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杜子德：革新中的中国计算机学会



- ◆ Salary Survey 2018: Decrease in CEO working hours
- ◆ 40 tips for Boards
- ◆ Report on CPA Australia
- ◆ Findings on RSL NSW fraud allegations





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CAB audit: Average Net Distribution 4920 (Period ending September 2017)

What makes a strong national associations sector



Associations Forum representatives travelled widely in recent months to undertake consulting projects for, or make presentations to, associations in the Philippines, Singapore, Spain, Dubai, United Kingdom, Saudi Arabia and Australia. This work has reminded us of some fundamentals regarding association existence.

1 It is important that nations allow formation of associations and their ability to act independently in the interests of members. Freedom of association is enshrined in the constitutions or charters of many democratic nations, and many autocratic nations accept membership associations due to the clear advantages from the services they perform for members, excluding activist NGOs.

2 The culture of accepting associations as part of the fabric of the community plays a key role in countries with a strong association sector. The United Kingdom has played a valuable role in accepting associations for centuries and for advancing the proliferation of associations through former colonies, including the United States, and in the Commonwealth of Nations, which has replaced the British Empire.

3 We believe legislation for incorporation should ideally be under the same legislation as businesses with shareholders. This is the case in the USA, Philippines and in British-based jurisdictions with companies limited by guarantee. Both private companies and associations are entities with responsibilities, rights and liability protections, so it is sensible to use the same legislation and make variations for associations.

4 Associations should be quick, easy and inexpensive to incorporate. Assuming it is a legal cause, the role of government is not to decide on the merits of individual associations. Further, ongoing registration fees and audit requirements should be proportional to the size of the association.

5 A hands-off regulator should, however, have an online portal to allow free access to the governing constitution and mission, current Board Directors, number of voting members and audited financial reports with taxation information.

6 As associations often have a privileged position of reduced rates of income tax, it seems fair to request associations to file appropriate financial and tax reports. Nations should know how much tax is foregone from support to associations. The USA has such a taxation reporting system.

The Western world has shown the value of associations and smart governments should do all they can to foster the development of a strong and independent association sector. Associations Forum would be pleased to talk more about how to develop an associations sector.

John Peacock,
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IML partners with CMI

The Institute of Managers and Leaders (IML) has entered into a long-term strategic partnership with the London-based, international management body, the Chartered Management Institute (CMI).



The partnership sees IML become the exclusive management and leadership accrediting body in Australia and New Zealand. It has introduced the Chartered Manager professional designation to managers and leaders in Australia and New Zealand and will offer local university students a fast track route to becoming Chartered Managers through Pathway, an exclusive university partnerships program.

“The skills of management professionals are too often unassessed and left to chance in Australia without a benchmark of competence, despite our local managers being in critical positions of leadership,” said Chief Executive of IML, David Pich. “By recruiting Chartered Managers, local employers can have confidence in the fact that they are entrusting their people with proven managers and leaders. The professionalisation of management is long overdue in Australia and in New Zealand.”

AIST merges with IFF

In a move designed to improve efficiency and remove duplication, the Australian Institute of Superannuation Trustees (AIST) and Industry Funds Forum (IFF) have merged following an agreement between the two industry associations. AIST has fund, individual and associate membership categories and represents profit-to-member superannuation funds.



IFF’s membership is made up of Australia’s 18 largest industry super funds, which are already also members of AIST. It was formed to share information, to develop and influence policy, and to work in partnership with other organisations to support industry super funds.

“AIST already had a long history of collaboration on various projects with IFF,” said AIST CEO Eva Scheerlinck. “IFF is a natural fit with AIST’s policy and research work as well as our peer-to-peer professional development program”.

New national asthma organisation

In late 2017, Asthma Australia announced the formation of Asthma Australia Ltd, the new national health charity, to better serve the current and future needs of people with asthma and their treating health professionals.



Asthma Australia Ltd is the merger of Asthma Australia and the ACT, NSW, Queensland, South Australian and Victorian state Asthma Foundations to create a stronger, united, more efficient and effective national health body.

“We were perpetuating a range of different entities all seeking to achieve the same thing. It made good sense to consolidate and deploy our resources against our common purpose. In an environment where it is increasingly challenging to raise funds, this is one way we can work smarter, remove duplication, and be able to realise opportunities not afforded to smaller entities,” said CEO, Michele Goldman.

NORA and NRA partnership

The association connecting and supporting online retailers, National Online Retail Association (NORA), and Australian retail industry group, the National Retail Association (NRA), have formed a national-first partnership.



The new partnership will allow the two organisations to combine their strengths and expertise in supporting Australian retailers, online and in-store.

To help cement the partnership and create strong channels between the two organisations, NORA’s Executive Director Paul Greenberg has become an advisory member of the NRA team.

“By uniting the experience and unique skills of both organisations, we will be offering an unprecedented level of guidance and support to Australian retailers in this richly dynamic, omnichannel environment,” said NRA Chief Executive Officer, Dominique Lamb. “Together, NORA and the NRA have the collective expertise to help the nation’s retailers evolve their businesses to attract not just today’s, but tomorrow’s, consumers.”

“NORA members can request pro rata membership of the NRA at no charge, while also remaining a part of the NORA network. This will give members access to the industry-leading services and advice provided by the NRA in human resources, rostering, award compliance, leasing and tenancy, and training,” said Mr Greenberg. “NRA members will, in turn, have access to the skills and knowledge that has helped NORA’s members improve their business performance, understand the digital marketplace and engage with one another in the new retail ecosystem.”



**REGISTER BY 4 MAY
AND SAVE**

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

Advertising industry working group established

Australia's leading advertising industry bodies - the Australian Association of National Advertisers (AANA), the Interactive Advertising Bureau Australia (IAB) and the Media Federation of Australia (MFA) - have established a working group to design and publish a common set of best-practice operating standards to improve transparency in the digital advertising supply chain, to reduce fraud and improve brand safety.

The group will draw extensively from best practice solutions being developed in overseas markets and seek input from all interested parties to ensure the standards are universally applicable, practical and relevant. "Many major advertisers, particularly the global players, have moved to introduce standards to ensure they have better visibility over where their digital advertising appears. However, it is important that all advertisers, both big and small, are better equipped to reduce or eliminate advertising that is wasteful or, worse still, may cause brand reputational damage," said AANA's CEO, John Broome.

Vijay Solanki, IAB Australia CEO, commented: "IAB has already produced many standards and guidelines including for viewability, brand safety and ad fraud, but this opportunity to join with AANA and MFA will enable us to bring these forward to absolute world best practice for all in the digital supply chain."

"We will draw on the relevant expertise of our members and participants will include representatives from the major advertisers, media agencies, platform providers and publishers. We all share the goal of producing meaningful and actionable standards that will significantly improve brand safety and transparency in the digital advertising space," said Sophie Madden, MFA CEO. ◡



Australian Furniture Association changes name

Australian Furniture Association Ltd (AFA) has changed its name to Australasian Furnishing Association.



The change reflects the association's commitment to meeting the clear globally-focused attention on the quality, high standards and safety of Australian furnishing products and industry led strategies.

"Our new name and slightly modified logo reflect the transformational change we are embarking on as we begin to proactively cement our position as Australia's peak industry organisation on the international scene," said Carlo Gosatti, Chair of AFA.

...and partners with AGHA

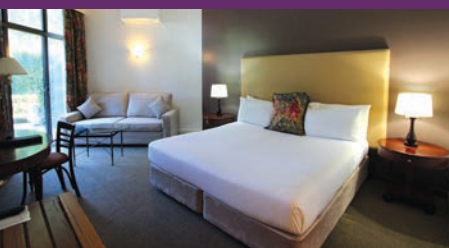
In other news for the association, the AFA has formed a working partnership with the Australian Gift and Homewares Association (AGHA) to foster the launch of new industry events and an upscaling of existing events across Australia.

Both organisations are peak industry bodies representing thousands of businesses across Australia and this partnership will provide even more opportunities for members in a very cost-effective environment across a broader audience reach and specific target markets.

"In addition to all the new projects that we will be working on together, the relationship will add a new dimension and content to our already successful Gift Fairs. The members of both associations will benefit from the sharing of resources and the extended international promotional opportunities created by the new partnership," said AGHA CEO, Wayne Castle.

The partnership will also give a much stronger combined voice on industry matters while increasing the profile and reach of both organisations for the benefit of their members.

"We're proud to be partnering with AGHA and sharing their extensive inhouse event management capabilities and networks to complement those of our association," said AFA CEO, Ms Patrizia Torelli. ◡



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Career change for AMA Secretary General

Secretary General of the Australian Medical Association (AMA), Anne Trimmer, has decided to pursue a different career direction when her five-year contract with the AMA expires in August 2018. “Anne has maintained the AMA’s reputation as the peak medical advocacy group in the country and one of the most significant and successful lobby groups in Federal politics,” said AMA President, Dr Michael Gannon. “She has built strong personal and professional relationships with key decision makers in Canberra, which helped drive the AMA’s advocacy and influence in national politics.”



Ms Trimmer has also driven significant governance reforms for the association, including establishing the AMA Board, implementing resource-sharing arrangements between the AMA and its subsidiary, the Australasian Medical Publishing Company, and building stronger relationships with the State and Territory AMAs, especially on membership issues. ◊

Destination NSW joins AACB

NSW Government’s tourism and major events agency, Destination NSW, has joined the Association of Australian Convention Bureaux (AACB).

The AACB is the national peak body for Australia’s most influential city and regional convention bureaux, advocating on behalf of over 1700 industry operators and stakeholders.

“We commend Destination NSW for developing the NSW Regional Conferencing Strategy and Action Plan and are pleased to welcome another part of regional Australia to the ranks of the AACB,” said Andrew Hiebl, CEO of the AACB. “Destination NSW has recognised the value that AACB provides as a trusted entity to large and small destinations alike, including market intelligence insights and the opportunity to learn from a broader network of bureaux across the country.” ◊



70 years for ACSSO

In November 2017, the Australian Council of State School Organisations (ACSSO) celebrated its 70th anniversary at a celebratory function in Canberra. ACSSO is the national peak parent group supporting, representing and advocating for the families and communities of over 2.5 million students in Australia’s public schools. The Hon. Susan Ryan AO, a former Executive Officer of ACSSO, was the keynote speaker and encouraged the current members to continue with their advocacy for young people in public education. “A great evening that highlights the importance of public education for nation building and the role families play in their child’s education,” said President, Phillip Spratt. ◊



Brisbane Convention Bureau appointments

Juliet Alabaster, who joined Brisbane Marketing in 2008, has been appointed General Manager of the Brisbane Convention Bureau. “As General Manager of the Convention Bureau, Juliet will lead research, business development, bidding, convention promotion and membership of the Convention Bureau,” said Brisbane Marketing CEO, Brett Fraser. “Her knowledge of the conventions and business events industry is second to none, leading major bid wins and new strategic programs.” The Bureau’s former General Manager, Rob Nelson, has been appointed as Chief Operating Officer of Brisbane Marketing. “Rob will be responsible for driving the performance of the business development business units.” said Mr Fraser. ◊



Optometry Australia’s centenary year

Optometry Australia is celebrating its 100-year anniversary since its foundation as the peak professional body for optometrists. In celebrating its centennial, Optometry Australia is revisiting key milestones the organisation has achieved to advance the sector. “Key to shaping optometry and eye health in Australia was securing the inclusion of optometry services in Medibank – now Medicare – in 1975 as the only non-medical health profession whose services were covered,” said Optometry Australia’s 42nd National President, Andrew Hogan. Beyond Medicare, Optometry Australia has helped shape the evolution of the profession’s scope of practice and has played a key role in supporting the profession move to a system of national registration in 2010. It has also succeeded in getting prescriptions for medications written by optometrists eligible for government subsidy under the Pharmaceutical Benefits Scheme. ◊



Association Board training is available from Associations Forum.
 Topics include governance, finances, operations and membership.
 Email Kathy Nguyen: kathy@associations.net.au


Accommodation Association initiative

Accommodation Association of Australia has established a Victorian State Advisory Board, made up of representatives from Accommodation Association member properties in metropolitan Melbourne and regional parts of Victoria.



“The Advisory Board is a new initiative which is designed to ensure the interests of our Victorian-based members are more specifically catered for,” said Chief Executive Officer, Richard Munro. “There is potential for further growth of Victoria’s accommodation industry, but for this growth to be realised, it’s vital for operators of accommodation businesses to play an active role in policy development processes which directly impact on the industry.”

The Chair of the new Victorian State Advisory Board is Adrian Williams, Vice President of Operations - Victoria, Tasmania and South Australia, AccorHotels.

The establishment of this Board in Victoria complements the Advisory Board already operational in Queensland. The Queensland Chair is Ian Sandilands, President and Chairman of Best Western Australasia. 

The new age of Strata Community Association


CEO Erik Adriaanse explains how a name change came about for Strata Community Australia



Over the years our organisation has rapidly grown to support over 3,300 strata management professionals. With over 7 million Australians now living in strata title properties, our members help oversee, advise or manage a combined property portfolio with an estimated replacement value of over AUD\$1.2 trillion.

With our growth, we have expanded beyond Australian states and have also become a peak industry body for New Zealand strata professionals and communities. As such we ultimately outgrew the name Strata Community Australia, and wanted to reflect the diverse audiences that all of our representative branches give voice to.

Strata Community Association Limited works to improve Body Corporate and Community Title Management throughout Australia and New Zealand, understanding the needs of strata communities and the different systems that operate regionally, nationally and internationally.

We are underway with extending the new brand across each of our representative branches, and hope that as an encompassing ‘Association’ we will be able to gain a wider international presence and help strata communities worldwide. 

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New ACNC Commissioner

The Honourable Dr Gary Johns has been appointed as the new Commissioner of the Australian Charities and Not-for-profits Commission (ACNC) for a term of five years. The ACNC is the national regulator of charities, established by the Australian Charities and Not-for-profits Commission Act 2012.

Dr Johns has previously held roles as a Director of the Australian Institute for Progress, and an Adjunct Professor at the Queensland University of Technology Business School.

He has served as a member of the Prime Minister's Community Business Partnership, and has wide-ranging experience in regulation, public service and policy, serving as an Associate Commissioner of the Productivity Commission and representing the electorate of Petrie in the Federal Government from 1987 to 1996, and as a minister in the Keating government. Dr Johns was also a columnist for The Australian, and has authored a number of books on charities and the not-for-profit sector. 




Review of the ACNC legislation

The legislation governing the Australian Charities and Not-for-profits Commission (ACNC) requires a review to be undertaken after five years of operation. This review presents an opportunity to evaluate the performance of the legislative framework, the regulation of the sector and to identify any improvements that can be made.

The review invited responses from all interested parties, encouraging comments on the performance of the legislative framework and the regulation of the charity sector in Australia.

"The ACNC's submission focused on what we have learned over 5 years of operation as Australia's national charity regulator and provided our suggestions and recommendations for the future of the ACNC's legislation," said Dr Gary Johns, who only took over the mantle of Commissioner of the ACNC in December 2017.

The ACNC's submission covered three major areas which it thinks the review of the ACNC legislation should address. The submission from the ACNC can be found at https://www.acnc.gov.au/ACNC/Comms/LN/LN_20180119.aspx 

ACNC Advisory Board appointments


Heather Allen, David Pigott and Heather Watson have been appointed as part-time general members of the Australian Charities and Not-for-profits Commission (ACNC) Advisory Board for a period of three years.



The ACNC Advisory Board provides legal, accounting and taxation advice for the not-for-profit sector, and supports the ACNC Commissioner to fulfil their role.


Heather Allan is the Chief Executive Officer of the Lung Foundation Australia and brings business expertise, public health promotion and advocacy knowledge to the role. David Pigott is a not-for-profit leader with over 38 years of professional experience in the not-for-profit, corporate and government sectors, including in his current role at Mission Australia.

Heather Watson has broad experience across the charities and not-for-profits sector, serving as a member and Chair of a number of boards, with multidisciplinary legal, mediation and facilitation skills.

Tony Stuart, Chief Executive Officer of UNICEF Australia, has been re-appointed as Chair of the Advisory Board for a further three years. 


New Accounting Standard for NFPs

Income recognition in the not-for-profit sector is set to change as a result of the newly introduced Accounting Standard AASB 1058 Income of Not-for-Profit Entities, which is applicable from annual reporting periods beginning on or after 1 January 2019.

The accounting standard will impact how not-for-profit entities account for grant funding, donations, bequests, assets received below fair value, peppercorn leases and volunteer services. The new requirements will defer the recognition of some types of income and it is expected that this will result in a better matching of income and expenses. The timing of income recognition will depend on whether a transaction gives rise to a liability or other performance obligation, or a contribution by owners related to an asset. "The changes will require new judgements and changes to existing accounting policies, will impact the contracting processes, internal budgeting and reporting and requires training and considerable time to understand the potential impact," said Vishal Modi from accounting firm, Hill Rogers. 

Australia Day honours

Associations Forum congratulates the following recipients of 2018 Australia Day honours:

- ◆ **Jillean (Jill) Ludwell - Medal of the Order of Australia for services to the conveyancing industry. Ms Ludwell is CEO of the Australian Institute of Conveyancers (Vic Div).**
- ◆ **Garry Pearson - Medal of the Order of Australia for services to dentistry and education. Mr Pearson was CEO of the Australian Dental Association Victorian Branch from 1991-2017. **

STA's new President

Leading marine scientist and broadcaster, Professor Emma Johnston, has become President of the science, technology, engineering and mathematics sector's peak body, Science & Technology Australia.

Professor Johnston takes on the role from outgoing President, Emeritus Professor Jim Piper AO. She is also Dean of Science at the University of NSW and a board member for the Great Barrier Reef Marine Park Authority.

"There is so much unrealised potential in Australian science and technology: Science & Technology Australia will work tirelessly to ensure that knowledge creation and application are at the forefront of Australia's future economy," said Professor Johnston. ◻



SMSF Association appoints new Chair

The Self Managed Super Fund Association has appointed Professor Deborah Ralston as its new Chair.

Prof Ralston, who takes over from Andrew Gale, is a recognised authority in financial services research and strategy, with a particular capability in superannuation, financial regulation and digital finance innovation. "Deborah is an experienced company director in the private and public sectors and brings to the table her vast knowledge of financial services research and strategy, with its special focus on superannuation, financial regulation and digital finance innovation," said Mr Gale. ◻



Have you had your Constitution reviewed lately?

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ITS Australia Board changes

Dean Zabrieszach has been welcomed as the new President of Intelligent Transport Systems Australia (ITS Australia), replacing immediate past President Brian Negus.

Mr Zabrieszach is a long-time Director of ITS Australia and has held a number of senior ITS roles across government and industry. Dennis Walsh, another long-standing Director of ITS Australia and long-time contributor to the ITS industry, is the new Vice President.

Mr Negus, who led the organisation to be one of the strongest ITS associations in the world during his six year tenure, will continue to contribute to the leadership of ITS Australia as a Director. ◡



New President of Governance Institute

Governance Institute of Australia has appointed Warren Baillie as its President for 2018.

Mr Baillie is the Company Secretary at Woodside Energy and served as Vice President of Governance Institute in 2016 and 2017.

Mr Baillie takes the reins as Governance Institute continues its work promoting and facilitating world-class whole-of-organisation governance.

“I’m excited by Governance Institute’s new approach,” said Mr Baillie. “We have opened new pathways to membership and are offering new training courses. Our revamped Governance & Risk Management Forums will be held all around the country and focus on strategy, culture and technology.” ◡



PANDA’s new Chair

In October 2017, Nicole Batagol replaced Wilma Gallet as Chair of Perinatal Anxiety & Depression Australia which provides services to individuals and families affected by perinatal anxiety, depression and postnatal psychosis.

Ms Batagol is a Management Consultant, specialising in change management and supporting people to change behaviours to adapt to their new work environment.

“It is a great privilege to take on the role of Chair as we have recently expanded our operating hours, and will be delivering the final year of the current strategic plan while also working towards accreditation,” said Ms Batagol. ◡



RANZCR’s new President

Dr Lance Lawler has commenced his two-year term as President of The Royal Australian and New Zealand College of Radiologists (RANZCR).

Dr Lawler, who is the first New Zealander since 1995 to serve as President of RANZCR, is a former CEO of the Pacific Radiology Group, the largest private medical organisation in New Zealand, and brings more than 35 years’ training and professional expertise to his role.

“Radiologists have a hugely important role in modern healthcare. This requires good relationships with the other medical colleges, policy makers and funders, and I am looking forward to further developing these during my tenure,” said Dr Lawler. ◡



REINSW elects new President

The Real Estate Institute of New South Wales (REINSW) has elected Leanne Pilkington as President of the industry body for a two year term, replacing outgoing President John Cunningham.

“Leanne’s charismatic style and strong leadership skills will see her focus on our lobbying efforts,” said REINSW CEO, Tim McKibbin. “With more than 25 years experience in the industry, she has already demonstrated her ability to put a voice to the wants and needs of the industry.”

Ms Pilkington is currently the Managing Director of real estate group Laing+Simmons, having joined the franchise in 1995. ◡



President-Elect for ACORN

The Australian College of Perioperative Nurses (ACORN) has appointed Rebecca East as its incoming President.

Ms East is 33 years of age and has already served on the ACORN Board as a representative for two years, 2014 - 2016, and a Director for two years, 2016 - 2018. She will serve as a Director and President for a further two years commencing in May 2018.

“ACORN is looking forward to Rebecca’s vision and leadership and is very proud to provide opportunities to the younger generation of perioperative professionals,” said ACORN Executive Officer, Wendy Rowland. ◡



New look for Vibe Hotels Gold Coast

Vibe Hotel Gold Coast is set to reveal a multi-million dollar refurbishment, in time for the Gold Coast 2018 Commonwealth Games™, that will position it as the most desirable new stay on the coast. The hotel now offers the best of both worlds: beautiful new spaces and an ideal location in the heart of Surfers Paradise, within walking distance to the region’s famous beaches, shopping and nightlife, with views of the picturesque Nerang River.

All of the hotel’s 199 spacious rooms have a contemporary new design that embraces the elements of the hotel’s surroundings. The colour palette represents the transitional journey from the hinterland, through sand and surf out to the turquoise waters and beyond. The design is brought to life through “pops” of colour that are representative of the vibrant atmosphere for which the Gold Coast is renowned. ◡



AGM security at Northside Conference Centre

In recent years security has become a vital part of event planning. Northside Conference Centre has been at the forefront of security planning, hosting high profile AGMs. Northside is a unique venue which, unlike most hotels and venues, allows the full site to be booked for exclusive use. Northside offers in-house CCTV, limited entry points and has worked with international security agencies and the NSW police service to ensure secure, safe and seamless, high profile events. www.northsideconference.com.au ◡



Northern Territory Business Events Support Fund

The Northern Territory Government has launched a new Business Events Support Fund. Organisations can apply for financial assistance of AUD\$100 per delegate up to a maximum of AUD\$50,000 per event. Key criteria include the requirement for the eligible event to align with Northern Territory priority industry strength sectors and also that the majority of event participants travel to the NT from interstate and beyond. Support will be weighted towards business events which align with the Territory’s economic and social strengths. The fund is being managed and administered by the Northern Territory Convention Bureau. ◡



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



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Zide DU and China Computer Federation: Reforming a Chinese association

Zide DU, CEO of China Computer Federation has been a transformational association CEO. From being a dissatisfied member, he became a reforming CEO. In this article, he shares the story of changes at his association and discusses the associations sector in China generally.

Tell ASSOCIATIONS readers about China Computer Federation

China Computer Federation is a scientific and technological community in the field of computers. It is now mainly composed of individual members and a small number of corporate members. It was founded in 1962 as the Technical Committee of another organisation and became an independent legal entity in 1985. At that time, the leaders of China Computer Federation wanted to become a bigger group and call it a “Federation”, but they were not able to make this happen.

China Computer Federation, like other Chinese societies, had been affiliated to the Institute of Computing Technology for a long time.

It finally became an independent society after 21 years in 2006.

The reason for being independent was that encouragement was given by our superior unit, the China Science and Technology Association. China Computer Federation is a group member of China Science and Technology Association which has a semi-official nature, fully funded by government finance, so we became independent but the other societies are still affiliated to the Institutes.

Before 2004, China Computer Federation had only about 100 corporate members and no individual members, which was the norm for Chinese associations at the time. The reform and development of China Computer Federation started in 2004 when I became CEO, or Secretary General as it is called in China. Since the establishment of the new Board in April 2004, the major leaders, especially the new President, hoped to change, and have started to develop individual membership since May 2004.

There are currently 46,000+ individual paid members, 60% of whom are professional members and the rest are student members. Members come from universities, research institutes, enterprises, and a few from government.

Therefore, the development of China Computer Federation has several milestones: Established in 1962, became a separate legal entity in 1985, reformed in 2004 and became independent from the Institute of Computing Technology in 2006.

What is your career background and how did you become CEO?

My degree is Master in Computer Architecture from the Institute of Computing Technology. After graduating, I worked in information communications and technology and spent a year as a visiting scholar in the Netherlands. In 1996, the Institute needed a young man to manage China Computer Federation work and, because of my anchored relationship, I was hired.

I did not know anything about associations and my work in the Institute is entirely the result of the job being arranged for me. It was not my wish to work for the association but I still agreed to change careers to an unfamiliar position. At that time, I served as Deputy CEO and stayed in that position for 8 years. When I became CEO in 2004, I began the project of transforming the association.

What changes have you made to the association since becoming CEO?

Reform is not that easy, it needs capacity, it needs power, and it needs opportunities. I worked very hard on China Computer Federation mainly because I was unimpressed with it before because it did not provide any services to those professionals like myself.

I wanted to change China Computer Federation, but old comrades wanted to maintain the existing system and the country’s environment was not yet ready for change. However, I was not ready to give up on change: I wanted to do something. I saw young professionals at the time eager to get the chance, but at that time they did not have any power, so in 1998 I created a stage for young people - Young Computer Scientists & Engineers Forum (YOCSEF), specialising in computing-related topics, and I secured sponsorship from Lenovo.

So a year or two later, YOCSEF had a great influence in the industry and society. I designed a new system including:

- ◆ Members public election of the Executive Committee
- ◆ The Chairman is elected by everyone fairly
- ◆ The Chairman’s term is one year, cannot be re-elected
- ◆ Removal from the Board if absent from three meetings
- ◆ Year-end assessment of contributions and anyone not contributing is no longer a member

“There were basically no independent associations in China and no laws on associations”

“中国基本没有独立意志的社团，也没有关于社团的法律”



Even in today's China, this association system is very advanced and, of course, rare and unique. In this way, YOCSEF gathered a group of young people with ambition, ability and social responsibility to cultivate a large number of excellent talents for the subsequent reform of China Computer Federation. YOCSEF was a pilot for change, and its successful and outstanding system was gradually used to promote the reform of China Computer Federation.

Tell ASSOCIATIONS about the associations sector in China generally

In China, there are tens of thousands of national associations that start with the word “China.” If we count provincial-level, municipal-level and county-level associations, there will be even more.

There are several types of associations in China, including academic (science and technology associations), guilds (industries or trades), research societies (groups interested in certain fields), NGOs (environmental protection), charity (aid to poverty, for example the Red Cross). In addition, countless alliances have emerged in recent years, mainly by businesses with similar businesses or with upstream and downstream relations. But most alliances do not allow registrations and therefore cannot publicly operate and charge.

Chinese associations generally need to be affiliated with government departments. This is mainly because association management agencies, mostly in civil affairs, think that government endorsement is more reliable. Some government officials want to work at an association after retirement, and some organisations also hope to obtain some public power from the government or benefit from the government's endorsement. The Chinese government has recently banned industry associations or commerce societies from affiliating with government departments and is gradually cleaning these up, but it takes time. Societies on sciences and technology have not yet begun to be affected. There is a historical reason for doing this. In the past, a planned economy was practiced in China. All companies and organisations

were public, so were associations. There were basically no independent associations in China and no laws on associations until an administrative regulation promulgated by the State Council in 1998. In the past three decades, China has opened up its economy. It has mobilised all sectors of society's enthusiasm and resources and enjoyed very good economic development. However, its development on the associations side was still slow. Many associations do not have individual members, influential activities or funds. Associations should be completely different from the government and enterprises, but in China, associations are strange entities and probably unique in the world. All levels of governments, from national to provinces, have associations for science and technology. China Association for Science and Technology is responsible for the management of national societies on science and technology, however registration of these societies is managed by the Ministration of civil affairs.

What is the viewpoint of the Chinese government towards associations?

Due to the many economic, diplomatic, social stability, education, medical treatment problems in China, the government has not been given sufficient energy to consider such a non-rigid organisation as a society. However, there is hope for change in this area in future years, and China Computer Federation hopes to be seen as a role model and best practice association.

However, China does not trust those associations that are activist “NGOs”. There have been politically related organisations that wish to engage in constitution systems and open elections, they questioned the existing leadership system and made some destabilising actions in the country. Therefore, the government was very precautionary. In contrast, the government always encourages science and technology associations. *Associations Forum congratulates Mr Du for his leadership in transforming a staid association with businesses as disinterested members to the new and dynamic China Computer Federation.* ◊

40 tips for association Boards

John Peacock is the General Manager of Associations Forum and is one of Australia's most experienced advisors to associations and is a thought leader for the associations sector.

Kathy Nguyen, Manager - Client Services at Associations Forum, has worked on over 30 consulting projects helping association clients improve their structure, operations and governance.



1 Incorporate under the appropriate legislation.

Consideration is required to choose the best jurisdiction and law under which to incorporate. Learn about the options, implications and costs.

2 Structure your objects with an overarching mission.

Constitutions require an 'objects' rule stating why the organisation exists. These are best constructed as an overarching mission and, if necessary, general ways the mission will be achieved. Ensure the objects suit your intended tax status.

3 Incorporate with a good Constitution.

Constitutions are the mini-laws of associations. They ensure that the governance of the association is smooth and effective. They are not operational. Model Rules or templates are often not appropriate.

4 Hire a good CEO.

The turning point in an association is when it hires a management-level CEO to run the association, ideally supported by staff, rather than the Board making ongoing operational decisions.

5 Avoid rigid geographic Boards.

In the Australian context, it is understandable that associations do not want to see dominance by particular states or territories. However, Constitutions can be written to allow a balance of geography and popular election.

6 Hold a planning day.

All associations need to know where they are going as there are different individuals involved who need certainty of directions. Associations must have an annual day to develop a new, or update an existing, association plan.

7 Don't micromanage CEO and staff.

The CEO is hired to run the association and make decisions. With an association plan in place, it will be clear what has to be done, so allow the CEO to achieve outcomes.

8 Have quarterly face-to-face Board meetings.

Boards can meet too often or too infrequently. For the smooth running of a Board and to allow the CEO to make progress, face-to-face meetings are recommended every three months. Teleconferences may occasionally be required.

9 Elect the President/Board Chair from within.

As each association can choose how to elect their Board leader, it is best if the Board chooses their leader rather than the membership.

10 Hold elections prior to the AGM.

Elections are the lifeblood of an association. They should be held with due process and allow every voting member to vote well before the AGM.

11 Don't have general business at the AGM.

AGMs are important formal meetings of members, held with a minimum notice of 21 days. The agenda is set in advance, so close the AGM and commence a "members open forum" immediately afterwards to receive member feedback.

12 Have only 1-2 external Directors.

Whilst there is a case for having Directors from outside the profession, industry or cause to bring in a different perspective, limit the number. The best Directors will be from the membership, who know the sector and have a passion for the cause.

13 Directors are not delegates.

Directors on the Board need to act in the best interests of the organisation. They should not make decisions based on directions given to them by a group or segment that has nominated them. State Presidents on Federal Boards may tend to represent local interests rather than the national association.

14 Aim for only two office bearers.

Associations should aim to have staff capable of presenting finances, arranging agendas and taking minutes. Finance Managers and Company Secretaries can replace the Honorary Treasurer and Secretary roles, hence only a President and Vice President need to be selected from within the Board.

15 Don't deem members to be members.

People or organisations must agree to be a member of an association. Associations cannot say or write that all their members are to automatically be members of another body.

16 Have a Board accountable to others.

In rare cases, associations have only the Board of Directors as voting members. This is not ideal as a principle of good governance is that Boards report to others.

17 Have a wise external auditor.

External financial audits are vital as they independently verify to members the accuracy and honesty of financial reports. In addition, external auditors should give management advice to Boards on changes that should be considered.

18 Pay Directors a modest amount.

In associations where individuals sacrifice income earning to be on the Board, it is appropriate to consider some financial payment to Directors. However, be cautious about paying an amount that makes being on the Board financially attractive.

19 Have a Finance, Audit and Risk Committee. A Finance, Audit and Risk Committee should be used instead of an Honorary Treasurer. This group of 3-4 people needs to verify financial processes and controls.

20 Beware of CEOs who think they are indispensable. CEOs are a crucial component of successful associations. They need to implement the Plan of the association and be respectful to the Board as the voice of the members.

21 Have a qualified or at least trained Company Secretary. The role of Company Secretary is more than agenda preparation and minute taking. A qualified Company Secretary is recommended to give valued advice.

22 Respect the Chair. The Chair is the figurehead of the association and needs to be supported by the CEO and respected by the Board as the first among equals. They may need mentoring or coaching to perform well.

23 Have appropriate minutes. Board minutes need to reflect the decisions made and the reasons for decisions, but not how Directors have voted unless specifically requested. Minutes are confidential to the Board although they can be accessed by a judge in the unlikely situation of legal action. They are best done live at the meeting or within days afterwards.

24 Market the Board and communicate its directions. Boards need to promote their role and work as this will give the membership confidence in stable governance. Boards need to have a positive and stable image as this will appeal to future potential Directors. Boards need to see major decisions are communicated to enhance acceptance.

25 Be a vigilant Board. Associations should be run by the CEO following a Board-endorsed association plan. When the Board's role is governance, they are guardians on behalf of the members. They should not be complacent and have undue trust in the CEO but be watchful and vigilant yet supportive.

26 Review your Constitution every few years. As associations change, it is unlikely that the original Constitution of an association will always be suitable. Associations Forum undertakes Constitution reviews which provide valuable input to the Board to assist it in deciding what changes to make.

27 Link agendas to plans. Boards should monitor the achievement of the plan, and this is best done by structuring the Board agenda to follow the pillars of the plan.

28 Ensure balance between Board turnover and continuity. The composition of Boards should ensure that there are new Directors every few years at least, whilst institutional knowledge is also maintained. A maximum of 10 or 12 years on the Board is suggested, with ability to return after a proscribed break.

29 Stagger terms of Directors. Associations Forum recommends staggering elections so that, say, three Directors are elected every year for a two-year term. This lessens the probability of many Directors leaving at once.

30 Have term limits on President and office bearers. In most associations with sufficient member numbers, there are potential new Presidents in the pipeline. It is healthy to have transition of Presidents to inject fresh ideas and enthusiasm.

31 Get professional advice. Associations need to have quality advice in governance, planning, finances and law. Smart associations do this on commercial terms rather than relying on volunteer advice that may not be appropriate.

32 Evaluate Directors or at least Board meetings. Although it is difficult in a volunteer environment, evaluation of Director performance is valuable feedback and will result in better Boards if done professionally. At the least, associations should have a process for written evaluation of the effectiveness of Board meetings.

33 Aim for a Board size of 7-9 Directors. Surveys by Associations Forum have consistently indicated that respondents believe the average ideal Board size is 7 to 9 Directors. This research is consistently supported by experience.

34 Expect quality and timely financial reports. Boards are the stewards of association finances. Boards need to receive timely, accurate and clear financial reports at least every quarter.

35 Query whether matters really need Board approval. Ideally associations employ capable CEOs, so Boards need to constantly ask whether they really need to be making decisions on matters presented to them.

36 Avoid having an "inner Board". For matters that genuinely require Board approval, ensure that all Directors are asked rather than a few office bearers.

37 Give potential Directors realistic expectations. Whilst candidates should be encouraged to seek Board election, let all candidates know in advance the responsibilities and role of the Board and the personal skills and time commitment expected.

38 Don't have ongoing Board meetings. Board meetings should be at a defined time and for a specific period. There should be a minimal amount of ongoing emails and communications if a Board is performing its governance, not operational, role correctly.

39 Train your Board to act legally, responsibly and ethically. Associations Forum regularly trains Boards on their role, responsibilities and best practice processes and all associations should undertake such training. Further, financial training is valuable, particularly for associations whose members are less involved in financial matters in their day-jobs.

40 Have a Governance Charter. Whilst associations need to follow the governance rules of the Constitution, there are other operational, procedural and cultural matters that need to be written into a Board Governance Charter that should be updated or confirmed annually.

How do you prepare for a new Board Chair?

Denys Correll joined Associations Forum in October 2012 after an extensive career in not-for-profit governance, management and lobbying in Australia and overseas. Having held a number of senior management positions, including as Chief Executive of Council on the Ageing, Denys is well placed to consult to members of Associations Forum on governance, constitutional reviews, board processes and strategic planning.



Denys Correll provides some insight below on what CEOs and Boards should consider when preparing for an incoming Chair.

The most important relationship in any association is between the Chair and the CEO. In most associations the Chair is chosen by the Board. Being a Chair is a multi-dimensional task with a requirement to please the Board, stakeholders, the membership and the CEO. The Board needs to be clear on the role of the Chair just as they need to be clear on the role of the CEO.

The roles of the Chair and CEO are complementary. In saying that, each Chair will come with different skills. It is a valuable prelude for the aspiring Chair to meet with the CEO to work through the respective job descriptions. I have found as a CEO I will bend my role to accommodate the skills of the Chair. I will not, however encourage the Chair to become involved in management. This is a recipe for problems and can lead to the Board becoming confused about the governance/management divide. Not to mention staff who will be confused if they have two bosses.

“Unlike their private sector counterparts, member associations are unlikely to parachute an external person into the role of Board Chair with a mandate for disruption. A new association Board Chair will typically come from within and should be very familiar with the organisation’s strategic plan, governance obligations, financial position and risk appetite. That said, the new Chair may have been elected on a platform for change... change which may or may not be anticipated by the Executive. So how does a CEO prepare for a new Board Chair? By being change-ready. By being aware of the interests of all Board members. By building healthy working relationships and by maintaining open and transparent dialogue. By reading the play and noting any positioning. By accepting that personalities, motivations and leadership styles vary between individuals. Perhaps even by steadying the ship if it starts rocking too much! But most of all, by understanding that change – whether disruptive or not – can be necessary to sustain an organisation and the individuals within it... gone are the days of long-range plans and long-term incumbency.”



David Hallett, Chief Executive Officer,
Institute of Public Works Engineering Australasia Vic

The Chair must have the confidence of the Board. The person needs to have the skills to undertake the role. The Board needs to ensure the candidate is taking on the role with the aim of taking the organisation forward. Beware of the aspiring Chair who would use the position for their own ends.

The multi-dimension aspect of the role is forming a team with the CEO. A wise Board will assess the potential of the candidates to work with the CEO. But it is the Board’s choice, not the CEO’s, as to who is elected. I have seen situations where the long term CEO has undue influence over the Board. The integrity of governance can be damaged by an overbearing CEO who has accumulated too much knowledge and effectively controls the Board.

The new Chair must be well briefed. It is a much bigger task being the Chair and not just one of the Board members. ◊

“Working with a new Chair can be challenging for the CEO and the Board. Most people come with their own leadership style, requiring you to be adaptable in the way you work. If the Chair has been serving as a Director already, and is elected to the role, then the change will be more subtle as they adjust from being amongst the ranks as opposed to “out in front”. If appointed, it can be like a ‘married at first sight’ situation where you are unsure of what you are going to get in a leader who may have a very different management style. To prepare, be supportive as a CEO and ensure the new Chair has all the background and professional development they need to do the job. Compromise and be flexible, ensuring each of you understand and are clear on what expectations you both have. The CEO and Chair should have each other’s backs, which requires trust and transparency, but be prepared to agree to disagree respectfully.”



Tricia Hughes, Chief Executive Officer, Massage & Myotherapy Australia

Associations Salary Survey shows salary growth

On 2 February 2018, at Associations Forum's CEO & Chair Symposium, the results of the Associations Salary Survey 2018 were announced by Mark Werman, Managing Director of Wentworth Advantage, the author of the survey.

Now in its tenth year, the survey highlights salary and employment trends throughout the associations sector and identifies emerging market trends and business changes.

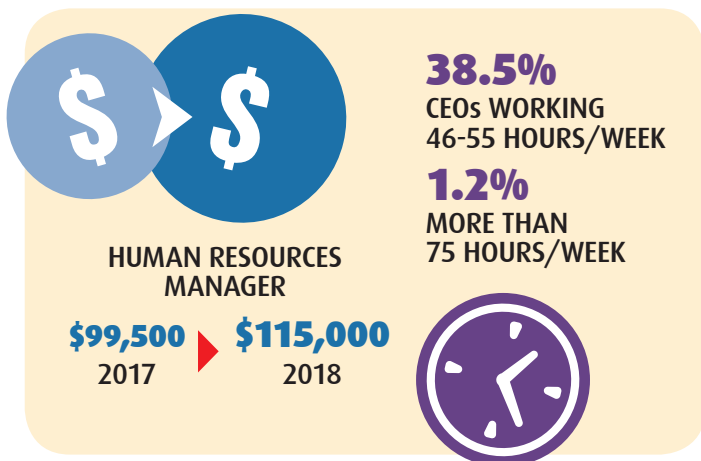
The incentive gearing for each position was analysed and reported, a graphic analysis of salary package movements was undertaken and the overall movement of salary packages was analysed according to the surveyed variables.

A total of 287 associations from 11 different industry types responded to the survey, with 39% identifying themselves as a 'Professional Association'. The data suggests that associations employing less than 10 employees, with an annual expenditure of between \$1 million and \$3 million and with less than 500 members, were the most common respondents to the survey.

The 2018 survey data shows that the largest increases in total average salary package were for the positions of Human Resources Manager at 15.6% and Operations Manager at 10.9%. There were increases for all positions surveyed except Membership Manager and Policy Manager. The Retail, Sales and Marketing industry recorded the largest total salary package increase for all positions at 41.1%.

In terms of CEO working hours, 38.5% are putting in between 46 and 55 hours per week, an increase since last year of 2.7%. However, working more than 75 hours a week is down from 6.1% to 1.2%.

The Associations Salary Survey 2018 has been sent free-of-charge to participating organisations. The cost of the 83 page report for non-participants is \$110 (members) and \$440 (non-members) and can be obtained by contacting Claire Bell on 02 9904 8200 or by email at membership@associations.net.au



APodA restructures

The Australasian Podiatry Council (APodC) and its member organisations (State Podiatry Associations) have taken the necessary steps to change their governance structure from a federation to a single national organisation. This follows years of planning and negotiation and has culminated in each of the State member organisations and the APodC voting to adopt a new constitution and merge into the Australian Podiatry Association Ltd.



In addition to the change of name, some of the significant changes reflected in the newly adopted constitution include:

- ◆ A directly elected Board replacing the existing representative Board
- ◆ A change in the membership structure that will see podiatrist members directly joining the national organisation
- ◆ Some interim arrangements to ensure preservation of significant assets.

Newly appointed CEO, Nello Marino, was recruited during an important negotiation phase of the merger. He had previously overseen a similar merger at another professional association and his two merger experiences were quite different.

“The Australian Podiatry Association had already engaged Associations Forum in a consultancy capacity prior to my commencement,” said Mr Marino. “This was a very sound move and ensured the merger process was not only supported with an experienced team, but assisted greatly in maintaining the schedule and continuity of the project from start to finish.”

CELA seals change

Community Early Learning Australia Limited (CELA – previously Community Child Care Cooperative Australia Limited) has successfully changed from co-operative to company.



Complex checks and lengthy steps make changing under the National Co-operatives Law messy. CELA had to prepare extensive explanatory documentation requiring approval by NSW Fair Trading prior to being provided to members, implement a comprehensive special postal ballot, and meet public advertising requirements, all to a rigid timetable. CELA easily gained wide and enthusiastic support from its members.

“We were just so appreciative of the expertise of Keith Roberts from Associations Forum in guiding us through the regulatory complexities and giving us a more workable and responsive constitution,” said Diane Lawson, then CEO of CELA. “The simpler administrative requirements for a company that is a charity have made it worthwhile, allowing us to be much more responsive in aiding members to provide early learning services.”



Applications now open for *This is Gold Coast Business Exchange*

Associations Forum members who organise conferences and meetings are invited to attend a fast paced, fun and educational program to discover some of the Gold Coast's best conference venues and experiences on offer for business events.

This is Gold Coast Business Exchange will be held from 31 May – 2 June and applications are now open to register interest to attend the event.

The program is designed to offer meeting planners the opportunity to experience a firsthand demonstration of the Gold Coast's appeal, while at the same time offering an efficient 'one stop shop' to research and plan a future conference or meeting. The program combines innovative events and site inspections with a one day trade exhibition featuring pre-scheduled appointments with local suppliers to discuss specific needs and requirements.

New ideas and concepts for conferences will be showcased, as well as an enticing sample of the Gold Coast's local cuisine. Program highlights will include a welcome reception at one of the Gold Coast's hippest venues, the eclectic street market Miami Marketta, as well as an event at one of the city's newest hotels, Mantra at Sharks Event Centre.

The final day will include a lunch event at Polo by the Sea, to capture the excitement of an urban polo match in action.

This is Gold Coast Business Exchange is fully hosted for qualified conference and meeting organisers who plan, research and make decisions regarding conferences, with all social activities, meals, accommodation and airfares included.

Director of Global Business Events, Anna Case said the event continues to inspire extraordinary business events on the Gold Coast.

"This is Gold Coast offers an incredibly compelling combination for organisers wanting to deliver a successful business event. Seeing first-hand the venues, sampling our cuisine and seeing our specialist suppliers create world-class events leaves meeting planners with the ideas and connections to create an unforgettable conference,"

There's also the option to stay on for an extra 24 hours for a post-familiarisation with the promise of a few extra unforgettable Gold Coast experiences before wrapping up on Sunday 3 June 2018.

This is Gold Coast Business Exchange is hosted by Gold Coast Business Events, a division of Gold Coast Tourism, in collaboration with major meeting and accommodation venues and local partners to the business events industry.

Registration is now open to apply to attend. Please contact Melissa Trost on melissa.trost@gctourism.com or 07 5584 6239 for further details and to register. ☺

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Alleged embezzlement of \$475,000 from RSL NSW

A public enquiry into the alleged financial mismanagement at the New South Wales Returned and Services League has released a report revealing further details of the misuse of funds from one of Australia's most respected and revered associations.

In early 2017, upheaval at New South Wales Returned and Services League (NSW RSL) saw embezzlement allegations levied at the 100 year-old organisation and the sacking of its whistleblower CEO, Glenn Kolomeitz. In late 2017, the State Government of the Australian State of New South Wales established a Public Inquiry into NSW RSL's misuse of expenses. The Inquiry was held under the NSW Charitable Fundraising Act, which includes a number of offences relating to unlawful fundraising that carry jail terms of up to six months.

The Inquiry heard that former NSW RSL President, Don Rowe, had been expelled from the RSL and his life membership cancelled in the wake of allegations that he embezzled AUD\$475,000 of the charity's funds, including AUD\$213,000 in cash withdrawals. The Inquiry also heard his corporate credit card was used to cover meals, mortgage repayments, mobile phones and flights for family members. There was also evidence that Mr Rowe's son used a presidential suite at a four-star Sydney hotel for seven years, paid for by the charity.

On 12 February 2018, former NSW Supreme Court judge, Patricia Bergin SC, who headed up the Inquiry, released a 547-page report containing 29 recommendations. Included in the recommendations was that Don Rowe be referred to police over his misuse of RSL

NSW credit cards and that 13 former RSL NSW councillors, including former National President Rod White, be referred to charity watchdogs for their involvement in covering up the financial mismanagement.

"The report details the shameful and disgraceful behaviour of former President Don Rowe and the culture which allowed him to get away with it," said NSW Minister for Better Regulation, Matt Kean. "It also highlights appalling oversight, shocking business practices and leadership which can only be described at best as being utterly inept."

In addition, the report recommended that a number of Directors associated with RSL NSW's aged care arm, RSL LifeCare, be referred to the charity watchdogs over conflict-of-interest issues arising from approving large "consulting fees" to themselves that totalled nearly AUD\$2.3 million at a time when the organisation was in financial difficulties and despite possible breaches of state law. ◊

GLENN KOLOMEITZ, a lawyer and former soldier who served in East Timor and Afghanistan, was dismayed at the culture of entitlement and superiority he witnessed in his 20 months at the head of RSL NSW before being sacked in April 2017. "It's sad because it was like they'd lost sight of the mission, the welfare focus, and were more focused on strutting around in medals at the head of marches," he said.

Mr Kolomeitz had ordered a forensic audit of the organisation early in his CEO tenure after realising that something was amiss. "I was confronted with a hostile and resistant board, and one which was entirely unqualified. Many people on that state council would not know the difference between a balance sheet and a form guide, and for a half-a-billion-dollar organisation, that's disgraceful," he said. "I could really only scratch the surface before I became a casualty - the governance and compliance oversight duties of the board were being exercised so poorly and, of course, the financial mismanagement was so apparent, I had to act quickly before the artillery hit its mark and I was removed." ◊

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CPA Australia scrutiny continues after 2017 fiasco

The August and November 2017 editions of ASSOCIATIONS included articles on a turbulent year experienced by CPA Australia which saw its reputation severely damaged, its CEO's ultimate sacking, organisational turmoil and the departure of its entire Board. A final report into the accounting body has left some still looking for answers.

On 30 November 2017, the CPA Australia Independent Review Panel, established to examine leadership and governance issues, released its final report into the accounting body. The final report's findings and 29 recommendations included the following matters.

Former CEO Remuneration

An area that attracted considerable member and public concern was the validity of the termination payment to the former CEO, Alex Malley, and the circumstances in which the Board decided to increase the payment from the equivalent of two years' salary to the equivalent of three years' salary.

Whilst the Review Panel considered the payment of AUD\$4,900,000 to be "excessive given that the size of the payment was well above any comparable benchmark...", it was satisfied that the payment was paid in accordance with CPA Australia's obligations and that CPA Australia has no ability to recover the termination payment.

The report states that, despite being told by its external advisers in early 2015 that an existing two-year termination payment obligation "was significantly above the anticipated range", the Board unanimously approved an increase in the notice period from two to three years in October 2016. "The Board decisions and papers do not provide any further background on the decision to extend the notice period. This reflects very poorly on the former Board..."

CPA Australia Advice

On the strategy and performance of CPA Australia's subsidiary, CPA Australia Advice, the Review Panel reiterated that its performance had been below expectations and affirmed its recommendation to carry out a comprehensive post-implementation evaluation of CPA Australia Advice. In a new recommendation, the Review Panel suggested that a specific skills matrix be developed for CPA Australia Advice's Board given that it is not a member-based organisation and therefore requires a Board with a different overall skillset to the CPA Australia Board.

Marketing strategy and expenditure

The Review Panel reinforced the "need for marketing activities that differentiate CPA Australia and raise its profile, balanced with appropriate oversight and directed to the benefit of members." It found that the engagement mechanisms to ensure members understand the strategy and operations of CPA Australia were not being leveraged to create a better understanding of marketing strategies and activities. Following the over-emphasis of branding activities on a single individual, namely the former CEO Alex Malley, the Review Panel

reiterated that "CPA Australia should be the master or primary brand for all marketing activities and assets... Personalisation of branding is generally to be avoided."

Governance below standard

The Review Panel considered that CPA Australia's approach to governance had not met the expectations of a high proportion of members and that the "Board should have responded much earlier to issues raised publicly regarding CPA Australia's management, strategy and executive remuneration."

Recommendations on governance included a change in the current Board composition and appointment model to strengthen a skills-based approach, with the suggestion that a minimum of two Directors be non-member Directors and the maximum number of Directors be reduced from 12 to nine.

The Review Panel also recommended in-camera sessions be built into the organisation's agenda to enable non-executive Directors to explore issues of concern or points of clarification without management's presence.

Response to report

The report was supported by the new Board. New CPA Australia President Peter Wilson was quoted as reinforcing the message of the CEO-branding being wrong. At the Australian Financial Review BOSS Leadership Summit in November 2017, Mr Wilson said "The strategy of taking over the leadership space by using the personal brand of the CEO is dead."

On 9 February 2018, the CPA Board released a statement including the following observation:

"Having reviewed the circumstances of these events during 2017, the new Board understands the strong concern that many members feel having been put through this experience. The new Board would like to express its sincere regret to all members about these matters, and also assures all members it will vigorously pursue the necessary governance and constitutional changes to avoid any risk of these matters recurring in future."

The report has been met with criticism by members unhappy with the Alex Malley saga. Country accountant Brett Stevenson, a leader of the campaign to remove Alex Malley, said the failure to seek the recovery of the money was a key test of the entire report. "It's a professional whitewash. I would give it a big fail on that alone," he said. "It ignores the fundamental issue of holding the leadership of CPA Australia to account for poor decisions." ◊

CEO & Chair Symposium held in Hobart

The Hotel Grand Chancellor in Hobart was the location for Associations Forum's 2018 CEO & Chair Symposium, which attracted association and charity CEOs and Chairs from all over Australia.

Held on 1-2 February 2018, the Symposium was a great opportunity to hear insights from some of the most influential association and business leaders and for the delegates to talk candidly about governance and management issues. The program, themed 'Transformation', tackled a wide range of topics vital to CEOs and Chairs, including the lessons learned from the crisis at CPA Australia, transforming membership offerings, creating a culture of professionalism, and managing industry disruption. Jonathan Smithers, CEO of Law Council of Australia, opened this year's Symposium with an informative presentation on revitalising and transforming a struggling association. Closing the event, with a look at the political landscape for 2018, was an engaging discussion involving Liberal Senator for Tasmania, Eric Abetz, and Greens Senator for Tasmania, Nick McKim. Following their success at last year's Symposium, targeted CEO and Chair Workshops were conducted, allowing delegates to brainstorm the challenges they face in their roles and within their organisation.

A special thank you to our sponsors: Guild Insurance, Hill Rogers, Tourism New Zealand, Aptify, Higher Logic, The Association Specialists, Mills Oakley Lawyers, Clade Solutions, Hotline IT, Ozacom+, Associations.tv and Wentworth Advantage. ☺

"It gives me answers to questions that I didn't know I had."
 Dr Robyn Cox, President, Primary English Teaching Association Australia

"Great opportunity to learn from others' experiences and network."
 Melanie Hayes, CEO, Dental Hygienists Association of Australia Ltd

"I've been to two events now and the content has been very relevant, both from the perspective of what I should have already done and what I should be looking at doing in the future."
 Cindy Smith, CEO, Australian Association of Social Workers

"Excellent mix of topics addressing all areas of concern for CEOs and Chairs."
 Gillian Leach, CEO, Australian Association of Practice Management Ltd



Senators Nick McKim (left) and Eric Abetz



Natalia Vukolova, CEO, Royal Australian and New Zealand College of Radiologists



Conference Dinner sponsored by Tourism NZ



Dr Jen Frahm, Director, Conversations of Change

Associations Forum presents in seven nations

Associations Forum representatives spoke at a number of events in late 2017 and early 2018:

SINGAPORE

On 16 October 2017, Associations Forum conducted Asian Federations Roundtable at Singapore's iconic business events venue Marina Bay Sands.

The event brought together representatives of Asian federations of associations to discuss incorporation, structures, constitutions, membership, communications, finances, staff, events and services. Jan Tan, Director of Enterprise Promotion Centres, Singapore said "The meeting showed the potential of regional alliances and the knowledge & skills required for associations."

Astley Pung, Regional Business Development Manager Asia from Engineers Australia said "It was indeed a good day of learning and a refresher. Due to the participation of the attendees, it was a great interactive session. Thanks again for putting this together."

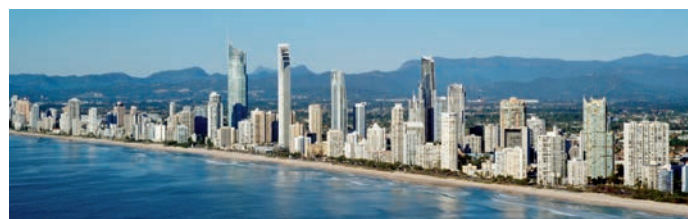
John Peacock, General Manager of Associations Forum, was pleased with the event on many fronts. "It was a special opportunity to have a variety of Asia-Pacific federations gather to share ideas and solve challenges. Meeting in the world class facilities of Marina Bay Sands in Singapore made this a memorable gathering."

MANILA, PHILIPPINES

On 22-23 November 2017, the Philippine Council of Associations and Association Executives held its flagship event, the 5th Associations Summit, at the Philippine International Convention Centre in Manila. The two-day learning and networking event included a presentation by Associations Forum's Kathy Nguyen who shared best practices in membership engagement.

BARCELONA, SPAIN

IBTM World, a major meetings industry expo, was held on 27-29 November 2017 in Barcelona. IBTM World delivers three inspirational days of business, networking and education to over 12,000 international suppliers and buyers. Associations Forum's John Peacock presented two 45-minute sessions on association management topics as part of a parallel educational component to the expo.



BOOK YOUR DELEGATES NOW

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



DUBAI, UNITED ARAB EMIRATES

The inaugural Dubai Association Congress, run by the Dubai Chamber of Commerce and Dubai Association Centre, was held on 11-12 December 2017. The conference was on a broad range of association topics and showcased Dubai as a destination for events and association operations. Associations Forum presented on association governance and board composition.

MANCHESTER, UNITED KINGDOM

Associations Congress UK, run by the Association of Association Executives, was held in Manchester on 14-15 December 2017. The event included a trade show and an educational program delivered over 6 streams, with content made up of educational talks, group discussions, networking opportunities and conversation hubs. Associations Forum spoke at various sessions.

RIYADH, SAUDI ARABIA

The 5th Saudi Meetings Industry Convention was held by Saudi Exhibition & Convention Bureau on 18-20 February 2018 to develop the Saudi meetings industry and to highlight the importance of the industry in achieving the Kingdom's 2030 vision. Associations Forum presented on the importance of a strong associations sector to the meetings industry.

MELBOURNE, AUSTRALIA

Asia-Pacific Incentives and Meetings Expo (AIME) is an exhibition for people involved in organising business travel, meetings, incentives and events and was held in Melbourne on 20-21 February 2018. In conjunction with AIME, ICCA conducted an International Meetings Seminar on 18-19 February 2018. Associations Forum gave associations congress and events presentations at both events. ◊

Luke Foley addresses associations

On 8 November 2017, association executives and Board members dined at Black Bar and Grill at The Star, Pyrmont with New South Wales Opposition Leader the Hon. Luke Foley MP. Delegates at the fourth Associations Forum Keynote Lunch had the opportunity to network over drinks and were treated to a two-course meal. Mr Foley who, prior to entering Parliament worked as a telemarketer for the Guide Dog Association of NSW, enlightened the audience with his thoughts on the state of the New South Wales economy and the role of associations. "Network, use each other and bring to the table a mindset of being an ideas factory," said the Opposition Leader. This was followed by an informative Q & A session with the delegates who flagged housing affordability and job shortages as significant issues. ○

"It was a great opportunity to meet Mr Foley and hear his plans for NSW's future. We appreciated the considerable amount of time allowed for asking questions and for Mr Foley's generosity in answering the questions. The food, location and format were excellent."

Kate Miranda,
Australian Dental Association NSW Branch

"The event, topic and venue were tremendous."

Robert Honan, Fitness Australia Ltd

"The lunch was well managed, well presented and relevant to my association."

Lynne Graham,
Careers Advisers Association of NSW & ACT Inc



NSW Opposition Leader the Hon. Luke Foley MP addresses delegates

Upcoming Events from Associations Forum:

10 April 2018 - Association Communications Summit Sydney, NSW

30 May 2018 - Meet the Politicians at Parliament House Canberra, ACT

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

17 September 2018 - Association Events Summit Sydney, NSW

19 November 2018 - Association Membership Summit Melbourne, Vic

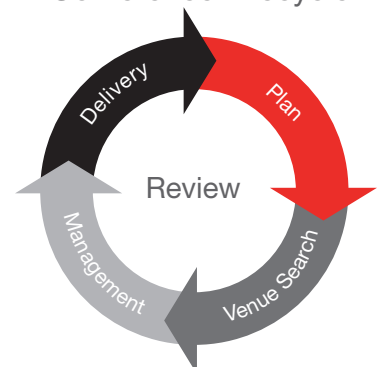
For more information, visit www.associations.net.au

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Leadership changes at FIA



Chief Executive Officer of Fundraising Institute Australia Ltd (FIA), **ROB EDWARDS**, will step down from his role in June 2018 after being at the helm for six years.

In March 2018, Nigel Harris concluded his two-year term as Board Chair and his six-year tenure as a Director.

Several other long-term Directors also retired at this time.

“Rob has lead FIA through a period of significant growth and established a strong financial platform the organisation can utilise in response to member and sector needs,” said FIA’s new Chair, James Garland. “He has also led the execution of a number of sector engagement initiatives, most notably the introduction of the new self-regulatory Code.”

Australian Vignerons CEO steps down



CEO of Australian Vignerons, **ANDREW WEEKS**, has resigned to pursue a new opportunity in the wine industry. Australian Vignerons was formed in order to address the needs of its members, with a focus on benefit to the entire wine sector.

Jo Andrew, the Chair of Australian Vignerons, will assume the role of Executive Chair from 1 May 2018 while the Board searches for a suitable successor.

“Australian Vignerons thanks Andrew for his commitment to the national peak body, working on behalf of growers and makers of wine, and wishes him all the best in his new appointment,” said Ms Andrew.

CEO resigns from PSA

After three and a half years as CEO, **DR LANCE EMERSON** has resigned as head of the peak national organisation for pharmacists, the Pharmaceutical Society of Australia (PSA).



“His dedication and service to the profession has been admirable and I’m sure our members would agree he has taken PSA to the next level in terms of advocacy, professional development and practice support,” said

PSA National President, Dr Shane Jackson.

Dr Emerson’s many achievements have included transforming PSA from functioning as six separate organisations across Australia to one unified entity for advocacy, training and membership.

Energy Networks Australia’s new CEO



Energy Networks Australia has appointed **ANDREW DILLON** as its new Chief Executive Officer. Mr Dillon, who will step into the shoes of departing CEO John Bradley, has been the Interim CEO of Energy Networks Australia since September 2017.

Mr Dillon has held senior roles in advocacy and policy development in the energy sector, most recently General Manager Corporate Affairs at AusNet Services.

“We are confident that Mr Dillon will drive forward Energy Networks Australia’s contribution to the national debate on delivering a future energy system that will provide security, affordability and sustainability for all Australians,” said Chairman, Nino Ficca.

New CNSA CEO



SONJA CRONJÉ is the new Chief Executive Officer of the Cancer Nurses Society of Australia.

Ms Cronjé brings to the role extensive senior management experience in not-for-profit organisations gained across the health, international development and higher education sectors.

“Sonja has had an extensive career within member organisations in the health sector, and has worked in several member organisations, including as Senior Executive Officer of the Faculty of Radiation Oncology at the Royal Australian and New Zealand College of Radiologists. She has developed a good understanding of the current challenges relating to the treatment and care of people affected by cancer,” said President and Board Chair, Jane Campbell.

Parking Australia farewells CEO



LORRAINE DUFFY has resigned as Parking Australia’s Chief Executive Officer.

Ms Duffy was Parking Australia’s inaugural CEO and achieved many positive outcomes including structural reforms, improved member services and the development of an industry accreditation program.

“Lorraine has taken Parking Australia to the next level in terms of our profile, advocacy and raising standards. She has been instrumental in increasing the recognition of the parking industry through a solid and proactive communications campaign and her countless contributions to member services has set the foundations for the ongoing success of Parking Australia,” said President of Parking Australia, Sharon Prior.

VMA appoints new CEO



MICHAEL BRIERLEY has been appointed as the new Chief Executive Officer of the Venue Management Association (Asia Pacific), which is the peak body for venue industry professionals in Australia, New Zealand and South East Asia.

Mr Brierley has a 20-year career in sports management within Australia, including Board positions at the Australian Society of Sport Administrators and the Institute of Sport Management.

“With a strong background in large-scale membership programs, stakeholder engagement strategies and corporate governance, Michael brings with him well-rounded and extensive experience that will serve the organisation well,” said President, Steve Harper. ◡

Rolf Moses joins QLS as CEO



Queensland Law Society (QLS) has appointed **ROLF MOSES** as its new CEO.

Mr Moses, who has occupied numerous senior leadership roles, has spent over 20 years working in the legal sector in Queensland, nationally and globally.

“Both the QLS Council and staff look forward to Rolf starting with us on 5 March,” said QLS President, Ken Taylor. “I have already met with Rolf this year and have been impressed by his experience and commercial mindset. I am assured that his commitment to the legal profession throughout his career will assist him greatly in his new role with the Society and in engaging with our members.” ◡

APNA CEO resigns



The CEO of Australian Primary Health Care Nurses Association, **DAVID MALONE**, resigned from the organisation in January and has moved on to a role with the Victorian Government in population health. During his time as CEO, Mr Malone led the

organisation through a period of strong economic development and membership growth as well as diversification of member benefits.

“It has been a privilege to work with such a great group of people, and to have had the opportunity to contribute to the advancement of primary health care nursing,” said Mr Malone. ◡

PHAA farewells CEO



MICHAEL MOORE AM has retired from his position as CEO of the Public Health Association Australia (PHAA) after serving in the role since 2008.

Mr Moore’s standing as one of Australia’s most prominent public health advocates followed a long and distinguished career in Australian politics and education, including serving as Australia’s first independent Minister when he was appointed as ACT Minister of Health and Community Care in 1998.

“Michael has devoted a significant portion of his career to the PHAA, and his immense contribution as an organisational leader has greatly helped us to grow as Australia’s peak body for public health,” said PHAA’s President, David Templeman. ◡

New COBA CEO



Customer Owned Banking Association (COBA) has a new CEO in **MICHAEL LAWRENCE**.

Mr Lawrence brings 30 years’ experience in financial services to the role, including leading AMP Bank as Managing Director from 2007 to 2015.

“Michael’s strong background and experience as a leader will enable him to immediately take up a busy advocacy agenda,” said Chair, Wendy Machin.

“Customer owned banking already delivers terrific outcomes for millions of Australians. I’m very keen to help COBA members deliver on their exciting plans for growth in the future and within a competitive environment,” said Mr Lawrence. ◡

MDFA welcomes new CEO



Macular Disease Foundation Australia (MDFA) has appointed **DEE HOPKINS** as Chief Executive Officer. Ms Hopkins joins the Foundation after an extensive senior management career in Canberra working in leading organisations such as Carers Australia ACT and

as a Director with Medicines Australia.

“MDFA has a strong reputation as a highly effective and respected advocate for the community. It’s so important for anyone affected by a macular condition to know about how MDFA can assist in navigating service systems so they can access the right services at the right time,” said Ms Hopkins. ◡

Other sector changes

YVONNE BUTLER - stepped down as CEO of Australian Institute of Project Management

IAN ROSS - appointed Chief Executive Officer of Pedal Power ACT.

SHARON PRIOR - President of Parking Australia

ANNE HOWARD - stepped down as CEO of Public Relations Institute of Australia.

MATTHEW GRESKIE - President of Institute of Public Works Engineering Australasia

PAUL TYRRELL - appointed Chief Executive of Australian Helicopter Industry Association

MALCOLM FREAME - appointed CEO of Prostate Cancer Foundation of Australia.

CHRIS DUNN - President of Greater West Family Law Practitioners Association

WORLD CUBE ASSOCIATION

The most popular puzzle game of the 1980s is now being solved by 'speedcubers' in less than five seconds.

The World Cube Association (WCA) is a global standards organisation for Rubik's cube-style puzzles and other cube-based games to 'twisty puzzles.' It also organises competitions all over the world, supported by regional organisations responsible for organising competitions in their countries.

In June 2000, the 'Yahoo! Speed Solving Rubik's Cube Group' was created, which was the first online place for many cubers to meet and communicate. On July 11 2000, Speedcubing.com was launched, with the first competition being held in Toronto in August 2003.

More local competitions joined in, which led to the formation of the World Cube Association and the release of the first WCA Regulations in April-July 2004.

WCA has a global footprint, with 30 separate regional organisations, including Speedcubing Australia, covering countries worldwide.

Around 700 'speedcubing' competitions are held worldwide annually and draw approximately 20,000 competitors each year.

New cube designs are being developed, allowing cubers to solve the puzzles at ever-faster speeds.

The world record-holder, SeungBeom Cho, can finish the puzzle in less than five seconds. ◊



WORLD CUBE ASSOCIATION

BAPRAS WARNS ON AVOCADO HAND

The British Association of Plastic, Reconstructive, and Aesthetic Surgeons (BAPRAS) has highlighted a surprisingly common problem faced by the industry. Up to four people a week are being treated for what has become known as 'Avocado Hand' - deep hand lacerations caused while attempting to remove the stone from an avocado. Intricate surgery is often required to mend the injuries, with patients sometimes suffering permanent nerve damage.

BAPRAS has suggested that warning stickers on avocados might be appropriate.

"While BAPRAS hasn't specifically called for safety labels on avocados, we are naturally concerned about the increasing number of avocado-related injuries recorded, and would like to remind people to take a common sense approach to avoid injuries." 19 May 2017, BAPRAS website. ◊



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GOLD

1 MEMBER ADVICE HELPLINE

Running an association or charity can be a complex task. The special circumstances of membership-based and cause-driven bodies mean that having a reliable and knowledgeable source of advice is a must. Associations Forum has a team of professionals who, with their many years of practical knowledge and experience, are able to assist with most queries.

2 EVENT DISCOUNTS AND FREE MEMBER MEETINGS

All staff and Directors of Associations Forum members receive substantial discounts on our leading-edge conferences, seminars, workshops and keynote luncheons. In addition, face-to-face sharing of information and knowledge occurs at the many Member Meetings and networking events held around Australia.

3 ASSOCIATION SURVEYS

Associations Forum undertakes practical surveys every year. The survey results are used by the associations and charities sector as standard reference points, and are free to members that participate. Surveys include Associations Salary Survey, Board Survey, Membership and Services Survey, and Associations Events Survey.

4 SPECIAL INTEREST GROUPS

Our popular Special Interest Groups give association staff and Directors the opportunity to discuss key issues in a particular area with their peers through regular group teleconferences and extra conference sessions. Special Interest Groups include Membership, Events, Communications and Advocacy, and are for members only.

5 JOBS BOARD

As Associations Forum is the main meeting place for the associations sector in Australia, we are ideally placed to be a portal for associations sector jobs. Members receive substantial discounts for our popular online Jobs Board. Job postings are also highlighted in our regular e-newsletters and job alerts which are sent to thousands of association professionals.

6 RESOURCES TO HELP RUN YOUR ASSOCIATION

Associations Forum has many years of practical experience, resulting in the development of relevant resources and documents to assist association managers, staff and Directors. Members also receive free access to on-demand videos via associations.tv, which includes conference recordings and webinars.

7 ASSOCIATIONS MAGAZINE AND E-NEWS

Our close connection with associations and charities means that our print magazine, *ASSOCIATIONS*, contains relevant and leading-edge sector news and information. *ASSOCIATIONS* is supplemented by fortnightly e-newsletters, which contain news, updates, forthcoming member events, member support queries, advice and the latest jobs.

8 LOCAL NETWORKS AND INTERNATIONAL CONNECTIONS

Sharing and networking in Australia happens at meetings in various cities, workshops, seminars and our annual Associations Forum National Conferences. In addition, we lead delegations to international meetings and are closely connected to the associations sector leaders in Asia, United States of America, Canada, Great Britain, Europe and the Middle East.

SILVER AND GOLD MEMBERS ALSO RECEIVE ALL OPTIONS 9 - 11 INCLUSIVE:

9 CONSTITUTION REVIEW

Our Constitution Review service highlights matters for consideration by associations including constitution content, governance structure, member definitions and Board composition.

10 FINANCIAL BENCHMARKING

Our Financial Benchmarking project allows participating associations to receive financial indicators and key ratios compared to like associations from a pool of de-identified participants. Associations can participate each year.

11 AD HOC GOVERNANCE ADVICE

An hour and a half of advice is available to assist associations on particular matters impacting on their governance, delivered by a meeting, teleconference or document review.

GOLD MEMBERS ALSO RECEIVE ONE OF OPTIONS 12 - 18 INCLUSIVE:

12 BOARD GOVERNANCE PRESENTATION

Board Directors, councillors and committee members need to know their roles and responsibilities so they can perform well and with confidence. This highly respected practical training is delivered to a face-to-face meeting of the Board.

13 ASSOCIATION AND FEDERATION STRUCTURES PRESENTATION

Associations may have commenced as individual state or territory entities and formed a federal body as well. The pros and cons of federations of states compared with single entities and processes for possible mergers are explained.

14 MEMBERSHIP ESSENTIALS PRESENTATION

Membership retention, engagement and growth are vital. This presentation gives practical tips on recruiting and retaining members, demonstrating the value of membership and suggests necessary systems, processes and staff.

15 FINANCIAL FUNDAMENTALS PRESENTATION

Association Board Directors have often not had financial training. This presentation explains key concepts such as accounting principles, processes, budgeting and reporting, and discusses financial attitudes.

16 EVENTS AND SPONSORSHIP PRESENTATION

Events deliver knowledge, networking and inspiration to members, plus profits to the association. Key factors including content, delivery methods, marketing, logistics and sponsorship income generation are addressed in this presentation.

17 STRATEGIC PLANNING PRESENTATION

We understand the need to sell planning days to Boards and to impress them with practical outcomes. This presentation shares tips for successful planning sessions and may give commentary on existing plans.

18 STATE OF THE ASSOCIATIONS SECTOR PRESENTATION

Better outcomes occur when associations understand the sector's scale, variety and importance to society. This presentation enables Boards and staff to gain a big picture understanding of the associations sector.

Gold Member presentations are 90 minutes in duration and usually held at your Board or staff meetings. Please note that travel time and expenses may be charged for presentations in certain locations. Your organisation's membership enables all your staff & Directors to access membership benefits. Membership runs for 12 months from join date. Information and prices are valid to 31 December 2018. Extra member benefits are available for purchase. All prices include GST.

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