreciate how complex the legal and regulatory environment is for charities. That came out of my research and is still true. How do your plan when your funding can be so variable with short term contracts? There are many stakeholders to juggle – donors, members, carers, clients, volunteers, government, philanthropic.

7 Do you have any further comments to share?

I congratulate Associations Forum on the 50th edition of ASSOCIATIONS. The news, information and opinion pieces you have shared have been invaluable to the important associations part of the overall not-for-profit sector. ◊

Then and Now ASA: Member Profile

The Australasian Sonographers Association joined Associations Forum in January 2004 and was featured as the first Member Profile in Edition 1 of ASSOCIATIONS, then known as Associations Forum News. Now into its fourteenth year of membership of Associations Forum, there has been much progress at ASA.



THEN

NOW...

Founded in 1992, the Australasian Sonographers Association (ASA) is the largest professional association that solely represents sonographers in Australia and New Zealand. Its members, which now number in excess of 5,100, practise in all specialty areas of diagnostic medical sonography.

Staff numbers at ASA have grown from two and a half people full-time equivalent in 2004 to eleven people full-time equivalent as at June 2017. "We have a very dedicated team in the ASA, shaped and steered by our *Acting CEO, Dr Gillian Whalley," said ASA President, Dr Jennifer Alphonse.

In addition to training, changes to ASA structure and management have had a positive effect on employee engagement. Staff members are now linked into teams where managers have a hands-on role, and job titles more accurately reflect current staff functions. Three professional members of the association are employed at a management level; these sonographer employees provide key insights into the needs of ASA's members. "This approach has resulted in more engaged staff, who have a clearer vision of how they are contributing to the sonography profession, and significantly lower staff turnover," said Dr Whalley.

"Our membership is also continuing to grow," said Dr Whalley.

"We have experienced an overall association membership growth of 8% since the last financial year. In particular, there has been a considerable increase of 34% in membership uptake by our New Zealand colleagues, with three local branches now established."

The ASA is governed by a voluntary Board of Directors. The Board currently consists of up to seven member Directors, who are elected by the membership, and two external Directors with complementary skills, appointed by the Board. In addition to a number of Board committees and sub-committees, other volunteer committees such as Special Interest Group Committees and Event Program Committees, also play a key role in the delivery of ASA professional development events and resources. "The ASA's volunteers, and particularly our committees, are an important part of the ASA membership. In 2016–2017, over 200 volunteers contributed time, skills, knowledge and passion to our professional development activities and other member services," said Dr Alphonse.

As well as the peer-reviewed scientific journal, *Sonographer*, which is published quarterly and is a major part of ASA's commitment to promote research by the sonography profession, ASA has a number of other communication channels through which it shares information with its members. These include *cross section*, which is the ASA's weekly member e-newsletter, *soundeffects news* which is the quarterly print member magazine, and social media presence on Twitter, Facebook and LinkedIn.

"We've actually made a number of changes to our communications over the past year, both in response to member feedback and also in recognition that sonographer members practice in a visual medium," said Karen Farrar, who is ASA's Managing Editor. "I'm also delighted with the growth in our social media activity over the past year – a 24% increase in Facebook followers and a 49% increase in followers on LinkedIn. We've also had a 172% increase in average daily impressions on Twitter." In terms of events, ASA is constantly busy. In addition to its Annual Conference which has just been held for the 24th time attracting over 1,300 delegates, there is an annual Special Interest Group Symposium, over 70 branch education meetings, around 20 Travelling Workshops and in excess of 10 webinars watched by approximately 6000 viewers. "We have come a long way since 2004 when we were just starting to employ more staff and gain confidence in our financial security. We now have a very healthy balance sheet and a dynamic, flourishing membership," said Dr Whalley. ☺

"The ASA congratulates ASSOCIATIONS magazine on its 50th issue, and is pleased to feature in the member profile as we enter our own 25th anniversary celebrations."

*Gillian Whalley was in the role of Acting CEO at the ASA until October 2017.

Multiple initiatives from IPWEA NSW



It has been a busy couple of years for Institute of Public Works Engineering Australasia Limited (IPWEA) NSW.

In March 2016, Pocket Sally was created by IPWEA NSW; an innovation to spread the word of diversity and opportunity in engineering. Pocket Sally is a representative cardboard cut-out image of a young female engineer, designed to be portable so that she can be used on social media through photos and selfies. With her own back story, website and Twitter account, Pocket Sally has taken a major role in conversations about women in engineering. With each NSW member of IPWEA having received a cut-out of Pocket Sally, she has visited areas all over NSW and is also achieving a reach in other eastern states. She has been photographed with senior parliamentarians, including the NSW Premier Gladys Berejiklian, and has been invited to speak, through her co-creator IPWEA NSW CEO, John Roydhouse, at the 2017 Minister's Award for Women in Local Government.



brought together sector leaders to highlight and debate emerging technologies and their role in public infrastructure. The second sector conference, held in October 2017, was themed 'Empowering Women in Stem Congress' and reinforced the outstanding contribution women make to our engineering, scientific and technological communities.

In addition, in an effort to curb an alarming increase in NSW road deaths, IPWEA NSW has been advocating strongly for funding to upskill road managers as part of an increased awareness of the significance of road safety auditing. In 2017, at the annual IPWEA NSW Local Roads Congress, Transport for NSW announced that the NSW Government has acknowledged IPWEA NSW's role as the main provider of road safety training and has offered funding of AUD\$380,000 to support road safety audit training for two employees in every NSW Council over the next two years.

"Our proudest achievement has ultimately come as a result of our continued effort to promote our cause through a process of positive advocacy, engaging with elected representatives and seeking to assist government at all levels. A notice of motion before the NSW Parliament seeks to recognise engineers as a profession in this state with a registration scheme and, significantly, a requirement to invest in cadet engineers," said CEO, John Roydhouse.

Associations Forum congratulates IPWEA NSW on its impressive achievements. ◡

Earlier this year, in another IPWEA NSW initiative, a new business unit was established to create educational conferences to raise awareness of projects and to promote the initiatives and individuals committed to delivering them. The first sector conference, held in mid-June 2017,

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Associations Forum runs Membership Summit

'Exploring the Life Cycle of a Member' was the theme of Associations Forum's Membership Summit held on 9 October 2017 at Rydges Melbourne in Victoria.

A full house of attendees gathered at the intensive one-day event and heard practical insights on the membership challenges faced by associations and other NFP organisations. Speakers and workshop facilitators examined membership issues from all angles, from recruitment strategies through to engagement options and retention solutions. David Hallett, who is Victorian Chief Executive Officer of Institute of Public Works Engineering Australia, began the day strongly with a reminder to understand why members join an association in the first place. He looked at the importance of clarity of purpose and ensuring that membership offerings are constantly reviewed to stay relevant as engagement drivers.

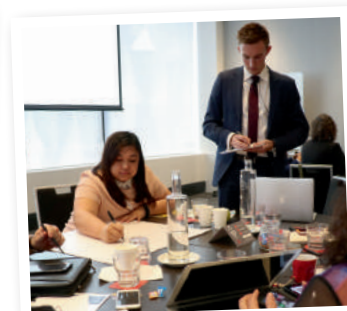
Workshop topics covered throughout the day included how to engage a younger membership base and an interactive look at membership growth processes.

During the breaks, attendees took advantage of the opportunity to network with their peers, to enter the Membership Trivia Competition, and to film an 'Association Brag' - a short video about what makes their association special or an association achievement.

A special thank you to our supporting sponsors Clade Solutions and ShowGizmo. ☺

"Interesting, diverse speakers who provided great insights from their own experiences, as well as useful advice and tips for when implementing change."

Simone Rota, Membership Officer, Osteopathy Australia



Doltone House shines

Three outstanding Doltone House locations in Sydney were the venue for a series of Associations Forum events over the past twelve months.

On 23 August 2016, the contemporary and sleek Manhattan room at Doltone House Hyde Park was the venue for a CEO Lunch themed 'Strategic Directions to Effect Industry Leadership'. John Roydhouse, who is CEO of the Institute of Public Works Engineering Australasia (IPWEA) NSW, detailed his journey to bring IPWEA NSW to a position of influence despite facing numerous hurdles along the way.

Earlier this year, the Soho Room at Doltone House Jones Bay Wharf played host to an Associations Forum Member Meeting. On 21 February 2017, delegates heard millennial Tom Dunsmore, who is Operations Manager at Australian Boarding Schools Association, and Floreal Alvarez, a Director at Aspire Leadership Development, explain how young people can reach their potential as association young leaders and the challenges along the way. Networking drinks followed the meeting in the New York inspired, studio style room overlooking Sydney Harbour.

A Breakfast Member Meeting to explore the topic 'Transforming

Your Association's Events' was held at Doltone House Darling Island on 22 August 2017. Over breakfast at the fabulous waterfront venue, presenters Antoinette Perera (Property Council of Australia) and Kylie Clarke (Royal Australian & New Zealand College of Radiologists) shared case studies on how they have transformed and developed events for their respective associations. ☺



(Left to right) Tom Dunsmore, Australian Boarding Schools Association; Kathy Nguyen, Associations Forum; Floreal Alvarez, Aspire Leadership Development

AACB conference held in Hobart

Australia's associations are well served by convention bureaux. Most major cities and regions have organisations that represent the venues, facilities and attractions that make their destination a good place for an association to hold a conference or meeting.

The convention bureaux of Australia are represented by the Association of Australian Convention Bureaux (AACB), an industry association with Andrew Hiebl as Chief Executive. The AACB currently consists of 16 city and regional bureau members dedicated to marketing their specific region as premier business events destinations to domestic and international markets.

The AACB Annual Conference was held from 6-8 September in Hobart, Tasmania, bringing together over 70 convention bureaux staff and key business events industry stakeholders from across the country around the theme 'Distinction: Your Difference Is Your Strength'.

At the conference, the AACB presidential baton was passed from Lyn Lewis-Smith (CEO of Business Events Sydney) to Karen Bolinger (CEO of Melbourne Convention Bureau).

AACB CEO, Andrew Hiebl said the conference offered a unique opportunity for competitors in the same industry to network, share ideas, discuss trends and issues and work collaboratively on growing the overall business events market in Australia.

"While our delegates are fierce competitors from a destination marketing perspective every other day, our annual conference creates an environment for collaboration, the exchange of ideas and friendship... with a focus on driving and improving the business events sector in Australia through its people."

At the conference, Associations Forum's John Peacock presented the findings of the Associations Events Survey. "The positive news is that association conferences and events are growing in terms of delegate numbers and professionalism," said Mr Peacock.

To view the list of AACB's members, visit www.aacb.org.au



"Happy 50th ASSOCIATIONS from AACB! A professional publication that keeps convention bureaux up to date on the world of associations, key partners of the business events industry."

*Forthcoming
Association
Events*

Association Events around the world in 2017

Associations Forum is pleased to be attending the following events:

22-23 November 2017 - PCAAE Associations Summit Manila, Philippines

28-30 November 2017 - ITBM World Barcelona, Spain

11-12 December 2017 - Dubai Association Conference 2017 Dubai, United Arab Emirates

14-15 December 2017 - Associations UK Congress Manchester, United Kingdom

Forthcoming Events from Associations Forum:

14 November 2017 - Membership SIG Teleconference #4 - CRM Systems (12pm-1pm)

15 November 2017 - Communications SIG Teleconference #4 -
Communications Sourcing and Resourcing (12pm-1pm)

16 November 2017 - Events SIG Teleconference #4 -
Affordable ideas, trends and technologies for association events (12pm-1pm)

22 November 2017 - Advocacy SIG Teleconference #4 -
Interacting with government departments and policy advisors (12pm-1pm)

1-2 February 2018 - CEO & Chair Symposium Hobart, Australia

16-17 July 2018 - Associations Forum National Conference Gold Coast, Australia

For more information visit www.associations.net.au

Preliminary report into CPA Australia released

Included in the August edition of ASSOCIATIONS was a feature story on the ongoing saga at CPA Australia. Issues examined included the pay of the Board and senior executives, the CEO's self-promotion, governance structure and processes, and the significant payout to the CEO upon his departure. Scrutiny of the association continues with the release of a preliminary report into the accounting body which some say did not go far enough.

In response to criticism about the Board of CPA Australia's handling of leadership and governance issues at the association, former Commonwealth Auditor-General, Ian McPhee AO, was appointed to lead a review panel to consider "a range of claims that have tarnished the reputation of CPA Australia ... [and] to examine CPA Australia's Constitution, by-laws and policies, to assess whether the current governance framework and policies of CPA Australia align with best practice and member expectations, and to make recommendations for improvement."

A 111-page report on the panel's preliminary findings was released on 14 September 2017. It includes the following major findings and preliminary recommendations:

Marketing strategy and expenditure

Whilst the panel found that CPA's marketing objectives and overall expenditure "are consistent with comparable organisations", it considered some of the more prominent activities to have departed from what members expect, including large sports sponsorships and brand activities centred on the former CEO, Alex Malley.

New details revealed in the report show that the body spent AUD\$1.8 million on Mr Malley's autobiography *The Naked CEO* and a related website, and AUD\$4.16 million over two years on the television show *In Conversation with Alex Malley*.

The report also found that expenditure on these personalised branding activities, which had little to no CPA branding at all, was essentially lost when the former CEO left the organisation.

Recommendations include the need for investment in strategically aligned marketing activities, with strengthened measurement processes, and the need for increased attention on member directed marketing activities. In particular, it was noted that "CPA Australia should not invest in activities that centre on an individual unless it is appropriately balanced with other corporate brand building activities."

Governance

The report found that the connection between the Board and the mechanism to appoint the Board, namely through the Representative Council, was not uncommon. However, it suggested that the Representative Council needed to "have a more meaningful role in the appointment of Board Directors" with increased oversight and greater transparency on the process.

It also found that the structural arrangements for appointment and reappointment of current directors could do with a review, including reducing the potential duration of Board service to 6 years instead of the current 9 years.

On the Board's handling of governance related issues, the report recommended that the organisation review its approach to issues - management following what was seen as a slow and opaque response to the contentious matters which were playing out in public.

Remuneration

The report found that Alex Malley's remuneration was well above most private and member-based benchmarks and that his AUD\$4.9 million separation payment, equivalent to 3 years' salary, "was well above what would be considered standard for a CEO position."

Recommendations included the need to benchmark Director remuneration annually with a comparison to member-based organisations. The report also concluded that the CEO's salary should be based on organisations relevant to CPA Australia's context and that separation payments should be conservative and in line with benchmarks.

member-based and private benchmarks. The \$4.9m separation payment made upon the former CEO's departure was well above what would be considered standard for a CEO position. CPA Australia's opinion regarding the required payment at the time of separation was that to refuse the payment would be a breach of contract.

Senior CPA executives were paid more than comparable positions at other member-based organisations. The total KMP remuneration of CPA Australia and CPA Advice is high in absolute terms when compared to both member-based and private benchmarks.

From CPA Australia Independent Review, Preliminary Report, 14 September 2017, p 6

Response and moving forward

Whilst the Report was applauded by some who felt that it validated the complaints about the way CPA Australia had been run, others were disappointed that it did not go further in its scrutiny of the poor behavior of the organisation, including the level of executive and Board payments and the financial woes of CPA Australia.

The final report of the Review Panel is to be released by December 2017. In the intervening period, members will have the opportunity to provide feedback and submissions.

Whilst a new CEO is yet to be appointed, nine new directors have been elected by CPA Australia's Representative Council. Peter Wilson, Chairman of Australian Human Resources Institute is President and the Board's Chairman.

On 10 October 2017, following its first Board meeting, a statement sent by CPA Australia to members included the following:

5. Brand strategy

The previous strategy of personalising the leadership through branding the CEO role is over. Going forward the CPA Australia brand will be the primary brand. The attributes we will be looking for in a new CEO reflect this change of strategy.

Statement from CPA Australia Board sent to members on 10 October 2017

Tony Coles, Audiology Australia: maintaining professionalism against commercial inducements



Dr Tony Coles took up the role of Chief Executive Officer at Audiology Australia, the peak association representing audiologists, in June 2015. There was an immediate crisis which has now been resolved and the association is in a stronger position.

Associations Forum's Philippa Shelley Jones spoke to Dr Coles about the issue of commissions from hearing aid sales being paid to qualified professionals.

1 What was the position with the hearing aid issue when you commenced as CEO?

Having been Chief Executive Officer of the Australian Association of Gerontology for six years, I understood association management and governance so the challenge was getting to grips immediately with the crisis facing the profession. When I started at Audiology Australia, the association had been without a CEO for almost a year and the Board of Directors was directly in the media firing line. The issue of commissions linked to the sale of hearing aids had reached boiling point and was threatening to tear the profession apart. The association was struggling with the issue and there was a high level of anger and frustration from members who were concerned about the damage that was being done to their professional reputation.

2 What was the issue with hearing aid sales?

As with many sectors, there was a distinction between the qualified professionals and the industry that they work in to serve the public. There were consumer concerns about the high cost of hearing aids and the lack of transparency around the cost of service. However, it was the issue of audiologists receiving commissions linked to the sale of hearing aids that caused the most concern due to the potential for financial incentives to influence audiologists' clinical judgement.

3 What regulations were in place at that time?

Although Audiology Australia has a Code of Conduct that prevents professional members from financially exploiting clients, clinics and chains are the industry and are not members of our association and they are therefore not bound by our rules and regulations. Consequently, there was nothing that the association of professionals could do to prohibit clinics offering financial incentives to audiologists to sell hearing aids.

4 What was the involvement of the ACCC in the debate?

The Australian Competition & Consumer Commission (ACCC) is Australia's competition watchdog. In light of a media story exposing commission sales, the ACCC surveyed our members about the issue and then expanded the scope of its investigations to include consumers and hearing-clinic operators, as well as practitioners.

On 3 March 2017, the ACCC released its findings in the report *Issues around the sale of hearing aids*. It condemned the practice of incentive-

based sales to motivate clinicians, and encouraged the hearing industry to reconsider its position on commissions and other sales practices.

5 What was Audiology Australia's response?

Audiology Australia released a public statement to the media praising the work of the ACCC and wholly supporting its recommendations. Audiology Australia then followed this up with a Position Statement emphatically affirming that audiologists' remuneration should be based on the clinical experience of the audiologist and the health outcomes their clients achieved, and not linked to sales targets.

Internally, the association recognised that there was more it could do to lift professional standards and increase public confidence.


Audiology Australia reviewed its policies, standards and programs. We revised the Code of Conduct, reviewed our practitioner certification requirements and competency standards, and established a complaints procedure and ethics review committee independent of the association.

6 What particular benefits do audiologists receive from their Audiology Australia membership?

In addition to members benefits such as access to professional development, journals and latest news, members who complete the Certificate of Clinical Practice and register as an Audiology Australia Accredited Audiologist are eligible to provide government-funded audiological services through programs such as the Office of Hearing Services' Voucher Scheme and Workcover.

Audiology Australia Accredited Audiologists adhere to strict high standards including completing our internship program, signing an agreement that they have read, understanding and agreeing to abide by our Code of Conduct, undertaking 200 hours of clinical work annually, and committing to a minimum of 20 hours of professional development each year.

7 What general advice can you offer about association management?


Disruption is inevitable; how it is managed is the key. Maintain and regularly review a risk register, and engage the Board and key staff in environmental scans and PEST (political, economic, social and technological) and SWOT (strengths, weaknesses, opportunities, threats) analyses to better understand the big-picture environment that associations operate in. This will allow association managers to be proactive, flexible and adaptable to change. 

CEDA's CEO appointment



Committee for Economic Development of Australia has appointed **MELINDA CIENTO** as Chief Executive Officer, taking over from Professor the Hon. Stephen Martin, who led the body from 2011 to 2017.

Ms Ciento was formerly a Commissioner with the Productivity Commission and holds several non-executive roles including with Reconciliation Australia, Woodside Petroleum and Australian Unity. She was also previously the Deputy CEO and Chief Economist with the Business Council of Australia.


"Melinda is an outstanding choice, bringing a wealth of experience from both an economics and business background," said National Chairman, Paul McClintock AO. 

New CEO for AMC



The Australian Medical Council (AMC), an independent national standards body for medical education and training, has appointed **PHILIP PIGOU** as its new Chief Executive Officer.

Mr Pigou will join the AMC in January 2018 from his role as CEO of the Medical Council of New Zealand, succeeding Ian Frank AM who will end his three-decade term at the helm of the AMC at the end of 2017.

"Mr Pigou's collaborative approach and commitment to strengthening the AMC as a values-based and innovative organisation will underpin our future work," said AMC President, Associate Professor Jillian Sewell AM. 

AASW appoints new CEO



The Australian Association of Social Workers (AASW) has appointed **CINDY SMITH** as the new Chief Executive Officer for the national peak body.

Ms Smith has been a longstanding member of AASW and was Vice President of the Board from 2011–2016.

She was then appointed as Deputy CEO and held the position of Acting CEO from September 2016.

Ms Smith's extensive leadership experience includes senior management and executive director positions in health and community service organisations.


"I welcome the opportunity to further advance AASW's mission to promote the profession of social work, advance social justice and optimise prospects for members," said Ms Smith. 

DHAA Ltd has new CEO



The Dental Hygienists Association of Australia (DHAA) has appointed **DR MELANIE HAYES**, a DHAA Director and President for the past three years, as its new Chief Executive Officer.

Dr Hayes is a Dental Hygienist who has worked in both general and periodontal practices. She has worked for the past eight years in academia, most recently as a Senior Lecturer at the University of Melbourne.


"I am passionate about dental hygiene and what the future has to offer the profession," said Dr Hayes. "I am looking forward to implementing the DHAA strategic plan during this exciting period of development for the association." 

VMA Chief Executive resigns



Chief Executive of Venue Management Association (Asia and Pacific) Limited (VMA), **STEVE ROMER**, has resigned from the organisation after three and a half years in the position.

"The VMA has benefited from Steve's venue management experience not only as Chief Executive but also his passion and commitment to the VMA over many years including nine years as a member of the Board and three years as Chairman of the Association," said VMA President, Steve Harper.


The VMA Board has commenced the search for a new Chief Executive to take the helm. 

Departure of MCA Chief Executive



BRENDAN PEARSON has stepped down as the Chief Executive of the Minerals Council of Australia after more than nine years in senior roles with the organisation.

Mr Pearson has been Chief Executive since January 2014, having earlier served as Deputy Chief Executive.

"Brendan and his team have advanced the interests of the minerals sector significantly across a broad spectrum of issues. He led the MCA during a period of economic downturn in the sector and was able to maximise the organisation's impact with forthright and thoughtful advocacy," said Chair, Vanessa Guthrie. 

Association Board training is available from Associations Forum

Topics include governance, finances, operations and membership.

Email Kathy Nguyen: kathy@associations.net.au

MD & CEO for AICD



The Board of the Australian Institute of Company Directors (AICD) has appointed **ANGUS ARMOUR** as the organisation's new Managing Director & CEO. Mr Armour, who started in the role in early October, was formerly Principal Adviser at the Business Council of Australia, focused on innovation and disruptive technologies. "Angus brings to the AICD decades of experience working with governments, business leaders and the public service," said AICD Chairman, Elizabeth Proust. "He has strong relationships across Australia and the region, which will be important as we continue to grow the AICD's reach and influence."

AMEC CEO appointed



The Association of Mining and Exploration Companies Inc has appointed **WARREN PEARCE** as its new CEO. Mr Pearce was most recently the CEO of Local Government Professionals Australia WA. He has also worked as Manager at the Western Australian Local Government Association and as a Principal Policy Adviser for the WA Minister for Planning and Infrastructure. "Warren is a high calibre individual with a track record of achieving outcomes for members. He has demonstrated his credentials with strong and successful advocacy, member engagement and in developing new and effective communication strategies," said President, Will Robinson.

John Broome to lead AANA



The peak body for Australia's largest marketers, the Australian Association of National Advertisers (AANA), has appointed **JOHN BROOME** to the role of CEO. Mr Broome, who succeeds Sunita Gloster, has a 20-year track record of success as an in-house marketer, most recently as Unilever's CMO. "As an experienced in-house marketer with a deep passion for the industry, John is perfectly placed to ensure the AANA continues to be fully focussed on the needs of its members," said AANA Chair, Matt Tapper.

IAP2 Australasia CEO news



The International Association for Public Participation (IAP2), Australasia's leading public participation member association, has appointed **MARION SHORT** as its new CEO. Ms Short joins IAP2 Australasia as an experienced CEO in the not-for-profit sector with a strong background in relationship building, stakeholder management and business improvement initiatives. "Marion brings excellent relationship building skills and a great capacity for strategic development. Her experience with developing membership offerings will be of great value to IAP2 Australasia," said IAP2 Australasia Chair, Leanne Hartill.

New Chief Executive of APGA



STEVE DAVIES has been appointed as Chief Executive of Australian Pipelines and Gas Association (APGA). Mr Davies has spent the previous nine years with the association in various policy roles, most recently as National Policy Manager. Before joining APGA in 2008, Mr Davies held a range of policy and regulatory roles related to infrastructure and resources in industry associations and the Federal Government. "Steve's depth of experience and long commitment to the pipeline and gas industries will provide us with a very solid base to face the complex challenges ahead in the energy sector," said President, Shaun Reardon.

Change of CEO at R&CA



On 10 July 2017, **JULIANA PAYNE** commenced as the new Chief Executive Officer of Restaurant & Catering Australia. Ms Payne has had extensive experience in strategic and corporate operations for industry associations and not-for-profit organisations. She has also previously served as Chief Executive Officer of the National Tourism Alliance. Ms Payne replaces John Hart who stepped down after 18 years in the role. "Juliana brings a wealth of experience to Restaurant & Catering Australia, having worked in both industry associations and the not-for-profit sector for well over a decade," said Mr Hart.

Vale Levinia Crooks



Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine (ASHM) has suffered a tragic loss with the passing of their former CEO, **ADJUNCT ASSOCIATE PROFESSOR LEVINIA CROOKS, AM** on 16th October 2017, after a long and courageously fought illness.

A/Prof Crooks served for over 30 years as a champion for people's rights in the health sector and applied her considerable experience and skills to push for dramatic and effective changes in Australia's response to HIV and viral hepatitis. She was Chief Executive Officer of ASHM from November 1999 to September 2017. She also served as President of the AIDS Council of NSW and Bobby Goldsmith Foundation, as well as on the Board of the Australian Federation of AIDS Organisations.

In 2008, A/Prof Crooks was made a Member of the Order of Australia for her contribution to HIV policy, her care for people with HIV and her contribution to health generally. A/Prof Crooks was 56.

CEO departure from IWDA

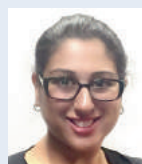


International Women's Development Agency's Chief Executive Officer, **JOANNA HAYTER**, is to step down from her role in November 2017. IWDA is Australia's leading international development organisation entirely focused on women's rights and gender equality.

Ms Hayter, who was appointed CEO in 2010, is the longest serving incumbent in the agency's 32 year history.

"Jo leaves IWDA in a very strong position for the future and we thank her for the dedication, passion, enthusiasm and motivation she has brought every day as the leader of IWDA over the past 7 years," said IWDA Chair, Kirsten Mander.

Fatima Dawood returns to AF



Associations Forum welcomes **FATIMA DAWOOD** back as a member of the team. Fatima was one of Associations Forum's first staff members when we launched in January 2004, working as Member Services Manager and then Manager until she left in June 2007 to work in the associations sector in Australia and Canada.

Fatima rejoins Associations Forum in the role of Business Development Manager.

"I am delighted to be back with Associations Forum which has had such tremendous growth in its membership, services and the calibre of its events," said Fatima.

First full-time CEO for ASCA



The Australian Smart Communities Association (ASCA) has appointed its first full-time CEO.

LAURIE PATTON takes on this role following an extensive career in media, IT and event management. For the past three years he has been CEO/Executive

Director of Internet Australia, the NFP peak body representing the interests of internet users.

"Laurie is well placed to work with the Board on increasing the organisation's contribution to the promotion of smart community concepts across Australia and to work with a wide range of stakeholders, including the Australian Government," said ASCA Vice President, Brook Dixon.

New CEO for NTCA



The Northern Territory Cattlemen's Association (NTCA) has appointed **PAUL BURKE** as its new Chief Executive Officer.

Mr Burke was formerly the Regional Operations and Member Services Manager for Agforce, and had been with Agforce since 2011. His previous experience includes twenty-five years' of working in management and operational roles in the tourism and pastoral care sectors.

"Mr Burke is well regarded by his peers in the industry, and will bring to the NTCA a wealth of experience in agricultural advocacy on behalf of cattle producers in Northern Australia," said NTCA President, Tom Stockwell.

On the lighter side...

World Clown Association combats 'scary clown' image

In the face of 'clown negativity' following the evil clown sightings in 2016 and the release of the new film adaptation of Stephen King's horror novel 'IT', the World Clown Association (WCA) has included a Press Statement on its website entitled 'WCA Stand on Scary Clowns!!'



To help bolster the image of professional clowns suffering from a loss of work and negative backlash following the association of clowns with terror, the WCA Press Statement promotes the positivity of the 'art of clown' and explains that the image of the horror character dressed as a clown is in fact not a clown. "Even the character in the movie 'IT' should be understood to be a fantasy character — not a true clown," reads a line in the press kit.

The author of 'IT', Stephen King, tweeted in April 2017:



WTF rebrands to World Taekwondo

In June 2017, at the World Taekwondo Championships in Muju, South Korea, World Taekwondo was officially launched as the new brand and logo of the global federation, replacing World Taekwondo Federation which has been its name since 1973.

The negative connotations that have come to be associated with the WTF abbreviation in the digital age meant that the organisation had to make a change which, whilst still reflecting its global dominance in the taekwondo movement, reflected a brand more engaging and relevant to the younger generation.

The new World Taekwondo logo, which retains the "kicking athlete" design that was the "T" in the "WTF", has now been incorporated in all official communications, marketing materials and branded merchandise.

World Taekwondo President, Choue Chung-won, said: "We know that in such a competitive world, we must always evolve and adapt to stay relevant and appeal to young and modern audiences. In the digital age, the acronym of our federation has developed negative connotations unrelated to our organisation and so it was important that we rebranded to better engage with our fans."

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