

ASSOCIATIONS

BRINGING ASSOCIATIONS TOGETHER TO BOOST PERFORMANCE



RFSA: supporting Australia's 'firies'

How the NSW Rural Fire Service Association supported members during the Australian bushfire crisis



- ◆ Australian Society of Infectious Diseases on coronavirus
- ◆ Engineers Australia looks to their next century
- ◆ Results of the Association Salary Survey 2020
- ◆ Federal Court voids Australian Computer Society restructure



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P: +61 2 9904 8200 F: +61 2 9411 8585

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ASSOCIATIONS FORUM

Chief Executive Officer John Peacock

Chief Operating Officer Christian Capper

Chief Commercial Officer Fatima Sunderji

Manager - Client Services Kathy Nguyen

Manager - Client Services Denys Correll

Manager - Client Services Adrian Hart

Membership Manager Claire Bell

Finance & Administration Manager Lynn Liang

Corporate Partnerships Manager Blair Barker

Events Manager Alexandra Larach

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Member Engagement Officer Hong Liu

Member Engagement Officer Aleksandra Petrova

Administration & Finance Officer Preetha Shrestha

Events Officer Zecaina Estacio

Business Development Manager Michael Seller

Communications Officer Yasmine Kumarasinhe

Membership Officer Charlie Shelley Jones

Associations in a world impacted by coronavirus



As the situation regarding COVID-19 unfolds, associations can play a role in stability for their profession, industry or special cause.

The health and safety of staff and members is paramount. Bearing this in mind, associations will

continue to deliver member services as per their mission.

Associations Forum promotes the wisdom of accumulation of reserves by associations, and the year ahead will be a time when these financial reserves can be utilised.

Live meetings and events – and virtual options

Events are at the heart of an association's activities as they usually provide both a valued service and financial surplus, therefore professional and industry bodies are reluctant to cancel meetings. Alas, a huge number of events are being cancelled and the economic and learning loss to associations will be massive.

Associations Forum will be holding an increased number of online events, so that we can continue our mission of bringing associations together to boost performance. Regardless of whether your events have been cancelled, it is important to look into alternative delivery of knowledge such as webinars and live streaming.

Business continuity via working from home

Should travel to work need to be minimised, associations should be set up to allow working from home. We are fortunate to live in an age where technology allows many communication methods such as video

conferencing plus remote access to systems such as databases.

These resources should be utilised and associations should have procedures for allowing staff to work from home – and should test that these procedures work.

Have open, clear and supportive discussions with your staff and members. These are uncertain times and reassurance and communication is necessary from an association to its members and employees.


Whilst the economic impact of COVID-19 will be severe, some associations can be thankful for healthy bank balances. Our particular thoughts go to colleagues in the hard-hit meetings sector and to our association friends in developing nations who are suffering even more than associations in Australia. ☹

John Peacock Chief Executive Officer, Associations Forum
jpeacock@nfp.net.au

This edition of ASSOCIATIONS reports elsewhere on the deaths of John H Graham IV, Rachel Norris and Kellie Ireland. I had the honour of knowing them all and their deaths are a tragic loss for the world of associations. My particular thoughts go to the family of the delightful Kellie Ireland, who died overnight completely unexpectedly, leaving behind a young family.

Freemasons Queensland under scrutiny

The Australian Charities and Not-for-profits Commission (ACNC) has issued a warning to the Board of Benevolence, the charitable arm of the Freemasons Queensland, for a lack of transparency around payments to its directors, which they had approved themselves. These payments were made after the \$223M sale of Masonic Care homes and were not disclosed to the organisation's 6000 Queensland members.


According to the statement, ACNC's investigation is "focused on the Board of Benevolence's management of conflicts of interest and broader governance practices." This warning follows an ACNC investigation in 2016 after the Board of Benevolence's Chair was forced to repay over \$70,000 in expenses. The charity arm fell under further scrutiny in 2016 after its annual report for that year showed a \$5m increase in payments to management and Board. Along with the warning, the ACNC has ordered a meeting for the charity to consult Freemasons members about these secret payments and whether these funds should be returned. In the official warning, the ACNC has acknowledged that the "Board of Benevolence has taken steps to review and rectify its governance, including the implementation of an independent governance review." 

Girl Guides merger

The NSW & ACT Girl Guides community has officially merged with Girl Guides NT. Girl Guides NSW, ACT and NT now has 7,800 members as a single organisation. This merger will allow for greater collaboration between states and territories and will mean greater access to resources, opportunities and learnings. Both groups will also experience the operational benefit of a larger combined organisation, to support future growth of the Guiding community.

"I have a brilliant team of Leaders and we will work well with the NSW and ACT teams.

I want to make this community as big and beautiful as it can be," said Girl Guides NT Regional Manager, Letitia Baldwin.

"I think the opportunities are going to be endless. It is great to know we're not alone; we are a part of a large network." 




Australasian Institute of Digital Health launched

The Health Informatics Society of Australia (HISA) and the Australasian College of Health Informatics (ACHI) have merged to form the Australasian Institute of Digital Health (AIDH).

AIDH was officially launched on 24 February 2020, following an 89% positive vote from HISA and ACHI members and fellows in December 2019.

The new peak body will represent the broad digital health community, including health informaticians, clinicians, researchers and healthcare organisations.

"The time is right for a single unified voice from health informatics and digital health leaders and experts at a time when members of the general public and public policymakers are looking for advice and guidance," said AIDH CEO, Dr Louise Schaper.

"Clearly our members agreed with us and we were so pleased to see over 85% of the membership vote in favour of the merger." 



MPAA re-brand


The Motion Picture Association of America



has re-branded to the Motion Picture Association (MPA), to better reflect the global reach of the organisation, which has affiliates in 27 countries.

Founded almost a century ago, MPA serves as the global voice and advocate of the film, television and streaming industry.


MPA's global membership comprises several big names such as Walt Disney Studios Motion Pictures, Netflix Studios and Warner Bros. Entertainment. After years of being associated with the American market, MPA hopes to achieve the broader goal of ensuring global consistency in the industry.

"This new, unified global brand better reflects today's dynamic content creation industry, the multi-platform distribution models of our companies and the worldwide audiences we all serve," said MPA Chairman and CEO, Charles Rivkin. 

GDA and IGEA combine

The Game Developers Association of Australia (GDAA) and the Interactive Games and Entertainment Association (IGEA) have announced plans to merge into a single association.

The merger follows years of collaboration between the two associations and will strengthen the game development industry in Australia with the combined skills, programs and resources of the two organisations.

"The advocacy, lobbying and stakeholder engagement tasks for both associations are many and varied and IGEA's Board and our members believe that together, we will be stronger and deliver greater value to our industry members," said IGEA Chair, Edward Fong. "It makes sense to formally combine our respective efforts and unite to build a sustainable and vibrant industry operating in the world's most popular entertainment medium," said GDAA Chair, Daniel Visser. 

Qld associations legislation

A Bill proposing amendments to the Queensland Associations Incorporation Act 1981 was introduced into Queensland Parliament in November 2019. The Bill was referred to the Education, Employment and Small Business Committee for detailed consideration and in February 2020, the Committee tabled its Report which recommended that the Bill be passed. The primary focus of the Bill is to modernise the Act and to deliver amendments that will improve the internal governance of associations and reduce red tape. Key amendments in the Bill include:

- ◇ Exempting associations that are registered with the Australian Charities and Not-for-Profits Commission (ACNC) from Queensland Government reporting requirements
- ◇ Imposing governance obligations on management committee members that reflect the common law fiduciary duties of a director such as the obligation to act with care and diligence, in good faith in the best interests of the association, and for a proper purpose and to disclose material personal interests
- ◇ Providing that associations must abide by a grievance procedure
- ◇ Allowing associations to voluntarily cancel their incorporation in certain circumstances
- ◇ Removing the requirement for an incorporated association to use a common seal
- ◇ Providing that an association may conduct general meetings using communications technology without the use of such technology to be addressed in the association's rules. ◡

Whistleblower protection

Important amendments to the Corporations Act 2001 (Cth) in relation to whistleblower protections took effect on 1 July 2019, and the new framework requires all public companies to have a whistleblower policy in place, effective 1 January 2020.

The amendments also widen the scope of who can be a whistleblower, the types of conduct that may be reported, and has also harshened the penalties for individuals in breach of these policies.

This means that all companies limited by guarantee, including charities, with annual revenue of more than \$1 million must already have a whistleblower policy in place, as failure to do so will be a breach of the Corporations Act.

A whistleblower policy must include certain information, including but not limited to: the protections available to whistleblowers, the persons within the organisation who are responsible for receiving whistleblower reports, how the company will investigate disclosures that qualify for protection, and how the company will ensure fair treatment of employees who are mentioned in or connected to qualifying disclosures.

These new regulations aim to encourage whistleblowers to come forward and to protect them in doing so, while also deterring wrongdoings within companies.

The Australian Securities & Investments Commission have also issued a Regulatory Guide to assist companies develop and implement the policies. ◡



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ASHM celebrates 30 years

The Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine




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(ASHM) has celebrated its 30th anniversary and today, supports over 3,500 members working within the HIV, viral hepatitis and sexual health sector.

“Celebrating our 30-year anniversary is a momentous occasion and makes me proud to be a part of such a phenomenal legacy,” said CEO, Alexis Apostolellis.

“Our members make ASHM what it is: a leader in the Australasian response to HIV, viral hepatitis and STI’s, and the voice of thousands of health workers at the forefront of this vital work.”


Celebrations so far have included a special event, featuring a panel of distinguished professionals and past Presidents who came together to reflect on ASHM’s achievements over the years as they enter their fourth decade. 

Speech Pathology turns 70

Speech Pathology Australia is celebrating 70 years as the peak body for the speech pathology profession in Australia.

The Australian College of Speech Therapists met for the first time as an unincorporated body in 1949, and the association has since grown to support 10,000 members.

“We owe an immense deal to the pioneers of our association. It is due to their efforts that, over the past 70 years, the profession has helped countless people overcome difficulties with eating, drinking, or communicating,” said National President, Tim Kittel.

“As the decades have passed, our profession has grown with the times, and today we work with people from birth, throughout their entire lives, and make their lives worth living through the ability to connect with one another in conversation”. 




50th birthday for Concrete Institute

The Concrete Institute of Australia will celebrate 50 years of excellence in concrete during 2020.



To celebrate this momentous occasion the Institute has a number of activities scheduled to commemorate their Golden Jubilee. This will include a nationwide “birthday party” on Friday 17th April 2020 where the country will be joined together by a video hook up. The evening will highlight and acknowledge those people and projects, which over the previous 50 years, have helped make the Institute the successful organisation it is today.

“The Concrete Institute of Australia was founded with the objective of collecting and sharing knowledge for the technical and professional development of its members. 50 years on this continues to be our main objective and we are grateful to everyone in that time who has made it the organisation it is today” said CEO, David Millar. 

NRMA’s centenary road trip


The National Roads and Motorists’ Association (NRMA) is celebrating its 100th birthday by hitting the road in 2020, to drive tourism to regional areas of Australia.



The ‘Bright Futures’ tour will host six family-friendly events across NSW, featuring all things local including food, entertainment and art.

“When the NRMA conceived its Bright Future tour, the idea was to use our centenary as a platform to support regional areas affected by drought – nobody foresaw the devastating bushfire season,” said NRMA Group CEO, Rohan Lund.

“The motivation behind these events is now more critical than ever. We want people to get in the car and join the NRMA for our road trips and celebrations.”


Families, members and individuals can register to attend the free, weekend-long festivals at mynrma.com.au/tour. 

AIRAH celebrates 100 years

The Australian Institute of Refrigeration, Air Conditioning and Heating (AIRAH) celebrates its centenary in 2020. AIRAH has a long and proud history of representing an industry of HVAC&R professionals and practitioners.

“AIRAH’s longevity stems from strong links with like-minded organisations around the world and the successful delivery of key member benefits,” said CEO, Tony Gleeson.

“AIRAH’s offerings benefit both our members – professionals working in Australia’s built environment – and the public. It is our mission to create an Australian HVAC&R industry that is highly skilled and professional, safe, sustainable and environmentally effective.”

Centenary celebrations will take place throughout the year, culminating in AIRAH’s largest conference, Outlook 2020, slated for 8-10 November in Sydney. 



100 years of Engineers Australia

Engineers Australia looks towards its next century after the organisation's 100-year anniversary last year.

Since its establishment in 1919, Engineers Australia has grown to represent around 100,000 professionals across all fields of engineering. While Engineers Australia's voice has remained consistent over the years, there has been a shift towards global mobility in the last 40 years. Engineers Australia has embraced the global nature of the engineering sector through its participation in international affairs, such as being a signatory on the Washington, Dublin and Sydney Accords in the International Engineering Alliance.

In addition to this, Engineers Australia's work with the International Standards Organisation, the International Electrotechnical Commission and the International Telecommunications Union has given the organisation the means to elevate Australian engineers into senior positions internationally.

The organisation has also been successful in advocating for reforms in the building and construction sector, playing a part of the Australian Building Codes Board and the revision and modernisation of the National Construction Code.

The work that Engineers Australia has done in advocating for women in engineering and for greater diversity has helped place these issues on



the agenda for universities, employers and the greater community.

While it's easy to get caught up in

nostalgia, CEO Dr Bronwyn Evans is eager to look to the future of Engineers Australia.

"We've certainly been doing a lot and there's a lot more for us to do," said Dr Evans. "When I look to the future, I see the important role that Engineers play in a whole range of sectors."

Engineers Australia also represents engineers on the National Bushfire Recovery Agency industry forum, to ensure that the practical solutions from engineers are being utilised during the restoration after the 2020 bushfire crisis.

"We're also looking more holistically towards the transition to a low carbon economy in the coming years and the role that engineers will play, so we're an important part of advocacy and education around the future of Australia," said Dr Evans. "Engineers Australia has an important role in bringing ideas such as climate change, big data and artificial intelligence together and figuring out which skills we need to incorporate them into the modern world."  

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Vale John H Graham IV

American Society of Association Executives (ASAE) President and Chief Executive Officer, John H Graham, IV, FASAE, CAE, passed away on 13 January after an extended battle with cancer.

John's remarkable work with ASAE over the years has been celebrated by his colleagues and community and he will be missed. During his 16 years at ASAE, membership more than doubled and ASAE was able to develop a range of innovative products and services to benefit the association sector.

Prior to joining ASAE, John served as the CEO of the American Diabetes Association (ADA) for 13 years. In addition, he was recognised as a Distinguished Eagle Scout for his work with the Boy Scouts of America in May 2015.

The ASAE Board has announced that with John's passing, Susan Robertson, will serve as President and CEO of the association. Associations Forum CEO said John was a great supporter of Associations Forum. "I had the pleasure meeting John at numerous association gatherings in various countries and he keynoted our conference in 2009. He was a true gentleman, professional and leader and his legacy will continue for many years." 



Vale Kellie Ireland

Kellie Ireland, Former General Manager of the Internet Association of Australia (IAA), unexpectedly passed away on 15 September 2019. Kellie was an integral part of the IAA team for over 7 years and was close with many of her members.

"Kellie was the vibrant, welcoming face of IAA for many years and is going to be deeply missed by both colleagues and community, whose personal and professional lives she touched," said Chair David Hooton.

"Kellie was an integral part of the association. Her love for her work and the internet community was undeniable and the association and the Board are looking to continue the work that she started and was so passionate about."

Among her many achievements, Kellie was instrumental in setting up AKL-IX and in the establishment of the New Zealand Internet Exchange. She was an active advocate for women in technology and thrived on challenges and the growth brought by change.

Kellie Ireland will be deeply missed by the team at Associations Forum. 



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New Chair for FIA

The Fundraising Institute of Australia (FIA) has appointed Meredith Dwyer as its new Chair of the Board.

Ms Dwyer replaces James Garland, who has stepped down after a two-year term.

“Meredith is highly regarded in the local and overseas fundraising community. She brings a wealth of experience to the Board, which will be incredibly valuable for the sector,” said Mr Garland.

“She has a passion for ethical best practice and driving innovation and sustainability in fundraising.”

Ms Dwyer, the 2019 Arthur Venn Fundraiser of the Year, said she was honoured to Chair the Board of Australia’s peak body representing professional fundraisers. 



AIQS elects new President

The Australian Institute of Quantity Surveyors (AIQS) has elected Mark Chappe as President.

Mr Chappe was previously Senior Vice President of AIQS and succeeds Professor Anthony Mills.

“I am extremely honoured, proud and humbled to be elected as the President of this significant and prestigious Institute of built environment cost professionals, acknowledging the responsibility that the Institute has to its members and their clients, and at the same time I am very excited at taking on the challenges that lie ahead of us,” said Mr Chappe.

Mr Chappe has worked in the property and construction industry since 1978 and is based in Canberra, Australia. 




ASA’s new President

The Australian Sonographers Association (ASA) has elected Ian Schroen as its new President.

Mr Schroen has served on the Board since 2017 and is recognised for his clinical and research excellence in ultrasound.

“I would like to thank our outgoing President, Dr Jennifer Alphonse for her vision and hard work over the past three years,” said Mr Schroen.

“The Board and I would like to recognise her invaluable leadership during this period of rapid expansion.”

“I would like to thank the Board for its unwavering support and I am honoured to serve as Vice-President moving forward,” said Dr Alphonse. 




Master Builders WA new President

Master Builders Western Australia has elected David Crothers as its new President.

Executive Director John Gelavis said that Mr Crothers brings a wealth of professional knowledge to his new position after a decade on the Master Builders Board.

“I thank outgoing President Jason Kunkler for his enormous contribution as leader of the association and service to the Board and construction council over many years. I wish him well in his future endeavours,” said Mr Gelavis.

“I welcome David to this important role and I’m delighted to work with him. David’s experience and dedication make him a great asset to the association.” 




Return of former SMSF Association Chair

The SMSF Association has announced the appointment of Andrew Hamilton as its new Chair. Mr Hamilton joined the Board in February 2011 and served as Chair from February 2012-2014.

He now succeeds Robin Bowerman, who will remain on the Board as Deputy Chair.

“He brings enormous knowledge of the industry, a wide experience about the association, and a deep understanding of the issues facing our members,” said Mr Bowerman.

“Although our industry is in a period of enormous change, I remain confident that the new regulatory, legislative, and educational framework, which aims to raise the standards across the industry, will be conducive to a business environment in which the SMSF specialist can flourish,” said Mr Hamilton. 




Changes at DAA

Tara Diversi has been appointed as the new President and Chair of the Dietitians Association of Australia (DAA) Board.

Practising as a dietitian for 16 years, Ms Diversi holds extensive experience in the private sector, academia, nutrition communication, policy and governance.

“It’s a privilege to represent over 7500 members working in a variety of practice areas – all with a common goal to build healthier communities,” said Ms Diversi.

“I look forward to empowering our members and raising the profile of our profession as the leading voice in nutrition and dietetics.”

Ms Diversi returns to the Board following a two-year term as a DAA director. 



PCAAE holds 7th Associations Summit in Manila

The Philippine Council of Associations and Association Executives (PCAAE) held its 7th annual Associations Summit (AS7) at the Philippine International Convention Centre on 27-28 November 2019. Over a hundred delegates from around the globe gathered to share insights and ideas at AS7, which received excellent ratings on content programming and delivery. The theme of the Summit was 'Fast to the Future,' allowing for some interesting discussion amongst leaders about the future of the association and not-for-profit sector. This topic was best embodied by the keynote presentation on 'The Future of Associations' by ASAE's Amy Hissrich, Vice President for Web Strategies and Communications.

The Summit also featured four special lectures on future-proofing associations:



- ♦ Future-proofing your governance system by John Peacock, CEO of Associations Forum
- ♦ Future-proofing membership development strategies by Amy Hissrich of ASAE
- ♦ Future-proofing your revenue sourcing by Noor Ahmad Hamid, Regional Director, Asia-Pacific of the International Congress and Convention Association
- ♦ Future-proofing your technology by Eric Schmidt, Co-founder and CEO of EventBank

PCMA conference held in San Francisco

Professional Convention Management Association (PCMA) is the world's largest association of business events professionals. The Chicago-based body has 7,000 members, with an audience of 50,000 across North America, Europe, the Middle East and Asia. With 17 chapters and activities in 30 countries, it is the global leader in business events. PCMA's own conference Convening Leaders, dedicated to event professionals around the world, was held at Moscone Centre in San Francisco on 5-8 January 2020.

The line-up of renowned speakers included Condoleezza Rice, 66th U.S. Secretary of State and Bozoma Saint John, Chief Marketing Officer for global talent and brand management company Endeavor. Both were

interviewed by distinguished speaker Holly Ransom, who brought out some great stories and comments from the speakers.

As well as valuable insights into the global events space, speakers at Convening Leaders shed light on the emerging event trends of 2020. Open plan exhibition spaces, empathic event design and content to reflect your organisation's core purpose should be on the radar of any savvy event coordinator.

Australian young leader recognised

At the conference, members of PCMA's '20 in Their Twenties' were recognised on stage. Amongst other distinguished young leaders in the events industry was Associations Forum's events manager, Alexandra Larach, who was

the only Australian in the class of 2020.

Ms Larach was recognised for putting her own mark on the events industry with her outlook on conference programming and her work in running events for the association sector.

"Creating programs to highlight your mission and having purpose in each session is something incredibly valuable for both big and small association events," said Ms Larach. "I am extremely honoured to be one of 'PCMA's 20 in their Twenties' for the class of 2020."

PCMA 2021 Convening Leaders will be held in the fourth-largest USA city, Houston, Texas, 10-13 January 2021 at the The George R. Brown Convention Center.



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Chongqing hosts major China meetings and associations gathering

Chongqing in southwest China is the world's largest municipality, with a population of 30 million, situated on the mighty Yangtze River where it meets the Jialing River. With the rapid development of the social economy in China, the meetings industry is also in a new stage of development. A number of well-known conference cities in China have gained prominence—and Chongqing is one of the leading cities. Chongqing Yuelai International Conference Center was host to the China Meetings Industry Convention (CMIC) on 8-10 January 2020, one of the most influential industry events in China meetings industry. The event was co-hosted by Chongqing Convention and Exhibition Office and Chongqing Yuelai International Conference Center, and aimed to create a platform for international conference communication and cooperation, and contributing to the development of China's international conferences.

The theme of the conference was 'International Conferences and City Development' and the event received special support from the International Congress and Convention Association and China Center for International Science and Technology Exchange.

Since there is a close connection between associations and the meetings industry, Associations Forum CEO John Peacock was invited to present to the conference and join sector development meetings. Other international guests were Noor Ahmad Hamid from International Congress and Convention Association, Gary Grimmer from Gaining

Edge represented International Congress and Convention Association and Marco Oelschlegel from Berlin Convention Bureau. Wang Qing Dao, Secretary General of China Meetings Industry Convention (CMIC) Alicia Yao, Managing Director of IME-Consulting were among other prominent Chinese speakers.

As well as the conference activities, participants were taken on a tour of the ancient Dazu caves and the stunning city of Chongqing in the evening for a traditional Szechuan province meal.

John Peacock was impressed by his time in Chongqing. "I had long heard of huge Chongqing and I was honoured to visit to attend the China Meetings Industry Conference. The quality of the conference, the venue facilities and the city were first rate" said Mr Peacock.

"Further, the attention to detail and warm welcome made it a thoroughly impressive visit."



Meeting industry meets at AIME in Melbourne

Asia Pacific Incentives and Meetings Event (AIME) was held on 17-19 February 2020 at the Melbourne Convention and Exhibition Centre.

A new initiative this year was an Associations Roundtable, where association representatives from more than 10 nations around the world gathered to collaborate and learn from each other. During this roundtable, John Peacock,

CEO of Associations Forum, led a breakout session on structures.

Associations Forum also held a session on Association Events, featuring practical commentary from Mary Orgill, General Manager – Marketing and Events at the Australian and New Zealand Institute of Insurance and Finance, and Monica Tonner, Event Manager at Boating Industry Association

of Victoria. The audience of nearly 100 learnt from association event experts and participated in the Q&A.

Associations Forum CEO John Peacock was impressed by the 2020 staging of AIME.

"After attending for many years, this year was the best organised AIME from our perspective," said Mr Peacock. "Congratulations to Talk2 Media who have managed it since 2019."

International upcoming events

15 - 17 April 2020 - Association World Congress Estoril Congress Centre, Portugal

8 - 11 August 2020 - ASAE Annual Meeting Mandalay Bay Resort & Cason, Las Vegas, USA

11 - 13 October 2020 - ASAE Association Leadership Forum, Asia Pacific
Bangkok Marriott Marquis Queen's Park, Thailand

4 - 6 November 2020 - CSAE Associations Diversified Halifax, Nova Scotia

25 - 26 November 2020 - PCAAE Associations Summit (AS8)
Philippine International Convention Center (PICC), Philippines

Berries Australia: A unified voice during a food safety crisis

Established in November 2018, Berries Australia is a joint venture between the existing berry peak industry bodies Strawberries Australia, Australia Blueberry Growers Association and the Raspberry and Blackberry Association.

While each peak body still operates individually, Berries Australia serves the purpose of managing secretariat functions and serving as the voice for the entire berry industry in the media.

“There are a lot of similarities across the berries category, which is now the single largest fresh produce category, so having a shared structure was logical for our members,” said Rachel Mackenzie, Executive Director of Berries Australia.

“The growers felt like they weren’t getting their interests advanced through the individual organisations and that’s why in coming together, we are able to have greater political clout, be able to deliver more for our members, facilitate paid staff and be able to bid for projects.”

A unified voice during the berry tampering incidents

Berries Australia was formed shortly after several strawberry tampering incidents in late 2018, where consumers found needles in supermarket fruit. These incidents sparked a food safety crisis around Australia and damaged the reputation of berry growers nationwide.

“When the strawberry crisis occurred, there wasn’t a voice for berries at a national level and the absence of that voice actually contributed to the ongoing nature of the problem,” said Ms Mackenzie.

“The media were so desperate that they were ringing growers and almost ambushing them outside their properties and the growers just didn’t know what to do.”

Between all industries that were affected during these incidents in 2018, there was a lack of coordination between the messages in response to the tampering. Berry growers had to endure produce being pulled from shelves and a nationwide decline in reputation and sales.

“In the weeks leading up to the tampering incidents, nobody would have predicted that this would be the single biggest thing affecting the strawberry industry. It just never would have occurred to us,” said Ms Mackenzie.

In late 2019, reports of needles in strawberries began surfacing again, however concerns did not seem to escalate further than a few isolated incidents. Since the formation of Berries Australia, growers are now able to connect with Ms Mackenzie for media enquiries via their crisis hotline and the voice of Australian berry growers now comes from a single representative. “Our protocols for dealing with the media during times of crisis are now really tight and it’s a much more unified voice than it was in 2018,” said Ms Mackenzie.

“Now we have close relationships with Queensland Health and their counterparts in the other states, as well as much closer links in with

the retailers. So, if an incident like this comes up, we are aware of it beforehand and can deal with it in a coordinated way.”

How to prepare for the unforeseen

Ms Mackenzie shared some valuable lessons to be learned after going through an industry crisis:

- ♦ Have effective crisis communication protocols. In your crisis management model, you need to make sure that your members understand who they need to talk to during an emergency.
- ♦ Manage your reputation. This should be the front and centre of what you do so that when something does go wrong, you have a reservoir of understanding and goodwill around your sector.
- ♦ Go further than traditional risk management. Look at your consequence versus likelihood risk identification, but also take a look at how you would actually manage unforeseen threats and build some resilience into your industry.
- ♦ Build relationships with the broader sector. The first time the tampering occurred, our growers found out through the media, which made the situation worse. Now we are part of a broader, more unified network and word of these incidents can reach us more directly.

Future of Australian berries

Berries Australia is advocating for bigger and better things in the berry industry, most recently, the focus has been on tapping into export markets.

Australia’s supply of berries has largely reached demand and alternative overseas markets are being explored to provide growers with options other than the domestic market.

“Geopolitical issues such as the coronavirus epidemic and navigating biosecurity protocols make things challenging for us, but we are working hard to make sure the government is prioritising engagement with China to facilitate access for our fantastic fruit,” said Ms Mackenzie. ☺



Federal Court voids ACS restructure

The Australian Computer Society (ACS) will review plans to restructure to a company limited by guarantee, after votes favouring the change were voided by the Federal Court.

Since its formation 1967, ACS has been an incorporated association registered in the Australian Capital Territory. In 2018, the ACS National Congress unanimously endorsed the transition to a company limited by guarantee and this intention was publicly announced in June 2019. As part of the restructure, the ACS would be renamed the Australian Computer Society Limited and would replace its current rules with a new constitution. ACS then held a special general meeting on 25 October 2019, where the motion to restructure passed with 75% of eligible voting members voting in favour.

However, following action against the motion to restructure from long-serving member Roger Clarke, the Federal Court voided the votes. The ruling on 23 December 2019 found that both the meeting and the resolution were invalid, as ACS members were not aware of the intricacies of the proposed changes and due to the unusual nature of the meeting and voting procedures.

"While we accept that the ACS needs to evolve, we are concerned that over the past 18 months the members are having far less of a say in the future of the association," Mr Clarke said. "The ACS was established

as an association for its professional members, but the impact of the proposed changes would destroy the ACS as a professional society, and effectively turn it into an industry association or marketing corporation."

Immediate Past President, Yohan Ramasundara said "We are naturally disappointed. No process is ever perfect, and for a not-for-profit membership body we have shown an exhaustive effort to keep all members involved in the consultation processes, and to participate in the resolution process. That said, we respect the Court's decision." ☞

Former RSL NSW President Don Rowe found guilty

Former President of the Returned and Services League of Australia New South Wales Branch (RSL NSW) has been found guilty of two counts of dishonestly obtaining a financial advantage by deception. The court found that Mr Rowe used RSL NSW's funds for his own purposes during his 11-year reign. Mr Rowe will be sentenced on 17 April 2020. ☞

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NSW Rural Fire Service Association: Representing and serving our famous 'firies'

The 2019/2020 summer saw a particularly bad fire season for Australia. The NSW Rural Fire Service Association played a vital role in supporting members to protect property, infrastructure and lives.

Responding to bushfires in Australia is the responsibility of its six state and two territory governments, and the various government agencies use a sensible combination of full-time paid staff and well-trained volunteers.

Whilst the bushfire services such as the New South Wales Rural Fire Service (NSW RFS) are statutory authorities of government, associations have been established to support them in many ways.

In Australia's most populated state of NSW, the voice of volunteer firefighters is the NSW Rural Fire Service Association (RFSA).

RFSA President Brian McDonough is tremendously proud of the effort of his members, who worked in their thousands throughout the 2019/2020 summer period to slow the spread of fires.

"The dedication, skills and efforts of all personnel who front up and volunteer day in and day out to fight and contain these fires, help save lives and protect property is extraordinary," said Mr McDonough.

"It was seriously tough out there. Crews were exhausted and stretched to capacity in what has been one of the toughest and longest fire seasons."

Foundation of the NSW RFSA

Prior to the formation of the NSW Rural Fire Service Association in 1996, volunteer rural firefighters were largely unrepresented and without a unified voice on issues that either directly or indirectly impacted their service.

Volunteers approached the then Fire Control Officers' Association and after subsequent consultations, it was recognised that a single association was needed to represent the views of the volunteers plus the salaried officers of the then NSW Bush Fire Service.

The RFSA was then officially formed on 11 December 1996 to be the single representative association for both volunteers and staff of the NSW Rural Fire Service.

Over the years, the RFSA has acted as a pillar for many rural firefighters who have served during the devastating bushfire season, and the association continues in its efforts to provide welfare and support for volunteers and staff. Membership over the years has grown, with RFSA branches existing throughout NSW RFS regions, and the RFSA has matured into a professional, not-for-profit organisation which operates on a commercial basis for a social purpose.

Governance

The RFSA is managed by members through a statewide structure and its governing State Council body, which consists of members representing 17 RFSA Divisions across the state of NSW, and a ten-member State Board that oversees the day-to-day running of the association.

"The RFSA has not been and never will be an industrial association," said Mr McDonough.

"Rather, it is configured as an advisory group and representative body to unite all rural firefighters."

Today, the RFSA represents over 44,000 Registered Members, most of which were actively involved during the bushfire emergency of late 2019 to early 2020.

Services to members

NSW was the worst-hit state during the 2019/2020 bushfire emergency, with fires affecting over 5 million hectares.

The RFSA has supported firefighters over this devastating fire season, where the conditions triggered dozens of emergency declarations under section 44 of the Rural Fires Act.

Section 44 of the Rural Fires Act 1997 (s44) is used to describe a localised 'state of emergency' for a specific district suffering severe fire conditions that cannot be managed without drawing in extensive resources from other areas.

The RFSA's section 44 support has been in operation since August 2019, continuing well into 2020 and included the provision of meal options in local cafes and restaurants as well as coffee vans at staging areas.

RFSA Chief Executive Officer Sharon Ellicott describes the scale of the bushfire and the role played by the association.

"This current bushfire crisis has witnessed the longest continued enactment of the RFSA s44 support program in the association's history," said Ms Ellicott.

"The RFSA office was going to close down for two weeks over Christmas however due to the bushfire crisis we elected to remain open."

Since the beginning of this current bushfire crisis, the RFSA has expended over \$581,000 in support through the s44 program.

Preparation for unforeseen emergencies such as the bushfire crisis has been essential for operations at RFSA.

"Given the unpredictable nature of fire, the RFSA is always prepared to quickly and effectively enact our s44 support program," said Ms Ellicott. "With experienced staff and contacts throughout the NSW RFS, we can often have aspects of our s44 support program, such as additional meal options, in place within hours of the emergency declaration."

The RFSA also provided clean t-shirts and hygiene packs for firefighters to freshen up as they worked throughout the day and night protecting people and property.

Alongside these initiatives, the RFSA has also provided crucial mental health support to firefighters who are on the frontline.

The RFSA maintains a close relationship with the NSW RFS Chaplains and Critical Incident Support Services, which offers counselling, and has provided funding to assist with these essential member welfare services.

“As an organisation, we could not be prouder of the valiant efforts of our firefighters across this catastrophic bushfire season.”



RFSA President
Brian McDonough



Funding of NSW RFSA

As well as the efforts of the RFSA's staff over this time of emergency, the financial management during this time is crucial to the operation of the association.

The RFSA is a not-for-profit association and receives no government funding to assist with these emergency support programs, therefore the association relies on donations and effective enactment of its existing funding model during emergencies.

“The RFSA could not provide its current level of support to members without the generosity of the NSW community,” said President Brian McDonough.

Due to the global attention on Australia's bushfire crisis, there was an influx of straight donations to the RFSA, which meant that new platforms were created to accept these funds.

A new 'Give Now' fundraising platform was launched so that the RFSA could accept donations through their website.

“We also had to create some new internal documents such as an 'Authority to Fundraise' on behalf of the RFSA, given we had a number of generous people and organisations wishing to contribute to our fundraising efforts,” said CEO Sharon Ellicott.

“The charity marketplace is a tough one. Responsible financial management is essential for successful not-for-profits and the association complies with all requirements related to its fundraising license and association status.”

Advocating in the interests of members

RFSA's advocacy has been vital in affecting positive outcomes in many important Fire Service issues.

In recent years, the association campaigned strongly against the introduction of an Emergency Services Property Levy. The association

also lobbied to ensure the long-term viability of the NSW RFS as a volunteer-based, autonomously funded organisation so that relationships with local government and members of the community are not diminished or compromised.

More recently, the RFSA also strongly advocated to change the road rules governing speed around stationary emergency vehicles displaying red and blue flashing lights with its Slow Down to 40km/h campaign. A series of discussions with government and a grassroots member campaign saw the introduction of a new law requiring drivers to slow down to 40km/h on roads with speed limits 80km/h or under. This law protects firefighters working roadside from the threat of being hit by a speeding vehicle.

“One of the key attributes of the RFSA is that it doesn't simply 'grandstand' on issues,” said Ms Ellicott.

“We conduct research into these matters, consult with members through our established Branch, Division, State Council structure and then work collaboratively with the NSW RFS or involved stakeholders to find a successful, workable outcome.”

As a non-partisan organisation, the RFSA has fostered a positive, mutually respectful working relationship with both the NSW Government and opposition, maintaining a highly influential political voice over the years.

The RFSA is a proud example of how associations fill a vital need. With the NSW Rural Fire Service being the official authority that directs how bushfires are fought using all available resources, the RFSA provides important background services and allows the opinions of the firefighters to be collated and shared.

“As an organisation, we could not be prouder of the valiant efforts of our firefighters across this catastrophic bushfire season,” said Mr McDonough. ◊

CEO & Chair Symposium 2020 held in Adelaide

Association leaders from four nations gathered at the Adelaide Convention Centre on 20-21 February 2020 for Associations Forum's 14th annual CEO & Chair Symposium.

Chaired by Phil Honeywood, CEO of International Education Association of Australia, the educational sessions at the CEO & Chair Symposium covered a range of issues specific to association leadership, such as fostering critical working relationships, adapting to global changes and leading an industry through a period of crisis. The program featured notable speakers such as Tom Symondson, CEO of Victorian Healthcare Association, Darren Vaux, President of Boating Industry Association and Margy Osmond, CEO of the Tourism & Transport Forum Australia. Prior to day one, delegates enjoyed an incredible Pre-Symposium Networking Dinner at InterContinental Adelaide, featuring fabulous food paired with wine, amazing décor and a live string quartet. Mike Felton, CEO of Mortgage & Finance Association of Australia (MFAA), gave a highly informative presentation on how MFAA was able to influence policy while under regulatory scrutiny. He also shared some insights into effective advocacy.



Top left: The Symposium Dinner was held at the Adelaide Convention Centre
Bottom left: Phil Honeywood, Trish White and Terry Slevin discuss the important balance in a CEO/Chair relationship
Right: Oscar Cerezales, Sione Tu'itahi and Margaret Gehrig on leveraging the power of associations



“As my first symposium, I loved the ability to hear about the experience of other CEOs and to leverage off their experiences. I will make this a yearly priority.”

Amanda Linton, CEO, The Institute of Certified Bookkeepers

During a session in partnership with Tourism New Zealand, Sione Tu'itahi, Executive Director of Health Promotion Forum of New Zealand, discussed how his organisation's conference fostered community development and social transformation on an international scale.

One of the stand-out sessions for attendees was the inspiring story from Justine Barwick, Chief Operating Officer of Family Based Care Tasmania, about the power of planning, the importance of supporting staff during a worst-case scenario and her incredible recovery.

Adelaide Convention Centre organised a unique way for delegates to close off the first day of the Symposium by holding 'Toast the Locals'—a miniature market of artisan stalls that featured local products from around South Australia.

“It's really important to have both your CEO and Chair attend to enable even greater communication and alignment of purpose between the two. That is probably the most important relationship in any organisation, and the CEO & Chair Symposium is one of the only forums that exists to provide support in this area.”

Lynette Pinder, CEO, Australian Institute of Training and Development



The Symposium was a great opportunity for delegates to connect with some of the most influential association and business leaders and discuss issues relating to governance and management.

Facilitated workshop sessions for CEOs and Chairs respectively were also held to allow for discussions on the individual roles and challenges specific to association leaders.


A special thank you to our major partners Adelaide Convention Centre, APT Solutions and Nexia Australia; our premium partners Tourism New Zealand and Higher Logic; and our supporting partners The Association Specialists, Professional Advantage, Membes, Board Effect, InterContinental Adelaide, Wentworth Advantage, Marina Bay Sands Singapore, Cvent and Ozacom+.

Adelaide welcomes Association Membership Summit

Delegates enjoyed a mix of presentations and interactive workshops from experts in the sector.


Associations Forum's third Association Membership Summit was held on 28 October 2019 at the Hotel Grand Chancellor Adelaide, where delegates gathered to hear practical insights on the membership challenges faced by associations and not-for-profit organisations. Lindsay McGrath, CEO of Swimming Pool and Spa Association of Australia and Helen Kenny, Member Services Manager at Australian Association of Practice Management led a session on engagement to achieve member satisfaction that proved to be incredibly insightful and popular among attendees. Delegates were able to network amongst

peers, and even enjoyed a 'donut wall' during Summit breaks, thanks to Hotel Grand Chancellor Adelaide. Subsequent sessions explored connecting and engaging across multiple demographics, altering value propositions and technologies for membership growth and retention. A special thank you to our venue partner Hotel Grand Chancellor Adelaide, platinum partner Higher Logic, silver partner APT Solutions (Australasia) and supporting partner Cvent.

The Association Membership Summit 2020 will be held on 24 August at Crowne Plaza Melbourne. 

Association Membership & Services Survey 2019 released

Associations Forum appreciates the time taken by those organisations who participated in the 12th Membership and Services Survey. Participants have received a copy of the Report which, amongst other interesting findings, confirms that Member retention rates remain strong, with over 90% retention rates across professional associations, industry associations and charities, and this was similar to last year's findings. Emails, phone calls and face-to-face meetings are considered to be the most effective channels to

retain and regain members. Mail (by post) has dropped from third most popular to fifth (24.9%). Budget restraints (56.1%) continue to be the most common reason given as to why members do not renew their membership. Lack of perceived value (46.3%) is the next most common reason. A copy of the Report is available for non-participants for a small fee by emailing [Claire Bell at membership@associations.net.au](mailto:membership@associations.net.au) 



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Association salaries increase in recent survey

The Associations Salary Survey 2020, in partnership with Wentworth Advantage, has revealed that remuneration across membership-based associations has increased at more than twice the rate of the projected Wage Price Index (WPI) and Cost Price Index (CPI) for the same financial year.

Why did this increase occur?

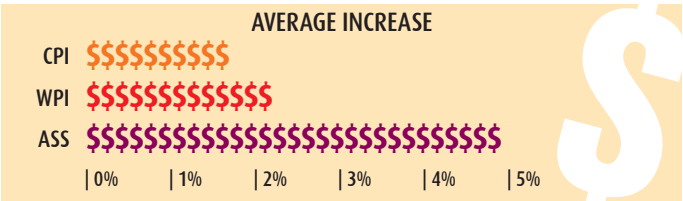
An increased focus on cost management combined with a commitment to responsible and effective governance practices driving improved performance is likely a strong contributor to pleasing remuneration results. Ensuring this remains a point of focus for CEOs and the Board will increase the likelihood of associations continuing to outperform similar organisations operating in other sectors. Remuneration has been highlighted as a significant factor in attracting and retaining staff.

Key Results

A total of 299 associations responded to the latest survey – with an overall increase in remuneration across all surveyed positions of 4.7% (2019: 2.9%). Additional data pertaining to organisational profiles revealed that the majority of respondents had less than 500 members, reported an annual expenditure of between \$1 – 3 million and employed less than 10 staff.

In this year’s survey, the positions of Policy Manager, Marketing Manager and Membership Manager recorded the largest average total salary package increases at 12.8%, 9.4% and 8.7% respectively. On the other end of the scale, the Senior Manager position experienced the largest decrease in average total salary package of 0.7%. In contrast to the 2019 survey, the Environment, Science and Engineering Industry reported the largest increase in average total salary package (+52.1%), with the largest decrease recorded in the Business and Professional Services Industry (-10%).

The Associations Salary Survey 2019 has been sent free-of-charge to participating organisations. The cost of the 87-page report for non-participants is \$190 (members) and \$490 (non-members) and can be obtained by contacting 02 9904 8200 or emailing membership@associations.net.au For further advice on this year’s survey, feel free to consult Wentworth Advantage at www.myadvantage.com.au





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From a village to a city: AITPM appoints inaugural CEO

AITPM President Paul Smith spoke to ASSOCIATIONS Editor Zara Bryan about the appointment of their inaugural Chief Executive Officer and the strategic shift to follow.

The Australian Institute of Traffic Planning and Management (AITPM) has been around since 1966, when it started off in NSW as an incorporated body. AITPM is now a truly national organisation, having established five state branches and now supporting over over 1000 members. For AITPM to continue to be relevant, professional and sustainable in a changing environment, evolution of the corporate structure was required.

In 2015, Associations Forum were engaged to undertake a strategic review and, amongst other things, it was suggested that AITPM may be better placed to move its corporate structure to become a company limited by guarantee. This alternative model would enable us to better manage our risks. It was also suggested we should appoint a CEO and focus on back of house improvements, such as documentation control, financial management and the development of a new constitution. Since then, we've been improving our policies and governance documents around branch charters, conflicts of interests and Board charter. We also moved from a National Council to a Board of directors, and thus the obligations and responsibilities of directors changed through the various legislative laws that we are bound by. This also allowed us to be more sophisticated and complex in the way that we manage and control risk.

AITPM's old heavy reliance on a volunteer model was not going to be able to meet our changing needs. It had served us well, however had minimal capacity to grow and change services with a National Council focused on less urgent operational matters rather than important strategic matters. We just needed something extra to help us with our strategic goal setting and implementation. The appointment of a Chief Executive Officer has been helpful with this. By fine tuning expenditure and seeking to increase revenue through corporate sponsorship, event and conference events, and proposed new income producing initiatives, we've been able to sustain the introduction of the CEO.

AITPM's new CEO, Kirsty Kelly, started in December 2019. She operates at a fast pace and is outcome-driven. She



has already taken a first pass on our expenditure and is now looking at our core issues affecting new sources of income. She is already looking at membership and focusing on the employee management and employment status.

“We could have stayed the same, however, over time we'd become less relevant if we weren't changing and growing.”

Within 6 months, I expect we will have made a transformational change in the way we operate. Now we will be able to flourish as an association and really concentrate on the more difficult strategic issues we have been facing, such as how we want to differentiate between member value and the value that we provide to everyone for free. Our value proposition to both members and sponsors/partners, along with relevance, are the biggest challenges we face as an organisation so the changes we have made will allow us the time and space to focus far more on these matters.

For AITPM, as current Vice President Gary Wood said: 'it's about changing from a village to a city'. We could have stayed the same and just delivered the same events to the same members. However, over time we'd become less relevant if we weren't changing and growing. For us, that came from moving to a company limited by guarantee, adopting a new constitution, tightening our corporate governance, developing a more accountable Board of directors, and appointing a CEO. This in turn frees up the Board to focus on the more important strategic matters rather than the day-to-day urgent operational matters. ☺

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- ★ Association Achievement of the Year Award™
- ★ Association Turnaround of the Year Award™

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REIQ's lobbying campaign gets results

In response to the State Government's proposed rental reforms, the Real Estate Institute of Queensland (REIQ) fought back with a lobbying campaign that gained traction outside of the real estate sector.

The announcement of the reforms was made on 16 November, 2019 and the REIQ countered by launching a letter campaign targeting QLD Premier Annastacia Palaszczuk, staging a townhall event between owners, property managers, tenants and the Minister for Housing & Public Works, Mick de Brenni, and generating a significant online movement through effective advocacy, which aimed to educate the community about the impact of the reforms. Centred on the website rentalreforms.com.au, this well-thought-out grassroots campaign demonstrated the power of social media, word-of-mouth and effective lobbying during a major holiday.

Keys to success

REIQ's Chief Executive Officer, Antonia Mercorella spoke to ASSOCIATIONS about why this lobbying campaign was so successful.

Key: Swift response

We were able to swing into action very swiftly with a press release issued the same day as the announcement, followed by a campaign website only days later. We were anticipating rental reforms, but we didn't expect an announcement so close to Christmas. As a result, it was imperative we moved quickly to gain the necessary traction for the campaign to have any decisive impact while it was still at the forefront of many people's minds.

Key: Simple messaging

Our call-to-action was short, simple and savvy. It made for steering people to our campaign website effortless, which provided easy-to-understand summaries of the issues surrounding the proposed rental

reforms. Adopting a straightforward look, feel and navigational layout further enhanced user engagement across the website, resulting in more than 8,000 letters being sent to Premier Palaszczuk, using our pre-formatted letter template. If you approach any campaign with simple yet compelling messaging that resonates with people, backed by easy-to-understand information and tools, you're more likely to achieve high engagement.



Key: Social media

Our multi-channel approach across social media was both relentless and tenacious. From daily posts through to video messaging, we tailored our communications to target tenants, owners and the general public across Facebook, Instagram, LinkedIn and YouTube. We also utilised targeted EDMs. It was about us communicating the right messages through the right channels to amplify our message to the wider community as effectively as possible.

Key: Standing out from the crowd

With so much lobbying happening these days, it was important we focused on what we could do differently. An innovative way we achieved this was through a symbolic gesture to create memorable impact; we asked people to post physical keys to local MPs with tags featuring the tagline: 'Our homes are in your hands.' We also hosted a townhall event between owners, property managers and the Minister for Housing & Public Works, Mick de Brenni. It was at this forum that the Minister indicated he was prepared to re-think his position on a number of issues and the passion from people could be felt in the room. ☺

Constitution changes successful at RACDS

At its AGM in November 2019, a special resolution was passed by the Royal Australasian College of Dental Surgeons (RACDS) to update its constitution. The main areas of change are:

- ♦ The Board (formerly Council) is smaller with 8 directors elected by the membership, and 2 appointed directors.
- ♦ The Board will be supported by an Advisory Council – a larger group whose composition reflects the whole College community and makes recommendations to the Board.
- ♦ Advisory Council membership will include all Regional Committee Chairs, Board of Studies Chairs, a trainee representative, recent Fellows/Members, Life and Indigenous members.

A smaller skill-based Board, meeting more frequently, will have the expertise and agility to respond to issues quickly and ensure strategic decision-making for the College. The Advisory Council will give a greater voice to the diverse groups that make up the College.

The membership will have a clear conduit to raise ideas and bring issues forward.



The change process was initiated in 2018, in response to feedback from membership and stakeholders about improving College Governance.

A review of contemporary governance structures of other Colleges and member-based organisations was undertaken and a new model of College Governance was proposed and consulted with members.

"The College has grown and evolved over the last 50 years. Council is a Board and the Councillors are directors and College governance should reflect modern Board practice," said RACDS CEO Brendan Peek.

"The changes will position the College well for the future and increase the voice of the membership. The College is appreciative of the work of the Constitutional Change Committee assisted by staff and Associations Forum. ☺

Engaging with younger members

Associations are constantly looking for ways to recruit or engage young members. Younger members have different professional demands and lifestyles to consider and the way they communicate and interact means alternative approaches are needed. Here is some advice on how to keep in positive contact with your young members. By Yasmine Kumarasinhe, Communications Officer, Associations Forum.

1 Define your young members Associations may define their young members differently. For example, some associations categorise their members by age, time spent working in the sector, student status etc. Consider what categories and ages are most relevant to your association.

2 Provide interesting young-member-specific events Providing young-member-specific events is a tangible benefit that gives young members the opportunity to network with fellow young participants in an industry, cause or profession. Attendees can meet with long time members and sector representatives. Consider offering some non-industry-specific skill focused events to entice curious individuals. You can also appeal to the penurious nature of younger members by including occasional freebies.

3 Ensure your brand is visible to young members Brand visibility is crucial to a successful association young member program—they won't join if they don't know you exist! Your young member definition will influence how you increase brand visibility. This could be through visiting universities and tertiary colleges, conducting guest lectures, reaching out to current members to promote the program in their workplace, or even visiting high schools.

4 Set clear terms of reference for a young member committee Should you establish a young-member-led committee, it will require terms of reference as to the decision-making power, financial flexibility and general rules and responsibilities of the committee. It is better to have such a committee within an association rather than having enthusiastic young members legally establish a new separate entity.

5 Pinpoint relevant channels for on-going communication There is a plethora of channels you can use to communicate with your young members. Some examples include social media, personal emails, bulk emails, events, face-to-face meetings or an online forum. Depending on your definition, you may find certain channels more effective than others.

6 Know your young member value proposition Without knowing the value your association offers young members, you will struggle to convey the benefits they will receive from joining your association. If you provide both short-term and long-term benefits, they will be incentivised to join or renew their membership. Ensure your offering is relevant and differentiates you from the competition.

7 Give young members a degree of autonomy A young member committee is one way to promote a feeling of autonomy, increase a sense of belonging and encourage young member involvement. It provides a platform to influence their own program and enables them to have their voices heard within the association. A member of this committee may also seek to be elected as a director on the Board or occasionally observe Board meetings.

8 Implement young member support and feedback channels Ensure your young members can easily communicate with your association. Collect feedback through surveys and make your committee contacts readily available should they be involved in your young member program. Social media may be ideal for this purpose.

9 Offer a mentoring program Mentoring programs offer members the chance to build long-lasting relationships and connect young members with more experienced members of your sector. Formal or informal, they can be extremely valuable for members in your associations, both young and old.

10 Ensure your system can track young member involvement Having the right system in place to track and report on young member involvement helps you to understand how they interact with your association. This data can be used to develop your young member programs and ensure they eventually become full members down the track.

In conclusion, remember that all current members were younger once. Whilst the ways and means of generations change, the fundamental value of associations to advance the cause or sector will remain. Even if younger prospects don't join immediately, you are promoting the association brand and this publicity will pay off in the years ahead. ☺


SCA VIC CEO appointed



Strata Community Association (SCA) VIC has welcomed new CEO **MAREE DAVENPORT**, who was appointed in October 2019.

Ms Davenport is a former member of the Victorian Parliament (1996-2002) and since 2004, she has been Principal/Company Director of Phoenix Public Affairs, specialising in representing peak bodies, NFPs, Government Departments and Statutory Authorities.

She has an extensive history with SCA VIC, having previously been engaged as a lobbyist and advocate during the 2006 OC Act implementation and on various other matters up to 2011.

"I am delighted to welcome our new CEO Maree Davenport. She is passionate about the property sector and brings extensive knowledge, experience and well-established networks within the property/strata sector and government to Strata Community Association," said SCA VIC President, Peter Scott. 


New CEO for MCB



The Melbourne Convention Bureau (MCB) has announced that **JULIA SWANSON** has been appointed as Chief Executive Officer.

During her 9 years with MCB, Ms Swanson has contributed strongly to the growth and success of the organisation in the global business events market.

Prior to MCB, she held the role of Area Director of Sales and Marketing VIC/SA/WA with IHG, overseeing sales and marketing performance for 8 hotels and new hotel openings.

In her time as Acting CEO of MCB, Ms Swanson has driven strong strategic alignment with Visit Victoria, key stakeholders and partners, for the overall benefit of Victoria's visitor economy, as reflected in MCB's recent announcement of record-breaking annual results for 2018/2019. 


Sport NSW CEO departs



Sport NSW has announced the resignation of Chief Executive Officer **DARREN SIMPSON**.

During Mr Simpson's three and a half years in the role, the organisation has increased in membership, sponsorship and member value.

"Darren has taken Sport NSW to a new level adding more value to our members than ever before. We wish him well for the next stage of his career as we recruit a new CEO," said Sport NSW Deputy Chair, Chris Hall.

Mr Simpson has been successful in obtaining a role with Netball NSW, where he will be the Executive General Manager of Community and Pathways. 

Vale Rachel Norris




On Sunday 1 March, **RACHEL NORRIS** passed away after battling uterine cancer for a number of months.

Rachel was passionate about her sector, dedicating many years across many roles to advance occupational therapy in Australia.

As Occupational Therapy Australia CEO (2012-2018), Rachel's leadership and commitment to members and the wider profession was an inspiration. She tirelessly advocated for and took up every opportunity to promote the worth of occupational therapy—particularly the positive impact on people receiving occupational therapy services.

Rachel's collaborative skills and extensive knowledge of the professional landscape were second to none. She championed occupational therapy across Australia, presenting to Government Inquiries and Royal Commissions, and lobbying politicians and funding organisations.

She will be deeply missed by her colleagues at Occupational Therapy Australia and by the team at Associations Forum. 

YMCA SA appoints new Chief Executive



DAVID PATERSON has been appointed as YMCA South Australia's new Chief Executive.

While serving as a Board member with YMCA Victoria, Mr Paterson was one of the co-founders of The Bridge Project, an initiative that has successfully reduced

recidivism among young offenders from an average of around 60 per cent to just 3 per cent over a 10-year period, winning the Australian Crime Prevention Award.

"David has worked with a wide variety of organisations from start-ups to multinationals, including with non-profits," said YMCA South Australia's President, Rob Prime.


"He has a passion for strategic innovation, growth and social impact and YMCA South Australia is very excited to welcome David aboard." 

CEO moves on from RACGP



The Royal Australian College of General Practitioners (RACGP) has announced that CEO **ZENA BURGESS** has resigned after 11 years at the helm.

RACGP President Dr Harry Nespolon said that

Dr Burgess led a transformation of the organisation to be the largest representative medical college in Australia. "Over 11 years Dr Burgess has led the organisation to new heights and, with a range of transformational projects underway, has advised the Board it's time for her to move on to new challenges and opportunities," said Dr Nespolon. The Board has extended its gratitude to Dr Burgess for her significant contribution in advocating on behalf of general practice and Australia's GPs. 

ASA welcomes new CEO



The Australasian Sleep Association has announced the appointment of **MARCIA BALZER** as Chief Executive Officer. Ms Balzer replaces Stephanie Blower, who has stepped down from the position after 20 years.

Ms Balzer has a history working in not-for-profit organisations in marketing, communications and management roles. Most recently, she led a peak body for community service organisations providing services in aged care, disability support, community housing, and helping children and families.

"I'm very excited to be joining forces with the Australasian Sleep Association, and am looking forward to meeting all the members and volunteers who have built such a strong and successful professional association," said Ms Balzer.

New CEO for EEAA



CLAUDIA SAGRIPANTI has joined the Exhibition & Event Association of Australasia as its new Chief Executive. Commencing in mid-February, Ms Sagripanti will be drawing on her extensive experience in events and exhibitions and more recently

in media and digital technology. She has also worked with Macquarie Bank and with Optus delivering digital transformation and new technology pilot projects.

Ms Sagripanti said the key focus for the EEAA for the coming year will be sustainability, career development and health and safety.

"We are delighted to have someone of Claudia's experience leading the EEAA into its next stage," said EEAA President, Spiro Anemogiannis.

Law Council of Australia CEO resigns



JONATHAN SMITHERS has resigned as Chief Executive Officer at Law Council of Australia. Mr Smithers leaves the Law Council of Australia following a period of significant transformation and growth in its work and influence.

"On behalf of the Board and our constituent body members I would like to thank Jonathan Smithers for his contribution to the legal profession in Australia over the last 3 years," said immediate-past President, Arthur Moses in December 2019.

"As the peak body, we have benefited from his leadership of a highly experienced team who have together delivered expert advice to government, parliament and many other stakeholders over a very wide range of legal policy."

IPWEA NSW appoints new CEO



FRANCINE BINNS has been appointed as Chief Executive Officer of the Institute of Public Works Engineering Australia (IPWEA) NSW.

Ms Binns brings a distinguished leadership record from the association sector where she has held senior executive and Board positions both locally and overseas. She has held senior roles at the Australian Institute of Company Directors and has led a variety of projects and services during her career. "We are delighted Francine will be leading our organisation into the forthcoming new term of the Board, working with the membership to formulate new strategies and mapping our exciting future," said IPWEA NSW President, Warren Sharpe.

CEO appointment at STA



Science & Technology Australia (STA) has appointed **MISHA SCHUBERT** as its new Chief Executive Officer. Ms Schubert holds a distinguished career in higher education, communications, advocacy and journalism, as well as a passion for the STEM sector.

"Misha is a highly impressive talent and an outstanding leader, and her appointment marks an exciting new chapter for STA," said STA President, Dr Jeremy Brownlie.

"We can expect her to lead STA in many new endeavors, have a positive impact on Australian science, and be a powerful voice for the 80,000 scientists and technologists that STA represents."

Philippa Shelley Jones leaves Associations Forum



After delivering an impressive 14 editions as Editor of *ASSOCIATIONS*, **PHILIPPA SHELLEY JONES** left Associations Forum in December 2019. *ASSOCIATIONS* magazine is the flagship publication for the association sector in Australasia and Asia, and Philippa took its content and style to new heights during her editorship.

Associations Forum CEO John Peacock has paid tribute to Philippa's tenure as Editor. "Philippa always performed her duties to a high standard. She has an excellent eye for detail and is a meticulously good speller. She was able to source and seek article contributions and turn them into very well written and composed pieces of information," said Mr Peacock. "The role of publisher is made easy when a competent Editor puts the publication together and Philippa has done this professionally and seamlessly since 2015. We will miss her and we wish her well in the future career as an independent editor."

Philippa will be succeeded as Editor of *ASSOCIATIONS* by Zara Bryan, Marketing and Communications Manager of Associations Forum.



ASID: responding to the coronavirus crisis

President of the Australian Society for Infectious Diseases, Josh Davis, spoke to ASSOCIATIONS about countering misinformation around COVID-19 and advocating for better disease response coordination.


With close to 1000 members across Australia and New Zealand, the Australian Society for Infectious Diseases (ASID) has come a long way since 1976 when it was founded by a group of physicians, pathologists and scientists. Our membership includes a broad range of human and animal health professionals, scientists and researchers. We operate as a company limited by guarantee, with health promotion charity status. As President, I am proud to lead a professional body with a highly engaged and growing member base.

Our Annual Scientific Meetings are hugely successful, with a record number of attendees in 2019. These meetings are an opportunity to not only get the latest updates in our field, but to catch up with colleagues. We've expanded our conference activities and we now run an additional two to three other conferences per year, on topics such as bone and joint infection, perinatal infections, zoonoses (infections spread between animals and humans) and fungal infections.

ASID also has six Special Interest Groups and a number of email discussion forums.

At the time of going to print, many members are at the frontline of clinical management and giving advice about SARS-Coronavirus-2 and the disease it causes: COVID-19. We called for a calm and measured response to the outbreak and are continuing to counter misinformation being spread among the public. To achieve this, ASID has published a significant amount of information on our website and we have been active in the media.

Part of our advocacy work has been calling for the establishment of a national Centre for Disease Control. When COVID-19 broke we continued this, arguing that a single body could centrally coordinate the messaging to the public, to doctors and hospitals; drive the research agenda nationally and be one central place coordinating both surveillance and response to disease outbreaks.

For the rest of 2020, we will continue our advocacy, research and education work. We have released an Indigenous Health Statement, will shortly release a Refugee Health Statement, and are developing advocacy positions and tools around vaccine denial. 

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20 Benefits of Membership



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■ ■ ■ ALL MEMBERS BENEFIT FROM ALL OPTIONS 1 - 7 INCLUSIVE:

1 ASSOCIATION MEMBER ADVICE HELPLINE

Associations Forum has a team of professionals who, with 100+ combined years of hands-on association experience, are able to assist with most day-to-day queries and offer reliable and practical advice.

2 CONFERENCE DISCOUNTS AND FREE MEMBER EVENTS

Staff and directors of member organisations receive substantial discounts on our leading-edge conferences, seminars and workshops. In addition, we offer a range of complimentary educational and networking events.

3 SURVEYS ON SALARIES, GOVERNANCE, EVENTS AND MEMBERSHIP

Associations Forum undertakes surveys every year on salaries, governance, events and membership. Survey results are used by associations as standard reference points and are free or discounted to members.

4 SPECIAL INTEREST GROUPS ON MEMBERSHIP, COMMUNICATIONS, EVENTS, ADVOCACY AND GOVERNANCE

Our popular Special Interest Groups (SIGs) give association staff and directors the opportunity to discuss key issues with their peers through regular group teleconferences and occasional face-to-face meetings. SIGs are available exclusively to members.

5 JOBS BOARD AND ROOMS FOR HIRE

Our Jobs Board is a leading portal for association jobs. Members receive substantial discounts to advertise and job postings are promoted to thousands of people in e-newsletters and job alerts. As well, our Rooms For Hire website listings are a free service to Gold and Silver members and discounted with Bronze membership.

6 RESOURCES TO HELP RUN YOUR ASSOCIATION

Resources exclusive to members include the Association Technology Guide, Annual General Meeting (AGM) Guide, Terms of Reference for Finance and Audit Committees, Board Governance Charter and dozens of advisory articles written for immediate practical use.

7 ASSOCIATIONS MAGAZINE AND ASSOCIATIONS E-NEWS

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

■ ■ SILVER AND GOLD MEMBERS ALSO RECEIVE ALL OPTIONS 8 - 11 INCLUSIVE:

8 CONSTITUTION REVIEW

Our Constitution Review service identifies matters for consideration including constitution content, legislative requirements, governance structure, member definitions and Board composition. Associations Forum can also be engaged to make changes or rewrite constitutions.

9 IN-DEPTH AD HOC ADVICE ON GOVERNANCE, OPERATIONS AND TECHNOLOGY

Up to ninety minutes of discussion and verbal advice is available to assist associations on particular matters in these areas. This is an area where our team's combined decades of association experience can help in a variety of situations and scenarios.

10 FINANCIAL BENCHMARKING

Our Financial Benchmarking Survey allows participating associations to receive financial indicators and key ratios compared to a pool of similar de-identified associations. Associations can submit their data to receive an individual report at any time.

11 BOARD EVALUATION SURVEY

This is an online questionnaire where each governing Board or committee member completes a set group of questions. With the results, associations can see whether there is a convergence of opinions within the association Board and benchmark with results from other associations to give relative comparisons.

■ GOLD MEMBERS ALSO RECEIVE ONE OF OPTIONS 12 - 20 INCLUSIVE:

12 MENTORING FOR NEW CHAIRS OR CEOS

Taking up a role as the new CEO or Chair of the Board can be a daunting prospect. Association Forum can provide up to 90 minutes of mentoring to add confidence to a CEO or Chair.

13 BOARD GOVERNANCE PRESENTATION

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

14 SINGLE ENTITY ASSOCIATION AND FEDERATION STRUCTURES PRESENTATION

Our Single Entity Association and Federation Structures presentation explains the pros and cons of federations of states compared with single entities and addresses processes for possible mergers. We also have experience in mergers of similar bodies.

15 MEMBERSHIP ESSENTIALS PRESENTATION

Our Membership Essentials presentation gives realistic tips on recruiting and retaining members, how to effectively demonstrate the value of membership and suggests necessary systems, processes and staff.

16 EVENTS AND SPONSORSHIP PRESENTATION

Our Events and Sponsorship presentation covers the key factors including content, delivery methods, marketing and logistics. Sponsorship income generation is also addressed.

17 OPERATIONS AND TECHNOLOGY PRESENTATION

Databases and technology issues are commonly the first matters discussed by association representatives – and one of the major areas of association expenditure. Associations Forum has gathered knowledge into a straightforward and vendor-neutral presentation which explains principles and terminology.

18 FINANCIAL FUNDAMENTALS PRESENTATION

Association Directors usually join a Board because of their passion for their industry or profession, yet they may not have financial training in their career roles. This presentation explains key concepts such as accounting principles, processes, budgeting and reporting, and discusses financial attitudes.

19 INTRODUCTION TO PLANNING PRESENTATION

From our extensive experience, we understand the need to sell planning days to Boards and to impress them with practical outcomes. Our Introduction to Planning presentation shares tips for successful planning sessions and may give commentary on existing plans.

20 STATE OF THE ASSOCIATIONS SECTOR PRESENTATION

Our State of the Associations Sector presentation enables Boards and staff to gain a big-picture understanding of the associations sector. This assists them to consider the association in context and choose relevant comparisons.

Non-Gold Members can receive training presentations for a fee.

If you have any enquiries please contact us on 02 9904 8200 or membership@associations.net.au.

Gold Member presentations are 90 minutes in duration and usually held at your Board or staff meetings. Please note that travel time and expenses may be charged for presentations in certain locations. Proposals for longer and more in-depth training are also available. Your organisation's membership enables all your staff and directors to access membership benefits. Membership runs for 12 months from the join date. Information and prices are valid to 31 December 2020. Extra member benefits are available for purchase. All prices include GST.



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