# ASSOCIATIONS

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ASSOCIATION AWARDS\*\* 2022

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Physiotherapy
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is
Association
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2022

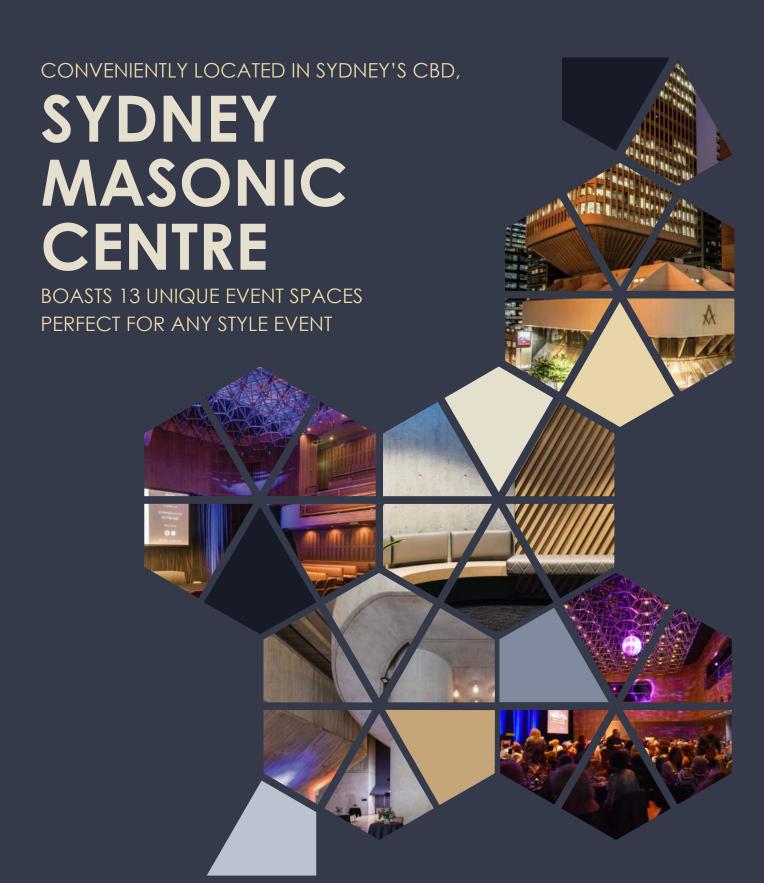
Small Association of the Year™ Ricegrowers' Association of Australia Association Turnaround of the Year™ **Huntington's NSW ACT**  Association External Campaign of the Year™

Australian Aged Care Collaboration



- Five Associations Hall of Fame™ inductees announced
- New Zealand Medical Association liquidates
- ♦ The importance of Planning Days for your Association
- ♦ Results from Associations Forum Board Survey 2022 released

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Jenny Robertson, Australian Physiotherapy

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#### Learnings from the Covid 2020 - 2021 era



My great uncle Ralph Peacock wrote down his reflections of the Spanish flu when he was in his late teens circa 1920. It is fitting that I share some thoughts on the COVID-19 pandemic of 2020 and 2021 – hoping that the worst is behind us.

Some associations suffered greatly due to their sectors being decimated. For example, travel, tourism, leisure, dining out and events were all put on hold for two years and that devastated many businesses and significantly hurt their associations.

However, most associations survived the pandemic because they were debt free and had money in the bank. It was a reminder of the value of strong financial reserves and for that we thank the fiscally conservative Honorary Treasurers of the world. While staff were initially reduced, Australian associations benefited from the Federal Government's JobKeeper payments and a number of staff were rehired.

Conferences, events and training went online more than ever. Whilst delivery via an online platform is suitable for training, it was tough to engage at conferences which rely heavily on interaction and the human in-person element. Thanks go to sponsors who supported their associations during this less-than-ideal time for promotion and interaction.

Regarding membership, Associations Forum heard many stories that members were keen to hold onto their membership in uncertain times. Members appreciated their associations being a clearinghouse to

deliver the relevant information when there was an explosion of online communications.

Boards met more frequently which was appropriate due to the urgency of the times. The world was fortunate to have technology that made it professionally acceptable to meet online, through platforms such as Zoom, rather than over a cup of tea. We are not working from the office all the time, however we realise that working with colleagues in the same physical environment boosts interaction, morale and outcomes.

As I write this in December 2022, things are recovering. Many national events and expos are back, albeit with lower numbers. Inflation is high and supply chains have been damaged. A number of people who were approaching retirement decided to leave work a few years earlier, and less international travel has also restricted the pool of employees.

My thanks go to national leaders who responded to the crisis, the health, medical and scientific specialists who got us through and gave us vaccines, and the countless individuals who struggled through two awful years. Of course, behind everyone who contributed to the recovery, there was an association supporting them.

John Peacock AM

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

## Print peak industry bodies merger complete

The merger between the industry's two biggest associations, the Print and Visual Communication Association of Australia (PVCA) and the Real Media Collective (TRMC) is complete, with Matt Aitken appointed as President to lead the new super body. With the widespread support of the industry, the newly formed PVCA held its first merged Board meeting, voting in new Office Bearers and preparing the strategy to move forward as a united industry body. The first meeting of the Board marks the start of a new era in the print industry, with print businesses now represented by one voice. "Coming together as one Board and one industry body now brings opportunity to be forward focused, with a strategy to unite and strengthen the industry's position, output, and representation," said Mr Aitken. The Board will continue to meet monthly to develop strategy and deliverables for members. Key areas of focus will include the association's rebrand, industry representation, environment social governance, and member engagement and growth.

### AA and TAA merge to become Accommodation **Australia**

Peak industry bodies representing Australia's tourism and accommodation sector, the Accommodation Association (AA) and Tourism Accommodation Australia (TAA) have merged to become Accommodation Australia, led by inaugural President, Leanne Harwood. The merger process was heavily regulated with mandated steps and timelines. Both associations will continue to work closely together to maximise benefits for members including access to joint events, sharing existing resources, and the opportunity for all members to participate in state-based awards programs. Ms Harwood, expressed excitement at the unification of the two associations, noting that "the name 'Accommodation Australia' is a powerful and appropriate reflection of our sector's national footprint and economic significance". "I am also honoured to have been named as the Inaugural President of Accommodation Australia," she said, "and I look forward to continuing to work with Sean Hunt, Bruce Copland, our Transition Committee and Martin Ferguson AM as we lock down the remaining steps".

#### **BOARD GOVERNANCE TRAINING**

includes structure, legislation, best practice processes and practical tips to assist the Board in understanding their roles and responsibilities.

## Two major financial associations considering merger

The Financial Planning Association of Australia (FPA) and the Association of Financial Advisers (AFA) have agreed in principle to explore a merger between the two associations, with a goal to create a united voice for the financial advice profession.





The Boards of the two associations have signed a Memorandum of Understanding and will seek feedback from their members before inviting them to vote on the proposal. After the period of consultation, it is expected that members of both associations will vote on the proposal by the end of this calendar year.

The FPA and AFA Boards believe there are substantial synergies and other benefits for their respective members from a merger, providing a united voice and stronger advocacy for financial planners and advisers. FPA Chair David Sharpe says that in recent years, the AFA and FPA have worked closely together in advocacy, often making joint submissions on policy. "Effective advocacy is consistently the number one priority for members of both associations and a merger of the FPA and AFA would create a single association which would speak for the profession. By creating a unified voice, the merged association would add clarity and power to the positions it takes and avoid duplication of activity and erosion of its messages," he said.

### Dial Before You Dig entities unify

or over three decades, Dial Before You Dig (DBYD) state and national entities have provided an essential service to their members



and the industry, protecting utility assets and preventing harm to people. To ensure they remain relevant and provide the best possible service to their members, the combined DBYD Boards came together to consider how to challenge the status quo. While they have a proud history, effective service, and enviable brand, they were challenged by members on their future focus and efficiency. Internally, they also saw opportunity for streamlining the organisation and increasing agility. As a result, all state and national DBYD entities agreed to transform into a single organisation to be known as Before You Dig Australia (BYDA). This change will deliver higher levels of operational efficiency, with more focused support to members, users, and the wider community. The rebranding will reflect the new national organisation, giving it a unique look and start. There will be no change or disruption to the delivery of the referral service throughout this change process, and members will continue to access and receive referrals.

## Standards Australia celebrates centenary

Standards Australia turns 100 this year, celebrating its significant contribution to the overall welfare of Australian and International communities. "We have a unique history," said CEO, Adrian O'Connell, "from developing Standards during the Second World War to campaigning for metrification in the late 1960s to the early 1970s and adjusting to working online throughout the COVID-19 Pandemic... Throughout our 100-year legacy, our contributors have continued to dedicate their valuable time and expertise to develop standards,". Looking to the future Standards Australia is invested in continuing to benefit Australians through its work. "As Standards Australia continues to develop and grow, we know our people are our greatest asset. The members, stakeholders and staff help steer the standards ship and push through important initiatives and projects,"

#### Australian Water Association turns 60

The Australian Water Association (AWA) celebrates its 60th anniversary this year, in recognition of its founding in June 1962. AWA was formed as the Australian Water and Wastewater Association, with four initial branches and has grown in subsequent decades to have branches in every state and territory, as well as an international program dedicated to allowing the Australian water sector to play a key role in our region. "It's so important to reflect on our water journey and look back on what we have achieved so far and where our future lies," said CEO Corinne Cheeseman. "It is through this reflection that AWA can continue to build and continue to share, connect and inspire as we drive towards a sustainable water future".

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## PETAA celebrates 50 years

The celebration of its 50-year anniversary marks a milestone for the Primary English Teaching

Association Australia (PETAA). First formed in 1972, the association has grown from humble beginnings to become a trusted source of resources, reference texts, professional development courses, and more for primary teachers across Australia. To celebrate this milestone anniversary,

PETAA want to look back, as well as move forward, by honouring their collected expertise, sharing insights in easy and accessible ways, and showing their deep gratitude to the education community with new resources and new opportunities to learn.

## Lions Australia – 75 years and counting

Renowned for community work across Australia, Lions Australia Lions Proud to celebrate its 75th anniversary in 2022. Since the first Lions club was formed in Lismore, NSW in 1947, Lions Australia has grown to be Australia's largest service club organisation with a strong history in community service and commitment to improving the lives of others. Among celebrations for the anniversary, Lions has set a goal for local clubs to plant at least 75 commemorative gardens throughout Australia as a practical way for clubs to get involved and showcase Lions Australia's commitment to the environment and to improving the communities in which we live.

### **SAVE THE DATE**

Associations Forum National Conference 2023 will be held at the Australian Turf Club, WINX Stand, Royal Randwick, NSW on 27 - 28 April 2023

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## **New Zealand Medical Association liquidates**

After 136 years of operation New Zealand's only pan-professional medical organisation representing the collective interests of doctors across the country has closed its doors. The NZMA Board met in May 2022 and unanimously agreed to recommend that members vote to liquidate the association.

NZMA's constitution required that a resolution to liquidate be approved by members, and following the advice of the Board, members voted to liquidate at the following AGM.

Despite best efforts, the financial position of the association became increasingly precarious and Chair Dr Alistair Humphrey explained, "the financial position of the Association is unsustainable. Two-decades of stagnant membership and the accumulation of deficits has reached the point where we must dissolve, or we will soon become insolvent and unable to meet our obligations to staff and creditors". Historically, the NZMA has intentionally avoided government funding to ensure their independence and clarity of mandate when advocating for complex issues. The association depended heavily on membership for income however, without broadly differentiated income streams, including some Government funding, the NZMA was particularly vulnerable to external shocks such as the COVID-19 pandemic.

The NZMA has a proud record of service to the New Zealand medical community and country. They were producers and custodians of several important assets including the New Zealand Medical Journal, the Code of Ethics, the Benevolent Fund and New Zealand's membership of the World Medical Association, that will need to be carried on by other organisations. "We are in discussions with other sector organisations on how to pass these assets on and will share more in due course," said Dr Humphrey, "we want to thank members for their dedication to the NZMA, to the medical profession and to New

Zealanders over many years".







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## Associations Forum Board Survey 2022 released

Andrew Gosbell, Associations Advisor, analyses the results of the 2022 Associations Forum Board Survey in which 276 organisations took part.

 $\label{eq:conducted} The Association Board Survey, conducted annually since 2008, examines a number of trends in association governance and Board composition. Some observations from this year include:$ 

- The number of female Directors on Boards continues to increase with Boards comprising of 42.8% female Directors, up from 40.1% in 2021 and 38.9% in 2020
- Soards are adopting hybrid methods of meeting. The average number of face-to-face Board meetings scheduled this year increased to 3.8 (up from 3.4 in 2021). The average number of online meetings also increased to 5.4 (up from 4.4 in 2021)
- ♦ 59.1% of associations surveyed have reviewed their constitution within the last 2 years and 56.5% of associations surveyed allocated funds for directors' professional development. This indicates a positive shift towards an increased commitment to improving governance structures, a result of regular constitutional reviews and Board governance training

The number of organisations that pay directors fees, other than expense reimbursements has begun to stabilise with 16.3% of organisations paying directors fees in 2021, compared with 16.5% in 2021 and 17.1% in 2020

To obtain a copy of the full report or learn more about how Associations Forum can help your association with governance related matters contact the team at info@associations.net.au



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Meta-skills are becoming essential for leaders as we must now make sense of the unknown. Yet, the unknown challenges our ability to think well. We simply cannot make sense of our complexity or make good decisions when chronic uncertainty, loneliness, burnout or other forms

of stress and ill-health take hold. Smart professionals know how to think in particular ways based on their years of study and practice. Smart professionals can add different types of leadership thinking to their toolkit.

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#### **AMA** elects new President

he Australian Medical Association (AMA) has L elected a new President, Professor Steve Robson to follow President Dr Omar Khorshid upon the conclusion of his term. Professor Robson thanked the past President and Vice President for their service commenting, "our new team will be a strong



advocate for the medical profession and the community following in the large footsteps of the former leadership team of Dr Omar Khorshid and Dr Chris Moy. Across the issues of prevention, private practice, public hospitals, aged care and general practice we are looking forward to continuing the critical work the AMA carries out, and highlighting that health is the best investment for governments to make," said Professor Robson.

### ADAVB announces Dr Warren Shnider as new President

The Australian Dental Association Victoria L branch (ADAVB) welcomes new President Dr Warren Shnider, registered specialist in special needs dentistry, accreditation assessor for the Australian Dental Council and specialist advisor for the Australian Health Practitioners Regulation



Agency. He is Head of the Integrated Special Needs Dentistry Unit at the Royal Dental Hospital of Melbourne and is in specialist private practice in Hawthorn. He is also Academic Lead, Special Needs Dentistry at La Trobe University and a fellow of the Royal Australasian College of Dental Surgeons. The association looks forward to working under his skilled leadership.

### **ASUM** welcomes new President

The Australasian Society for Ultrasound in lacksquare Medicine (ASUM) welcomes the election of new President, sonographer Alison Deslandes. Ms Deslandes has actively served on the ASUM Board for 4 years, has previously worked as a sessional lecturer, examiner and research assistant



at the University of South Australia and as a specialist and tutor sonographer at Royal Adelaide Hospital. The ASUM Board and executive leadership team look forward to working with Ms Deslandes to deliver their strategic plan.

### **ACRS** elects Professor **Ann Williamson as** new President

The Australasian College of Road Safety (ACRS) **L** announced the election of renowned road safety researcher Professor Ann Williamson as President of ACRS, replacing Martin Small who stepped down from the role after a three-year-term. "I am honoured to lead the Australasian College of Road Safety,"



Professor Williamson said, "I look forward to working with the ACRS members and stakeholders to extend our policy reach and continue to build upon the College's strong foundation."

## Peter Herrmann appointed President of Ricegrowers

urrami rice grower Peter Herrmann has  $oxedsymbol{\perp}$  been appointed President of the Ricegrowers Association of Australia (RGA) following former RGA President, Rob Massina announcing his intentions to step down. With a long family involvement and history in the Australian rice industry, Mr Herrmann



wants to ensure his time as President allows all growers to feel like they have a voice. "I am committed to this important role in the rice industry and look forward to representing our members and their communities," he said, "I'm hearing from growers that they feel they're not heard... There's a lot of wisdom in this industry, and to be able to listen to what is offered can help make this a better place."

## **Gaming Technologies** appoints new Chairman

he Gaming Technologies Association (GTA)  $oldsymbol{oldsymbol{\perp}}$  has announced the appointment of Anthony Ball as Chairman, replacing long-time chair Adrian Halpenny. Mr Ball, a former CEO of ClubsNSW was pleased to accept the role stating, "we will work energetically to deliver our agenda, which includes



increasing stakeholder understanding of our industry, supporting efficient, balanced and effective rules and regulation; promoting technology as an enabler of responsible gameplay; encouraging innovation to meet player and customer (venue) needs; and representing the interests of technology companies while contributing to gaming industry advocacy more broadly"

## RACGP welcomes President-Elect Dr Nicole Higgins

The Royal Australian College of General Practitioners (RACGP) has announced its President-Elect, Dr Nicole Higgins. Dr Higgins has worked across the depth and breadth of general practice in urban and rural Australia, and owns a teaching practice in Mackay, regional Queensland.



Passionate about GP training, Dr Higgins is the current Chair of GP Supervisors Australia, and has been involved in GP training for over 20 years. Current President Adj. Professor Karen Price congratulated Dr Higgins stating, "Congratulations Dr Higgins, I have full confidence you will be a strong advocate for GPs and continue the critical work of the College to advance general practice and ensure everyone across Australia can access world class care".

## ASF delighted to welcome new Chair

The Board of the Australian Scholarships
Foundation (ASF) were unanimous in
appointing Dr Melinda Muth as the association's
new Chair. In addition to her role as Chair of the
Australian Scholarships Foundation, Dr Muth is also
a Director of Harvard Club Australia Philanthropy



and a Facilitator and Fellow of the Australian Institute of Company Directors. "Melinda is immensely qualified to lead the Board as Chair," commented ASF CEO, Louisa Graham, "she is a qualified educator, facilitator and Board advisor and has made a major contribution to the Australian Scholarships Foundation as both a Board member and a voluntary assessment panel member. We're very grateful for the expertise Melinda brings and look forward to her leadership in this next chapter of our growth."

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### Susan Woodward AM appointed Commissioner of the ACNC

Collowing the resignation of the former head of the Australian Charities and Not-for-profits Commission (ACNC), the Hon Dr Gary Johns, the Albanese Government has appointed Susan Woodward as the full-time Commissioner of the ACNC for a five-year period commencing on 12



December 2022. Ms Woodward has held several leadership roles, and her extensive experience will serve her well as the Albanese Government works with the charity and not-for-profit sector to strengthen community and build a reconnected Australia. Since 2015, she has been the Chief Adviser, Not-for-profit Law at Justice Connect and has previously served in senior roles within the Australian Government and the ACNC, being recognised as a legal and regulatory expert. She was awarded a Member of the Order of Australia in 2021 for her significant service to the not-for-profit sector, fundraising and to the law. Her work will greatly assist the ACNC, who is the independent national regulator of charities and work to support a strong, innovative not-for-profit sector. Ms Woodward's appointment continues the Albanese Government's strong record of identifying capable women for senior public service roles. Thanks go to Deborah Jenkins for her contribution as acting ACNC Commissioner for the past few months.

### **NSW Associations Incorporated Regulation** 2022 has commenced

new regulation for NSW incorporated associations,  $\mathbb{A}$  the Associations Incorporation Regulation 2022, was implemented on 1 September 2022 to support the Associations Incorporation Act 2009. This regulation was introduced following a review including public consultation and an extensive feedback process earlier this year. The new Regulation keeps many of the existing rules and introduces some new requirements including changes to postal and electronic ballots to improve flexibility as well as changes to the model constitution to make it easier to read and understand. Associations using the model constitution before 1 September 2022 will have changes automatically applied. Associations that have adopted their own constitution which doesn't cover one or more of the required items will have the relevant parts of the model constitution apply. These changes present a good opportunity for associations to review their constitutions and ascertain how well their constitution meets the needs of their association.

## **Volunteering Australia** develops a national strategy

ver the past year Volunteering Australia has been leading the development of the first National Strategy for Volunteering in a decade. The National Strategy will be designed and owned by the volunteering ecosystem and will provide a blueprint for a reimagined future for volunteering in Australia. The first half of 2022 focused on talking to stakeholders from across the volunteering ecosystem about the current state of volunteering, pressing challenges, and aspirations for the future. These consultations have culminated in a Discovery Insights Report, authored by Volunteering Australia. This report summarises the themes of the consultations, focus groups, and interviews undertaken from April to June this year, and identifies opportunities for further exploration. The report identifies 12 insights, which speak to the broad themes of what has been discovered so far and ideas from stakeholders about how some of the systemic challenges facing volunteering could be solved. This iteration of the report marks the completion of the first stage of the National Strategy for Volunteering project and is intended to generate further debate and discussion. Subsequent iterations will bring together other aspects of the project, including the findings from the Volunteering in Australia research and the volunteering ecosystem's collective vision for the national strategy. The National Strategy for Volunteering is due to be launched in February 2023.

### Delivering the ARA's vision for reconciliation

he Australian Retailers Association (ARA) L has released its Reconciliation Action Plan (RAP), which outlines the initiatives that will be delivered to increase opportunities for First Nations businesses, entrepreneurs, and job seekers. The ARA joins a network of more than a thousand corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program. CEO Paul Zahra said the RAP is an important step in the ARA's reconciliation journey. "Improving policy outcomes around diversity, equality and inclusion is a key priority for us at the ARA. Our RAP outlines our commitment to reconciliation and the steps we'll be taking to enhance relationships with First Nations groups and provide support to Aboriginal and Torres Strait Islanders businesses, entrepreneurs, and job seekers, while we take the foundational steps needed to build our own internal capability," Mr Zahra said, "I commend the RAP to our retail community and stakeholders and we look forward to working with Indigenous and non-Indigenous Australians alike to start bringing our vision for reconciliation to life".

#### Vale Peter Clark



Print and Visual Communication Association's (PVCA) President, **PETER CLARK**, who had an illustrious 59-year career in print, passed away just after he was inducted into the PVCA's Industry Honour Role, in recognition and appreciation for his outstanding achievements

and industry contributions over the past half century. He began his journey in print with a certificate in Fine Art form the Tasmanian School of Art and owned his first print business at the age of 30. While his entrepreneurial spirit and business acumen is showcased by his own career and businesses, he also demonstrated his commitment to the whole print sector and its future, by contributing widely at an industry level over the years. He was widely respected and admired, not only for his achievements and experience, but also for his strategic mind and calm approach which underpinned the success of all his projects. Mr Clark credited the printing industry with some of his life's greatest opportunities, saying it had been an honour to be able to give back to the industry which has given him so much. Speaking just before he passed he said, "I've had a fantastic time in the industry, so it's been nice to be able to contribute... Ink really is the blood that flows in my veins".

## Director identification number commences

The requirement for current Directors of Australian companies  $oldsymbol{\perp}$  (whether registered under the Corporations Act 2001 (Cth) or the Corporations (Aboriginal and Torres Strait Islander) Act 2006) to have a Director's Identification Number (DIN) has been introduced through the Treasury Laws Amendment. A DIN is a 15-digit identifier given to a Director (or someone who intends to become a Director) who has verified their identity with the Australian Business Registry Service (ABRS). Directors will only ever have one DIN regardless of changes across employment, name, physical location or Director status. The DIN was designed to assist regulators to better detect, deter and disrupt illegal "phoenixing" activities, prevent the use of dubious identities, and provide traceability of a Director's connections across companies. All Directors are now required by law to verify their identity with the ABRS and register for a DIN. Failure to do so is a criminal offence which in the case of an individual, carries a maximum penalty of \$1,100,000 in fines. The ABRS is responsible for delivering the Director ID initiative and has developed an instructional video on how to apply available on their website. If you have any questions about how this relates to your association or Board, contact us at

info@associations.net.au 🗢

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## **Associations Forum holds 16th** Association Leaders Symposium at ICC Sydney

The Association Leaders Symposium, previously known as the CEO & Chair Symposium, was hosted at ICC Sydney in September. Last held face-to-face in Adelaide in 2020, the 16th Symposium in the series tailored content and discussions to the needs of association leaders and decision-makers.

gainst the backdrop of Sydney's Darling Harbour, Association  $oldsymbol{1}$  CEOs, Chairs and senior leaders met to discuss the intricacies of effective Board and CEO relations, successful strategic planning and how to boost association performance.

The symposium featured multiple educational, interactive and networking sessions, centred around the perennial issues encountered by association leaders. Yasser El-Ansary, CEO of the Financial Services Institute of Australia shared knowledge on charting effective leadership from business association experience, Peter McIntyre, CEO of the Royal Australasian College of Physicians spoke on the importance of good governance and Michael Tidball, Secretary, NSW Department of Communities & Justice and former CEO, Law Society of NSW and Law Council of Australia, shared reflections of associations as a senior public servant.

Delegates in session at the Association Leaders Symposium



Delegates and sponsors network at ICC Sydney

The event closed with a networking function giving delegates the opportunity to network and build connections with their association peers. Associations Forum relished the opportunity to provide a collegiate environment for association professionals to learn about leadership and take away skills to boost the performance of their association.

I loved the ability to hear about the experience of other CEOs and to leverage off their experiences. Thanks for the efforts of the organising team and the presenters. Will make this a yearly priority 99

Amanda Linton, The Institute of Certified Bookkeepers

The events and conferencing are excellent value for money with great networking opportunities to compare experiences and to learn from others

Ionathan Smithers, CEO Arthritis Australia



Reflections of associations as a senior public servant, Michael Tidball, Secretary, NSW Department of Communities and Justice

#### Thank You to Our Sponsors





















### Associations Forum brings CEO Retreat to Geelong

Following the success of the inaugural CEO Retreat in June 2022 held in NSW, Associations Forum brought this exclusive event to Victoria.

Set in picturesque Geelong, the retreat provided a unique opportunity for association CEOs to interact with industry colleagues, share knowledge, case studies and learn from each other's experience. The program included sessions on governance, staff management, CEO and Board relations, membership, communications, finances, and advocacy in the format of facilitated group discussion, as well as a number of social and networking events to encourage collegiality. Thank you to our event sponsor, Business Events Geelong.



CEO Retreat Dinner



CEO Retreat - Session with Association's Forum Associations Advisor Claire Hewat



CEO Retreat delegates



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## SCAN HERE TO FOLLOW





## 10 tips for successful associations Planning Days

If an association doesn't agree on what it wants to do, it will be harder to achieve desired outcomes.

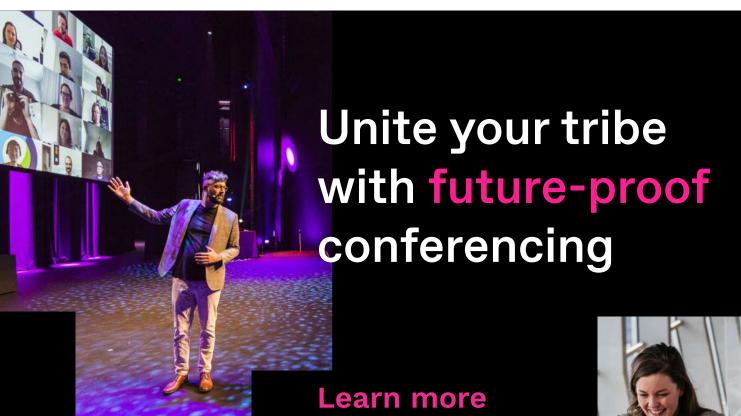
Planning Days are how to reach agreement.

By John Peacock AM, Associations Forum

- 1 Understand the boost that comes from a good Planning Day Having a current and straightforward plan is crucial for associations getting things done. Sometimes an unanticipated result is the motivation and positive vibe from Board Directors and CEOs who say "now I know exactly where the association is going."
- Commit to holding, and sell the concept of, an annual Planning Day Plans require the leaders of the association to get together for a Planning Day. This is the most important gathering each year for the Board of Directors, CEO and often some of the senior managers.
- Engage an association-aware independent facilitator. It is vital to engage a facilitator who can coherently document the ideas from the Planning Day and who understands associations. Association-aware facilitators can also add input on what other associations are doing for consideration by the attendees.
- 4 Staff to propose a plan and Board to approve Professional-level employees are paid to run the association so they should be able to draft plans for the year ahead. If staff cannot find improvements, that is a concern as Boards should approve and refine plans, not develop them.
- Facilitator to draft the agenda for the Planning Day Facilitators have their own style, so they are the ones best placed to develop an agenda to suit their methodology. The association needs to trust the professional facilitator to achieve the desired results in their own way, with input from the association on issues.

- Have an annual plan including long-term targets Planning days should be held every year and the rolling plan should be for the coming years rather than for a set period such as 2023–2028. Whilst long-term planning is important, the plan needs attention every year to keep attention focused.
- Work together as a united group on the plan Planning days are not occasions to break into small working groups. It is a shared day where everyone should hear what everyone else has to say regarding the plan. Shared ownership is not achieved as well when small groups discuss side issues separately.
- Write one plan, with sub-plans for different activities Avoid having a "strategic plan" and then a separate "operational plan". Associations need one comprehensive plan highlighting activities that are considered priorities. Further subplans need details such as who is responsible, timing and measurable KPIs.
- Make plans clear and use them as the index for all activities Some associations make their plans too complex, long or wordy. The plan should be referred to at quarterly face-to-face meetings and be the index to the agenda for Board meetings. Staff should see that their roles are connected to the Plan.
- Share the plan with staff, committees and members A plan needs to be written down and shared among the people tasked with the activities. Further, members and sometimes external stakeholders will be impressed with evidence that the association is organised and focused on achieving its targets.

Associations Forum regularly facilitates Planning Days that lead to clear and concise plans. Please contact Michael Bell on michael@associations.net.au or 02 9904 8200.











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## Easy access to Wellington's top talent

If it's high-profile speakers you're after, then look no further than Wellington's talented pool of people.



The New Zealand capital is a city where decisions are made, being home to Government, headquarters for most of the country's central government agencies and many national bodies.

The city renowned for collaboration and connectedness has gained a reputation for easy access to high-profile people within the realms of government agencies, politics, education institutes, local industry and sectors of strength.

#### Where decisions are made

New Zealand is ranked second of 102 countries for open government in the latest World Justice Project Open Government Index, which means it's a government that shares information, fosters citizen participation in decision-making, and empowers people with tools to hold it accountable.

The ability to tap into such talent with ease, coupled with Wellington's central location, are big drawcards for conference organisers. It's the reason organisers of the recent inaugural New Zealand Women in Medicine conference intend to secure their biennial event in the New Zealand capital.

"Our intention is to keep it in Wellington, given how compact it is, its central location, and how easy it is to tap into quality speakers," says New Zealand Women in Medicine chair Orna McGinn.

"With Wellington being home to most of New Zealand's central government agencies it was easy to tap into local high-profile speakers – we had Dr Ashley Bloomfield and Associate Minister of Health Ayesha Verrall speak to us, which was enthralling."

#### Connected and collaborative

The city's compact, walkable nature is another drawcard, with a multitude of world-class conference and events venues that vary in size and cost and multiple accommodation options for all budgets within the central city.

The latest addition to inner-city venues, Wellington's new convention and exhibition centre Tākina, is already proving a popular choice. On track to open in June 2023, Tākina sits across two levels and is ideal for international and local conferences for up to 1600 delegates. The Royal Australian & New Zealand College of Obstetricians and Gynaecologists (RANZCOG) has locked in the new venue for its Annual Scientific Meeting (ASM) in 2024.

"We're delighted to be bringing our Australian and New Zealand members together in New Zealand for the first time in seven years," says event manager Anna Smaragdi.

"Wellington is centrally located with easy access for all our members, as well as being the home to New Zealand's Government and a strong women's health community, providing great opportunities for international networking and collaboration.

"Plus it has a cool vibe and is a fantastic place to visit."



#### Experiences beyond the agenda

Conference organisers like Smaragdi and delegates who converge on Wellington will tell you the city is compact yet vibrant and scenic yet walkable.

Restaurants, bars, shopping, and cultural precincts are all easily walkable, allowing delegates to soak up the atmosphere of a sophisticated city best described as a hub of industry and culture. Nestled between the harbour and hills, it's a city that is easy to navigate it only takes 30min to walk from one end of the CBD to the other. "We had a run club going every morning where delegates would run between Wellington landmarks, and our programme involved social functions which were in close proximity to our conference venue within the CBD," says Smaragdi.

Just a short drive from the airport and ideally located in the middle of New Zealand with easy access to other centres and Australia, Wellington really is a place where organising a conference is extremely easy.

Presented to an exemplary association that has achieved overall excellence



#### **Australian Physiotherapy Association**



Physiotherapy Association (APA) as Association of the Year™ 2022 at the first dedicated awards evening on Tuesday 8th November 2022.

A commitment to professional excellence and career success for members, translates into greater patient outcomes and health conditions for all Australians.

As the peak body with over 31,000 members, the APA represents the interests of Australian physiotherapists and their patients.

Established in 1906, today the reach of APA spans across the entirety of Australia and internationally, where they provide influence to many stakeholders and are recognised as world leaders in education, advocacy and industry standards.

The judges appreciate the vision that ensures physiotherapy is an essential pillar of the health system and the first choice for the health and wellbeing of consumers.

The APA recognises the future of their profession, representing and supporting over 6000 physiotherapy students members and over 2000 overseas-qualified physiotherapists undertaking skills assessments to practice in Australia. More than 600 retired, Honoured and Life members are also greatly supported.

An outstanding Member Services initiative undertaken in 2022 was the APA Graduate Mentoring Program, which saw over 100 mentors and mentees match together for 8 months. 94% of participants indicated they were satisfied with their match.

<sup>€</sup>The program has offered me professional support through changing sectors. My Mentor has given more guidance and information that was invaluable to applying and interviewing for my new job. It has made a huge difference to my confidence having her backing and support. APA Graduate Mentoring Program Mentee

The APA was also named as the winner of the Human Resources Director Magazine 5-Star Employer of Choice Award to reflect the association's culture and values.



Shane Roenne, NSW Branch President, Australian Physiotherapy Association, accepts the award.

Congratulations also to the Australasian Institute of Mining and Metallurgy for being named Runner Up for Association of the Year™ 2022.

Associations Forum congratulates the other nominees:

- **★** AUSactive
- Australian and New Zealand Society for Immunology
- **Australian Dental Industry Association**
- **Australian Information Security Association**
- **Australian Institute of Credit Management**
- **Australian Psychological Society**
- **Australian Retailers Association**
- **Australian Sports Turf Managers Association**
- Federation of Parents & Citizens Associations of NSW
- Freshcare
- **Institute of Certified Bookkeepers**
- **Institute of Public Accountants**
- Institute of Public Administration Australia NSW
- **National Disability Services**
- Real Estate Buyer's Agents' Association of Australia
- **Strata Community Association NSW**
- ★ Tech Council of Australia

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Presented to an exemplary small association that has achieved overall excellence.

#### Ricegrowers' Association of Australia



The inaugural Small Association of the Year™ Award 2022 was presented to **Ricegrowers' Association of Australia** on Tuesday 8th November 2022.

A small association with big dreams, RGA has a strong mission to progress the Australian rice industry and the aim of taking the RGA strategic plan to a new level to guide and align with industry reviews, recent organisational restructure and rebrand.

The RGA has played an active role in the review of rice industry research & development to achieve an aspirational goal of 1.5 tonnes of rice per megalitre of water, building on an industry that already uses 50% less water compared to the rest of the world.

A membership base that usually fluctuates seasonally was a core focus of RGA, with 85% of rice growers now full producer members in 2021/22.

Congratulations also to **Independent Tertiary Education Council Australia** for being named Runner Up for Small Association of the Year™ 2022.

We thank our sponsor, Governology



Graeme Kruger and Matthew Pete from RGA.



ASSOCIATION TURNAROUND OF THE YEAR™ 2022

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

### **Huntington's NSW ACT**



The Association Turnaround of the Year™ Award 2022 was presented to **Huntington's NSW ACT** on Tuesday 8th November 2022.

The incorporated, not-for-profit organisation develops support and educational programs for persons affected by Huntington's disease and executed numerous important changes following the appointment of a new CEO, Lewis Kaplan, in 2019.

With the association reporting consistent budget deficits from 2014, new leadership has ensured a strong surplus in the last two financial years. A path to financial improvement and cash flow was bolstered by the introduction of a National Disability Insurance Scheme (NDIS) specialist support coordination. The registration as an NDIS provider responded to member feedback as a means to increase awareness.

Huntington's NSW ACT advocacy work included the development of submissions, on behalf of other state associations, to the Aged Care and Disability Royal Commissions. A partnership with the state-wide Huntington's clinical service was led to submit a \$2 million funding application to the Commonwealth to build a network of regional specialist Huntington's services.

The adoption of annual membership surveys, to better engage with members through their input, and a new philosophy of engagement that saw the launch of a revamped website and recurring social media posts has also supported the association.

Congratulations also to Melons Australia for being named Runner Up for Association Turnaround of the Year™ 2022.

Associations Forum congratulates the other nominees:

- Australian Culinary Federation
- ★ Institute of Internal Auditors Australia
- Institute of Public Administration Australia NSW
- ★ National Meat Industry Training Advisory Council
- ★ NEAS (National ELT Accreditation Scheme)
- ★ Public Transport Association Australia New Zealand

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Presented to an association that has made an outstanding achievement through an external campaign that resulted in significant improvement for the association's mission, sector or members



#### **Australian Aged Care Collaboration**



The Association External Campaign of the Year™ 2022 Award was presented to Australian Aged Care Collaboration (AACC) on Tuesday 8th November 2022.

The AACC comprises six aged care peak bodies: Aged & Community Services Australia (ACSA), Anglicare Australia, Baptist Care Australia, Catholic Health Australia, Leading Age Services Australia (LASA) and UnitingCare Australia. This strong collaboration represents over 1,000 organisations and is responsible for 70% of the services delivered to 1.3 million Australians.

After more than two decades of a broken system, the campaign - It's Time to Care About Aged Care - successfully changed the public narrative and political discourse to focus on accountability of past Government failures and the responsibility of an incoming Government to realise reform.

The AACC's work towards the 2022 Federal Election successfully let to the largest ever Government investment in aged care (\$18 million), turning the industry into a regular election issue for the first time and becoming a key element of the ALP manifesto.

Pivotal to the campaign's success was the collaboration of the six organisations to provide one, strong consistent voice and lead the sector. Moving forward, the newly formed Aged & Community Care Providers Association (merging ACS and LASA) and the other AACC members are working closely with the Albanese Government to ensure the delivery of long-term, sustainable benefits to providers, workers and older Australians in their care.

To date, the campaign's impact continues to resonate amongst Australians and politicians, with an improvement to aged care funding remaining a top priority in the recent Federal Budget.

Congratulations also to the Tech Council of Australia, with the campaign 'The Tech Jobs Opportunity', for being named Runner Up for Association External Campaign of the Year™ 2022.

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Tim Hicks, General Manager, and Mark Ashby, State Manager, of Aged & Community Care Providers Association Ltd (ACCPA).

Associations Forum congratulates the other nominees:

- ★ Australian Federation of Travel Agents 'The National Mobilization' campaign.
- ★ Australian Institute of Project Management A brand refresh campaign.
- ★ Australian Property Institute 'Value a Valuer' campaign.
- ★ Australian Society of Plastic Surgeons Reinstatement of item number for postpartum rectus diastasis' campaign.
- ★ Business NSW 'Get Vaccinated' campaign.
- ★ Caravan Industry Association of Australia 'Road to a Million' campaign.
- ★ Exercise and Sports Science Australia 'Exercise Right' campaign.
- ★ Family Day Care Australia 'Your Business, Their Future' campaign.
- ★ Master Builders Association of Victoria A campaign to inform, update and advocate.
- ★ National Disability Services 'Teamwork Words' campaign.
- ★ Speech Pathology Australia 'Good Communication, Better Communities' campaign.
- **Wounds Australia** 'Wounds Awareness Week' campaign.



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



#### **JULIE BARKER**

Julie has a strong history of involvement with ADOHTA and other organisations in the industry. These alliances have allowed Julie to advocate for Oral Health Promotion on local, national and international levels. In 2019, she was ADOHTA's

Health Promoter of the year in recognition of oral health practitioners who exemplify commitment to oral health care. She has received awards for her work with the Tooth Troupe delivering oral health education to childcare centres as a daily toothbrushing program.



#### **WENDY ROWLAND**

Wendy has been a specialist in the not-for-profit sector for many years with experience in national and state-based sport and health associations in leadership, governance, management, and marketing roles. Currently leading the Australian

Hand Therapy Association, she is a dynamic, solution-focused and innovative Chief Executive Officer and has advanced her other associations through careful delivery of goals and objectives.



#### **ADRIAN HART**

Adrian has lead peak industry associations for over 30 years, including 26 years at Master Plumbers' Association of Queensland, as Executive Director and Chief Executive Officer. At Swimming Pool & Spa Association Queensland, as CEO, he was

instrumental in the merger of SPASA QLD, NSW and SA with the national body, SPASA Australia. He has provided client services for Associations Forum in the areas of governance and strategy, change management, member acquisition and media relations.



#### MARGY OSMOND

Margy has been CEO of the Tourism & Transport Forum Australia since 2014 with extensive experience in policy development and advocacy, politics, membership organisations and public relations. Her executive experience also consists of

leading the Australian National Retailers' Association, as inaugural CEO and the State and Sydney Chambers of Commerce in NSW. She also founded the Sydney 2000 Olympic Commerce Centre and the Sydney First projects that saw her sit on many roundtables.



#### **KEN MORRISON**

Ken is the Chief Executive of the Property Council of Australia and has played a significant role in shaping cities, tax, planning and infrastructure policy for over two decades. In addition to sitting on a range of government task forces and committees, he is also a director of the Green Building Council of Australia, the Australian Sustainable Built Environment Council and is a Property Champion of Change working to achieve a sustainable increase in women's leadership roles.



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#### AMA CEO moves to Aruma



**DR MARTIN LAVERTY** has resigned from his role as CEO of the Australian Medical Association (AMA), to take the reigns as the new CEO of Australian notfor-profit disability provider, Aruma. Dr Laverty has previously led three different disability organisations,

helped design and implement the NDIS and is also currently Deputy Chair of the Australian Charities and Not-for-Profits Commission. He will continue to ensure Aruma's customers are at the heart of every decision.

#### **ACCPA** appoints inaugural CEO



Newly formed aged care and community services peak body, Aged and Community Care Providers Association (ACCPA) has appointed former CEO of the Victorian Healthcare Association, TOM **SYMONDSON,** to be the association's inaugural CEO.

Mr Symondson said he was looking forward to leading ACCPA as it commenced its work representing and supporting Australia's diverse aged care sector. "I can't think of a more important goal, and I am excited to be able to play a part in delivering it," he said.

#### Dr Kathy Chapman takes the helm at MDFA



Macular Disease Foundation Australia (MDFA) has appointed **DR KATHY CHAPMAN** as its new CEO. Dr Chapman is an experienced leader with an executive career traversing organisations such as the Heart Foundation of Australia, Down Syndrome

NSW, Cancer Council NSW, and the NSW Council of Social Services. MDFA Chair, Mr Graeme Head AO, commented, "we are confident that in Kathy we have found someone who will lead the organisation with innovation, distinction, and integrity".

#### **CEO Gill Stapleton** retires from DSA



Direct Selling Australia (DSA) CEO, GILLIAN **STAPLETON,** will be stepping down at the end of 2022 after 6 years leading the association to pursue new goals. Former Chair Adrian Ryan thanked Ms Stapleton for her service, "on behalf of the entire DSA Board,

I offer my sincere thanks to Gill for her commitment and dedication during her tenure". The DSA Board announced Geoff Mulham, who holds over 20 years' experience working in the direct selling industry, will take over from Ms Stapleton as the next CEO.

#### **MFAA** appoints Anja Pannek as CEO



Mortgage and Finance Association of Australia (FMAA) has appointed ANJA PANNEK as CEO, replacing the retiring Mike Felton, who has led the association since 2016. MFAA Chair Rose De Rossi said Ms Pannek was the perfect fit for the role, commenting "Anja's

experience as a CEO, a CFO and as a leader in aggregator businesses made her the standout candidate among an exceptionally talented field," Ms De Rossi said, "I have every confidence that Anja will be an amazing leader for the team".

#### **ASA** welcomes new CEO



**DR MATTHEW FISHER** has been appointed CEO of the Australian Society of Anaesthetists (ASA), taking over from Mark Carmichael who has led the association since 2012. Dr Fisher has extensive experience working in healthcare and tertiary education associations across

private and public sectors, both as a CEO and as a Director. ASA is excited to welcome Dr Fisher to lead the association as it works towards celebrating its upcoming 90th anniversary.

#### New CEO for **SMSF** Association



PETER BURGESS, Deputy CEO and Director of Policy and Education at the Self-Managed Super Fund Association (SMSF Association) has been appointed CEO, effective March 2023. Mr Burgess brings more than 20 years' experience to the position and is widely

recognised as an authority in SMSF technical matters and Government policy design. "I am thrilled to be offered the position of CEO of the pre-eminent body in the SMSF sector," said Mr Burgess, "I am passionate about the SMSF Association, and the work we do to uphold the integrity and sustainability of the SMSF sector".

#### **Hugh Christie** appointed TFGA CEO



Following a lifelong association with agriculture, **HUGH CHRISTIE** has taken the role of CEO at the Tasmanian Farmers and Graziers Association (TFGA). TFGA President Ian Sauer welcomed Mr Christie stating, "Hugh is an outstanding choice, bringing a

wealth of experience from a water, policy and agriculture background... The appointment marks an exciting new chapter for TFGA and the Board is looking forward to working with Hugh to ensure TFGA continues to represent its members' views effectively and contributes to effective policy outcomes for agriculture".

#### IAQ appoints new CEO



The Infrastructure Association of Queensland (IAQ) has appointed **LOUISE VAN RISTELL**, former CEO of National Traffic Management Association of Australia (TMAA) as its new CEO. Ms Van Ristell is an accomplished, multi-experienced CEO and Director

with extensive experience in public relations, change management and strategic development across association, not-for-profit and private sectors. She was instrumental in the formation of the TMAA delivering seven divisions into a robust national peak body, with extensive influence across government and industry sectors in safety and innovation.

#### Leadership changes at Consult Australia



JONATHAN CARTLEDGE has been appointed CEO of Consult Australia, taking over from NICOLA GRAYSON who resigned to pursue a role as the Head of Public Affairs at the Australian Council for the Arts. Consult Australia President, Rowena Walker, thanked

Ms Grayson for her service and welcomed Mr Cartledge on behalf of the Board stating, "the Board is looking forward to building on Nicola's legacy with Jonathan and continuing to grow and strengthen Consult Australia for the benefit of our members and industry."

#### New CEO at AIHS



The Australian Institute of Health and Safety (AIHS) has appointed **JULIA WHITFORD** as its new CEO, succeeding David Clarke who departed after 8 years of service. AIHS Chair, Naomi Kemp said "the Institute is delighted to have attracted someone as talented as Julia,

to continue our strong tradition of service to the profession and to build upon the outstanding work that is delivered by our staff and members every day. We are confident that in Julia we have found someone who will lead the organisation with innovation, humanity and integrity".

#### **AMS welcomes new CEO**



Australian Macadamia Society (AMS) welcomed

CLARE HAMILTON-BATE to the role of CEO
following the departure of Jolyon Burnett.

AMS Chair, Craig Mills, described Ms Hamilton-Bate as a passionate, accomplished, and engaging leader

who will bring significant insight and a wealth of experience to the role. "Clare has over 30 years' experience across all sectors of the fresh produce and agri-food supply chain, and a proven track record in leading member-driven organisations. She is well equipped to lead our industry into a sustainable and profitable future," he said.

#### Josh Faulks is new AANA CEO



**JOSH FAULKS** has been appointed CEO of the Australian Association of National Advertisers (AANA) taking over from interim CEO Julie Flynn.

AANA Chair Martin Brown said, "Josh is a proven leader who is extremely well placed to revitalise AANA

to be that voice at a particularly challenging and important time for our industry". Commenting on his appointment Mr Faulks said, "AANA is in great shape and I'm looking forward to building on its strong foundation to cement its role as a powerful advocate and the voice for advertisers in Australia".

#### AAG appoints new CEO



**RENU BORST** has been appointed CEO of the Australian Association of Gerontology (AAG) following the resignation of former CEO James Beckford Saunders after 7 years of service. AAG President, Assoc Prof Marguerite Bramble said, "I am excited to welcome

Renu as our new CEO. She is a relationship-driven and results-focused Executive with a breadth of business experience across health and aged care, community, government and information technology sectors".

## Blockchain Australia announces new CEO



Blockchain Australia announced the appointment of **LAURA MERCURIO** as its next CEO, succeeding Steve Vallas who led Blockchain Australia for 2 years. Commenting on her appointment, Ms Mercurio said, "I am extremely excited to be taking on the role of

CEO of Blockchain Australia, to be the leading voice in this maturing industry and to drive innovation and change for Australian businesses in the blockchain space... I am looking forward to advancing the innovation ecosystem and working closely with members, industry, governments and regulatory bodies to provide digital solutions".

#### New CEO for Grains Australia



Grains Australia has appointed **RICHARD SIMONAITIS** to lead the organisation, following Grains Australia Director, Andrew Young, who assumed the role of interim CEO in January.

Mr Simonaitis brings significant industry experience

having worked in senior management roles in the grain industry and in export-focused commodity industries, most recently leading the Australian Export Grains Innovation Centre. WA Agriculture and Food Minister, Alannah MacTiernan congratulated the new CEO, stating, "he will be a great asset to Grains Australia and its work throughout the national supply chain".



## Four ways AMS systems can grow your organisation and retain members

By Jason Morris, Managing Director, Membes

**Definition:** An Association Management System (AMS), is software designed specifically for associations, bringing together the functions of membership management, a database, eCommerce, finance, events, communications, website and reporting into one platform.

So how can and should an Association Management System help you grow your organisation and retain membership?

## 1. Provides a wholistic picture of your organisation

As a leader in an Association, having a detailed view of each pillar of your organisation is invaluable. Being able to see your membership data all in one place, in real-time and with detailed tracking you are able to better understand member behaviour - for an organisation, individual or at a segment level. It also allows your staff the ability to respond quicker to real-life daily member challenges.

With an AMS you can view a member's status, the events they are attending, the CPD points they have collected, the communications they have received and their financial status. This insight provides you with a real understanding of your customer to drive decision-making, reduce unwanted and costly tasks, and help you attract, retain and engage.

#### 2. Engaged members equals high retention

An AMS provides you with the ability to really connect with members by understanding exactly what they need from you. It also enables you to predict what they may need in the future based on their current interactions. This level of personalisation is now an expectation of associations and is a key value marker for members.

Investing in a quality AMS will provide staff the opportunity to engage more meaningfully with members to enhance retention rates and their overall level of activity with the association. Your members are your biggest selling tool (for word-of-mouth referrals) so providing them with a positive experience will attract more people to join your association.

#### 3. Simplification of processes

How much of your member journey can be completed without staff intervention?

With this modern technology, members should be able to take control and action tasks such as joining, renewing, updating personal details etc. on their own. This makes it easier for them as they don't need to wait on a response to their email or wait on hold – they can immediately do what it is they want to do.

AMS provides a single platform for multiple tasks, streamlining the process as only one system needs to be learnt by staff. Implementing more automated technology allows your staff to work smarter as they have more capacity to engage with members and solve complex issues.

#### 4. Adaptable to your needs

These systems have a range of features that could be useful to your organisation and implemented in different stages as you need them – growing with you. You may choose to start small and utilise the membership management website features, and once you have mastered this you can start using other features as you need without the need for an upgrade or costly developments. An AMS should help you provide a better user experience and offer new features based on advanced technologies and industry needs.

Another way an AMS can keep up with you is through the use of an of application programming interface (API) which means the software is able to connect with other software you use. For instance, a quality AMS will provide plug and play integrations with other leading software commonly used by associations such as Xero, Zoom, webcastloud, LMSs to name just a few, as well as providing ability for custom extensions and integrations ensuring the ability to evolve and expand our operational technology.

#### Why choose Membes AMS?

With the Membes AMS, you have a ready-made system specifically designed for Associations. All your information connects, allowing for real-time insights, agile responses, and a more strategic and dynamic approach for your organisation.

The combination of features including Membership Management, Event Management, Marketing & Communications, Website (CMS), eCommerce & Finance, Education, CPD & Auditing, Reporting & Insights truly gives you a tool for your Association to grow and retain members.

# Membes is the breath of fresh air in Association Management Technology you've been searching for.

Yes, it exists! One single, secure and expandable solution to manage all your membership, events, CPD, website (CMS), finance, communications, eCommerce and reporting needs.

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- Connects all your information for real-time visibility and insights
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- Simple to learn with online training courses and a local help desk
- The system grows with you to meet your current and future needs
- Your members will feel valued with a personalised experience

"Membes provides a one-stop-shop for my team, allowing us to remain informed and organised, giving our members the information they need when and how they need it."

**Kate Rickwood,** Coordinator, Insights and Communications, VTIC

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