

ASSOCIATIONS

BRINGING ASSOCIATIONS TOGETHER TO BOOST PERFORMANCE

British Cave Rescue Council

Its role in rescuing the Thai soccer team



- ◆ Associations Hall of Fame™ and Association Awards™ 2018
- ◆ Fraud by former CEO of Keep Australia Beautiful NSW
- ◆ Event Survey 2018 Report released
- ◆ Tips on association finances



ASSOCIATIONS SOFTWARE SYSTEMS ARE IN CHAOS!

Ok, so it's not that bad, but we got your attention. However it was no surprise that organisational efficiency topped the list as the most pressing issue faced by attendees on our survey at the recent AFNC18 conference.

As we front up to the reality of a tightening labour market, we need to seek alternatives that can supplement our labour force. Efficiency is not just a bottom line dollars and cents game these days, difficulty finding and attracting the appropriate skilled workforce is just as much of a driver.



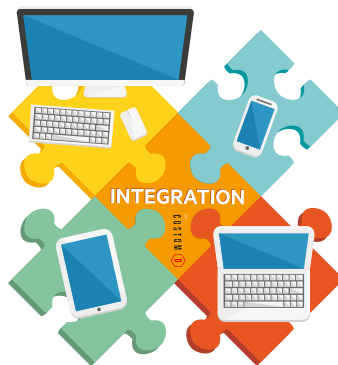
For forward thinking associations the smart money is on technology.

Take advantage of the leveraging capability that solutions in this domain offer.

Stand out benefits include:

- Reduce menial tasks.
- Deploy human resources to more meaningful, enjoyable work.
- Streamline systems to reduce bloated processes.
- Enable limitless growth opportunities.
- Deliver better value to members with efficiently driven programs and services.
- Significantly improve member engagement.

During the conference we talked to a number of associations that cited a lack of integration between a number of disparate systems was also a big problem.



The all in one solution

Custom software development eliminates these frustrating issues and is designed to your specific workflows.

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Mobile Apps

Deliver value key workflows to members on the go for convenience and engagement.

Online Portals

Drive higher engagement with members and customers through a user friendly and informative online portal.

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**Association Membership Summit
19 November 2018
Melbourne Convention
and Exhibition Centre**



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CAB audit: Average Net Distribution 4236 Combined Print and Digital
(for 12 months ending March 2018)

External Reviews provide valuable advice



All associations follow the same principles yet vary greatly in their operations, culture and scale. Having voting members who appoint a Board or governing committee to ensure delivery of services and outcomes may be the only thing that all associations have in common.

Whilst association managers and Board directors learn much from attendance at our events, and from discussions with our association-experienced team, an overall External Review by Associations Forum should be considered.

Some of the structure and incorporation issues that an External Review may cover include:

- ♦ The structure of the association and colleague entities: should an association remain independent or consider a restructure with similar bodies?
- ♦ Expansion overseas: are the historical geographic boundaries still appropriate or are they restraining the association's potential?
- ♦ Is your association incorporated under the most appropriate legislation and in the best legal jurisdiction?

An External Review may also cover the governance of an association. We have reviewed or drafted hundreds of association constitutions and can make pertinent comment on the style, content and compliance of the document. In particular, an External Review will look at objects, membership and Board composition.

Members services need to be considered, as well as technology and financial matters. An External Review would also examine how services are delivered, namely via in-house staff or outsourced specialists. We suggest that the need for the project and terms of reference be advanced to ensure acceptance and buy-in from the Board and senior managers. The outcomes need to be practical and result from respectful consultation.

Associations develop their own cultures and habits. Nearly all associations are willing to change when change is an improvement, and have the ability to sell change, but when operating in isolation from others they may not know what improvements to make.

Having been involved in a number of External Reviews over the last 15 years, Associations Forum is confident that embarking on this process will bring changes that will advance the association and assist it achieve its purposes.

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

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



GREG PATERSON

- ★ has worked in the field of workplace relations in the real estate space for more than 30 years, with 25 of those years dedicated to the Real Estate Employers' Federation
- ★ spent 23 years as Executive Director and in 2016 moved into the newly created position of Membership Services Director to work directly with real estate employers
- ★ is recognised as Australia's leading and most dominant expert in industrial matters affecting the real estate industry
- ★ in 2013 was awarded a lifetime achievement award for outstanding contribution to the real estate industry



JOHN FLOWERS

- ★ has been a volunteer Board member for Spina Bifida Hydrocephalus (SBH) Queensland for 30 years
- ★ is currently Vice-President, having undertaken each role on the Board; responsibilities have included strategic planning, governance management and partnership generation
- ★ is prominent in every day volunteering; fundraising, volunteering at events and advocating for the organisation within the community
- ★ represents SBH Queensland in the community and in the media, often attending events to raise awareness of the condition as well as the organisation's work in the community



MARIA PALAZZOLO

- ★ is the Executive Director & Chief Executive Officer of GS1 Australia and has been responsible for the successful implementation of global standards within the supply chain in more than 18 industry sectors throughout Australia
- ★ joined GS1 Australia in 1983 when it had around 600 members - it now has over 18,000 members
- ★ experienced in all aspects of supply chain management and the development of global standards for Australian industries
- ★ holds positions on local and global GS1 Boards



SUSAN SUNDSTROM

- ★ has been a volunteer member of the Careers Advisers Association of NSW & ACT (CAA) Executive for 25 years and a careers adviser for 32 years
- ★ was President from 2009 to 2017 and was awarded Life Membership of CAA in 2016
- ★ under her leadership, membership of CAA has grown to in excess of 800 members
- ★ has worked continuously to champion the cause of careers advisers in schools both at the State and Federal levels of government and within the education industry



ROY PRIVETT

- ★ joined the Boating Industry Association as NSW General Manager in February 1989 and recently retired after nearly 29 years of service
- ★ oversaw major industry submissions to Government for the enhancement of recreational boating facilities
- ★ initiated industry training and education programs and created improved conditions in the industry
- ★ instrumental in the planning and delivery of the first Sydney International Boat Show, the southern hemisphere's premiere international boat show and exhibition, which celebrated 50 years in Roy's final year with BIA



MARILYN YATES

- ★ has been a member of the Home Economics Institute of Australia (HEIA) since its inception in 1993
- ★ was bestowed a Fellowship in 2001 and was awarded an Honorary Life Membership of HEIA in 2016
- ★ has represented HEIA (WA) on the national council of HEIA since its first AGM in March 1994
- ★ during her time on Council, has been National President and a member of the Professional Development Standing Committee, the Education Standing Committee, the Membership Standing Committee and national conference Steering Committees

Master Builders Queensland

With more than 8,500 members, Master Builders Queensland is the peak industry association representing building and construction in Queensland since 1882.

In recent years, under the helm of a new CEO, Grant Galvin, a senior leadership team led Master Builders through a multi-pronged and clearly defined strategy to deliver strong financial results, improved membership numbers and positive member feedback. The strategy included:

- 1 Governance modernisation including a rewrite of the constitution, policies and governance framework. As a result, there was an increase in the percentage of members voting in general elections and a better understanding of governance obligations.
- 2 A review of member engagement and communication strategies, translating into increases of 3% in membership numbers and 13% in financial revenue over the last three financial years.
- 3 Innovation in products and services, including a new eDocs system, corporate website and a members' legal service.
- 4 A robust advocacy campaign to fight Project Bank Account which led to increased member, industry and government engagement levels.
- 5 Raising public sector awareness, with a consumer brand campaign resulting in an increase of 500% in visits to the Master Builder search facility.

Positive financial results demonstrate the success of the strategic planning, with a 25% revenue growth since FY13 and a growth in surpluses from a budgeted loss of AUD\$400K in FY13 to a forecast surplus of AUD\$2.2M in FY18.

In accepting the Award at the Conference Dinner, Grant Galvin dedicated the win to the Master Builders' team around Queensland.

"We've gone from strength to strength, stepping up our game and transforming into a robust and modern association that boasts strong membership revenue, which is reinvested in the development of additional products and services. However, it wouldn't have been possible without our team of consummate professionals who are always on hand to help our members and I'm so pleased for them to receive recognition for the fantastic work they do every day."

Associations Forum congratulates the other finalists for the Award:

- ★ Australian Airports Association
- ★ Complementary Medicines Australia
- ★ Institute of Public Works Engineering Australasia - NSW Division
- ★ Swimming Pool & Spa Association of Australia.

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

"It wouldn't have been possible without our team and I'm so pleased for them to receive recognition for the fantastic work they do every day."



CEO Grant Galvin (above) accepts the Award and (right) with some of the Master Builders Queensland team



Australian Chiropractors Association

Following a correction in leadership discontinuity with the appointment of Dr Matthew Fisher as Chief Executive Officer in 2014, Australian Chiropractors Association (ACA) and its strong leadership team have developed a clear national strategy resulting in the following impressive turnarounds:

- ★ In 2015, the ACA was facing a AUD\$1 million loss. By focusing on performance and committing to transparency and good governance, the organisation has turned that loss into a surplus in 2018. It is also now the largest funder of chiropractic research in Australia.
- ★ On 1 July 2018, the Chiropractors Association of Australia, as it was then known, concluded a protracted restructure of nine entities (National and State and Territory branches) to become the ACA as a single entity professional association. The combined diligence of the transition committee and the Boards of all nine entities resulted in the achievement of a unanimous decision.
- ★ In 2016, there was a large degree of negative media coverage of the chiropractic profession in the wake of allegations of potential unsafe practices and treatments. The ACA embarked on a successful reputation strategy encompassing simple statements of fact about professional behaviours and expectations, a review of research, and a commitment to working with policy makers. As a result, the media has been less destructive about the ACA and the profession.
- ★ Unknown member satisfaction levels in 2014 have been converted into records of high member satisfaction levels.

Associations Forum congratulates the other finalists:

- ★ **Beaucare**
- ★ **General Practice Registrars Australia**
- ★ **Institute of Public Works Engineering Australasia**

Thank you to Wentworth Advantage for sponsoring this Award.



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Philip Sunshine

02 9253 7697

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philip.sunshine@aon.com

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

Rule of Law Institute Australia: 'Law Day Out' Program

The Rule of Law Institute Australia (together with Australia's Magna Carta Institute) has been operating since 2009 through private donations. It is committed to creating a better understanding of Australia's legal system and the rule of law through education programs provided to high school students studying commerce and legal studies.

In 2015, the Institute launched the "Law Day Out" Program based on a belief that the best way to teach common values about the rule of law, parliamentary democracy and obeying the law is to provide an immersive, personal and memorable experience of the law courts.

The program involves workshops and court visits so that by experiencing the court for themselves, students realise there are real people in the system.

Over 8,700 Year 11 and 12 legal studies and commerce students have participated in Law Day Outs in the CBD of Sydney.

Over 75% of students who attend the programs come from the Western Suburbs of Sydney and lack understanding and engagement with the criminal justice system.

The Institute has found that 81% of students have greater confidence that the courts can be trusted to deliver just outcomes after attending one of the "Law Day Outs".

Associations Forum congratulates the other finalists:

- ★ Consult Australia for their thought leadership policy report
IBodies: Infrastructure Governance in Australia
- ★ Master Builders Queensland for their lobbying campaign
against Project Bank Accounts
- ★ Science & Technology Australia for their
Superstars of STEM program

Thank you to Destination Gold Coast Business Events for sponsoring this Award.



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Industry associations consolidate in merger

The Australasian Catalogue Association (ACA) is merging with TSA Limited (TSA) and the Australasian Paper Industry Association (APIA) to form a single industry association, The Real Media Collective.

The decision was inspired by already established synergies between the bodies and follows more than a year of review during which the three associations engaged with their 127 stakeholders.

“Real media pays homage to the physical and tactile nature of print and ‘real’ connecting with real results, return on investment, engagement and activation,” said Kellie Northwood, who will take the role as CEO of the new entity following her previous executive experience across all three bodies. With a common management team and Board members, they have recently formed an industry coalition with other industry players, writing a list of demands to Australia Post.

“Formalising this partnership will offer greater resources, unity and benefits to ACA, TSA and APIA members, providing them opportunity to gain from each other’s strengths. We see ACA bringing its close connections to customers, TSA with its strong marketing campaigns, and APIA being our largest raw materials provider – an important group to work closely with,” said Ms Northwood. ◀



Cancer alliance launches

The National Oncology Alliance (NOA), which was launched in



August, is a collective of more than 100 members, including patients and carers, patient groups, clinicians and the pharmaceutical industry, determined to ensure patients living with cancer have access to the care they deserve. It is calling for new Pharmaceutical Benefits Advisory Committee processes to be adopted to ensure Australia’s health system keeps up with rapid advances in science.

“Cancer is a community-wide problem that demands collaboration for real progress to be made. By working together, we’re confident we can find a way to deliver equitable access to medicines, quickly,” said NAO Co-Chair, Richard Vines, who is CEO of Rare Cancers Australia.

A new survey of Australian oncologists has found that over 3,500 people are self-funding at an average of \$60,000 per annum to access potentially lifesaving medication, totalling over \$200 million. Additionally, every year, more than 6,000 Australians are unable to afford treatments recommended by their clinicians.

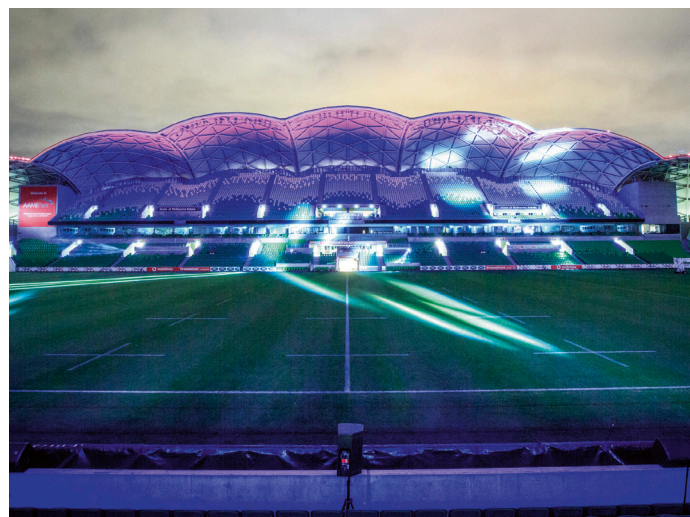
“Our health system must evolve to a point where it keeps up with advances in science and empowers clinicians to treat their patients with what they believe will help their patients beat cancer – not what our current system limits their access to,” said Co-Chair, Professor Zalcberg. ◀

ADVERTORIAL

Host Your Next Business Event At AAMI Park



Located in the heart of Melbourne’s sports precinct and unmissable with its award winning, bio-frame roof, AAMI Park is the newest business events venue at Melbourne & Olympic Parks. With the ability to host your next event at the home of rectangular sports in Melbourne, the Olympic Park Function Rooms invite the outside in, with floor to ceiling windows that overlook the playing pitch.



Expand your next event and host a cocktail party on the third floor of the stadium. This open air space is designed with a central bar and uncompromised views of the Melbourne CBD and Richmond.

Take further advantage of this unique venue by utilising the corporate suites, large concourse, green spaces or even the player changerooms and scoreboard. AAMI Park offers an abundance of options to enhance almost any function, endless possibilities await.

One of several venues under the Melbourne & Olympic Parks banner, AAMI Park is easily accessed by several public transport options as well as the precinct carpark located directly across Olympic Boulevard. While the addition of the Tanderrum Bridge from Birrarung Marr makes for a short, pleasurable walk from the City.

Supported by event partners O’Brien Group Australia and Microhire, the Melbourne & Olympic Parks team will work with you to ensure successful end-to-end delivery of your next function. With the capacity to host a boardroom meeting of 10, up to 650 guests banquet style, 1000 in a theatre setting or a cocktail party of up to 1200, each event is treated with the utmost importance to ensure an unparalleled experience. Get in touch with the Premier Events team on (03) 9286 1151 or sales@mopt.vic.gov.au to explore the possibilities at one of Melbourne’s most exciting and versatile venues. ◀

APC removes member

The Australian Press Council has removed Carla McGrath as a public member because her position as Deputy Chair of GetUp! is incompatible with her continued role as a public member of the Council.



At its meeting in May 2018, the Australian Press Council resolved that Ms McGrath's position at GetUp! created an ongoing and irreconcilable conflict of interest with her role on the Press Council. As Ms McGrath chose not to resign either from the Press Council or as an officer of GetUp!, the Council further resolved to take steps in accordance with its Constitution to remove her as a public member. This action was concluded at a General Meeting of the Press Council on 31 August 2018. "I believe this is the best outcome in a very difficult situation," said Chair, Neville Stevens. "Carla McGrath, as a respected member of Australia's Aboriginal and Torres Strait Islander community, would have brought an important perspective to the work of the Council. While the Council is committed to increasing diversity among its members, there is an overriding need for it to be independent and to be seen to be independent."

Under the Press Council's Constitution, any resolution to remove a public member before the expiration of their term must be passed by at least 75 per cent of members present at such a meeting. ◡

Paddle Australia's name and brand change

Paddle Australia, Australia's national sporting organisation responsible for the promotion, support and management of canoeing, kayaking and other paddle sports, has launched a new corporate name and brand.



The change represents a new strategic journey for the body formerly known as Australian Canoeing, signifying a fresh positioning of the organisation as it places a greater focus on promoting and encouraging recreational paddling in all its forms.

"Paddling is a very diverse activity and a unique way to enjoy the natural environment. Our diversity is our strength and the name Paddle Australia reflects the inclusive and diverse nature of our activities," said President, Andrea McQuitty.

The brand change has been embraced by all member state associations of Paddle Australia, with five already having changed their own corporate identities (Paddle Western Australia, Paddle NSW, Paddle South Australia, Paddle Victoria and Paddle Tasmania). ◡

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Drinks Association partners with GS1 Australia



GS1 Australia and the Drinks Association have announced a new strategic partnership to drive industry standards development and adoption to improve business and supply chain efficiency in the drinks industry. "Through this partnership we have a much better opportunity to engage with the drinks industry to support and help strengthen supply chain operations through the adoption of GS1 standards and services," said Maria Palazzolo, GS1 Australia's Executive Director and Chief Executive Officer.

A National Product Catalogue Advisory Group will be formed in late 2018 to, amongst other things, improve the quality of product data being shared across the drinks sector. The two year partnership will also seek

to develop new services as well as embed existing services more fully into the drinks supply chain.

"The Drinks Association is pleased to partner with GS1 to drive industry standards and services for the betterment of our members and the industry overall," said

Georgia Lennon, Drinks Association's Chief Executive Officer.

As far as possible this partnership will actively collaborate with industry to enhance inventory accuracy and visibility, improve digital capability, leverage new technologies and support regulatory compliance. 



ACNC reporting changes for associations

From 1 October 2018, NSW associations also registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC) will no longer need to lodge annual reports with NSW Fair Trading or pay the annual lodgement fee. This applies if the association has not lodged its NSW annual summary for the current financial year end by 1 October 2018. The change is not retrospective.

The association must lodge its Annual Information Statement, and financial statements if required, with the ACNC for each financial year.

The ACNC's Annual Information Statement for NSW organisations has been updated to include additional questions to collect information for NSW Fair Trading.

The information previously provided to NSW Fair Trading will now be collected by the ACNC and sent securely to NSW Fair Trading.

The change only applies to annual financial reporting obligations and only applies to those associations on the ACNC charities register. 

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Association Events Survey 2018 Report released

Associations Forum has released the Association Events Survey 2018 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.

Amongst the findings of the survey were that, of the factors influencing major event destination location, the four most important are considered to be venues/facilities available (65%), cost (63%), location of membership base (55%) and accessibility (55%).

The three most popular major city event locations are Sydney, Melbourne and Brisbane with 77%, 73% and 65% of participants respectively saying they hold events in those cities.

To find out more, you can request a copy of the Report by emailing membership@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.* ◡

AGM Guide available for associations

Many of you will soon be heading into AGM season. Did you know that 'general business' should not be an agenda item on the Notice of Meeting and, contrary to common practice, minutes of the previous AGM are not normally approved at the AGM? These issues, amongst others, are dealt with in our comprehensive AGM Guide which is free for Members and \$99 for non-members. The AGM Guide will assist with the smooth and appropriate running of an association AGM. It covers the role of the Chair, notices of meeting, voting procedures and many other issues relevant to the running of an AGM. If you would like a copy of the Guide, please email **Kathy Nguyen** at kathy@associations.net.au

**Associations Forum's AGM Guide has been written for public companies limited by guarantee under the Commonwealth of Australia's Corporations Act 2001.* ◡

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Blackmans Bay Childrens Services



MEMBER SINCE MAY 2018
NUMBER OF MANAGEMENT STAFF: 7
NUMBER OF BOARD DIRECTORS: 10
LYNNE MORAN – CHIEF EXECUTIVE OFFICER

About BBCS

BBCS is a community based not-for-profit organisation established in 1980, with a long history of providing quality children's services for children from birth to 13 years of age within long day care, outside school hours care and family day care environments. Our services are currently provided to over 700 families over seven sites and within registered family day care homes throughout southern Tasmania. We employ over 140 staff and educators.

How does BBCS operate?

We have a Board of Directors which consists of a maximum of 10 members who determine, monitor and guide the strategic growth for the organisation. As CEO I drive the management and operation of the organisation, in line with the strategic direction, heading up a team of 104 operational staff. BBCS also has a Vision Membership group of around 20 people who are called upon for their expertise in relation to specific projects.

My path to BBCS

I've been involved in the not-for-profit sector for almost 20 years. I'm currently an active member of the Executive Committee of the Tasmanian Branch of Early Childhood Australia and previously held the national role of Board Chair of Family Day Care Australia. I joined BBCS as Chief Executive Officer in 2012 after relocating back 'home' from the North West of Tasmania.

What drives me in my role?

I am motivated by working together with people around me to create a lasting difference in our community. The children and families that we work with on a daily basis shape the community in which we all live. I am inspired by the difference that early childhood education and care can make for individuals, family groups and the wider community – both in the present and in the future.

What are your current challenges?

Positioning early childhood education and care in the professional sector where it belongs presents a constant struggle for us. Despite clear world-wide evidence that quality early childhood experiences shape future outcomes for individuals and communities, the profession is not recognised as such.

Why did BBCS join Associations Forum and what do you hope to get out of the membership?

As the governance of BBCS matures, membership of Associations Forum has already been a valuable tool to assist the Board's access to professional advice and resources, including increasing the scope of professional development of the Board.

How did you find your first Associations Forum National Conference?

Brilliant - I found the conference extremely valuable in terms of reflecting on the role which the organisation, and therefore its members, plays in the community. As BBCS is an organisation that provides services to its members, it is easy to focus on the service provision and lose sight of "membership" and members' roles and contributions in the organisation. The networks and connections formed will be extremely useful as we continue our governance journey. 

"Just feel compelled to say how much I've appreciated being a member of AF for the past 18 months or so. Your response to our recent issue has been outstanding and I cannot begin to tell you how much I've gained out of the two events I've attended in Brisbane and the Gold Coast, likewise the Governance session with Denys was fantastic."

Randy Flierman, CEO, Australasian Timber Flooring Association



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British Cave Rescue Council:

How it helped rescue the Thai soccer team

In July 2018, intensive focus was on a cave in Thailand and the difficult yet ultimately successful efforts of a team of rescue divers extracting a group of young boys and their coach from within. One of the bodies behind the coordination of that extraordinary rescue operation was the British Cave Rescue Council.

The origins of a cave rescue membership body

Caving as a sport started in the British Isles during the latter years of the nineteenth century but, until the period between the World Wars, it remained largely the preserve of a very few adventurers and scientists. During the 1920s and 1930s interest in caving grew, leading to the formation of the first caving clubs. The rise in caving activity brought about a dramatic increase in new underground discoveries; with the development in equipment and techniques, cavers were able to explore ever deeper and farther into more and increasingly difficult caves. Inevitably, the risks of cavers meeting accidents in places accessible only to fellow cavers increased in parallel. Although the new clubs had the means to cope with minor accidents, it became obvious that in the event of a serious incident a long way underground, the manpower and equipment available to any single club would be totally inadequate.

This concern led to a pooling of resources and the formation of the Cave Rescue Organisation, reputedly the first in the world, in 1935. Caving continued to increase in popularity after the second World War and further organisations were formed in other areas.

There are now fifteen volunteer rescue organisations in Britain who are represented by the British Cave Rescue Council (BCRC).

The individual cave rescue organisations have over 1,000 volunteer rescuers available together with a large supply of specialised equipment.

The functions and role of the Council

The responsibility for inland rescue in Britain rests in general with the police under their general public order powers and responsibilities. In practice, the police do not have the training, resources or expertise to conduct rescues in caves and disused mines in the British Isles.

“That’s where we come in. The police rely on our members for cave rescue and we make sure the coordination of that all runs well,” says Emma Porter, who is Secretary of BCRC. “The BCRC is a coordinating and not a governing body. Our member organisations remain entirely autonomous and independent.”

Operations at BCRC are handled by a group of dedicated Officers, all of whom are volunteers. A number of these Officers, including the Chairman, Vice Chairman, Treasurer, Secretary and Communications

Officer, are on the Board of Trustees. “We are also supported by a number of specialists including an Incident Report Officer, a Foreign Secretary and a Web Officer. None of us are paid and we’re all holding down other day jobs. We’re there because of a passion for caving,” explains Ms Porter.

The BCRC is funded almost entirely by donations, together with a small annual levy paid by each of the member organisations. An Annual General Meeting is held in April each year, and between two and six BCRC Officer Meetings are held annually.

The BCRC’s advocacy and education efforts

The BCRC is affiliated to Mountain Rescue England & Wales (MREW), which is the representative body for mountain rescue in those countries. The BCRC and MREW work closely together to represent and support their members’ interests nationally and internationally.

The BCRC is also represented on the United Kingdom Search and Rescue (UKSAR) Operators’ Group, a government group which includes all the primary providers of search and rescue services in the United Kingdom such as the police, fire, ambulance and coastguard.

“The sorts of areas canvassed in the advocacy arena include an awareness of cave rescue issues, mental health support for volunteers, and advocating for the right of search and rescue volunteer charities to be able to claim back value-added tax,” says Ms Porter.

Part of the BCRC’s mission is to promote the exchange of information and provide improvements to underground search and rescue.

This is facilitated through the provision of a number of educational opportunities. “A rescue conference is held every two years, run by one or more of our member teams. The Council also organises national cave rescue training events covering everything from communications to medical, but we don’t get involved with caver training as this is provided through the British Caving Association,” says Ms Porter.

In addition, the Council runs a peer review process and also delivers equipment inspection courses for BCRC and MREW teams. “We also get involved in producing and contributing to various guidelines. For example, we put together decompression guidelines for cave divers and contributed to the medical guidelines for casualty care courses for BCRC and MREW.”



“The results speak for themselves. It was a massive combined effort from all of the local and international cave rescuers involved.”

An extraordinary involvement in Thailand

Other than communicating incident reports and coordinating backup when required, BCRC does not have a role when there is an incident on a national level; this is the domain of the individual member rescue organisations. However, when there is an international event, such as the cave rescue in Thailand, BCRC's role is more pronounced; it co-ordinates the response, liaises with the relevant government and provides resources as required. “This is because British cavers have a long history of overseas cave exploration and surveying,” says Ms Porter. “This is certainly the case for Thailand where, over many years, British cavers have helped to catalogue, survey and describe a considerable number of caves as there are only a few independent cavers and guides based locally.” Many British cavers active on such expeditions, including specialist cave divers, also serve as volunteers in cave rescue teams across Britain and Ireland and bring with them valuable knowledge of the layout of overseas cave systems. It was against this background of expertise that BCRC was contacted by the Thai authorities with a request for assistance regarding the rescue of the boys and their coach who became trapped in a flooded cave system in Chang Rai in late June 2018.

Chris Jewell is the BCRC Diving Liaison Officer, responsible for advising on cave diving issues and liaising between BCRC and the representative

body for British cave divers, the Cave Diving Group. “On Tuesday 26 June, in response to a request from the Thailand authorities, we sent to Thailand three experienced cave divers, who were part of the BCRC overseas diving rescue team. The team took some specialist cave diving rescue equipment and offered specialist skills, including the ability to conduct cave dives in low visibility conditions and in small passages,” said Mr Jewell. “BCRC otherwise had no additional operational involvement and the Thai authorities remained in full control of the rescue effort.”

To bolster the efforts to rescue the twelve Thai boys and their coach, BCRC sent eight more cave rescuers to Thailand to supplement the existing local and international rescuers. “Some were divers and others performed a co-ordinating, surface control function. Those joining the rescue attempts were from a number of BCRC-supported teams, each with the skills, knowledge and expertise to add to the efforts already being made,” explained Mr Jewell.

Emma Porter is proud to be part of an organisation that can coordinate the sort of support so vital to the successful Thai cave rescue operation. “The results speak for themselves. It was a massive combined effort from all of the local and international cave rescuers involved. However, I feel particularly grateful to all of our members who dedicate themselves to ensuring their expertise is up to the sort of challenge they were presented with in that Thai cave system.”

ICC Sydney hosts Association Events Summit

A large gathering of event professionals and organisers gathered at International Convention Centre Sydney on 17 September 2018 to spend an intensive full day learning about successful association event development and to network with their peers.

Attendees heard practical insights on the challenges faced by associations and other NFP organisations in the production and smooth running of events. Speakers and workshop facilitators focused on the various components of creating a successful event including strategy, delivery, content and logistics.

Andrew Hiebl, who is Chief Executive Officer of Association of Australian Convention Bureaux, began the day strongly with an examination of trends and statistics in the association sector. With association events delivering valuable member services and also bringing business to the city in which the event is held, Mr Hiebl gave an overview of the statistics on the economic benefits delivered by association events.

Other topics covered included a look at the changes in association event models, tips on how to ensure your event makes a surplus, partnerships verses sponsorships, and exhibitions as a popular, core and profitable service.

At an event strategy workshop, delegates shared experiences in a practical application of events strategy, and Eve Propper from Royal College of Pathologists of Australasia participated in an interactive behind-the-scenes interview about the development of events at the College.

During the breaks, attendees took advantage of the opportunity to network with their peers, interact with Summit sponsors and enjoy the delicious food prepared by ICC Sydney's culinary team. Delegates were also treated to post Summit networking drinks where they were joined by ICC Sydney's renowned sommelier William Wilson for a special gin tasting experience.

A special thank you to our Platinum Sponsor ICC Sydney and supporting sponsors Destination NSW, The Association Specialists, Cvent and EventPix

"The practical workshop was a highlight for me. It was a great opportunity to brainstorm with other associations and work on a practical case study."

Ellen MacMahon, Events Consultant, ARCS Australia Ltd

"Thank you for delivering some brilliant speakers who shared relevant insights that resonated with what I encounter at doing my events job - and great networking opportunities as usual."

Milla Krivozhnya, Marketing and Events Manager,
Health Information Management Association of Australia



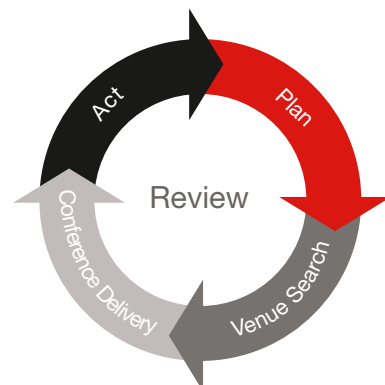
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AFNC 2018 held on the Gold Coast

Over 400 representatives from associations, charities, and business providers to the not-for-profit sector attended the 13th annual Associations Forum National Conference at the Gold Coast Convention and Exhibition Centre on 16-17 July 2018.


Attendees had the opportunity to participate in more than 30 educational sessions, workshops and learning labs over two days and hear from a line-up of over 60 speakers who are experts in their fields. They also connected with around 60 suppliers in the exhibition space and networked with colleagues during the various conference functions including a first-timers and solo attendees session, welcome drinks, a CEO networking breakfast, special interest group workshops and the conference dinner. Gold Members and VIPs were treated to an exclusive dinner, hosted by Tourism New Zealand, at the exquisite Dust Temple in Currumbin.

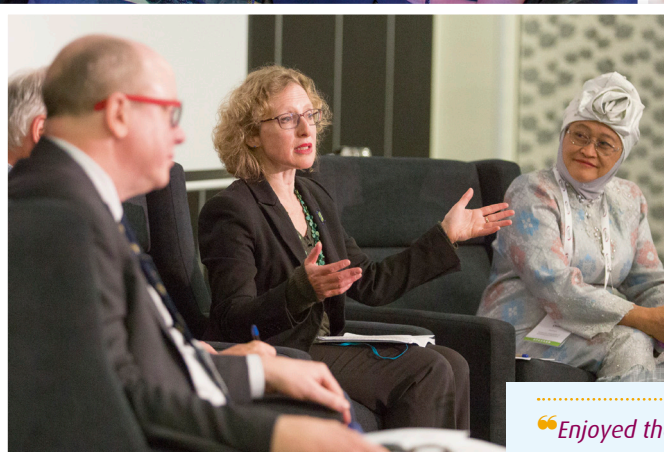
The strong line-up of speakers included opening keynotes Troy Williams, Chief Executive Officer, Australasian Dental Industry Association and Sally Loane, Chief Executive Officer, Financial Services Council. Mr Williams delivered an engaging look at how he and his team have employed resilience to deliver results to their association. He was followed by Ms Loane's perspectives on her diverse portfolio career and how she has managed the transitions along the way.

The Conference Dinner at Sea World Resort & Conference Centre was once again one of the highlights for delegates and saw the presentation of the **Association Awards™2018** & new 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 met 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, sponsors and media partners for their support. A special thanks to our major sponsor Destination Gold Coast Business Events and our supporting sponsors Sea World Resort & Conference Centre, Melbourne Convention Bureau, Clade Solutions, Destination NSW, International Convention Centre Sydney, Tourism New Zealand and Gold Coast Convention and Exhibition Centre.

SAVE THE DATE: Associations Forum National Conference 2019 will be held at National Convention Centre Canberra on 15-16 July 2019. 



“Enjoyed the conference immensely as a first time attendee. It’s always good to know that other people experience the same issues and you are not alone.”


Megan Flower, Executive Officer, Landscaping Victoria Master Landscapers

Association workshops held in Asia

Around 100 delegates attended three workshops held in Singapore and The Philippines.

On 27 and 28 August 2018, two full-day workshops were run in Singapore at the world-class Marina Bay Sands by John Peacock and Kathy Nguyen of Associations Forum. The first workshop looked at association governance, rules and planning; what are the respective roles involved, what a good constitution looks like, effective planning, and good financial balance. The second workshop covered membership, services and growth; retention and recruitment of members, effective staffing, member services, and educational opportunities.

On 31 August 2018, the Philippine Council for Associations and Association Executives hosted a one-day workshop on Association Governance, Services and Finances. John Peacock led discussions to apply governance principles to the Philippines context, instruct on membership recruitment and retention, plus give focus to association finances.

John Peacock, CEO of Associations Forum, is positive about the future of associations in Asia. "Associations in Asia are very important for advancing industries, professions and causes. They are welcomed by democratic governments and play a vital role in national infrastructure," says Mr Peacock. 



Delegates at The Philippines workshop

"A big thank you for the inspiring sessions. We gleaned nuggets of information from all of them."

Melinda Sam, Securities Association of Singapore


"Thanks again for a very insightful workshop on governance, rules and planning today."

Clement Chung, Asia Pacific Medical Technology Association

Singapore hosts ASAE Association Leadership Forum

Associations Forum's John Peacock will be speaking at American Society of Association Executives' Association Leadership Forum, Asia Pacific, which is being held at the Grand Hyatt, Singapore on 29-31 October 2018. Join your association colleagues from the Asia Pacific region, as well as from the USA,

Europe, and the Middle East, to explore the roles associations play in society, discover practical ideas for growing your association, and strengthen your association relationships. Presentations by industry experts, and guided in-depth collaborations with peers, will provide you with practical strategies and cutting-edge

ideas to take back to your organisation. Topics to be covered include digital transformation, public policy, growth strategies, partnerships, global relations, and leadership transformation in the age of disruption. More information is available at asaecenter.org/AssociationLeadershipForum 

PCAAE 6th Associations Summit

On 23-24 November 2018, the Philippine Council of Associations and Association Executives, the "association of associations" in the country, will hold its annual flagship event, the 6th PCAA Associations Summit (AS6), at the Subic Bay Exhibition and Convention

Center in the Philippines. The event is expected to draw more than 200 association professionals locally and from overseas. The two-day learning and networking event, themed 'Inspire, Collaborate, Sustain', will feature local and international speakers who will

share best practices in association governance, leadership and management as well as showcase outstanding initiatives in community, business, and human capital development. See www.pcaae.org or e-mail inquiries@adfiap.org 



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Australian association executives impressed by what New Zealand has to offer

Eight Australian association executives learnt what makes New Zealand such an appealing and accessible destination to host a conference during a recent familiarisation trip. The five-day famil was hosted by Tourism New Zealand ahead of the Associations Forum National Conference (AFNC) on the Gold Coast.

"We took the opportunity to showcase to this group of association executives the high-quality facilities and support available to them in New Zealand. This included a tour of the world-class conference infrastructure developments currently underway in Auckland and Christchurch," said Tourism New Zealand's Global Manager of Business Events, Lisa Gardiner.

In Auckland the group visited the New Zealand International Convention Centre which will be able to accommodate conferences with up to 3150 delegates and events with up to 4000 when it opens in 2020. The group also visited Te Pae, the new convention centre being built in Christchurch that will cater for events of up to 2000 delegates once completed in 2021. Both purpose-built facilities already have events confirmed.

A visit to some of the best hotels in each city and local experiences were also on the agenda, including a Segway challenge on Auckland's

Waiheke Island, a themed dinner at the Museum of Transport and Technology, a scenic helicopter flight over Christchurch, and a tour of the recently renovated Christchurch Town Hall.

Chris Tyler, Chief Executive of the Australian Institute of Conveyancers New South Wales, was a participant on the famil. "The enthusiasm and passion Tourism New Zealand, Christchurch, Auckland and Wellington demonstrated was motivating and energising. I honestly could not identity one activity or visit that was not enjoyed," he said.

During the visit, Tourism New Zealand outlined the support available to the executives through its Conference Assistance Programme. The programme is a marketing fund available to national and international associations and organisations that wish to host a conference of more than 200 delegates in New Zealand.

Following the success of this programme, plans are underway to host a group again ahead of AFNC 2019. Please contact Samantha Kent to register your interest Samantha.Kent@tnz.govt.nz

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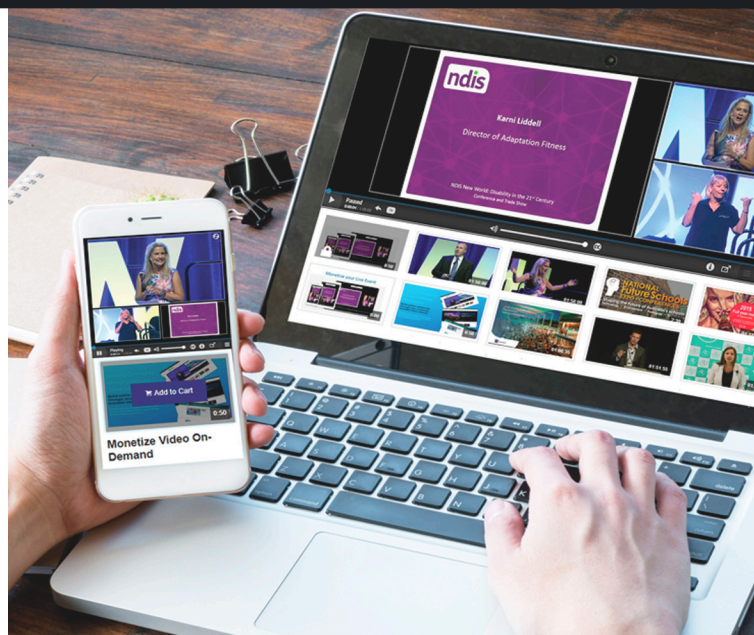
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10 tips for association finances

By John Peacock, CEO, Associations Forum



1 Avoid using the term “not-for-profit”.

Associations should make a surplus. Without surpluses, associations would not be sustainable or financially viable - so why should associations confuse themselves and others by hinting that they may not wish to make a profit? Associations are widely understood to be “mission-driven” and to have members, not owners. No other sector describes itself by saying what it is not.

2 Tell staff as much, or more, about the finances as the Board.

Most associations are transparent about the finances. If an association has staff, spend time with them discussing and explaining the finances. CEOs and staff will respond with results if they are empowered with knowledge about the current finances and budgeted targets. The Board needs to concentrate on the big picture and achievement of targets, not the details.

3 Always start with the balance sheet.

The balance sheet is the key financial statement. It is a snapshot of the finances at a point in time and explains the current overall financial picture - and how equity is represented between assets and liabilities. Although few may admit it, there is insufficient understanding of how a balance sheet works. Associations need to understand and plan how their balance sheet should look.

4 Use activity-based costing.

Each financial transaction should be assigned to both (1) income and expenditure type and to (2) the project or reason for the income and expenditure. The system of activity-based costing (sometimes called job costing) allows associations to better understand the financial implications of key areas such as membership, events or advocacy. Without this information, Boards and staff don't get the full picture.

5 Prepare accurate and modern financial statements.

Technology and accounting software such as MYOB and Xero have made bookkeeping very easy. Associations should have clear and timely financial reports for presentation to the Board and staff every quarter. Ideally associations should present three quarterly financial reports: balance sheet, profit and loss and activity-based cost summary - all with the same matching year-to-date profit or loss.

6 Manage the funds as if they were your own.

Some established associations have plenty of money yet do not look diligently at cash management and investments. We know instances of associations having hundreds of thousands of dollars in low interest bank accounts. As stewards of the association's funds, directors should be asking “what would the members think?” to make them manage funds correctly.

7 Allocate staff costs to specific projects, not overhead.

Whilst not needing to complete detailed job timesheets, association employees can make a monthly allocation of their time, and hence their employment costs, to the projects or activities on which they are working. For example, if a CEO spends 25% of his or her time on the annual conference, this cost should be directly charged to that event. Otherwise the finances are misleading.

8 Have a Finance and Internal Audit Committee.

This group of three people, which should not include the President/Chair, CEO or Finance Manager, must be watchful for fraud. In a staffed association, the position of Treasurer should be replaced with Chair of the Finance and Internal Audit Committee. Consider adding the word ‘internal’ to distinguish this committee from the external audit role.

9 Don't involve the Board in approving each transaction.

If the association has capable management-level staff, two or three staff should authorise invoices for payment and process the transactions. As cheques are virtually gone, use this change opportunity to remove the role of directors from involvement in routine financial transactions to one of oversight.

10 Benchmark your association's finances.

Associations should compare their finances to their peers. Without this information, an association will operate in isolation. Members may ask about accumulated equity and other matters at an AGM, so be prepared by knowing where your association stands. Valuable benchmarking figures are available by participation in the Associations Forum Financial Benchmarking Project.

Associations Forum is able to give general advice and financial training to associations. Please contact **Kathy Nguyen** on kathy@associations.net.au

It all adds up - success at the Mathematical Association of Victoria

by Peter Saffin, CEO



The Mathematical Association of Victoria (MAV) through its programs and services promotes the importance of mathematics to society. MAV has over 1400 members from all sectors of education including individuals, schools, universities and other institutions. This provides membership benefits to a growing network of over 13,500 mathematics educators.

Creating financial turnaround

I have been at MAV for just over two years now. Prior to my taking on the role of CEO, MAV had suffered through a few tough years financially, operating with a net deficit for the previous three years. The Board was reducing staff hours and looking to cut essential services in order to survive.

With only a few months of the 2016 financial year left to run when I came on board, I ensured that a small profit was delivered. Then 2017 saw growth in all revenue streams, leading to a 35% revenue increase. Cost of sales correspondingly only increased by 7%, increasing gross margin. Operating expenses actually decreased due to targeted cost savings and reduced waste. Employment expenses increased as various initiatives required more staff time to succeed. The overall result was a total increase in net profit of 4%, delivering a much larger surplus than budgeted.

A supportive team, new infrastructure, improved budget processes, refined service offerings, more partnerships

There are many 'human' factors that led to and continue to drive the success, including the implementation of the right balance of leadership and accountability, staff coming along on a journey of change, and a supportive Board who distance themselves from daily operations.

I spent a lot of time in the first three months understanding programs, services, and operational matters. This led to my deep understanding of the association and enabled solid decision-making.

Critical fixes to out-dated MAV infrastructure were done very quickly. Upgrades were made to IT systems, phones and laptops. We moved to Office365 and outsourced IT support to focus on more important things internally. The extra associated cost was considered essential to creating a modern working environment. We are currently also implementing a new association management system, moving from old internal systems to a more enabling one.

At the macro level I personally rebuilt the overall MAV budget from the bottom up to understand every line. This was templated which made it easier the second-time around, and it's also a template for reporting.

To make money you have to be prepared to spend some! In my first year, we undertook a significant re-branding and marketing spend, to better present MAV to the maths education community. Feedback has been that MAV seems really 'on the ball' now, and this has helped with engaging partners and seeking funding opportunities.

At the micro level, a number of changes were made to introduce program and project level budget templates. These were kept simple and effective for non-financial staff. Staff have developed a financial mindset around their programs of responsibility. Holding staff accountable is an enabler for questioning and challenging previous thinking. The rule is 'no budget in time, no event proceeds'. Some programs are still subsidised by others, but we all know where the money comes from and goes to, and can openly discuss the best use of time and resources. This focus on budgets has led to improved allocation of funds to programs, and ultimately efficiencies and cost savings.

MAV has a diversity of fee-for-service offerings. By focussing on the commercial outcomes of each service and leveraging MAV's strengths (often the staff) to deliver where market needs were strongest, we have achieved growth in these offerings. For example consulting revenue and online resource sales increased last year by 99%, and 10% respectively, with both up another 28% and 37% so far this year.


Building partnerships led to a new conference with Melbourne University, now in its second year, delivering AUD\$80,000 in new revenue and a decent profit. Funding from new partners was secured, exceeding prior year revenue by 297%. With a new events manager and updated marketing and theme, the annual conference attendance increased by 16% after years of slow decline. Conference revenue also increased while delivering significant cost savings relative to prior years.

Implementing good financial controls

I quickly discovered that, in a small association with one finance person, there is a lack of appropriate controls due to the limited options for segregation of duties. To protect the organisation there are some basic principles that must now be followed:

- (i) no money is paid without an invoice and a manual paper-based sign-off by myself as CEO.
- (ii) no bank transfer is made without sighting the approved sign-off slip and invoice
- (iii) two persons must approve each bank transaction. Having multiple checks throughout the process means the opportunity to pick up mistakes or fraud is higher.

I also introduced financial delegations with sign off limits and reporting requirements. Importantly, to ensure strong financial support for me as CEO, I convinced the Board to establish a finance committee for the first time in MAV's 100 plus year history. The committee is working on various policies, such as reserves and investments, and now meets with auditors which had not taken place in the past.

We have also come a long way with governance improvements... but that is a story for another day. 

APPA's new President

The Australian Primary Principals Association (APPA) has elected Malcolm Elliott as its new President from January 2019. Mr Elliott replaces Dennis Yarrington, who will finish his term as President after leading the association over the past four years.

Mr Elliott, currently President of the Tasmanian Principals Association, joins Phil Seymour, President of the NSW Primary Principals Association, who was re-elected as APPA Deputy President.

"Leading the Australian Primary Principals Association is a wonderful opportunity to contribute at a national level to the work of primary school principals across the Government, Independent and Catholic sectors," said Mr Elliott. ◡



ALRTA names President Elect

The Australian Livestock and Rural Transporters Association (ALRTA) has named Stephen Marley as its President Elect, replacing Kevin Keenan who has held the role for three years. Mr Marley assumed office on 1 Oct 2018.

A past Chair of TruckSafe and a former Livestock and Rural Transporters Association of Western Australia President, Mr Marley has been a long time member of the ALRTA Council.

The Board will include Scott McDonald and John Beer as Vice Presidents, Fiona Wild as Treasurer, Grant Robins as Secretary and David Smith as Australian Trucking Association Representative. ◡



RSL National President steps down

The President of The Returned and Services League of Australia (RSL National), Robert Dick, resigned on 19 July 2018.

RSL National is currently being investigated by the Australian Charities and Not-for profit Commission (ACNC) in connection with allegations of financial mismanagement.

"Mr Dick's decision to resign from RSL National puts the interests of the charity and the RSL first. His decision acknowledges the need for new leadership to build cohesion at the board level, and implement the significant change agenda ahead," said the ACNC.

John King, President of RSL ACT, will fulfil the role of RSL National Chair until new appointments are made. ◡



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Steven Burrell moves to AMA Victoria



After three years of significant achievement, **STEVEN BURRELL** stood down as Chief Executive of Governance Institute of Australia in September to take up a new CEO role at AMA Victoria.

"The Board sincerely thanks Steven for the great contribution he has made in his three years as Chief Executive, which has been a period of considerable achievement for Governance Institute," said President of Governance Institute, Warren Baillie. "With his strong team, Steven has led a number of significant changes and implemented initiatives which have transformed Governance Institute and positioned it for on-going success in the future."

"We are very excited to appoint someone of the calibre of Mr Burrell," said AMA Victoria President, A/Prof Julian Rait. "He will bring strong leadership to the association, with a particular focus on membership services and governance."

Mr Burrell was previously General Manager, Communications and Public Affairs, at the Australian Institute of Company Directors from 2009 to 2015. In this role he managed media and government relations, policy and advocacy for another membership organisation.

STGCT appoints CEO



CAROL STRACHAN has been appointed as CEO of St George Community Transport, a government funded, not-for-profit organisation that aims to provide a quality, affordable and appropriate transport service to meet the needs of older people and people living with a disability.

Ms Strachan previously held the position of Director of Finance and IT with 3Bridges Community and is currently studying a Masters of Not-for-Profit and Social Enterprise Management.

"I'm very much looking forward to my new challenge and plan to focus on the organisation's long term sustainability and growth in community services," said Ms Strachan.

New CEO for Occupational Therapy



SAMANTHA HUNTER has been appointed Chief Executive Officer of Occupational Therapy Australia. "Samantha has overseen significant strategic growth across a diverse range of entities including membership based professional services and not-for-profits," said

President, Dr Angela Berndt. "Her skills and qualities will be particularly valuable during what is a period of unprecedented change for Australian occupational therapists." Ms Hunter's previous roles include Director of Tomboy Media, a boutique marketing and public relations agency, and CEO of Crime Stoppers Victoria.

FIA has new CEO



KATHERINE RASKOB is the new Chief Executive Officer of Fundraising Institute Australia, replacing Rob Edwards who spent seven years at the helm. Ms Raskob brings 20 years' experience from roles in both the corporate and not-for-profit sectors including,

most recently, at the Australian Alliance for Data Leadership.

"Katherine's knowledge of member organisations and her experience across commercial and not-for-profit environments in senior leadership and marketing and communications roles will be invaluable to FIA as we embark on our next phase of growth," said Chair, James Garland.

CEO of Fitness Australia retires



BILL MOORE has retired after two and a half years in the role of CEO of Fitness Australia, the peak national fitness body.

"It's been an absolute thrill to lead the association over the past couple of years, but I'm now sixty five and it was time for me to take a look at my future as I reached retirement age," said Mr Moore. "I plan to continue my interest in board and governance roles and my involvement in Australia's premier fitness education event FILEX."

Changes at AADL group



The Australian Alliance for Data Leadership (AADL) has made some additions to the management team of the group.

ANDREA MARTENS (pictured) is the new Managing Director of Association for Data-driven Marketing and Advertising (ADMA) and Digital + Technology Collective (D+TC).

ANTHONY HOLLIS has taken on the Managing Director role at Data Governance Australia (DGA).

Ms Martens was previously Global Chief Brand Officer at Jurlique and has 25 years' marketing experience. She has successfully led both turnaround and acceleration strategies on multiple brands and has been responsible for a \$600 million revenue business.

Mr Hollis brings more than 40 years' global experience as a senior executive across a broad range of roles including business strategy, managing high-performance teams, running businesses, sales, innovation, fund raising and advisory.

"Combined under AADL, these credentialled, respected and experienced executives provide a coordinated leadership to help our 500 plus members and the industry at large as they grapple with, and harness the opportunity for data both within their organisations and externally," said Stephen Porges, Chief Executive Officer at AADL.

UDIA WA CEO resigns



CEO of the Urban Development Institute of Australia (UDIA WA), **ALLISON HAILES**, has resigned to move to

the United Kingdom.

"Allison has been integral to UDIA's continued success and growth as the leading organisation representing the property development industry in Western Australia," said UDIA WA President, Nick Allingame. "During her tenure, she has played a significant role in several major government reform processes and has spearheaded the need for better coordination and transparency across government to achieve the best possible results for the places we live, work and play in."

Ms Haile's resignation is effective early November 2018. 


SPASA Vic has new CEO



CHRIS SAMARTZIS has commenced as the new CEO of Swimming Pool & Spa Association of Victoria (SPASA Vic), replacing

Brendan Watkins who held the position for 12 years.

Mr Samartzis was formerly the General Manager of VANA Ltd, the peak industry body for Victorian Newsagents. He has had a career spanning several industry sectors and has built strong working relationships with government and key stakeholders.

"Chris has accumulated a wealth of experience to bring to the role at SPASA Vic and we look forward to him leading the team," said SPASA Vic President, Cliff Cooke. 


ED change for Master Builders



The Master Builders Association of WA (Master Builders) has appointed **JOHN GELAVIS** to succeed Michael McLean when he

steps down as Executive Director in December.

Mr Gelavis has been employed with the Housing Industry Association (HIA) as its Regional Executive Director in WA for the past five years.

"Replacing Michael McLean, who has been in the role for the last 22 years, was always going to be a difficult assignment but we are confident that John Gelavis will succeed in this position," said President, Rob Spadaccini. 

Other sector changes

KATE REID - new President of Australian School Library Association

PAT ALLEN - retired as President of the Police Association of Tasmania

STEPHEN PORGES - appointed CEO of the Australian Alliance for Data Leadership

LEISA HART - stepped down as Chief Executive of YMCA NSW

PAUL BURKE AND TOM RYAN - stepped down as CEO and Executive Officer respectively of Northern Territory Cattlemen's Association

ASHLEY MANICAROS - appointed CEO of the Northern Territory Cattlemen's Association

DR DAVID NATION - appointed Managing Director of Dairy Australia

JOEL BECKER - stepping down as CEO of the Australian Booksellers Association at the end of 2018.

ANDREW MCCALLUM - stepped down as CEO of Association of Children's Welfare Agencies

MICHELLE TRUTE - stepped down as CEO of Diabetes Queensland

AMANDA OLTTHOF - appointed CEO of the Australian Alpaca Association

DIANA DE HULSTERS - appointed as National Executive Officer of Australian Organics Recycling Association


SIMON LAKE - resigned as CEO of Screenrights Australia

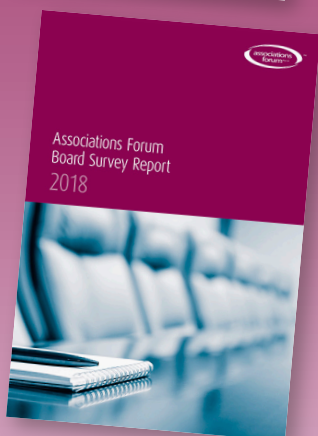
ROBERT HUNT - appointed CEO of the Dietitians Association of Australia

LYNETTE PINDER - appointed CEO of the Australian Institute of Training and Development 

Former association CEO becomes Australian PM

Before he became Australia's 30th Prime Minister, the Hon Scott Morrison MP worked in the association sector. His first role after graduating from university was as national policy and research manager for the Property Council of Australia from 1989 to 1995. After moving into tourism, he became general manager of the

Tourism Council of Australia for a couple of years before moving to New Zealand for a short time. Mr Morrison entered New South Wales state politics from 2000 to 2004 before being appointed Tourism Australia's inaugural Managing Director where he remained until 2006. 



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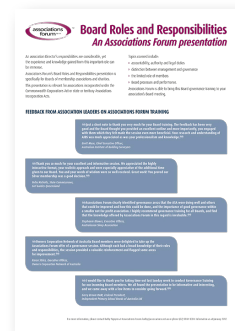
EVENTS

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- Four Association Summits: Membership, Events, Communications, Technology
- Meet the Politicians at Parliament House, Canberra
- Workshops on Association Fundamentals, Board Governance, Company Secretary, Events, Membership, Communications and Finances

CONSULTING

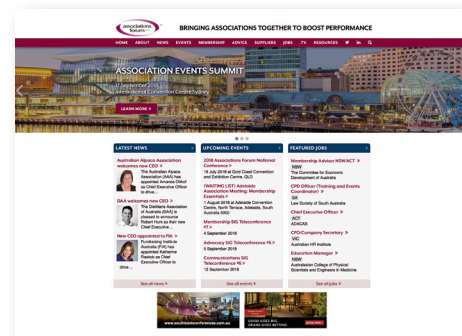
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- Strategic planning
- Constitution reviews and new constitutions
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- Membership recruitment and retention advice



SURVEYS

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- Association Board Survey
- Association Salary Survey
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