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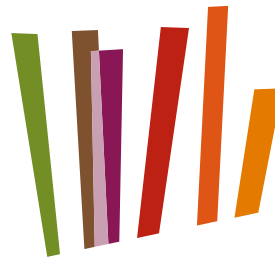
*Elaine Bensted on
changing the culture at
Zoos South Australia*



- ◆ Associations respond to the Banking Royal Commission
- ◆ Salary Survey 2019 demonstrates salary growth
- ◆ Fraud by former General Manager of Guide Dogs Victoria
- ◆ How an External Review can improve your association



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NEWS

| | |
|----------------------------|---|
| Association News | 4 |
| Associations Hall of Fame™ | 7 |
| Board News | 9 |

FEATURE ARTICLES

| | |
|--|----|
| Spotlight on Canberra | 10 |
| Disruption at Guide Dogs Vic, CPA Australia and RSL NSW | 12 |
| 100 Years for VACC | 13 |

COVER STORY

| | |
|---------------------------|----|
| Elaine Bensted and ZoosSA | 14 |
|---------------------------|----|

MEMBERSHIP

| | |
|--------------------|----|
| New Member Profile | 16 |
|--------------------|----|

ASSOCIATIONS FORUM EVENTS

| | |
|-----------------------|----|
| Associations Forum | |
| Membership Summit | 18 |
| CEO & Chair Symposium | 19 |

SERVICES

| | |
|---|----|
| Salary Survey and Membership & Services Survey | 20 |
| External Reviews of Associations | 21 |

SPECIAL FEATURE

| | |
|---|----|
| The Association Response to the Banking Commission | 22 |
|---|----|

APPOINTMENTS & DEPARTURES

| | |
|--|----|
| Including at Fitness Australia and ADEA | 24 |
|--|----|

THE LIGHTER SIDE

| | |
|----------------------------------|----|
| An Association with a Difference | 26 |
|----------------------------------|----|

**Associations Forum
National Conference
15-16 July 2019
National Convention
Centre Canberra**

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Associations should employ more staff



Achieving outcomes and advancing their mission is common to all associations, charities, societies, institutes and the like. Associations with scale are usually able to generate sufficient profits and financial reserves to enable them to employ people to get results. After all, volunteers usually have day jobs and it is hard to counsel or sack a slack volunteer.

However, there is a tendency among some associations to not employ enough staff to achieve their outcomes. In what is the opposite to having an ego, some CEOs don't want to be seen to be compiling a large staff contingent lest it will look like they are building an empire.

Associations Forum believes that associations will achieve more by hiring staff who will take responsibility for the association, thereby allowing the Board to play a governance role. Boards of governance delegate management to the CEO in conjunction with a plan and budget.

There are a few factors that may contribute to an association not hiring enough staff:

- Some managers are not good delegators and think that it is easier to do the jobs themselves
- Some managers find staff management difficult
- Associations may not undertake a Planning Day that shows the potential of the association
- Boards may not let go of management, hence rendering the CEO or EO in charge of administration

- CEOs or Directors may not have a commercial mindset that acknowledges the association should invest money to hire staff who will make more money

A forgotten factor is that clear finances will lead to better financial outcomes. Board and senior management need to know which areas or projects generate profit and hence will be advantaged by even more staff. This is achieved by activity based costing and allocated salaries to projects. A further consideration is overworked staff. We hear instances of associations where the Board or CEO take advantage, knowingly or not, of employees who work longer than required or who go beyond their brief. Associations should be responsible workplaces and should not make dedicated team members suffer long hours due to a reluctance to employ enough staff.

Participation in Associations Forum's Financial Benchmarking project can give more accurate ratios compared to the type of association, however an indicator is that associations often spend around 40% of expenses on wages and salaries.

We urge associations to ask themselves if they are investing enough in sufficient and appropriately skilled people to get things done.


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

National Heart Foundation restructure

On 1 July 2018, the National Heart Foundation of Australia transitioned from a federated structure to one, unified organisation. Previously, each State and Territory body operated as a separate legal entity, resulting in the National Office being constrained in making effective strategic and funding decisions for the heart health of the nation.



“The lack of alignment and transparency within the large machinations of the Foundation, operating in multiple geographic locations, with different workplace cultures, working protocols, communication methods, documentation, policies, and internal structures, resulted in strategic mis-alignment and inconsistencies,” said Chief Executive Officer, John Kelly.

Over the next two years, the national body will focus on building its people's capability and leveraging its internal culture; aligning its systems, processes and policies to reduce duplication; better understanding its cost of business and increasing fundraising; funding more research and, most significantly, furthering its mission for an Australia free of heart disease. 

Grapegrowers and winemakers combine


In a historic event for the Australian wine industry, members of Australian Vignerons and Winemakers' Federation of Australia have voted unanimously for an amalgamation and formed Australian Grape and Wine Incorporated.



Bringing wine grape growers and winemakers into one national advocacy body will foster greater unity and representation of wine producers.

Grape growing is key not just for winemaking, but also cellar doors, Australia's famous wine regions, wine industry suppliers as well as the many tourism and hospitality businesses that greatly benefit from the industry.

“Our goal will be to focus on the big issues that our industry faces including health, safety and environmental issues, biosecurity, government policy and market access. As a single national advocacy body we will have a stronger united voice on these critical issues,” said Australian Vignerons' CEO, Anna Hooper.

Australian Grape and Wine Incorporated began operations on 1 February 2019. 

Merger of AWA and AGGA


As of 1 January 2019, the Australian Window Association (AWA) and the Australian Glass and Glazing Association (AGGA) merged to form one entity, AWA-AGGA Limited.



New CEO
Clinton Skeoch

“Driven by the urgent need for each industry group and association to continue to evolve within an increasingly competitive global market, the merger has resulted in a simpler, increasingly democratic and more effective system of governance, with a single board appointed to represent every member's interests,” said new CEO, Clinton Skeoch.

Uniting the AWA and the AGGA also brings together irreplaceable expertise within a single organisation. In addition, all members gain access to expanded technical advice, more training, an improved and expanded accreditation scheme, WH&S support, increased marketing support, pooled resources, and increased networking avenues via a revitalised state chapter presence.

The newly combined organisation's highly diverse membership is a source of strength. “The varied membership base of the AWA-AGGA ranges from small glaziers right through to major manufacturers and importers,” said Mr Skeoch. “They are all similar in some ways but different in others, with unique issues and touchpoints. The merger will enable our members to support each other far more effectively.” 

ARA and HBIA form alliance

The Australian Retailers Association (ARA) and the Hair and Beauty Industry Association (HBIA) have formed a partnership to strengthen the relationship between the retail, and hair and beauty services sectors.




Australian
Retailers
Association



HBIA

Founded in 1903, the ARA is Australia's largest retail association and, with operations spanning over 85 years, the HBIA is the peak consultative body for the hairdressing and beauty industry.

“The affiliation between the two associations will lead to many prosperous ventures for their respective memberships and assist in propelling both industries into the future,” said Russell Zimmerman, Executive Director of the ARA.

“The HBIA's affiliation with the ARA will assist the association in amplifying the industry's voice, as they continue to advocate on issues that affect the HBIA members,” said Andrew Woodward, President of the HBIA. “This new relationship will provide the HBIA members with greater resources, services and value for their membership spend. The additional benefits which are now available to the HBIA members are simply not available elsewhere.” 

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15-16 July 2019 National Convention Centre Canberra

Six associations agree to ethics code

Six major professional associations representing the financial planning/advice sector have signed an historic cooperation agreement which will enable compliance with the Financial Adviser Standards and Ethics Authority code of ethics to be monitored and enforced.


The six professional associations currently participating in the agreement are: Financial Planning Association of Australia (FPA), Association of Financial Advisers, Boutique Financial Planners, Financial Services Institute of Australasia, Self Managed Super Fund Association, and Stockbrokers and Financial Advisers Association. "This is an important step forward for the financial planning/advice sector that will facilitate recognition as a profession, which has long been sought by our collective members," said FPA CEO, Dante De Gori. "The cooperating associations are united by a joint purpose to ensure that financial planners and advisers can choose to subscribe to a professional associations based scheme, rather than commercial alternatives which may be less suitable or more expensive." 

New name for higher education body

The Board of the Council of Private Higher Education (COPHE) has endorsed a new identity for Australia's leading peak body for independent higher education providers.

Independent Higher Education Australia (IHEA) represents Australia's independent higher education sector, bringing together the majority of Australia's registered and accredited independent providers.

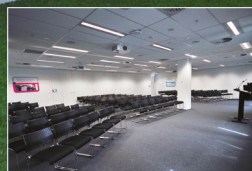
IHEA members include large independent universities Bond and Torrens, internationally recognised education and pathway providers Navitas and Kaplan, business colleges including the Australian Institute of Management and Australian Institute of Business, large professional associations in tax, auditing and governance, and high-quality providers in disciplines including law, engineering, agricultural science, theology, nursing, teaching, design and photography.

"This new identity provides clarity to students, the community and the broader higher education sector. It is widely recognised that Universities Australia represents public universities - it is now clear that Independent Higher Education Australia represents independent providers," said CEO, Simon Finn. 



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Women at helm of Governance Institute

Megan Motto, who formerly headed up Consult Australia, is the new Chief Executive Officer of Governance Institute of Australia. She is also on the Boards of Standards Australia and the Committee for Economic Development of Australia (CEDA).

Ms Motto took over from Acting Chief Executive, Meegan George, who stepped into the role following the departure of Steven Burrell.

"My primary goals are to ensure that we continue to provide value to our members and customers, enhancing their capacity as governance professionals, and to build on our position as the leading voice on governance in Australia," said Ms Motto.



Rachel Rees, who was appointed to the Board in 2013, has replaced outgoing Warren Baillie as President. Ms Rees is Chief Financial Officer & Company Secretary at Lionel Samson Saddleirs Group.

"I am thrilled to take on this role at such a significant time for the organisation. There is so much public attention on good governance and I'm honoured to drive a strategy to educate and support governance professionals to be the best they can be," said Ms Rees.



Australia Day honours

Associations Forum congratulates the following recipients of 2019 Australia Day honours:

- ♦ **Romilly Madew** - Officer of the Order of Australia for service to the construction sector. Ms Madew was formerly CEO of the Green Building Council of Australia.
- ♦ **Peter Verwer** - Officer of the Order of Australia for service to the property sector. Mr Verwer was formerly CEO of the Property Council of Australia.
- ♦ **Dr Sanchia Aranda** - Member of the Order of Australia for service to community health. Dr Aranda is CEO of Cancer Council Australia.
- ♦ **Alan Bishop** - Member of the Order of Australia for service to the insurance industry. Mr Bishop was formerly President of National Insurance Brokers Association.
- ♦ **Lesley Brydon** - Member of the Order of Australia for service to community health. Ms Brydon was formerly CEO of Painaustralia.
- ♦ **The Hon Patricia Forsythe** - Member of the Order of Australia for service to business, and to the people and Parliament. Ms Forsythe is the Executive Director of the Sydney Business Chamber.
- ♦ **Sharon Middleton** - Member of the Order of Australia for service to road transport. Ms Middleton is President of South Australian Road Transport Association.
- ♦ **Stephen Milgate** - Member of the Order of Australia for service to medical professional associations. Mr Milgate is CEO of Australian Doctors' Federation.
- ♦ **Bob O'Keeffe** - Member of the Order of Australia for service to tourism and business in Queensland. Mr O'Keeffe is General Manager of Brisbane Convention & Exhibition Centre.
- ♦ **Brian Seidler** - Member of the Order of Australia for service to the building and construction industry through professional organisations. Mr Seidler is Executive Director at Master Builders Association of NSW.



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Congratulations to the following individuals who have been inducted into the Associations Hall of Fame™, which recognises those individuals who have made an outstanding contribution and long-standing commitment to an association or associations.

JAN ALFORD

- ★ has excelled in the area of nursing and in particular diabetes education
- ★ a founding member of Australian Diabetes Educators Association (ADEA) in 1981 and, during her three decades of service, was Board Secretary, Board President and Vice President, and also served on numerous committees and advisory groups
- ★ instrumental in the introduction and growth of the ADEA Credentialling Program for health professionals to become specialised Credentialed Diabetes Educators
- ★ awarded an ADEA Life Membership in 1990 in acknowledgement of her work in supporting other ADEA members, mentoring activities, and advice in connection with the post graduate university diabetes courses



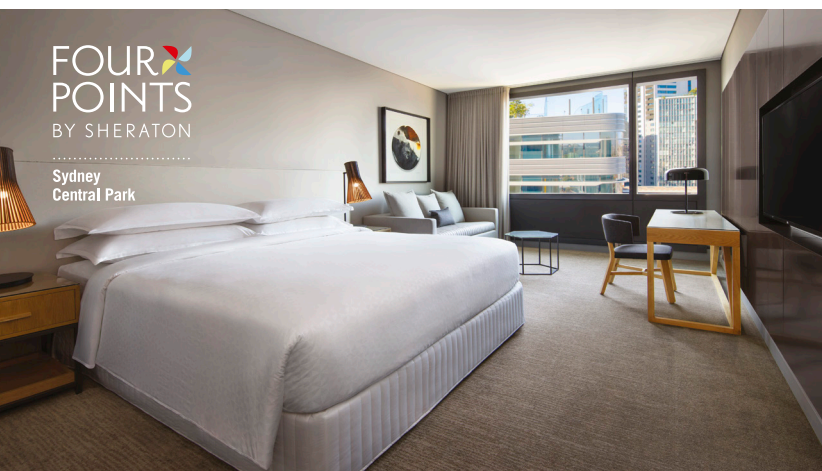
JULIE HAMMER

- ★ was one of the most senior engineering professionals in the defence force and the first female to attain the rank of Air Vice Marshal in 2003
- ★ has contributed significantly to the engineering profession and to Engineers Australia (EA) as a member and volunteer
- ★ served as a member of EA's National Congress for five years, on EA's Council for three years, and was elected as the first female National President and Chair in 2008
- ★ she led the development of advanced competencies for the College of Engineering Leadership and Management, has served on the judging panel for EA's Australian Engineering Excellence Awards, and on numerous other committees and judging panels to elevate and recognise excellence among her peers



HEATHER GARNSEY

- ★ an avid family historian since the early 1970s who has made an extraordinary contribution to the field over the last 30 years
- ★ has been Executive Officer of the Society of Australian Genealogists (SAG) since 1988, has served as both President and Treasurer of the NSW & ACT Association of Family History Societies and as Vice-President of the Australasian Federation of Family History Organisations
- ★ has led SAG through a period of growth and immense change whilst also contributing extensively in a voluntary capacity, having edited and contributed to countless family history publications
- ★ well known in family history circles for her many public speaking engagements, lectures, radio and television appearances, both nationally and internationally



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New name for WMAA

On 1 January 2019, the Waste Management Association of Australia changed its name to the Waste Management and Resource Recovery Association of Australia.

The name reflects the needs of a diverse and growing membership and acknowledges the ever-increasing participation by material recovery facilities, reprocessors and remanufacturers. "The evolution of the brand acknowledges the need for, and value of, collaboration with all stakeholders in the supply chain in order to continue the transition to a circular economy," said CEO, Gayle Sloan. ◡



Vale Sandra Cormack and Ross Young

For more than 30 years of her professional life, **SANDRA CORMACK** worked for associations or educational organisations. Her roles included management education, business development and professional development at the Australian Institute of Management, Macquarie Graduate School of Management, the NSW Department of Education and Training, the former NSW Chamber of Manufacturers and, for 16 of those years, with Australian HR Institute. Sandra Cormack passed away in September 2018. Along with her many colleagues in the associations sector, Associations Forum misses Sandra who was dedicated, professional and always friendly, personable and kind. ◡



ROSS YOUNG, former Executive Director of Water Services Association of Australia (WSAA), passed away on 26 November 2018.



Mr Young was an executive of Melbourne Water for many years. He was a passionate supporter of WSAA members where he was at the helm from 2003 to 2011. "Ross was a thought leader for the national water industry, particularly during the Millennium Drought and also with the advent of the National Water Initiative. In memory of the contribution Ross made to WSAA and the broader urban water industry we have established the Ross Young Scholarship for WSAA Young Utility Leaders Program," said Executive Director, Adam Lovell. ◡

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Changes at Diabetes Australia

Diabetes Australia has appointed Barry O'Farrell, former Premier of New South Wales, as its new President and Board Chair following the retirement of Hon Judi Moylan AO.



"Barry has a strong background in public policy, expertise in understanding how and where decisions are made and identifying opportunities for successful input," said Ms Moylan. "He will bring his own strengths in government and community relationships, and innovative and dynamic leadership to Diabetes Australia."

Mr O'Farrell was the 43rd Premier of New South Wales and Minister for Western Sydney from 2011 to 2014, and a member of the New South Wales Parliament from 1999 to 2014. 

President handover at SHPA

Professor Michael Dooley has stepped down as President of the Society of Hospital Pharmacists of Australia (SHPA) after four years at the helm. He has been succeeded by Peter Fowler. Dr Jacinta Johnson has been elected Vice President and David Brennan as Treasurer, completing SHPA's Board leadership team for 2019. "It has been my great honour to lead SHPA through a truly transformative phase as we plant seeds for the future," said Professor Dooley. "All of our achievements and each of our innovations have been made possible by the expertise and dedication of SHPA members, and their willingness to embrace new ideas and novel approaches to practice." 




Peter Fowler

Australian Marketing Institute's new Chair

The Australian Marketing Institute (AMI) has appointed Lynda Cavallera as its new Chair.




Ms Cavallera is a marketing professional with over 25 years' experience and has been an active member of the AMI for most of her career. She has strong skills across the full marketing discipline, including strategy, brand, customer experience, product and integrated campaigns.

"My vision for the AMI is to create a relevant and sustainable association that is valued by its members throughout their career journey, while raising the profile of the marketing profession as a key driver of organisational viability and growth," said Ms Cavallera. 


REINSW's President-Elect

Brett Hunter will take the helm of the Real Estate Institute of New South Wales (REINSW) in November 2019 after being elected President-Elect of the peak industry body for a one-year term. "Brett's appointment as President-Elect will ensure a smooth transition when current President Leanne Pilkington steps down in 12 months-time," said CEO, Tim McKibbin. "He has contributed to the direction and strategy of the REINSW for 10 years, and is recognised within the industry as a strong leader and innovator."



Mr Hunter is the director of Raine & Horne Terrigal, Avoca-Beach, Saratoga and Erina. 

ACPET's new Chair

The Australian Council for Private Education and Training (ACPET), the peak business organisation representing independent providers in the higher education and vocational education and training sectors, has appointed a new Chair, Alexis Watt. He replaces outgoing Chair, Bruce Callaghan, who is retiring from the Board. Mr Watt is the Chief Executive Officer of Open Colleges School of Health, an independent Registered Training Organisation in the Open Colleges group specialising in the nursing, health, aged care and community services sectors. Mr Watt brings experience from over fifteen years in the hospitality industry overlapping with more than twenty years in the Vocational Education and Training and higher education sectors. 



Alexis Watt

YHA Board changes


The YHA Australia Board has a new Chair and Vice Chair for 2019. Euan Prentice was elected Chair following the resignation of Rob McGuirk whom, after 5 years in the position, is devoting his attention to his new role as President of Hostelling International. Mr Prentice has nearly seven years' experience on the Board and runs a financial services company.



Euan Prentice



Rob McGuirk

At 25 years old, the new Vice Chair, Michael McPhail, is the youngest Director on the Board, and was formerly Vice Chair on the YHA WA Board. He is based in Perth, works in management consulting, and has travelled to over 40 countries. 

Canberra as the associations meeting place

Avon Dissanayake, Marketing & Communications Manager at Canberra Convention Bureau, explains why Australia's capital is justifiably the 'meeting place of the nation' and has become a drawcard for association gatherings.

Canberra has become a hub for national association meetings. In fact, the name Canberra is believed to have originated from a local Aboriginal word for 'meeting place'. Because it is home to the Australian Government, policy makers and the national media, Canberra's influence is recognised by decision-makers as the place to secure legacy outcomes for their associations. In the words of Canberra Convention Bureau's CEO, Michael Matthews: "Canberra's access to research leaders from academic and cultural institutions through the Bureau's Research and Learning Institutes Group also adds immense value to business event content, with direct access to the brightest minds and research from Canberra's academic and research communities". The Canberra Convention Bureau is securing conferences from a broad range of sectors, ranging from 100 to 2,000 attendees from Australia, Asia-Pacific, Europe and the Americas. We are proud to host the Associations Forum National Conference at the National Convention Centre in July 2019. An anticipated 500+ association leaders and stakeholders are expected to converge on Canberra as the place for the association sector to be heard. The National Convention Centre has undergone impressive renovations since the Associations Forum National Conference was held there in 2014.



The National Convention Centre now has two full levels of event spaces, comprising the Royal Theatre, four theatrettes, a ballroom, 15 meeting rooms and an exhibition hall.



Everything in Canberra is easily accessible

One of Canberra's advantages is that everything of significance to a business gathering is within easy reach. The National Convention Centre is surrounded by lots of accommodation options, fabulous restaurants and bars, and is within walking distance of the beautiful Lake Burley Griffin and surrounding parks. The Canberra airport, servicing both international and domestic routes, is only 10 minutes away, and there are numerous national and local attractions to enjoy in the days surrounding the conference. Importantly, being so close to Parliament House makes organising face-to-face meetings with policy influencers so much easier. ☺

"NCCC offers great flexibility for meetings from 30 to 2,500 delegates. We encourage our clients to build content-rich events and engage with our local food and cultural attractions which appeal to both domestic and international delegates"

Stephen Wood, General Manager, National Convention Centre Canberra

"Canberra's modern, stylish and practical facilities, including the purpose-built National Convention Centre Canberra, make it a great location to host Associations Forum's most significant annual event. Our delegates will also be in close proximity to the Federal Government should they wish to take advantage of the opportunity to pursue advocacy matters"

John Peacock, Chief Executive Officer, Associations Forum



Canberra's popularity has soared in recent years, helped along by the launch of daily flights from Singapore and Doha respectively, allowing for twice-daily direct connections to the world.

“We are a city of connection and influence. We see our capabilities recognised when speaking with national and international clients who understand that Canberra opens doors to their important key decision makers”

Carla Huetter, Director of Sales and Marketing at the National Convention Centre Canberra

There is much to do in Canberra pre and post conference.

A few favourites include:

- ◇ Only 10 minutes' drive from the CBD is Australia's only combined zoo and aquarium, National Zoo & Aquarium, which also offers all-inclusive luxury accommodation with animal encounters. Also worth a visit is Tidbinbilla Nature Reserve, located 40 minutes from the CBD. Visitors can drive along, bike or walk the trails to see koalas, kangaroos, platypus and wombats in their natural setting.
- ◇ The Snowy Mountains are close to Canberra and provide year-round activities like horse riding, hiking, mountain biking and skiing. Thredbo is a pretty alpine village in Kosciuszko National Park with access to a hike to Australia's highest mountain.
- ◇ New South Wales' South Coast unspoiled white-sand beaches are where you can swim with seals, stand-up paddle board, surf or whale watch. Getting to the coast involves a beautiful drive through heritage country towns and mountain passes.
- ◇ Around 140 vineyards and 33 wineries are within 35 minutes' drive from Canberra. Many offer way more than wine, for example orchards, olive groves, smokehouses, market and herb gardens, cooking classes, and function facilities.

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Fraud uncovered at Guide Dogs Victoria

An ex-manager of Guide Dogs Victoria has avoided jail after defrauding the charity of more than AUD\$200,000 which he used for home improvements in 2016. The money has since been repaid in full.

Sandro Cirianni was a General Manager of Guide Dogs Victoria (GDV) from 2011 to 2016, and had received an award for 'Not for Profit Manager of the Year' from the Australian Institute of Management. Towards the end of his tenure, he submitted 45 false invoices for renovations worth AUD\$178,413. The money was spent on installing a pool at his home, renovating his bathroom and putting a new roof on the house. As building work was being done at GDV at the time, the invoices were concealed alongside legitimate invoices and as such were paid. Mr Cirianni also misused the organisation's corporate credit card for AUD\$27,680 in personal expenses and funded AUD\$4,519 worth of fuel for personal use on corporate fuel cards.

GDV discovered the fraud in 2016 after a routine asset stocktake check revealed that three air conditioners listed on the register could not be found on site. After investigating this anomaly, a sophisticated web of deceit was uncovered. The equipment had in fact been installed in Mr Cirianni's home. A subsequent forensic audit led to the discovery of the other false invoices.

The court did not accept that Mr Cirianni was providing for his family because of concerns about his ill health and mortality, in light of the expenditure of the money on home improvements rather than on education or other investments directly benefiting his family. As he had pleaded guilty, paid back all of the money plus the cost of lawyers and auditors, and suffered significant health issues, he avoided jail and was instead given a three-year community correction order and fined AUD\$3,750.

Judge Cohen regarded Mr Cirianni as having betrayed the trust of colleagues and the community with the potential to damage the charity's reputation. "You must have well known how hard people within that organisation were working to obtain funding, including relying on the goodwill of members of the community to make donations and provide voluntary services," she said.

"This has been a stressful time for our organisation and we are glad there is now closure on this issue so we can continue to support people with low vision or blindness to live independently and achieve their goals in life. We are incredibly grateful for the overwhelming support we have received during this incident," said Guide Dogs Victoria Chief Executive, Karen Hayes. "What is clear is that, no matter what controls are in place to limit risk, if an individual is determined to defraud and has the power to do so, they will. What is critical is how an organisation responds to these events, if it happens."

Key learnings from discovering fraud:

- ◇ Ensure that you regularly circulate your fraud policy to ensure all staff, old and new, are aware of the boundaries and consequences of this behaviour.
- ◇ Establish avenues for employees or others to report suspected fraud and corruption without fear of reprisal e.g. whistleblowing hotlines and internal contact officers.
- ◇ Be transparent with your financials, and invest time in building the financial literacy at all levels of management so that they are accountable for their areas of control, and anomalies are identified and discussed.
- ◇ Have your communications plan ready in the event that things do go wrong. Consider internal and external stakeholders and prepare for as many scenarios as possible. ☞

NSW RSL's Don Rowe charged with fraud

Former President of the 100 year old New South Wales Returned and Services League (NSW RSL), Don Rowe, was charged in January with two counts of dishonestly obtaining financial advantage by deception.

In late 2016, a police investigation was set up to investigate reports of misappropriation of funds within the NSW RSL, involving an extensive forensic accounting analysis of the charity's financial records. An audit had revealed that Mr Rowe, during his 11-year reign as President, had withdrawn AUD\$200,000 in cash and used his corporate credit card to pay for, amongst other personal expenses, AUD\$38,000 in family phone bills. During a 2017 public inquiry, led by former NSW Supreme Court judge Patricia Bergin SC, Mr Rowe admitted using NSW RSL's money for his own purposes.

Current NSW RSL President, James Brown, has noted that the charity now has modern finances with proper policies and procedures. ☞

CPA Australia strips life membership from four members

On 31 January 2019, CPA Australia's Board issued a statement that, at the December 2018 Board meeting, the Board agreed to exercise its power under the Constitution to remove life membership from Alex Malley, Richard Petty, Graeme Wade and Penny Egan.

Former CEO, Mr Malley, and former Directors, Mr Petty, Mr Wade and Ms Egan, were all involved in Australia's largest association of professionals in 2017 when it sustained major reputational damages leading to Mr Malley being sacked and all twelve Directors resigning. ☞

VACC turns 100 and looks to next century

By David Dowsey, Head of Marketing, Media, Communications and Publications


It didn't receive a letter from the Queen, but on 20 September 2018, the Victorian Automobile Chamber of Commerce (VACC) turned 100.

Founded in Bendigo in 1918 by a group of motor traders, VACC has grown to become one of the country's largest and most influential employer associations. At a time like this it's easy to indulge in nostalgia. Not VACC CEO Geoff Gwilym. Unapologetically modern in focus, Mr Gwilym has set in motion several initiatives that will have lasting impacts on the Chamber as it begins its next century.

One-hundred-year celebrations were held in Bendigo. The most important was a Blue Sky session held by the Executive Board in Bendigo Town Hall. In this historic space, a strategy was formulated for VACC's next 100 years. Some plans may take decades to roll out. More immediate goals include: amending VACC's constitution; scrapping the current two-board structure for a streamlined single board supplemented by an Industry Policy Council; and selling VACC's home of 60 years on Melbourne's St Kilda Road and purchasing land in nearby North Melbourne where a state-of-the-art building will be erected.



CEO Geoff Gwilym

"It is a wonderful achievement for an industry association to reach 100 unbroken years. But I and the VACC Board are very much focused on the future," said Mr Gwilym. "The automotive industry and small business generally are facing uncertain times. Members need a modern approach to modern problems. That's why I have repositioned VACC soundly for the next 100 years." 



ADVERTORIAL

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"The team at VMS were extremely helpful and supportive in understanding our conference requirements and responding quickly to any queries. The feedback has been very positive with the venue, catering and overall conference organisation. Thank you for helping us to achieve a great conference experience for our attendees."

Janice Martyn, Senior Education Office,
Vocational Education in Schools Directorate

Pricelist for associations for 2019:

Registration Website: \$350 one-off Cost per registration: \$14.50 each
Manage Sponsor/Exhibitor: \$150 each
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Contact: Lindsay Wallace Email: Lindsay@vmsconferences.com.au
Phone: (02) 9526 1221 URL: www.vmsconferences.com.au

Elaine Bensted and Zoos South Australia: Leading an association's metamorphosis

Home to Australia's only Giant Pandas, Zoos South Australia has undergone a significant financial and cultural transformation under the leadership of its Chief Executive. Philippa Shelley Jones spoke to Elaine Bensted about the road to recovery... and her favourite zoo animals.

Tell ASSOCIATIONS readers about Zoos SA and your career path before heading it up.

Zoos SA is a non-government conservation charity which exists to connect people with nature and save species in extinction. Located in South Australia, Zoos SA proudly runs Adelaide Zoo and Monarto Zoo.

We are an incorporated association, have over 40,000 members, and are governed by a volunteer Board with members donating their time and professional expertise. The Chief Executive and senior management team are responsible for the day-to-day management of the business, with quarterly performance reports provided to the Board.

Whilst our main business is the operation of key tourism destinations Adelaide Zoo and Monarto Zoo, which is 70 kilometres from Adelaide, our reach is much greater. At our core, we're a conservation, environmental education, and wildlife rehabilitation facility.

Visitors leave our gates as conservation champions eager to make a difference within their communities and help save species from extinction. We work in partnerships to support research and conservation projects across South Australia, nationally and internationally. Our conservation reach spans the globe from our native reintroduction programs across Australia, Wildlife Asia project throughout Indonesia and Malaysia, and supporting park rangers and conservation projects in Africa.

Before starting at the zoo, I was Chief Executive of South Australia's largest vocational education and training provider. I've also held senior roles in both state and local government, and worked in the private finance sector in various roles. I have experience in both the private and public sectors in management, marketing and community engagement.

What was the biggest challenge you saw ahead when you stepped into the role?

When I started as Chief Executive in 2012, Zoos SA was grappling with substantial financial challenges. The organisation had a significant debt liability and there was room for improvement across key metrics including staff engagement. The most significant change I lead was to introduce a much-needed 'business' approach to the zoo and to turnaround the organisation's finances. This meant introducing governance arrangements, policies, delegations, KPIs, and reporting, to ensure we were measuring our impact in every key area.

Key to our success was being transparent with staff and educating them about the business and our goals. I wanted all staff to understand how their role impacted the business. Over six years later, I still give our teams regular financial updates so they know how we are performing against our budget targets.

What improvements have you been able to make?

We moved swiftly to improve our governance. We developed a Strategic Plan, a Five-Year Business Plan to return the organisation to a financially sustainable position, and spent 18 months developing a 20-Year Master Plan. All staff were heavily involved in the development of each of these plans so that they felt 'ownership' of the objectives. Other key changes included making the necessary decision to cease selected business operations, putting in place sound financial planning, management and reporting, working closely with staff to drive behaviour change, and making engagement with our members and visitors an absolute priority. Not only have we returned Zoos SA to a financial surplus and commenced debt repayment ahead of schedule, but I'm most proud of the fact we have measured staff engagement at 95%. We have also achieved record membership numbers and increased our visitor numbers to welcome a record breaking 585,872 people to Adelaide Zoo and Monarto Zoo in 2016/17, the largest turnout in our 134 years of operation. The results exceeded our previous record of 582,697 when Giant Pandas Wang Wang and Fu Ni first arrived in 2009/2010. It reinforced to me that with clear leadership, a strategic approach, and a focus on measurement when combined with passion and commitment, anything is achievable!

Can you tell us about the 20-Year Master Plan?

When I joined Zoos SA in 2012, I saw an urgent need for more strategic planning if we were to improve our financial position, conservation output and visitor experience on site. Zoos worldwide share a distinct business challenge; zoos are expensive to run, easy to undervalue based purely on bottom line terms, and have limited cost recovery options. So we undertook an 18-month master planning process involving 23 consultation sessions. I attended all the sessions so that the staff and volunteers could see that I was open to their ideas. As a result, the final Master Plan not only reflects the Board and leadership team's aspirations for our sites but also that of our staff, volunteers and members; it's a plan for how we will deliver against our purpose and aspirations.

What conservation work is Zoos SA involved with?

From breeding species for re-release into the wild, both in South Australia and nationally, including Bilbies, Western Swamp Tortoises, Yellow-footed Rock-wallabies and Orange-bellied Parrots, to breeding species that were previously thought to be extinct like the Pygmy Blue-tongue Lizards, we take our conservation work very seriously. Zoos SA manages and supports world-renowned breeding and conservation programs both in our zoos and in the wild. Our efforts include captive breeding, habitat restoration, research, conservation



“I get a lot of satisfaction out of achieving goals and empowering people to make a difference.”

education, wildlife disease management and caring for injured wildlife. Almost 70 per cent of the animals that call Monarto Zoo home and 40 per cent at Adelaide Zoo are threatened with extinction.

In addition to our native programs, Zoos SA provides conservation support on an international level. Projects receiving this support have a focus on protecting habitats and the species in them as well as working with local communities. As an example, we recently built a habitat protection guard post to protect wild Orangutans in Bukit Tigapuluh in Sumatra.

As a conservation charity, we do as much as we can to save species from extinction, but we'd love to do even more to support conservation projects in the field. We actively encourage donations so we can increase our efforts and also actively encourage our visitors to take actions to support projects.

You and the zoo have won some awards. Tell us about those.

We have! Adelaide Zoo was crowned South Australia's Major Tourist Attraction of the Year two years in a row at the South Australian Tourism Awards. Last year, we also received bronze in the Excellence in Accessible Tourism category. We can also lay claim to being among the top zoos, aquariums and wildlife parks across the Australasian region after receiving two awards at last year's Australasian Zoo and Aquarium Association (ZAA) Conference for our conservation and innovation work. Personally, I have received the 2014 Australian Institute of Management Not-for-Profit Manager Award and, last year, I was the recipient of the Telstra South Australian Business Woman of the Year Award for Purpose and Social Enterprise.

What is still to be done?

We're just getting started! Infrastructure upgrades are a big priority. Lots of works are in the planning but perhaps the most exciting project on the horizon is the development of a safari experience at Monarto Zoo where we have plans to introduce overnight accommodation. Equivalent in size to 65 Adelaide Zoos, Wild Africa will take visitors on an African-style safari through herds of roaming animals – all within an hour's drive from Adelaide! Other than developing our assets, we want to continue our momentum in building strong staff engagement and managing our safety risks.

What do you like most about your job?

I love what I do because I get a lot of satisfaction out of achieving goals and empowering people to make a difference to conservation. I love the challenge, variety of the job and the opportunity for continuous learning. Turning around Zoos SA's financial position and providing positive plans for the future have been the achievements of which I am most proud.

It has to be asked – what is your favourite zoo animal... or animals...?

I was given advice when I first started that zoo directors aren't meant to share their favourite animal, but I've totally ignored that advice... I have always been a big fan of wombats! I also think cheetahs are gorgeous and rhinos are high on my list. Red pandas have adorable faces, Red-tailed Black-cockatoos are stunning. The truth is, each animal and species has its own uniqueness and I find them all endlessly fascinating. ◡

Audiometry Nurses Association of Australia Inc



MEMBER SINCE NOVEMBER 2018
NUMBER OF MEMBERS: 103
NUMBER OF COMMITTEE MEMBERS: 7
TRACY HAWES – PRESIDENT

About ANAA

Formerly known as Community Nurse Audiometrists Association, ANAA represents the professional interests of audiometry nurses. The association provides a forum for the discussion of hearing health issues, provides support, reviews professional practice standards, and facilitates ongoing professional development by way of an annual conference. ANAA is also involved in the education and support of students in Audiometry Nursing and of Clinical Advisors. Our objectives are to provide a forum for the professional needs of our members and promote the audiometry nursing profile.

Who are ANAA's members?

We have 103 members which represents around 90% of all audiometry nurses. Membership is broken up into full members, associate members who may not be audiometrists or are still students, and life members. Membership numbers vary each year as people retire or leave audiometry nursing. Most of our members work in community health for local health districts. Although we have a national membership, most of our members are from New South Wales. Benefits offered by membership include professional development, maintenance of professional standards, networking with peers, a quarterly newsletter and the annual conference.

Why the change in name?

We changed our name in 2011 to better reflect our membership who practice in a variety of settings across all States and Territories in Australia, including community health centres, general practice, occupational health and ENT practices, to name a few. Audiometry nurses are registered nurses or enrolled nurses with a post graduate qualification in audiometry nursing. They can provide a wide range of hearing health services which will vary dependent on the area of service, the local requirements and the support available. As well as hearing assessments, audiometry nurses are involved in health promotion, pre-employment checks, industry testing, community education, community development and student support.

How does ANAA operate?

The executive committee consists of a President, Vice President, Secretary, Treasurer/Public Officer, Editor & two other committee members. The committee meets face to face three times per year and once via teleconference. At these meetings we discuss any business arising and work on strategies to obtain outcomes from our business plan which is updated at the beginning of each year. We consult with other hearing health

stakeholders and organisations on matters that relate to hearing health. Relevant information is disseminated to members via a professional quarterly newsletter, our website and Facebook. We hold our Annual General Meeting yearly in conjunction with our annual conference. All committee positions are voted in at this meeting.

My path to ANAA.

I have worked in community health audiometry clinics since completing the audiometry nursing course in 2001. For the last 7 years I have worked full time as the sole Nurse Audiometrist for Western Sydney Local Health District and am a Clinical Nurse Specialist in audiometry. From 2010 to 2014 I was on the ANAA committee as editor of the quarterly newsletter. I was elected as President in 2016.

What drives me in my role?

I am very passionate about lifting the profile of audiometry nursing in the community and ensuring its succession. I also believe there should be accessible free hearing testing services for all children and disadvantaged families to prevent the long-lasting effects of hearing impairment. We can also do better in providing hearing services to Aboriginal and Torres Strait Islander families. Many families can't afford to pay for a hearing test and also need assistance to steer their way through the health system in order to get the best outcomes for their child's hearing health issues. Most audiometry nurses work in multidisciplinary teams in community health where they can help these families and provide access to primary health care and early intervention.

What are ANAA's current challenges?

Our biggest challenge is to be recognised as an integral part of the primary health care system which would secure succession for the audiometry workforce. At the moment we have limited support from government to create training, scholarships and audiometry nursing positions in community health. It is also challenging to maintain a full committee when we are relying on member volunteers. Although a rewarding experience, it can be hard to convince new members to participate.

What do you hope to get out of your Associations Forum membership?

At our last AGM, we discussed joining Associations Forum with our members and they were happy to have extra guidance on moving our organisation forward. We are not experts in running not-for-profit organisations or private businesses. We are open to any help that will highlight the professional service we provide and ensure that we are providing the best services for our members. We are looking forward to the support network and training that Associations Forum can provide. ☺



Adelaide transforms Convention Centre dining

A pioneer from the start, the Adelaide Convention Centre (ACC) has brought public nutrition to the forefront in the business events space via its innovative Honest Goodness menu.

Developed in collaboration with leading nutritional experts from the South Australian Health and Medical Research Institute (SAHMRI), the University of Adelaide, and CSIRO, Health and Biosecurity, the new menu has transformed the convention centre culinary experience with its emphasis on minimal intervention foods and conscious reduction of salts, sugars and preservatives.

“Growing conversation about public nutrition coupled with our own drive for innovation was a driving force behind our Honest Goodness menu,” comments

Simon Burgess, General Manager, Adelaide Convention Centre.

“Six months in and we’re thrilled with the feedback, which has been overwhelmingly positive. We’re proud to support the public nutrition message, and view our heightened focus on mindful eating as an important part of our community engagement.”

Designed with good nutrition in mind, Honest Goodness was created by the ACC’s Executive Chef Gavin Robertson in consultation with Professor Gary Wittert of SAHMRI/University of Adelaide, and Pennie Taylor of CSIRO’s Health and Biosecurity unit. Brimming with nutrient-dense, whole foods sourced from local, sustainable environments, ingredients are prepared, in-house, by the ACC’s chefs to make restaurant-quality dishes that are vibrant in colour and bursting with flavour.

“Our team enthusiastically embraced the challenge of creating Honest Goodness as public nutrition is important to all of us,” comments Chef Gavin, who heads up the ACC’s in-house team of 75 kitchen staff. “We listened to our clients, handpicked the best of regional produce, and engaged with local artisan producers to develop a menu that is not only distinctly South Australian, but full of flavour. The emphasis is very much on ‘housemade’ and replacing processed elements with whole, fresh ingredients.”

To deliver on this commitment, Chef Gavin and his team reduced salts by replacing with rubs and spices and swapped out sugar-laden drinks for housemade ice teas and fruit-infused waters. There’s also a strong focus on ‘preservative free’, with Honest Goodness using natural rubs and house-made marinades to enhance flavour.

From the Adelaide Convention Centre’s new ‘Honest Goodness’ menu:
Harris Smokehouse gin-cured ocean salmon with horseradish panna cotta, pickled shallots, apple, EVOO powder and salted oatcake.



Honest Goodness has a strong emphasis on ‘house-made’; Executive Chef Gavin Robertson puts the finishing touches on a dish from the Centre’s delicious entrée selection.

Beyond its focus on minimal intervention foods, other standout features of the menu include:

- ♦ **Sensible Fats:** Processed and manufactured fats and related substitutes have been replaced with natural animal and plant-based fats to create more balanced dishes, free from preservatives.
- ♦ **Low sugar and sodium:** Honest Goodness focuses on the conscious reduction of refined white sugars, salts and processed sauces and dressings. As an example, ingredients with traditionally high sugar volume have been replaced with house-made chutneys, sauces and dressings with lower sugar levels.
- ♦ **A Taste of South Australia:** Honest Goodness reflects the ACC’s ongoing commitment to sourcing food from local, sustainable environments. 97 percent of produce used by the venue is sourced from South Australia.
- ♦ **Housemade:** The ACC’s in-house chefs are actively involved in preparing all dishes served at the Centre. Chef Gavin has worked closely with artisan producers – from cheesemakers to bakers, butchers and fishermen – to ensure any outsourced ingredients have been prepared in keeping with the Centre’s Honest Goodness philosophy.

Professor Gary Wittert of SAHMRI comments: “The Adelaide Convention Centre’s Honest Goodness menu shows that it is possible, even when catering for very large groups, to source and cook fresh, whole or minimally processed foods to make tasty, enjoyable and creative meals, while retaining choice. And best of all, we get to taste prime South Australian produce, wherever possible, farmed sustainably and with ethical practices.”

Wittert adds, “It seems to me this is science in action – open-minded collaboration between people from different professional backgrounds, achieving an outcome good for public health, good for business and good for South Australia”.

For further information or to view the full menu, visit <http://www.adelaidecc.com.au/menus/>



Melbourne welcomes Association Membership Summit

Associations Forum's second Association Membership Summit was held on 19 November 2018 at the Melbourne Convention and Exhibition Centre.

A full house of attendees gathered at the intensive one-day event and heard practical insights on the membership challenges faced by associations and other NFP organisations. Speakers and workshop facilitators examined membership issues from all angles, including dealing with changing member demographics, creating a sense of value around being a member, and the effect of CRM functionality on member relationships.

An interesting opening session on '10 Tips for Retention and Growth', delivered by Associations Forum's Kathy Nguyen, was followed by a panel discussion on the development and improvement of member services. Subsequent sessions explored the importance of building a strong team in a tightening labour market, how to attract and keep young members, and creating successful public membership campaigns. In an interactive workshop, Pauline Soo, who is National Manager-Operations and Membership of Occupational Therapy Australia, shared her advice on the methodology used by her association to analyse and understand its member base and develop relevant strategies to grow and retain members.

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 the culinary team at the Melbourne Convention and Exhibition Centre.

A special thank you to our venue sponsor Melbourne Convention and Exhibition Centre and our supporting sponsors Custom D, 2 Dam Creative, Redeem and Ozaccom+.

"As a first time attendee at an event like this, I was not sure what to expect. I thought the event was very well run and the specialist presenters gave a great insight into what worked well for them. Would definitely attend the next event. Great work."

Chris Kastelan, President,
Australian Paramedics Association New South Wales



Delegates enjoyed the mix of presentations and interactive workshops, including advice shared (right) by Pauline Soo from Occupational Therapy Australia.

Associations Forum's CEO & Chair Symposium 2019

The Melbourne Convention and Exhibition Centre was also the location for Associations Forum's 2019 CEO & Chair Symposium, which attracted association and charity CEOs and Chairs from all over Australia.



Held from 31 January to 1 February 2019, the Symposium was a great opportunity to hear stimulating and insightful discussion from some of the most influential association and business leaders and for delegates to talk candidly about governance and management issues. The program tackled a wide range of topics vital to CEOs and Chairs, including the state of the association sector, the current political environment, expansion beyond Australia, cyber crime and risk analysis.

Grant Galvin, CEO of Master Builders Association, which was the 2018 Association of the Year™, opened this year's Symposium with an informative presentation on revitalising and transforming a dying association, including his recommendations on the changes needed to ensure the survival of the association sector. Delegates then heard from Carmel Tebbutt, the first female to be appointed Deputy Premier in NSW, about her journey from a long career in politics to heading up the NSW Mental Health Coordinating Council. Closing the event, with a look at the political landscape for 2019, was an engaging discussion involving Senior Writer and Columnist for the Australian, Troy Bramston.

Following their success at previous Symposiums, targeted CEO and Chair Workshops were conducted, allowing delegates to brainstorm the challenges they face in their roles and within their organisations. A special thank you to our major sponsors Melbourne Convention and Exhibition Centre, Guild Insurance and Hill Rogers and to our supporting sponsors: Tourism New Zealand, Higher Logic, Melbourne Convention Bureau, Marina Bay Sands, The Association Specialists, Wentworth Advantage, Cvent and Ozaccom+, together with our photographer for the event, Ian Wilson Photography. ☺

“My first experience at the 2019 CEO & Chair Symposium and I was impressed. Professionally managed and quality presentations. Well done Associations Forum.”

Jenny Zadro, Turf Australia

“This was a very worthwhile two-day activity in terms of learning, networking and, in some instances, validation of what your own organisation is doing or trying to do.”

Steve Walker, Boating Industry Association of Victoria



“This was the first Symposium for CEOs and Chairs that I have attended and I really didn't know what to expect. The speakers and attendees all worked well together and there were so many good ideas put forward. I learnt a lot about other boards and ideas that they had tried, some good and some not so good.”

Kent Vickers, Master Plumbers Association of Queensland

“I found the Symposium refreshing in that it was not only well planned and presented but there was a culture/feeling of friendliness and inclusion. Something that is not often seen at conferences. Well done!”

Margaret Gehrig, Australia Medic Alert Foundation

“The CEO Symposium is a great way to hear how other associations are changing the landscape and thinking outside the square. A great way to reboot and start off the year with new and informed thinking.”

Dean Brakell, Australian Cabinet and Furniture Association



Associations Salary Survey shows salary growth

On 31 January 2019, at Associations Forum's CEO & Chair Symposium, the results of the Associations Salary Survey 2019 were announced by Mark Werman, Managing Director of Wentworth Advantage, Associations Forum's partner on the survey.

Now in its eleventh year, the survey highlights salary and employment trends throughout the associations sector and identifies emerging market trends and business changes.

A total of 345 associations responded to the survey, with 80% of those split evenly between identifying themselves as a 'Professional Association' or an 'Industry Association'.


Similarly to the 2018 survey, the data suggests that associations employing less than 10 employees, with an annual expenditure of between AUD\$1 million and AUD\$3 million and with less than 500 members, were the most common respondents to the survey.

The 2019 survey data shows that the largest increases in total average salary package were for the positions of Human Resources Manager at 10.4%, Membership Manager at 8.9% and Senior Manager at 8.8%. The position of Executive Assistant experienced the largest decrease in total average salary package at 4.4%.

The Automotive and Transport industry recorded

the largest total salary package increase for all positions at 36.1%.

In terms of CEO working hours, 22.4% are putting in between 56 and 65 hours per week, an increase since last year of 6%. The majority of CEOs (83.6%) are working between 38 and 65 hours per week.

The Associations Salary Survey 2019 has been sent free-of-charge to participating organisations. The cost of the 87-page report for non-participants is \$190 (members) and \$490 (non-members) and can be obtained by contacting 02 9904 8200 or emailing membership@associations.net.au 

Membership and Services Survey 2018 released


Associations Forum appreciates the time taken by those organisations who participated in the eleventh Membership and Services Survey.

Participants have received a copy of the Report which, amongst other interesting findings, confirms electronic newsletters as the most common core service offered to members, followed by policy and lobbying. Only 13.5% of the participating organisations now produce a

printed newsletter, which is consistent with the rapid decline reflected in previous surveys. Conferences continue to be the most common service offered to members at additional cost and ongoing education/CPD stays as the most popular service, closely followed by conferences. Membership retention rates remain strong with over 90% retention across professional associations, industry associations, and charities.

All organisation types experienced positive growth greater than 4%.

Consistent with last year's survey, 63% of respondents have between 0-10 full-time equivalent staff members.

A copy of the Report is available for non-participants for a small fee by emailing Claire Bell at membership@associations.net.au 

ADVERTORIAL

New Melbourne Park Development Set to Enhance Event Experiences

Melbourne & Olympic Parks (M&OP), home to the Australian Open Tennis Championship, is embarking on the third stage of its AUD\$972 million redevelopment. Beginning in early 2019, the final stage of the redevelopment of Melbourne Park will reveal an unparalleled events centre – paying homage to the Australian landscape. Civic in design, this architecturally impressive concept is quintessentially Melbourne and will include 8m-high ceilings and floor-to-ceiling windows that will project natural light across a generous 2,000sqm pillarless ballroom and 800sqm pre-function area.




On two levels, the upper one will feature a 250-seat auditorium, an abundance of breakout rooms, and outdoors terraces with uninterrupted views of the Melbourne City skyline.

Located on the edge of Melbourne's vibrant CBD, the new spaces will be at the centre of the city's picturesque Royal Botanic Gardens and Yarra River, enticing guests to take full advantage of the outdoor surroundings of Australia's iconic entertainment and sporting precinct.

M&OP's new events centre is scheduled to open in February 2022, promising to elevate the precinct's capabilities yet again. Sitting alongside some of the world's most iconic venues, including Rod Laver Arena, Margaret Court Arena, AAMI Park and Melbourne Arena; the centre will focus on delivering exceptional catering. Produce will be sourced locally, and menus will be written with the seasons in mind.

Current M&OP venues available for bookings include Rod Laver Arena, AAMI Park, Margaret Court Arena and Melbourne Arena.

M&OP's new events centre is now available to book events from February 2022 and beyond.

Expressions of interest for visiting M&OP or for venue enquiries, contact Lara Burnes at lburnes@mopt.vic.gov.au. For more details, visit melbournepark.com.au 

External Reviews improve associations

By John Peacock, CEO, Associations Forum

Independent expert analysis of an association via an External Review allows a fresh perspective that will boost the effectiveness of an association.



One of the magical aspects of associations is that many of them are very much the same - yet also completely different. Certainly, the causes pursued are distinct, ranging from avocados to banking, construction, dentistry, education and zoology. However, what many associations, societies, clubs and institutes have in common is that they have a mutual membership base, cannot distribute profits, and are run by a usually unpaid Board of Directors, mainly from within the membership.

The difference is that each association or society does things in its own way. Referring to staffing as an example, some organisations with AUD\$10,000,000 in equity have two members of staff, whilst others with AUD\$100,000 also manage to employ two people. Which is the right scenario?

External Reviews give Boards and CEOs independent feedback on their association. Some of the typical findings include:

- ♦ **The structure is problematic.** For example, federations of state and territory bodies, with a federal entity as well, are less efficient and effective at delivering member services than single entity organisations.
- ♦ **The constitution is out of date or inconsistent.** This is the key governance document and an initial bad sign is when it is called "Memorandum and Articles of Association", which is terminology discontinued nearly 20 years ago.
- ♦ **The association does not have clarity of direction.** Some associations do not undertake a simple annual Planning Day to confirm what needs to be done, who needs to do it, and when.
- ♦ **Staffing expenditure is not optimal.** Associations Forum supports the concept of engaging and empowering staff to run an association, yet sometimes the wrong people for the job are employed, or those people hired are not well managed.
- ♦ **Technology is insufficient for the needs of the association.** Whilst quality staff are necessary, so is investment in modern and functional software and hardware.
- ♦ **Not making enough money.** "Not-for-profit" is a misleading term because an association must make and retain profits. An External Review needs to suggest ways for greater profitability.
- ♦ **The culture of the association is not cooperative or proactive.** This problem results from a lack of leadership by the Board or CEO and can be resolved by changes in personnel – sometimes unscheduled or unexpected.

The experience of Associations Forum is that our External Reviews are well received because the association engaging us is genuinely keen to hear and read our independent viewpoint.

Factors in a successful External Review include:

- ♦ **The reviewer must understand associations.** Management consultants from the corporate world will not understand the context and nature of mutual membership organisations. Relevant experience always counts.
- ♦ **Willingness to share information and be open.** As the reviewer is given confidential access to opinions from a variety of angles, it is important that people be frank in their input. Fortunately, this usually happens willingly because interested parties wish their observations to be understood.
- ♦ **Reading the right documents.** A reviewer will have fresh perspectives but needs induction. Fortunately, associations leave a paper trail of documents and reports that can explain what is happening and why.
- ♦ **The reviewing consultancy needs to have internal peer review of the findings.** Whilst associations are unlikely to appoint a reviewer who has not been an association practitioner, it is valuable to know that the reviewer will reconfirm findings with consulting colleagues.
- ♦ **Practical recommendations are required.** As well as telling the story of what they have found, the reviewer needs to be clear in saying what should happen next.
- ♦ **Recommend the achievable and hint at the ideal.** External Reviews add little value if they do not have any chance of being implemented, so practicality and realism are needed. However, there is an opportunity to 'sow the seeds' of the best possible situation and these ideas are often taken up a few years later.

External Reviews are a key component in the change process of improving an association. Associations that wish to make changes are encouraged to undertake an External Review because the document gets attention and must be acted upon. The recommendations are a challenge to a CEO or Board to act on sensible, evidence-based changes - or become less relevant to their members.

Optimistically, change management that springs from an External Review usually works because the logic of good advice is understood by the majority of members. However, members need to be widely and respectfully consulted over a period of time to ensure that preconceptions and misunderstandings can be overcome by patiently delivered common sense.

As Associations Forum has had numerous successful client outcomes from undertaking External Reviews since our establishment in 2004, we are confident that associations will benefit from the wisdom of experienced advisors. Stagnant associations have little future in a fast changing and demanding world.

Associations Forum has undertaken a number of External Reviews since 2004. Please contact John Peacock, CEO, Associations Forum on 02 9904 8200 or jpeacock@nfp.net.au with any queries in this regard. ☞

Associations respond to Banking Royal Commission

Following revelations of wrongdoing within several financial institutions, the Australian Government called a royal commission to inquire into and report on misconduct in the banking, superannuation and financial services industry.

A royal commission, which is created by a monarchy's head of state and has considerable powers within specific terms of reference, is a significant formal public inquiry called to look into a matter of great importance and usually controversy. The results of royal commissions are published in reports of findings containing policy recommendations for the government.

On 14 December 2017, the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry was established, pursuant to the Royal Commissions Act 1902, with the Honourable Justice Kenneth Madison Hayne AC QC as the sole commissioner.

The Royal Commission conducted seven rounds of public hearings over 68 days, called more than 130 witnesses and reviewed over 10,000 public submissions. Commissioner Hayne's 1,000-page Final Report was publicly released on 4 February 2019 and called for 76 recommendations to change the finance industry and made 24 referrals to Australian regulators to take action over misconduct.

The industry response was swift and has included media releases, public campaigns and apologies.

1. THE BANKS:

Although bankers were not specifically named, Commissioner Hayne laid out the potential for more than 20 prosecutions involving the major banks. All banks except Westpac were referred for 'further action'.

Excerpts from Statement by CEO of Australian Banking Association, Anna Bligh, on 4 February 2019:

"The Final Report lays bare how banks have failed their customers and let down the Australian public... Banks accept full responsibility for these failings and know that they must now change to ensure this never happens again... Australians expect better from their banks and they deserve better. This report is a roadmap for the industry to drive the change needed to earn back the trust of the Australian people."

From the Australian Banking Association's February newsletter:

"The ABA has been considering the Commissioner's recommendations and is working with member banks to learn the lessons, to fix the problems, and to make things right."

2. FINANCIAL ADVICE:

Financial advisors who lack independence must disclose this in writing, ongoing fee arrangements must be reviewed annually, and grandfathering commissions for conflicted remuneration should be repealed.

Comments attributable to CEO of Financial Planning Association of Australia, Dante De Gori, from Website News on 4 February 2019

"The FPA is committed to a better outcome for people that have not received professional, sound and ethical financial advice... It will take time to review and absorb the full implications of this final report, but in principle, the FPA is committed to working cooperatively with the government and its current and future representative bodies to support the growth of our profession for the benefit of consumers."

Dante De Gori's observations to Money Management magazine in the lead-up to the Final Report's publication:

"The hard truth is that many ethical, well-qualified financial advisers risk becoming collateral damage in the after-effects of the Royal Commission into Banking and Financial Services if... ill-informed claims are left unchallenged... I believe painting all financial advisers with the same dirty brush used to expose malpractice and unethical behaviour by some individuals and institutions is to the detriment of many truly good people, professionals, and our nation's health and wellbeing."

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3. SUPERANNUATION:

Employees should only have one default superannuation account and hawking of superannuation products should be abolished.

Comments attributable to CEO of Association of Superannuation Funds of Australia Ltd, Dr Martin Fahy, from Media Release on 4 February 2019

“The Commissioner has acknowledged that the regulatory architecture underpinning our system is strong and that the best interests covenant, and sole purpose test, set high standards for trustees operating superannuation funds... However, in the course of his forensic inquiry, the Commissioner has identified specific areas for improvement to ensure these standards are better applied in practice. It’s now up to industry and regulators to raise the bar.”

Excerpts from Martin Fahy’s video message to members:

“The Royal Commission report... confirms that our world class system will be even stronger as we move into the future... [It] also confirmed that our regulatory environment and our so called ‘twin peaks’ model is fit for purpose and can help deliver the regulatory requirements that we need to ensure that consumer confidence and trust in our system can continue to be at high levels”

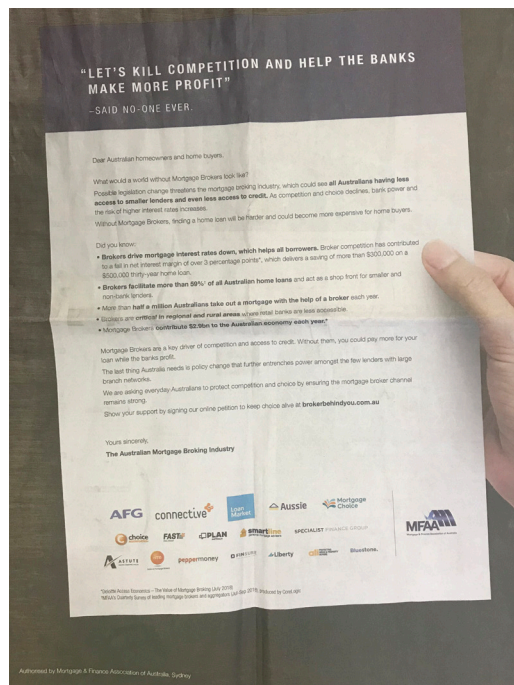
4. THE MORTGAGE/FINANCE BROKERS:

Trail commissions are to be banned from 1 July 2020 to avoid conflicts of interest between brokers and consumers. There will be a further review in three years on the implications of removing upfront commissions and moving to a borrower pays remuneration structure.

Comments attributable to CEO of Mortgage & Finance Association of Australia, Mike Felton, from Media Release on 4 February 2019

“I fail to see how decimating the broker channel, leaving Australians with a handful of lenders to choose from, is good for competition, or good for customers... This sort of fee would see consumers deserting brokers, cutting access to smaller lenders and driving consumers into the branches of the major lenders. This will increase bank power, and make getting access to a home loan harder and more expensive for home buyers.”

The Mortgage & Finance Association of Australia and its industry partners have launched *Don't Kill Competition*, an integrated national advertising and advocacy campaign of public relations, government advocacy, mass media and digital advertising, and grassroots customer activation.



Comments attributable to Managing Director of Finance Brokers Association of Australia, Peter White, from Media Release on 5 February 2019

“If a user-pays model was implemented, we know that most borrowers wouldn’t pay, and banks would make more money and standards would drop further... It’s very disappointing that the royal commission wants to destroy some 20,000 small businesses for the monetary gain of the big banks, and we trust the Government will see clearly on this... Eliminating trail commissions for brokers could force up-front commissions to rise in order to compensate for reduced revenues to brokerages, which in turn will lift interest rates and make housing affordability more difficult.”

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Changes at ADEA



Dr Joanne Ramadge has stepped down as Chief Executive Officer of Australian Diabetes Educators Association (ADEA), after 6 years in the role, to pursue new opportunities.

"I have enjoyed my time at ADEA; it is a wonderful organisation. It is in a very good position with a great team at National Office, good governance from the Board and excellent opportunities for the future," said Dr Ramadge.

BEN GRAHAM has been appointed as interim Chief Executive Officer during the recruitment process for someone permanent. "Ben has worked for a variety of national health professional and consumer organisations and, along with his experience, brings passion and a strong understanding of the healthcare sector with solid networks in our sector," said ADEA President, Brett Fenton.

Perth Convention Bureau chief resigns



PAUL BEESON has stepped down as Chief Executive Officer of the Perth Convention Bureau (PCB) after more than eight years in the role and eleven years with the Bureau.

"Paul has made an outstanding contribution to PCB during his tenure and will be a great loss. He has applied his excellent leadership and strategic management skills in overseeing the operation of the Bureau and is leaving the organisation in excellent shape," said PCB's Chairman, Kevin Skipworth.

Parking Australia appoints new CEO



Parking Australia has appointed **STUART NORMAN** as its new CEO. Mr Norman brings 20 years' experience spanning a variety of industry sectors, including not-for-profit, commercial and government entities. His former roles include General Manager – Industry Development at Bus Victoria and CEO of the Association of Accounting Technicians.

"We are pleased to appoint a candidate with a great deal of association-based experience. We are confident that Stuart's background in building up member-centric associations will help us move forward in 2019," said President, Sharon Prior.

Chris Kane new CEO of ADIA



The Australian Diagnostic Imaging Association (ADIA) has undergone a transition in leadership, with the organisation's senior policy advisor **CHRIS KANE** taking over as CEO.

He replaces Pattie Beerens who has retired after

13 years in the role.

Mr Kane is well known in Canberra, having represented Australia's community and hospital radiology practices on issues including the value and importance of radiology, how radiology is transforming medicine, government funding, quality practice and patient affordability. Following a seamless transition, Mr Kane said ADIA was committed to maintaining its focus on the sustainability of quality radiology services.

Australian Institute of Architects appoints new CEO



The Australian Institute of Architects has appointed **JULIA CAMBAGE** as CEO for the architecture profession's peak body.

Ms Cambage joins the Institute with over 20 years' CEO experience and has previously held top level

positions at national not-for-profits Procurement Australia and Family Business Australia.

"The Institute is firmly in an era of transformation and Ms Cambage's entrepreneurial nature coupled with extensive experience and commercial acumen provide the perfect fit for the organisation and the profession as we continue on this exciting trajectory," said National President, Clare Cousins.

Carol James leaves Associations Forum



CAROL JAMES has retired from her role as Member Services Manager at Associations Forum to spend more time with her family and on her volunteering. Carol joined Associations Forum after 13 years as a General Manager

for professional associations such as the Australasian College of Physical Scientists and Engineers in Medicine. In addition, she has held executive management roles with Girl Guides Australia and the University of Sydney.

"Carol's interest in associations and member service focus has been very much appreciated. As a result of her diligence in staying in touch with our members and maximising the delivery of services, we have developed stronger relationships with our association members and a high level of satisfaction and connection. We wish Carol and her husband Jeremy well in their retirement," said John Peacock, CEO of Associations Forum.

Change at helm of DHAA



DR MELANIE HAYES has resigned as Chief Executive Officer of the Dental Hygienists Association of Australia (DHAA) and has taken up a new role as an Interdisciplinary Senior Lecturer at the University of Sydney. Dr Hayes spent three years as DHAA's National President, followed by 18 months as Chief Executive Officer, and was a major part of the restructure of DHAA into a single entity.

Bill Suen will fill Dr Hayes' shoes when he takes on the role in May 2019. Mr Suen is currently CEO of the Pharmaceutical Society of Victoria.

Fitness Australia's new CEO



Fitness Australia has welcomed new CEO, **BARRIE ELVISH**. Mr Elvish has spent the past five years in CEO roles in the health sector, including Autism SA and Wimmera Uniting Care.

"Barrie offers some great expertise and a relevant new perspective in an area that he knows well from his experience with similar not-for-profit organisations," said Chair, Jayne Blake.

With his key skills comprising outdoor education, marketing and business development, Mr Elvish aims to support the association in achieving its vision of empowering the industry to have more Australians be more active, more often.

New CEO for AMA Tasmania



Former Tasmanian Premier and Health Minister, **LARA GIDDINGS**, is the new CEO of the Australian Medical Association (AMA) in Tasmania. She takes over from long-time advocate, Tony Steven, who has been with the AMA for ten years.

"In this new role, I look forward to working with doctors to provide constructive advice to the government on how to improve our health system as well as provide support to doctors in their everyday working lives," said Ms Giddings.

ADIA welcomes new CEO



The Australian Dental Industry Association (ADIA) has welcomed **KYM DE BRITT** as its new Chief Executive Officer, replacing Troy Williams who served in the role for almost nine years.

"Kym is an experienced and versatile executive with a proven track record of building businesses and business culture through change management as well as proven leadership across a range of sectors," said Tanya McRae, ADIA National President.

Mr De Britt's previous experience includes working as the General Manager, Chief Operating Officer, and Financial Manager at the Franchise Council of Australia, and as the Chief Executive Officer of Brazilian Butterfly Franchise Group.

Guild Executive Director retires



DAVID QUILTY has retired as the Executive Director of the Pharmacy Guild of Australia, after more than six years of service.

"On behalf of the National Council, I wish to express my profound appreciation to David for his enormous contribution to the Guild since November 2012. He has been an untiring advocate for community pharmacy, working well beyond the normal call of duty, as well as ensuring the Guild is professionally run and delivers maximum value to members," said National President, George Tambassis.

ACA's first CEO appointed



Association of Consulting Architects Australia (ACA) has appointed **ANGELINA PILLAI** as its first CEO.

Ms Pillai has spent the past 20 years in leadership roles across the public, private and not-for-profit sectors, in Australia and internationally. This has included roles

with three membership associations over 13 years, from procurement and supply chain to human resources and general medical practice.

"The new role of CEO will help ensure the ACA provides a coordinated, coherent national outlook, while drawing on the diverse yet complementary strengths offered by the ACA branches," said ACA National President, John Held.

Other sector moves

IAN MILL - appointed CEO of Beef Australia

MARTIN BOYLE - appointed CEO of International Association of Professional Conference Organisers

PAUL WALL - appointed CEO of Australian Passive House Association

ROD DRURY - Chair of Space Industry Association of Australia

WENDY HAYHURST - appointed CEO of Community Housing Industry Association

KIRK CONINGHAM OAM - appointed CEO of Australian Logistics Council

TROY OLDS - National President of Australian Institute of Building Surveyors

CHERYL DEY - President of Dental Hygienists Association of Australia Ltd

REBECCA CASSON - appointed CEO of Master Builders Association of Victoria

LEE TONITTO - stepped down as CEO of Australian Marketing Institute

GRAHAM CATT - stepped down as CEO of Pharmaceutical Society of Australia

ROHAN GREENLAND - appointed CEO of Palliative Care Australia

MATT BURROWS - stepped down as CEO of Therapy Focus

An association which ferrets around

The **Western Australian Ferret & Ferreting Society** (WAFFS) is the oldest and largest ferret welfare organisation in Australia. Founded in 1981, initially as a social club for ferret owners, the society now has a membership base of around 250 families across all states of Australia as well as overseas.

WAFFS provides education and assistance to members and the general public on the health and welfare of ferrets. It also maintains its social focus with a number of ferret shows, races, competitions and picnic days. By far the most needed service, introduced by the society in 1992, was a ferret rescue service which unites with owners those ferrets which have escaped and been found by the public.

A WAFFS shop, called "Ferret Necessities", was established in 1992 and carries everything from basics, such as food and bedding, to more exotic items like jewellery, clothing, treats and toys. Although it is illegal to import or keep ferrets as pets in the Northern Territory and Queensland, the latter has a Queensland Ferret Welfare Society to protect ferrets and lobby for them to be legally kept as pets.

Fun Ferret Facts:

- 1 Ferrets are domestic animals related to, among others, weasels, skunks and otters. They have been domesticated since about 300BC. They were first used in Australia by the early settlers to catch rats and rabbits and have, in recent years, become increasingly popular as household pets.
- 2 A male ferret is a hob and a female ferret is a jill. Ferrets under one year old are known as kits. A spayed female ferret is a sprite and a neutered male is a gib. A group of ferrets is called a business.
- 3 Ferrets are not native to Australia and so have very little tolerance for our temperature extremes. Any temperature above 32 degrees celsius can kill a ferret. They do not sweat and lack the ability to effectively pant.
- 4 Ferrets have very flexible ribs which allow them to flatten themselves to crawl through small spaces. They sleep up to 18 hours a day. ☺



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