

ASSOCIATIONS

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Complementing member value

How CEO Carl Gibson helped Complementary Medicines Australia become Association of the Year™ 2019



- ◆ Former association leader ScoMo praises associations
- ◆ Association Awards™ and Associations Hall of Fame™
- ◆ Results of Events Survey 2019
- ◆ Tips for Board succession planning



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Celebrate association management as an appealing career



The story in this edition of *Associations*, about the Australian Prime Minister, The Hon Scott Morrison MP spending the first six years of his career working for the Property Council of Australia, is a positive one on many fronts. It reminds us that capable people work in our sector and that associations are known and understood at the top level of government.

Like many people who have had careers in this sector, I commenced my time working for an association without realising it would become my future path; just over 30 years ago I successfully applied for a job at the Institute of Chartered Accountants and association management became my profession.

Jobs in associations are appealing because:

- ◆ The purposes of associations are worthwhile
- ◆ Commercial business and management principles apply
- ◆ There is ongoing connection to a group of dedicated members
- ◆ The culture of most associations is collegiate and friendly

People in other fields are increasingly seeing working for an association as interesting, relevant and worthwhile - and this augurs well for the sector. Employees working for an association should be, and usually are, appropriately paid - as shown by our popular Associations Salary Survey prepared in conjunction with Wentworth Advantage.

Because associations cannot distribute profits, they have the finances to employ good people - and staff make more money for associations than volunteers.

Association managers should experience the triumphs and tribulations of being a volunteer. I was an early joiner as Honorary Treasurer of a small group when at boarding school and have since been actively involved in groups at university, professional organisations, my local community association and my school alumni. These experiences have been tremendously useful because I understand associations from a volunteer's perspective.

Over 30 years, associations have improved in so many respects. New associations are being formed, members are joining and renewing, and technology is revolutionising member services and events. Perhaps the biggest advance is that people are wanting to work for an association or, in the case of the Australian PM, use the real-world experience of an association as the basis for an even more famous career. ◊

John Peacock Chief Executive Officer, Associations Forum
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New name for AWA-AGGA

Following a merger into one entity, the Australian Window Association and the Australian Glass and Glazing Association (AWA-AGGA Limited) has now re-branded to the Australian Glass and Window Association (AGWA).

The name reflects the combined knowledge and membership base of the peak association, which encompasses small glaziers right through to major manufacturers and importers.

Along with the new name, AGWA also has a fresh new logo. 

GLASS & WINDOW ASSOCIATION

A rebrand for ASMI

The Australian Self Medication Industry has re-branded to Consumer Healthcare Products Australia.

Consumer Healthcare Products Australia


“The name Consumer Healthcare Products Australia better represents the industry in which our members operate. It also brings us in line with our international counterparts, CHP Canada and CHPA in America,” said Chairperson, Lindsay Forrest. “Our focus will continue to be on ensuring that Australians have the information and products available to practice self care with confidence.” The name change follows the organisation’s move to St Leonards in June. 

PIAA rebrands to PVCA

At a Special General Meeting on 15 August 2019, the members of Printing Industries Association of Australia voted to change the organisation’s name to Print and Visual Communication Association.

The new look for the peak print industry association was unveiled at Printex, the leading trade show for print professionals. The rebranding reflects the evolution of print and the need to comprehensively reflect the association’s growing membership, a significant proportion of which are coming from the design community and the packaging and labels sector.

“The change in branding is in response to the broadening print industry and the new technologies we need to embrace,” said CEO, Andrew Macaulay. “We are getting increased engagement from the design community and so we’ve had to re-examine our value proposition. The change in branding embraces the modern world but also keeps us grounded in our heritage.”

Other association changes are a move of the registered office from Sydney to Melbourne and updates to the constitution, including calculation methods for annual subscriptions and the imposition of term limits for Board members. 

Proposed retail merger abandoned


A proposed merger between the Australian Retailers Association (ARA), the Major Retailers Group (MRG) and the National Retail Association (NRA) has been abandoned by the NRA.

Discussions initially commenced in 2018 between the ARA and the MRG, which includes Woolworths, JB Hi-Fi and Chemist Warehouse, with a view to creating a single representative body to represent the AUD\$300 billion retail sector. The NRA, which has a membership spanning Australia and primarily represents small to medium retailers, later joined these discussions.

Under the proposed merger, the Board of the new entity was to include three representatives from the ARA, three from the NRA, two from major national retailers and an independent chair. The current NRA Chief Executive Officer, Dominique Lamb, was to have led the merged group.

On 13 August 2019, the NRA advised the ARA that it could not proceed with the proposed merger citing concerns about representation for small and medium-sized retailers. “The NRA Board ultimately decided that it could not support a proposal to give major retailers guaranteed positions on the Board of a new organisation,” said NRA Chairman, Mark Brodie. “Although the NRA already has a number of large retailers among its membership, we have always taken the position that all members are equal. We believed the proposed structure would disadvantage our existing members, and ultimately the NRA Board had to make its decision in the best interests of those people we represent.”

Mr Brodie also expressed NRA’s concerns about the financial viability of the proposed new entity, and particularly the very large increase in executive salaries, which was to be underwritten by contributions from large retailers. “We were concerned that this was not a sound footing for a viable, long-term industry association.”

The ARA has expressed disappointment in the failed venture but, according to a message on its website from President Rowan Hodge, “the ARA and the MRG remain open and willing to continuing negotiations with the NRA.” 

SAVE THE DATE

Associations Forum National Conference 2020 will be held at Royal International Convention Centre, Brisbane on 22-23 June

Hydrographers and Irrigators join forces

Founded in 2007, Irrigation Australia (IAL) is the peak national organisation representing the Australian irrigation industry in all sectors. The Australian Hydrographers Association (AHA) represents the interests of Australian hydrographers. Both organisations provide professional certification to the irrigation industry, with AHA focusing on open channel systems and IAL on closed conduit systems. A recent Memorandum of Understanding between the bodies will benefit members who undertake training from either association. The drive by several state governments to strengthen metering standards and regulations will also be enhanced by the Memorandum.

“The memorandum is a pleasing development for the association, which represents the value chain of urban and rural irrigation from water users and the rural water supply sector, through to retailers, manufacturers and government agencies,” said Irrigation Australia CEO, Bryan Ward. “AHA and IAL members can now access courses, events and services at each other’s members rates, which represents a win/win outcome for both,” said AHA CEO, John Teres. ◊



Vision 2020 and ABF unite

Vision 2020 Australia is now the single peak body for service providers working in the blindness and low vision sector, following the integration with the Australian Blindness Forum (ABF) on 1 July 2019. “The coming together of Vision 2020 Australia and the Australian Blindness Forum will create a more effective advocate to ensure our member organisations are clearly heard on a range of important issues,” said Vision 2020 Australia CEO, Judith Abbott. “There is significant experience from both organisations that will be unified to achieve the best possible outcomes for our member organisations across the blindness and low vision sector and the people they serve.” The Vision 2020 Australia Board reconfirmed its strong commitment to increasing the participation of people who are blind or have low vision on Vision 2020 Australia’s committees and projects. Vision 2020 Australia will provide a single voice for the sector and will continue the existing work with ABF member organisations. ◊



ADOHTA and DHAA alliance

The Australian Dental and Oral Health Therapists’ Association (ADOHTA) and the Dental Hygienists Association of Australia (DHAA) represent all dental hygienists, dental therapists and oral health therapists in both public and private sectors in Australia. The two associations recently signed a Memorandum of Understanding confirming their commitment to a positive and collaborative working relationship in the interests of oral health professions. Executives of both organisations will meet and communicate on a regular basis to share information and explore collaborative opportunities that are of common interest. Members of both organisations can access each other’s CPD events for a special rate, and many local joint CPD events are being planned. “ADOHTA looks forward to working more closely with the DHAA to continue to develop the disciplines, strengthen the utilisation of our professional skills and improve the oral health of Australians,” said National President of ADOHTA, Leticia Masters. “The collaborative effort of both organisations and the strong desire to progressively work towards unity will be highly beneficial to not only the members, but to all oral health practitioners,” said Cheryl Dey, National President of DHAA. ◊



Design Matters launches

The Building Designers Association of Victoria, a peak industry body that represents building design professionals, has officially launched a new name and complete rebrand as “Design Matters”. ◊



A sure-fire event highlight

“We had an inkling of Rob’s high energy approach, but nothing prepared us for the impact he had on delegates. His rich content & dynamic delivery is still resounding throughout our community.”
Susan Houston, CEO, Economic Development New Zealand

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AAPM celebrates 40 years

This year, the Australian Association of Practice Management (AAPM) celebrates its 40th anniversary as an incorporated association, with its major celebratory event being held in Brisbane during the national convention in October. AAPM aims to promote and support excellence in healthcare practice management by providing a suite of unique services to its membership and the broader healthcare sector.

Over the past 40 years, AAPM has, in partnership with the University of New England Partnerships, established world-class educational programs as part of an education platform for over 2,300 members. AAPM has also assisted the government with the establishment of an accredited GP practice on Norfolk Island during its recent government restructure.

“We understand the strength of any association is with its members and volunteers and so we appreciate their contributions that have brought us to this celebration,” said National President, Cathy Baynie.



RIMPA turns 50

As Records and Information Management Professionals Australasia (RIMPA) celebrates 50 years in 2019, it is holding several events around Australasia to commemorate this milestone. Celebrations have included a flashback of the different RIMPA magazine covers over the years and a cocktail party at Adelaide’s Mortlock Library. A pop-up museum featuring 50 years of historical evidence will be showcased at the RIMPA Live Convention trade show, a quirky new mascot will be revealed, and RIMPA will also announce the first inductees to the Hall of Fame at the 35th Annual Convention Black Tie Gala Dinner, in Melbourne.

“We’ve certainly come a long way since 1969. We are excited about the next 50 years and what the future holds for our industry and RIMPA,” said Chair, Thomas Kaufhold.



50th birthday for PCA

The Property Council of Australia (PCA) is celebrating 50 years as the voice of Australia’s biggest industry.



PCA’s story starts in 1969, when a group of leaders gathered to form the Building Owners and Managers Association (BOMA). BOMA’s mission was to set standards, educate, advocate and speak with one voice. In 1996 BOMA was reborn as PCA, with an ambitious advocacy, education and research agenda.

Today, PCA represents an industry that employs 1.4 million people, contributes 13 per cent of Australia’s GDP and helps 14.8 million Australians save for retirement through their superannuation funds.

“For 50 years we have championed jobs, prosperity and strong communities for all Australians and on behalf of our members. Together, we look forward to charting our industry’s course for the next 50 years,” said PCA’s Chief Executive, Ken Morrison.

50 years since first ABA Canberra meeting

The Canberra group of the Australian Breastfeeding Association (ABA) is celebrating 50 years since its first meeting.



ABA hosted a celebration on 1 October, with all current and former members invited to commemorate 50 years of breastfeeding support, education and advocacy in the Canberra area.

“Every member, volunteer and supporter has played a part in helping to increase breastfeeding rates in the ACT. Breastfeeding is a learned skill, and the mother-to-mother support provided by the Canberra community is worth celebrating,” said Megan Fox, Regional Representative ACT and Southern NSW Region.

ICCA 2018 world rankings


The International Congress and Convention Association (ICCA) has released its annual country and city statistics on the number of rotational international meetings which took place in 2018, together with the number of participants.

In the country rankings, Australia has climbed one place to 13th, with the USA retaining top ranking. Sydney has maintained its city ranking as 1st in Australia, having hosted 87 international meetings in 2018.

It has also climbed from 7th to 4th place in the Asia Pacific and its global ranking has jumped one place to equal 25th.

Paris has climbed to the top of the city rankings ahead of Vienna, Madrid, Barcelona and Berlin. Singapore has again ranked 1st in the Asia Pacific, with Bangkok jumping to 2nd place ahead of Hong Kong.


Canberra to host orthopaedic conference

The peak professional organisation for orthopaedic surgery in Australia, the Australian Orthopaedic Association, is gearing up to host its 79th Annual Scientific Meeting in Canberra from 6-10 October 2019. Approximately 1,200 national and international delegates are expected to convene at the newly refurbished National Convention Centre Canberra for the four-day conference. The conference program features concurrent streams and plenary sessions delivered by leading orthopaedic experts. Canberra will also host four sub-specialty group meetings over a 13-day period, bringing an additional 500 delegates to the nation's capital. Australia's biggest celebration of spring, Floriade, will complement the scientific program, with private tours of the event grounds included in the accompanying persons program, along with a busy social program taking delegates to iconic attractions such as National Museum of Australia, National Arboretum, National Portrait Gallery and Australian War Memorial. Recognised for excellence in higher education and innovation, Canberra is poised to delight delegates not only with world-class leadership in the knowledge sector, but also with a vibrant and thriving food, wine and cultural scene. 



Dentists descend on Adelaide

South Australia's capital has successfully met the challenge of attracting large-scale events with the completion of the Adelaide Convention Centre's AUD\$400m upgrade in September 2017. As a result, for the first time in over a decade, around 4,000 delegates gathered in Adelaide for the Australian Dental Association's biennial congress on 1 - 4 May 2019.

The delegates, who were primarily Australian based dentists, dental practitioners and their staff, as well as a healthy international contingent, attended discussions, workshops, education sessions and forums about the business of clinical practices and the science of dentistry. An expansive exhibition included suppliers of professional and consumer products to research foundations and regulators. A comprehensive social program afforded delegates the opportunity to experience some of South Australia's famous wines and fresh local produce, including a cabaret themed closing night gala in recognition of Adelaide's own Cabaret Festival, recognised as one of the best in the world. It was also a great opportunity to stroll next door to visit the largest cluster of biomedical buildings in the Southern Hemisphere. 



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ADAVB President appointed

The Australian Dental Association Victorian Branch (ADAVB) has appointed Dr Gitika Sanghvi as its new President. Dr Sanghvi has been a member of the Council for six years, beginning her involvement with the ADAVB during dental school. The ADAVB Council has thanked former President Dr Kevin Morris for championing the concerns of members, including private health fund issues, scope of practice and public oral health funding.



“I look forward to being available to talk to and meet members, to discussing their issues and ideas and to being a strong advocate and voice for the dental profession and for the oral health of the community,” said Dr Sanghvi. ◡

ARCBA’s new President

The Australian Registered Cattle Breeders Association has appointed former politician Thomas George as President and Chairman. He replaces former President and Chairman, Arthur Rickards, who passed away this year.



Mr George has held many roles in the beef industry, including Director and Deputy Chairman of the Northern Co-operative Meat Company, President of the Stock and Station Agents Association of NSW and Vice-President of the Australian Council of Livestock Agents. Mr George also spent twenty years as a member of the New South Wales Legislative Assembly. ◡

Chair change at AANA

Nestle Oceania’s Martin Brown has taken up the Chair’s post at the Australian Association of National Advertisers, replacing Matt Tapper, who had been on the Board since 2010 and in the Chair’s position for four years. Mr Brown joined the Board in November 2018.



“I am particularly impressed by the high level of engagement and collaboration that Matt Tapper and our CEO John Broome have fostered with other leading marketing bodies and I look forward to building on these foundations,” said Mr Brown, who has worked in senior marketing roles in Europe, North America, Asia and now Australia. ◡

New Chair for Painaustralia

The national peak pain organisation Painaustralia has announced the appointment of Professor Ian Chubb as Chairman. Professor Chubb was Australia’s Chief Scientist for five years until 2016. Prior to that, he served 10 years as Vice-Chancellor of the Australian National University.



Professor Chubb will take over from outgoing Chairman Robert Regan, who has been a Board Director and Chairman for seven years. “Professor Chubb is an outstanding appointment to the Chairman’s role at a time when pain is emerging as a major public health issue. His experience and record of achievement will hold Painaustralia in good stead in the coming years,” said Mr Regan. ◡

Changes at P&CS QLD

Queensland Council of Parents and Citizens’ Association has elected Kaylee Campradt as President and Chair.



She replaces outgoing President and Chair, Gayle Walters, who has provided many years of support, service and advocacy for state school parents.

Having been active in parents and citizens associations for eight years, Ms Campradt is also the President of Currumbin State School P&C. “I congratulate Gayle on decades of support and advocacy on behalf of state school students and parents, and welcome Kaylee as an experienced parent advocate, former Area Coordinator and competent Board member,” said CEO, Kevan Goodworth. ◡

RGA’s new President

Rob Massina has been elected as the new President of the Ricegrowers’ Association of Australia (RGA), replacing Jeremy Morton who stood down after being elected to the Board of SunRice. Mr Massina was formerly the Senior Vice President of the RGA and President of the Berriquin RGA Branch.



He has also had extensive experience as an Agribusiness Executive across Australia and New Zealand. “I want to see our rice industry continue to prosper well into the future. There are very few agricultural industries that can boast the complete supply chain and marketing strategies achieved by the Australian rice industry,” said Mr Massina. ◡

SAVE THE DATE

CEO & CHAIR SYMPOSIUM 2020
will be held at Adelaide Convention Centre,
Adelaide on 20-21 February

40th World Congress win for Seoul

The 40th World Congress of Endourology (WCE) will take place in 2022 in Seoul, South Korea. Approximately 2,500 delegates from 90 countries around the world are expected



to attend the Congress, which will be held at COEX Convention and Exhibition Center in the Gangnam District of Seoul. WCE is the world's foremost meeting dedicated to minimally invasive urologic surgery. Held every four years, the 2022 Congress will be Korea's first time hosting the event.

"This success is a result of the strong collaboration with Korea Tourism Organization, Seoul Tourism Organization and Korean Endourological Society," said Seo Il-Young, President of the Korean Endourological Society, who will also serve as Chairman of the 2022 WCE.

"We will continue to collaborate to prepare for the hosting of the largest international endourological conference in Korea." ◊

PCAAE to hold 7th Associations Summit

The Philippine Council of Associations and Association Executives (PCAAE),



the "association of associations" in the country, will hold its annual flagship event, the 7th PCAAE Associations Summit (AS7), at the Philippine International Convention Center on 27-28 November 2019. The Summit, which will also feature an ASAE Edu-Day to be led by the American Society of Association Executives, is expected to draw more than 200 association professionals locally and from overseas. The two-day learning and networking event, themed 'Fast to the Future', will present local and international thought leaders who will share best practices in association governance, leadership and management as well as showcase outstanding association initiatives in "future proofing" their organisations.

Interested in attending? See www.pcaae.org or e-mail inquiries@adfiap.org ◊

Singaporean Deputy PM meets with TACs

On 13 July 2019, Singapore Business Federation (SBF) organised the inaugural Strategic Planning Session for Trade Associations



& Chambers (TACs) to help them become stronger partners to the Singaporean Government and local businesses. The session is the latest in SBF's efforts to foster stronger ties and understanding between Singapore-based TACs. In September 2017, SBF announced the formation of the TAC Alliance, comprising 31 Singapore TACs and business groups. The event saw over 70 leaders from more than 40 TACs meet with Deputy Prime Minister Mr Heng Swee Keat at the SBF Center. In a dialogue session moderated by SBF CEO, Mr Ho Meng Kit, Deputy Prime Minister Heng urged TACs to continue playing their part to help Singapore companies grow and transform, including fostering closer ties with one another and working more closely with educational institutions and labour unions.

"We should work on action plans together in areas where we can pool resources to collaborate and not duplicate costs. We can also seek government support to work on such joint projects," said Stephen Yee, Assistant Executive Director of the Singapore National Employers Federation.

In the spirit of collaboration, SBF signed a Strategic Partnership Memorandum of Understanding with the Singapore Manufacturing Federation at the event, aimed at fostering closer cooperation in the areas of research and advocacy, internationalisation and capability building. ◊

Lucy Lu leaves Associations Forum

Long serving team member, Lucy Lu, left Associations Forum in September 2019 for a position at Australasian College of Physical Scientists & Engineers in Medicine.

As Associations Forum's Administration Officer, Lucy was responsible for database management, office maintenance and administration, and processing all event registrations.

"Lucy was a valued and dedicated member of the Associations Forum team throughout her 8.5 years at Artarmon. We appreciate her commitment and wish her luck in her new role," said John Peacock, Chief Executive Officer of Associations Forum.

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The accidental CEO: How Carl Gibson lead Complementary Medicines Australia to success

At its Conference Dinner and Awards Night on 15 July 2019, Associations Forum was delighted to announce Complementary Medicines Australia as the winner of the 2019 Association of the Year™. CEO, Carl Gibson, has been instrumental in the association's metamorphosis and spoke to ASSOCIATIONS about his path from public servant to passionate industry advocate.

Complementary Medicines Australia (CMA) can trace its heritage back over 40 years to when it was first established as the National Nutritional Foods Association. Our aim then, as it is now, was about ensuring consumers have access to the highest quality complementary medicines and health foods in Australia. Complementary medicines include vitamins, mineral and nutritional supplements, homeopathic, aromatherapy products and herbal medicines. Seven out of ten Australians use complementary medicines regularly.

CMA is now the peak industry body for the complementary medicines industry, representing stakeholders across the value chain, including well known Australian brands, manufacturers, raw material suppliers, distributors, consultants, retailers, allied health professionals and scientific research institutes.

The CMA Board consists of 12 elected directors who are representative of the diverse membership. Four positions are elected on a rotating basis every third year and Directors serve a three-year term up to a maximum of 9 years.

Where it all began for me

I'm really an accidental Chief Executive. My background is a mix of politics, regulation and campaign communications.

I started my career in the UK as a public servant. After five years working in local authority, I decided I was more passionate about politics than civil service. I got my first big break in 1989 when I was employed as a Political Agent & Campaign Officer for the Conservative Party. As it turned out, a job I did for fun accidentally turned into a career.

After leaving the Conservative Party in 1994, I did various political consultancy roles including some high-profile campaigns such as the Eurostar route and a UK charity lottery. I then went into turnarounds; I helped troubled organisations work their way back to success. One of those was the nuclear generator British Energy, which was privatised when I worked in the Conservative Party. We secured the bail-out of the company from the European Union and secured the green light for a new nuclear build in the UK, and along the way I earned a reputation for influencing policy.

I arrived in Australia in 2011 and landed a one-year contract with the Australian Coal Association. When that contract ended, I had time to catch up with one of my old bosses Christine Holgate, who is now the CEO of Australia Post. We worked together 25 years ago in the UK. Christine asked me to join her at Australian health supplement company Blackmores to fill a maternity leave position in Corporate Communications.

Suddenly I was the CEO

Those who know me well know I do tough love, and sometimes I am the loudest and most critical voice in the room. At Blackmores I was particularly vocal on the role of our association; I believed it had lost its way. Perhaps I was too vocal, because when the role of Chief Executive came up in August 2013, Marcus Blackmore said to me it was 'time to step up or shut up.' So, the role of Chief Executive of Complementary Medicines sort of came to me by chance rather than through design, and I am still here six years later.

My first job was to stabilise the association and focus on the issues that really mattered to members. I very clearly recall one of the Directors saying to me that the 'association is in effect mowing the front lawn as the house is burning to the ground.' So clearly there was a lot to do, and quickly.

With over 150 members, reaching out and connecting to our membership and assessing what issues mattered to them was crucial to rebuilding trust and developing a work program to get us back on track. Australian complementary medicines are unique, as we manufacture to the highest-grade quality pharmaceutical standards globally.

And our products are also the most expensive to manufacture in the world. However, we have managed to turn our most challenging high-cost base into our best-selling point. We produce the highest quality therapeutic products in the world, and we have opened up new markets internationally. We now export over AUD\$1 billion worth of products, with 85% to Asia. Last year, Australia overtook the USA to be number one exporter of product to China as consumers look for the best products globally.

We have grown as an industry from AUD\$2 billion to AUD\$5 billion in just five years. Complementary medicines manufacturing has a 6% annual growth rate and we continue to see healthy growth in our industry.

What's next on the agenda

While we've achieved a lot, there is still much to do. Last year the Federal Government agreed to a new regulatory regime which governs our sector, and we fought hard to ensure that the regime rewards innovation and encourages scientific research. We need to embed these important changes because they are the rules which will govern our industry for the next 25 years.

We also want to open up new export markets for our world-class products; India, Indonesia and the Middle East. My Board has given me the challenge to double our exports in the next two years – and I am up for the challenge.



What I like about my job is the variety and the challenges. No day is the same and every week is different. Last year, we hosted our first international pavilion at the biggest trade show in the world in Shanghai, China. This year, in a bold move, we doubled the size of the pavilion; it paid off with Australia having the biggest international pavilion at HealthPlex.

What motivates me to stay with it

I have an amazingly supportive Board; they support me and encourage me to try new things – brave, bold things – and that is truly rewarding. I am proud to represent the Australian industry to Government, to the media and on the world stage. Our regulatory system is the best in the world and our products are the highest quality in the world. If asked what I'm most proud of at Complementary Medicines, I would say it's the difference we make to everyday lives. Our consumers love our products. They are the highest quality in the world. We help people in all stages of their lives, from those trying to conceive, to young mums, babies with infant formula, business people managing stress, older people with aches and pains – our industry is united and passionate about helping health and wellness.

Recognition with the Award

The Association of the Year Award is a superb achievement and testament to the dedication of the CMA team, our Board of Directors and all our members, for their commitment to delivering the highest quality complementary medicine products to help Australians with their everyday healthcare.

The Award recognises CMA's all-round excellence and our ability to influence government decision making, deliver world-class conferences and exhibitions, and publish accurate and important market intelligence. It also acknowledges that, thanks to careful financial management, CMA works hard to provide cost effective services for

members. The Award is also recognition of the continual evolution that helps ensure CMA remains relevant to the dynamic needs of our member businesses. ◊

Some of the reasons why Complementary Medicines Australia was a worthy recipient of the Award:

- ◊ Vision 2020, which set out CMA's strategic plan for the period 2014-2020, was delivered successfully two years earlier than anticipated
- ◊ CMA has grown from representing around 50% of the industry to over 85%
- ◊ good governance processes and systems have been implemented and are reviewed annually. Governance initiatives from 2019 include Director Governance Training from Associations Forum, Succession Planning, a Board Charter and a Director Induction Manual
- ◊ CMA successfully negotiated for over 95% of its recommendations to the Australian Government to be implemented as part of industry reforms
- ◊ revenue has grown from AUD\$1.6 million to AUD\$2.8 million by adding additional member services and developing service offerings. Financial reserves have doubled, from AUD\$400,000 to AUD\$800,000, providing financial stability, security and a much-needed fighting fund for the future

Associations Forum congratulates the other finalists for the Award

- ★ Exercise & Sports Science Australia
- ★ Institute of Public Accountants
- ★ Society of Hospital Pharmacists of Australia

Thank you to Think Insight & Advice for sponsoring this Award.

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



Records and Information Management Professionals Australasia



The vision of Records and Information Management Professionals Australasia (RIMPA), which is the longest serving peak body for industry practitioners in the southern hemisphere, is to advance, connect and encourage excellence in records and information management while advocating the values of the profession.

Established in 1969, RIMPA was losing money each year and membership was diminishing dramatically. According to its auditors and accountants, the association only had approximately two years left of operating capital.

A new Board formed in Sept 2017 determined that drastic changes were needed for RIMPA to stay alive and sustainable. The implemented changes included:

- ◇ a complete restructure of contracted and permanent staff
- ◇ governance and constitution changes to ensure transparency and accountability
- ◇ the development of an agile strategic plan
- ◇ a turnaround in finances from an AUD\$350k loss in the period 2014 to 2017 to a predicted AUD\$45k profit in the current financial year.
- ◇ recouping over 12 months the 40% membership loss which had occurred in the previous three years
- ◇ improving member satisfaction with events and printed communications by engaging the assistance of specialists in those fields
- ◇ better engaging and reconnecting with industry alliances and partnerships
- ◇ a generally improved culture and transparent communications

Associations Forum congratulates the other finalists:

- ★ Australian Catholic Primary Principals Association
- ★ Australian Acupuncture and Chinese Medicine Association

Thank you to Wentworth Advantage for sponsoring this Award.

*For outstanding achievement in a particular project, area of operations,
governance, activity or initiative*



Australasian Sleep Association & Sleep Health Foundation: Parliamentary Inquiry into Sleep Health Awareness



Part of the mission of the Australasian Sleep Association is to lead and promote sleep health and sleep science in Australia and New Zealand. The mission of the closely linked Sleep Health Foundation is to improve people's lives through better sleep.

In 2014, ASA and SHF, with a total combined staff of three full time employees, joined forces to raise awareness of sleep health across all levels of society, amongst politicians, health professionals and the general public. In March 2014, a Parliamentary Symposium held in Canberra was the beginning of a combined effort by the two organisations to increase the visibility of sleep health on the political agenda. An August 2017 report launched in Parliament House showed the annual cost to the Australian Economy of inadequate sleep was AUD\$66.3 billion.

On 13 September 2018, the Federal Government announced a Parliamentary Inquiry into sleep health awareness. Following 131 submissions to the Inquiry and public hearings across Australia, the Inquiry's report was released on 4 April 2019 with recommendations consistent with the national priorities stated by ASA and SHF.

The next task is to encourage targeted government funding for the Report's recommendations.

Associations Forum congratulates the other finalists:

- ★ Family Day Care Australia for the development of its national police check service
- ★ Swimming Pool and Spa Association of Victoria for its pool and spa safety campaign

Thank you to Australian Parliament House for sponsoring this Award.



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



BRUCE WALLACE

- ★ was the manager of Wallace Bros Pty Ltd from 1979 - 2015 which has been a member of Master Plumbers' Association Queensland (MPAQ) for seventy-nine years
- ★ was on the MPAQ Council from 1983 to 1992 and from 1996 to 2013, serving four terms as President and chairing several subcommittees
- ★ has attended over forty conferences in Australia and overseas, and hasn't missed a Queensland state conference since 1983
- ★ was awarded Life Membership of MPAQ in 2006 and was more recently awarded the title of MPAQ's Official Historian



STEPHANIE BLOWER

- ★ has worked in the not-for-profit sector for most of the 46 years of her working life, the last 19 of them running the Australasian Sleep Association (ASA)
- ★ in 2009, worked with the ASA Board to establish the Sleep Health Foundation and, in 2017, successfully applied to have the ASA registered as a Health Promotion Charity
- ★ ran the ASA's Annual Scientific Meeting from 2002 until 2017, in addition to her management role
- ★ has taken the ASA from a small cottage association to a highly efficient and well governed association, with a membership of nearly 1,000 and 3 staff



PHIL NAYLOR

- ★ is one of Australia's most respected association leaders
- ★ has spent more than 30 years establishing, developing, representing and lobbying on behalf of key national and state based associations, including the Mortgage and Finance Association of Australia and the Australian Retailers Association
- ★ has had experience as either Chair or Director of various Boards in the not-for-profit sector, most recently as a Director and Chair of the Board of Family Day Care Australia (FDCA)
- ★ has been instrumental in working with FDCA's senior management to enable transformational change in governance, culture and strategy



The newest conference destination on NSW's South Coast. Willinga Park in Bawley Point, is perfect for your next corporate event. Award-winning architecture, state-of-the-art equipment, luxury accommodation and incredible bushland surrounds, set to inspire and complement your event.

ACPPA's impressive transformation

The Australian Catholic Primary Principals' Association's nomination was one of many received by Associations Forum for the 2019 Association Turnaround of the Year Award™.

The following summary of the nomination demonstrates why it was a worthy finalist.



The Australian Catholic Primary Principals' Association (ACPPA) was established in 1984 and represents Catholic primary principals and leaders from over 1220 primary schools and 150 combined primary/secondary schools who, between them, educate more than 400,000 primary school students.

Until the early 2000s, ACPPA was primarily run by volunteers who, because of the time constraints associated with their full-time roles as school principals, were struggling to support ACPPA's vision for presence and growth on the national education stage. Despite eventually securing an employee for five hours of administrative assistance per week, ACPPA's goal was to have a full-time Executive Officer and part-time employee.

Following extensive internal negotiations, numerous consultations with other professional associations, and professional advice from Associations Forum on structure, succession planning and funding, the association was able to demonstrate to its members the need for a full-time Executive Officer to support the increasing workload of the President. This marked the true beginning of ACPPA's transformation. In 2017, Paul Colyer was appointed as full-time Executive Officer and Karyn Prior's part time employee role of Operations Manager was increased to 3 days per week.

The first question posed to the Executive Council was 'If ACPPA did not exist tomorrow would we be missed?' and the answer was 'We're not really sure, probably not'. This prompted ACPPA to change gears and begin thinking differently about everything in the association." Change was implemented in all of the following areas:

PUBLIC RELATIONS AND COMMUNICATIONS: A member survey was undertaken, in conjunction with face to face focus groups, to assess how well members were engaged with ACPPA. The results were a catalyst for a change in strategy; the members not only had little engagement but they didn't understand ACPPA's purpose. There is now increased engagement, demonstrated by an open rate of 40% on the publications and positive feedback from the members.

TECHNOLOGY AND WEBSITE: To increase communication, a new interactive website was created and an app was incorporated for easy connection with principals. The printed quarterly magazine was changed to an e-Journal twice as often, and members receive an e-newsletter from the President. An up-to-date database of over 1200 principals across the country has streamlined these communication changes.

MEMBERSHIP: Measures have been put in place to grow membership by ensuring that all States are represented nationally by the association.

GOVERNANCE: After rewriting the constitution, the association restructured to a Company Limited by Guarantee. There is a Board of Directors which has clear guidelines for operation and is well versed on its accountabilities and responsibilities.

POLICY AND ADVOCACY: The writing of key policies and by-laws for the association has meant that all business conducted is clear, transparent and manageable. The new strategic plan highlights three main priorities to further a redefined vision and mission: to advocate, to communicate, to connect. ACPPA is now embracing the opportunity to conduct joint research projects with key education bodies around issues important to primary-school principals.

EVENTS AND EDUCATION: To expand national networks, key sector representatives are invited to Board meetings, including education directors, CEOs of education organisations and Federal ministers. ACPPA has grown partnerships with national education bodies and is now approached for opinion and comment on key educational matters. The management team sets aside time to meet with State associations and member principals to increase engagement and participation.

LEADERSHIP/EMPLOYEE DEVELOPMENT: Strong and cohesive working teams have been created, with regular and effective communication channels, to allow the timely sharing of information. To upskill and keep up to date with current trends, the Executive Officer and Operations Manager attend courses and conferences, such as Associations Forum's CEO & Chair Symposium.

PRODUCTS AND SERVICES: As part of ACPPA's growth strategy, it has increased its financial partnerships by 50% and recently signed its first premium partner. It has also engaged with a business partner to support the development of a clear services plan and has moved to a more efficient accounting program to cope with the increased work.

"We are very proud of what has become a renewed and revitalised association, with a keen focus on our member base and strategy. If asked now, 'Would we be missed?', the answer would be, 'Most definitely yes!'"

PROFILE: Fiona Hollier, Resolution Institute

Resolution Institute is the largest dispute resolution membership organisation across Australia and New Zealand; a vibrant community of mediators, arbitrators, expert determiners, adjudicators, restorative justice practitioners and other dispute resolution professionals. Its Chief Executive Officer, Fiona Hollier, reflects on her 13 years at the helm as she prepares to hand over to her successor.



If you have ever been close-up to a legal dispute you know that a court case can be a costly, long and harrowing process. Or if you have had serious conflict at work, in a community organisation or in your family, you know how it can rip relationships apart and make it difficult for people to get on with their lives. In these situations, a skilled dispute resolution professional can help resolve the matter without all the costs and complications of a court case or without a prolonged stand-off between colleagues or family members. It is the vision of conflict being resolved more quickly, more cost effectively and more peacefully that has inspired me in my role for the past thirteen years. Like many people who choose to work in an association, it has been important to me to contribute to community well-being. I am proud of my involvement in bringing together key dispute resolution membership associations across Australia and New Zealand. Because the Board

and staff were determined to make the amalgamations work, we have brought together members from both sides of the Tasman and from quite different dispute resolution disciplines including mediation, arbitration and restorative justice. It has understandably been tough at times. Working out what to hang on to from the past and what to build for a sustainable future stretches your thinking. Respect and agility have been vital to the transitions. If you are truly respectful, you hear what is important to others and what is standing in the way. And when you are agile, you think of lots of options, and pick the ones that most people can live with. It shifts you from saying 'that won't work' to 'what can we make possible?' I am now looking forward to exploring a new combination of working, studying, travelling, spending time with family and continuing to contribute to community well-being. ☺

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Brisbane welcomes Association Events Summit

Event professionals and organisers gathered at Brisbane Convention & Exhibition Centre on 5 September 2019 to spend an intensive day learning about successful association event development and network with their peers.

This year's Events Summit focused on trends in 2019 and the future of the association events industry.

The event began with Antonio Codinach, the Regional Business Director APAC at Professional Convention Management Association, joining delegates via livestream from Singapore to discuss the future of meetings and events. The session looked at an international case study on what PCMA and Marriott International have identified as 'macro-trends' within the sector, and how these trends impact the future of association events.

Other topics covered included a look at the new age of event technology and how to develop technical content, as well as an in-depth panel discussion on sponsorship management.

Delegates also learned case-building skills in a workshop session, facilitated by Joanne Jacobs from the Disruptors Handbook, who covered a step-by-step process of creating a successful pitch as an event manager.



The day concluded with attendees being treated to post-Summit networking drinks and canapés, which were served on an outdoor terrace overlooking South Bank in Brisbane.

A special thank you to our Venue Partner Brisbane Convention & Exhibition Centre and Supporting Partners Evise and Ozzacom+.

“Great opportunity to hear from other like-minded peers on challenges and solutions.”

Ting Cheng-Haines, Events and Member Services Coordinator, National Employment Services Association

“A terrific networking opportunity. I came away feeling I had found a great little support network and definitely learned a few things I can apply straight away.”

Cassandra McAllister, Manager Governance, National Events & Conferences, Paramedics Australasia



Association representatives 'Meet the Politicians'

Associations Forum has again hosted Meet the Politicians at Australian Parliament House, where not-for-profit leaders had the opportunity to meet and learn from key politicians, media representatives and advocacy leaders.

This inaugural event, now in its third year, was celebrated by both delegates and politicians as being instrumental for association leaders in understanding politics, parliamentary processes and building relationships as an advocate.

Notable speakers included the Hon Michelle Landry MP, Hon Dr David Gillespie MP and Hon Ed Husic MP, who provided insights on best practice for approaching parliamentarians as a key element to successful advocacy.

A special thank you to Catherine McGrath for her valuable assistance with organising the event. Following this year's success, Meet the Politicians will be held again in 2020.



AFNC19 held in the national capital

Over 500 attendees from four nations around the world represented associations, charities and business suppliers at the 14th annual Associations Forum National Conference, held at the National Convention Centre Canberra on 15-16 July 2019.

This year, attendees had more than 35 educational sessions, learning labs and workshops to choose from over two days, featuring more than 60 expert speakers from the association and not-for-profit sector.

Conference welcome drinks were held in the exhibition space, where delegates connected with colleagues and suppliers. Gold Members were treated to a special dinner at Pialligo Estate hosted by Canberra Convention Bureau, and Tourism New Zealand hosted an exclusive dinner at the New Zealand High Commission.


During the opening plenary, Christie Tarantino-Dean delivered an overview of her experience since taking the helm five years ago as Chief Executive Officer of Chicago-based Institute of Food Technologists. Keynote Tim Sheehy, Director General of Institute of Chartered Secretaries and Administrators, shared the challenges and structural differences of leading an international federation in comparison to a national association.

Jonathan Smithers, Chief Executive Officer of the Law Council of Australia and Peter Strong, Chief Executive Officer of the Council of Small Business Organisations of Australia, led one of the most popular sessions of the conference. Together, they closely examined some of their successful advocacy case studies and discussed how an association can overcome bureaucratic obstacles.

At the conclusion of the first day of the conference, delegates and partners attended a glamorous Conference Dinner at Australian Parliament House. The evening was a stand-out for attendees and included the presentation of the Association Awards™ 2019 and this year's inductees into the Associations Hall of Fame™.

The conference also featured four Special Interest Group Workshops in the areas of Communications, Advocacy, Events and Membership, which gathered for facilitated discussion on key challenges and as an opportunity to network over breakfast.

Associations Forum would like to thank all of the exhibitors, speakers, partners and delegates for their support.

A special thank you to our Major Partner National Convention Centre Canberra, Platinum Partner Adelaide Convention Centre, Canberra Partners Canberra Convention Bureau, Crowne Plaza Canberra and Encore, and all of our event partners, with special mention to Australian Parliament House, La Trobe Financial, Clade Solutions, Higher Logic, Destination Gold Coast Business Events, Destination NSW, VMS Conferences and Events, GSA Insurance Brokers, Tourism New Zealand, ICC Sydney and Moreton Hire. 



Vic & SA optometry merger success



What are the key elements of a successful merger? The Optometry Associations of Victoria and South Australia had the prerequisites for a merger of their two entities.

First, was a willingness to explore the benefits with open minds.

Both Boards and senior staff approached the merger discussions with a focus on the best outcome for members.

Second, was a joint recognition that the status quo of running two separate organisations was consuming member resources that could be better used to extend the range of services.

Third, there were no inflated egos amongst the Boards or staff who would try to derail the merger discussions.

Fourth, there were no disputes over assets being combined into the new corporation.

Fifth, there were champions for the merger in both South Australia and Victoria. It is Associations Forum's experience that mergers need to have champions, particularly on the Boards, who want the merger to occur. Associations Forum was honoured to be the consultant in this project.

We facilitated the discussions with the merger team, met with both Boards and provided advice throughout the project right up to the registration of Optometry Victoria South Australia with the Australian

Securities and Investments Commission. More than

95 per cent of those members in both jurisdictions who voted supported the amalgamation in an emphatic endorsement for unity.

The inaugural President of the newly formed organisation is Elise Pocknee-Clem, a former President of Optometry South Australia. Former CEO of Optometry Victoria, Pete Haydon, has been appointed CEO of Optometry Victoria South Australia, while former CEO of Optometry South Australia, Libby Boschen, will continue as Special Advisor, Member Services and Policy, South Australia.

"Members in Victoria and South Australia have clearly identified the efficiencies which will result from the merger and how these will enhance the services they receive and the opportunities they bring to advance optometry," said Optometry Australia's CEO, Lyn Brodie.

"I was really grateful to the Associations Forum team for their support throughout this process," said Mr Haydon. "Although we had a good foundation for the amalgamation, and broad support, it's still a tricky piece of work. Having experts on hand made the job easier, quicker, and has led to a stronger result. Now it is incumbent on us to deliver on the promises we made as part of the amalgamation process, and capitalise on the momentum we've generated for the benefit of our members." ◡

TMAA benefits from External Review



TRAFFIC MANAGEMENT ASSOCIATION OF AUSTRALIA

The Traffic Management Association of Australia (TMAA) has made good use of Associations Forum's services in recent times, beginning with a review of its Strategic Plan as part of a facilitated Planning Day in early 2018. "I just wanted to thank you for such a professional, and enjoyable day. I think you struck at the very heart of our association and focused everyone on the realities of what they need to consider and what actions could be undertaken to achieve success under the eight pillars," said Louise Van Ristell, TMAA Executive Officer.

A subsequent External Review, conducted by Associations Forum's Adrian Hart, provided a fresh and independent look at the governance and management of TMAA to address its structure, staffing, financial viability and operational practices. After speaking with the Board and staff, and undertaking a detailed analysis of the organisation's financial position,

a report was generated to provide TMAA with recommendations to streamline operations and boost the effectiveness of the association. "Adrian... your valuable input during the meeting has provided us with valid, strategic, recommended implementations and operational changes ensuring benchmarks and activities are more streamlined, and provide overall direction and benefit to the association," Stephen O'Dwyer, TMAA President.

The timely review recommendations came as the association was about to undertake a growth stage, both in membership and financially. TMAA continues to liaise and work closely with Associations Forum. TMAA recommends the services of Association's Forum to colleagues and other association Boards. ◡

Association Events Survey 2019 Report released

Associations Forum has released the Association Events Survey 2019 Report. The Report gives insight into the events that associations are running, how they are being produced, and the trends within association events. Participating associations were asked questions relating to types of events being run, use of suppliers, rotation policy, delegate fees and member discounts, assistance from bureaux, CPD points, event marketing techniques, exhibitions, member participation, international congresses and more. Some of the findings include:

- ◊ Over two thirds of survey respondents rotate the destination of their major event

- ◊ The majority of associations reported stable or increasing delegate numbers at their major event from year to year
- ◊ Of the associations that utilised services by the convention bureaux, site inspections and sourcing venues were the most popular services cited
- ◊ Just over half of survey respondents organise their events without the assistance of professional conference organisers or volunteers

To find out more, you can request a copy of the Report by emailing fatima@associations.net.au or calling (02) 9904 8200.

The Report costs \$50 for members and \$90 for non-members.

*Participants have been provided with a complimentary copy of the Report. ◡

Board succession planning



Directors are temporary custodians of the association they serve. Part of their responsibility is to ensure the existence of a succession plan to enable continued good governance. Associations Forum's Denys Correll provides some tips to help you with your succession planning.

- 1 The nomination and election of directors is a responsibility of members. However, the Board can assist members by ensuring there is a pool of the best possible candidates from which to choose.
- 2 Boards need a variety of skills to meet their obligations to members and the law. Boards can add to their pool of talent and fill gaps in skills by having some positions for non-member directors appointed by the Board.
- 3 Ideally there should be a Nominations Committee, as a sub-committee of the Board, which assists the Board in identifying and recruiting potential candidates for election or for appointed positions or for filling casual vacancies.
- 4 In preparing for elections the Board can assist the process by examining the association's strategic plan and undertaking a skills analysis to identify the types of candidates who will assist the association achieve its plan.
- 5 The Board should notify members of the skill mix needed by future directors so that members can consider these when nominating and voting to fill Board positions.
- 6 As part of the nomination process, nominees should complete a nomination form that gives each candidate an equal opportunity to identify their skills in relation to the strategic plan.
- 7 Due diligence before elections is well worth doing. It is better to find out before an election if a candidate is not a fit and proper person to be a director. Likewise, candidates should be encouraged to do their own due diligence to ensure they know the extent of their obligations.
- 8 Interviewing candidates is another step in determining the best possible potential Board members. Questions could cover skills, potential conflicts of interest, qualifications, and availability to contribute the requisite amount of time to the association.

Have you had your Constitution reviewed lately?

Associations Forum is able to give clear, practical advice on what may need to be reviewed or improved.

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LET'S CONNECT

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Australian Prime Minister on his career in associations

As the Prime Minister of Australia, I am delighted to write for ASSOCIATIONS magazine on the importance of associations to our nation and the peoples of the democratic world.



My first job after university was for an association. I worked for the Building Owners and Managers Association (now the Property Council of Australia) for six years and later for Tourism Council of Australia. I cut my teeth in associations and learned how important it was to anticipate and meet member needs. I also learned about a vital part of the economy and saw the impact of government regulation. Therefore, I well understand how good associations, like good governments, deliver jobs, catalyse prosperity and contribute to better, stronger communities.

Associations meet the particular needs of a group of people. They represent a specific profession, industry, cause or purpose, have a life beyond the involvement of their founders, and continue to prosper because they are relevant in catering to the needs of their members. It is important to have a network of like-minded connections - and that is what associations provide.

The right to associate is one of the fundamental democratic freedoms in Australia, along with speech, thought and religion. Industries, professions and causes need to have an authoritative membership body to advance training and education, set standards and build collegiality. Associations play a valuable role in providing even the smallest

industry, cause or profession with a voice, and the tools to thrive and grow. They also equip businesses and not-for-profits, and their work helps thousands stay on top of the latest information, insights and opportunities. Through their work, the Australian Government that I lead hears about how and where we can reduce unnecessary and costly regulation. Associations help their members and, in turn, help our economy and our country.

Ultimately, associations just want to see their members succeed. Industry associations can only be as strong as the economy which is why the foundation of our work is keeping the national economy strong. Only a stronger economy sustains industry and business confidence. When businesses are confident, they invest in their associations and alliances. When they aren't confident, they cut spending and that often starts with membership fees and other discretionary costs.

I recognise how much associations contribute; providing training and advice and giving support to smaller businesses and organisations. They add to the productivity and capability of so many.

I wholeheartedly congratulate associations on how they help their members every day. ◀

Association leaders enjoy New Zealand famil

In early July 2019, Tourism New Zealand hosted a group of eight Association Forum members on a five-day famil to New Zealand, ahead of the Associations Forum National Conference in Canberra.

The famil began in Christchurch with a hard-hat tour of Te Pae, the newly-constructed convention centre. Te Pae is due to open in October 2020 and will be able to cater for events with up to 2000 delegates and exhibitions with up to 200 booths. In Auckland, the group visited the New Zealand International Convention Centre. When completed in early 2021, the Centre will accommodate conferences with up to 3150 delegates and events with up to 4000. The Centre will also be connected to over 1000 hotel rooms via an airbridge and is surrounded by world class entertainment and dining precincts.

Participants also visited some of the best hotel and accommodation offerings in both cities and were treated to a scenic helicopter flight over Christchurch and an America's Cup sailing experience in the beautiful Auckland Harbour.

"It was great to finally see what all the hype is about," said Blair Barker, Corporate Partnerships Manager at Associations Forum. "We saw world class venues, picturesque landscapes and had amazing food and wine, but what I will remember the most is the warm welcome and hospitality

we received everywhere we went. New Zealand is an amazing business events destination and it was a privilege to take a group of our members across the Tasman to experience this first hand."

During the visit, Tourism New Zealand also outlined the support available to executives via its Conference Assistance Programme, a marketing fund available to national and international associations and organisations wishing to host a conference of more than 2000 delegates in New Zealand. ◀



An update on RSL NSW


In the April 2017 and April 2018 editions of ASSOCIATIONS, we covered the alleged financial mismanagement at the Returned and Services League of Australia New South Wales Branch (RSL NSW) and the findings of the Public Inquiry into the charity's misuse of funds. During the Inquiry, led by former NSW Supreme Court judge Patricia Bergin SC, Don Rowe admitted to using RSL NSW's funds for his own purposes during his 11-year reign as its President. In January 2019, Mr Rowe was charged with two counts of dishonestly obtaining financial advantage by deception and has failed in his attempt to have the charges dealt with on mental health grounds.

In May 2017, James Brown was elected as President of the troubled organisation. In stepping down from the unpaid role in June this year to contest the position of Chief Executive, Mr Brown observed as follows in a statement on RSL NSW's website:

"We have been through a significant period of upheaval – the most challenging in our 102-year history. The revelations from the Bergin Inquiry needed to be met head-on and required hard work to survive the inquiries and investigations with our charitable status intact... As a result of the challenges we have faced, my time as President has been less ceremonial and more executive and "hands on" than the role has been historically... The long overdue reform and modernisation process our members have begun has some way to go. Together we have raised

standards of governance and professionalism, navigated police and judicial inquiries, restored fundraising at a local level, given veterans and their families a bigger voice, started work to improve veterans affairs policy, and begun training and supporting sub-Branched and members."

Mr Brown was unsuccessful in his bid to lead the charity, with the CEO position going to an ex-colonel and the former head of TAFE NSW, Jon Black. Mr Black, who was appointed on 2 September 2019, had a 20-year career in the army including deployment to the Middle East where he was deputy chief of staff to the Multinational Force and Observers.

"Jon's experience in leading a range of complex organisations with strong knowledge of governance practises is exactly what RSL NSW needs in our new CEO," said Acting RSL NSW President, Ray James. "His service in the Australian Army ensures there is strong knowledge of the challenges facing our members and the broader veteran community." "It has clearly been a challenging time over the last two years and I commit to working tirelessly with the team at state headquarters, the district councils, sub-branches and members across the state to ensure RSL NSW continues its leading role in member and veteran service," said Mr Black. 



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Former General Manager of Surf Life Saving NSW charged

In the April 2017 edition of ASSOCIATIONS magazine, we covered the resignation of Matthew Hanks as General Manager of Surf Life Saving NSW following his admission to defrauding the iconic organisation. Mr Hanks has now been arrested and charged for the alleged misappropriation of charity funds.

On 21 August, financial crime squad detectives arrested Mr Hanks and charged him with seven counts of obtaining money by deception together with 48 counts of dishonestly obtaining a financial advantage by deception. It is alleged the former staff member misappropriated AUD\$2.7 million over a 10-year period beginning in 2006. Mr Hanks benefited personally from the alleged fraud and there is no suggestion that anyone else in Surf Life Saving NSW was involved.

Mr Hanks is accused of siphoning off funds using a false printing company; he had contracted the organisation's printing work to a company he had registered but then subcontracted the work to another business, allegedly keeping the difference. Mr Hanks also allegedly purchased vehicles using a double invoicing system, with Surf Life Saving NSW paying an inflated amount for its company cars while Mr Hanks skimmed money off the top to spend on his own cars.

Response from Surf Life Saving NSW:

In a Message to Members posted on its website on 21 August 2019, Surf Life Saving NSW welcomed the charges against Mr Hanks, thanked members for their support and reassured members that they would be kept informed of progress. The message also covered preventative measures:

“Extensive internal and external investigations and review processes have been implemented since 2016 which mean the necessary governance and financial processes are in place to ensure such a situation cannot arise in future.

These measures include obtaining endorsement of improvements from the Australian Charities and Not for profit Commission (ACNC), appointment of recognised internal and external auditors, a refreshed Finance and Compliance Committee (FACC), appointment of a new Risk and Compliance Committee (RC) and enhanced governance training for all members of the Board...”

“Association leaders, whether volunteer Directors or paid employees, have a legal fiduciary duty plus a moral responsibility to be honest. It is very disappointing that a senior representative of such an iconic organisation has let down the honest volunteers and staff members through apparent dishonesty,” said Associations Forum CEO, John Peacock. “Better internal controls are needed in many not-for-profits. Our research shows approximately 75% of associations and charities operate with only a Treasurer and with no Financial Audit and Risk Committee. This would be one step in greater vigilance against fraud.”

Racing NSW exemption claim denied

In August 2019, the NSW Civil and Administrative Tribunal rejected Racing NSW's application for a full or partial exemption from a AUD\$226,000 stamp duty bill on a 2600-acre property it owns northwest of Sydney. The property was purchased in June 2017 for AUD\$5.1 million to rehabilitate and retrain retired racing thoroughbreds.

NSW's premier horse racing body had been arguing for almost two years that it is a primarily charitable or benevolent organisation helping to educate and lift people from poverty.

However, the Civil and Administrative Tribunal's John Currie, in rejecting the claim, noted that Racing NSW's objectives could only be regarded as being of a mixed character. Mr Currie pointed to the industry body's 2018 Annual Report which listed highlights including prizemoney increases, returns to owners and the AUD\$10 million race The Everest. He contrasted those with the relatively limited accounts of the Equine Welfare Program and capital development.

Chair of Garlic Industry Association resigns

The Chair of the Australian Garlic Industry Association (AGIA), Letetia Ware, tendered her resignation to the Board in early September 2019.

AGIA issued a media release in response, explaining that Ms Ware's resignation was accepted after she pleaded guilty to the illegal importation of garlic.

“Remaining board members were unaware of Letetia's illegal activities, whose actions contravene AGIA's objectives to support a thriving and healthy Australian garlic industry,” stated AGIA. “We ask for the patience and support of all our members at this time. This matter has been addressed by the relevant authorities. The board remains focused upon the development of the garlic industry in Australia and the support of growers.”

AGIA has reassured garlic growers that despite this incident, the court was advised that the imported garlic was not found to be diseased.

Ms Ware illegally imported over 2,000 bulbils from overseas to her residence in Tasmania across an 18-month period, instructing suppliers to label the items as ‘office supplies’.

Ms Ware is to be sentenced at a later date.



SAVE THE DATE

Associations Forum National Conference 2020
will be held at Royal International Convention Centre,
Brisbane on 22-23 June

The importance of association AGMs

For many associations, it is Annual General Meeting (AGM) season. The annual requirement for holding an AGM of members is fundamental to associations and can be used as a positive experience for the whole association.

◇ Most associations must have an Annual General Meeting once per year, and occasionally Special General Meetings are also held. The running of an AGM is significantly different to, and mainly more procedural than, the running of a meeting of the Board of Directors. It follows a strict and formal process, covering only substantive matters on the Notice of Meeting. Therefore, ‘general business’ should not be an agenda item on the Notice of Meeting. Putting forward and voting on substantive motions randomly proposed by attendees at the General Meeting would be unfair to members who chose not to attend the General Meeting following their reading of the Notice of Meeting. At the AGM, the Board of Directors must report to the members on specific matters. As the Board of Directors is chosen by the members, and is accountable to them, the association’s AGM is an opportunity for members to hear what the Board has been doing throughout the previous year. It is good governance for Directors to report to others; associations with only the Board as members only report to themselves and therefore have less than ideal governance. The Chair of the AGM is often a volunteer without specific knowledge of General Meetings, so it could be the Company Secretary, for example, who trains the Chair on what he or she should know regarding the General Meeting.

◇ Matters that can be addressed at a General Meeting normally include changes to the constitution, the entity’s name, removal of Directors, and rare matters upon which the Board cannot decide. Subject to the constitution, members cannot generally propose resolutions relating to the management of the association.

As well as the relevant law, the key document regarding the governance of the association is the constitution, which can only be changed by a 75% or greater vote of members attending the General Meeting in person or by proxy once the quorum has been reached.

If the members are not satisfied with the Board of Directors, the members can include on the Notice of Meeting a motion to replace the Directors.

We suggest that elections for the Board of Directors be held by electronic voting prior to the AGM so that the results can be announced at the AGM.

◇ In some ways, lack of attendance at an AGM is a sign of contented membership. However, it is better to have members present to hear the official reports, celebrate success and engage in collaborative discussions once the formal part of the AGM is over. Consider combining the AGM with an appealing presentation, social gathering, or as part of the association’s annual conference. Honouring service to the association and significant achievements in the industry, profession or cause is also appropriate at an AGM.

Make the most of your AGM. As it is the key formal process of your association’s accountability, get the procedures right and have a faultless smooth-running meeting. However, also make your AGM enough of a show to impress members and remind them of the worthwhile nature of the association for its members. ◀

**Associations Forum’s AGM Guide is available to our member associations and has been written to assist the smooth and appropriate running of an AGM.*

ADVERTORIAL

The Challenge: Evaluating an association CEO

By failing to adequately evaluate their CEO, many associations miss an opportunity to express support for, and strengthen the performance of, their chief executive. Neglect can be costly, resulting in high turnover, mistrust, and ongoing poor performance, of both the CEO and, as a result, the entire association.

There are many reasons why a Board should conduct regular, systematic CEO assessments. It is, however, difficult for the Board to obtain honest feedback to use as a basis for improving performance.

To assist, Wentworth Advantage has developed a **CEO 360° Survey Assessment Tool** with three broad goals:

◇ to clarify expectations between the Board and the CEO on roles, responsibilities and job expectations;



- ◇ to provide insight into the Board’s perception of the CEO’s strengths, limitations and overall performance;
- ◇ to foster the growth and development of both the CEO and the organisation.

The feedback secured from this assessment offers reliable information to inform a meaningful discussion about the CEO’s past performance and future aspirations. It is only through discussion of this type that association leaders can chart courses of action and make progress in fulfilling their association’s mission.

For further information on the **CEO 360° Survey Assessment Tool**, please contact Mark Werman, Managing Director at Wentworth Advantage on 02 8448 3200. Website: www.myadvantage.com.au ◀

Engineer's first female CEO



DR BRONWYN EVANS has been appointed as Chief Executive Officer of Engineers Australia. Dr Evans was previously the CEO of Standards Australia, has held senior executive roles at Cochlear Ltd and GE Healthcare, and has non-executive Board experience in the construction, medical technology and digital business sectors.

"Over the last few years, Engineers Australia has modernised its governance and operations. Our Board looks forward to Dr Evans advancing this work," said National President and Board Chair, Trish White. ◡

CEO change for YMCA Victoria



CAROLYN MORRIS has been appointed as Chief Executive Officer of YMCA Victoria. Ms Morris takes over from Peter Burns, who has been part of YMCA for over 40 years and had served as YMCA Victoria's CEO since 2002.

"Carolyn has been an outstanding Chief Operations Officer for YMCA Victoria and has already helped position the organisation for sustainable future growth," said Chair, Stephen Ellich.

Prior to joining YMCA Victoria, Ms Morris has had a successful career within the Aged Care, Childcare, Finance and Banking sectors including leading large business divisions at Bankwest and ANZ Bank. ◡

Vale Tony Dixon

TONY DIXON, Chief Executive of the Australian Steel Institute (ASI), passed away in July 2019. With over 30 years' experience, Mr Dixon was appointed as the Chief Executive of the ASI in 2015 and worked tirelessly to promote the steel industry during the four years of his tenure. Prior to commencing at the ASI, he held several General Manager positions at Arrium/OneSteel and BHP Steel. ◡



New CEO for ASI



MARK CAIN has joined the Australian Steel Institute as its new Chief Executive Officer.

Mr Cain's steel industry experience spans technical roles, R&D, sales, marketing, strategy and manufacturing. In addition to a long career at BHP and BlueScope, his other senior executive roles have been Executive General Manager at Coates Hire and, most recently, Executive Director at Metal Roofing and Cladding Association of Australia.

"Mark's deep and broad experience makes him ideally suited to lead the Australian Steel Institute as it moves into its next phase of strategy execution," said Chair, Bernie Landy. ◡

New AMA Secretary General



The Australian Medical Association (AMA) has appointed **DR MARTIN LAVERTY** as its new Secretary General.

Dr Laverty is currently the Chief Executive of the Royal Flying Doctor Service and was previously the Chief Executive of Catholic Health Australia.

"The AMA Board has chosen a Chief Executive with advocacy and deep health policy experience, a background in working behind the scenes with Ministers and Departments, and a strong track record in campaigning for national health reform," said AMA President, Dr Tony Bartone. ◡

New CEO for AMA(SA)



The Australian Medical Association South Australia has appointed **DR SAMANTHA MEAD** as its new Chief Executive Officer.

Dr Mead is the former CEO of the Australian Dental Association in South Australia and has held many roles in the sector, including CEO of SIDS and Kids South Australia, State Manager SA/NT of the Australian Veterinary Association and a Senior Executive Officer with SA Health.

"Samantha comes to us with considerable and recent experience in leading a membership and advocacy organisation with similar values and missions as our own," said President, Dr Chris Moy. ◡

PCB's new CEO



GARETH MARTIN was appointed Chief Executive Officer of the Perth Convention Bureau (PCB) in July 2019, having been with the organisation for 11 years.

"My focus will be on open communication and building genuine relationships at all levels with clients, stakeholders and my team, to foster their engagement in a shared vision and successful business outcomes," said Mr Martin.

Following his appointment, the PCB became a member of the Association of Australian Convention Bureaux (AACB), and Mr Martin has been welcomed as an AACB Board member. ◡

New Executive Manager for ATA



The Australian Toy Association (ATA) has appointed **ALICE SANDERSON** as the new Executive Manager following the resignation of Gabby Anderson who had served in the role for seven years.

Ms Sanderson has been a part of the ATA team for nine years as the Events Manager, overseeing the organisation of the Toy Hobby and Licensing Fair and other events.

ATA President, Jonathan Zimble, said that there was no hesitation in offering Ms Sanderson the role, while Ms Sanderson said she is thrilled to be able to lead the association's team and its 240 members. ◡

Standards Australia's new CEO



Standards Australia has appointed **ADRIAN O'CONNELL** as Standards Australia's new Chief Executive Officer.

Mr O'Connell has been Standards Australia's Deputy CEO since 2014 and Acting CEO since March 2019.

He also has diverse and extensive experience representing Australia internationally and is widely recognised for his contributions in international governance positions.

"Since joining Standards Australia in 2006, Adrian has been instrumental in driving innovation and change to deliver greater value for stakeholders and the end users of Australian Standards. Through the selection process the Board found his experience, commitment and vision for Standards Australia compelling," said Chairman, Richard Brooks.

Changes at IPWEA



The Institute of Public Works Engineering Australasia (IPWEA) has appointed **CATHY MORCOM** as its new CEO.

With 25 years in senior management, Ms Morcom brings a track record of developing and executing transformational change in high-profile organisations including Scouts Australia, KPMG Australia, AGL, TNT, Service NSW, Commonwealth Bank and RailCorp.

"My most recent role as National General Manager of Scouts Australia has prepared me well to work in conjunction with IPWEA's multiple entities across different geographic borders to drive IPWEA's united purpose," said Ms Morcom.



JOHN ROYDHOUSE, Chief Executive Officer of the Institute of Public Works Engineering Australasia NSW Division (IPWEA NSW) has announced his departure after nearly 12 years of dedicated service.

Mr Roydhouse joined IPWEA NSW in February 2008, initially as Executive Officer, before serving six years as CEO. During his time, he co-created Pocket Sally, an initiative aimed at spreading the word of diversity and opportunity in engineering.

"John's commitment to our IPWEA NSW family and our mission to help communities across NSW be stronger, more resilient and safer, is unparalleled. As a CEO, John has been a strong visible presence championing public infrastructure and the people who work tirelessly to keep our communities moving forward," said IPWEA NSW President, Warren Sharpe

Pharmacy Guild of Australia appoints new CEO



The Pharmacy Guild of Australia has appointed **SUZANNE GREENWOOD** as its new Executive Director.

A lawyer by profession, Ms Greenwood was the 2017 Australian Healthcare, Pharmaceutical and Biotech Lawyer of the Year, is an experienced executive and has held numerous Board positions in the health and social services sectors.

"Ms Greenwood is a fierce advocate for expanding access to health and well-being services for all Australians," said National President of the Guild, George Tambassis.

SAFAA appoints new CEO



JUDITH FOX, who has been heading up Australian Shareholders' Association, is the new Chief Executive Officer at the Stockbrokers and Financial Advisers' Association (SAFAA).

Ms Fox takes over from Andrew Green, who is retiring from the role. Ms Fox brings a depth of experience of markets to SAFAA, having represented both issuers and investors on the ASX Corporate Governance Council and in public policy formulation.

"Working with a committed Board, I look forward to utilising my experience to ensure it remains a relevant and sustainable association that is valued by its members and stakeholders," said Ms Fox.

Changes at CRANAplus



CRANAplus, the peak body for the remote and isolated health workforce, has appointed **KATHERINE ISBISTER** as its new Chief Executive Officer.

Ms Isbister is an experienced leader in remote, rural and isolated areas of healthcare, with recent senior positions at CRANAplus, Uniting Care and the Royal Flying Doctor Service. She is also a practicing Registered Nurse and Midwife. "Katherine's passion for rural and remote health is reflected in her extensive experience working in not-for-profit organisations in various locations across Northern Australia and we are confident of her ability," said CRANAplus Chair, Paul Stephenson.

Other sector changes

PROFESSOR JONATHAN CARAPETIS - President Elect of Association of Australian Medical Research Institutes

DENISE BROWN - appointed Chief Executive Officer of Outback Queensland Tourism Association

ELIZABETH FOLEY - appointed Chief Executive Officer of Australian Institute of Project Management

Stepping in sync at APoDA

Why good teamwork at the Australian Podiatry Association is helping the peak body thrive.

Nello Marino, CEO

I've been Chief Executive Officer at the Australian Podiatry Association (APoDA) for two and a half years. When I was appointed, the Board had already initiated an amalgamation between the national body and the state organisations. Katrina was APoDA President during the time and was leading the governance on this process, so with me as CEO we naturally worked in closely together. Our working relationship was founded on that mutual experience with the trials and tribulations, and also the successes that went with that process.

I think the two of us work well together.

We both share a common goal for the association and Katrina always acts in the best interests of the association. We've always been strongly united in our goals for the association and I think that this mutual understanding has been reinforced through our collaboration on the merger.

What has struck me most during this time is that there is a really strong respect for Katrina and her role within the organisation.

Katrina has an excellent ability to gain the support of others and this was evident during that complex and delicate time, particularly when it came to having difficult conversations with some of the individuals involved.

Katrina also has an excellent understanding of the operational needs of the association. Her background in public relations prior to

becoming a podiatrist really shine through.

Combine this with her broad knowledge of the profession, she is very well equipped to deal with a number of the specific challenges that we face in the sector.

Katrina is an excellent leader and the two of us usually take a very measured approach to addressing a range of issues. I think that's what makes the working relationship so strong.

Katrina Richards, President

I took over as President of APoDA in November 2015 and I had been on the Board since 2012. In late 2016, we had already initiated our nationalisation process when the CEO at the time tendered his resignation. It was like a bomb had dropped on my presidency and at such an important juncture. We felt really fortunate to recruit Nello, who had been through a similar process with Sports Medicine Australia a couple of years earlier. Nello had the perfect personality and temperament to engage and bring everyone together, and his prior merger experience added to his credibility.

Nello hit the ground running and the process ran quickly and efficiently, with a vote to change the national constitution taken about 6 months after Nello's appointment.

Over the following six months the State bodies subsequently voted to enable their members to join the newly constituted national APoDA. This was a significant achievement and a

testament to the teamwork that had quickly been forged. Since working so closely with Nello and gaining a better understanding of his thinking, I've learnt lots, particularly from a business perspective. This has probably been one of the most fulfilling periods of my presidency.

Now that we've got this brand-new national structure, the next step is for Nello and I to continue to build on the benefits derived from the re-structuring, and to implement the long-term vision for the organisation and the profession of podiatry. We are in the best position possible to fulfil our objective of leading the podiatry profession and we continue to strive to offer our members the best member services possible.

Unfortunately, the association saw some very difficult periods in the past and I've witnessed, first hand, the impact of poor communication and misalignment of values. The relationship between the President and CEO is integral to the running of an association, and along with a strong and driven Board, play a critical role in ensuring the positive health of an organisation.

Despite a strong relationship between the President and CEO, ultimately it is our good governance, solid policies and the engagement of the whole Board which complement the relationship between the President and CEO, and ensures that every decision is made in the best interests of the association. ◊

WHAT NELLO HAS TAUGHT ME:

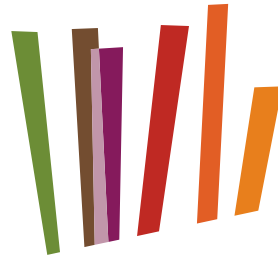
Nello has reinforced the importance of trust and affirmed my capability in the role during my time as President. Office bearer roles are really valuable parts of professional development and Presidents are rarely ready-made when they take on such a role in an association. Nello has been very supportive of my time as President and has always had my back.



WHAT KATRINA HAS TAUGHT ME:

I think Katrina has taught me that there is humour in almost every situation. Like everyone, I really enjoy a good laugh, yet I am conscious that I could benefit from loosening up a little. Katrina is a very positive individual and I don't think anyone could accuse her of taking herself too seriously. She is always quick to see the humorous side of a situation whilst still being very measured.

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