24 October 2021

Terri Bell
0431 932 800
terri.bell@me.com
Suite 109, 50 Holt Street
Surry Hills NSW 2010

Squash Australia
C/- Robert Donaghue
Chief Executive Officer
Sports House, Office 9
150 Caxton Street
Milton, QLD, 4064
1300 287 778274
ceo@squash.org.au

Dear Robert,

RE: Squash Australia Director Nomination 2021

Please accept my nomination for the board position if Squash Australia and with it my earnest hope that I might be afforded the opportunity of lending my drive, enterprise, and enthusiasm to furthering the cause of squash in Australia.

I have been passionate about Squash since playing as a junior in the early 80s including at representative level, and more recently as a mature-aged player. The motivation and perseverance overcoming any challenge thrown my way is an incidental benefit derived from playing the sport.

I am attracted by Squash Australia's mission to promote the game as the most successful racquet sport in Australia, enabling Australians of all ages and cultural backgrounds to excel in squash and life, and I would be excited to contribute to this mission.

In my role as a volunteer board director at NSW Squash between 2017 and 2019, I gained a deeper understanding of the current pathways and opportunities that participation and high performance presents for Squash Australia now and in the future.

My relevant experience, occupational and personal skills include:

- A commercial lawyer with experience working in large and mid-tier law firms and since 2013 having started and built a boutique commercial law firm with a strong and loyal client base.
- Working as a volunteer director on the NSW Squash Board, where; I worked with others to focus on the implementation of a more vigorous approach to board governance, learned about Sport Australia Governance Principles and the Australian sports system generally, and gained a solid understanding of

the role of Squash Australia specifically as it relates to the state organisations and the opportunities and the challenges facing Squash in Australia.

- Demonstrated skills including, legal skills and business acumen having started and built a boutique commercial law firm including the ability to lead a team and think strategically.

I believe I have a strong work ethic and possess a natural curiosity about people and events. I consider myself to be adaptable, with a preference to think strategically, and I am always investigating ways to improve my intellectual and personal abilities.

Throughout my career I have acquired communications, problem solving and teamwork skills. I thrive in a group-dynamic working environment where productive and engaged people work towards achieving positive outcomes.

With a strong legal background and business acumen, I and am aware of the importance on differentiating between strategic and operational matters and of good governance. If elected, I look forward to working with the other board members, the CEO and the state bodies in the furtherance of this great sport in Australia.

I appreciate the opportunity to be considered for the role.

Sincerely,

Terri Bell

Terri Bell

mob. 0431 932 800 / terri.bell@me.com

Key Skills & Strengths

- A broad range of legal skills in commercial law, trade & transport, and employment law with.
- Business development with a creative approach to client development strategy.
- Strategic and analytical skills, resourceful, adaptable, persistent, self-aware, with a strong work ethic and ability to build rapport with a broad range of people quickly.
- An understanding of the requirements needed on a board.
- Good understanding of the issues relating to squash having previously been a volunteer director of board of NSW Squash and playing squash as a junior n the 80s and 90s and more recently as a mature social player.

Summary of Relevant Achievements & Experience

Principal

Terri Bell & Co
(July 2012 - Current)

Founding principal at Terri Bell & Co, a boutique commercial law firm based in Sydney. My client base includes a range of multinational corporations, domestic businesses, individuals and not for profits. I have been integral in building a strong client base overseeing a team of professionals and support staff.

- Act and advise in a variety of matters predominately commercial law, trade & transport, employment, and regulatory compliance including modern slavery and sustainability;
- Responsible for building a strong and long-term client base;
- Imagine and implement ongoing client acquisition strategy;
- Responsible for managing team to ensure client delivery and team and individual
- key performance indicators.

Senior Associate

M+K Lawyers
(September 2009 – July 2012)

Working within the Transport & Commodities team including road, rail, and sea (shipping & admiralty law) and the Commercial Litigation team including:

- Day to day conduct of matters in the Federal Courts and State Courts and various tribunals;
- Advise in relation to employment matters;
- Regulatory Advice on all aspects of State and Federal legislation including *Corporations Act* 2011, competition and consumer (trade practices) legislation and international law and matters;
- Intellectual property including applying for trademarks, copyright advice;defamation advice;
- Advising and drafting licensing / publishing agreements.
- Business development and marketing;
- Conducting in-house CLE's and client legal seminars, preparing articles;
- Set up Pro Bono division and acted as Pro bono co-ordinator.

Solicitor

Norton White Lawyers
(August 2008 – August 2009) – Moved to M+K with Partner when partnership dissolved.

Working on various Trade and Transport matters including, litigation in admiralty claims,

advising in relation to environmental and pollution issues, Trade Practices advice and intellectual property matters.

Solicitor
Corrs Chambers Westgarth,
(June 2006 – August 2008)

Commercial Litigator, acting and appearing for clients in Supreme Court of NSW, District Court of NSW and Federal Court of Australia matters.

Casual Law Lecturer
Faculty of Law, University of Technology, Sydney
(2006 - Casual)

Researcher
Faculty of Law, University of Technology, Sydney
(May 2005 - June 2006)

Research Assistant
University of Technology, Sydney
(casual work 2002 –2005)

Volunteer Experience

NSW Squash Limited
Volunteer Director, Board of Directors (September 2017 – November 2019)

Maritime Association of Australia and New Zealand (MLAANZ, NSW)
NSW Branch Chair (2012 – 2013)
Branch Secretary (2011 – 2012)

Women's International Shipping and Trading Association, Australia (WISTA)
Vice President (2012-2013)
Publications Officer and Founding Executive Committee Member (2011-2012)

Tertiary Education

Bachelor of Laws (First Class Honours)
University of Technology, Sydney

Graduate Certificate in Legal Practice
University of Technology, Sydney

Memberships & Professional Associations

Admitted to the Supreme Court of New South Wales & the High Court of Australia
Member of the Law Society of NSW

Squash

Former State 1 player in late 80s and early 90s

1980s/1990s Junior Representative Player for NSW and NSW CHS, under 19 NSW State Champion 8

Represented UTS for Squash in the University Games early 2000s

12 October 2021

John Small
President
Squash NSW

Dear John,

Re: Endorsement of Squash NSW for re-election to the Squash Australia Board

Please accept this letter and resume as an expression of my interest in seeking re-election to the Squash Australia Board. I would be privileged to receive Squash NSW's endorsement for the role.

I hope that my track-record on the Board – as a proactive, governance-focused Director, one of two Board representatives on the *Audit, Finance and Risk Committee*, a member of the *Strategic Oversight Committee,* and Chair of the *Participation Working Group* - will hold me in good stead.

Additionally, with over a decade of successful governance experience in membership-based organisations, detailed knowledge of and networks in government, and an established career in management consulting, I believe I can continue to make a positive contribution to squash.

Laying the groundwork to drive participation growth

The last two years have been challenging and significant for our squash community. As Squash NSW has itself experienced, ongoing Covid-19 restrictions have been difficult for sporting organisations, centres and clubs. Supporting them to bounce back, and to retain and rebuild participation, will be an incredible but importance challenge over the coming years.

This is a challenge made more difficult by the fact that many squash courts are ageing and sparse (with approximately 430 nationwide), private courts are exceedingly rare, and participation costs are relatively high. Overall participation is still at just a fraction of its 1970/80's highs. It is a tribute to the work of Squash Australia, STMs, and Clubs that this decline has been arrested, but we have more work to do.

In my role on the Board, I have served as Chair of the *Participation Working Group*, one of the strategic pillars of the sport. With representatives from STMs across Australia, this Working Group has produced a 10 year strategy to lift participation and is now executing a schedule of work to move the dial on player numbers. My re-election would enable us to continue this important work and help to drive a number of opportunities.

Continue to drive governance improvements

Governance challenges have driven high staff and Board turnover over the last few years. Across all aspects of governance – our policies and processes, financial management, workforce obligations, risk profile, grant funding, and acquittal requirements – I believe we have turned a corner.

In my role on the Board, I have been a strong advocate for improved governance processes within the organisation. This has been challenging at times, but has reduced our risk profile and improved our operations.

I hold a postgraduate law degree, Juris Doctor, from the University of Sydney with studies in corporations, commercial and intellectual property law, and have served on a half dozen Executive Committees and in my role with Squash Australia, I have served as one of two Board representative on the *Audit, Finance and Risk Committee* (with the other member set to retire from the Board). This has been a high-performing Committee, and we have updated policies, approved a new insurer with revised fee structure, and new auditor. I believe that continuity will enable us to continue to drive these governance improvements.

Advocacy for the sport

I have been a passionate advocate for (and participant in) our sport, and given its reliance on grant funding, I believe my detailed knowledge of government will continue to be an asset to Squash Australia.

For the past six years, I have served on the Board of the NSW Liberal Party with responsibility for the overall governance, management, financial and strategic direction of the NSW Division. In this role, I instigated and led the successful state-wide review into membership services to enhance the membership experience, increase member retention and encourage new applications. I was re-elected for a third time with support of many NSW and Federal Ministers, including the previous and new Premier, Treasurer, and current and previous Sport Minister.

My role on the Board enables me to continue advocating for our support, ensuring that Squash Australia has visibility among the relevant stakeholders.

Change management

Finally, I can continue to draw insights from my experience as an Associate Director in the management consulting team at PricewaterhouseCoopers Australia. In this capacity, I have led the rollout of national projects, business integrations, strategic operational reviews, complete organisation redesign, and complex stakeholder management plans. I believe my professional background would continue to enhance the overall skill diversity of the Squash Australia Board.

It would be a privilege to receive the support of Squash NSW to continue my contribution to Squash Australia, and I would welcome the opportunity to discuss my suitability further.

Sincerely,

Alex Dore

A: 2/19 Eustace St Manly NSW 2095
E: alex.dore@pwc.com
P: +61 424 446 480

Cc: Peter Sinodinos and Matthew Karwalski

Alex Dore

M: 0424 446 480
E: alexdore@gmail.com
A: 2/19 Eustace St, Manly
NSW Australia 2095

Capability statement:

Alex is an Associate Director in PwC Australia's Management Consulting practice. He currently leads a number of flagship programs, including the redesign of Australia's Vocational Education system and development of a National Microcredentials Framework, having previously led the successful rollout of the national Higher Apprenticeship Pilot. He is a non-executive director of a national sporting organisation (Squash Australia) and sits on the board of the NSW Liberal Party. Prior to PwC, Alex worked as a Policy Advisor to the Minister for Mental Health and Medical Research in NSW.

Qualifications & Certifications

Bachelor of International & Global Studies
(Distinction) University of Sydney, 2009-2011

Juris Doctor (Postgraduate Law)
University of Sydney, 2012-14

ICAgile Certified Professional
ICAgile 2017

John S D'Arcy Memorial Prize
University of Sydney

Key attributes:

- Demonstrated experience in commercial operating environments
- Proven ability to lead a team to deliver high-quality outcomes
- Recognised expertise and strong client relationships in the skills and education sector
- Track record of high-level stakeholder relationship management
- Demonstrated ability to identify corporate / public affairs issues and propose solutions
- Proven experience in the implementation of policy and programs as a ministerial policy advisor, departmental officer, and external consultant
- Excellence in managing and coordinating high-level strategic advice
- Strong people-management and cross-organisational communication skills
- Recognised qualifications in public policy and law

Relevant experience:

Associate Director, Management Consulting **2015-ongoing**
PwC Australia

Commonwealth Department
Qualification redesign, Project Lead
Alex is currently leading a team to evaluate, analyse and propose new approaches to qualification design in the VET system in Australia. This significant program includes, drawing on occupation-clustering to identify opportunities for qualification reform, consistent with international best-practice.

Commonwealth Department
Microcredentials Framework, Project Lead
Alex is currently leading a team to design a national microcredentials credit-recognition framework that will integrate with the Microcredentials Marketplace Platform. This program draws upon existing provider frameworks and an extensive series of stakeholder consultation.

Relevant experience: (cont'd)

State Health Department
COVID-19 Workforce Sourcing Strategy, Skills Lead
Alex developed the alternative "non-traditional" workforce strategy to meet surge demand of health-workers due to COVID-19. This involved the design of a new methodology and build of a model to identify COVID-19 critical activities, upskilling and training requirements, and the alternative non-traditional workforce occupations best suited to rapidly satiate this demand.

A School System Authority
Multiple Projects, Account and Project Lead
Alex has led a number of projects for a school system authority responsible for approx 600 schools in Australia. These projects have included a workforce strategic review, involving the development of an agent-based simulation model, a scoping paper and implementation plan for a Catholic Teacher Professional Development Institute, and a number of strategic operations review and integration projects. He developed and leads this account.

PwC's Skills for Australia
Skills Service Organisation
Alex led the Information and Communications Technology (ICT) industry team at PwC's Skills for Australia, and was responsible for engaging industry, Government and other key stakeholders to identify improvements to Australia's vocational education and training standards. This is a managed professional service offering of PwC and has required complex stakeholder management.

Higher Apprenticeship Pilot
Skills Reform Unit
Alex led the rollout of an Australia-first alternative pathway pilot to enable >200 new or existing employees across 9 employers to undertake a Higher Apprenticeship with recognised training organisations. The Pilot garnered national attention, was cited by the Productivity Commission, and led to PwC's ongoing Higher Apprenticeship intake.

State Government Agency
Multiple Secondments
Alex was seconded to a State Agency to produce a recovery framework to complement the existing performance framework, setting out the triggers, processes and obligations on sub-units of the organisation to to improve performance. The role also included the implementation planning for a number of briefs, and assisting with performance reporting obligations.

He was also seconded as Executive Officer to the Chief Executive at the request of the client, an infrastructure delivery agency with a portfolio of over $5 billion in capital projects. Responsible for the preparation of advice on Cabinet documents, policy development, high-level stakeholder engagement, and agency response to investor assurance reforms.

Policy Advisor **2014 - 2015**
Minister for Mental Health, Medical Research, and Assistant Minister for Health, Minister for Planning

Facilitated a legislative review of stakeholder engagement and process-inefficiencies in the Mental Health Review Tribunal. This included hypothesis identification, stakeholder consultations, the development of recommendations for implementation.

Co-directed the implementation-phase of an Australia-first set of clinical trials from a ministerial level. This involved liaising with technical subject experts, regulatory bodies, public stakeholders, and ministerial colleagues.

Briefed departmental representatives on amendments to various deeds and contracts to ensure a better negotiated contractual outcome. Advised the Minister about legal and discretionary powers available under the legislation, and a framework for the utilisation of those powers.

Policy Writer **2012-2013**
Community First Credit Union

Other activities

Non-Executive Director **2020-ongoing**

Squash Australia

- Squash Australia is the national governing body for squash in Australia, responsible for all aspects of governance, advocacy, high-performance and participation at the national level.
- Member of the Audit, Finance and Risk Committee and Chair of the Participation Working Team, responsible for the ten-year strategy for the sport.

State Executive (NSW) **2015-ongoing**

NSW Liberal Party

- The State Executive is the board of the NSW Liberal Party, responsible for overall governance, management, financial and strategic direction of the Division.
- Served in various positions on this body and current role is director of policy engagement and chair of the convention committee, serving alongside President Philip Ruddock AO and representatives for the Prime Minister and Premier.
- Instigated and led the successful state-wide review into membership services to enhance the membership experience, increase member retention and encourage new applications, leading to the introduction of online membership and a membership portal.
- Previously responsible for leading the NSW Young Liberal Movement, which is the largest Division in Australia with over 2,000 Members and 48 Branches.

Vice President **2018-ongoing**

Warringah FEC

Surf lifesaver **2019-ongoing**

Manly Lifesaving Club

Matt Schmidt, Nomination for Squash Australia Board, October 2021

Please find attached my application and resume for a continuing elected position on the Squash Australia Board. I am committed to continuing as an elected Director for Squash Australia, which I was elected to in November 2019. Previous to this, I was on the Board of Squash South Australia from 2015-2019.

I am enthusiastic to continue to support Squash in Australia and I am seeking your support to serve on the Squash Australia Board for a variety of reasons. I believe over the last two years, I have made a valuable contribution to the Squash Australia Board, specifically in the following areas:

- I have been proactive in seeking to improve the Governance of Squash Australia. I have offered feedback, support and strategies to improve reporting, sharing of information, and been an active contributor in Strategic Planning.
- In addition to the general work, meetings and planning of the Board, I have taken on a number of key roles within Squash Australia, these include:
    - As Chair of the Profile Working team, I have held many meetings to engage feedback from Stakeholders, States and Territories and set the directions of the recently released Marketing and Communications plan.
    - I have been a member of the Squash Australia Strategic Oversight Group (from 2020-2021) ensuring reporting, communication and updates across the four strategic pillars of Squash Australia.
    - As a member and later Chair (2020-2021) of the Squash Australia Nominations Committee we have collectively reviewed and implemented a more modern and effective nomination process. This has involved working intensively with the Nominations Committee, the Squash Australia Board and Sport Australia to review, refine and update documents and processes.
    - I was a Board representative of the Selection Committee for the recruitment of the Squash Australian CEO in late 2020.
- Prior to the appointment of the current Squash Australia CEO, I was instrumental in assisting in the management and review of budgets, supporting staff and keeping communications open between Squash Australia and States and Territories.
- I have been proactive in ensuring more open, honest and useful communication between Squash Australia and States and Territories. This was something I was passionate about when I joined the Board in 2019, and I believe we have improved significantly in many areas, but believe there are still more areas where this could be improved.

I am seeking to stay on the board so I can continue to make a valuable contribution and difference to the Squash Australia Board, and Squash in Australia. Much of the work I have supported to date will come to fruition with the imminent release of our new Strategic Plan, and I would relish the opportunity to see this be implemented, and the Collaborative Action Plans be guiding documents on how we can all work together to achieve Squash Australia's important mission and goals.

I continue to gain practical experience working as an Executive Director for ACHPER SA- The Australian Council for Health, Physical Education and Recreation, SA Branch, a National Education Organisation with a National Office and State Branches and have successful experience working at the strategic and operational level leading improved change across a federated model. I am confident I have demonstrated my commitment, expertise, skills, passion and values to strengthen relationships, trust and communication between Squash Australia and its State and Territory associations. I believe that I have the suitable experience, understanding, skills and knowledge to assist Squash Australia lead the way forward for Squash in Australia. In particular:

Governance:

I have extensive experience and am currently leading a number of Boards. As an Executive Director of a State based non profit organisation, I understand the principles of good governance and have the ability to focus on strategic rather than operational issues. I have considerable experience with strategic planning and

in delivering effective governance leadership. I possess experience leading strategic change at multiple levels and I am regularly invited to join teams to make a contribution.

As a Governance 'junkie' I am always seeking to update my knowledge on effective procedures and policies. I am actively involved in a range of Boards and Committees, across a number of Sport and Education associations and I believe with another term, I will continue to make a difference to Squash in Australia.

As Chair of the Squash Australia nominations committee, I was an active contributor to the review and update of the terms of reference of that committee, working closely with Sport Australia. I was also involved with the Squash Australia Governance Review that received positive feedback from Sport Australia in October 2020.

I believe that Squash in Australia is more unified, collaborative and working more effectively than when I joined in 2019. Given the amount of change experienced over the last 12-18 months, I believe stability and retaining corporate knowledge on the Board will expedite achievements from planning and foundations laid during this time. I reflect positively on my contribution, commitment and hard work during my time on the Squash Australia Board and specific Squash committees. I am positive and optimistic that we are now well placed to enable our sport to prosper together.

Sport:
I am passionate about sport and have the privilege of working for ACHPER where I can combine my passion of Sport with the Education industry. I have experience on a number of Squash (Australia and South Australia), Cricket (SACA Game Development), Sport South Australia and Uni SA Sport Boards. As a social player of Squash, I will continue to provide to Squash Australia a broader experience and a range of sporting involvement rather than just Squash alone. My experience in Squash as a Board member for Squash Australia from 2019-2021, and Squash South Australia from 2015-2019 allows me to contribute a strategic, operational and player perspective and insight to the Board.

I have an excellent understanding of the Australian sports system. I am currently involved with a number of sports, as a player, committee member and volunteer. I am an advocate for sport, and understand the systems, structure, roles and pathways across a number of Sports.

Knowledge:
As a Board member for Squash Australia from 2019-2021, and Squash South Australia from 2015-2019, I have a very good understanding of the current successes, challenges, pathways, structure and opportunities for Squash at both the national and state/territory level. I have attended a number of Participation Working Team meetings, and am keen to grow participation of our great Sport.

I am excited that Squash Australia has narrowed our focus from 9 strategic pillars to 4 of Participation, Profile, Facilities and Governance. This direction will ensure greater clarity and focus to ensure specific, manageable, achievable, relevant and timely action for collective development.

I am passionate about advocating for Squash to maintain its position at the Commonwealth Games, and lobby for the inclusion of Squash at the Olympic Games.

Skills and Experience:
As an Executive Director of a non profit, I have a range of essential skills, experience and ethical behaviors to continue to contribute positively to Squash Australia. I am a strategic thinker, and value longer term planning, whilst ensuring focus and actions are heading in the right direction. I am a successful results oriented leader with extensive experience in education, event delivery, sports management, business development, marketing and sponsorship.

I possess excellent negotiation and communication skills and relate well to all people including Government Ministers, CEO's, Volunteers, Boards and other community stakeholders. I feel I have a well rounded

network to access contemporary best practice. I understand the important role of a Board Director and possess the key experiences, behaviors and knowledge to continue to contribute positively to the Board, fellow Directors and importantly its members.

I enjoy working in teams and developing positive cultures to achieve key agreed outcomes. I have also had successful experiences with difficult situations to ensure people remain calm, consider their role and make informed decisions. I promote collaboration, and want to see Squash Australia lead the way, improve our open and transparent communication, demonstrate strong bold leadership and harness the Squash community to create an aligned, clear and innovative future.

Summary:
I believe I have made a worthy and strategic contribution to the Squash Australia Board in my first elected term. I believe we have made some significant improvements for a more united and collaborative sport, when compared to the challenges and lack of trust I saw specifically at the June 2019 Squash Australia Conference. I am proud to have contributed to the critical work undertaken since, and believe I have the passion, commitment and expertise to build stronger relationships and trust between the Squash community, encouraging greater collaboration to continue our evolution to a stronger and enhanced sport.

If elected, I pledge my continued focus, passion and unrelenting commitment for the organization. I will ensure the Board and Squash Australia continue to demonstrate open communication and work in partnership with our states, territories, and other key stakeholders. My specific strengths for the Squash Australia Board essential skills and experiences are Sports Integrity, Marketing and Finance. I am more than happy to contribute to additional committees where my experiences and skills are most suitable, as demonstrated during my time on the board to date.

I encourage you to support my continued contribution to the Squash Australia Board.

Kind Regards,

Matt Schmidt, October 2021

Matt Schmidt Resume

Skills and Attributes

Administrative

- Effective management procedures and proven leader of staff, volunteers and boards/committees
- Excellent organisational and planning skills, and ability to be able to work well to strict deadlines
- Proven experience in change management, sports integrity, financial management and performance, income generation activities and project development.

- Proven Strategic Planning, Reporting and Governance skills and experiences.

Interpersonal

- Excellent Communication Skills- A confident person who develops rapport easily with various people and communicates effectively with them.
- Experience in leading and working with dynamic teams.
- An ability to work well in high-pressure situations performing multiple tasks and focusing on a range of projects simultaneously.

Career History & key responsibilities

February 2000- Present ***Executive Officer/Executive Director***
ACHPER (SA) (The Australian Council for Health, Physical Education & Recreation, SA Branch Inc)

- Successful Advocate to promote active and healthy living to the South Australian Community (Government, Schools, Tertiary Institutions, Sport, Recreation and Health organisations) through a range of professional activities.
- Managing the administrative and financial operations of ACHPER (SA). Securing the financial stability and ongoing income growth of the SA Branch has been a major achievement.
- Manage and provide leadership to ACHPER (SA) Staff and numerous Volunteers (Students, Board members, committees, ACHPER members) involved in ACHPER (SA) activities.
- Managing existing projects (Physical Education Week, Jump Rope for Heart, Corporate Cup, Active Schools project, *eat well be active* Primary Schools Project) and the development of additional professional activities (conferences, regional seminars, resources, consultancies).
- Development of strategies to increase membership and income generation.
- Liaising with kindred organisations on special projects and partnerships related to collaborative initiatives (Government, Non –Profit & Private Agencies).
- Managing and expanding current professional learning activities (State & National Conferences, Workshops), consultancy projects and implementing new professional activities for ACHPER members and the South Australian Community.
- Overseeing marketing, promotion and coordination of ACHPER (SA) publications and resources
- Preparation of strategic, financial and organisational planning and reporting

March 2004- Present ***Lecturer/Tutor (part time)***
Uni SA, Bachelor of Sport and Recreation Management

- Tutor in Recreation and Sport Event Programming
- Guest lecturer in a range of subjects including;
    - Sport Governance, Fundamentals of Sport & Recreation, & Sport and Event Marketing.

January 1999- February 2000 ***Marketing & Fundraising Officer***
SIDS South Australia

- Marketing & Fundraising Coordinator for State Based Fundraising activities and special events.
- Coordination of Red Nose Day raising a record of $230,000 in the 1999 campaign. The campaign included corporate sponsorship, media promotion, attracting community and public support, extensive school and business development and coordination of related special events.
- Development of fundraising, attracting sponsorship and managing events. Special events coordinated included Red Nose Day Sports Breakfast, Army Band Concert, Melbourne Cup Luncheon, Corporate Petanque Day and Charity Christmas Concert.
- Recruit, train and manage volunteers, manage media campaigns and reporting details.

July 1998-December 1998 ***SA/NT Fundraising Coordinator***
Amnesty International

- Coordination of major fundraising event Candle Day (record SA total in 1998) for South Australia/Northern Territory region to raise funds for Amnesty's human rights work.

April 1997-June 1998 ***Events Manager***
Ability Network

- Managing two national conferences (Beyond the Ramp & Elegant Access Solutions) marketing, event management, sponsorship, logistics. The two conferences targeted professionals, government officials and people with an interest in Disability.
- Coordination of a trade exhibition (ARLEX- Australia's Rehabilitation, Lifestyle and Equipment Exhibition), in Adelaide, Melbourne and Brisbane for people with an interest in Disability and Ageing. 150 organisations exhibited and 16,000 people attended.

June 1995-December 1996 ***Activities Coordinator, Salisbury Campus***
Uni SA, Students Association

- Programming, marketing and coordination of a range of events and activities

1994- 2000 ***Sports Coach, Concordia College***

- Coaching a range of teams in Basketball, Cricket and Football

Community Involvement

- Board Member, Squash Australia (2019-current)
- Chair, Uni SA Business Programs Industry Advisory Group (2021-current)
- Member, South Australian Cricket Association (SACA) Game Development Committee (2014-current)
- Member, Uni SA Sport Advisory Group (2014-current, Chair 2017-current)
- Member, Lutheran Education South Australia, Northern Territory and WA (2016- current, Vice President 2018-current)
- Board Member, Good Shepherd Lutheran Primary School, Para Vista (2012-current, including Chair 2015-current)
- Vice Chair, Adelaide Football League Umpiring Association (2014-current)
- Member, Sport SA Award Nominations Committee (2015-2018, including Chair 2016-18)
- Board Member, Squash South Australia (2015-2019)
- Concordia Old Collegians Cricket Club Committee (1999-2013, including President 2003-2013)
- Executive Member, CEASA- Council of Educational Associations of South Australia (2003-2009)
- Management Committee Member, Concordia Old Collegians Association (1995-2000, *Vice President 2000-2006*)
- Member of the Port Adelaide Magpies Football Club Marketing Committee (2000-2002)

Educational Details

Tertiary Education

- **Completed Bachelor of Applied Science, University of SA (1996)**
  (Recreation, Planning & Management)

Contact details

Hope Valley (Adelaide), South Australia
Email- m.schmidt@achpersa.com.au Tel- 0412357558

Referees

Available upon Request

Simon Weatherill

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Safety Beach VIC 3936

041 811 3664

Simonweatherill56@gmail.com

www.weatherill-leadership.com

21 October 2021

Mr Robert Donaghue
CEO
Squash Australia

Office 9, Sports House
150 Caxton St
Milton QLD 4064

Dear Mr Donaghue

I am pleased to submit my application for a position as a Non-executive Director on the Board of Squash Australia. In relation to the nomination criteria, I offer the following responses.

Governance Essentials

1. **Understanding of Sport Australia governance principles and their application to Board Governance**
   I am very familiar with the 8 principles in the Sports Australia document, culture, collaboration, vision, diversity, roles and responsibilities, accountability, reputation and integrity, having held several key leadership roles in Australian Sport over recent decades. Refer my Profile attached.

2. **Understanding of the Leadership Role of the Board**
   For 20 years as CEO of the State Sports Centre's Trust and more recently as Company Secretary for Austswim, I have a deep understanding of the leadership role I would play as a Board Member for Squash Australia.

3. **Strategic Ability**
   Having developed a number of strategic plans in my career, I understand that in order to be strategic one needs to understand the processes, collect data, and produce analytics to make informed decisions. In addition, one needs to be curious and ask thoughtful questions in order for one to observe and reflect. I have a great analytical ability, which I see as one of my greatest strengths.

4. **Matters for the Board and matters for Management**
My philosophy is that the CEO runs the operations of the business and a Skills Based Board provides a sounding board for the CEO to flesh out ideas, challenges and opportunities. A good board member does not get into the deep detail of the organization, rather they take a strategic view of the organization.

5. **Ability to work co-operatively as part of a team on the Board**

Working as a collaborative team is the ultimate goal of any board. The board Chair needs to be an exceptional leader not only to keep the Board on track and sum up everyone's contributions, but to foster collaboration, and teamwork amongst the board members. Leadership drives culture and culture drives strategy and performance.

6. **Board Obligations**

Taking on a voluntary non-executive board role, is a serious matter and it is understood that there will be time outside meetings for preparation and deliberation. I can meet such obligations.

Knowledge Essentials

7. **Understanding of the challenges and opportunities for Squash Australia and Squash in Australia:**

In the 1980's and 1990's Squash had approx. 1 million participants nationally. At its lowest ebb in 2016 the sport had participation rates at 100K. It is my understanding that this number is slowly climbing at a rate of 20K additional participants per annum.

This is a major challenge for the board as Squash was once a shining light of Australian Sport. As a professional squash coach and State Grade player in the 80's, I saw the sport at its height not only as a participant, but also as a coach of high performance athletes.

As the former CEO of MSAC I had a very strong internal club of over 300 members, even though squash as a sport was in a decline. The key opportunity is to make squash great again, by leveraging funding, to boost participation in the community and country areas.

My key skills revolve around Change Management and Marketing, in addition to having a strong knowledge of Financial Management and Business Operations.

I would welcome the opportunity to join the board of Sport Australia, and give back to a sport which has given so much positive to my life.

Yours faithfully

S J Weatherill

Simon J. Weatherill

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SIMON WEATHERILL

OVERVIEW

Simon is a highly accomplished leader, world renowned for his depth of experience in sports administration, sports sponsorship and event management. Versatile and enthusiastic, Simon likes to create an organizational culture which is underpinned by able leadership driving a team orientated environment which produces outstanding strategic outcomes.

SKILLS & ABILITIES

A highly competent and well-rounded sports administrator with capacity to effectively influence at all levels of sport from community based recreation to elite international sporting events. Simon established the internationally recognised Melbourne Sports Hub, which compromised $450M of infrastructure assets, 400+ staff and oversaw 3000 international, national and state sport events. He has outstanding leadership and people management skills, a high level of commercial acumen, complimented by a deep marketing ability and entrepreneurial vision.

Simon is currently Managing Director of Worldwide Sports Management, which predominantly consults in Australia, New Zealand and Europe on commercial management of major sporting facilities, utilising technology and a digital strategy to drive businesses in the 21st century, leadership development and cultural management.

Prior to this he held the high-profile role as Chief Executive of the State Sport Centres Trust comprising the Melbourne Sports and Aquatic Centre, the State Netball and Hockey Centre, Lakeside Stadium and the Melbourne School of Sport and Recreation Management.

During this period, he also consulted internationally on behalf of the Victorian Government on a range of major projects including the Commonwealth Games 2006 and in 2007, he met with key officials of the Governments of England, Scotland and Wales, the London Development Authority and the London Olympic Games Organising Committee for the planning and operations of the 2012 Olympic Games.

In addition to his extensive management experience, he is also a pioneer of sports event management in Australia, firstly, in devising the course for Deakin University and secondly, in overseeing over 2,500 events at State, National and International levels during his career.

EXPERIENCE

Interim CEO and Company Secretary | June 2021 to present |AUSTSWIM

Simon is currently Company Secretary and Interim CEO of Austswim, a not-for-profit swim teacher membership organization. It is a national not for profit organization that is the Australian Council for the teaching of swimming and water safety. It has industry representation in each State and Territory of Australia.

Managing Director |2015 - present | Worldwide Sports Management

Worldwide Sports Management is a boutique consultancy concentrating on technology, people and infrastructure development. Some of the key projects for which I have been responsible include:

- Metro Sports Facility in Christchurch New Zealand
- Review of Casey RACE and Casey ARC, premier state of the art local government aquatic recreation facilities
- The development of the Swim Cube, a worldwide cost effective aquatic facility development model
- Leadership training and development at a broad range of organisations including Glen Eira Council, YMCA Victoria, Quay Clean, Mattioli's, Samsonite and Leadership Victoria

Chief Executive Officer | 2000 - 2015 | State Sports Centres Trust

This key leadership role underpinned the State Government's vision to develop and establish Melbourne as the sporting capital of the World.

This role involved the leadership and management of the Melbourne Sports and Aquatic Centre, State Netball Hockey Centre, Melbourne School of Sports Management and Lakeside Stadium.

The annual turnover of the business was some $26.0M per annum, with annual visitation of 2.2 million visitors, 400+ staff, 32 sporting associations and approx. 500 sporting events per annum. Annual sponsorship revenue exceeded $300K per annum.

Other achievements included:

2004	Consultant to Beijing State Assets Management Corporation for Beijing Olympics
2006	Advisor to Delhi Commonwealth Games
2007	Ambassador – Victorian Government, advisor to London Olympics 2012
2007-2012	Chairman, International Sports Management Program

Chief Executive Officer | 1995 - 2000 | Melbourne Sports and Aquatic Centre

This role involved the leadership, management and establishment of the Melbourne Sports and Aquatic Centre, a $65.0M sporting infrastructure development.

The annual turnover of MSAC in 2000 was some $14.0 million per annum, 1.2 million visitors per annum, 200 staff and approx. 52 sporting events per annum.

General Manager | 1994 - 1996 | Ashburton YMCA

Senior Lecturer | 1992 - 1994 | Deakin University (Sports Mgt)

Marketing Director | 1989 - 1992 | King Club Wantirna Chief

Manager | 1985 - 1992 | Legetts Tennis & Squash Centre Melbourne

Manager | 1984 - 1985 | Presidents Club, Melbourne

EDUCATION

Graduate Diploma – Physical Education Science | 1974 - 1977

Keele University, Staffordshire, England

Post Graduate Diploma – Leisure Management | 1979 - 1980

North London University, London, England

Advanced Management Programme | 2009

Harvard University, Boston, USA

AICD Graduate | 2003

Australian Institute of Company Directors

COMMUNICATION

Simon is a warm and engaging public speaker, with a motivational element incorporated into all his presentations and public speaking engagements. He has made over 100 presentations at state and international conferences, sporting industry events, management presentations and staff development workshops.