

# ASSOCIATIONS

ASSOCIATIONS ADVANCE THE WORLD

## Catering to the needs of members:

*How Wes Lambert led Restaurant & Catering Australia to Association of the Year 2020*



- ◆ Association Awards™ and Associations Hall of Fame™
- ◆ Continuing problems for the events sector due to border closures
- ◆ Incorporating associations: Under State or Commonwealth legislation?
- ◆ Results of the Association Events Survey 2020 and Salary Survey 2021



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*An official supporting magazine of  
Asia-Pacific Federation of Association  
Organisations (APFAO)*

ASSOCIATIONS is published by  
Associations Forum Pty Ltd

PO Box 810, Artarmon NSW 1570 Australia  
P: +61 2 9904 8200 F: +61 2 9411 8585

www.associations.net.au @AssocForumAU

Publisher: John Peacock

Editor: Annie Zhang

Design: thedesigngroup www.thedesigngroup.com.au

Printing & Distribution: Printcraft Pty Ltd

Edition dedicated to Arthur Peacock

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Manager - Client Services Denys Correll

Manager - Client Services Adrian Hart

Manager - Client Services Anshul Aggarwal

Manager - Client Services Steve Patterson

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# Pure democracy may not lead to the best Boards



Board composition – as stipulated in an association's constitution - is a critical factor in ensuring good governance. Association constitutions define purpose, voting membership and processes at a General Meeting of members, matters relating to the Board of Directors and other governance-specific items. Of these content areas, the processes for arriving at the composition of a Board of Directors is the most variable area.

A point of interest to the team at Association Forum through our discussions with hundreds of associations is whether having members elect the Board directly in all circumstances is the best method.

We believe Boards of associations should consider a compromise to a system of 'pure democracy'.

We support constitutions that allow, say for six or eight Directors to be elected by the membership, ideally half every alternate year, and for one extra director to be appointed by the Board. This allows the Board to add to its calibre by choosing a suitable individual to be a Director with votes equal to any other Director. This is a relatively easy step for an association to take as it keeps the Board firmly in touch with the interests of members yet allows for an injection of different perspectives if the appointed director is from outside the membership.

But should Constitutions allow for two or three appointed directors who may be all outsiders? This depends on the nature and culture of the association but we believe that associations are best served when governed by a clear majority of the member Directors.

Discussions get more interesting when it is suggested that a Nominations Committee or the Board itself chooses replacement Directors. A Nominations Committee which issues a list of candidates who will be rubber stamped is common in American associations. There is a potential peril in this practice as a Board that decides its own replacement Directors has the potential to become a clique that supports the status quo as happened with CPA Australia prior to its disastrous 2017.

However, there are numerous circumstances where impressive current directors seeking re-election or capable new candidates do not win a spot, possibly because one of the other candidates is better known or runs an active campaign.

The answer is that associations need to consider their Board election or appointment processes carefully and not assume that "whoever gets elected is best". Put processes in place that weed out or highlight less suitable candidates and provide appropriate information or endorsements about candidates.

The team at Associations Forum is keen to discuss options for systems and processes that may result in better Boards. ☺



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



# John Peacock awarded AM in Australia Day Honours

*By Philippa Shelley Jones, former Editor, ASSOCIATIONS magazine*

Associations Forum's founder, John Peacock, was appointed as a Member (AM) of the Order of Australia (General Division) within the Australia honours system on Australia Day 2021. John's citation was for "significant service to the associations and not-for-profit sectors through a range of initiatives" and his investiture will be at Government House NSW in May 2021.

John's first committee role was at Shore School when aged 17 years, his second committee was at University of NSW aged 19 and he was on the Board of Directors of a company limited by guarantee, AIESEC Australia, by age 25 years. John's received the AIESEC Alumni Association award for outstanding contribution to the development of AIESEC Australia in 1999.

Being keen to support his professional body throughout his career stages, John was on the Board of Australian Institute of Training and Development from 1991 to 1993. As his career changed to association management, he served on the Board of Australian Society of Association Executives in 1998-1999 and was subsequently made an Honorary Life Member for his efforts, with three other Directors, to save the organisation from closure.

Wanting to support the community as well as his profession, John became President of Artarmon Progress Association 1998 to 2001 and supported high school education through the Dubbo High School ex-students Bindyi Club, spending 24 years on this Committee resulting in being made an Honorary Life Member in 2019. He was a founding Committee member of Esse Quam Videri Foundation and is currently on the Committee of Artarmon Village Inc, a local chamber of commerce.

John Peacock reflects on his years of volunteer service. "I came from a family of joiners, so it was natural to become involved with relevant causes during stages of my life. Both my grandfathers were Honorary Life Members of their RSL Sub-Branched, so they set a good example as did my parents," said John.

*"John had established himself as a significant force for good in the world of associations. I have come to admire and respect what John has done, especially as a leader in helping associations when there were few if any in this field in Australia. It takes a lot of courage and skill to be a successful pioneer."*

Stephen Harrison AO, former CEO, Institute of Chartered Accountants

*"How John has shaped professional associations over the last decade has, and will continue to have a lasting impact on their good governance and ability to learn from each other."*

Sue Woodward, Head of Not-for-Profit Law, Justice Connect


*"John Peacock has made a sustained and unmatched contribution to association management in Australia. He has achieved success through his genuine passion for the sector, his people skills, his energy and hard work."*

Julian Ledger, former CEO, YHA Australia



John's hard work contributing to development of the associations sector formally started with the establishment of consultancy NFP Analysts in 2001 and expanded when he set up Associations Forum in 2004. Associations Forum now has around 600 associations as members, employs 16 people and its education hours received tally is now 130,000 hours. Associations Forum has pioneered numerous services, events and processes to assist associations, particularly in planning and governance, and initiated the flagship Associations Forum National Conference plus the widely respected ASSOCIATIONS magazine and Association Awards.

"I believe the freedom to associate is a core tenet of democracy and fundamental to civilised societies. The role of Associations Forum is to assist many associations be better governed and run. I'm proud to start an enterprise and lead a team that has given so much practical advice to many associations in twelve nations," said John.

Congratulations John on this honour and thank you for your lifetime of service to associations in Australia and overseas. 

*"There are many in the NGO and NFP sectors who owe a debt of gratitude to John's leadership and perseverance in bringing focus and priority on issues which without his drive and energy would lose national relevance."*

David Templeman, CEO, Australian Council of Deans of Education

*"John has made an enormous contribution to many associations across the nation and internationally - and by extension a most positive impact on our communities and society generally."*

Chris Champion, National President, Engineers Australia

*"John's contribution to and support of our sector has been consistent and passionate and has helped associations in countless ways to fulfil their purpose and support their members. He can take a lot of credit for ensuring that civic society flourishes."*

Judith Fox, CEO, Stockbrokers and Financial Advisers Association

*"John has made an enormous contribution to the sector and we are thrilled he has been acknowledged for this achievement."*

Toni Brearley, CEO, Australasian Society of Association Executives




## TAS announces new Managing Director

Nell Harrison has been appointed Managing Director of The Association Specialists (TAS). Passing the mantle is Francis Child, who will continue to play an important role in the business as Executive Chair. "I am proud of the business and team I have built over the last 20 years. We have stayed true to what we have always been about: client satisfaction and adding value, and I know TAS is in great hands with Nell and her Leadership Team."




Nell Harrison has over 20 years' experience in conferences, events, association management, sponsorship and marketing, and has worked at TAS on all facets of the business for 12 years. She says, "I am honoured to be the Managing Director of a company whose core values are fundamental to what I believe in. I will continue the business focus, delivering quality services for clients and ensuring our team is the best there is, to deliver those services," she said. 

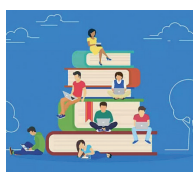
## AACB celebrates 60 Years

The Australian Association of Clinical Biochemistry (AACB) was born on the 26th of May 1961, when 16 visionary individuals saw the need for a professional body in the rapidly developing pathology branch which looks at the chemical composition of body fluids. From the outset the association was home to medically qualified pathologists as well as scientists, a partnership that endures to this day. From 1969, examinations for Membership and Fellowship were established and education and training remain at the heart of their activities. Congratulations on achieving this milestone. 



## Finance Broker Education & Training Australia launched


A new industry association for finance and mortgage brokers has started. Finance Broker Education & Training Australia (FBETA) is Australia's first digital industry association for Finance & Mortgage Brokers. FBETA CEO Shane Reynolds explained the rationale for the new body. "Proper education and training are central to transforming this industry. We believe those with a conflict of interest should not have a role in providing this education, which is why we formed the FBETA as a body independent from the banks and from the aggregators" said Mr Reynolds. 



## ACF merger brings states together

The peak organisation representing professional chefs, cooks and culinary students, Australian Culinary Federation (ACF), successfully brought eight state and territory associations into one national body. Associations Forum assisted by taking thoughts and concepts and developing a discussion paper which allowed the parties to consider in detail the possible benefits and drawbacks of the restructure, suggested next steps and a pathway forward. ACF obtained necessary member support for the restructure process and has begun implementation.



Deb Foreman, CEO, ACF commented on the process. "We thank and acknowledge Associations Forum for the assistance and collaboration with developing the ACF discussion paper. The paper set out clearly and concisely the direction including benefits, disadvantages and timeline to amalgamate our 8 individual associations into one national body. This in turn enabled our members to make an informed vote. We look forward to working with them on our next part of our process to become one national body" said Ms Foreman. 

## AVA's centenary marks a milestone

The voice of Australia's veterinary profession, the Australian Veterinary Association (AVA), celebrates its centenary in 2021. The AVA provides essential leadership on animal welfare issues, contributes to government policy development, lobbies for improvements in legislation, and develops quality assurance programs that relate to standards of care for patients in veterinary hospitals. "From small beginnings, something strong has grown - we can be proud of what the AVA has achieved over the last 100 years, and it's the perfect time to celebrate the achievements of veterinarians and the profession. The AVA is committed to empowering the veterinary profession to thrive by providing a strong and united voice, underpinned by a focus on support, education and community", said Dr Warwick Vale, AVA President. 




### REGISTER NOW

Associations Forum National Conference 2021  
CENTREPIECE at Melbourne Park, Melbourne  
6-7 September 2021



## ADOHTA unifies

At its AGM held virtually on 15 November 2020, Australian Dental and Oral Health Therapists' Association Inc (ADOHTA) members resolved to endorse the transfer of ADOHTA to a company limited by guarantee and also approved the constitution for the company. These resolutions signify the final stages of the restructure of ADOHTA into a single-entity association.


The restructure process began in early 2018 when the volunteer leaders of the then 8 separate ADOHTA associations agreed to review the federated structure. After significant consultation with their members and assistance from Associations Forum, each State and Territory association agreed to restructure and eventually were wound up. Dr Nicole Stormon, President, ADOHTA commended the restructure. "By having one unified voice for Dental and Oral Health Therapists, we will be able to better support and promote the profession nationally. It's been a two-year journey involving many volunteer hours. I commend the National and Branch Committees for their leadership throughout and am grateful to the members, as well as to Associations Forum for their valuable input along the way" said Dr Stormon. 



## External Review conducted for Central NSW Business HQ

Associations Forum conducted an organisation-wide External Review of Central NSW Business HQ in the second half of 2020. Based in Orange NSW, Central NSW Business HQ is a 'business enterprise centre' that delivers government-funded advice programs to prospective start-up entrepreneurs and current owners of businesses. Programs offered include Business Connect, Australian Small Business Advisory Services and New Enterprise Incentive Scheme. Over a number of months, the External Review looked at matters including governance, strategic plan, finances, staff, marketing and programs. 69 recommendations were put to the Board for consideration in the final report.


The External Review was well received by Central NSW Business HQ. Outgoing Chair Bruce Reynolds was appreciative of Associations Forum's professional report and recommendations. "Thanks for a comprehensive report. You have come up with some valuable recommendations and validated the conducting of the analysis," said Mr Reynolds. Similarly, incoming Chair Gary Norton said the report was gratefully appreciated. "I have reviewed the report and must say that it is comprehensive and impressive. I am very happy to support your recommendations," said Mr Norton.

Associations interested in discussing the value of an External Review are invited to contact **Kathy Nguyen** on 02 9904 8200 or [kathy@associations.net.au](mailto:kathy@associations.net.au) 



## Shock as government authority disendorses training by PTC NSW

In early December 2020 NSW Education Standards Authority (NESA) shocked teachers' associations by stating that, "Effective immediately, the new Policy replaces the existing Endorsement of Professional Development Providers and Courses Policy and all NESA Registered PD courses are deregistered." Peak body Professional Teachers Council NSW (PTC NSW) and its member associations were deeply disappointed by this decision.

PTC NSW CEO David Browne said "The quality of the professional learning provided by professional teacher associations (PTAs) across NSW has been devalued and dismissed by this arbitrary decision. The delivery of this new Policy and subsequent deregulation is one of the best examples of how not to manage change, how to isolate and devalue historically sound quality accredited professional learning. This outrageous decision by NESA to deregister authorised providers will dramatically reduce professional learning opportunities. For decades the professional teacher associations of NSW have been offering quality professional learning that has been created and delivered by teachers and based on teacher and school needs". NESA's announcement means that only the NSW Department of Education, Catholic Schools NSW and the Catholic Dioceses, and Association of Independent Schools NSW will be accredited and may assess and accredit courses they deliver in the identified priority areas as NESA Accredited PD. 



## Commonwealth Government advances Deregulation Agenda

The Australian Small Business and Family Enterprise Ombudsman has been working with Hon Ben Morton MP, Assistant Minister to the Prime Minister and Cabinet, on the important issue of deregulation and the Government's New Deregulation Agenda.

The Deregulation Taskforce is currently looking to find ways to regulate effectively at the lowest cost to business. A key part of this work is identifying areas of dual regulatory impost. Businesses often need to comply with regulations covering similar activities at the national, state and sometimes international level, all of these causing costs to business. The Deregulation Taskforce is seeking real world examples where businesses have been overregulated or where regulations have been a hindrance to conducting business, to assist in this project.

For those who would like to be involved please contact the Taskforce at [DeregulationsOverlappingRegulation@pmc.gov.au](mailto:DeregulationsOverlappingRegulation@pmc.gov.au) 





# Meaningful Events: Leading Through Legacy

*Now more than ever, it's important that business events showcase the positive impact associations play in the communities in which we operate.*

At ICC Sydney, we're committed to providing our clients with the most enriching experiences, on every level, long after an event has finished. Our Legacy Program allows clients to forge a connection to our local community and cultivate powerful legacies which encourage change and growth – whether they are social, economic or environmental.

## The Legacy Impact

Through our Legacy Program, ICC Sydney is uniquely placed to provide a positive impact for a broad cross-section of the community. We're passionate about cultivating a long-lasting legacy with every event we host. This may be through driving new partnerships with local organisations, or simply giving back to the community via one of our Program's five streams – First Nations, Creative Industries, Innovators and Entrepreneurs, Generation Next and Sustainable Events. Despite the impact of COVID-19, ICC Sydney's Legacy Program has enjoyed continued success over the last 12 months. In the 2019/20 financial year, we engaged with 61 events and successfully initiated 34 activations, supporting clients on delivering social, environmental and economic outcomes. Events supported through the program ranged from corporate banquets, exhibitions and large-scale international conferences, in addition to hybrid events which evolved as a new format from the pandemic.

Driven by client goals and expectations, Legacy Program activations run in 2019/20 delivered diverse outcomes including:

- ♦ Diverting 6,310kg of event materials from landfill.
- ♦ Sharing industry best practice through site tours and event panel participation.
- ♦ Hosting the inaugural 'Find My Spark' - an immersive experiential learning program for high school students during Spark Festival.
- ♦ Educating and facilitating clients in minimising food waste.
- ♦ Showcasing First Nations and emerging artist performances.
- ♦ Working with UTS's Innovation and Entrepreneurship Unit to provide students with a public platform for their ideas.

## Best in Practice

By engaging with our Legacy Program, associations can be assured that we are providing authentic connections to our city and state as the program has the backing of a solid CSR program at its foundation. In 2019/20, through our CSR initiatives, we committed to purchasing 100% NSW wines, supported 135 regional NSW suppliers, won the global exhibition industry (UFI) Sustainable Development Award and was named the KARI Foundation Partner of the Year.

Our approach has proven broadly successful and is now a defining offering which continues to deliver on our commitments to the local community, from practical measures like offering edible centrepieces which are transformed into meals for the homeless following an event to more innovative solutions like providing Australia's largest EV charging station.

A prime example was the implementation of the Legacy Program at SIBOS 2018, for which ICC Sydney won The Event Legacy Award at the Meetings and Events Australia (MEA) 2019 National Awards. The 7,500 person event set an industry benchmark for waste diversion, community engagement, donations to local charities and delivered an estimated economic benefit of \$40 million to the Australian economy.

Another great example was The Clean Energy Summit 2019. With record attendance, ICC Sydney worked alongside the Clean Energy Council for a second consecutive year, tackling the issue of waste by utilising four waste stream bins in their exhibition area. Single-use cups were also eliminated at all coffee stations to further assist the event's sustainable waste management, saving 5,000 single-use coffee cups from landfill. From day one, the Council had a strong focus on engaging with the next generation of leaders who will one day be the delegates or speakers attending the conference.

Acting as the connection point between the council and future leaders, ICC Sydney provided a platform for students to have their posters displayed in one of the networking areas of the event.




## Moving forward

We are proud that our venue plays an important and positive role in the local and national economies and communities. At full capacity, ICC Sydney attracts 1.4 million visitors through our doors annually and in the first eight months of 2019/20, the venue generated A\$510million in delegate expenditure for NSW and created 2,806 local jobs, demonstrating the ongoing value of the \$1.5 billion development to the local economy and jobs.

Typically, associations are our most significant market segment, making up over 20% of our business. By engaging associations to work in partnership with our Legacy Program, we are working to enhance attendee experiences at events and enabling associations to leave a lasting legacy that can be felt long after clients and delegates have returned home.

To find out more about ICC Sydney's industry leading Legacy Program, visit, [www.iccsydney.com.au](http://www.iccsydney.com.au)

## Nicole Stormon follows Leticia Masters at ADOHTA

Australian Dental and Oral Health Therapists' Association (ADOHTA) has announced the appointment of Nicole Stormon as its new President. Leticia Masters' term as President has concluded and she is delighted to welcome Dr Stormon to the role. "Nicole was appointed as the ADOHTA QLD Vice President and ADOHTA National Secretary in 2017 and in 2019, was appointed the ADOHTA Vice President. Nicole is a natural leader and has been a key driver in fulfilling the core business of the association" says Ms Masters. 




## IPSHA welcomes Paul Clegg as new President

Independent Primary School Heads of Australia (IPSHA) has elected Paul Clegg as its new President, taking over the Presidency from Grant Bock. In 2012, Paul Clegg was the Australian Institute of Management's Sunshine Coast Not for Profit Manager of the Year and State Finalist. He was also a recipient of the Principals Australia Institute's John Laing Professional Development Award, which acknowledged his contribution to the professional development of teachers and other school leaders. "IPSHA prides itself on its inclusive, collegial nature and my team and I will continue to explore opportunities for our members to keep our association relevant and connected in a rapidly changing education space," said Mr Clegg. 



## Gabrielle Caswell to lead ACAM

Australasian College of Aesthetic Medicine (ACAM) has announced a new President, Dr Gabrielle Caswell, who commenced office in December 2020.


"ACAM is a long established college, which is attractive to younger members of our profession. It is exciting to be part of the education of the next generation of cosmetic physicians. Our intent is to represent our members politically and educationally, and to serve their needs as the profession grows" says Dr Caswell. 



## ASORC farewells Michael Iacovino

Australian Society of Rehabilitation Counsellors (ASORC) has announced the retirement from the Board of outgoing director and past National President Michael Iacovino.


Some of Michael's achievements include leading the Membership and Supervision Sub-Committee, assisting with the ongoing review and development of ASORC's strategic plan, getting ASORC registered as a public company limited by guarantee under the Corporations Act 2001, and dedicating time and resources to maintaining ASORC finances, increasing membership numbers and liaising with strategic partners.

"Michael has made incredible contributions to both ASORC and the Rehabilitation Counselling community over the last sixteen years. The Board has expressed their gratitude for his time, dedication, expertise and leadership." said CEO Bernadine Euers. 



## Vittorio Cintio is new AASW President


Australian Association of Social Workers (AASW) has appointed Vittorio Cintio as its new President. Mr Cintio was the Association's National Vice President from 2018-2020 and director from 2010 to 2012.

"As National President I promise to honour our diversity and commitment to social justice. I will work to improve field education, ensure that our private practitioners thrive and that our branches and practice groups are well supported" said Mr Cintio. 



## ADEA elects Tracey Tellam as President


Tracey Tellam is the new President of Australian Diabetes Educators Association (ADEA). Ms Tellam, a Clinical Nurse Consultant at the Ipswich Diabetes Service, has a strong focus on service delivery and the ongoing education of diabetes educators.

Ms Tellam has served on the ADEA Board since 2016 and was Vice President from 2019. "I am passionate about the mentoring and growth of new diabetes educators. I aim to ensure that those living with diabetes receive the right care, in the right place, and in the right time frame" said Ms Tellam. 





## Rohan Braddy appointed new NDS President

The Board of National Disability Services (NDS) has elected Rohan Braddy as its new President. Mr Braddy, who has been a member of the Board since 2010, replaces Joan McKenna Kerr as President of the NDS Board. "NDS is pleased to welcome Rohan to the Presidency and we thank Joan for her many years of loyal service to NDS and our members" said CEO David Moody. 



## PRONIA announces Kris Pavlidis as new President

PRONIA has appointed Kris Pavlidis as its new President. Kris is an accomplished leader and an experienced, passionate advocate for social justice and diversity and has held various leadership positions over thirty years. Kris was appointed to the PRONIA Board of Directors in 2016. She brings to the Board extensive governance experience and skills as an executive and non-executive director. Kris is committed to the principles of PRONIA and the vision for strong leadership, innovation and growth in a climate that embraces change whilst continuing to deliver best practice standard of care. 



## MEA now Chaired by Nigel Collin

Meetings and Events Australia (MEA) has elected a new Chair, Nigel Collin, replacing outgoing Chair Kate Smith. "The new MEA Board is committed to continuing to focus on the needs of our members through these challenging times as we build and strengthen our Association and industry into the future. I thank my predecessor Kate Smith for her service in recent years" said Mr Collin. 




## Matthew Atkin is new CAFBA president

Commercial & Asset Finance Brokers Association (CAFBA) has appointed Matthew Atkin as its new President. Mr Atkin was formerly the Vice President of the broker group and takes over from the former President and "founding father" David Gandolfo, who decided to step down from the Board to make way for new directors. Mr Atkin said he was "humbled" to have been elected president. "Having served as Vice President over the past three years, I am well aware of the task involved, and am very much looking forward to growing the association as the most relevant for commercial finance brokers," said Mr Atkin. 




## RACDS welcomes Professor Meyers to leadership

Royal Australasian College of Dental Surgeons (RACDS) has appointed a new President, Professor Ian Meyers OAM. Professor Meyers is a general practitioner dentist and an honorary professor at The University of Queensland School of Dentistry. He is a Fellow of the International College of Dentists, Academy of Dentistry International and the Pierre Fauchard Academy.

"RACDS congratulates Ian and thanks former President, Dr Paul Sambrook, for his dedicated contribution" said CEO Brendan Peek. 



## Ben Wilson is ENA's new Chair

Energy Networks Australia (ENA) has welcomed Ben Wilson, as the new Chair of the Energy Networks Australia Board. ENA CEO, Andrew Dillon, welcomed Mr Wilson to the role saying he was looking forward to working with the new Chair, "Ben is well known and respected within the industry and has significant experience across gas and electricity networks in Australia and internationally. Ben's appointment comes at an exciting time for our sector as networks continue to be the platforms that enable the decarbonisation of our gas and electricity supplies," said Mr Dillon. 



### BOARD GOVERNANCE TRAINING

Associations Forum's Board Governance Training includes structure, legislation, best practice processes and practical tips to assist the Board in understanding their roles and responsibilities

Contact Kathy Nguyen: [kathy@associations.net.au](mailto:kathy@associations.net.au)

*Presented to an exemplary association that has achieved overall excellence*

# Wes Lambert CEO Restaurant & Catering Australia: Formidable champion for the hospitality industry

*By Annie Zhang, Associations Forum*

*Associations Forum was pleased to announce Restaurant & Catering Australia (R&CA) as the winner of the 2020 Association of the Year at the 2020 Associations Forum National Conference. R&CA is the leading peak body for hospitality, representing over 47,000 businesses and providing them with support, guidance and leadership in policy, industrial relations, government, training.*

CEO, Wes Lambert, has been instrumental in the association's advocacy for the industry and achievements in 2020. Wes came from a broad and varied background prior to becoming CEO of R&CA. He started working in hospitality when he was 14 years old, before going to college to study music, volunteering as a combat medic in the army and coming back to pursue further studies in business and finance. Wes' first role was as an Investment Banker in Restaurant Capital before owning and managing multiple hospitality venues in Asia and the United States.

He then moved to Australia where he served as Executive Director, Secretary, and Financial Controller for Pacific Restaurant Group, Australia's first public, unlisted, Full-Service Restaurant Group which included restaurants such as Kingsleys, ChopHouse, and Jamie's Italian, from 2007 to 2012. He was responsible for their restructure and Initial Public Offering as well as securing the Master Franchise Agreement for Jamie's Italian in Australia and New Zealand. Most recently, he served as Chief Financial Officer and Executive Director for Velocity Group. Prior to this, Wes served on both the R&CA NSW and QLD Boards so the appointment as CEO came as a natural progression.

## Achievements of R&CA in 2020

R&CA is led by CEO, Wes Lambert, supported by Chief Operating Officer, Belinda Clarke, Head of Training and Education, Katrina Higham, Head of Policy & Governance, Tom Green, and Laura McLachlan, Head of Partnerships. The team have over eighty years' combined experience in hospitality, government policy and education. Within R&CA there are two key areas: advocacy and representation of the industry, and a nationally recognised Registered Training Organisation which provides hospitality relevant training solutions. In a year like no other, R&CA continued to stand at the forefront of the industry by providing support, advocacy and education to a sector that was, according to the Australian Bureau of Statistics, the worst hit industry in the Australian economy with job losses of 441,000 at the peak of COVID-19. 93% of the hospitality industry are small businesses and 30% earn less than \$4,000 a week in revenue, so it was extremely important that R&CA's strategic direction and focus was able to help ensure owners and operators remain profitable and sustainable. As the crisis of the pandemic unfolded, R&CA deployed a COVID-19 specific taskforce to engage, connect, and work alongside the State and Federal governments to provide pivotal industry knowledge and

workable solutions for the benefit of the sector. For example, Australia's strong dining culture meant that 36% of meals were found to be eaten out of home. With restaurant closures, the supply chain of grocery stores would not be able to handle the sheer increase in volume of demand. It was thus critical takeaway and delivery was allowed to compensate for dining out restrictions as well as provide an essential service for the vulnerable members of society who could not go out to grocery stores.

## R&CA's key achievements include:

- ♦ Establishing a national policy in March 2020 to enable hospitality businesses the opportunity to pivot and create new revenue streams during lockdown, namely through offering take away food and alcohol as part of their existing licence.
- ♦ Achieving sensible and workable employer/employee flexibility solutions under the Restaurant Award. This change, which would normally take years to achieve, was successful in a matter of weeks.
- ♦ Developing and designing the benchmarked COVID Safe Retail Industry Plan across the country. In particular, Queensland venues opened under the Plan that was developed by R&CA to huge success.
- ♦ Developing and designing the Benchmarked COVID Safe Wedding Industry Plan for functions and catering venues to develop specific guidelines that were adopted to safely open function venues.
- ♦ Advocating fair and genuine financial help for businesses who continued to suffer during the pandemic through Jobkeeper 2.0
- ♦ Working with all states and territories to ensure that the reopening guidelines included the hospitality industry. R&CA received approval for cafes and restaurants to form part of the State 1 reopening guidelines, starting at 10 people per venue as part of the first ease of restrictions.
- ♦ Developing the only industry Association COVID-19 Hospitality Best Practise training in Queensland which was an online digital credential that with competency achieved, learners received a digital badge to prove completion.
- ♦ Launching the Coronavirus Hub which continues to support members and stakeholders with critical information such as fact sheets, templates for stand downs and rent negotiations, mental health resources and more.





“We went into sixth gear and stayed in sixth gear in 2020. Winning the award was a huge thank you to the team, it takes a village to make change.”

### Vision and Strategy for 2021 and Beyond

RC&A's vision is to be the industry warrior, ensuring that a thriving hospitality industry remains part of the fabric of Australian society. The association intends to continue to support and advocate for the members they represent and will be focusing on industrial relations, supporting the passage of the Omnibus Bill, and providing certainty and flexibility to hospitality businesses as they recover.


RC&A will also continue to work on solving the skills shortage problem, which has been affecting the industry since the outbreak COVID-19, due to the loss of skilled migrants, the significant drop in TAFE enrolments and available apprenticeships across the industry.

R&CA are working with the government to allow priority skilled migrants and create micro credentials and short courses to train hospitality interns who are ready to work in weeks. These interns can then build upon that initial education to earn their accredited certifications while they are learning on the job.

### Recognition with the Award

Wes remarked that the Association of the Year Award is an amazing achievement and the recognition is a testament to the hard work of the entire RC&A team. “We were very humbly honoured... We went into sixth gear and stayed in sixth gear in 2020. Winning the award was a

huge thank you to the team, it takes a village to make change”.

He was honoured to be recognised for their service to their members, most of whom had their livelihoods on the line. The importance of R&CA's work for the hospitality industry was reflected in their members' stories and feedback that the advice, resources and advocacy of Wes and his team helped save their businesses and allowed them to keep their homes. 

### Associations Forum congratulates the other finalists:

- ★ Australian Dental Association NSW
- ★ Australian Institute of Mining and Metallurgy
- ★ Australian Psychological Society
- ★ Dawn House Incorporated
- ★ Governance Institute of Australia
- ★ Leading Age Services Australia
- ★ Master Plumbers and Mechanical Services Association of Australia
- ★ Swimming Pool and Spa Association of Australia

*Thank you to Lasercraft for sponsoring this Award.*



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*For successfully turning around an association  
that was in crisis or on the brink of closing down in recent years*



## Australian Marketing Institute

The Australian Marketing Institute (AMI) was awarded the Association Turnaround of the Year Award.

Established in 1933, the Australian Marketing Institute (AMI) is the preeminent organisation for professional marketers and the authoritative voice of marketing in Australia. At the end of 2018, AMI was in a difficult financial position, \$200K in debt and almost unable to pay salaries.

Due to careful, diligent management, excellent new hires and aggressive new business development, AMI completely turned its finances, culture, and approach around, to become a thriving Association once more. Their Chief Financial Officer found areas to drastically reduce overhead costs and the Board recruited a talented new business development manager and membership manager, tasking them with rejuvenating membership by creating corporate membership packages and expanding into the Asia-Pacific.

The changes and initiatives included:

- ◆ A partnership with Australia Post to deliver on three national events. Each event exceeded its registration expectations and was hugely successful.
- ◆ Winning a global tender to provide virtual event and marketing training services to the Indonesian Government.
- ◆ Repurposing the course content for the marketing training service: creating an on-demand product that could be resold to industry professionals, globally.
- ◆ Investing in a bespoke learning management system to support the marketing training course content.
- ◆ Designing and launching a free marketing course for small and medium sized businesses to help them navigate COVID- 19.
- ◆ Creating its new Member Connect Hub to keep members engaged and connected helping them navigate the pandemic personally and professionally.
- ◆ Overhauling its Certified Practising Marketer (CPM) designation helping marketers attain board level credentials and respect from peers.
- ◆ Signing H&R Block, Adobe and Macquarie University as AMI Strategic Partners, creating valuable revenue streams.

During a time of economic and industry uncertainty, AMI has led the industry and transformed the association. It improved its financial position, increased its membership by 31% and social media audience by 100%. AMI is proof that radical turnaround is possible, if the focus is clear and leadership is strong.

Associations Forum congratulates the other finalists:

★ Australian Sonographers Association

★ The Migration Institute of Australia

*Thank you to SMC Conference and Function Centre for sponsoring this Award.*



*Individuals who have made an  
outstanding high-level contribution  
and long-standing commitment  
to an association or associations*



### PAUL NAYLOR, MPA NSW

★ Paul Naylor has been the CEO of the Master Plumbers & Mechanical Contractors Association of NSW (MPA NSW) for 18 years.

★ Paul has served the Association and represented the plumbing industry more broadly with what can only be described as “unsurpassed” passion, dedication and commitment. His knowledge of the licensing regime, Australian Standards, industrial relations and industry training is second to none.

★ Paul recently announced his retirement from his role as CEO but has agreed to serving in a part time capacity to provide technical advice, advocacy and to consult on licensing issues.



### SALLY SINCLAIR, NESA

★ Sally Sinclair was a founding director on the National Employment Services Association (NESA) Board and elected as inaugural Chair. In June 2001, Sally was appointed to the role of CEO of NESA. Sally has over 3 decades experience in employment services. With a deep commitment to collaboration and working for the collective good, Sally has been a strong industry leader and was instrumental in establishing the employment services sector's association.

★ During her time as CEO, Sally has led the development of the organisation with clear objectives to deliver strong services to and on behalf of NESA members.

## Constitution Review

Associations Forum is able to make changes or rewrite constitutions and identify matters for reconsideration such as clarity, membership definitions and Board composition.

Please contact **Kathy Nguyen:**  
[kathy@associations.net.au](mailto:kathy@associations.net.au)



## Surveying & Spatial Science Institute (SSSI): FireWater Map-a-thon



The Surveying & Spatial Science Institute (SSSI) was awarded the Association Achievement of the Year Award for their FireWater Map-a-thon project. This Map-a-thon focused on bushfire preparedness and the geospatial community was called upon to assist in the mapping of static water infrastructure. This initiative demonstrated how SSSI was able to bring together the geospatial community, private industry and government to gather meaningful data which will assist in preparing for the upcoming bushfire season.

The focus of the SSSI FireWater Map-a-thon was to map swimming pools, water tanks and dams and the data collected from the Map-a-thon was used for two purposes:

- 1 To create a web application called FireWater, which shows how low-cost, long range radio technologies (LoRaWAN) and open GIS mapping systems can be used to provide real time water source data to on-the-ground fire crews. It also incorporates a journey planning functionality, to direct fire crews to nearest available water sources. The data collected during the SSSI FireWater Map-a-thon on static water infrastructure is used in the App.
- 2 To assist the surveying and spatial volunteer community to collect data on static water supply infrastructure. Data collected assisted in improving the accuracy and completeness of the foundation spatial data used by emergency management.

The Map-a-thon ran for 24 hours to accommodate all the various time zones and people could map for as long as they wanted to. SSSI were proud to report that they mapped around 34,684 various static water infrastructure features over 450,000 hectares across the seven project sites, one of the largest Map-a-thons ever held in the Australasian region.

Associations Forum congratulates the other finalists:

- ★ Australian Dental Association NSW
- ★ Australian Pipeline and Gas Association
- ★ Down Syndrome Association NSW
- ★ Independent Tertiary Education Council Australia
- ★ Master Builders QLD
- ★ Myotherapy Association Australia
- ★ Pharmacy Guild of Australia
- ★ Speech Pathology Australia
- ★ Swimming Pool and Spa Association of Australia

*Thank you to Clade Solutions for sponsoring this Award.*



### ROB MCGUIRK, YHA

★ Rob McGuirk is a leader in the associations sector and field of youth tourism, having volunteered for 30 years as a director, including being the past Chair, of YHA in Australia - a not-for-profit organisation with over 400,000 members, and 50 youth hostels.

★ Rob places the highest ethical focus on good governance, having served on YHA's Audit & Risk, Nominations & Remuneration, and Election Committees, ensuring they run with transparency and high levels of scrutiny.

★ A lasting legacy of Rob's will be his guidance to YHA over a nearly a decade, through several state-based mergers, to unify seven individual Boards into a larger national entity: YHA Australia.



### JULIE SATUR, ADOHTA

★ Professor Julie Satur is a Dental Therapist and a life member of The Australian Dental and Oral Health Therapists Association (ADOHTA). She was a founding member of the Australian Dental Therapists Association (1989-2004) and led the redevelopment of the ADTA to form the association in its current structure as ADOHTA in 2004.

★ During her time on the executive of the Association, she led several ground breaking policy and advocacy projects. Professor Satur developed for ADOHTA an international peer reviewed journal for the profession, which remains the only one in the dentistry profession. She has chaired ADOHTA's International Conference Program in 2006, 2009, 2015 and 2018.



### THOMAS KAUFHOLD, RIMPA

★ Thomas Kaufhold is Chair of the Board of Records and Information Management Professionals (RIMPA) and exemplifies the high level of contribution and commitment that an individual can give to their profession with over 45 years involvement with the association.

★ Thomas has made significant contributions to the growth of the records and information management profession through his involvement in the ACT Branch Council, Federal Board and the work that he has done to help promote the education, course development and progression of the industry as a whole.

★ His contributions to RIMPA have been instrumental in providing the association with sound advice, direction and leadership over the years.

# Whether to Incorporate under Commonwealth (as CLG) or State/Territory Legislation (as Inc)

Volunteer leaders and professional managers of associations in Australia need to consider options and be aware of the advantages and disadvantages of incorporating associations as either an:

- ♦ Incorporated association (Inc) under a state or territory Associations Incorporation Act or
- ♦ Public company limited by guarantee (CLG) under the Corporations Act 2001 (Cth)

The scale and location of activities of an association are key factors in deciding which method of incorporation is preferable:

- ♦ If an association operates with a relatively small turnover and within one state or territory only, incorporating under the Associations Incorporation Act of that state or territory may be appropriate
- ♦ If an association is or seeks to become a significant national organisation or operate across state and territory borders, incorporating as a CLG under the Corporations Act is likely to be more appropriate.

Importantly, associations incorporated under state or territory legislation often consider their circumstances and change to be a company limited by guarantee under the Corporations Act. Associations Forum would welcome the chance to discuss these matters further with Boards and Committees of associations.

As a general rule and depending on circumstances, Associations Forum sees advantages in initial incorporation under or transfer to incorporation as a company limited by guarantee under the Corporations Act:

- 1 State and territory Associations Incorporation Acts are designed to facilitate incorporation of smaller, geographically restricted entities akin to "clubs"
- 2 Companies limited by guarantee operating interstate do not require an Australian Registerable Body Number (ARBN)
- 3 The Corporations Act is widely and readily understood across Australia
- 4 The Corporations Act is more robust law that can consider most issues arising regarding the governance of an entity
- 5 There are clear rights of members and clear obligations on directors laid down under Corporations Act.
- 6 The (company) secretary of a CLG can be located in any Australian state or territory
- 7 ASIC, the regulator for the companies limited by guarantee that aren't charities, can easily accommodate large turnover and geographically-spread associations

Please contact Kathy Nguyen for more information at [kathy@associations.net.au](mailto:kathy@associations.net.au). 



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# P&C Federation NSW: A voice for the future of education

*The Federation of Parents and Citizens Associations of New South Wales (P&C Federation NSW) is a not-for-profit, peak body organisation for P&C Associations that aims to provide a valuable and significant contribution to school communities and support for public education. P&C Federation has a volunteer Board and paid staff.*



2020 was a challenging year for NSW P&C members and the P&C Federation reacted swiftly to assist with the rapidly changing and uncertain circumstances. With COVID-19 restrictions, the members were unable to meet on school grounds, restricting fundraising, impacting on the financial position of P&C Associations. Many members also struggled to keep volunteer programs afloat during this time. To support their members, P&C Federation offered membership fee relief to members who were financially impacted. Further, P&C Federation advocated for an enabler within the P&C Association constitution to allow the holding of virtual meetings. These changes had to be approved by the NSW Minister for Education. P&C Federation also negotiated discounted Zoom licences for their members to support P&C Associations to hold these meetings.

Access to timely information and training proved to be a challenge for members. This prompted P&C Federation to launch a webinar program to provide ongoing support, information and training. This became a welcome opportunity for members around the state to connect with each other, share experiences and have relevant, timely and accessible information regarding the changing circumstances.

The support of volunteers is an integral part of P&C Association operations. They organise many vital school activities from uniform shops to school canteens, coordinate finances and applications for grants, and assist with the running of school events, fundraising activities and after school hours care.

P&C Federation 2020 Member Survey found that over half of the P&C volunteer Office Bearers have less than 2 years' experience in their relevant position, indicating a strong need for P&C Federation to provide ongoing support and advice for volunteers new to these roles. Many members also said that they take up P&C Federation

membership to access support, information and governance advice. Members indicated that they wanted increased face to face contact with P&C Federation staff at a local level. This is a challenge for a small organisation that supports members across NSW major cities, regional and remote communities and will form part of P&C Federation's strategic direction planning for 2021.

2021 is set to be an important year for P&C Federation. It will hold its election for councillors and Delegates for a new Board which will be in place July this year. A membership renewal campaign is planned from June. In March 2022, P&C Federation will celebrate its 100-year anniversary, a momentous occasion.


P&C Federation is committed to their mission to empower P&C Associations and to promote and enhance public education in NSW. They will continue to be a voice for vibrant and inclusive public school communities. 

Photo: Tim Spencer, President, P&C Federation NSW

## P&C Federation NSW Facts

Established in 1922, and incorporated in 1976 by an Act of the New South Wales Parliament, the organisation has over 1700 P&C Association members, around 6000 office bearers, and a large community of parents and carer volunteers.

P&C Federation is committed to maintaining a free public education system which is open to all people irrespective of culture, gender, academic ability and socio-economic class. It represents the voice of parents through councillors and delegates. P&C Federation also provides a range of services including public liability insurance cover and other insurance options, resources and assistance to P&C Associations.


## Association salary changes in 2021 announced

*Wentworth Advantage and Associations Forum are in the 13th year of producing a dedicated salary resource for professionals and Board members in the association sector. The comprehensive 90-page report highlights salary and employment trends throughout the associations sector and identifies emerging market trends and business changes. There are twelve positions examined in detail in the report.*

### Key Findings

- ◆ Changes in remuneration were more modest than in previous years, regardless of whether salaries rose or fell.
- ◆ HR Manager positions received the largest total salary package increase.
- ◆ Policy Managers recorded the largest total salary package decrease.

The 90-page Associations Salary Survey 2021 can be purchased for \$190 (NFP members) and \$490 (NFP non-members).

Association Forum CEO, John Peacock, and Wentworth Advantage's General Manager, Mark Werman, say they were proud to produce a dedicated salary resource for professionals and Board members in the associations sector. "As we emerge from lockdowns and return to the new normal, we trust this important salary data will benefit and strengthen the not-for-profit sector by providing data to allow associations to make important decisions regarding staff remuneration for the near future and enhance market opportunities." 


# UITPANZ becomes CLG with new constitution

UITPANZ (International Association of Public Transport Australia New Zealand) represents the interests of over 65 local member organisations across the region, to further the development and advancement of public transport policy, planning and operations. UITPANZ was incorporated in 1990 under the Associations Incorporation Act 1991 (ACT). Since then, the constitution has not had a major review and therefore was outdated and required clarification in some key areas such as membership rights and the board election process. Associations Forum was engaged to assist this restructure project. This provided the ideal opportunity to also consider transferring UITPANZ's incorporation to the Corporations Act 2001 (Cth) as a company limited by guarantee (CLG).

After extensive consultation with the membership on the proposed changes, a new constitution was developed and subsequently approved by members at the AGM held on 25 November 2020.

The establishment of the Nominations Committee and the option to appoint an Independent Chair are exciting new aspects of the new governance structure.

Executive Director Michelle Batsas was pleased with the outcome.


"The new constitution provides a strong foundation from which UITPANZ can continue to serve the members and champion our mission of sustainable urban mobility. The Board is appreciative of the work of the Governance Committee with guidance from Kathy Nguyen, Associations Forum" said Ms Batsas. 

## Association Events Survey 2020 results announced

*The Association Events Survey examines association events, trends within the associations event sector, and how association events are run and produced. This special edition of the Association Events Survey sheds light on the impact of COVID-19 on association events.*

### Key Findings

- ◆ Almost half of the survey respondents reported a decrease in hours worked on events
- ◆ A majority of the survey respondents utilised Zoom to run their virtual events
- ◆ Over half of the survey respondents reported a shift to running events online.
- ◆ Other respondents stated they were running hybrid events, had cancelled their face-to-face events, or had made plans to resume face-to-face events once restrictions had lifted.

Associations Forum General Manager, Fatima Sunderji, says 2020 was initially devastating for associations yet they responded tremendously. "This year, events were heavily impacted by the COVID-19 pandemic and associations successfully moved swiftly to virtual and hybrid models", said Ms Sunderji. 

ADVERTORIAL

# 2021: Let's Make It the Year To Remember

*It has been said of 2020, "Wow. The year to forget." \* (\*By everybody!)*

2020 put enormous pressure on associations to engage with members; and wasn't that evident when it came time for conferences, AGMs and crucial recognition events like award ceremonies? So, let's bounce back and make 2021 the year to remember: to remember that being part of an association means finding strength in numbers. To remember that as a member, 'you are not alone' and that others also share your challenges, hopes and successes. And just because we cannot be in the same room, doesn't mean we can't still build meaningful connections... and have a good time!

For your next event, treat your members to an energetic, fun-filled time they'll remember for all the right reasons.

As well as a TV host, producer and emcee, Michael Pope has been the TV industry's go-to warm-up guy: bringing audiences together, uniting them in a common focus (sounds a lot like an association, right?). He's also spent 30 years in corporate events, working with associations like yours to create unforgettable events. From AGMs, galas and conferences to award nights or spontaneous Friday night drinks, Michael knows how to bring people together - virtually or in person.



From initial concept and planning, or just taking the reins on the day as your host, Michael will have your guests feeling like valued members of the community you've worked so hard to build.

*"It is rare to find an MC as committed, engaging, clever, nimble, indefatigable, entertaining, and appropriate as Michael. One of the best tourism conferences in Victoria, ever, would not have been as good if not for Michael."*

— Victoria Tourism Industry Council

*"Michael was the MC at our annual conference. He was AMAZING!*

*He genuinely engaged with our members and delighted them with his industry knowledge and interest in their businesses. We will be using him again!"*

— CEO, Victorian Caravan Parks Association

Remember: Associations provide leadership, education, power in negotiation and connectivity – benefitting members both professionally and personally. This year is the time to remind them of this.

Michael Pope stands by to help.

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www.michaelpope.com.au 



**Scan to see Michael in action!**



# Border closures: Problems for meetings and events

By Annie Zhang, Associations Forum

Uncertainty around domestic travel border closures in Australia has caused continuing problems in the meetings and events sector. The lack of clarity and consistency regarding interstate border restrictions has resulted in event numbers remaining low, with millions of dollars of total business lost in the industry in 2020, as face to face events are still being replaced with virtual activity which provides minimal long-term, economic benefit.

International Convention Centre Sydney CEO Geoff Donaghy is concerned about borders. "The closures are severely impacting the confidence of potential delegates to travel interstate to attend a business event. We won't see a meaningful increase in event numbers until we get full and unfettered travel" said Mr Donaghy.

The COVID-19 crisis has offered, and in most cases forced, an opportunity for the business events sector to adapt current methods which include holding virtual events, to build a resilient and more sustainable industry that will ensure the long-term viability of the sector. The industry is optimistic for the future of events, with Melbourne Convention Bureau CEO Julia Swanson commenting that there has been a continued appetite from association executives to plan for in-person meetings. "As the past year has shown, it's difficult to

predict if border closures will be required to slow the spread of future outbreaks. Our dedicated convention servicing team provide bespoke end-to-end event delivery support to ensure the planning process is as smooth as possible and our clients can continue to host their future events in Melbourne with confidence" said Ms Swanson.

Association of Australian Convention Bureaux (AACB) Andrew Hiebl CEO says AACB has pivoted its focus and resources throughout 2020 to directly assist the Business Events Council of Australia (BECA) in delivering aligned priorities for the industry.

"Our successful collaboration has enabled the business events industry to speak with one voice and engage constructively with Government, which added weight to the importance of the JobKeeper extension and the Government's \$50 million business events support package" said Mr Heibl.

"The focus going forward must be one of driving confidence if the industry is to recover, prevent further business closures and sustain jobs. 2021 will be a year of continued collaboration and consolidation to restart the industry, build confidence in demand, and support the supply chain."

## Conference and Exhibition Insurance

### Would you travel without travel insurance?

Travel insurance won't cover COVID-19, but all the reasons that people purchased travel insurance before the outbreak occurred are still valid. The same is true when it comes to insuring your conference or exhibition.

What if there is an airline strike, a localised transport strike, a major weather event, your guest speaker doesn't show up, the venue is damaged and unavailable, a bushfire breaks

out, there is a power failure, there is a loss of your video link, there is a protest, a volcanic ash cloud, equipment is damaged or stolen, damage is caused to the venue, exhibitor's goods are stolen or someone falls over and sues?

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# New membership and Board structures following IGEA and GDAA merger


*By John Peacock, Associations Forum*

Further to the announcement in the April 2020 edition of ASSOCIATIONS, Game Developers Association of Australia (GDAA) has merged into Interactive Games and Entertainment Association (IGEA), resulting in an association that represents a wider span of the interactive games industry.

The merger follows years of collaboration between the two associations and has strengthened the game development industry in Australia with the combined skills, programs and resources of the two organisations. Gaming industry participants include platform holders, publishers, developers and distributors. The size of these organisations ranges from small entrepreneurial solo operators to household name multinationals – and that raised special considerations for the restructured association. IGEA CEO Ron Curry says it was important to maintain active high-level engagement from the major players in the industry. “The big three platforms of Microsoft X-Box, Playstation and Nintendo who, along with key international publishers, needed to ensure positions on the Board were available for them” said Mr Curry.

The new constitution includes Appointed Directors, Elected Directors and Invited Directors on the Board and also has space reserved for a New Zealand Director to ensure a voice from all sub-sectors are represented.

Ron Curry said membership criteria were developed to ensure that businesses with a larger stake in the games industry have a commensurate position in the association. “Whilst we welcome and service all games industry participants, the new constitution stipulated that Full Members needed annual turnover of AUD\$1million” said Mr Curry. “We fully encourage micro enterprises to join, but it is realistic to give weighting to sector leaders.”

Associations Forum congratulates IGEA on the expansion of the scope of their association whilst being realistic about the balance that needs to be struck between major participants, mid-size members and upcoming development members. 



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# Remuneration in the COVID Era: Associations fare fairly!

*2020 was a year unlike any other in recent history as the global community collectively scrambled to adjust to rapid changes brought on by the outbreak of the COVID-19 pandemic. Arguably, some of the most challenging quandaries society faced were economic and employment related. For this reason, Wentworth Advantage – in partnership with Associations Forum – recognised the value of conducting the Associations Salary Survey 2021.*

This significant resource – which provides invaluable remuneration data for not-for-profit organisations with a specific focus on membership-based associations – was all the more important this year as it provided key information for associations on how their peers responded to the pandemic and gave direction for approaches to staff remuneration moving forward.

More so than any other year in the survey's history, it was critical to collect information about environmental conditions impacting associations. Whilst it is always important to situate remuneration in the overall context of market conditions, it is undeniable that the coronavirus presented a common challenge for all organisations in Australia and across the world.

To acknowledge this, participants were asked to provide additional information for this year's edition pertaining to internal structural changes and access to Government support. Although it cannot be said that this information is causally linked to remuneration practices, it is reasonable to assert that these conditions have a connection to the changes observed in remuneration.

## What changed in 2020?

For this year's edition, it was identified that it was crucial to obtain specific information pertaining to organisational restructures and access to Government support to address the impacts of the pandemic – in addition to the usual demographic data.

Therefore, organisations were asked questions around:

- ♦ Reductions in working hours;
- ♦ Stand downs;
- ♦ Redundancies;
- ♦ Changes to their membership base; and
- ♦ Access to the JobKeeper scheme

## What did we learn?

The results of this year's survey demonstrated that associations fared quite well - all things considered. Consistent with economic data that has now been released, associations did an impressive job of coping with adversity and recovered quickly following mass lockdowns.

A total of 261 organisations responded to the 2021 edition of the survey, with 85% of participants identifying as professional or industry associations.

Across all surveyed positions, remuneration rose by an average of 1%. Though considerably more modest than last year's 4.7% increase, it was encouraging to see that remuneration did not, on average, decline.

The HR Manager position saw the largest percentage increase in remuneration – being 7.9%. The average total salary package for the position in 2021 was reported as \$136,500. COVID brought with it a multitude of issues, particularly from a workforce management perspective. HR managers justifiably saw an increase in their remuneration as recognition for dealing with these workplace challenges.

At the opposite end, the position of Policy Manager saw the largest overall decline in remuneration at 5.3% and the average total salary package fell approximately \$8,000. It is more difficult to form a hypothesis on the reasons for these changes, but they may be a reflection of shifting priorities.


The increase in the average total salary package for the position of Events Manager was unexpected, as lockdowns forced events to be cancelled. We cannot conclusively determine the reasons behind this, but it may be explained by the fact that events professionals were forced to innovate and find new ways to reach members.

The percentage of associations that reported reductions in working hours, stand downs and redundancies was far more conservative than most would have anticipated. As the year progressed, access to JobKeeper also fell. All these factors combined suggest that while associations may have initially been hit hard by the pandemic, they were able to quickly turn things around. This was reflected in reported remuneration practices.

## Where to from here?

To maximise the value of this year's Associations Salary Survey for your organisation, we encourage you to take the following actions:

- 1 Secure a copy of the Associations Salary Survey
  - ♦ Cost for members of Associations Forum who contributed salary data: Free
  - ♦ Cost for members of Associations Forum who did not contribute salary data: \$190
  - ♦ Cost for non-members of Associations Forum: \$490
- 2 Review the report to benchmark your staff remuneration against Associations Salary Survey data
- 3 Contact Wentworth Advantage on (02) 8448 3200 if you have any questions or comments

Benchmarking staff remuneration is critical for attracting and retaining talent. By utilising the remuneration information in the Associations Salary Survey, you will be setting your association up for success! 

## Vale Michael Apps



Executive Director of Bus Industry Confederation Inc (BIC) **MICHAEL APPS** passed away on 26 December 2020 after a long and courageous battle with cancer.

National Heavy Vehicle Regulator CEO, Sal Petrocchio, said Apps was a leader and advocate for a safer and more productive bus industry, "Right from the early days of the NHVR, Michael was knocking on our door with a strong agenda for reforms across the bus industry and public transport. Despite battling illness recently, he continued to push for solutions for the bus industry right through the Covid disruption period. Michael was at helm of BIC for almost two decades and before that the ATA and in that time he was a friend and sounding board for many of us" said Mr Petrocchio. Associations Forum sends sympathy to the family of Michael Apps for their sad loss.

## MPA NSW's Paul Naylor announces retirement



The President of the Master Plumbers and Mechanical Contractors Association (MPA), NSW Callum

McKay has announced that after eighteen years of dedicated service, **PAUL NAYLOR** has retired from his role as CEO. Mr. McKay said "Paul has served

the Association and represented the plumbing industry more broadly with what can only be described as "unsurpassed" passion, dedication and commitment. His knowledge of the licensing regime, Australian Standards, industrial relations and industry training is second to none," said Mr. McKay.

## Natalia Vukolova departs RANZCR



The Royal Australian and New Zealand College of Radiologists (RANZCR) has announced the departure of its CEO, **NATALIA VUKOLOVA**, after more than seven years in the role. Mark Nevin,

previously RANZCR's Head of Policy and Advocacy, will serve as interim CEO for 12 months while the Board chooses a permanent replacement. RANZCR President, Dr Lance Lawler said, "Ms Vukolova had served the College with distinction, reorganising its management systems, strengthening engagement with government and the membership, and helping to build its international reputation as a leading medical college".

## Robyn Johnson moves on from MEA



Meetings & Events Australia (MEA) has announced that CEO, **ROBYN JOHNSON**,

has resigned from her role and will be relocating to the NSW South Coast. Kate Smith, MEA Chair of the Board, commended Ms Johnson's work, "On behalf of

the Board, branches, partners and members, we are grateful to Robyn for her tireless work and passion as CEO. She has re-engaged our members, partners and the broader industry during her four years and the programs and services created are greatly valued."

"It has been a privilege to work with the MEA membership and stakeholders and I am extremely proud of what has been achieved on behalf of our industry," said Ms Johnson.

## Departure of Christian Capper from Associations Forum



Associations Forum's Chief Operating Officer, **CHRISTIAN CAPPER**, resigned in December 2020 after 5 successful years. Christian was involved in

overseeing a broad spectrum of activities including events, marketing, human resources, benchmarking

projects, database and website development, member services and new projects. CEO John Peacock paid tribute to Christian's contribution to the organisation. "Christian's resignation is a loss to Associations Forum. He performed the COO role well through reliably getting results and ensuring a smooth running and harmonious team. We understand Christian's desire to seek new challenges and wish him well for his future career in business," said Mr Peacock.

## Jonathan Smithers is new CEO of Arthritis Australia



The Board of Arthritis Australia has appointed **JONATHAN SMITHERS** as their new CEO. Chair of the Board, Kristine Riethmiller said, "Jonathan brings a wealth of talent and experience to the role from the not-for-profit sector. His skills in organisational

management and strategy coupled with high level stakeholder engagement will lead us to the next level as we move forward with implementation of the National Strategic Action Plan for Arthritis." Jonathan remarked, "I am really looking forward to using my experience and skills in an organisation which already does great work to support people living with arthritis... this role is critical in enabling Arthritis Australia to improve lives."

## STRATEGIC PLAN REVIEW

Associations Forum uses our experience to advise whether a plan is practical, straightforward and useful in guiding both big picture, long term and day-to-day decisions.

Contact Kathy Nguyen: [kathy@associations.net.au](mailto:kathy@associations.net.au)



## Jay Redden takes the helm at HIMAA



Health Information Management Association of Australia (HIMAA) has appointed **JAE REDDEN** as their new CEO. She is the former CEO of Medical Journal of Australia publisher AMPCo. Ms Redden has experience both in professional membership-based organisations and providers of health information, having been a board member of the Australasian College of Paramedicine and holding senior roles with the Royal Australasian College of Physicians, Association for Tertiary Education Management and Elsevier Health. 

## AAMT announces Allan Dougan as new CEO



The Australian Association of Mathematics Teachers (AAMT) has appointed a new CEO, **ALLAN DOUGAN**. He brings a wealth of experience in Mathematics education to the role. In 2017, Mr Dougan took the role of Global Head of Education for 3P Learning, a role which saw him present professional learning across the globe and develop a strong knowledge of current educational practices, curricula and pedagogy worldwide. 

## Carolyn Campbell steps down at Netball NSW



The Netball NSW Board has announced the departure of longstanding CEO, **CAROLYN CAMPBELL**. In her time as CEO netball has seen exponential growth across the state and with record registrations in excess of 115,000 members last year. Netball NSW President Louise Sullivan expressed her thanks to Campbell on behalf of the Board: "Carolyn has made an outstanding contribution as CEO over nearly 15 years and leaves netball in a very strong position from grassroots right through to the elite". 

## Margery Evans appointed new CEO of ISA



Independent Schools Australia (ISA) has appointed **MARGERY EVANS** as their new CEO. Ms Evans has most recently been Academic Director of Aga Khan Education Services, overseeing academic standards and reform across a network of over 200 schools and 95,000 students in multiple countries throughout the developing world. ISA Board Chair, Mr Michael Jones OAM, is pleased with the appointment. "I am delighted to welcome Margery into this key leadership role. She brings to ISA a wealth of experience and expertise in Australian schooling, education and government policy relations; and she is highly respected within the national education community" said Mr Jones. 

## TH Gaynor is AITD's new CEO



Australian Institute of Training and Development (AITD) has appointed **TH (TERRI-HELEN) GAYNOR** as their new CEO. After starting out in training and development, Ms Gaynor has had an extensive career providing operational management and strategic leadership throughout Asia Pacific. Jane Calleja, AITD national president, stated, "We are delighted to welcome T-H as our new CEO and look forward to drawing on her extensive business experience to drive the organisation forward and achieve our strategic goals." Speaking about her appointment at AITD, Ms Gaynor added, "I'm looking forward to working with the talented team at AITD, meeting our members and taking the organisation to the next level." 

## Association Sector Changes

**BERNADINE EUERS** appointed CEO of Australian Society of Rehabilitation Counsellors, replacing long standing CEO Cristina Schwenke who is retiring.

**TANYA BUCHANAN** appointed CEO of Cancer Council Australia

**MARILENA SALVO** has moved from Australasian Society for Infectious Diseases to Australia and New Zealand Society of Nephrology

**ALEX PETERSEN** is moving from Biometrics Institute to Rehabilitation Medicine Society of ANZ

**JACK HEATH** appointed CEO of Philanthropy Australia

**DAVID ALI** appointed CEO of Motor Neurone Disease Association

**MICHELLE ROSE** appointed CEO of Association of Rotational Moulders Australasia

**JANE SIEBUM** appointed CEO of Freshcare

**REITH PARKER** appointed CEO of Red Meat Advisory Council Board

**JANE LOVELL** appointed CEO of Victorian Farmers Federation

**JOHN PRESTON** appointed CEO of The Brewers Association of Australia

**ROHAN BUTLER** appointed CEO of Holstein Australia

**NATALIE MCDONALD** appointed CEO of Quantum Support Services

**ANNE DAVEY** appointed CEO of Massage & Myotherapy Australia

**SCOTT WILLIAMS** appointed CEO of Air Conditioning & Mechanical Contractors' Association

**BRETT DALE** departs position as CEO of Motor Trade Association Queensland

**PHIL SUTHERLAND** departs position as CEO of Civil Contractors Federation South Australia

**MARIA BRETT** departs position as CEO of Psychotherapy and Counselling Federation of Australia

## NEW LEADER MENTORING

Associations Forum provides mentoring to give context, knowledge and encouragement to a new Chair, CEO or senior manager.

Contact Kathy Nguyen: [kathy@associations.net.au](mailto:kathy@associations.net.au)

# Australian Organic Limited's pathway to domestic regulation

Australian Organic Limited (AOL) has spent the past 18 months working with the government and broader industry to establish a clear pathway to an enforced domestic standard for Australia's \$2.6 billion organic industry. AOL is the leading peak industry body that aims to promote the commercial and social interests and protect the integrity of the certified industry.

The Organics Industry Advisory Group was appointed by the Department of Agriculture, Water and Environment in December 2020 to facilitate the creation of a nationwide regulatory framework.

The group will review whether the current domestic regulatory framework is suitable for purpose and was created to undertake further research into the potential of improving current regulations to assist in the development and growth of the organic industry.


Unlike many other developed nations, currently Australia has no enforced domestic standard, meaning the only way an Australian consumer can have confidence that a product is truly organic is to look for a certification mark. Niki Ford, CEO of AOL remarks, "With no mandatory standard currently in place, industry is being compromised given the lack of consistency for producers. This also leaves exporters in a frustrating and expensive position where they must pay separate fees

to meet specific regulations in each individual customer country."

Regulatory improvements will:

- ♦ Bring Australia in line with the rest of the world
- ♦ Deliver efficiency, consistency and certainty to organic producers
- ♦ Increase organic export opportunities and strengthen market access
- ♦ Reduce regulatory burden and help producers to save money

Niki commented, "Our organic producers are world-leaders in terms of quality and innovative production systems, and this change stands to not only simplify processes, reduce red tape and strengthen market access but to also provide consumers with greater confidence when choosing to buy organically-labelled products. We are incredibly grateful that the Department of Agriculture has committed to reviewing this unusual and limiting situation, and we are confident we can work with government and the broader industry to secure a singular standard once and for all".

Having a more consistent approach to the organic industry will ensure Australia's world class organic standards will continue to grow market access internationally and provide Australian consumers with confidence when choosing products that claim to be organic. 

ONE DESTINATION. | RESIDENTIAL RATE  
ENDLESS POSSIBILITIES. | \$199PP\*

## Residential Rate Includes:

- |  |                                    |
|--|------------------------------------|
| - 1 x night accommodation in a Queen room at the Mercure Penrith | - Venue hire                       |
| - Starter breakfast with barista coffee                          | - Morning tea                      |
| - Full day delegate package in the Event Centre at Panthers      | - Working lunch                    |
|  | - Afternoon tea                    |
|  | - Pads, pens, mints and iced water |
|  | - Flipchart                        |
|  | - Whiteboard                       |

For more information, contact the Events Team on 4720 5511 or email [eventscentre@panthers.com.au](mailto:eventscentre@panthers.com.au)

\*Conditions apply. Not valid during Panthers home games and peak periods. Minimum 20 guests. Not applicable to existing bookings. Subject to availability. Rate of \$199 is based on 1 person.



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# 21 Benefits of Membership



## BRONZE MEMBERSHIP \$750

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

#### 1 ASSOCIATION ADVICE HELPLINE

Associations Forum is able to assist with most day-to-day queries by offering reliable and practical advice. Our advisory team has over 100 combined years of hands-on association experience. We believe that running a membership-based organisation is assisted by having a reliable resource.

#### 2 EVENT DISCOUNTS AND FREE MEMBER ACTIVITIES

Staff and Board directors of Associations Forum members receive substantial discounts on our leading-edge conferences, seminars and workshops. We also run a range of complimentary educational and networking events that allow sharing of information, experience and knowledge in a collegiate environment.

#### 3 SURVEYS ON SALARIES, BOARDS, EVENTS AND MEMBERSHIP

Every year Associations Forum undertakes surveys on salaries, boards, events and membership. Survey results are free to members who have participated in the surveys. Having association sector information allows management and staff to make better decisions based on valid data.

#### 4 SPECIAL INTEREST GROUPS

Special Interest Groups (SIGs) give association representatives the opportunity to discuss key issues with peers through teleconferences and occasional face-to-face meetings. Typical topics include membership, communications, events, advocacy, governance and company secretarial. Participation is exclusive to Associations Forum members.

#### 5 JOBS BOARD AND ROOMS FOR HIRE

Associations Forum members advertising vacancies receive discounts on our Jobs Board - a leading portal for association jobs. Jobs are promoted to thousands in e-newsletters and job alerts. Also, our Rooms for Hire listings are discounted for Bronze members and free to Gold and Silver members.

#### 6 RESOURCES TO HELP RUN YOUR ASSOCIATION

Resources, guides, tools and documents available to Associations Forum members include Board Governance Charter, AGM Guide, Terms of Reference for Finance and Audit Committees, Association Technology Guide and many advisory articles written for immediate practical application within an association.

#### 7 ASSOCIATIONS MAGAZINE AND eNEWS

Our acclaimed print publication, *ASSOCIATIONS*, contains relevant leading-edge sector news and information. It is free to our member organisation staff and directors. The magazine is supplemented by fortnightly e-newsletters containing news, updates, appointments, forthcoming events, member queries, advice and jobs.

## SILVER MEMBERSHIP \$1500

### ■ ■ SILVER AND GOLD MEMBERS ALSO RECEIVE ALL OPTIONS 8 - 14 INCLUSIVE:

#### 8 IN-DEPTH ADVICE ON GOVERNANCE, MEMBERSHIP AND OPERATIONS

Associations occasionally need our detailed **In-Depth Advice** for complicated or controversial aspects of governance, membership or operations. Our experience may help in a variety of unusual situations and scenarios. Up to ninety minutes of verbal discussion and advice is available to assist on challenging issues.

#### 9 BOARD EVALUATION PROCESS

Associations Forum's **Board Evaluation Process** is an online questionnaire where each Board director completes questions on Board clarity, processes and culture. With the results, associations can see whether there is a convergence of opinions within the Board and benchmark with other entities.

#### 10 FINANCIAL BENCHMARKING PROCESS

Associations Forum's **Financial Benchmarking Process** allows participating associations to receive a customised report with financial indicators and ratios compared to a pool of similar de-identified entities. Although associations cannot distribute dividends, this information assists them to make the profits required to survive and thrive.

#### 11 DATABASE USAGE AND CULTURE PROCESS

An effectively used database or CRM is crucial to the successful functioning of associations. Our **Database Usage and Culture Process** provides insight and feedback on how well, widely and wisely associations are using their database. This assists associations to make the most of their investment in technology.

#### 12 CEO EVALUATION TOOL

Associations Forum has developed a simple customisable **CEO Evaluation Tool** to assist Boards in the vital task of CEO evaluation and constructive feedback. The outcome will reassure your volunteer-led Boards that it has the right person leading staff, member services, advocacy and achievement of plans.

#### 13 STRATEGIC PLAN REVIEW

Good plans are vital to ensuring that an association has a clear mission, outlined pillars and measurable activities. Associations Forum's **Strategic Plan Review** uses our experience to advise whether a plan is practical, straightforward and useful in guiding both big picture, long term and day-to-day decisions.

#### 14 MEMBERSHIP, EVENTS OR SPONSORSHIP REVIEW

Appropriate membership processes, member services, activities and supplier engagement are important for all entities with members. Associations Forum's **Membership, Events or Sponsorship Review** advises whether these matters are on target and may offer realistic suggestions for advances, improvements and changes.

## GOLD MEMBERSHIP \$2250

### ■ GOLD MEMBERS ALSO RECEIVE ONE OF OPTIONS 15 - 21 INCLUSIVE:

#### 15 CONSTITUTION REVIEW

Important governance documents benefit from a fresh set of eyes. Associations Forum's **Constitution Review** provides written feedback on constitutions, identifying matters for reconsideration such as clarity, membership definitions and Board composition. We can also be engaged to make changes or rewrite constitutions, policies or procedures.

#### 16 BOARD GOVERNANCE PRESENTATION

It is crucial that Board directors, councillors and committee members know their roles and responsibilities so they can perform well and with confidence. Associations Forum's **Board Governance Presentation** is a highly respected practical training that includes structure, legislation, best practice processes and practical tips.

#### 17 FINANCIAL FUNDAMENTALS PRESENTATION

Directors and managers benefit from Associations Forum's **Financial Fundamentals Presentation** which explains accounting principles, processes, budgeting, roles and reporting and gives practical tips. For people without previous experience with financial training, this presentation provides necessary knowledge and confirms the importance of financial stewardship.

#### 18 SINGLE ENTITY, FEDERATIONS AND MERGERS PRESENTATION

Associations Forum's **Single Entity, Federations and Mergers Presentation** discusses characteristics of single entities, best practice in federations and processes for possible mergers. The way an association is structured at commencement may need to change, and mergers between like bodies can be successful if well managed.

#### 19 OPERATIONS, DATABASES AND TECHNOLOGY PRESENTATION

Technology and platforms are major areas of association expenditure and are commonly discussed by association representatives. Associations Forum's **Operations, Databases and Technology Presentation** is a straightforward session which explains principles and terminology and will assist to clarify options and directions.

#### 20 STATE OF THE ASSOCIATIONS SECTOR PRESENTATION

Associations Forum's **State of the Associations Sector Presentation** gives Boards and staff a motivating and big-picture understanding of associations and explains their context, scale, possibilities and trends. Better outcomes occur when Boards understand the association sector's scale, variety and importance to society.

#### 21 NEW LEADER MENTORING

Associations Forum provides **New Leader Mentoring** to add confidence to a Chair, CEO or senior manager. Taking up a new responsible role can be a daunting prospect, hence having an independent association specialist give context, knowledge and encouragement provides a timely boost to new leaders.

- Membership enables all staff and directors to access member benefits
- Presentations, reviews and mentoring are up to 90 minutes in delivery, analysis or advisory time
- Presentations can be delivered at in-person meetings or via video conference
- Travel time and expenses may be charged for presentations
- Proposals for other services and longer, more in-depth training are also available
- Associations Forum is not a law firm
- Membership for 12 months from the joining date
- All prices include GST
- Information and prices are valid to 31 December 2021



# SECURE YOUR EVENT SUPPORT IN MELBOURNE



For more information visit:  
[melbournecb.com.au/plan-event/](https://melbournecb.com.au/plan-event/)

