

LIONS CLUBS INTERNATIONAL



DISTRICT 201Q3

Club Officer Forum

District Action Team Manual 2019 – 2020

Donna Hedges
District Governor

“Shaping Our Future Together – We Serve”



Contents

Welcome from DG Donna Hodges	3
District Governor's Profile.....	4
International President	5
District Action Team	6
District Service Team	7
District Leadership Team	7
District Membership Team	12
Membership – An Overview	13
Membership – The Big Picture.....	14
Getting Started	14
Club Membership Committee	14
New Members	15
Why Are Your Friends Leaving Lions.....	21
Club Care and Retention	22
New Clubs / Extension	23
Appendix A - Resources.....	27
Appendix B – How to Get Started.....	28
District 201Q3 2019 - 2020 Management Team	30

Welcome - We Serve

Firstly, thank you for your involvement and support for the 2019-2020 Lions' year. As the new Lions' year is fast approaching, it is important that we take time to prepare and plan for the next twelve months.

Your participation in the club officer forums is appreciated. The purpose of these forums is to learn more about roles, share ideas and hear up-to-date information on policy changes and new initiatives being implemented at the different levels of the organisation.

The District manuals are provided as a resource, in addition to the many online materials that can be accessed via the LCI and Lions Australia websites. District cabinet officers are appointed to assist you in carrying out your role. Please make use of this resource if you need advice or information on any matters.

❖ My theme for the year is “**Shaping Our Future Together – We Serve**”.

In responding to the changing needs of our communities or addressing the challenges we face such as ageing and declining membership, it is vital to work together with shared vision and goals. Together, we are responsible for shaping our future - tomorrow is the future that we create today.

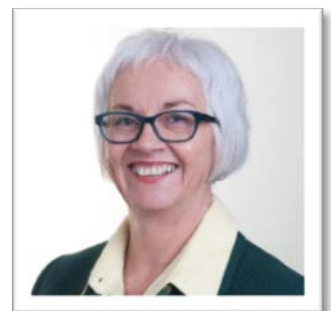
The **goals** for the district will centre around **four key areas** – Service, Membership, Leadership and Lions Clubs International Foundation (LCIF):

- **Service** – to champion the global service framework; to promote our district and national projects and foundations as well as service projects in our local communities; to look for new and innovative ways to serve and engage young people
- **Membership** – to increase our membership base and retain our existing members to enable us to expand our reach and serve more people
- **Leadership** – to support Lions to grow into lionism with opportunities to increase their knowledge and skills and provide leadership pathways
- **LCIF** – to raise awareness of the purpose and achievements of the foundation as well as raise funds to support the global service framework, disaster relief and other humanitarian projects.

I seek your support and assistance to achieve these goals, so that it becomes a shared vision. Please share your plans and ideas. Let us know what you need from District to achieve your goals. District and clubs need to work together, supporting each other.

I look forward to working with and for you, throughout the year. Let's make it a great year.

Donna



DISTRICT GOVERNOR'S PROFILE – Donna Hedges

Donna was born and raised in Toowoomba, the eldest of four children to parents Joan and Dudley who still live in the family home of 65 years. After completing her schooling at Harristown State High, Donna attended the Kelvin Grove Teachers' College (now QUT) in Brisbane.

Her career as a teacher and administrator spanned 40 years, teaching in locations across the state – from Goondiwindi and Allora to Innisfail, Townsville, Rockhampton and several schools in the Greater Brisbane region. Donna retired as a school principal in 2012.

Donna and Lion Kevin have been married for 47 years and have two adult children, Jason and Samantha, and eight grandchildren. Jason, an army officer, currently resides in Canberra and Samantha, an exercise physiologist lives on the Gold Coast.

Donna joined Lions in June 1999 with the Brisbane Bunya Lions Club. Over the past 20 years, she has served in various roles and committees both at club and district levels, including club president, secretary, club branch liaison, 2009 district convention secretary, cabinet secretary and member of the global membership team.

She is a graduate of both the Emerging and Advanced Lions Leadership Institutes and has completed the Guiding Lion training. Donna has received numerous awards in recognition of her commitment to Lions.

For over ten years, Donna held the position of secretary of the Lions Medical Research Foundation and is now an Ambassador for the Foundation. Donna has been involved with the LEOs since 1995 and is currently the LEO Advisor for the Mitchelton State High School LEO Club.

Donna has given freely of her time to volunteering in the communities in which she has lived, whether it be at a school, a church youth group, sporting clubs her children were involved in or with local community events and organisations. Last year, Donna volunteered at the Gold Coast Commonwealth Games and was also a baton bearer for the Queen's Baton Relay.

In her spare time, besides Lions, Donna enjoys going to the gym, and playing a most important role in life – being a grandmother to her 8 grandchildren.



INTERNATIONAL PRESIDENT – Dr Jung-Yul Choi

The International President for 2019-2020 is Dr Jung-Yul Choi from the Republic of Korea. He is a member of the Busan Jae-il Lions Club and has been a member for over 40 years. His career and life have been defined by the work ethic instilled in him as a child, along with the passion to bridge differences, connect people and embrace diversity to create harmony for all.

International President Choi's theme and key messages for the year will be:

"We Serve – Through Diversity"

[Diversity bridges all divides -- Diversify our Service and our Clubs – Paying It Forward, the domino of good]

Global priorities for the year:

- Speciality clubs allow people to join a community focused on common pursuits and interests – growing membership and helping our organization do even greater good
- Members of all ages – our members should represent every culture, background and generation. This year, we can strengthen our clubs by inviting young people and seniors to join us in service. This multi-generational approach is critical to unifying people, leveraging skills and experience and making clubs a welcoming place for all.
- Global Causes – our global causes give Lions around the world new opportunities to expand their service and make an even bigger difference in their communities
- Service Journey – Learn, Discover, Act, Celebrate – these are the four phases of a new set of resources for Lions to increase their service impact
- Supporting our Foundation – Campaign 100 is a three year effort to raise \$US300 million – as we enter the second year of the campaign, we are encouraging everyone to give what they can.



DISTRICT ACTION TEAM



In District 201Q3, the **Action Team** is about ACTION, at the **Club** and **District** level. We have purposefully taken the '*global*' initiative and focused on how we can best enact this by directly supporting Clubs and individuals in our District. The District Action Team consists of three teams.

- **Membership Team:** Promotes ideas, tools and strategies to assist clubs to increase our membership by recruiting new members, engaging and retaining existing members and starting new Clubs and Club Branches.
- **Leadership Team:** Helps people grow into Lionism by arranging and delivering local leadership and Lions Information Sessions and promoting International and Multiple District learning activities.
- **Service Team:** The Service Team will champion the service framework of Lions Clubs International (LCI), as well as promoting our National and District service projects/foundations to maximize impactful service, action and growth. They also provide support to Clubs when recording service hours.

Each team comprises a Coordinator and team members, geographically dispersed in each region.

Regional members of the Action Team will work with the Club Service Director, Membership Chair and First Vice President (as Leadership Chair) respectively. The Zone and Region Chairs will also identify areas for their attention. We look forward to working with you!

DISTRICT ACTION TEAMS		
Membership Team	Leadership Team	Service Team
<ul style="list-style-type: none"> • 1st Vice District Governor • District Coordinator • Team Members: Regions 1 - 6 	<ul style="list-style-type: none"> • 2nd Vice District Governor • District Coordinator • Team Members: Regions 1 - 6 	<ul style="list-style-type: none"> • District Governor • District Coordinator • Team Members: Regions 1 - 6



DISTRICT SERVICE TEAM

PCC Rodd Chignell – District Coordinator

Unity is strength. . . when there is teamwork and collaboration, wonderful things can be achieved.
- Mattie Stepanek

The Lions motto “We Serve” is the focal point for what LCI calls the Global Service Team. Service to our community, whether that community is local, national or international, it is what members of our Lions family want and need to do. It is generally the main reason why community minded members join a Lions Club.

Individual Lions, Leo and Lioness clubs, volunteer to address local humanitarian needs by mobilising people and resources to deliver hands-on service and improve the overall wellbeing of their communities. With more than 1.4 million members in over 200 countries and geographic regions around the globe, Lions have a shared identity and a shared responsibility to the people of the world through SERVICE.

The Global Service Team (GST) will champion the service framework of LCI and LCIF and empower the Lions family around the world to maximise impactful service, action and growth.

District Coordinator	<i>Rodd</i>	<i>Chignell</i>	Golden Valley Keperra			
Region 1	<i>Tony</i>	<i>Minnis</i>	Chinchilla			
Region 2	<i>Robert (Bob)</i>	<i>Goldsworthy</i>	Toowoomba Wilsonton			
Region 3	<i>John</i>	<i>Broad</i>	Brisbane Oxley- Sherwood			
Region 4	<i>John</i>	<i>Creagh</i>	Brisbane Bunya			
Region 5	<i>Kaye</i>	<i>Smith</i>	Albany Creek			
Region 6	<i>Desley</i>	<i>Kelso</i>	Sandstone Point			

A team only works when the team works together to achieve the goal. The Service Team is not just a few people at District, each Club needs a Service Chair to link with the District wide Service lions and therefore provide the strength in our chain to impact the Service that we do. LCI has already established a support network from LCI all the way down to District level. Clubs are now encouraged to identify a member to be their liaison and linkage with this worldwide network.

A Club Service Chair will bring Melvin Jones’ dream to life - that where there is a need, it can be met by a Lion, a Leo, or a Lioness. The whole District Team is responsible for implementing impactful service and fundraising projects, increasing service project engagement of members, and elevating awareness of Lions collective impact in fulfilling global humanitarian needs.

Within our District, an additional level of support has been established at the Region level to work with and support Zone Chairs and the Club. However as with all Lions activities, the impact starts at Club level. A Club Service Chair is a function, not necessarily another person. The function is to support the Secretary, engage the Club for Service projects and then ensure the projects are reported. This is where it all starts and engages the community.

Club Service Chair – Responsibilities

Support the development and implementation of service projects that:

- ✓ Have more impact and help more people
- ✓ Inspires and motivates Members
- ✓ Creates a sense of pride in belonging to Lions and Leos
- ✓ Attracts more diverse people to join Lions – age, gender, ethnicity, socio/economic, skills and knowledge
- ✓ Helps to raise the visibility of Lions service impact in local communities
- ✓ Shares information on service project successes, opportunities, and challenges.
- ✓ Uses MyLion to input service data; adding value at Club, District and International levels.
- ✓ Encourages alignment with LCI's global causes and overall mission and vision.

Benefits of having a Club Service Chair

- ✓ Takes burden away from secretary
- ✓ Allows for upward mobility in Lions Clubs International
- ✓ Creates new service opportunities
- ✓ Opportunities to be more involved with your district
- ✓ Opportunities to get Leos and youth involved in service
- ✓ Directly receive new resources and ideas from LCI.

Benefits of Reporting

- ✓ Captivate and connect
- ✓ Increase global awareness
- ✓ Pave the way to partnership
- ✓ Uncover the next big idea
- ✓ Enhance our support

Why Report Service?

- ✓ Build a brighter future
- ✓ Increase our membership
- ✓ Leverage our foundation
- ✓ Recognize and reward



Over the last 100 years, the kindness of Lions has multiplied across borders, oceans, and continents. With over 1.4 million members, we now have an opportunity to truly change our world.

That’s why we’re uniting our global service around five areas of need.

These Global Causes present significant challenges to humanity, and we believe it’s our turn to meet them. Lions have accepted the challenge and are moving forward. We are all part of this great wave to make a difference. Do not let anything stand in your way to achieving the goal.

Resources:

- [Global Service Team Toolbox](https://www.lionsclubs.org/en/resources-for-members/resource-center/gst-toolbox)
<https://www.lionsclubs.org/en/resources-for-members/resource-center/gst-toolbox>
- [How to use MyLion to support your service](https://www.lionsclubs.org/en/resources-for-members/resource-center/how-to-use-mylion-to-support-your-service)
[https://www.lionsclubs.org/en/resources-for-members/resource-center](https://www.lionsclubs.org/en/resources-for-members/resource-center/how-to-use-mylion-to-support-your-service)

LEADERSHIP TEAM

Alan Brooks – District Coordinator

Your District Team will work with you to support people to....

- make a positive difference in their Club, Zone and District
- enhance transition management
- share best practice and develop a ‘toolbox’ of practical ideas
- identify current and future leaders
- promote face-to-face and online courses
- encourage progress through our Lions organization.

We need to ensure all members are well prepared and encouraged to undertake Club management, leadership and more complex tasks.



Your 2019 – 2020 Leadership Team consists of...

Role	Name	Club	Email	Mobile	Home
2 nd VDG - Liaison	<i>Steve Hood</i>	Albany Creek			
Co-ordinator	<i>Alan Brooks</i>	Pine Rivers			
Region 1	<i>Traudi Krampf</i>	Cecil Plains			
Region 2	<i>Narelle Gluer</i>	Crows Nest			
Region 3	<i>Liz Altoft</i>	Brisbane Oxley-Sherwood			
Region 4	<i>Jason Sutton</i>	Bracken Ridge Central			
Region 5	<i>Stuart Matthews</i>	Redcliffe Kippa-Ring			
Region 6	<i>Mark Bates</i>	Morayfield and District			

We will encourage participation in a range of learning and development opportunities throughout the year and will be available to speak with clubs or zones about what we can support and / or run customised information / training sessions.

- Check out the **District Newsletter** for learning and development opportunities throughout the year. Your Regional Team Members will provide further details.

Explore the LCI, Lions Australia and District 201Q3 websites, and the District 201Q3 Facebook page, from the Q3 Portal - <https://www.lionsq3.org.au>

The Lions Learning Centre (LLC) helps develop leadership skills through online learning courses. Courses are categorized by four key skills: **Leadership, Managing Others, Achieving Results** and **Communication**. These courses typically take 30 to 60 minutes to complete.

- Use your Lions ID Number to log in.

Course

Description

LEADERSHIP

Introduction to Lions Leadership

Defines leadership and shows varied leadership styles and how they can be used. You will assess your leadership style. Five practices of exemplary world leaders are explained and applied. Through matching activities and quizzes, you can check your learning and use it in Lions situations. You will create a personal leadership development plan.

Writing Your Personal Mission Statement

Prepare to embark on a journey of self-discovery! Through a series of introspective activities, you will craft your personal mission statement and learn how to integrate it into your everyday life. You'll also be provided with a model for putting "first things first" and preventing less important tasks from consuming the majority of your time.

Creativity

Take this course to refresh your creative skills, practicing creativity through activities during the course. Learn by example how other Lions have used their creativity to plan new projects, support a new Lions club, create new ideas, and foster a positive club environment.

Promoting Innovation

Sustainable growth and effective service require new ideas and actions. This course provides tips on stimulating creativity and creating an environment that supports innovation in your club.

Managing Change You will learn how to become a change leader by taking this course. Through activities, you will recognize the roles in the change implementation process and the way different people react to change and adopt change. You will use checklists to assess resistance and develop a plan to implement a change that is needed.

COMMUNICATION

Effective Listening As a speaker, you expect your audience's undivided attention. As an audience member, do you give your undivided attention to the speaker? In this course you will learn to be an effective listener. Through engaging activities, you will learn about listening styles, the positive outcomes of listening effectively, and the skills needed to be an effective listener in everyday life.

Public Speaking This course presents how to prepare a speech and how to deliver a speech effectively. Included in the course are practical tips and checklists, as well as examples. Depending on your experience, you can use this course to review or to learn a new leadership skill- public speaking.

Public Relations This course defines public relations and presents the benefits for Lions clubs. You'll learn what makes an event newsworthy and how to communicate key messages about Lions clubs. You will create an elevator speech and a public relations plan. You will discover the numerous public relations resources that you can use.

MANAGING OTHERS

Coaching In this course you will learn the meaning of coaching and the benefits of coaching for Lions and the communities. Through examples and activities, you will see the common characteristics of effective coaches. The course provides a simple five-step coaching process for your use.

Conflict Resolution Conflict is a part of everyday life. In this course we look at the causes of conflict and at a variety of strategies that can be used to resolve conflict. We will learn our own basic style of conflict management and the situations where a different style may be more appropriate. Finally, we will study the collaborative approach to conflict resolution and be introduced to a seven-step process for resolving conflict where everyone is a winner in the end.

Delegation This course illustrates the definition of delegation and the benefits of delegation. After assessing your level of delegation, the steps of successful delegation are presented as well as the challenges. Course activities and practical worksheets will help you increase your use of delegation.

Effective Teams This course will help you understand the characteristics of effective teams, the stages of team development, how leaders can support teams, and how to use good decision-making methods. You'll find assessment tools to evaluate your team, tips for team leaders, and interesting activities to motivate and energize your Lions teams.

Member Motivation In this course, Professor Kazantis introduces you to theories of human motivation. Lion Michael explains how these theories relate to examples of meeting member needs and motivating club members. You will be challenged to use this information in your personal plan to motivate members.

Valuing Member Diversity To address the changing face of volunteerism, this course examines the concept of diversity as it applies to our association. It emphasizes how diversity benefits Lions clubs, explores how to recruit and retain diverse members, and challenges the learner to support a culture of pluralism.

ACHIEVING RESULTS

Setting Goals Many people do not achieve their goals because they do not establish effective goals. In this course, you will learn how to do just that. You will complete the process of defining goals, writing an action plan, and then managing your goals for the best results. By the end of the course you will be on the path to achievement.

Decision Making Do you want to improve your decision making? This course presents the steps of decision-making, a range of decision-making styles, and ways to increase group acceptance. In addition, several techniques are illustrated that you can use in making your decision, such as Pareto rule, force field analysis, decision tree, stepladder technique, and grid analysis comparison.

Managing Meetings As you follow Lion David on a series of club visits, this course presents the three phases of good meeting management, effective meeting preparation procedures, and meeting facilitation. You learn how to manage group behaviour and to follow-up between meetings. You will use practical worksheets and checklists to achieve effective meeting management in your club.

Providing Lions have a strong commitment to the community, and each club strives to provide meaningful service. In

OTHER SOURCES OF USEFUL INFORMATION

<http://members.lionsclubs.org/EN/resources/leadership-resource-center/training-resources/index.php>

Lions Resource Centre - Training information for club officers, icebreakers and recognition hints, links to Lions Mentoring Program.

www.lionsclubs.org/EN/about-lions/mission-and-history/index.php

- History of Lions
- Lions Clubs Facts
- Melvin Jones Biography
- Helen Keller Speech
- www.lionsclubs.org/EN/member-center/planning-projects/index.php

Tips and ideas on planning projects

<ul style="list-style-type: none"> • Sight and hearing • Youth • Lions Services for Children • Environmental and Community Services 	<ul style="list-style-type: none"> • Disaster preparedness and relief • Diabetes • Missions • International Relations
---	---

Also refer to the Lions Australia leadership site (www.lionsclubs.org.au)

MEMBERSHIP TEAM

Dr Joyce Arnold – District Coordinator

Congratulations on your appointment as Membership Chair for your Club. Thank you for your commitment to this important role. This manual aims to make your job easier, whether this is your first time in the role, or you have previous experience.

The Membership Team, Leadership Team and the Service Team are part of the overall District Action Team to provide you support for your job.

Your Membership Team consists of experienced Lions who are here to help.

District officers, including your Zone Chair are all there to help. I am pleased to work with such a dynamic team. Please make use of these resources. Membership recruitment, retention and growth through new clubs are all necessary ingredients if we are to maintain our position as the leading service club organisation of the world.

District Coordinator	<i>Joyce</i>	<i>Arnold</i>	Brisbane Bardon			
Region 1	<i>Engelbert</i>	<i>Krampl</i>	Cecil Plains			
Region 2	<i>Linda</i>	<i>Scheffe</i>	Toowoomba Wilsonton			
Region 3	<i>Lauren</i>	<i>Sankey</i>	Esk			
Region 4	<i>Joyce</i>	<i>Arnold</i>	Brisbane Bardon			
Region 5	<i>Alice</i>	<i>Cunningham</i>	Samford			
Region 6	<i>Norm</i>	<i>Jensen</i>	Lake			

			Currimundi-Kawana			
--	--	--	-------------------	--	--	--

I hope you have a lot of fun and enjoyment in your year as membership chair. Please share the contents of this manual with your Membership Sub-Committee.

MEMBERSHIP – AN OVERVIEW

Let’s look at the large range of membership activities. While the membership chair or committee may not be able to do all these things, they need to monitor them and influence the club to better serve its members and potential members.



Retention/Engagement

- Are members happy, staying around and contributing?
- Do they feel valued and appreciated?
- Does your Club meet the needs of the demographics of members and local community?

New Members

- We are continually looking for new members – two more hands are always useful.

Leadership / Development / Succession planning

- Who are the next Club Officers, Project Chairs or Cabinet Officers?
- How are we supporting them to grow into those roles?

Extension

- Is there an opportunity to start a new Club in your area?



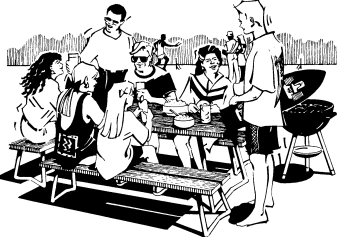
Where to start?

Which of these is most important for your Club depends on your Club’s circumstances? We will look at all these topics in this manual. But first, a few administrative matters.

MEMBERSHIP – THE BIG PICTURE

Finding and keeping members is not an easy task, and it is made even more difficult if we don’t get the basics right. While the matters in this section are not the direct responsibility of the Membership Committee, your membership efforts will most likely succeed if your club is

marketable. Here's a simple checklist:

<p>Do you have good meetings?</p> <ul style="list-style-type: none">• Are people involved?• Do you have a good programme of guest speakers?• Are people friendly and inviting?• Are people's ideas and input sought and considered?	
	<p>Do you have a good programme of service activities?</p> <ul style="list-style-type: none">• Is there enough to engage people?• Is it broad enough to meet a range of talents and fitness?• Does it stretch people?
<p>Do you have a good social programme?</p> <ul style="list-style-type: none">• Is there enough to engage people?• Is it broad enough to meet a range of talents and fitness?	

Each person who joins is looking for something different – if you can meet that need, they will stay. One way to find out what they are looking for is to ask them.

GETTING STARTED

(More details about this topic are at Appendix B)

Before you begin your responsibilities for the year, take some time to thoroughly understand your position and get organized.

The time you invest in the beginning of the year will be well worth it as the months progress.

CLUB MEMBERSHIP COMMITTEE

Your Club should strive to set in place a Membership Committee, consisting of at least three members, one of whom is the Chairman.

The three-person Membership Committee structure helps clubs make membership growth activities a priority by building a strong, unified team. It is composed of three elected or appointed members serving three-year terms on a rotating basis.

There are several ways you can look at the makeup of this committee. Here is one option:

1st Year Member

- Responsible for Membership and Members' Welfare

2nd Year Member

- Focuses on Leadership and Retention and is the Committee Deputy Chairman

3rd Year Member

- Concentrates on Extension; is the Committee Chairman and is on the Board of Directors.



A three-Person Membership Committee provides ongoing continuity in membership activities, maintains a focus on membership at Club and Board level and is the Club's link to the District GMT and GLT.

Learn More!

The Three-Person Membership Committee brochure (ME-29) includes a complete description of this effective committee system. (Brochure available online at the following Web address: <http://www.lionsclubs.org/EN/content/pdfs/me29.pdf>.)

NEW MEMBERS

Introduction

More Lions means a stronger organisation, but why would people join us? Before we recruit, we need to consider what's in it for them.

Benefits of Membership

There are many reasons for people to become a member of a Lions Club. These include:

- *Helping your community and at the same time gaining valuable skills.*
- *Making an impact on people's lives, both locally and internationally.*
- *Gaining leadership skills with the opportunity to lead in a respected organisation*
- *Networking with businesspeople in your community and around the world*
- *Energising your life and having fun*
- *Knowing that what you do is worthwhile and appreciated.*

Types of membership

A list of membership types is at <http://www.lionsclubs.org/resources/EN/pdfs/me105.pdf>.

We suggest you acquaint yourselves with these as there may be some that suit certain people more than regular membership. The attachment also includes the commitment to pay District and

international fees.

People who contact us wanting to join

People who want to join Lions frequently contact a local Club, approach us at a club activity, or contact the Lions Multiple District Public Relations, Communications and Messaging program (Newcastle). They are looking for a quick response to their request. Although we have practical constraints with running a large organisation by busy volunteers and our club meeting schedule, we need to understand that these constraints are not understood by enquirers.

Where a person contacts a Club directly, the Club should take all steps to contact that person.

When a member contacts Newcastle, they will refer the query (with as many details as they have) to the District Membership Officer. He/She will identify the enquirer's nearest Club and refer the enquiry to the President and Membership Officer. He/She will include the enquirer in the email.

A nominated Club representative contacts the enquirer (ideally within 2-3 days of receiving the enquiry), with a view to answering any questions and issuing an invitation to their next meeting or activity. They will let the District Membership Officer know that you have contacted them and give her feedback later as to the outcome.

When we look for members

Unfortunately, not all new members find us – we must find them. These simple, effective strategies will help boost your club's membership efforts. Without pre-empting the ideas below, the most likely people to join Lions are those with whom you have a connection – family, friend, colleague, neighbor. Maybe they haven't joined because they haven't been asked.

People may prefer to attend a service or social activity rather than a meeting as their introduction to Lions.

BE PREPARED

- Obtain resources. Order / print some publications available from Newcastle in quantities to have on hand for recruiting efforts.
- Train your committee and Club members with the highlights of joining a Lions Club, as one of the most common questions prospective members ask is, 'What do Lions do?' Focus on what is important to your Club. Your answers could include:
 - *Lions have Fun and Fellowship.*
 - *Your Club; local community service, fund-raising support and networking.*
 - *District, Australian Foundations. LMRF, LEAC, Prostate cancer, eye health, childhood cancer, diabetes awareness, stamps, Christmas cakes, recycling glasses, mobility walkers, drug education, hearing dogs, spinal and cord blood, Beyond Blue, Alzheimer's research, disaster relief.*
 - *Youth activities, YOTY, Leo Clubs, Youth Exchange, Fire Poster, Peace Poster, Reading, Camp Duckadang.*
 - *International, eye health, Measles immunisation, Emergency Relief, LCIF.*

BE SEEN

- When in the public, have brochures with contact information, and have a dedicated Lions Information Person with an 'Ask me About Lions' button.
- Participate in community activities – ANZAC Day, parades, festivals.
- It's difficult to get into media but keep trying!
- Explore low-cost advertising options such as school or organisation Churches, members of Parliament) newsletters, local sporting event programs etc.
- Ask community welcome organisations to include information about your club in their "Welcome to the community kits". Local real estate agents may also be able to provide support for this service.
- Have your clubs meeting time and location, along with a contact name and number for membership enquiries, placed in the community calendar section of a local paper and in your local council's publications.
- Have a link to your club's web site added to your local community's web site.
- Set up a club Facebook page.

ASK ONE

- Hold an informal "invite a friend" night during a regular club meeting. Encourage every member to bring a friend to the event to learn more about Lions Club Membership
- Hold a membership open house. Ask members to invite at least five people and open the event to the public, set up displays highlighting your clubs' contributions to the community and have members on hand to answer questions from attendees
- Regularly remind people to Ask One, and that membership is the responsibility of all Club members

BE STRATEGIC

- Look at your community for events, markets, shopping centres, school activities, community clubs or universities where you can promote your club. Most communities have several organisations that are competing for the same members. Look at the opportunities that your club offers that other clubs might not provide.
- Review the areas where other clubs may excel, such as a more convenient meeting time and place. Adjust if needs be.
- Look at your partners for new members. Does your club work with the school system, eye care professionals or other community businesses? People who have worked with your club personally are often excellent prospects.
- Manage your club so family members and the community can participate easily.
- Invite community leaders and other prospective members to a special Club Sponsor Night recruitment dinner. During the event, introduce invitees to the outstanding services your club provides to the community, as well as highlight the benefits of club membership. You can make this formal or relaxed. Make sure there is social time and some formal discussion of Lions Clubs. You might consider holding a door prize and some fun activities.

HAVE A PLAN

- Challenge your members to meet a specific recruitment goal for the year. Plan a fun festive kick-off challenge for the meeting. Keep the momentum going by reporting your success during meetings and in your club's newsletter and on its website.

- Prospecting Lists are an excellent way to stimulate ideas for new members. This allows club members who are not comfortable asking others to become members to still be involved in the process. By using a prospecting list, all club members can participate in generating leads, but individuals who truly enjoy recruiting new members can do the actual recruiting. At a regular club meeting, pass out prospecting lists to each member.
- Target Marketing involves seeking out a special interest group to become members of your club or form their own club. An identified group will be able to expand their horizons into new service opportunities, while still maintaining the bonds that initially held them together
- If you don't already have a Club information leaflet, be creative and design a new one that reflects your Club, has contact information on it and is available at all Club activities.

When you have made contact

Meet with prospective members and assess their suitability. Give them information about your Club and Lions purposes and ethics. If your Club does not suit them, give them alternative options.

Greet the new member and offer to pick them up for their first meeting. Make it easy for them to come to the meeting by giving specific directions to the meeting room in the complex; let them know if it is a dinner meeting and how to order. Give them a phone number to contact and have someone nominated to guide them and introduce them around.

Select a suitable sponsor and maybe a mentor. Ensure paperwork is submitted and ensure a smooth induction to the Club. Make sure the new member is involved in projects as soon as possible and make these relevant to their abilities and needs. Encourage them to take part in training and leadership programs.

Learn More!

“Sponsorship is an Important Responsibility” (ME-21) contains information about the responsibilities and benefits of sponsoring new members. (ME-21 can be at: <http://www.Lionsclubs.org/EN/content/pdfs/me21.pdf>.)

The Orientation Guide (ME-13) is an essential publication filled with comprehensive information about planning and conducting an effective member orientation. It contains complete planning instructions, suggestions for localizing materials, suggested outlines, checklists and complete orientation content.

The Orientation courses (ME-13b-f) are a series of five publications that individually address different orientation topics. The courses are designed for presentation in short (15-20 minute) segments during club meetings.

Planning a new member’s induction ceremony that will be meaningful to participants is made easy with the helpful guide “Meaningful New Member Inductions” (ME-22). The publication offers step-by-step planning instructions, as well as suggested ceremony wording. (ME-22 is available at <http://www.lionsclubs.org/EN/content/pdfs/me22.pdf>.)

Sponsor responsibilities

Sponsoring a new member is one of the finest commitments a Lion can make to his/her club.

By sharing their devotion to service, they are ensuring that their club has a healthy future. Good sponsors transition a new member into the club and help ensure their membership is off to a great start.

A sponsor can assist a new member in becoming a Lion by:

- *introducing the new Lion to all club members*

- *distributing a New Member Kit and Lions emblem button*
- *immediately involving the new member in club activities*
- *making sure the member receives a thorough orientation*
- *answering any questions regarding club operations or other aspects of the association*
- *encouraging the new Lion to share ideas, questions or concerns and develop themselves as a Lion.*

Learn More! “Sponsorship is an Important Responsibility” (ME-21) contains information about the responsibilities and benefits of sponsoring new members. (ME-21 is available at the following Web address: <http://www.Lionsclubs.org/EN/content/pdfs/me21.pdf>.)

New Member Induction

The induction of new members is a special time; one that should be marked with a meaningful ceremony to commemorate the occasion. A new member induction ceremony is a very relevant and symbolic beginning to a member’s Lion service.

It is inspirational and motivational. It confirms the new member’s selection of Lions clubs as their service club of choice, and it connects them with the reasons why they are volunteering.

Induction ceremonies are also meaningful events for long-time members and can help reconnect them to the feelings they have about serving those in need.

- **Learn More!** Planning a new member’s induction ceremony that will be meaningful to participants is made easy with the helpful guide “Meaningful New Member Inductions” (ME-22). The publication

Offers step-by-step planning instructions, as well as suggested ceremony wording. (ME-22 can be ordered in select languages and is available at the following Web address: <http://www.lionsclubs.org/EN/content/pdfs/me22.pdf>.)

WHY ARE YOUR FRIENDS LEAVING LIONS?
--

Secretaries select a category to describe the separation when people leave Clubs:

▪ Resigned in Good Standing
▪ Non-attendance / non-payment of dues
▪ Moved
▪ Transferred in good standing
▪ Other
▪ Deceased

Research conducted by Club Care Officers over the past few years has shown that many of the people who have resigned in good standing do so due to changed health or family circumstances, or due to the cost of being Lions. Others leave because they are not happy with their Club or the organization. Many people do not respond to the survey, so we can assume many of them fit in the last category. We have not researched those who just drop out with no notice or move rather than transfer.

So, what can we do to ensure our members are engaged and retained?

Avoid lengthy / boring Meetings

Meetings are a significant part of the Lions Club experience and have a big impact on how the Club is perceived by its membership. Meetings are also important to the efficient functioning of the Club. Holding effective and fun meetings will keep members interested and keep the Club running successfully.

Avoid ignoring members' ideas and involvement

Members who play an active, important part in the Club will be happy members and are far less likely to drop out. People join a Lions Club for many reasons, but chief among them is to volunteer their time and help those in need. If they are not given the experience they are looking for, and don't feel that their contributions are needed or valued; they will look elsewhere for an opportunity to volunteer.

We need to show our members we value them, and we value their contributions to our organisation and the community we serve.

Avoid Club politics / cliques

Limiting cliques and Club politics will make the Club environment more welcoming and productive. Many Clubs do a great job of warmly welcoming new members into their Club, but after initial introductions, don't make them feel part of the Club.

Established cliques lead either to conflict or alienation. Neither is good for the club.

Avoid saying "We've always done it that way"

Closely related to the point above, the longer people are on the same committee or hold the same office, the greater the risk of the Club resisting new ideas. People occupying the same position for a long time may become bored and complacent, while at the same time, new members may become frustrated because they feel irrelevant to the functioning of the club.

This does not mean that every year there must be a dramatic change in how the club functions and the projects it pursues.

There are strategies to lessen the formation of cliques and keep clubs fresh and vital while still meeting the clubs service goals. To keep the club atmosphere fresh for members, rotate committee members to give members new opportunities. Not only will members be given the opportunity to try something new, the committees themselves will benefit from fresh perspectives.

How do we go about showing our members we care?

We Include Them. Most new (and existing) members need nurturing to really feel a part of the Club – both socially and in terms of their involvement. Make sure your Club properly inducts, orients and involves new members in all aspects of the Club. Current members should be aware that involving new members is a priority. Let them know that it is the responsibility of all members to make newcomers feel like an important part of the team.

As Past International President, Al Brandel said at the Multiple District Convention in Melbourne in May 2009 – ***"If we fail to meet our member's expectations, we will lose them"***.

People approach things in different ways. It may be because they are male or female, younger or older, have an outgoing personality or are more reserved, or because of their upbringing or culture. For example, members who like to take things slowly and deliberately may not appreciate those who are more aggressive and proactive; people who are sticklers for detail might not like those with a more casual attitude.

Accepting the differences that are inherent in members will help form a more cohesive, better functioning club. Whether there are large issues to be bridged, or subtle differences, approaching either of them with understanding and patience is the key to success. In so doing, we will go a long way to better understanding our fellow Lions and build an atmosphere which will help us to retain our members.



We support their ideas and give them responsibility

Where possible we support their ideas and build up their personal esteem. We provide opportunities for newer members to accept responsibility and at times this may mean we need to relinquish a treasured position we have held for some time. We do not own any position in the Club; nor is there only one way to do something.

A new person in the position, or a new idea, may help the Club and the members grow. When we hand over a position it provides us the opportunity to support and mentor our replacement and help to build their confidence in the role.

We support their well-being

When our members fail to attend meetings, we call them to see if everything is ok. Perhaps they have been unwell and may need some assistance from us or maybe there is another reason why they did not attend. It could well be it is a sign the member is not happy about something in the life of the Club. Depending upon the outcome of the call, it may be necessary to arrange a visit to the member's home to discuss any issue which may have arisen.

We thank them

We always thank them for their efforts. Our members are not looking for recognition but will really appreciate the thank you. We can all recall how an unexpected thank you made us feel.

We consider their circumstances

If you believe someone may be disengaging, it is imperative to find out why. There may be nothing you can do, but you may also be able to retain them as a member.

For example,

- If Lions is too expensive for them, you may suggest they attend only one dinner meeting a month or pay their fees monthly. (If they set up a regular payment in their net banking, they may not notice the outgoing).
- If their health, or a family member's health, is reducing their availability, we can reassure them we understand, and may be able to assist them somehow.
- If they are working away from home, they may transfer to another Club temporarily, but stay in touch with their home Club as an Associate Member.
- If the meeting night does not suit them, assure them that they are still welcome to be a member, and discuss how they stay in touch, or suggest another local club that meets on a night that is suitable to them. (Of course, there must be another local Club)
- If they do not feel they fit in or are concerned about personalities or the way the Club is run, deal with it.

CLUB CARE AND RETENTION

Retention of a member commences from the moment the new or potential member first contacts our Club. That contact may be a dinner meeting, an information evening or perhaps we first met them at a Club project or fundraising activity.

It is much easier to keep existing members than find new ones. It is vital to keep current members happy and engaged.

Retention rates are a barometer of how effectively we provide interesting and fun meetings and activities, make our members feel they are an important part of the team, help our members meet their expectations and show them we really care about them.

It is very easy to disengage members:

- Ignore them and their ideas
- Ridicule their ideas
- Cater to the wishes of a few members only.

Retaining members, new and old, takes effort but it is not complicated or difficult. Consider the following:

- Welcome – making new and old members feel welcome and part of the club
- Involve –
 - giving members meaningful jobs or responsibilities.
 - ask members what they want to be involved with. Members who feel they are making a meaningful contribution are more likely to stay.
- Nurture – includes leading by example and giving members support and encouragement.

Communication between members is a key element of a successful club. Encourage each other to talk about ways of attracting new members and retaining old ones. If a member hasn't been seen for a meeting or two, phone, email, twitter or Facebook them to make sure they are ok and see why they haven't been attending.

There are various programs that International and District have implemented to assist clubs. These include the My Club, My Family program and the Club Quality Initiative (CEP). This latter program has been designed to assist clubs to meet the two important goals of 'Is your club meeting the current needs of your community?' and 'Is your Club meeting the current needs of your members?' I strongly encourage clubs to get involved in this program.

The following are some ideas to maximise member satisfaction.

- ✓ Conduct an annual evaluation of your Club to discover its strengths and those areas where members believe it could improve.
- ✓ The Membership Committee (with GLT assistance if required) should conduct an orientation with Lions materials to educate new members about the scope and mission of Lions Clubs.
- ✓ Encourage sponsor Lions to mentor the new Lions.
- ✓ Encourage members (and particularly newer members) to attend Lions Awareness programmes organised by District.
- ✓ Conduct light-hearted meetings with interesting speakers and programmes.
- ✓ Encourage members to interact with all other members during the year so avoiding cliques and inadvertently excluding any members.
- ✓ Expose new members to the business and organisational process by including them in Board Meetings. Welcome ideas for change and new projects.
- ✓ Encourage participation of all members, not just the "usual" workers, in Lions Fundraising and Community Service Projects.
- ✓ Ensure all Members are thanked for the services they render to the Club and to your

community.

- ✓ Encourage the participation of all members in the meeting process i.e. Loyal Toast, Objects, Ethics, Invocation, etc.
- ✓ Care enough to call absent members to let them know they are missed, and to offer encouragement and support if needed.
- ✓ Ensure absent members receive a copy of the minutes of any meetings they miss.
- ✓ Keep members aware of Club happenings through the Newsletter.

NEW CLUBS - EXTENSION

Why Organise a New Lions Club?

We Serve. We have more volunteers in more places than any other service organisation in the world. Since 1917, Lions Clubs have offered people the opportunity to give back to their communities and help those in need. Whenever a Lions Club gets together, problems get smaller and communities get better.

Organising a new Lions Club gives more people the chance to make a difference, assist those in need and introduce new projects to local communities.

Each Lions Club is autonomous, and therefore may choose projects and activities that fit the lifestyle of its members and impacts the community the greatest.

The Importance of Extension

1. To Rejuvenate and Grow Membership

Starting new Clubs grows active volunteers. Through extension, you:

- Cultivate new resources.
- Boost enthusiasm.
- Generate new and innovative ideas for service and fundraising projects.
- Build leadership skills and new leaders.

2. Because Community is What We Make It

At the end of the day, it's what Lions do that matters. Starting new Clubs:

- Gives communities currently without a Lions Club the opportunity to respond to local needs.
- Provides an avenue for community and service-minded people to become involved in projects they care about.
- Readies more hands for service.

3. To Engage New Member Types

No two Lions Clubs are alike because no two people are alike. A new Club:

- Allows members to establish a unique club culture.
- Allows the Club to arrange itself based on the needs of members (for example, a Club may find it easier to meet for breakfast than dinner)
- Persuades younger members to get involved, particularly when the Club has a focus on community service projects and utilises modern communication methods.
- Removes the uncomfortable issue of seniority which may be caused by long-time members.
- Enables members with shared interests or backgrounds to form a Special Interest Lions Club.

4. Because the Future of Lions Depends on It

We matter because people know they can count on Lions to pitch in. With new Lions Clubs, we continue to:

- Enable more Lions to continue making a difference.
- Support the humanitarian work of Lions Clubs through Lions Clubs International Foundation.
- Ensure our members remain as our most sustainable resource.

Choosing a Club Format

Our world is changing, and volunteers are looking for new ways to become involved in activities that are relevant and serve in a way that fits their ever-changing lifestyle.

These include **New Century Lions Clubs** which are designed for young adults up to the age of 35 at the time of charter, **Campus Lions Clubs** which are designed for college and university students, administrators, faculty members and other community-minded individuals, and **Special Interest Lions Clubs** which cater for people with a specific interest and focuses on an element that many potential members have in common.

Club Branches are another option available which enables a small group of people to form a Branch Club and start making a difference in their community sooner than they would otherwise be able to if they waited for 20 members to charter a new Club. In this scenario, members become part of an existing “parent” Lions Club but select their own projects and activities. When the Club Branch reaches 20 members, they can be chartered as a new stand-alone Lions Club.

For more information about new Clubs, please speak with GMT or see...
<http://members.lionsclubs.org/EN/lions/new-clubs/index.php>

And finally...

In the Club environment, Club Officers and Members must work together to create an atmosphere that encourages all members to want to come to meetings and projects, and to deliver the community service they joined our great organisation to provide.

We will achieve better retention rates if individual Club Members accept responsibility for strengthening our membership by working together to create an environment which enables all Members to meet their individual needs.

Clubs are encouraged to appoint a Club Care Chair and a strong Membership Team and set realistic membership goals.



Resources

The resources listed throughout this guide can be ordered from the Membership Operations Department at the contact information listed above or downloaded from the Resources section of the association’s Web site: www.lionsclubs.org.

- Just Ask – New Member Recruiting Guide for Clubs
- Your Club Your Way – Customising Your Club Meeting
- Blueprint for a Stronger Club
- Lions Mentoring Programme
- How Are Your Ratings?
- Lions Make a Difference (ME-40)
- Application/Invitation for Membership (ME-6B)
 - Lions Pocket Card (ME-33)
 - I am a Lion (ME-37)
 - Orientation Guide (ME-13)
 - Orientation Courses (ME-13b-f)
 - Sponsorship is An Important Responsibility (ME-21)
 - Meaningful New Members Inductions (ME-22)
 - The Three-Person Membership Committee (ME-29)
 - Salute the Heritage, Reward the Effort (ME-36)
 - Year-Round Growth brochure (YRG-15)

Publications change periodically and its always prudent to check to ensure publications are current:

<http://lionsclubs.org.au/members/resource/#membership>

Learn More! The Orientation courses (ME-13b-f) are a series of five publications that individually address different orientation topics. The courses are designed for presentation in short (15-20 minute) segments during club meetings.

Learn More! Lions has an excellent mentoring programme for new and not so new members – <http://members.lionsclubs.org/EN/lions/strengthen-membership/mentoring-program.php>

New Member Orientation

Thoroughly orienting new members is a vital step in the recruitment/development process. Members who have a complete understanding of their club, district, multiple district and the international association tend to stay with the association long-term as valuable and dedicated Lions. It is important that a new member’s orientation occurs promptly in order to build the foundation for life-long membership. It is equally important that established Lions receive “refresher” orientations. These sessions may be run by experienced Lions in your Club, GLT or Zone Chairs.

Established Lion Orientation

Over time, it helps to reconnect Lions club members with the important information they learned during their new member orientation sessions. Conducting “refresher courses” during club

meetings reintroduces concepts to seasoned members and helps them reaffirm their commitment to your club.

Learn More! The Orientation Guide (ME-13) is an essential publication filled with comprehensive information about planning and conducting an effective member orientation. It contains complete planning instructions, suggestions for localizing materials, suggested outlines, checklists and complete orientation content.

Lions Club Excellence Program CEP [Link to Lions Clubs International CEP home page](#)

Tutorial *File Size is 2.1 MB. File Type is Zipped Folder containing Tutorial Application File. Revision Date is Aug 2008*

Recruiting Wheel *File Size is 2.2 MB. File Type is Zipped Folder containing Tutorial Application File. Revision Date is April 2009*

New Century Brochure *File size is 578 KB*

New Century Club Fact Sheet *File size is 24 KB*

New Century Guiding Lion *File size is 358 KB*

New Century Lions Club Guide *File size is 417 KB*

Retention Club Dynamics *File size is 70 KB*

Retention Club Meetings *File size is 80 KB*

Retention Club Members *File size is 78 KB*

2008 Membership Club Growth Program *File Size is 217KB.pdf.*

1947/8 – 2007/8 A 60 year time line comparison *File Size is 497KB PowerPoint.*

The Importance of Club Size *File Size is 136KB PowerPoint.*

Lionism Penetration – the nation, each state/territory and district *File Size is 82KB PowerPoint.*

Lionism Penetration – every local government area in Australia *File Size is 2.54 MB PowerPoint.*

Perception of Lions Survey *File Size is 33KB PowerPoint.*

How to Find New Members *File Size is 165KB PowerPoint.*

Effective Use of the Telephone *File Size is 63KB PowerPoint.*

Venue Set up for a Lions Information Meeting *File Size is 32 KB PowerPoint.*

An alternate sample Lions Information Meeting Address to that in the 2008 Membership Club Growth Program *File Size is 5.83 MB PowerPoint.*

Pride in Growth Recognition and Awards Program *File Size is 73 KB PowerPoint.*

Sustainable Quality Membership – A presentation to Clubs *File Size is 131 KB PowerPoint.*

Sustainable Quality Membership – Script for above Powerpoint Presentation *File Size is 18KB pdf.*

Types of New Clubs *File Size is 137KB PowerPoint.*

2008 Club Care Survey Form – Page 1 of 4 *File Size is 68 KB pdf.*

Club Care Recommendations and Solutions Package *File Size is 910KB PowerPoint.*

Summary of last National Club Care Survey Results *File Size is 105KB PowerPoint.*

Detailed last National Club Care Survey Results *File Size is 74KB pdf.*

Community Needs Assessment *File Size is 51KB pdf.*

Member Skills/Interests Form *File Size is 38KB pdf.*

Club Meetings *File Size is 9KB pdf.*

Meeting Process *File Size is 9KB pdf. File size is 9 KB*

Meeting Procedure *File Size is 9KB pdf. File size is 9 KB*

<http://members.lionsclubs.org/EN/lions/strengthen-membership/blueprint-for-stronger-club.php>

ATTACHMENT B - HOW TO GET STARTED

Get Organized!

Before you begin your responsibilities for the year, take some time to thoroughly understand your position and get organized. The time you invest will be well worth it. Suggestions include:

- Review this manual and note any questions regarding to your responsibilities that you might have.
- Order resource materials listed in this guide that you don't already have.
- Review these materials.
- Meet with the former membership chairperson (if your club has a Three-Person Membership Committee; this person will now oversee retention and leadership efforts to get a feel for what worked during the past year, what didn't and why. This information will be valuable as you plan your year.

Develop Goals

Setting goals and committing them to paper is a very useful exercise. Goals help keep you focused and give you a device for measuring your success.

- Meet with the club's board of directors to learn about any expectations they may have for the upcoming year
- Meet with the Membership Committee to discuss expectations in all membership areas
- Review past membership records
- Determine your club's strengths and weaknesses in terms of membership recruiting and development
- Define measurable goals for your club. Goals should be attainable, while still presenting a challenge to motivate members.

Create an Action Plan

Once you have defined goals, develop an action plan to help make those goals a reality

- Review the recruitment suggestions included in this guide.
- Review what has worked for your club in the past.
- Meet with the membership committee to brainstorm ideas.
- Develop a plan based on the ideas that will work best for your club.
- Share the plan with your club's board of directors and Membership Committee.
- Revise as needed.

An Action Plan will help you succeed.

When you develop your Action Plan, use the '**SMART**' principle:

- | | | |
|---|-------------------|--|
| ☺ | Specific | Be precise about what you expect to achieve |
| ☺ | Measurable | Use milestones for gauging success |
| ☺ | Achievable | Be reasonable; is your plan attainable given what is happening in your club? |
| ☺ | Relevant | Is your plan meaningful / important to your club? |
| ☺ | Timely | Set realistic dates - Not too short, where you scramble to complete and not too long where you lose focus. |

TEAMBUILDING



shutterstock.com • 629903918



<p style="text-align: center;">DISTRICT 201 Q3 2019 - 2020 MANAGEMENT TEAM - CONTACT DETAILS</p>
--

District Governor	Donna Hedges (Lion Kevin)
1st Vice District Governor	David Orton (Lion Cheryl)
2 nd Vice District Governor	Steve Hood (Lion Sharon)
Immediate Past District Governor	IPDG Carmel Goldsworthy (PDG Bob)
Cabinet Secretary	Richard Williams (Lion Debbie)
Cabinet Treasurer	PDG Arthur Witheyman (Lion/Lioness Cynthia)
Constitution By-Laws Chair	PDG Norm Alcock (Lioness Liz)
Assistant Cabinet Secretary	Barbara Matthews (Lion Stuart)
District Mailing Address	Lions District 201Q3 PO Box 5899 Stafford Heights Qld 4053