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2024

Membership Model Review for the ACT Council of P&Cs

Strategic Membership Solutions (SMS) was engaged to assist the ACT Council of P&Cs to identify a membership model concept that will form the foundations for a future-ready membership program that will advance the purpose of the association. This report was informed by meetings held with the Board, staff, and representatives from P&C associations, as well as secondary research. Responses from meetings with P&C representatives are in the “Appendix 1: Focus Group Feedback”.

The Evolution of P&C Associations

P&Cs are a Vehicle for Parents to Influence Their Children's Educational Experience

P&C associations have always been more than just formal structures; they have been vital pathways for parents to contribute to and enhance their children's educational experiences. By providing a platform for parents to engage with schools, P&Cs create opportunities for meaningful involvement, fostering a sense of community and collaboration. They serve as bridges between parents and educational institutions, ensuring that families' voices are heard and considered in decision-making processes. This collaborative approach has historically strengthened school communities and enriched the educational environment.

Historically, P&C Associations Thrived as the Backbone of School Communities

In the past, P&C associations thrived as the backbone of school communities, with robust participation from parents eager to contribute to their children's educational experiences. These associations played a pivotal role in organising events, fundraising, and supporting schools, thereby fostering a strong sense of community.

The Landscape of Parental Engagement in Education is Rapidly Transforming

The landscape of school education and parental engagement is undergoing rapid transformation. Technological advancements, evolving educational policies, and changing societal norms are reshaping how education is delivered and how parents interact with schools. Concurrently, there is a national trend of declining volunteerism, affecting the ability of P&C associations to maintain their traditional levels of involvement and support.

The Strength of P&Cs Has Waned Due to Modern Challenges

Over recent years, the strength of these associations has waned. Increasingly, it has become challenging to attract parents to volunteer in a formalised manner, exacerbated by the rising demands of modern life and the professionalisation of P&C roles. Today's P&C volunteers are expected to take on significant risk and time commitments, navigating complex administrative and regulatory landscapes. This shift has deterred many parents who, while willing to help, are unable or unwilling to commit to the extensive requirements now associated with these roles. The professionalisation of P&Cs, while necessary for effective management and compliance, has inadvertently created barriers to volunteerism.

Without Significant Changes, the Future of P&Cs Looks Increasingly Bleak

If current trends continue, P&C associations face an uncertain future. Declining membership, volunteer fatigue, and financial constraints threaten their sustainability. Many P&Cs may struggle to survive, potentially leading to the privatisation of services traditionally managed by these associations. Without significant changes, the traditional model of P&Cs may no longer be viable.

P&Cs Have Always Been the Vehicle for Parental Impact, Not the Goal Itself

The purpose that P&Cs were created to fulfill is as important as ever. P&Cs have served as a vital pathway for parents to impact their child's educational experience. They have created opportunities for parental involvement, community building, and support for schools, ensuring that the educational environment is enriched by diverse perspectives and active engagement. That need still exists. But perhaps there are better vehicles to arrive at that outcome.

Do we want to repair the vehicle or buy a new one?



The Foundations of the ACT Council of P&Cs

A Membership Model Must Align with the Association's Purpose

A successful membership model must align with the core foundations of the association: its purpose, who it serves, and how it serves. It is critical to clarify these elements to ensure alignment and effectiveness of any membership model recommendations.

Purpose: Empowering Partners to Positively Impact Their Children's Public Education Experience

The purpose of the ACT Council of P&Cs is *to promote parent involvement in ACT public schools, support affiliated associations, and advise the government on the views, expectations, and concerns of parents through advocacy, engagement, and expert consultation*. The Deed emphasises that the purpose extends beyond just P&Cs to encompass all public-school parents in the ACT. This involves promoting parent involvement in various capacities within ACT schools, supporting affiliated associations like P&Cs, and providing insights to the government on parental views.

Serve: All Public-School Partners and Their Children

The Council serves a broader community than just P&Cs, aiming to support all parents of children in ACT public schools. While P&Cs are a key vehicle for achieving this, the Council could explore and expanding other avenues to fulfill its purpose. This broader perspective allows for more comprehensive support and engagement with public-school parents.

Function: Scope to Realign Activities to Meet Evolving Needs

According to the deed, the Council is required to apply the financial assistance required to undertake the following functions to advance its purpose:

- **Supporting Affiliated Associations:** Providing essential services and resources to help P&Cs thrive.
- **Promoting Parent Engagement:** Developing initiatives to encourage parent participation in the educational process.
- **Engaging Consultants and Experts:** Leveraging expertise to conduct research and provide informed advice.
- **Advising Government:** Acting as a voice for parents, communicating their expectations to governmental bodies.
- **Participating in Committees:** Representing parent interests in committees to influence educational policy.

These functions offer the Council significant opportunities to realign its activities, ensuring that it can more effectively deliver on its purpose and adapt to the evolving needs of ACT public-school parents and P&Cs.

At A Crossroads: Two Directions for the Future

Moving forward, the council has two options:

- **Option 1: Solely Sustaining Traditional P&Cs:** If the Council's purpose is seen solely as advancing the success of traditional P&Cs, the road ahead is challenging. Sustaining these associations will require innovative approaches to reduce volunteer burdens, streamline operations, and rejuvenate interest in formal volunteer roles.
- **Option 2: Expanding the Council's Mission to Embrace Fostering Parental Impact in New Ways:** If the Council's mission is perceived as fostering pathways for parents to positively impact their children's educational experiences, there is substantial scope for growth and success. This broader perspective does not mean abandoning P&Cs; rather, it entails supporting those associations that wish to thrive while also exploring alternative avenues for parental involvement.

It is highly recommended the ACT Council of P&Cs choose option 2. The balance of this paper is predicated on Option 2 being selected.

Creating a Roadmap to the Future of the ACT Council of P&Cs

Draft Strategy

It is recommended that the ACT Council of P&Cs adopt a strategic plan that allows it to reposition itself for the future while still delivering value to the P&Cs who need it. Following is a draft strategy for consideration and refinement:

STRATEGIC DIRECTION

VISION: Parents actively shaping and enhancing public education in the ACT
PURPOSE: Empowering parents to shape their child's public education experience
STRATEGY: Continue to support the success of P&Cs in the ACT while developing other pathways for parents to positively impact their child's public education experience.

STRATEGIC PRIORITIES

<p>Support P&Cs to Thrive</p> <p>Enhance Capability Provide P&Cs with access to insights, resources, and training to develop and maintain their knowledge and skills.</p> <p>Reduce Administration Offer templates and resources to streamline operations and reduce workload.</p> <p>Deliver Practical Support Looking at opportunities to develop partnerships to support P&Cs to outsource key services such as canteen management, after-school care, uniform sales, and equipment storage/loan.</p> <p>Support to Evolve Provide support for P&C to adapt to the modern landscape.</p>	<p>Mobilise Parents for Impact</p> <p>Raise Parent Voices Collectively Identify and focus on high-impact issues like mental health support, anti-bullying, and/or digital literacy to mobilise parents, drive engagement, and create a grassroots movement. Amplify voices through broader community advocacy, media attention, and partnerships.</p> <p>Support Parents to Advance Their Issues Develop pathways to support individual parents to engage with the education system to create an impact on the issues that matter to them.</p> <p>Build a Powerful Social Following Use existing digital platforms to reach parents, establish a strong presence on social media, and create engaging, informative content on how parents can get involved.</p>	<p>Positively Influence Policy</p> <p>Enable Parents to Inform Advocacy Gather feedback from parents about their needs and concerns. Share results and use this data to tailor engagement strategies and address key issues.</p> <p>Drive Meaningful Change in Education Select key issues to actively pursue (e.g., equity in education, teacher workforce, student mental health and wellbeing, bullying). Establish positions, set goals, and advance action plans.</p> <p>Foster Productive Dialogue with Policymakers Establish and nurture relationships with key policymakers to ensure ongoing dialogue and influence.</p>
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OPERATIONAL PRIORITIES

<p>Awesome Team Support our staff team to continue to build a skilled, motivated, and cohesive team with the capabilities and capacity to deliver the strategies.</p>	<p>Brand Strength Launch a rebrand that delivers a strong, identity that reflects the broader focused entity.</p>	<p>Digitally Enabled Leverage digital solutions to build capacity and capability by reducing admin work, streamlining stakeholder engagement, and enhancing productivity.</p>	<p>Secure Funding Ensures financial sustainability by optimising existing revenue streams and building new strong streams.</p>
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Aligning the Membership Model to Purpose

Category Recommendations

Everyone “Could” Be A Member... But Not Everyone “Should”. The ecosystem for the Council of P&C was reviewed to identify who “could” be a member and who “should” in light of the proposed strategy. Not everyone the association engages with should be a member – there are other pathways available. See Appendix 3: Ecosystem Overview for the full detail. It is recommended that the stakeholders have pathways into the association:

- P&Cs
- Parents/Carers
- Vendors

Recommendations are as follows:

Category for P&Cs. This group needs a Membership pathway that is tiered due to the needs being varied between different types of P&Cs. There needs to be a top level of categorisation in the membership fee that allows for them to be paying an appropriate fee. Initially we considering tiering but the scope of P&Cs (ie: the number of services they offer). While this makes sense from a resourcing perspective, the execution would be overly complex and resource heavy. Desiring something that is easier to administer – and each for members to easily choose where they best fit – we determined that a tiered approach based on the number of students within the school community would be more appropriate. The proposed model and fees for P&C's is within the table below. Currently, should all members renew, it would generate fees of \$58,750. This was developed on the basis that any new model must not generate less than that amount.

Number of Students	Proposed Fee	Current Members	Total Potential Revenue	Size of Market	Total Market Value
Under 50	\$80	5	\$400	5	\$400
50-250	\$250	11	\$2750	13	\$3,250
250-500	\$450	29	\$13,050	30	\$13,500
500-1000	\$800	30	\$24,000	38*	\$30,400
1000+	\$1,400	6	\$8,400	8**	\$11,200
		81	\$48,600		\$58,750

*Includes 5 Colleges and 2 large high schools (Alfred Deakin and Melrose HS). Of the 9 Colleges (years 11&12) only 1 remains as a member i.e.. Has a P&C. Currently Council offers College P&Cs a 50% reduction in their fees in recognition of the difficulty in fundraising in this sector.

**Two colleges (Gungahlin & Canberra Colleges)

The question arose about P&Cs, such as the colleges, who can't afford the full fee. It's recommended you create a hardship policy that allows P&Cs who are facing fundraising challenges to access a cheaper rate as one off. This should require reapplication each year.

Category for Parents/Carers. This group needs a Membership pathway for individual financial “Supporters”. There should be both a free subscription for those wanting to keep in touch with the Council activities but not join, as well as a financial. This is an exceptionally important group for the future of the Council. The larger this group the more effective any advocacy campaigns will be, and the more attractive the Council will be to sponsors. In terms of the viability of this group, not more than 15,000 parents would subscribe and no more than 2,000 would pay to join. There are approximately 157,715 parents in the ACT. Considering not all parents would be interested in joining, and only one parent per household would join, it is likely not more than 15,000 parents would subscribe and no more than 2,000 would pay to join.

Category for Vendors. A category should be available to provide a pathway for high-value partners. Ideally, fewer partners (around 10) spending upwards of \$10,000 per annum each to fund campaigns, training, and events. Support may be via sponsorship on a project-by-project basis. This is not a membership category and there are no voting rights for this group. Vendors should be carefully assessed for values alignment.

Shift Playschools from Members to Customers. Playgroups are not aligned to the purpose of the organisation and have a more appropriate body in Early Childhood Australia. It is proposed that the six playgroup members have their membership transferred to this entity to enable them to receive services tailored to their needs – and to allow the association to focus on its core business. Alternatively, treat them as a “customer accessing the insurance program” who is not a member. So they pay an “insurance program fee” as a product rather than a membership category.

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Recommendations

It is recommended to take a staged approach to implementing the new categories and recommendations below. For each of prioritisation, these have been separated into stages:

Stage 1

- **Rebranding.** This shift in Membership Categories is best done as part of a rebrand and renaming as well as a launch of a new strategic plan.
- **New Membership Categories.** Implement new membership categories.
- **Voting Rights.** Within the new categories, all P&C membership categories to have one vote each.
- **Data.** While setting up the database with the new categories, ensure comprehensive secondary categorisation is implemented to identify data such as type of school Early Childhood P&C, Primary P&C, Secondary P&C, Specialist School P&C.
- **Upskill Staff on AI Productivity Tools.** Upskill staff on AI tools that will immediately enhance productivity and build capacity.
- **Manage Playschool Members.** Develop the communication approach and undertake transfer them to Early Childhood Australia or make an insurance program only product (not membership) option available to them.

Stage 2

- **Value Creation for P&Cs** - To deliver value for P&Cs, it is important to deliver an offering that assists them to be successful in their endeavours. Therefore, it is recommended to market a specific suite of products and services designed to support successful operations of canteens, uniform shops, after school care, music (and other specialist programs) and fundraising.
- **Leverage AI to Deliver Solutions** – The association would benefit from the immediate implementation of AI tools that will streamline staff and member access to the information and insights the association already has available. Eg: an AI assistant that has access to all legislation, webinars, reports, tools and templates that can immediately answer any questions based on these.

Stage 3.

- **Generate vendor funding.** Align with partners whose values align with the association to generate additional revenue streams to fund expansion and advance the purpose.

Stage 4

- **Focus on Growth in the Parent and Carer Category.** Move to expanding influence and engagement beyond P&Cs by activating parents and carers. Essentially, diving into column 2 and 3 of the proposed strategy.
- **Governance** – The Council should shift to an appointed representative Board including parents, P&C representatives, and other relevant stakeholders. This could be done as either part of (or a follow on) from the rebranding process to reposition the nature of the association. This will remove the requirement for voting and allow for skills-based appointments.

Proposed Resolution

It is recommended that the Council approve the following resolutions:

1. That the organisation will proceed Option 2- Expanding the Council's Mission to Embrace Fostering Parental Impact in New Ways.
2. That the organisation proceeds with a rename and rebrand to align with this shift.
3. That the membership categories be adopted as outlined in this report.
4. That the launch of the new brand, name, and membership categories is the beginning of the next financial year (July 1, 2025).
5. The organisation will adopt more progressive digital approach to managing operations and member experience.
6. That the task of implementing these resolutions is delegated to the staff team.

Appendix 1: Focus Group Feedback

Meeting Management.

- Participants emphasised the need for efficiency in meetings, suggesting that they should be shorter and adhere strictly to the schedule.
- Prefer to join specific parts of the meeting relevant to them, thereby reducing time wastage.
- Streamlining online meetings and adhering to set times would significantly enhance participation, making the meetings more accessible and productive.

Resources and Guidance.

- There is a clear demand for more practical, step-by-step guides for activities such as organising events.
- Participants noted that existing resources should be easier to locate, suggesting the creation of a centralised hub for supplies and equipment.
- This hub would also benefit from better storage solutions, ensuring that all necessary materials are readily available and well-organised.

Volunteer Engagement.

- To better accommodate working parents, volunteer recognition events should be scheduled outside standard working hours.
- Participants also highlighted the importance of balancing formal responsibilities with enjoyable activities to prevent P&C roles from feeling like burdensome jobs. Ensuring that volunteers have fun while fulfilling their duties is crucial for maintaining engagement and motivation.

Business Management.

- There is a strong desire for professional management services for canteens and other P&C-run services to reduce the burden on volunteers.
- Participants suggested that centralising or grouping the management of these services could help alleviate operational challenges and mitigate legal liabilities. This support would allow volunteers to focus more on engagement and less on admin.

Relationship Management.

- Better support and acknowledgment from schools are needed to enhance the relationship between P&Cs and schools. Schools should actively support P&C activities and recognise their contributions.
- Managing interpersonal relationships between the school, volunteers, and other stakeholders remains a significant challenge, requiring effective communication and cooperation.

Operational Challenges.

- The incorporation and regulatory requirements place a significant burden on volunteers, making it difficult to sustain operations.
- Participants noted that recruiting for executive positions, especially the treasurer, is challenging due to the expertise and time required.
- Reducing this administrative burden is essential for the continued success of P&Cs.

Future of P&Cs.

- There are concerns about the long-term sustainability of P&Cs due to volunteer burnout and difficulties in recruiting new members.
- If current trends continue, P&Cs may struggle to survive, potentially leading to the privatisation of services currently managed by P&Cs.
- Participants called for reimagining the P&C model to better fit contemporary community structures and needs, ensuring its relevance and sustainability.

Community Engagement.

- Better strategies are needed to engage culturally and linguistically diverse (CALD) families, who may feel underrepresented in P&Cs.
- Participants stressed the importance of maintaining the vital role P&Cs play in community building and providing social connections.
- Ensuring inclusive engagement is key to preserving these social benefits and fostering a strong community.

Participant Recommendations

- Advocating for government subsidies and support to cover administrative and operational costs is highly desired.
- Additionally, educating schools on how to better support P&Cs and fostering stronger relationships will enhance collaboration.
- Establishing centralised resources and professional management services can significantly reduce the workload on volunteers.
- Developing engagement strategies to include a broader range of parents, especially those from diverse backgrounds, is also recommended to ensure the inclusivity and sustainability of P&Cs.

Appendix 2: Existing Membership Structure

P&C organisations	Affiliate membership is open to any body of parents and citizens associated with a single government school in the ACT. The fees are 95 cents per student, plus GST, and a service fee of \$25. Colleges receive a 50% discount on the per-student rate. The last fee increase was in 2019, with student numbers provided annually by the directorate. Preschool parent associations and primary schools have 1 delegate vote at Council General Meetings, while high schools and colleges have 2 delegate votes. This voting difference aimed to balance the impact of smaller membership segments. Simplifying this structure is a priority.
Organisations who not P&Cs but perform some or all of these functions.	Associate membership is available to any organisation of parents and citizens involved in the educational interests of students. Benefits include having one representative attend Council meetings, participating in debates without voting rights, and receiving all circulars and correspondence sent to affiliated bodies. The affiliation fee for Associate Members is currently a flat fee of \$55. Current associate members include playschools, schools without a P&C, and one community-operated after-school care service. The cost of serving this category vastly outweighs the financial return.
Groups of P&Cs who've come today in one association.	When an individual school P&C can no longer function effectively, parents from that school may join with those from another school in a similar situation to form a regional P&C. These regional P&Cs have the same Council membership benefits, responsibilities, and voting rights as affiliated members. The affiliation fee for Regional Membership is to be determined by the Council from time to time, with no current set fee.
Life Members.	Honorary life membership is granted to individuals who have made significant contributions to the Council's role and work. Life members can attend Council and Executive meetings, speak (but not vote) at Council meetings, and speak (without voting rights) at Executive meetings. They also receive Council and Executive meeting papers and publications. Life members may be co-opted to represent the Council or fill advisory or other positions relevant to the Council's roles and purposes.
Individual	Individual membership is open to parents, carers, and citizens from schools that do not have a P&C association. Individual members receive the same benefits as associate members and must abide by Council policies. They can attend and speak at Council meetings but do not have voting rights. They may nominate for Council committees or working groups, except for the Council Executive, though they may be appointed ex-officio with Executive approval. The membership fee for Individual Members is determined by the Council from time to time, with no current set fee.

Issues With Existing Membership Structure

The existing structure was reviewed, and the following issues were identified:

- **Complex Fee Structure:** The fee structure is complicated, with different rates and discounts based on school type and size. Simplifying this can make it easier for members to understand and for the Council to manage.
- **Inconsistent Engagement and Benefits:** Different segments receive varying levels of engagement and benefits, which can lead to dissatisfaction. A more standardised approach might help ensure all members feel valued.
- **High Administrative Costs for Low Revenue Segments:** Some segments generate low revenue but require significant administrative resources. This imbalance suggests a need to reevaluate whether to continue subsidising or adjust fees.
- **Declining Membership in Certain Segments:** High Schools and Colleges are experiencing declining membership due to wind-ups and low engagement. Consistent reduction in market size is not sustainable.
- **Voting Rights Disparity:** The difference in voting rights among segments may no longer be justified. Simplifying or equalising voting rights could streamline decision-making processes.
- **Unclear Membership Benefits for Individuals and Regional Groups:** The benefits and fees for Individual Members and Regional P&Cs are not well defined, which can deter potential members.
- **Priced Below Cost:** The current membership revenue does not reflect the cost of servicing the membership.

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Appendix 3: Ecosystem Overview

Segment	Description	Total # Schools	Total Market	2023 Members	2023 Total \$	Lowest \$ Paid	Highest \$ Paid	Average \$ Paid	Should Be A Member?
P&C Associations:				84	\$43,665				
Preschool	Focus on early childhood education and development, new committee yearly. Looking for support to amalgamate with P&Cs, advocacy for preschool issues	71	6	6	\$154	\$39	\$ 77	\$26	Yes
Early Childhood	Support needed for transitioning children to primary school, smaller school size. Looking for advocacy for early learning policies and practices.	6	5	4	\$ 584	\$95	\$242	\$146	Yes
Primary Schools	Varying sizes and activities, focus on service provision and community engagement. Looking for support for specific P&C services (canteen, after school care)	53	52	52	\$26,043	\$187	\$893	\$501	Yes
Specialist Schools	Small, cater to individual needs, high care load. Looking for specialist advocacy, more support required.	4	4	4	\$395	\$89	\$162	\$99	Yes
High Schools	Larger size, low parent engagement, focus on adolescence resources. Looking for strategies for parent engagement, support depends on specific P&C services.	12	9	9	\$6,591	\$521	\$1,133	\$732	Yes
P-10 Schools	Very large, less engagement, integrated focus needed. Looking for support for specific services.	9	7	7	\$8,880	\$709	\$1,936	\$1,269	Yes
Colleges (yrs 11-12)	Large, low parent engagement, focus on year 11-12 education. Looking for strategies for parent engagement	9	1	2	\$1,018	\$538	\$631	\$509	Yes
Other Entities									
Playschools	Small, community-based, charge fees, not part of public education. Looking for support similar to P&C members (governance, operations)			6	\$330	55	55	55	?
Primary Schools				0	0	0			
Colleges				1	\$55	55			
After School Care Associations	Parent-run, focus on compliance and planning			0	0	0			No
Community Groups	Non-P&Cs with aligned objectives who want access to the insurance program. Want access to insurance program			1	\$55	55			?
Vendors									
Suppliers	Provide products directly to P&C associations, need stable relationships. Seeking support to increase sales								
Individuals									

About The Author: Belinda Moore

Belinda Moore is a skilled facilitator who can engage knowledgeably on an array of topics relating to association strategy, business models, and membership. Known for her enthusiastic and engaging style, she reveals insights from her over 25 years' experience working with associations to ensure people walk away with practical ideas and insights they can immediately apply. Belinda has written four books: *The Membership Machine*, *Membership Fundamentals*, *Membership Managers' Handbook*, and *Association Annie: Herding Cats*. She authored the white papers *Associations Evolve*, *Association Apocalypse*, *Membership is Dead?*, and *COVID & Beyond*. She writes the popular *Association Annie* comic strips. Contact Belinda on +61 413 190 197 or belinda@smsonline.net.au. Some of Belinda's Current & Past Clients include



- ACHPER Victoria
- Advanced Manufacturing Growth Centre
- Athenaeum Club
- API Leisure and Lifestyle
- Association of Regulatory and Clinical Scientists
- Asset Management Council
- Association of Consulting Architects
- Association of Consulting Surveyors NSW
- Association of Corporate Counsel
- Association of Local Government Information Management Aotearoa New Zealand
- Auckland District Law Society
- AusIMM
- Australasian Cemeteries & Crematoria Association
- Australasian College of Dermatologists
- Australasian Investor Relations Association
- Australasian Lymphology Association
- Australasian Railway Association
- Australasian Society for Ultrasound in Medicine
- Australasian Society of Association Executives
- Australasian Sonographers Association
- Australian Acupuncture & Chinese Medicine Association
- Australian Airports Association
- Australian and Aotearoa New Zealand Society of Nephrology
- Australian Association for Unmanned Systems
- Australian Association of Psychologists
- Australian Association of Social Workers
- Australian Banana Growers' Council
- Australian Boarding Schools Association
- Australian Chamber of Commerce & Industry
- Australian Childcare Alliance
- Australian Childcare Alliance QLD
- Australian Chiropractors Association
- Australian College of Mental Health Nurses
- Australian College of Nursing
- Australian College of Rural and Remote Medicine
- Australian Conservation Foundation
- Australian Council for Health, Physical Education & Recreation
- Australian Council for International Development
- Australian Federal Police Association
- Australian Federation of Business and Professional Women
- Australian Food & Grocery Council
- Australian Industry & Defence Network
- Australian Institute of Architects
- Australian Institute of Health & Safety
- Australian Institute of Professional Photography
- Australasian Lymphology Association
- Australian Macadamia Society
- Australian Medical Association New South Wales
- Australian Medical Association Queensland
- Australian Medical Association Victoria
- Australian National Maritime Museum
- Australian Parents Council
- Australian Petroleum Production and Exploration Association
- Australian Primary Health Care Nurses Association
- Australian Property Institute
- Australian Psychological Society
- Australian Shop & Office Fitting Industry Association
- Australian Trucking Association
- Australian Water Association
- Australian Window Association
- Avocados Australia
- Basketball NSW
- Bio Melbourne Network
- Bowls NSW
- Building Service Contractors Association of Australia - Queensland
- Business Events Tasmania
- Business South Aotearoa New Zealand
- Cane Growers Queensland
- Canterbury Employers' Chamber of Commerce
- Central and Eastern Sydney Primary Health Network
- CheckUP
- Chiropractors' Association of Australia
- Christian Venues Association
- Concrete Institute of Australia
- Consult Australia
- Crane Industry Council of Australia
- Design Institute of Australia
- Diabetes NSW & ACT
- Down Syndrome (Vic)
- Educators SA
- Electrical Trades Union (Vic)
- Elevating Work Platform Association of Australia
- Employers & Manufacturers Association Aotearoa New Zealand
- Engineers Without Borders Australia
- Exhibition and Events Association of Australia
- Family Day Care Australia
- Family Day Care Queensland
- FIABCI International
- Fitness Australia
- General Practice Registrars Australia
- Governance Institute of Australia
- Grower Group Alliance
- Heritage Aotearoa New Zealand
- Hire and Rental Association
- Human Resources Institute of Aotearoa New Zealand
- I3net
- iap2
- IHC Aotearoa New Zealand
- Infrastructure Aotearoa New Zealand
- Institute of Food Science & Technology UK
- Institute of Internal Auditors Australia
- Institute of Public Accountants
- Institute of Public Administration Australia VIC
- Irrigation Australia
- Irrigation Aotearoa New Zealand
- Jobs Australia
- Laundry Association Australia
- Law Council of Australia - Family Law Section
- Law Society of Western Australia
- Liberal Party NSW Division
- Local Government Professionals
- Maritime Industry Australia
- Master Plumbers Aotearoa New Zealand
- Mathematical Association of VIC
- Motor Traders' Association of NSW
- National Association of Specialist Obstetricians and Gynaecologists
- National Baking Industry Association
- National Road Carriers Aotearoa New Zealand
- National Seniors Australia
- Naturopaths and Herbalists Association of Australia
- Neighbourhood Watch Australasia
- Aotearoa New Zealand Association of Optometrists
- Aotearoa New Zealand Certified Builders
- Aotearoa New Zealand Institute of Management
- NSW Business Chamber
- NSW Farmers Association
- Otago Southland Employers' Association
- P&Cs Queensland
- Pacific Asia Travel Association
- Pharmaceutical Society of Australia
- Pharmacy Guild of Australia - VIC
- Philanthropy Australia
- Pilates Alliance Australasia
- PrefabNZ
- Produce Marketing Association Australia-Aotearoa New Zealand
- Public Libraries Aotearoa New Zealand
- Queensland Association of School Tuckshops
- Queensland Churches Together
- Queensland Cricket
- Queensland Law Society
- Real Estate Institute of Australia
- Real Estate Institute of NSW
- Real Estate Institute of NT
- Real Estate Institute of VIC
- Real Estate Institute of WA
- Recruitment & Consulting Services Association
- Resource Industry Network
- Restaurant Association of Aotearoa New Zealand
- Ricegrowers' Association of Australia
- Royal Australian College of General Practitioners
- Scrap Metal Recycling Association of Aotearoa New Zealand
- SMSF Association
- Soroptimist International
- Suicide Prevention Australia
- Support Act
- Surf Life Saving NSW
- Surface Coatings Association Australia
- Surveying & Spatial Sciences Institute
- TASCOS
- Tax and Super Australia
- Telecommunications Users Association of Aotearoa New Zealand
- The RSA
- The Tax Institute
- TOPRA
- Transporting Aotearoa New Zealand
- Tourism Industry Association Aotearoa New Zealand
- Vegan NSW
- Victorian Healthcare Association
- Western Australian Cricket Association
- Women in Technology