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*Middle East Facility Management Association's Alaa Al Boali
on member-centric thinking*



- ◆ Board Survey 2019: the latest governance trends
- ◆ Holstein Australia addresses a changing industry
- ◆ Rejuvenation at YHA Australia
- ◆ Single entities revisited



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Association Events Summit
5 September 2019
**Brisbane Convention
& Exhibition Centre**

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The shift to staff-run associations: what role for the Board?



Small associations with limited resources dream of having administrative support, let alone management-level employees. However, it is good news that a number of associations are generating sufficient income and financial reserves to be able to employ management-level staff.

The role of the Board of directors (sometimes called a Committee or Council) differs depending on the association's size. An association with thousands of members, millions of dollars, and dozens of staff members will operate quite differently to say, a suburban junior chess club.

Whilst both sized associations are wonderful organisations pursuing their missions, they need to realise their differences. Similar to both is that the Board has ultimate responsibility for its respective entity, regardless of size. However, a small association Board relies on volunteers to do the work.

Large association Boards need to play a big picture role of oversight without getting involved in details. They must ensure that the right person is hired as Chief Executive Officer and be vigilant about the overall organisation.

One problem observed by Associations Forum is that new directors sometimes think they need to be active and do things, or change things. In fact, the opposite might be the case. It is incumbent upon

experienced longer-serving Board members to mentor new directors and explain the governance role of the Board. CEOs need to demonstrate that they are following and achieving a clear Board-endorsed association plan and budget. Directors of well-resourced associations may feel relevance deprivation if they are not well informed about their director role when they seek to join the Board, or if they are not properly inducted once they become a director.

Human nature means that some individuals will be more prone to micromanagement. Clear processes and protocols can reduce the problems this tendency causes. In some nations, Boards are called a "Board of Trustees", invoking the notion of responsibility for the interests of others. Whilst terminology is unlikely to change, the term "Board of Trustees" is helpful in establishing a good mindset for association Boards in Australia, New Zealand and Asia.

Associations Forum remains available and keen to give practical advice to volunteer-led organisations. ☺

John Peacock Chief Executive Officer, Associations Forum
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Board changes for NAWIC

The National Association of Women in Construction (NAWIC) has welcomed Kristine Scheul and Alison Price to the positions of National Chair and Vice Chair respectively. Ms Scheul joined NAWIC in 2007. She was instrumental in helping to establish the NAWIC ACT Chapter, where she served as President for over two years. She has also served as a member of the NAWIC National Board since 2017. Ms Scheul currently heads the Legal and Contracts team with Transport Canberra City Services.



Kristine Scheul



Alison Price

Prior to being elected to the NAWIC Board last year, Ms Price held the position of NAWIC Queensland Chapter President for three years. She is the founder and Managing Director of her own mobile recycling, soil amelioration and remediation business, SoilCyclers.

MCA's new Chair

Former Cabinet Minister, lawyer and experienced Board director, the Hon Helen Coonan, is the new Chair of the Minerals Council of Australia, replacing Dr Vanessa Guthrie. Ms Coonan served in the Australian Parliament from 1996 to 2011, during which time she held a number of ministries and was the first ever female member of a federal cabinet to take on Treasury responsibilities. Prior to entering Parliament, Ms Coonan worked as a lawyer and as a commercial barrister. She has also held, and continues to hold, numerous Board roles, including as inaugural Chair of the Australian Financial Complaints Authority.



"The MCA is widely respected throughout Australia and the world for its strong and effective advocacy for our industry, its outstanding workforce and our regional communities. I am excited about leading a high-calibre Board and a great organisation to advance the industry and benefit all Australians," said Ms Coonan.

New AVA President

Dr Julia Crawford is the new national President of the Australian Veterinary Association (AVA), replacing immediate past-president Dr Paula Parker.

Dr Crawford is a small animal general practitioner and a director of the Bondi Junction Veterinary Hospital. She was appointed to the Board of the AVA in 2014 as the Australian Small Animal Veterinarians nominee, and has held numerous Board and Committee roles in that time. She has also had extensive community leadership experience including a public education project worth over AUD\$18 million.



"It's a pleasure to chair a Board of such skilled and passionately engaged directors, who are committed to the success of the profession," said Dr Crawford.

Humanities Academy celebrates 50

The Australian Academy of the Humanities, celebrating its 50th

Humanising the past, present and future



anniversary this year, champions the contribution humanities, arts and culture make to national life, ensuring all perspectives inform discussions regarding Australia's future challenges and opportunities.

"The 50th anniversary has provided a unique opportunity to acknowledge the contribution of the humanities to understanding our past, making sense of the present, and its role in humanising the future. We have embarked on a national program of events on issues such as future workforce, Indigenous language preservation, intercultural intersections and digital skills," said President, Professor Joy Damousi.

The landmark public event for the year is the 50th Symposium – Humanising the Future – to be held on 14-15 November 2019 in Brisbane. It will explore how the future has been imagined; ask whether we can humanise the digital future; build cities' civic culture; and consider prospects for the human and the post-human.

www.humanities.org.au/50th-overview

50 years for ASLA

The Australian School Library Association Inc (ASLA) is the peak national body in the field of teacher librarianship. Its aim is to support school libraries and those who work in school libraries across Australia.



This year ASLA is marking 50 years of the organisation. Celebrations have included a national '50 Year Celebration Conference' held at Canberra National Library, where over 200 delegates were inspired and challenged, by speakers in education and research, to be leaders of learning for the future. Other special events have included sponsoring Australian authors to visit rural and remote schools.

"We are looking to continue to build our national organisation to advance and support school libraries across Australia for another fifty years," said President, Margo Pickworth.

SAVE THE DATE

Association Events Summit
5 September 2019
Brisbane Convention & Exhibition Centre



Adelaide reinvented: Australia's convention city readies for 2020 and beyond

Adelaide, Australia's Convention City, has undergone a period of significant growth and development, which has further enhanced the city's business events landscape and destination appeal for meeting and event planners.

This transformation not only included a multi-million-dollar expansion of the Adelaide Convention Centre (ACC), but significant investment in the city's Riverbank Precinct, including the establishment of BioMed City and, more recently, the Lot Fourteen innovation neighbourhood.

In 2010, the ACC team participated in the Conventions 2020 study, focused on forecasting trends and the needs of delegates in the future. Major themes arising from the study highlighted client demand for innovation, the importance of flexibility and functionality in terms of meeting spaces, and the growing role of technology.

The ACC addressed these themes in the planning and subsequent construction of its two-phase AUD\$397M redevelopment, which saw the venue emerge as one of the world's most modern, flexible and technologically advanced meetings and events venues. Key to delivering unprecedented flexibility was the installation of three different types of seating: hinged, rotating and retractable seats.

Innovation at the ACC is also evident in the venue's new menu philosophy, Honest Goodness. Developed in collaboration with leading nutritional experts at the South Australian Health & Medical Research Institute, University of Adelaide and CSIRO, the menu has transformed the convention centre culinary experience with its focus on minimal intervention foods and conscious reduction of processed elements. This innovative approach to event dining was recognised at the recent Meetings & Events Australia National Awards which saw the ACC judged 'Australia's Best' for banqueting and catering.

The theme of 'innovation' extends beyond the ACC's walls to the city at large. Additional activity and development in the CBD is actively helping position Adelaide as a 'city of Innovation' and, in turn, helping capture the attention of associations and business event planners.

"Our efforts at the ACC have been complemented by ongoing and significant investment within the broader city centre," comments the ACC's General Manager, Simon Burgess. "The next wave of new developments is slated for 2020 and the years immediately following, bringing an exciting new era for Adelaide."

You only need to look at the ACC's immediate surroundings on the Adelaide Riverbank—Australia's best-connected business events precinct—for evidence of the city's transformation. To the west of the ACC lies the AUD\$3.6B BioMed City, one of the largest health and life science precincts in the southern hemisphere. Comprising the new Royal Adelaide Hospital and the South Australian Health & Medical Research Institute (SAHMRI), along with the University of Adelaide's Health and Medical Sciences facility and the University of South Australia's Health & Innovation building, BioMed City places more than 1,000 researchers and students on the ACC's doorstep, providing a



ready-made pool of speakers and delegates. The precinct is set to further expand with the addition of SAHMRI II, which will be home to the Australian Bragg Centre for Proton Therapy and Research – the southern hemisphere's first proton therapy unit. Construction of SAHMRI II is expected to commence this year with completion in 2021.

A short stroll east of the ACC is Lot Fourteen—Australia's first "creation and innovation neighbourhood"—which is dedicated to showcasing some of the world's fastest growing industries, including robotics, defence and space. Spearheading the precinct is the Australian Space Agency, a lasting legacy from the 2017 International Astronautical Congress in Adelaide.

The Agency is set to be up and running by mid-2019.

Other major developments in the works include the AUD\$330M Casino expansion (2020), complete with a new 123-room luxury hotel and spa; along with the AUD\$165M Adelaide Airport development (2021), which is focused on expanding the airport's international terminal. There's also a string of new hotels in the pipeline, including a Westin and Sofitel, which will help further broaden Adelaide's conferencing appeal.

Mr Burgess concludes, "With so much happening in our city, it's an exciting time in Adelaide. The triple helix of enviable cooperation between university, industry and government collaboration will help further reinvent our state and city over the next decade, providing even more reasons why people should revisit Adelaide as a fresh and exciting conference destination."

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



IATA Symposium held at Marina Bay Sands Singapore



International Air Transport Association (IATA) is the trade association for the world's airlines, representing some 290 airlines or 82% of total air traffic. On 12-14 March 2019, IATA's World Cargo Symposium brought together over 600 attendees at Marina Bay Sands Singapore, in a stimulating mix of plenary sessions, specialised tracks, workshops and executive summits. With thirteen specialised tracks, it covered the whole value chain of the air cargo industry, while analysing the latest trends.

The World Cargo Symposium is the third IATA Conference that Marina Bay Sands has hosted to date. This annual event is the largest and most prestigious of its kind and the only one to bring together key stakeholders from the entire air cargo supply chain. Reflecting the need for cross-industry collaboration, the World Cargo Symposium has evolved to become a major industry decision-making platform.

This event also serves to raise the profile of air cargo with governments, helping to ensure that cargo has the regulatory environment and infrastructure needed to successfully drive growth. 

Thailand's rising meetings profile



Thailand is more ready than ever to welcome association meetings. The country continues to raise its global profile with constant developments in the association sector. With the support of the Thailand Convention and Exhibition Bureau, Thailand has secured ten bid wins during the first half of the 2019 financial year and, according to the most recent statistical report from the International Congress and Convention Association, Bangkok has climbed to 10th place in the world for the number of meetings held in 2018. Bangkok has also added another 28,000 sqm of meeting space to its portfolio during 2018 and 2019, with the opening of a number of five-star hotels, a convention centre and a special purpose venue, most of which are located on the bank of the majestic Chao Praya River. In 2022, another 55,000 sqm of space will be added with the reopening of Queen Sirikit National Convention Center. 

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ACPET to ITECA creates a unified sector

Independent providers in the higher education, vocational education and training sectors will come together under the umbrella of the Independent Tertiary Education Council Australia (ITECA). ITECA is the natural evolution in the growth of the Australian Council for Private Education and Training (ACPET). The change was approved unanimously at a general meeting of members held on 2 May 2019. Formed in 1992, ACPET's membership has expanded beyond independent providers in the VET sector to include more than half of all non-public universities in the higher education sector. The transition from ACPET to ITECA reflects an interest from stakeholders across the independent tertiary education sector for an umbrella organisation to represent them. ITECA has approximately twenty staff operating nationally and is currently expanding its Canberra-based policy advocacy team.


"This transition has been a year in the making and the result of a careful assessment about the future of tertiary education in Australia," said Troy Williams, ACPET Chief Executive. "ITECA's memberships will be unified, informed and influential encompassing independent providers of all sizes across the tertiary education sector." 

TAS expands into Melbourne

Association management services provider, The Association Specialists (TAS), has acquired the client base of Professional Association Management Specialists (PAMS), and the business of CLEMS Association and Event Management.



The two Melbourne based businesses have been brought together under one roof at the current CLEMS office in Fitzroy, Melbourne. Sue Gillard, the previous owner of CLEMS, will manage the Melbourne operation, looking after a diverse client portfolio of associations and accompanying events.

"We look forward to building a highly successful business under Sue, using the reputations of CLEMS and PAMS, coupled with the expertise of The Associations Specialists," said Francis Child, TAS's Managing Director. 

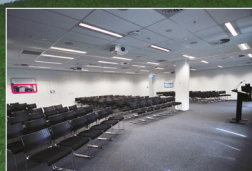
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Holstein Australia: Reconceptualising an industry

Holstein Australia is the largest dairy cattle breed association in Australia and is recognised as a world leader in the provision of registration, classification and genetic improvement services for dairy producers. Graeme Gillan, Chief Executive Officer, spoke to Associations Forum's Philippa Shelley Jones about the organisation's challenges and what lies ahead.

The origins of Holstein Australia

The distinctively black and white Holstein cattle are a dairy breed which make up about 70 per cent of Australia's 1.6 million dairy cows. Industry data shows Holstein cattle produce an average of 7,544 litres of milk, 290 kg fat and 246 kg protein. The overwhelming majority of Holstein cows have been bred using genetics sourced from Australia and throughout the world.

Holstein Australia was established 105 years ago by a group of breeders in Queensland who saw benefit in promoting the merits of the breed. Leap forward to today and we have over 2 million registered animals on our herd book database and are very much the custodian of black and white dairy cattle in Australia.

The benefit we provide to our members is in helping them build value in their cattle, often over generations, through our Registration, Classification and Genomic services so that comprehensive information is available about the animal's pedigree, genetic merit and physical scoring.

Industry data shows registered animals produce more milk than grade animals, and that registered cattle generally sell at a premium of 25% over non-registered cattle. Our Classification and Genomic services help members make the best and most efficient breeding decisions for their business.

Remaining relevant to members in a changing industry

In the early days, the organisation had a high profile around show participation. While still a very important part of what we do, our real focus is on maintaining the integrity of the Holstein breed and assisting our members to make the best breeding decisions they can for their business, which is why genomics is becoming such an important tool



for us. This is one of the key ways that we remain relevant to our members in what has become an increasingly fragmented industry. You only need to pick up a newspaper to know how much pressure the dairy industry is under. Members are having to think harder about what services to put money into, and increasingly it is the ones that help them make the right commercial decisions.

Our member profile has also changed considerably. At one stage we would have had well over 3000 members. Now we sit at around 1,100, with 600 of those being what I would call highly active.

On the face of it this doesn't sound great, but over the 40 years I've been in the industry we've gone from around 23,000 dairy farmers in total to around 5,000. But herd sizes have increased dramatically, so you would probably find the total number of cows in the system hasn't changed that much.

While small family owned farms used to be the foundation of the industry, now farms are increasingly being run by large family concerns and corporations. We used to be well represented in Queensland, but now there are only around 300 or so dairy farmers in that state and New South Wales is heading in the same direction. Victoria has always represented 65% of the industry but now Victoria and Tasmania are representing a lot higher percentage collectively. With the drop in milk production to the same level as in 1996, the margins of the industry have been under a lot of stress and, more recently, the drought and water availability have had a big impact.

Whilst there has been a lot of discussion around the \$1 a litre for milk in the supermarkets, which has undoubtedly de-valued both milk and cheese, I selfishly think that the biggest challenge we have is around feeding people. Dairy products are one of the best sources of protein and nutrients you can get, and yet we don't value them above a bottle of water. I don't get it. As an industry we've got to do a lot more on that.



We've always been more active around genetics and breeding rather than advocacy, because there are enough industry bodies already out there dealing with milk pricing, but we're having to take a wider look at how we represent our members. Australian Dairy Farmers is our advocate body for the industry but unfortunately there is confusion about how the advocacy bodies function and so things move slowly.

New governance model and efficiencies

A couple of years ago, we streamlined our governance by condensing around six layers of governance into two. We've also ensured we have a skills-based Board of governance rather than an operational Board, and we are trying to change the whole Board mindset to get it in line with good governance practice. This includes looking at things like Board and management succession planning.

We've moved into new premises at Agribio at La Trobe university, where a lot of the research takes place at the bovine level for the dairy industry. We share with Jersey Australia and a couple of other dairy and breeding organisations. Whereas before we were all operating completely independently, we now share the same workspace and are moving towards implementing a number of efficiencies such as using the same database and staff.

We also do work for a couple of other breeds as well. It's becoming increasingly common for people to do mixed breeds and they don't want to duplicate anything, particularly with operations becoming bigger and increased labour costs. Definitely on the agenda is to have



just one organisation representing all breeds - the industry is simply not big enough for us all to do the same thing separately when we could be working together more efficiently and delivering increased value to our respective members. However, people do get emotional about what colour cow they have, and so you've got to be sensitive and respectful. Working on a single vision is something to which we're going to have to devote some considerable effort moving forward.

I've been in this industry not far off 45 years and the last 6-12 months have been the most difficult I've seen. We need to look at the future, including investing in youth, leadership development and career pathways. Sometimes you have to hit rock-bottom to go upwards. I think we've done that and are just beginning that upward trajectory. ◊

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Alaa Al Boali: Transforming the Middle East Facility Management Association

Philippa Shelley Jones spoke to Alaa Al Boali about the many hats she wears in championing both the Middle East Facility Management Association and the region's fledgling associations sector.

Tell ASSOCIATIONS readers about MEFMA and how you came to be at its helm.

Middle East Facility Management Association (MEFMA) is a not-for-profit professional organisation which aims at unifying the facility management industry in the Middle East by conducting research, providing educational programs and assisting corporate organisations in creating sustainable facility management strategies.

Our membership base sits at around 1,000 companies and individuals and comprises a mixture of government entities, real estate developers, facility management service providers, suppliers, facility management professionals, and students. Most members are from the United Arab Emirates (UAE), followed by Saudi Arabia, Kuwait, and Oman. The association provides a standardised framework for facility management professionals, wider construction industry stakeholders, and building owners/occupiers across the Middle East. Networking, education, knowledge sharing, thought leadership, legislative governance and events are all significant components of strategic facility management promoted, supported and implemented by MEFMA and its members.

As an Accounting and Finance graduate, I spent the first four years of my career as a Tax Associate at KPMG in Riyadh in my home country Saudi Arabia, before moving to Dubai looking for a new adventure. I joined MEFMA as a Relationship Manager, despite having had very limited exposure to the world of associations or facility management. MEFMA was a stepping stone for me. I became engrossed in the world of associations and the facility management industry.

After four years with MEFMA, I was ready to try something else within the associations sector. As an aviation enthusiast, I joined the Middle East Business Aviation Association (MEBAA) as a Membership & Marketing Manager, where I gained a valuable understanding of the various business characteristics essential in associations.

During my time at MEBAA, I became aware that MEFMA was going through a tough time due to changes in management and staff turnover. After six months with MEBAA, I decided to return to MEFMA where I took on the role of Business Development Manager. I set about revitalising the membership base and creating a sustainable strategy for MEFMA to grow and develop. Within 6 months of my return, the Board recognised my expertise and passion for MEFMA and, in December 2016, nominated me to lead the organisation in the role of Director, called CEO in some nations.

It has been a remarkable journey with a steep learning curve. I've had to educate myself about marketing and branding in order to develop

a cohesive marketing strategy. I've had some tough challenges around recruiting staff, managing a Board, communicating with stakeholders, and gaining the trust of funders and members. However, probably the most important lesson I've learned is that if you start with a strong set of guiding principles, you are more likely to succeed in the associations sector.

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

My first order of business as Director was to redefine MEFMA's mission. I wanted to give MEFMA a new look, and I wanted us to become a member-centric organisation. Our members are at the heart of everything we do, so targeting our growth focus on them means that a true mark of our success is our ability to gain member satisfaction at every level. Given the challenges MEFMA faced before I re-joined the organisation, I decided to visit each and every member to regain their trust. As a result, our membership base has increased by 40%. My next order of business was our staff. I conducted an internal organisational restructure and promoted my team members to the positions they are the most capable of and the most passionate about. I created a new performance-review structure to ensure my team, myself included, is always accountable. Importantly, I also set policies in place to support women and mothers in the workplace, including flexible work arrangements.

One of MEFMA's core business activities is our events, including the Confex which is our flagship event. Since leading the organisation, I have managed to secure sponsorships and align with many government entities to participate in and support our events. I've also held multiple facility management networking events in the region, from the UAE to Kuwait, Oman, Egypt, and Saudi Arabia.

My aim all along has been to ensure that MEFMA's transformation succeeds by communicating its significance to our members, modeling the desired changes to our Board of directors, building a strong and passionate team, and getting personally involved every step of the way.

What have been your biggest challenges at MEFMA?

Leading an association is no easy task. From regulations to revenues, staffing challenges to business development, we face a multitude of challenges as we continue to grow. The associations sector is in its infancy in the Middle East and so one of the biggest challenges is the lack of public awareness about how associations operate. We have to work very hard on educating the public, and potential members, about what we do and how we work.

MEFMA MEMBER

MEFMA

“If you start with a strong set of guiding principles, you are more likely to succeed in the associations sector.”

Middle East
Facility Management
Association
الشرق
الإدارة المرافق



We derive our strength from dedicated and driven employees. However, the recruitment of top talent remains a challenge; we need to continuously prove our value to members and prospective employees. We not only look for employees who are dedicated to MEFMA's mission, but also seek out future leaders who will push MEFMA forward and help increase our reach.

Compliance is another delicate matter, with the ever-changing compliance and regulatory landscape challenging our operations and increasing our workload.

A personal challenge is that my role as Director has expanded tremendously over the past few years. I am now required to build more expertise in various disciplines and wear many hats, from strategy to financial management and from marketing to human resources.

Moving forward, I believe a key challenge will be managing our expansion plans across the Middle East region, and handling operations and a strong membership base across multiple countries.

All in all, challenges are opportunities. Manoeuvring through them allows us to invest in our own professional growth and development.

Please tell us about the associations sector in the UAE and Dubai.

The associations sector in the UAE has seen tremendous growth in the past few years. When the MEFMA was launched in 2009, there wasn't any authority that provided licences to local associations, and so we operated for 5 years with just an initiation letter from a government entity.

In 2014, the Dubai Association Centre (DAC) was established and this has revolutionised the association space in Dubai. The Dubai government was a key driver behind the DAC, which was established by the Dubai Chamber of Commerce & Industry, Dubai Business Events, and the Dubai World Trade Centre.

Recognising that, over the past two decades, Dubai has become the headquarters for many multinational organisations, the DAC offers assistance for the establishment of professional associations and a framework for international associations to open a regional representative office in Dubai. As a result, associations are now able to benefit from economies of scale, experience in the association marketplace, flexibility and adaptability, buying power and centralised facilities. In its capacity as a facilitator for associations, the DAC offers many services including furnished offices, office facilities, security services, utilities, and access to key stakeholders.

The DAC and other government entities are not only helping associations in Dubai, they are also providing support and advice to other countries in the region to set up similar support networks for associations. Since its establishment, the DAC has attracted more than 60 associations across a broad range of industries.

Given my passion for growing the association industry in the region, I am proud to say that I was recently elected as an ambassador for the DAC, to help target associations and assist them in getting the support they need. ☺

Australian Prawn Farmers Association



MEMBER SINCE: JANUARY 2019

NUMBER OF MEMBERS: 23

NUMBER ON BOARD: 8

KIM HOOPER: EXECUTIVE OFFICER

About APFA

APFA was formed in 1993 as the peak body representing the interests, and fostering the development, of the Australian prawn farming industry. The industry produces over 4,500 tonnes of product annually, with a farm gate value of approximately AUD\$80 million, and provides more than 300 jobs, mostly located in regional areas. The association provides the link between growers and related sectors, including infrastructure suppliers, the finance sector, retailers and exporters, technologists, researchers and all levels of government.

Who are APFA's members?

The association currently has 23 members and continues to grow. Ordinary Members are holders of a current prawn farming permit. Associate Members are organisations supporting the prawn farming industry but not actively farming prawns, such as suppliers, researchers and marketers.

APFA membership includes membership of a number of other peak organisations, including the National Aquaculture Council and Seafood Industry Australia. We also provide member representation, at both Federal and State government levels, on key industry development and policy issues for prawn farmers.

Members also receive discounted tickets to our annual conference, which features national and international speakers and showcases the Australian prawn farming industry.

How does APFA operate?

We currently have a Management Committee (MC) of eight directors. MC members are elected each year at the Annual General Meeting by financial members eligible to vote. The MC is made up of a minimum of four Ordinary Members and the balance may be Ordinary or Associate Members. The President, Vice President and Secretary/Treasurer are all Ordinary Members.

We also have an R & D committee, the members of which are also re-elected each year at the Annual General Meeting, and a Marketing sub-committee.

As Executive Officer, and only staff member, I drive the management of the organisation and am responsible for all communications to members.

My path to APFA.

I have a Bachelor in Criminology and Criminal Justice, which saw me working with Queensland Police as a senior policy officer for a number of years, and a post-graduate qualification in Public Sector Leadership, which saw me in several manager positions in Queensland Emergency Services and Queensland Health. The combination of these skills led me to APFA, which I saw as an organisation where I could positively contribute to the industry and help members have a voice in their future and that of future generations.

After joining APFA, I undertook the National Seafood Industry Leadership Program which is sponsored by the Fisheries Research Development Corporation and designed for Australian seafood leaders of the future. I am also a Director of the National Aquaculture Council, which is the peak industry body of the Australian aquaculture industry.

What drives me in my role?

There is so much to love in my role! My favourite aspect is being able to support and work with the farmers. They are incredibly smart, funny, passionate people, with 'salt of the earth' resilience. Our industry supports regional jobs for locals, and the national prawn aquaculture harvest is expected to expand significantly over the coming years with a number of key expansion projects, so we are coming in to a very exciting time and a great one for regional growth.

Every day is different, and although our industry has recently faced some serious challenges, our members persist in getting the job done to provide top quality, healthy, sustainable Australian seafood. I really enjoy my role knowing I positively contribute to our industry's future.

APFA's current challenges.

Continuing to educate and work with the federal government around increasing Australia's biosecurity on the importation of seafood is one of the key focuses for APFA and its members.

Expansion and investment are always positive steps for any industry, however there are associated challenges which APFA is working to highlight and have addressed. Those issues include skills shortages in regional areas, access to leading edge biosecurity tools, practical regulation that allows expansion, removal of unnecessary red tape for new development and expansion, further education on the benefits of Australian aquaculture, and using technology to improve member communications.

Why did APFA join Associations Forum?

Our industry is expanding significantly, with renewed investment opportunities, and we are committed to ensuring we move with industry requirements to serve our members effectively and positively. We joined Associations Forum to add another key tool to our resources so that we can continue to keep current with governance requirements, get access to leading edge information for associations, and take advantage of networking opportunities for the benefit of our industry. ☺

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



NEW ZEALAND

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WHY NEW ZEALAND?

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

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

The appeal of an 'offshore' event is balanced by New Zealand's ease of access and ease of doing business. Its stunning landscapes, unique culture and myriad attractions ensure high delegate attendance. New, cutting-edge convention centres are opening opportunities for large-scale events, with construction underway on the New Zealand International Convention Centre in Auckland, which can cater for conventions of 3,150 delegates, and Christchurch Convention Centre also in construction, seating up to 2,000 delegates. This is supported by excellent accommodation options, superb food and beverage, and inspiring off-site options that combine to create an outstanding event experience.

KEY CONFERENCE LOCATIONS

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

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

AUCKLAND

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

HAMILTON

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

ROTORUA

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

WELLINGTON

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

CHRISTCHURCH

Christchurch is a fascinating fusion of old 'Garden City' charm with modern art and cutting-edge urban design, construction and technology.

QUEENSTOWN

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

DUNEDIN

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

ACCESSIBLE AND READY FOR BUSINESS

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

New Zealand's main gateway, Auckland International Airport, is only three hours from the eastern seaboard of Australia

- less time than it takes to travel to Australia's west coast. Christchurch, Wellington and Queenstown airports also offer direct flights to and from Australia.

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

BENEFIT FROM KNOWLEDGE CENTRES

"It was a really strong experience for knowledge, skills, best practice, with some world leaders. Definitely from a cultural perspective it brought real value to the content."

Wendy Cliff, International Association for Suicide Prevention (IASP)



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



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



High Value Manufacturing and Design: New Zealand has carved a reputation for high-tech design and manufacturing with its science and technical expertise, engineering skills, and materials innovations.



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



Information and Communications Technology: New Zealand's fast-growing tech sector is creating leading digital content, software, and devices that touch every industry.



Health Science: A leader in fields including health IT and systems, the bioactives industry, and the development of medical devices.



High Value Food & Wine: World-famous producers of dairy, meat, horticulture, seafood and wine, with expertise in sustainability and food safety.



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



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

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

OFFERING SUPERB SUPPORT

Let Tourism New Zealand help you host your best-ever event in New Zealand. Our dedicated Business Events team can introduce you to local convention bureaux, PCOs, venues and suppliers who can help you tap into local knowledge channels and ensure you build the best programme possible.

Are you thinking about bringing your conference to New Zealand? Tourism New Zealand can help.

Tourism New Zealand's Business Events team provides advice and support to help you host your best-ever meeting or conference in New Zealand. New, world-class convention centres are opening opportunities for larger events, while increased air connectivity is further enhancing New Zealand's offering of venue variety, stunning scenery and unique experiences.

Tourism New Zealand provides financial and marketing support for events with more than 200 Australian or international delegates, including a feasibility study, professional proposal documents, site inspection travel and tailored marketing material.

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Samantha Kent

Phone: 0451 469 416

Email: samantha.kent@tnz.govt.nz

Helen Bambry

Phone: 0415 933 325

Email: helen.bambry@tnz.govt.nz

YHA: Transformation, innovation and rejuvenation

In my role as CEO of YHA Australia (YHA), I have the enviable job of helping to create life-long memories for young travellers in Australia.

Julian Ledger, Chief Executive Officer



YHA is a not-for-profit, membership-based organisation, with a history stretching back 80 years in this country, and 110 years globally. From a simple idea and a single hostel, YHA has grown to be part of a network of 4,000 Hostelling International youth hostels around the world, including 70 in Australia.

Each night, approximately 4,000 visitors are accommodated by YHA in Australia, from the country's most easterly point (Byron Bay) to its westernmost (Exmouth), and stretching from Darwin to Hobart. However, YHA provides not just a bed to sleep in, but also an opportunity to learn about the local area and environment, and to connect with a community of like-minded travellers from all over the globe – Travel to Learn. Learn to Travel.

The roots of YHA lie in outdoor recreation, starting in 1939 with a rustic property at Warrandyte, on the outskirts of Melbourne. Today's large inner-city youth hostels - such as Sydney Central YHA, with over 500 beds - are unrecognisable from those early inceptions, yet are direct descendants of the original huts from which our distinctive logo is derived.

To still be relevant to so many people, so many years after its founding, and to be self-funding, has required both incremental and transformational change by our organisation. From humble beginnings, the youth hostel movement grew, with its origins in Australia on a federated basis. It took until 2018 – nearly 80 years after founding – for all the States and Territories to combine together into one corporate body; a gradual process that took a decade of mergers between various entities and valuable assistance from Associations Forum.

The unification of our organisation also provided a catalyst to modernise the governance structure, including moving to a skills-based Board. Today, the Board is composed of a proportion of up to six Directors elected by the members, and up to three Directors appointed by the Board, with all prospective candidates interviewed and assessed by an Election Committee. This system helps to fill any identified skills gaps, and assists with succession planning.

Also aiding with further professionalising the Board was the introduction of remuneration for Directors, through a special resolution at the 2018 Annual General Meeting. Since our organisation began, Directors had always acted in a voluntary capacity and, although YHA's 2010 Constitution allowed for the remuneration of Directors, the level was set at zero. Having closely analysed the issues and not-for-profit trends, the Board decided that, due to the increased workload, commitment and travel time incurred with YHA now being a substantial and fully national organisation, a proposal should be put to members for modest remuneration for Directors to be introduced. The key take-outs from the successful introduction of remuneration were to research the issue thoroughly, consult closely with Directors and members, communicate

the rationale and process clearly, and use modern technology, including the ability to cast proxy votes online, to enable maximum participation. Most recently, the YHA Board has seen rejuvenation with the appointment of a new Chair, Euan Prentice, being the second youngest member of the Board. This follows long-serving Chair, Rob McGuirk, standing down from the role, although remaining on the Board, to focus more on his new role as President of the global network, Hostelling International.




The YHA Board & CEO

Current priorities for the YHA Board include developing a new Strategic Plan; growing the network; focusing on quality, and working more closely with Hostelling International and its member organisations. We are also committed to constantly improving our customers' experience, and enhancing ways to communicate with our 260,000 members in Australia. Last year a new 'Simple Affordable Membership' model, was introduced - essentially providing membership automatically to all guests upon check-in at YHAs in Australia, rather than having a stand-alone joining process. This led to the first major growth in membership for over a decade, and as part of the project, YHA Australia was the first national association of Hostelling International to launch a digital membership card which can be downloaded into smartphone 'wallets'.

Even though YHA reaches octogenarian status this year, our organisation continues to thrive, to maintain relevance for new generations, and to continue to deliver on our mission statement: "To provide opportunity for all, but especially young people, for education by personal development, fostering friendship and bringing about a better understanding of others and the world around them". Without transformation, innovation, and rejuvenation, our organisation would quite simply not have survived in the competitive environment in which we operate. Or as Bob Dylan so eloquently put it:

You better start swimmin'

Or you'll sink like a stone

For the times they are a-changin'. 

Associations Forum Board Survey 2019 released

Kathy Nguyen, Manager Client Services of Associations Forum, analyses the results of the 2019 Associations Forum Board Survey in which 180 organisations took part.



Some interesting trends have been revealed in the 12 years during which Associations Forum has been conducting its annual survey into Board composition and governance. Some observations from this year include:

- ♦ the long term trend towards smaller Boards seems to have stabilised with the average number of directors sitting at 9.7, a slight increase on last year's average of 9.3.
- ♦ there was a slight increase in the number of female directors, up .4% from 2018 to 39.9%.
- ♦ whilst the average number of online meetings increased to 1.7 (from 0.9 in 2018), 82% of Boards did not hold any online meetings, a significant increase from 41% in 2018.
- ♦ with 64.8% of organisations currently reviewing or having reviewed their constitution within the last 2 years, there is an encouraging trend towards improving governance structures which result from regular constitutional reviews.
- ♦ there is a continuation of the trend towards improving Board performance through increased budgets for Board training, with 58.7% of organisations allocating funding for directors' professional development.
- ♦ 20.7% of the organisations pay directors a fee other than expenses reimbursement,

The Board Survey Report 2019 has been sent free-of-charge to participating organisations. A copy of the Report is available for non-participants for a small charge by contacting Claire Bell on 02 9904 8200 or by email at membership@associations.net.au

**PAID HEAD OF STAFF
A VOTING MEMBER
OF THE BOARD**

**YES
7%**

**NO
93%**

Associations Forum's Financial Benchmarking Project

For the past three years, Associations Forum has been conducting our Financial Benchmarking Project, an ongoing survey of participating associations' finances. Silver and Gold members of Associations Forum have the option of choosing Financial Benchmarking as one of their member benefits. Associations are asked to input data from their most recent audited financial year. The survey also asks for some non-financial data, such as information about membership and conferences. Data collected for this project is confidential. The result is an individual report for associations, comparing key financial indicators to other participants from a customised de-identified list describing them only by scale and type. Ratios and comparisons involve measures such as equity, profitability, solvency, membership and conference performance. 75 associations participated in 2018. Some findings include:

- ♦ The average number of months of solvency with no new income is 20, based on current liquid assets and current monthly expenditure. For professional associations the average is 24 months, whilst for industry associations it is 11 months.
- ♦ For major conferences, the average profit/loss to conference income ratio is 36.4%, and 46.6% when only considering conferences that made a profit.
- ♦ The average net profit/loss per member ratio is \$42 for professional associations and \$60 for industry associations.

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

For more information regarding participation in this project, please contact Lynn Liang on 02 9904 8200 or accounts@associations.net.au

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How do you ensure your association's future?

The answer is simple. Technology.

Many of us are tech savvy enough these days to know what's possible, so if you want to ensure your association's future it's time to get on board.

We're all time-poor, so why waste your time and that of your members bumbling around with manual, time consuming processes? Take your garden variety membership form: in this day and age should you really expect your members to find a printer, print it off, fill it out, then get it to a post box, when all that could be done in just a few minutes, online?

When your systems are slow, clunky and manual you sure know about it. The beauty of well-designed technology is that you don't even notice it. When your software is developed with intuitive interfaces and time saving features like online applications, instant payments,



Facebook logins, predictive assistance and easy-to-follow navigation, the experience is effortless for your members and your staff.

The Conundrum

There are many great software solutions available for associations. The problem? These one-size-fits-all solutions usually meet about 80% of the requirements, but the 20% that's left is where the real value is. That 20% is what's unique to how your association works and what you offer members.

Software providers like to gloss over or ignore that 20% because it doesn't fit into their predefined product, but that can have a negative impact down the track. When the problems are realised, workarounds are created, extra software is added, staff resort to manual double handling and, worst of all, members have a poor experience because the website and systems are hamstrung and inflexible.

The Opportunity

When that 20% is embraced from the start and a solution is custom designed, it is developed to take advantage of what's unique about your association, and the efficiency and engagement gains are enormous.

STAFF

Increase Efficiency

The key benefit of a custom solution is efficiency, and truckloads of it. It allows you to automate tasks in a way that streamlines your specific workflows. Tiresome manual administration and human error can be a thing of the past. More time is made available for work that really adds value to your organisation and your members.

Future Proof

By building a road map for your organisation, you're able to dictate the future path of your technology and the pace of implementation. Don't let a software provider force you down a road of compromise because their product path caters to the masses.

MEMBERS

Treating members like individuals that matter, whilst maintaining efficiency, is something best achieved with a custom solution and this is why:

♦ Increased membership growth

If you make it easy to join by removing barriers created through cumbersome, confusing or non-existent online systems, you give your association the best chance of building a stronger member base.

Smooth integration with your backend systems, online registration, and simple payment methods all go a long way to removing barriers to joining, and increasing your membership.

♦ Members and public are interacting more with resources

If you want your members to find value with your association, consider how well your website and member portal are designed with them in mind. Adopting a well thought-out, user-centred structure and navigation will make key content and resources easier to find and digest.

♦ Increased membership engagement

Place the control in the hands of your members, give them access to self-manage their profile and membership. But above all else, make sure that the tools you offer are intuitive and easy to use. Custom software provides the opportunity to experiment with initiatives derived from outside-the-square thinking to deliver value to your members.

Times have changed, advances in technology mean it's possible to radically increase efficiency and be more effective with less effort. So if you want to ensure the future of your association, the time to act is now. Associations need to invest in a proactive technology strategy that is truly fit for purpose. Ensure your relevance now and in the years to come.

Take the first step and let's meet for a chat.

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Thoughts on single entity associations 20 years on

John Peacock, Chief Executive Officer, Associations Forum



Twenty years ago, I wrote a seminal article entitled “The Case for Single Entity Associations”. It was published in August 1999 and the issues remain as valid now as they were then.

With ASSOCIATIONS magazine being read in many countries, I make the observation that nations with strong states (or their equivalent) often have a tiered federated system: the national association has the state associations as members which in turn have their own members. Importantly, these state associations are separate legal entities which have the right to join, or leave, as members of the federal body. Despite the problems the United Kingdom is experiencing in leaving its federation, the European Union, it is usually not that difficult! Of course, if the development of the profession, industry or cause in a state is more important than its development nationally, it makes sense for the state-based body to join the federal body. For example, this may well suit tourism associations which promote a geographic region and compete with interstate destinations. However, often associations represent a group with like-interests and activities, and joining one entity which operates nationally is a better structure.

So, two decades later, where lies the issue of changing from a federation to a direct-membership, single entity model? Australian associations for aged care, chiropractors, nursing, allied dental, podiatry, heart disease, occupational therapy, pharmacists, wounds and hostelling are among the many that have made the big decision to become national unitary bodies. Following are some previously published remarks from CEOs in those organisations.

In 2003, the then CEO of Fundraising Institute Australia, Dr Wayne Clarke, spoke of their restructure.

“Being a single-entity body allows us to provide a consistent high level of service across Australia, act as a team with uniform answers to questions on fundraising, and to maximise valuable member funds... Whilst we are still in the transition stage, implementing changes from here is so much easier with one Board able to make decisions without needing state ratification”

With the 2010 merger of YHA (originally Youth Hostels Association) entities, which at that time involved two states and two territories, the other four states and the federal entity continued as members up until 2018. The now-combined entity has equity of AUD\$52 million. YHA Ltd CEO, Julian Ledger, commented in 2016:

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

The peak body for midwives, Australian College of Midwives, restructured into one from six entities in the 2010s. In 2016, the then CEO, Ann Kinnear, said:

“The main advantage has been consistent messaging and positioning. Advocacy is a key component of achieving our mission to represent our member midwives and the profession. Being a national body has improved our status and standing in the eyes of stakeholders and government... As well, it has resulted in greater collaboration between the central operations and our valued branches. Things take a few years to settle down, but members are already benefiting from greater impact, consistency of service and costs savings from unnecessary duplication of governance, compliance and reporting.”

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. In the words of CEO, Michele Goldman:

“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.”

In Australia, some restructures have not included all parts of the federation, yet bilateral or multilateral mergers have occurred. These organisations have said that a partial restructure is still better than separate entities and operations, and the chance of further amalgamations remain.

There are also attempts at restructures that have failed to proceed. It is a big ask for an association to agree to transfer assets to a larger body, cede authority to a unitary Board, and to dissolve the entity, so I congratulate those who have done so whilst also understanding the inability of those unable to make the change. A ‘science’ has emerged about how a restructure should proceed. If the wrong processes are not followed, a restructure will likely fall apart, regardless of the merit of change. The case for single-entity associations remains strong. It is a major task that can be undertaken relatively easily, or traumatically, depending on the processes and personalities. If the time is not right for your federation of associations, save your energy until the sailing is smoother. However, the advantages of a unitary national structure will not diminish, so the issue should remain on a strategic agenda until resolved – hopefully before another twenty years has passed... ☺

From "Association Management" magazine
August 1999

1999

Viewpoint

The Case for Single-Entity Associations

The structure of an association can have major implications for its effectiveness in advancing the cause it represents. This article

explores why single-entity associations, work better than multi-entity associations such as federations or umbrella

associations may have opinions which clash and the impact of the federation, for example on a campaign to change a law, is marginalised.

When a Multi-Entity Federation is Appropriate

In Australia, more legislation is becoming national and associations are being placed under greater financial pressure. This means multi-entity federations are being forced to become single-entity associations.

However, if the cause of the association is to promote tourism or investment in a particular geographic area, it is not sensible to amalgamate with similar associations that promote tourism or investment in rival areas. But such associations may have reasons to form a loose relationship with each other. Federal organisations are more likely to be an umbrella group of regionally-based associations, each a legal entity, with some



of an association a conflict of interest is created; in whose best interests should that individual act, the state or territory they are from or the federal body?

Another problem of multi-entity associations is that of equal representation on a federal council by bodies with different membership numbers. If a federal body with a constituent association from every state gave equal representation to every state

analysis

Single Entity Organisations:

Proving the Benefits of Change Away From A Federation

John Peacock

In August 1999, my article entitled "The Case for Single Entity Associations" was published in *Association Management*. More than four years later, I still receive comments on this article and consulting assignments can be tracked back to this article. This article (available online at www.associationsforum.net.au) put the compelling reasons why separate State or territory entities in a federation should, assuming their goals and constituencies are similar, merge to form a powerful single-entity Association.

The original article did not suggest it was an easy process, and having since advised a number of not-for-profit groups on this matter, it remains a challenging exercise. I am regularly asked "Is it worth the effort?" and "Have the organisations that have made the change benefited?" As this article shows, the answer to both questions is "yes".

NFPs currently considering change

Before we hear what some organisations have achieved and their assessment of the outcome, it is worth considering what the thoughts are of not-for-profit bodies which are considering a move to single-entity.

Paul Waite is Chief Executive of the Australian Newsagents' Federation (ANF), which is progressing the issue of change to a single-entity. I asked Paul what was driving the ANF's leaders

issue of a single-entity body, the PSA has contracted its former Chief Executive, Bruce Jenkin, to be Project Manager of its "Towards One Pharmaceutical Society" project.

When asked for his thoughts on why the PSA was tackling this major structural matter, Bruce responded: "More advocacy for the profession, elimination of duplicate resources and a stronger and more cohesive organisation among the reasons identified by the Pharmaceutical Society of Australia. The PSA is pursuing the change to provide member benefits and increased professional practice. We are planning the possible change thoroughly so it will be supported by the membership. Strong and effective leadership for the profession will be expected as a key outcome."

Having heard from Paul Waite and Bruce Jenkin of their organisations are looking at leaving the federation behind, let's look at three Associations that have been the change to become single-entity bodies.

Reflexology Association of Australia

The Reflexology Association of Australia (RAA) asked me in 2000 for advice on moving from a loose alliance of State-based Associations into a formal federation. I advised them to consider the following points:

ASSOCIATIONS ADVICE

Change your structure, boost your association

Associations Forum General Manager John Peacock investigates associations that have benefited from significant structural change.



2013

Federations are difficult structures



My first paid job in the associations sector was in the late 1980s in a single-entity body, the Institute of Chartered Accountants. This major association of professionals worked effectively and has gone to strength in subsequent years. The ICAA's unitary structure of having professionals from all parts of Australia plus numerous members from overseas join one entity, no doubt contributed to my mindset of "why would an association of like-minded individuals or corporations not just join one legal entity?"

My immersion in the associations world in the subsequent 24 years has made me understand that single-entity is not always the structure in place, and that federations comprising different entities as members

inevitably emerge. This is particularly true in Australia - which comprises six states and two territories - where older associations were usually set up as individual state or territory bodies. Many associations have merged, yet others remain as federations.

Since the first of my articles on this topic in 1999, the situation remains that federations are difficult. I have seen instances where associations expend more energy and generate more angst in dealing with other members of the federation or the federal body itself than they do on achieving their goals and assisting their members.

When a federation is incorporated in its own right, it is its own legal entity and the Board Directors need to act in the interests of that entity - not the separate organisation member that nominated them. Directors are often the

often the mindset they carry with them. If an individual wears two hats, i.e. they are a Director of the Board of both the federal body and a member organisation, they must distinguish between these roles. But this separation of roles is very hard to do so and pressure will come from both Boards to follow their preferred agenda.

I welcome emails or calls from Associations Forum members and other readers to discuss solutions to other challenges, which will continue for federations and beyond.

John Peacock

John Peacock
General Manager
Associations Forum Pty Ltd

From "Associations" magazine
Edition 29 June 2011

2016

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

By John Peacock, Associations Forum

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

YHA

The 2010 merger of YHA (originally Youth Hostels Association) entities in New South Wales and Queensland also brought along the Australian territories of ACT and NT. Victorian and South Australian bodies have since joined the fold. Former YHA NSW CEO Julian Ledger became the YHA Ltd boss, hence ensuring management continuity. The transition Board of twelve is now down to nine, with six elected and three appointed. There is a limit of five years before a former employee can nominate to the Board. The association is able to focus more on ensuring

Dental Hygienists Association of Australia

An association that changed recently and swiftly is the Dental Hygienists Association of Australia. The amalgamation process was finalised within two years of the idea being raised. Dr Melissa Hayes, President of Dental Hygienists Association of Australia, says it has been a clear success. "DHAA has strengthened its financial position and membership services as a result of our organisational restructuring," says Dr Hayes. "The key to the success was constant communication and collaboration with the membership, to ensure they supported this change. The specialist

From "Associations" magazine
Edition 36 April 2013

From "Associations" magazine
Edition 46 August 2016

Associations Forum holds practical Summits

Association Communication Summit

On 11 April 2019, Four Points by Sheraton Sydney, Central Park played host to Associations Forum's second Association Communications Summit.

The full-day event included a comprehensive program aimed at association practitioners and industry leaders keen to learn from each other's experiences on producing communications. The interactive sessions and workshops also allowed attendees to benefit from the opportunities to network and make new connections.

The full house of attendees at the Summit listened to speakers and panellists address topics such as big data and analytics, maximising public value, effective social media usage, data security, and print strategies. Courtney Scales, Marketing Manager - Customer Experience at the Chamber of Commerce and Industry Queensland, provided an insightful look into customer touch-points and how to better collate data to understand your stakeholders. Anthony Hollis, Managing Director of Data Governance Australia, discussed the issues around data security and its relationship to member engagement. Two workshops covered the challenges faced by delegates, strategies to address them, and how to implement the learnings from the Summit.

During the breaks, delegates took advantage of the opportunity to engage with their peers, visit the sponsors' stands and enjoy the delicious food provided by the venue.

A special thank you to our major partner Four Points by Sheraton Sydney, Central Park and to our supporting partners Commtract and Zadro Agency.

"A must-attend event for any marketing and communications professional in the not-for-profit sector. The content is tailored to the challenges you face in the office and it's great to walk away with a range of ideas to implement, ranging from small tweaks to overarching strategies."

Cassandra De Conno, Marketing & Content Coordinator,
Self Managed Super Fund Association



Association Governance Summit

At the Association Governance Summit, held on 4 June 2019 at the SMC Conference & Function Centre in Sydney, Board members and executive staff from a broad range of associations gathered to share knowledge on governance matters.

The practical and interactive one-day event involved presentations, panel sessions, and round table discussions on everything from the legal parameters under which a Board must operate to technology issues impacting governance. Hands-on sessions allowed Associations Forum consultants, who work extensively in the governance field, to share their practical tips on constitution reviews, key concepts for Boards, and current challenges in association governance.

A special thank you to our venue partner SMC Conference & Function Centre.

"A fantastic educational event that is sure to assist everyone who attended to improve their respective association's Governance"

Gerard Ryan, Chief Executive Officer,
Australian Shop & Office Fitting Industry Association

"Well run, good and relevant speakers combined with the opportunity to share and learn from other CEO and Chairs"

Suzanne Jones, Chair,
Australian Association of Dial Before You Dig.



Association Databases Summit & Showcase


On 21 May 2019, Associations Forum held the Association Databases Summit & Showcase at Hyatt Place Melbourne, Essendon Fields and Event Centre.

Delegates at the one-day event heard from experts, suppliers and other database users on how to better understand and maximise the efficiency of their databases. The Summit and Showcase was organised in response to the high level of demand from Associations Forum members to know more about the right CRM system to use, and how to better store and utilise the information on it.

During a systems user comparison workshop, delegates from similar-sized organisations discussed and compared their current systems and, during an interactive round table discussion at the conclusion of the Summit, conferred on what they had learned and how they might look at changing their database usage.

Sessions covered topics ranging from the current technological environment for associations to tips and tools for the implementation and ongoing use of an association database. The Showcase allowed technology providers to demonstrate particular platforms, customised solutions, and innovations.

During the breaks, delegates were able to compare notes with their peers and visit the stands of the Showcase Partners to update themselves on opportunities and the latest technologies.

A special thank you to our venue partner, Hyatt Place Melbourne, Essendon Fields and Event Centre, and to our showcase partners Bond Software, Clade Solutions, Higher Logic, Member Jungle, and TidyHQ. 

“The growing landscape of technology and consultants can be overwhelming. The Databases Summit & Showcase was an amazing opportunity to get a handle on what products exists in the marketplace, benchmark best practice and share stories with peers from other organisations about experiences and products”

James Anderson, Member and Partner Engagement Officer,
Institute of Public Administration Victoria



ADVERTORIAL

Melbourne park unveils name of new development – Centrepiece at Melbourne Park

Melbourne & Olympic Parks (M&OP) – home of the Australian Open Tennis Grand Slam Tournament – has revealed the name of its new events centre – aptly named, CENTREPIECE at Melbourne Park. Located on the south-east edge of Melbourne’s bustling CBD, CENTREPIECE at Melbourne Park is positioned in the heart of the precinct – and is scheduled for completion in late 2021.

The centre’s architectural design will pay homage to Australia’s classic landscape, while its food and beverage offerings are set to include award-winning Victorian wines and locally sourced seasonal produce, promising to elevate the Park’s potential.




“A centrepiece is a magnetic force and focal point of attention, which our new development truly embodies. Upon completion, the space promises to wow domestic and international visitors, and will join our already impressive line-up of world-class venues – perfect for all types of events and entertainment,” said Lara Burnes, General Manager, Premier Events & Experiences.

With the capability and flexibility to host both large-scale and smaller, intimate events, construction on the centre is under way, with the precinct’s surrounding grounds already levelled, representing the third and final stage of its AUD\$972 million redevelopment.

Civic in design, the architecturally impressive concept is quintessentially Melbourne and will include eight and a half-metre-high ceilings and floor-to-ceiling windows, projecting natural light across a generous 2000 sqm pillarless ballroom and 800 sqm pre-function area. Across two levels, the upper floor will feature a 250-seat auditorium, an abundance of breakout rooms and an outdoor terrace with uninterrupted views of the Melbourne city skyline.

Event bookings are now open for 2022. For more information on CENTREPIECE, please visit www.centrepiecemelbourne.com.au or melbournepark.com.au

For expressions of interest or to book a visit to the precinct, please contact Lara Burnes at lburnes@mopt.vic.gov.au 

Leadership change at AAoA



After 30-plus years in the accommodation industry, eight of them at Accommodation Association of Australia (AAoA), **RICHARD MUNRO** has resigned as Chief Executive Officer.

“Richard has grown the membership, our corporate partnerships and our brand to the respected leadership position that the AAoA now holds in the Tourism and Accommodation industries as well as the broader business sector,” said President, Julian Clark.

Mr Munro has accepted a new role as Group CEO at the Cronulla Sharks, a high profile sporting club in the NRL.

“I have thoroughly enjoyed my time at the helm of the AAoA, seeing it through an unprecedented growth period and the delivery of important advocacy outcomes,” said Mr Munro.



Mr Munro's successor is **DEAN LONG**. He has come from American Express, where he was the National Strategic Acquisition Manager, and was formerly the Head of Public Policy and Strategic Partnerships with the Australian Federation of Travel Agents.

“Dean has a proven track record of leading high performing organisations and has effectively influenced Government policy and legislation throughout his career, and this significantly enhances the organisation's capability in this area to continue the positive trajectory the AAoA is on,” said Mr Clark.

Rob Beck to depart SCA (Vic)



General Manager of Strata Community Australia (Vic), **ROB BECK**, has resigned after 16 years at the helm to pursue other opportunities.

Mr Beck's many achievements include membership growth of 470%, the establishment of professional practice guidelines, a strengthening of financial reserves from 20% to 100%, raising the organisation's voice and profile through advocacy and lobbying, and providing professional development events to 2000 delegates annually.

Mr Beck will finish up at Strata Community Australia (Vic) on 30 September 2019.

First female CEO for Scouts NSW



Scouts NSW has appointed **JANE SIEBUM** as the organisation's first female Chief Executive Officer. Ms Siebum, who has been working with Scouts NSW since August 2017, brings to the role more than 25 years' experience, having worked at a senior level for companies such as Optus, Allianz, Volkswagen and Vodafone.

“Jane brings a wealth of experience to the role of CEO. She is a proven senior executive and her experience in leading the business transformation at Scouts NSW over the last 18 months will be invaluable,” said Chair, Kerry McGoldrick.

New CEO for ADEA



SUSAN DAVIDSON is the new Chief Executive Officer of Australian Diabetes Educators Association.

Ms Davidson worked as General Manager of the National Diabetes Services Scheme (NDSS) from 2009 to 2018, managing a budget of approximately AUD\$42

million and overseeing delivery of products, services, education and assistance nationally. More recently, she held the role of Executive Officer with Australia 21.

“Susan is a strategic thinker who is committed to achieving operational excellence, member satisfaction and continuous improvement. I look forward to working closely with her, the National Office staff and our members to implement our strategy,” said President, Brett Fenton.

R&CA CEO change



WES LAMBERT is the new Chief Executive Officer of the Restaurant and Catering Industry Association, replacing Juliana Payne who has moved out of the role due to changed personal circumstances.

Mr Lambert most recently served as Chief Financial Officer and Executive Director for USA based Velocity Group and, from 2007 to 2012, was Executive Director, Secretary and Financial Controller for Pacific Restaurant Group Ltd.

“We look forward to working with Wes to continue the vital advocacy and strategic activities that are so important to the growth and development of this changing sector,” said National President, Con Castrisos.

ARA's leadership transition



Chief Executive Officer, **DANNY BROAD**, will step down from his role as head of Australasian Railway Association (ARA) at the end this calendar year when his contract concludes.

“After over four years at the helm of ARA, I feel the time is right to pass the reigns to a new CEO to take the organisation forward into a new era, one that is sure to see rail continue to experience significant growth and investment,” said Mr Broad. “Since taking on the role in October 2015, ARA membership has grown significantly, our engagement with member companies has strengthened, and the ARA has maintained its position as a respected industry body.”



ARA's Chairman, **BOB HERBERT AM**, will also conclude his tenure at the end of 2019. Mr Herbert was appointed as Independent Chairman in 2015 during a time of significant restructuring of the association.

“I leave the ARA in a strong position. The new constitution that was ratified by members in July 2016 has strengthened the governance arrangements of the organisation whilst providing an agreed structure that allows members to better direct the affairs of the ARA,” said Mr Herbert. The Board has unanimously endorsed Mr Broad assuming the Chairman's role at the end of 2019.

MCB farewells Karen Bolinger



After seven and a half years as Chief Executive Officer of Melbourne Convention Bureau (MCB), **KAREN BOLINGER** has left to explore other opportunities.

During Ms Bolinger's tenure she was integral in delivering strategic direction to the many Boards she sat on, as well as leading the transition for MCB to become part of Visit Victoria, and the repositioning of Melbourne's profile as an innovative business events destination.

MCB Board has appointed Julia Swanson as Acting Chief Executive Officer. "It's business as usual at MCB. The team continues to focus on achieving our strategic priorities, delivering a fantastic business events calendar, and delivering value to our MCB partners," said Ms. Swanson.

EO appointment at CNSA



JEMMA STILL has been announced as the new Executive Officer of Cancer Nurses Society of Australia (CNSA).

Ms Still has been actively involved in the management of professional associations for over 12 years, including as the Head of Member and Partner Services with the Australian Tourism Export Council and the Business Development Manager at the Law Society of NSW. She is part of the Verdant Management team, who have recently been awarded the contract to provide association management services to CNSA, including the EO contract.

"Jemma and the Verdant team have vast experience in the successful implementation of strategic plans – mainly within the areas of membership growth, member satisfaction, business development, revenue opportunities, education programs, brand position and recognition, and marketing and communications," said CNSA President, Lucy Patton.

Other sector changes

ANDREA MARTENS - appointed CEO of Australian Alliance for Data Leadership

LEANNE DE SOUZA - stepped down as Executive Director of The Association of Artist Managers

ALEXIS ROITMAN - stepped down as Chief Executive Officer of Independent Brewers Association

MICHAEL MATTHEWS - President of Association of Australian Convention Bureaux

SIMON NORRIS - President of Housing Industry Association

ANTONY PAGE - Chair of Tourism Accommodation Australia (NSW)

KYLIE FARRELLEY - appointed General Manager of Refrigerant Reclaim Australia

New CEO of Wounds Australia



BLAKE WILSON has been appointed as the new CEO of Wounds Australia.

Mr Wilson has significant senior executive experience in private, government and not-for-profit sector organisations. His most recent role was as the General

Manager and Deputy CEO of the National Health Co-op where he grew the membership to over 83,000.

"I am motivated to deliver significant social and economic benefits through increasing access to first-class health care service, knowledge and techniques. I am looking forward to positively impacting the wound management space," said Mr Wilson.

ACHS appoints new CEO



The Australian Council on Healthcare Standards (ACHS) has appointed **DR KAREN LUXFORD** as its new CEO, effective 22 July 2019.

Dr Luxford is currently CEO of the Royal Australasian College of Dental Surgeons. She comes to the ACHS

role with 20+ years of experience in senior executive leadership in health, strategic planning, governance, stakeholder and government relations, safety and quality, professional standards, research, communication strategies and media.

"Karen's strong leadership 'track record' will further energise ACHS and contribute to the ongoing growth of the organisation," said President, Prof Len Notaras.

Queen's Birthday honours

Associations Forum congratulates the following recipients of 2019 Queen's Birthday honours:

- ♦ **David Anderson** - Member of the Order of Australia for significant service to the maritime and road transport industries. Mr Anderson was formerly Chief Executive Officer of National Road Transport Association and Ports Australia.
- ♦ **Nigel Davis** - Member of the Order of Australia for significant service to the manufacturing and supply of dental products. Mr Davis served as National President of the Australian Dental Industry Association of which he is a Life Member.
- ♦ **Peter White** - Member of the Order of Australia for services to the finance sector. Mr White is Managing Director of the Finance Brokers Association of Australia.
- ♦ **Bruce McIver** - Medal of the Order of Australia for significant service to politics and the road transport industry. Mr McIver co-founded the Australian Trucking Association and was President of the Australian Livestock Transporters' Association (now the Australian Livestock and Rural Transporters' Association).
- ♦ **Chris Watson** - Medal of the Order of Australia for service to engineering. Mr Watson was formerly Vice-President of the Institute of Public Works Engineering Australasia

Plumbing the depths of a working relationship - Master Plumbers' Association of Queensland

Two heads are better than one at Master Plumbers' Association of Queensland (MPAQ), the peak industry body representing plumbing contractors in Queensland

Penny Cornah Executive Director

I started at Master Plumbers in 2006 in a Communications Officer and Events role. I was very keen to start trying new things straight away to create different income streams for the association and to support our members in different ways. I was constantly saying "Let's do this and let's try this." Although my then boss, Adrian Hart, was very supportive, we had a tiny team and very few resources. Ernie had already been in the organisation for over a year by then and I couldn't have delivered some of my ideas without his help and support. In those early days, when we were reintroducing trade shows and expos to our member offerings, I would rely heavily on Ernie to help me actually pull off the event on the day or in the lead up to it.


I worked my way up in the association and took on the Membership Management role in 2010. I became Acting Executive Director in 2012 and then Executive Director in 2013. A large part of my role involves tackling potential legislative changes and fighting a push to deregulate our industry. We are one of only a few occupationally licensed trades out there and we want to protect that status. I wouldn't be able to do my job without

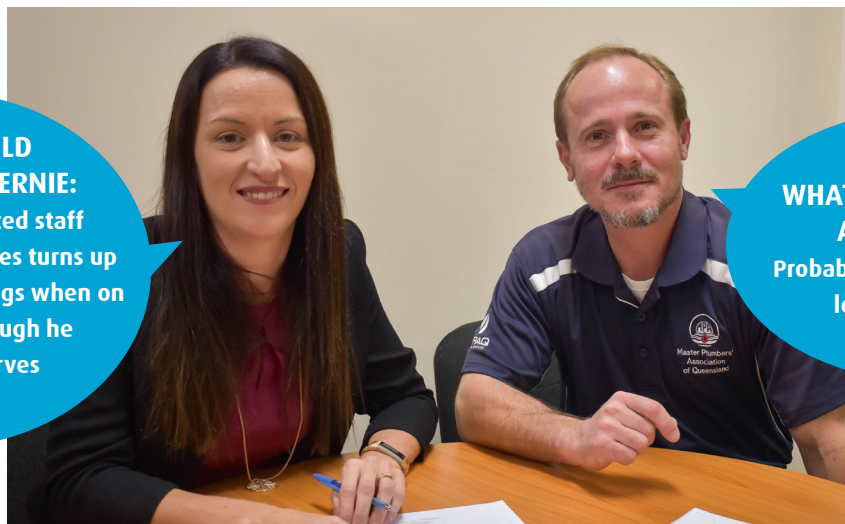
Ernie's support and his understanding of the legislation. His technical knowledge base is extraordinary – he always knows which piece of legislation contains what clauses. His memory is amazing – we are very lucky to have him as part of our team. Members always call to ask technical questions about legislation and standards so Ernie is very knowledgeable in this area which frees me up to concentrate on other things.

Ernie Kretschmer Technical Services Manager

As a second-generation plumber and drainer, I've been around the plumbing industry my whole life and am passionate about its future. I left the tools full time due to an injury and joined MPAQ in early 2005 in response to an ad in the newspaper. I started in the role of Technical Officer and then progressed through to my current role which involves looking after the technical and training needs of members. We've been able to assist thousands of members with issues ranging from the smallest of technical concerns, to the largest of major issues. A major part of my role is legislative, standards and codes review, interpretation and translation. I've also helped the association deliver quality training to the plumbing, drainage and gas industries here

in Queensland, and orchestrated developing MPAQ as an RTO, delivering training state wide.

In 2006 when Penny started, there were just a small team of 8 people in the whole office, including the receptionist – now we have 17. Back then, the communications department consisted of Penny and the technical department consisted of me. Originally our work together was more events motivated, such as trade shows or expos, and revolved around things that hadn't been done before. Penny was very proactive and motivated to shake things up a bit. I was just the muscle who helped her make it happen. Now, over 13 years later, the association presents about 40 events a year and has a dedicated team to deliver these. Additionally, the Technical department delivers in excess of 35 accredited training courses across Queensland. You would be hard pressed to find anyone with a stronger work ethic than Penny. Whatever has been required, she gets the job done – there have been many late-night stints and midnight emails from her. Penny is a strong leader in a male dominated industry and I have a great deal of respect for her resilience and the relationships she has fostered with the members and the Queensland Government. 



WHAT I WOULD CHANGE ABOUT ERNIE:

He is a very dedicated staff member and sometimes turns up in the office for meetings when on holidays, even though he definitely deserves the break.

WHAT I WOULD CHANGE ABOUT PENNY:

Probably get her to share the load a little more.

Associations Forum

- Associations Forum is a commercial, member-based network of 500 associations, charities, societies and other not-for-profit organisations.
- Every year we assist hundreds of associations and charities in Australia, New Zealand, Asia and beyond.
- Our Associations Hall of Fame™ and Association Awards™ recognise excellence within the sector.

MISSION: *'bringing associations together to boost performance'*

EVENTS

- Associations Forum National Conference
- CEO & Chair Symposium
- Association Summits: Membership, Events, Communications, Databases, Governance
- Meet the Politicians at Parliament House, Canberra
- Workshops on Association Fundamentals, Board Governance, Company Secretary, Events, Membership, Communications and Finances

CONSULTING

Expertise in:

- Board governance training and board processes
- Planning days
- Constitution reviews and new constitutions
- National/state structures, incorporation and mergers
- Establishing new associations
- Membership recruitment and retention advice



SURVEYS

- Financial Benchmarking Project
- Association Board Survey
- Association Salary Survey
- Association Events Survey
- Membership and Services Survey

WEBSITE

- A hub for association news, jobs, advice, event information, supplier listings and comprehensive resources

ASSOCIATIONS MAGAZINE

- Three editions per year to inform and inspire associations and charities
- Content includes news, interviews and updates from the industry and practical advice on association management and governance issues
- Advertising opportunities available in this full colour, 28-page glossy publication

CONTACT

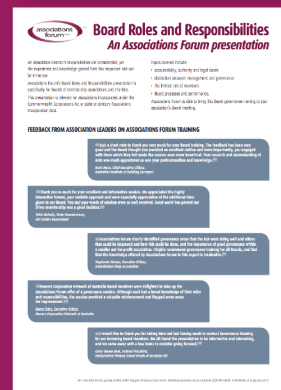
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SAVE THE DATES

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5 September 2019
Brisbane Convention & Exhibition Centre

MEET THE POLITICIANS

11 September 2019
Parliament House
Canberra

ASSOCIATION MEMBERSHIP SUMMIT

28 October 2019
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